

BNI for **Stronger** Indonesia

BNI
mobile
banking

BNIDirect
Digital Financial Services

Xport
Logistics & Supply Chain



Disclaimer and Limitation of Liability

This 2022 Annual Report of PT Bank Negara Indonesia (Persero) Tbk (“BNI”) is prepared by referring to the standard parameters and criteria applicable in Indonesia, the domicile where BNI carries out its business activities. The Annual Report uses the standards provided in the Financial Services Authority (“OJK”) Regulation No. 29/POJK.04/2016 concerning the Annual Report of Issuers or Public Companies, OJK Circular Letter No. 16/SEOJK.04/2021 concerning the Form and Content of Issuers or Public Companies’ Annual Report, and OJK Circular Letter No. 9/SEOJK.03/2020 concerning Transparency and Publication of Conventional Commercial Bank’s Reports.

This Annual Report contains statements of financial conditions, operations results, projections, plans, strategies, policies, and objectives of BNI. The prospective statements in this Annual Report are prepared based on various assumptions about the latest condition, the future condition, and the business environment where BNI performs its business activities. These statements are subject to prospective risks, uncertainties, and could cause actual results that differ materially from the reported results.

This Annual Report contains the words “BNI”, the “Company”, or “Bank” that are defined as PT Bank Negara Indonesia (Persero) Tbk. Sometimes the word “we” is also used to make it easy to designate BNI in general. This Report is presented in two languages, Indonesian and English, and can be viewed and downloaded on the official website of BNI: www.bni.co.id.

Cover Theme

2022 Performance

Management Report

Company Profile

Management Discussion and Analysis on Company Performance

Capital & Risk Management Practices

Good Corporate Governance

Social & Environmental Responsibility

ESG Commitment

Financial Statements



BNI for Stronger Indonesia

The COVID-19 pandemic has left various interesting stories, one of which is the growing awareness of the importance of sustainability. The holding of the G20 international events in Bali, Indonesia, in 2021-2022 have emphasized the importance of Indonesia's position in the theme of sustainability at the global level, both Indonesia's role in the post-COVID-19 recovery and the Indonesian Government's strong desire to achieve net zero emission in 2060.

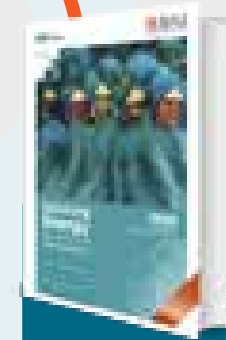
The theme of the 2022 BNI Annual Report is also related to all the great intention. **"Recover Together, Recover Stronger"** is the theme of the G20 Presidency, in which Indonesia invites the whole world to work hand in hand, support each other to recover together and grow stronger and more sustainable. In line with the theme of the G20 Presidency, BNI and all stakeholders involved in its business chain strive to create a more resilient Indonesia. The manifestation is expressed both in terms of the Bank's performance, the issue of Green Bonds, as well as various important efforts with stakeholders to create an established and sustainable banking industry.

Theme Continuity



2021

Jumping Higher for the Country



2020

Uniting Energy to Revive the Country



2019

Digitalization For Excellent Services



2018

Adapting Quickly to Face Changes

To deal with the COVID-19 pandemic which is not over yet requires an endless fighting spirit. The Indonesian Badminton National Team's success in bringing home the Thomas Cup after 19 years certainly has inspired many parties. The theme of BNI's 2021 Annual Report is "Jumping Higher for the Country" and uses visuals of badminton players. The purpose is to portray BNI's spirit and performance as we continue to focus on jumping and transforming our digital and global capabilities to achieve a superior performance and become the pride for the country. This theme follows BNI's 75th Anniversary theme "Jump Higher." In addition, BNI should be proud of being appointed by the SOEs Ministry as the SOE Participating in the Coaching of Badminton Sports.

In a situation where Indonesia still struggled to deal with the pandemic, BNI as one of the drivers of the national economy was determined to unite the energy to stem the spread of the pandemic while simultaneously reviving the country from the pandemic's negative impacts.

BNI relentlessly transforms as well as develop, and strengthen our capabilities as a digital bank. The digitalization of distribution channels and business processes have enabled BNI to consistently grow its business each year on the strength of expanded market access as well as higher operating efficiency. The ongoing initiatives at digital technology capability enhancement will bring BNI ever closer to become a highly competitive digital bank in the industry 4.0 era.

BNI's performance in 2018 became more solid by recording achievements that exceeded the banking standards. BNI continued its transformation and adapted quickly to the current changes in the modern banking industry. In the technology disruption era, BNI has become one of the banks with competitive advantages based on digital technology. This is achieved through digital transformation, starting from internal process improvements, preparing our competent human capital to master technology, to offering our customers many electronic and digital services and products, such as BNI DigiCare, DigiDeal, DigiMaster, and DigiSport. The digital services transformation to BNI is a must when facing the challenge of becoming a bank that remains relevant and offers fast, flexible and mobile solutions to our customers.

BNI

Competitive Advantages

“Since 1946, BNI has been **continuously growing** and become a banking corporation with a commitment to develop together with the Indonesian people.”

Excellent Reputation and Experience in Corporate and Institutional Banking

BNI has a DNA as corporate banking with international network excellence, which is embedded through extensive experience and a global reputation as a national bank that actively supports Indonesian business actors in various economic cycles. Loans to the corporate segment are still the credit segment with the largest credit share in BNI with an average share of 50.3% in the last 3 (three) years. Specifically in December 2022, the composition of BNI's corporate loans reached 50.6% and became a catalyst for the growth of other credit segments. The current management strategy is to focus on expanding to superior debtors who are key industry players and optimizing cooperative relationships with institutions.

National Bank with Global Capacity

BNI has the widest network of offices abroad, located in the world's business and financial centers, namely in Singapore, Hong Kong, Tokyo, New York, London, Seoul and Amsterdam. Supported by strategic alliances and a network of correspondent banks abroad, BNI has a global reputation as a national bank which actively bridges business and investment from Indonesia to abroad and from abroad to Indonesia. Throughout 2022, BNI continuously made the efforts to spur our international performance. One of efforts is through the BNI Xpora program, which is specifically implemented to encourage MSME players to export abroad. Supported by the Xpora program, in 2022 BNI had an export loan portfolio of up to Rp26.7 trillion, which was distributed to more than 39 thousand customers.

Bank with Leading Sustainable Finance Practices in Indonesia

In 2022, BNI took several strategic measures to continuously embody its commitment to supporting sustainable finance, including the issue of green bonds which are used for financing and refinancing projects in the Eco-Friendly Business Activities (KUBL) category, including projects related to renewable energy, energy efficiency, waste management, and others. Moreover, BNI was also proactive in introducing Sustainability Linked Loans (SLL). One of the main aspects of SLL is the provision of incentives for customers to improve ESG aspects of their business. Throughout 2022, BNI distributed SLL of USD 355 million or equivalent to Rp5.3 trillion to top-tier debtors in priority industrial sectors, such as Fast-Moving Consumer Goods and manufacturing. For its sustainable financial practices, BNI currently receives an “A” rating from MSCI, which is one of the best ratings among major banks in Indonesia.

Comprehensive and Competitive Digital Ecosystem

BNI focuses on working on customer business potential from various aspects, one of which is through a one stop solution digital financial services strategy. Through this strategy, BNI's digital financial services are available to answer the needs of customers in the consumer & retail and business banking segments on an end-to-end basis. Champion products from BNI digital services are BNI Mobile Banking, BNIDirect and BNI Xpora. BNI Mobile banking has now been used by more than 13.6 million customers, with the advantage of complete transaction features and ease of use anytime and anywhere. In 2022 BNIDirect recorded a total user growth of 24.9% Year on Year (YoY) with more than 100 thousand users. The development of BNI Xpora has led BNI to transform into a Bank with a focus on providing international banking services to all its customers. Apart from these three champion products, in 2022 BNI completed the acquisition process of Bank Mayora to become the controlling shareholder with ownership reaching 63.92%. Bank Mayora will be transformed into a digital bank that focuses on the SME segment.

Widespread domestic office network to reach all levels of society

The growth of BNI's Third Party Funds in the last 3 years has reached 10.2% per year. This high growth rate is attributable to the increased public trust, supported by BNI's network infrastructure and services spreading throughout Indonesia. Until the end of 2022, BNI has had 1,808 outlets, 16,125 ATMs, and 164,979 Branchless Banking Agents (BNI Agen46).

BNI optimizes the branch office network by paying attention to the spread of an effective outlet network, as well as diverting customer banking transactions to digital channels, especially BNI Mobile Banking which offers an easy, fast, safe, and comfortable transaction experience. Branchless banking or commonly referred to as BNI Agen46 functions optimally to support financial inclusion. As of December 2022, BNI Agen46 recorded a transaction volume of Rp73.8 trillion with a total of 83 million transactions spread across 34,000 villages throughout Indonesia, including areas categorized as Frontier, Remote and Disadvantaged (3T).

Milestone

2022
Performance

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1946

The establishment of PT Bank Negara Indonesia (Persero) Tbk as the first state-owned bank, functioning as a central bank and a commercial bank.

1950

BNI as a development bank was given the right to act as a foreign exchange bank.

1955

BNI converted to a commercial bank and BNI opens its first overseas branch in Singapore.

1960

BNI supported the Indonesian economy and introduced various banking services such as Floating Banks and Mobile Banks.

1968

As a commercial bank with the name "Bank Negara Indonesia 1946", BNI was given the task of improving the economy of the people of Indonesia and participated in the national economic development by empowering various industrial sectors in Indonesia.

1986

BNI conducted operational restructuring and corporate reforms, including developing its vision and mission and Performance Improvement Program (PIP).

1989

BNI launched its new logo "the ark of sailing in the middle of the ocean" as a reflection and expression of the Company's expectations.



2009

BNI shareholders agreed to spin-off BNI Syariah business units as an independent business entity.

2008

Under a new Management team, BNI stepped up in the midst of the global economic crisis, reinforcing its financial foundation through five key strategies: adequacy of reserves, improving the quality of assets, focusing on profitability, creating sustainable business models and maintaining efficient cost structures.

2007

BNI issued new shares listed on the Jakarta and Surabaya Stock Exchanges at the same time as the government share divestment program. With the completion of both programs, public ownership increased to 23.64%.

2004

BNI launched its new corporate logo and identity related to efforts to build a firm image of the Company in the face of competition.

1999

BNI obtained additional capital from the Government through the bank recapitalization program. BNI succeeded in obtaining ISO 9002 certificate in recognition of quality standards including the Joint Processing Unit (UPB).

1997

The monetary crisis hit Asia and Indonesia. Like other banks, BNI was also affected by the crisis, as reflected in the decline in financial performance indicators.

1996

BNI conducted an initial public offering and listed its shares on the Jakarta and Surabaya Stock Exchanges. This made BNI the first government bank to become a public company.

2010

BNI issued new shares through a Rights Issue so that public ownership increased to 40%.

2012

BNI issued Global Bonds through its London branch office worth USD500 million. BNI's Global Bonds were registered at the Singapore Stock Exchange.

2013

BNI joined a strategic partnership with Sumitomo Life Insurance Company which purchased new shares issued by PT BNI Life Insurance worth Rp4.2 trillion.

2014

BNI's Net Income for the first time broke the double-digit figure (Rp10.8 trillion), as one result of BNI's transformation programs implemented since 2008.

2015

To adapt to the changing dynamic business environment, to meet the needs of all stakeholders' interests, and to align with regulations related to management for financial conglomerate institutions, BNI restated its vision: "Becoming a Superior Financial Institution in Service and Performance".

2016

For the second time BNI achieved a double-digit profit of Rp11.4 trillion with better fundamentals, indicated by a coverage ratio of 146% and CAR of 19.4%.

2017

BNI Sustainable Bonds I Phase I Year 2017 were issued with a value of Rp3 trillion for a period of 5 years with a coupon of 8% per annum. BNI Bonds were published on July 11, 2017 and listed on BEI on July 12, 2017.

2018

BNI Subordinate I Medium Term Notes (MTN) Year 2018 were issued with a value of Rp100 billion for a period of 5 years with a fixed interest rate of 8% per annum. The MTN were registered at OJK, effective June 8, 2018.

2019

In 2019, BNI became the first Government Bank to launch Digital Account Opening through its mobile banking application. Negotiable Certificates of Deposit (NCD) with a value of Rp2.39 trillion were issued on September 25, 2019.

2022

- BNI acquired PT Bank Mayora. Going forward, Bank Mayora will be transformed into a digital bank that supports the development of BNI's digital solutions focusing on the MSME (Micro, Small and Medium Enterprises) segment.
- Establishment of PT BNI Modal Ventura or referred to as "BNI Ventures" as BNI's strategy to support the development of the digital ecosystem in Indonesia.
- Addition to equity participation in PT Bank Syariah Indonesia Tbk amounting to Rp500,000,000,000 (five hundred billion rupiah); thus, BNI's share ownership becomes 23.24%.
- Issuance of PT Bank Negara Indonesia (Persero) Tbk Green Bond I Year 2022 with a principal amount of Rp5 trillion. This bond is the first Green Bond product in Indonesia issued in Rupiah.

2021

- BNI issued Tier 2 Subordinated Notes (BNI Tier 2 Capital Bond 2021) on the Indonesia Stock Exchange for USD500 million with an interest rate of 3.75%, as well as Additional Tier 1 ("AT-1") Perpetual Non-Cumulative Capital Securities on the Singapore Stock Exchange for USD600 million with a yield of 4.3% p. a. The AT-1 Capital Securities issue was monumental as BNI became the first bank in Indonesia to issue Additional Tier 1 capital instruments.
- BNI also strengthened its vision, from the previous "To become a Financial Institution with Sustainable Service and Performance Excellence," to "To become a Superior Financial Institution with Sustainable Service and Performance Excellence". The word "Unggul" has been prefixed with "Ter", showing BNI's commitment to become the most superior.
- BNI divestment in PT Bank BNI Syariah, which was merged with PT Bank Mandiri Syariah and PT Bank BRI Syariah Tbk to become PT Bank Syariah Indonesia Tbk ("BSI") Holding.
- BNI Securities Pte. Ltd. ("BSPL"), a subsidiary of PT BNI Sekuritas, has officially operated in Singapore.

2020

BNI made a restatement of the Company's vision of "To Become a Prime Financial Institution that excels in services and sustainable performance" and a restatement of its mission to become "Providing excellent services and digital solutions to all customers, as the primary partner of choice" and "Strengthening international services to support the needs of our global business partners". The purpose was to strengthen BNI's excellence in international business through overseas and local network, partnership cooperation as well as development of digital banking in response to challenges and competition whereby BNI will always sustainably excel in services and performance. Moreover, in order to support the formation of a national Islamic bank with global capacity, BNI together with Bank BRI and Bank Mandiri signed a Merger Agreement between BNI Syariah, Mandiri Syariah, and BRI Syariah.

Bank Mayora

Acquisition



“BNI acquired Bank Mayora to complement services in the MSME segment which is currently focusing on the global expansion.”

BNI has been developing a digital business in responding to the increasing potential for digital business in the banking industry and changes in customer behavior which have led to digital shifting in the banking services. Development is conducted both organically and inorganically. BNI conducted organic development by sustainably developing digital channel innovations such as BNI Mobile Banking and BNI Direct. BNI has also carried out inorganic development through the acquisition of Bank Mayora, which was previously owned by the Mayora Group, one of the leading FMCG business groups in Indonesia.

On May 18, 2022, BNI signed the deed of acquisition of PT Bank Mayora shares and signed the deed of sale and purchase of shares which marked the effective acquisition of PT Bank Mayora by BNI. Additionally, BNI has obtained approval for this corporate action plan. The acquisition is already approved by BNI shareholders at the BNI Annual General Meeting of Shareholders (GMS) on March 15, 2022. With the

effective takeover of Bank Mayora shares, BNI has recorded to own 1,198,229,838 shares of Bank Mayora representing 63.92% of the total issued and fully paid shares, while 36.08% of the shares are owned by PT Mayora Inti Utama.

The acquired Bank Mayora will be transformed into a Digital Bank that supports BNI's digital development and will be focused on the MSME (Micro, Small and Medium Enterprises) segment which plays an important role in the economic growth in Indonesia. The presence of Bank Mayora will make it easier for BNI to penetrate services to the MSME segment which has not been optimally utilized by Branch Offices and Business Centers. In addition, this acquisition also strengthens BNI in providing comprehensive solutions and complements BNI Xpora service that is previously developed for the MSME segment with focus on the global expansion. The acquisition of Bank Mayora is in line with BNI's long-term strategy in achieving future goals to become a Digital-Based Integrated Financial Solutions Provider with International Excellence.

BNI Ventures

Establishment



“The establishment of BNI Ventures is BNI's effort to support the development of Indonesia's digital ecosystem, especially through the support for startup companies in Indonesia.”

The current industrial growth encourages banks to grow collaboratively by developing ecosystem businesses together with technology companies that are quicker in adapting to the times. To support the development of technological innovation in the BNI Group through synergy and investment in financial technology companies, on April 12, 2022 BNI established a venture capital company named PT BNI Modal Ventura or also known as “BNI Ventures”. The subsidiary will later be able to collaborate, including in the form of participation in startup companies.

In its implementation, BNI placed fund of Rp500 billion or equivalent to 500 thousand shares. For this placement, BNI was recorded to own 99.98% of the total issued shares, while the remaining shares were owned by PT BNI Asset Management.



2022

Green Bond

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“Obligasi Berwawasan Lingkungan (Green Bond) I BNI 2022.”

On June 21, 2022, BNI again reinforced its commitment to green financing by becoming the first bank in Indonesia to issue Green Bonds denominated in Rupiah with a maximum issuance value of Rp5 trillion. The Green Bonds consist of 2 (two) series, Series A with a tenor of 3 years with a value of Rp4 trillion and an interest of 6.35%; and Series B with a tenor of 5 years with a value of Rp1 trillion and an interest of 6.85%.

This issuance is done by considering the Financial Services Authority Regulation No. 60/POJK.04/2017 concerning Issuance of and Requirements for Green Bonds.

All proceeds obtained from the Green Bonds will be used to finance and refinance projects in the category of Eco-Friendly Business Activities (EFBA), including projects related to renewable energy, energy efficiency, waste processing into energy and waste management, sustainable use of natural resources and land, conservation of terrestrial and aquatic biodiversity, eco-friendly transportation, sustainable water and wastewater management, climate change adaptation, eco-sound buildings, and sustainable agriculture.



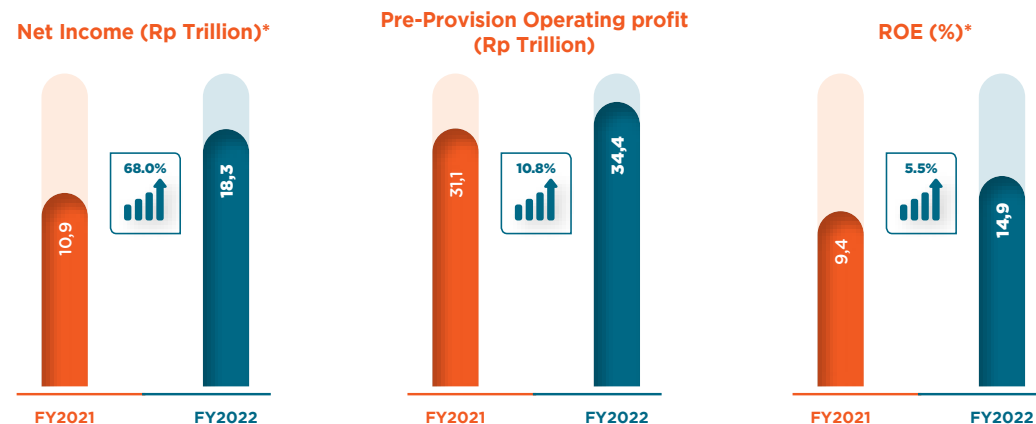
2022

Accomplishments

Transformation and Innovation

are the keys to achieving solid business performance amidst a dynamic business environment throughout 2022

BNI managed to close 2022 by recording an impressive performance and successfully surpassing market consensus. This was reflected in the consolidated net profit which was recorded at Rp18.3 trillion, growing significantly by 68% year-on-year (YoY) and the highest net income that exceeded pre-pandemic achievements. This outstanding performance was realized amidst a dynamic business environment throughout 2022 and efforts to ensure that the Company's transformation agenda will continue according to the blueprint.



* Income For the Year Attributable to Equity Holders of The Parent Entity

* using average equity as the denominator

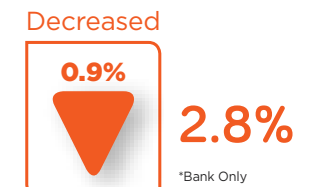
Business growth is carried out in a prudent and quality manner with a focus on low-risk segments, accompanied by strong improvements in asset quality to drive impressive performance.

Healthy Business Growth in the long term

Total Loans Disbursed



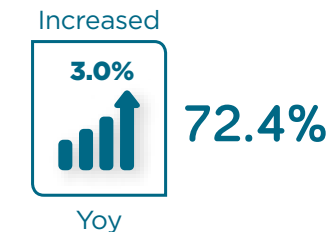
Non Performing Loan (NPL)*



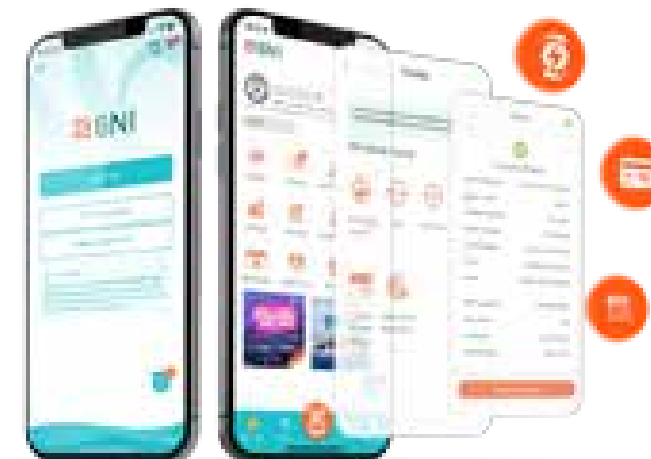
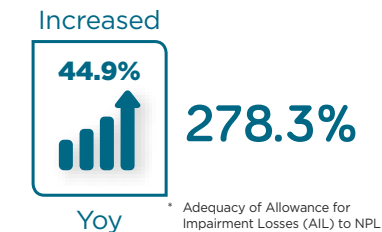
Total CASA (Current Accounts and Savings)



CASA Ratio



NPL Coverage*



Acceleration and Optimization of Digital Services

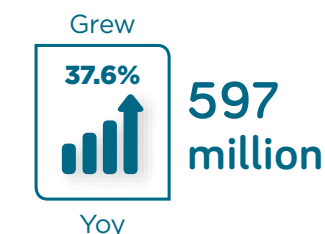
The application of digitalization to the distribution network and business processes has been able to drive BNI's business growth consistently from year to year through expanding market access and operational efficiency. Efforts to increase digital technology capabilities are directed at making BNI a competitive bank and always able to meet customer expectations.

BNI Mobile Banking

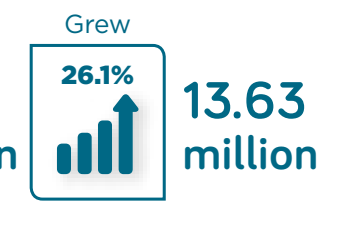
Transaction Volume



Total Transaction



Number of Users

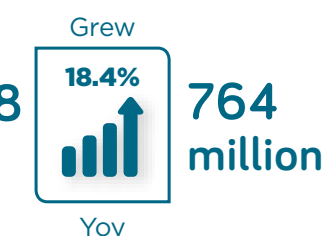


BNI Direct

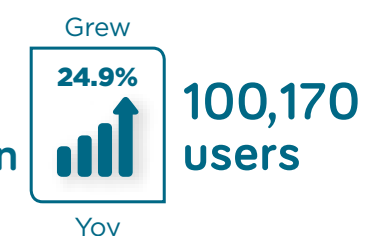
Transaction Volume



Total Transaction



Number of Users





BNI Commitment and Innovation in Sustainable Finance

Sustainable Finance Portfolio

of BNI's total loans

28.5% **Rp182.9**
trillion

These include financing for MSMEs,
new and renewable energy, and other
green financing

Sustainability Linked Loans Portfolio

Rp5.3
trillion

Financing accompanied by incentives
to achieve ESG targets by debtors

ESG rating from MSCI

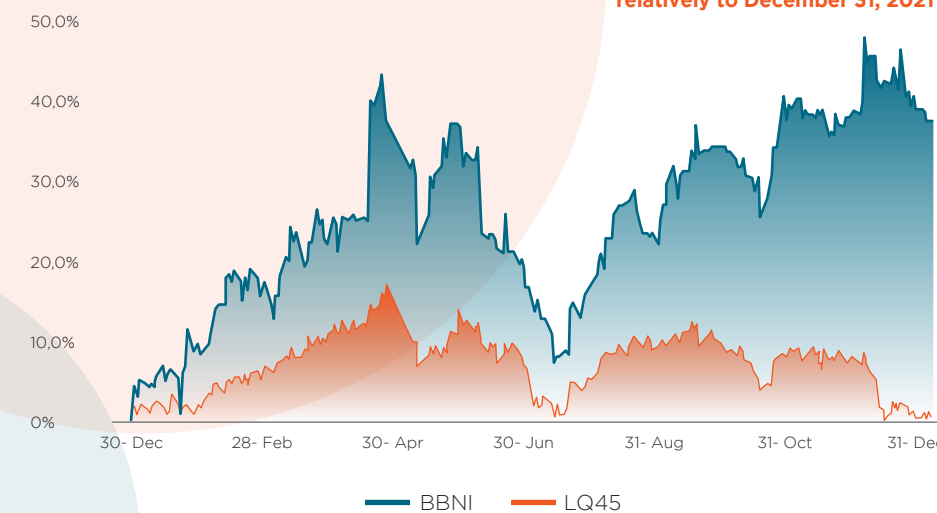
“A”

As a green banking pioneer bank and the driving force for Sustainable Finance implementation in Indonesia, BNI is committed to internalizing the principles of sustainable finance in the Company's values, work culture, corporate strategy, operational policies, and operational systems, and procedures.

Investors' High Confidence in BNI

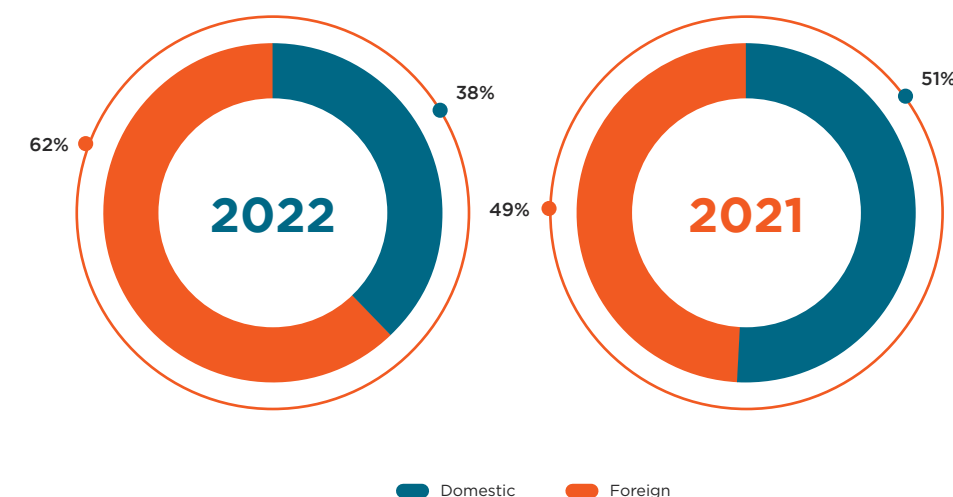
BNI's share price at the end of 2022 recorded an increase of 36.7% YoY, much higher than the increase in the LQ-45 share price of 0.7% YoY. BNI is committed to relentlessly create healthy and sustainable profitability so as to provide optimal value for all stakeholders, especially shareholders

Performance of BNI and LQ-45 Shares in 2022 relatively to December 31, 2021



Increased foreign investors' confidence in BNI's long-term strategy supports the increase in the share performance.

Composition of BBNI Share Ownership by Public



Domestic Foreign

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BNI Xpora • Working Capital Loans • Investment Loans (KI)
People's Business Loans (KUR) • Bank Guarantees

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Consolidated Statement of Financial Position

In billion Rupiah, unless otherwise stated	2022	2021*)	YoY 2021-2022 (%)	2020**)	2020	2019	2018
Assets							
Cash	13,448	13,684	(1.7) ▼	16,908	17,324	15,362	14,044
Current Accounts with Bank Indonesia	82,922	48,682	70.3 ▲	33,550	35,066	37,104	35,591
Current Accounts with other banks - Net	15,922	19,570	(18.6) ▼	15,678	16,108	14,963	13,134
Placements with Other Banks - Net	51,569	92,290	(44.1) ▼	56,141	61,329	47,777	39,324
Marketable Securities - Net	28,556	25,803	10.7 ▲	22,632	29,687	27,162	32,044
Securities Purchased under Agreements to Resell - Net	16,631	22,011	(24.4) ▼	8,666	8,666	411	-
Bills and Other Receivables - Net	20,729	19,563	6.0 ▲	17,894	17,894	19,208	24,587
Acceptance Receivables - Net	18,912	20,543	(7.9) ▼	20,499	20,576	18,558	20,295
Derivative Receivables- Net	685	494	38.7 ▲	1,461	1,461	312	605
Loans Disbursed	646,188	582,436	10.9 ▲	553,106	586,207	556,771	512,778
Allowance for impairment losses of Loans Disbursed	(50,334)	(50,295)	0.1 ▲	(42,932)	(44,228)	(16,909)	(14,891)
Government Bonds	121,291	111,429	8.9 ▲	84,150	90,659	81,029	86,791
Prepaid Taxes	644	1,051	(38.7) ▼	1,050	1,050	1,050	1,624
Prepaid Expenses	3,244	3,096	4.8 ▲	2,699	2,807	2,609	2,337
Investments in Associates	10,049	8,688	15.7 ▲	-	-	-	-
Equity Investments - Net	609	830	(26.6) ▼	4,177	813	523	604
Other Assets	13,856	11,850	16.9 ▲	13,383	13,758	11,801	11,900
Fixed Assets - Net	26,549	26,883	(1.2) ▼	26,257	27,362	26,525	26,127
Intangible Assets	753	-	100.0 ▲	-	-	-	-
Deferred Tax Assets - Net	7,614	6,230	22.2 ▲	4,591	4,800	1,349	1,676
Total Assets	1,029,837	964,838	6.7 ▲	839,910	891,337	845,605	808,572
Liabilities							
Obligations Due Immediately	4,686	4,554	2.9 ▲	5,508	5,561	5,273	4,160
Deposits from Customers	769,269	729,169	5.5 ▲	631,551	647,572	582,541	552,172
Deposits from Other Banks	15,245	14,377	6.0 ▲	9,245	9,023	11,584	13,874
Derivative Payables	775	110	604.5 ▲	414	414	203	322
Securities Sold Under Agreements To Repurchase	2,885	1,829	57.7 ▲	2,590	2,590	2,183	21,524
Acceptance Payables	5,301	5,588	(5.1) ▼	5,423	5,500	5,341	4,417
Accrued Expenses	1,441	1,242	16.0 ▲	1,125	1,182	997	876
Taxes Payable	1,551	1,284	20.8 ▲	1,060	1,148	568	481

In billion Rupiah, unless otherwise stated	2022	2021*)	YoY 2021-2022 (%)	2020**)	2020	2019	2018
Employee Benefits	6,880	6,138	12.1 ▲	5,652	6,344	4,392	3,512
Provisions	2,712	2,276	19.2 ▲	1,421	1,422	185	178
Other Liabilities	21,130	20,542	2.9 ▲	18,038	18,280	14,901	14,608
Securities Issued	4,897	2,986	64.0 ▲	2,985	2,985	2,985	2,987
Borrowings	35,654	32,458	9.8 ▲	44,114	44,114	57,236	52,025
Subordinated Securities	17,213	15,765	9.2 ▲	100	100	100	100
Total Liabilities	889,639	838,318	6.1 ▲	729,226	746,236	688,489	671,238
Temporary Syirkah Funds							
Deposits from Customers	-	-	- -	-	31,881	31,770	26,603
Deposits from Other Banks	-	-	- -	-	349	341	358
Mudharabah Sukuk Issued	-	-	- -	-	-	-	-
Total Temporary Syirkah Funds	-	-	- -	-	32,230	32,112	26,961
Equity							
Share Capital	9,055	9,055	0.0 -	9,055	9,055	9,055	9,055
Additional Paid-in Capital/ Agio Saham	17,010	17,010	0.0 -	14,568	14,568	14,568	14,568
Transactions with Non-Controlling Interests	2,257	2,257	0.0 -	2,257	2,257	2,257	2,257
Asset revaluation reserve	15,441	15,442	0.0 -	14,882	14,963	14,947	14,979
Unrealized (Losses)/ (Gains) on Marketable Securities and Government Bonds Measured at Fair Value through Other Comprehensive Income, Net of Tax	(1,971)	1,949	(201.1) ▼	2,424	2,424	(822)	(3,914)
Exchange Difference on Translation of Foreign Currency Financial Statements	(36)	(17)	111.8 ▲	23	23	48	85
Retained Earnings	94,060	78,250	20.2 ▲	64,878	66,981	82,463	71,047
Treasury Shares	-	(207)	(100.0) ▼	(79)	(79)	-	-
Non-Controlling Interests	4,382	2,781	57.6 ▲	2,676	2,680	2,488	2,297
Total Equity	140,198	126,520	10.8 ▲	110,684	112,872	125,004	110,374
Total Liabilities, Temporary Syirkah funds and Equity	1,029,837	964,838	6.7 ▲	839,910	891,337	845,605	808,572

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 **) Financial performance for 2020, taking into account the impact of releasing BNI Syariah's performance.

Consolidated Statement of Profit or Loss and Other Comprehensive Income

In billion Rupiah, unless otherwise stated	2022	2021 ^{*)}	YoY 2021- 2022 (%)		2020 ^{**)}	2020	2019	2018
Interest Income and Sharia Income	54,659	50,026	9.3 ▲		52,144	56,173	58,532	54,139
Interest Expense and Sharia Expense	(13,338)	(11,779)	13.2 ▲		(18,103)	(19,021)	(21,930)	(18,692)
Interest Income and Sharia Income - Net	41,321	38,247	8.0 ▲		34,041	37,152	36,602	35,446
Premium Income and Investments Return	6,222	5,887	5.7 ▲		5,330	5,330	6,158	5,997
Claims Expense	(4,671)	(4,489)	4.1 ▲		(3,859)	(3,859)	(4,461)	(4,286)
Premium Income - Net	1,552	1,398	10.9 ▲		1,471	1,471	1,697	1,712
Other Operating Income	18,600	16,220	14.7 ▲		13,640	13,413	13,713	11,613
Total Operational Income	61,472	55,865	10.0 ▲		49,152	52,036	52,012	48,771
Other Operating Expenses	(27,059)	(24,801)	9.1 ▲		(22,088)	(24,214)	(23,687)	(21,783)
Allowance for Impairment Losses	(11,514)	(18,297)	(37.1) ▼		(22,038)	(22,590)	(8,838)	(7,388)
Operating Income	22,899	12,767	79.4 ▲		5,026	5,231	19,487	19,599
Non-Operating (Expenses) Income - Net)	(212)	(216)	(1.9) ▼		(95)	(119)	(118)	221
Income Before Tax Expenses	22,687	12,551	80.8 ▲		4,931	5,112	19,369	19,821
Tax Expense	(4,205)	(1,574)	167.2 ▲		(1,610)	(1,791)	(3,861)	(4,729)
Income for the Year	18,482	10,977	68.4 ▲		3,321	3,321	15,509	15,092
Income for The Year Attributable to:								
Non-controlling interests	18,312	10,898	68.0 ▲		3,280	3,280	15,384	15,015
Equity holders of the Parent Entity	170	79	115.2 ▲		41	41	124	77
Other Comprehensive Income								
Other Comprehensive (Loss)/Income for the Current Period After Tax	(3,826)	745	(613.6) ▼		872	872	2,875	(856)
Total Comprehensive Income for the Year	14,656	11,722	25.0 ▲		4,193	4,193	18,384	14,236
Comprehensive Income for the Year Attributable to:								
Non-controlling interests	14,594	11,621	25.6 ▲		4,001	4,001	18,192	14,250
Equity holders of the Parent Entity	62	102	(39.2) ▼		192	192	191	(14)
Earnings Per Share Attributable to Equity holders of the Parent Entity (in full Rupiah amount)	983	585	68.0 ▲		176	176	825	805

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^{**)} Financial performance for 2020, taking into account the impact of releasing BNI Syariah's performance.

Statement Of Consolidated Cash Flows

In billion Rupiah, unless otherwise stated	2022	2021	YoY 2021- 2022 (%)		2020	2019	2018
Cash Flows from Operating Activities	19,953	97,479	(79.5) ▼		74,254	(12,611)	(4,274)
Cash Flows from Investing Activities	(32,233)	(15,656)	105.9 ▲		(11,992)	13,484	(9,612)
Cash Flows from Financing Activities	2,725	1,719	58.5 ▲		(17,139)	(18,491)	20,609
(Decrease)/Increase in Net Cash and Cash Equivalents	(9,555)	83,542	(111.4) ▼		45,123	(17,618)	6,723
Impact of Loss of Control	-	(37,614)	- -		-	-	-
Impact of Foreign Currency Exchange Rate Changes	115	505	(77.2) ▼		600	(119)	221
Cash and Cash Equivalents at Beginning of the Year	173,340	126,908	36.6 ▲		81,185	98,922	91,977
Cash and Cash Equivalents at the End of Year	163,900	173,340	(5.4) ▼		126,908	81,185	98,922

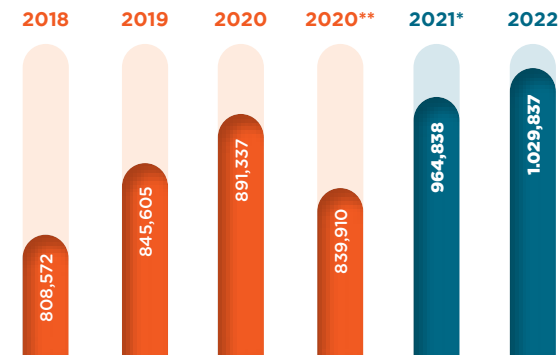
Financial Ratios (Bank Only)

In billion Rupiah, unless otherwise stated	2022	2021	Difference 2021-2022		2020	2019	2018
Capital							
Common Equity Tier 1 (CET1) Ratio	16.1	16.4	(0.3) ▼		15.7	18.7	17.4
Tier 1 Ratio	17.5	17.7	(0.2) ▼		15.7	18.7	17.4
Tier 2 Ratio	1.8	2.0	(0.2) ▼		1.1	1.1	1.0
Minimum Capital Adequacy Ratio	19.3	19.7	(0.4) ▼		16.8	19.7	18.5
Fixed Assets Against Capital	19.8	21.1	(1.3) ▼		25.1	22.0	24.5
Asset Quality							
Distressed Earning Assets and Distressed Non- Earning Assets to Total Earning Assets and Non- Earning Assets	2.0	2.8	(0.8) ▼		3.1	1.8	1.4
Distressed Earning Assets to Total Earning Assets	1.9	2.6	(0.7) ▼		2.9	1.6	1.4
Allowance for Impairment Losses (CKPN) of Financial Assets to Earning Assets	6.0	6.5	(0.5) ▼		6.2	2.2	1.9
LLR/NPL Gross (Coverage Ratio)	278.3	233.4	44.9 ▲		182.4	133.5	152.9
CKPN Fulfillment for Earning Assets	5.4	5.9	(0.5) ▼		2.9	2.2	2.1
CKPN Fulfillment for Non-Earning Assets	43.4	29.4	14.0 ▲		13.9	14.8	16.3
Gross NPL	2.8	3.7	(0.9) ▼		4.3	2.3	1.9
Net NPL	0.5	0.7	(0.2) ▼		0.9	1.2	0.8
Loans to Total Earning Assets	64.3	63.2	1.1 ▲		66.9	65.5	62.1
Core Debtor Loans to Total Loans	28.6	31.2	(2.6) ▼		30.3	29.0	20.2
Foreclosed Collateral to Total Loans	0.2	0.3	(0.1) ▼		0.3	0.0	0.2
Profitability							
Return on Assets (ROA)	2.5	1.4	1.1 ▲		0.5	2.4	2.8
Return on Equity (ROE) - Tier 1 Capital Based	16.4	10.4	6.0 ▲		2.9	14.0	16.1
Return on Equity (ROE) - Equity Based	14.9	9.4	5.5 ▲		2.6	13.4	15.2
Net Interest Margin (NIM)	4.8	4.7	0.1 ▲		4.5	4.9	5.3
Other Operating Income to Operating Income	31.3	29.9	1.4 ▲		28.3	29.3	26.5
Profit (Loss) to Total Assets	1.9	1.1	0.8 ▲		0.3	2.0	2.0

In billion Rupiah, unless otherwise stated	2022	2021	Difference 2021-2022		2020	2019	2018
Profit (Loss) to Total Equity	14.1	8.9	5.2	▲	2.7	12.5	14.0
Total Liabilities to Total Assets	86.8	87.3	(0.5)	▼	87.4	85.0	86.3
Total Liabilities to Total Equity	657.0	687.9	(30.9)	▼	689.6	567.5	628.4
Fee Based Income to Total Other Operating Income	79.8	84.0	(4.2)	▼	88.4	82.8	82.8
Earnings per Share (EPS) (In Rupiah full amount)	983	585	398.0	▲	176	825	805
Liquidity							
Loan to Deposit Ratio (LDR)	84.2	79.7	4.5	▲	87.3	91.5	88.8
Liquid Assets to Total Assets	21.5	24.8	(3.3)	▼	20.2	18.6	19.7
Total Liquid Assets to Short-Term Funding	27.6	31.4	(3.8)	▼	25.8	18.4	17.8
RIM Ratio	83.4	74.1	9.3	▲	75.4	86.6	84.6
Current Account/Saving Account (CASA) Ratio	72.9	69.4	3.5	▲	68.4	66.8	65.3
Cost of Fund (CoF) Ratio	1.5	1.6	(0.1)	▼	2.6	3.2	2.8
Compliance							
LLL Percentage							
Related Party	Nil	Nil	-	-	Nil	Nil	Nil
Unrelated Party	Nil	Nil	-	-	Nil	Nil	Nil
LLL Excess Percentage							
Related Party	Nil	Nil	-	-	Nil	Nil	Nil
Unrelated Party	Nil	Nil	-	-	Nil	Nil	Nil
Minimum Mandatory Reserve (GWM)							
Primary Rupiah GWM	11.9	7.7	4.2	▲	5.4	6.7	6.5
Foreign Currency GWM	4.0	4.0	-	-	4.0	8.0	8.0
Net Open Position (NOP)	1.6	0.9	0.7	▲	3.2	2.4	2.0
Efficiency							
BOPO (Operating Cost/Operating Income)	68.6	81.2	(12.6)	▼	93.3	73.2	70.2
CIR (Cost to Income Ratio)	42.6	43.3	(0.7)	▼	44.2	43.9	42.5
Other Ratios							
Operating Income/Employee (Rp-million)	2,195	1,985	208	▲	1,738	1,732	1,633
Operating Income/Employee (Rp Million)	2,149	2,183	(34)	▼	2,219	2,245	2,378
Number of Outlets (full amount, unaudited)	16,125	16,385	(260)	▼	18,230	18,659	18,311
Number of Employees (full amount, unaudited)	27,170	27,177	(7)	▼	27,202	27,211	27,224

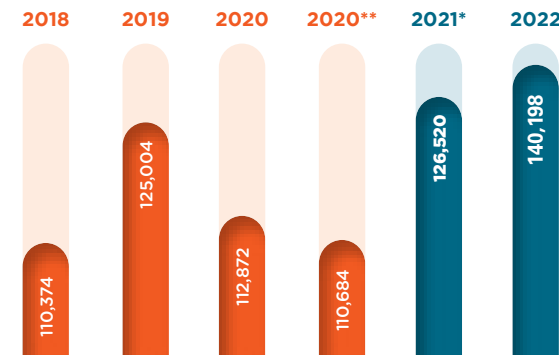
TOTAL ASSETS

(Rp-billion)



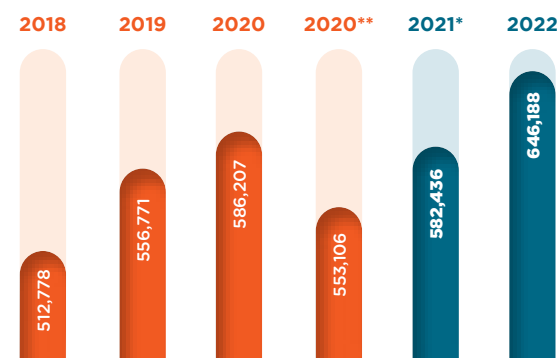
TOTAL EQUITY

(Rp-billion)



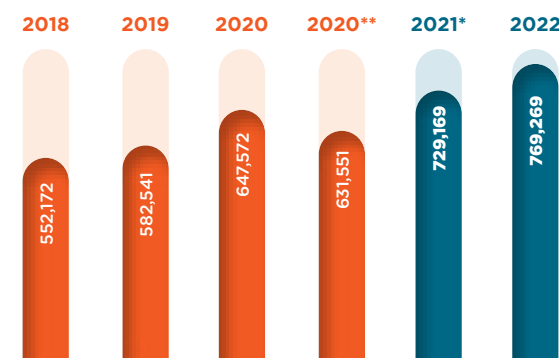
LOANS DISBURSED - NET

(Rp-billion)



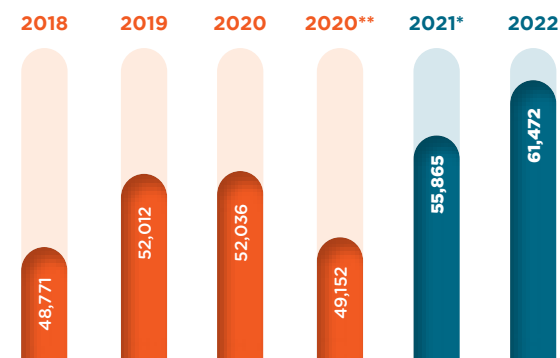
CUSTOMER SAVINGS

(Rp-billion)



OPERATIONAL INCOME

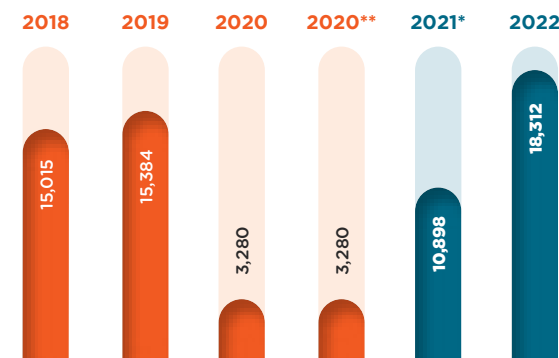
(Rp-billion)



NET INCOME

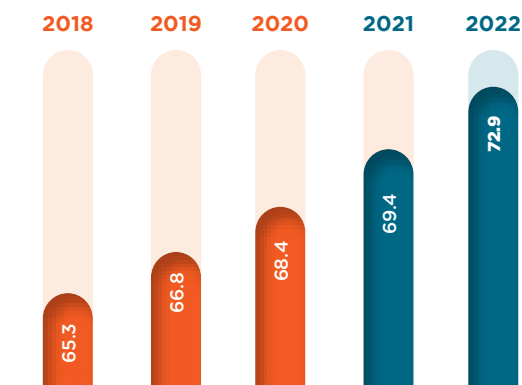
(Rp-billion)

Profit attributable to the Owners of the Parent Entity

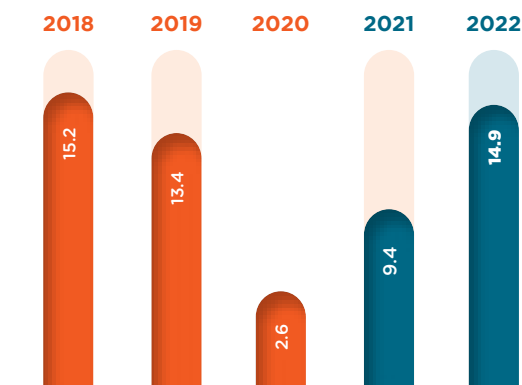


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**) Financial performance for 2020, taking into account the impact of releasing BNI Syariah's performance.

CURRENT ACCOUNT SAVING
ACCOUNT (CASA) (%) - BANK ONLY

RETURN ON EQUITY (ROE)
(%) - BANK ONLY

Using the average total equity as the denominator



Operation and Organization Overview

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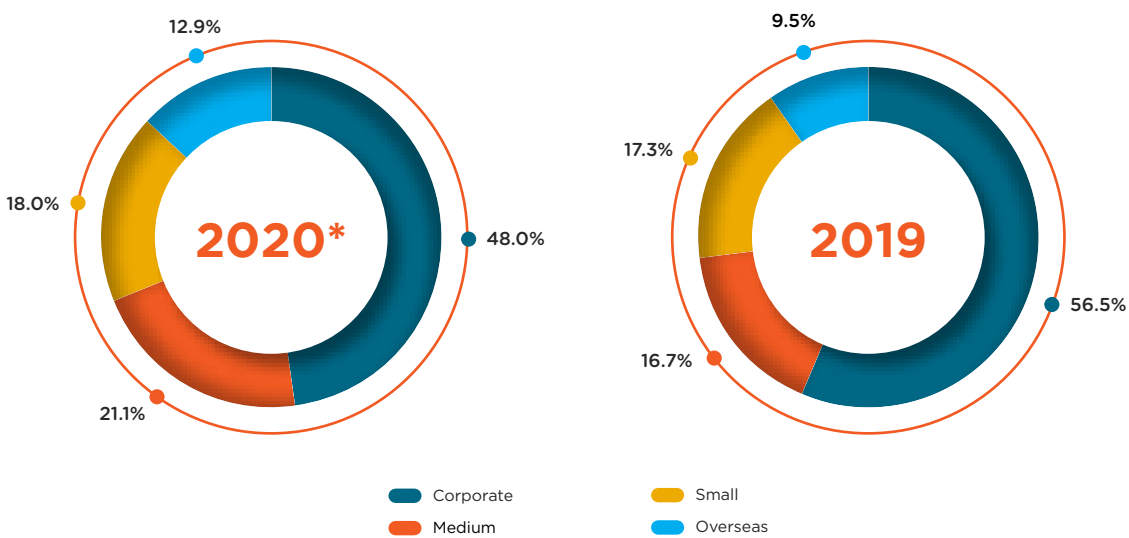
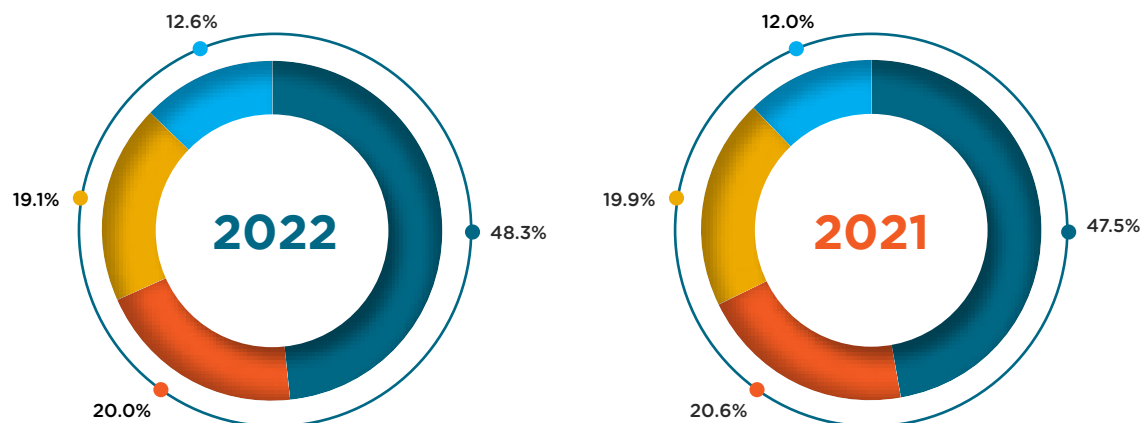
ESG Commitment

Financial Statements

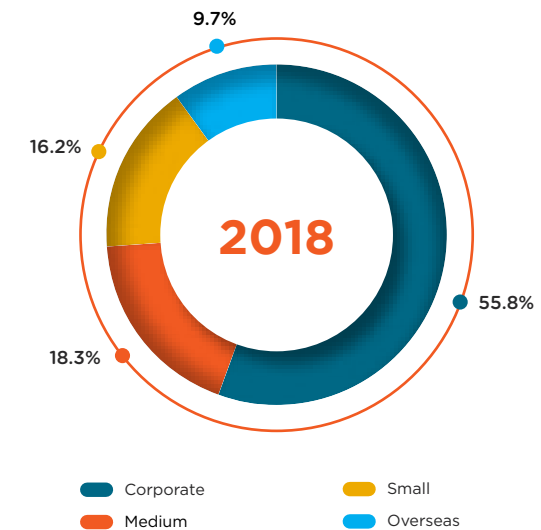
Business Banking Loan Product Performance

In billion Rupiah, unless otherwise stated	2022	2021	YoY 2021-2022 (%)	2020*	2020	2019	2018
Corporate	256,845	229,028	12.1 ▲	226,473	256,601	246,629	227,781
Medium	106,314	99,132	7.2 ▲	99,463	67,193	72,691	74,731
Small	101,639	95,752	6.1 ▲	84,800	84,800	75,461	66,063
Overseas	67,405	58,446	15.3 ▲	50,972	53,114	41,750	39,918
Total	532,203	482,358	10.3 ▲	461,708	461,708	436,531	403,493

*) Product performance in 2020 after re-segmentation from Corporate to Medium

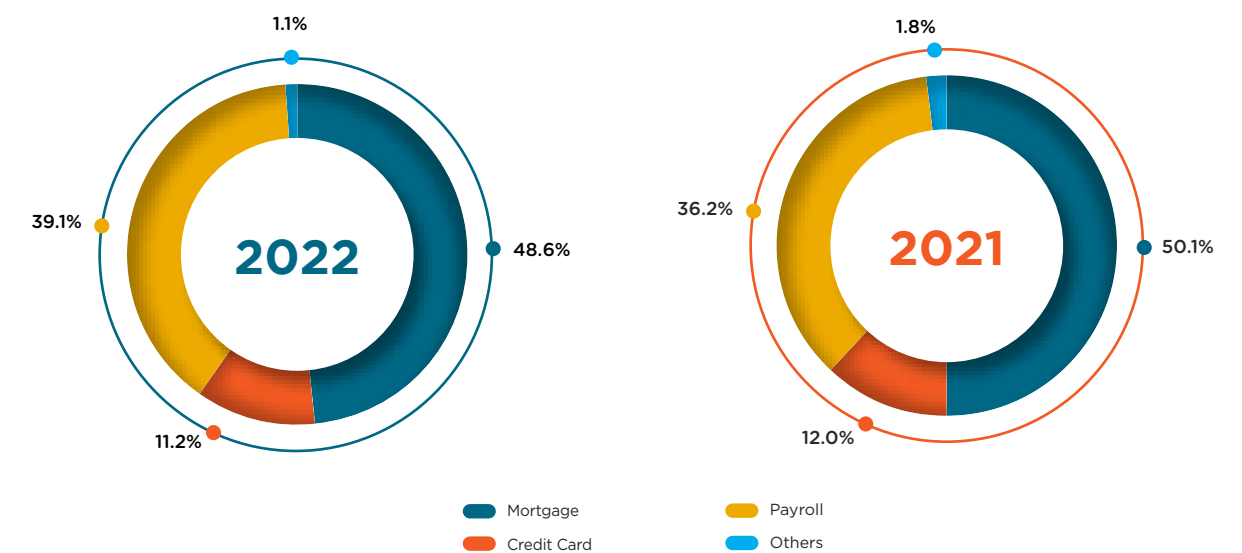


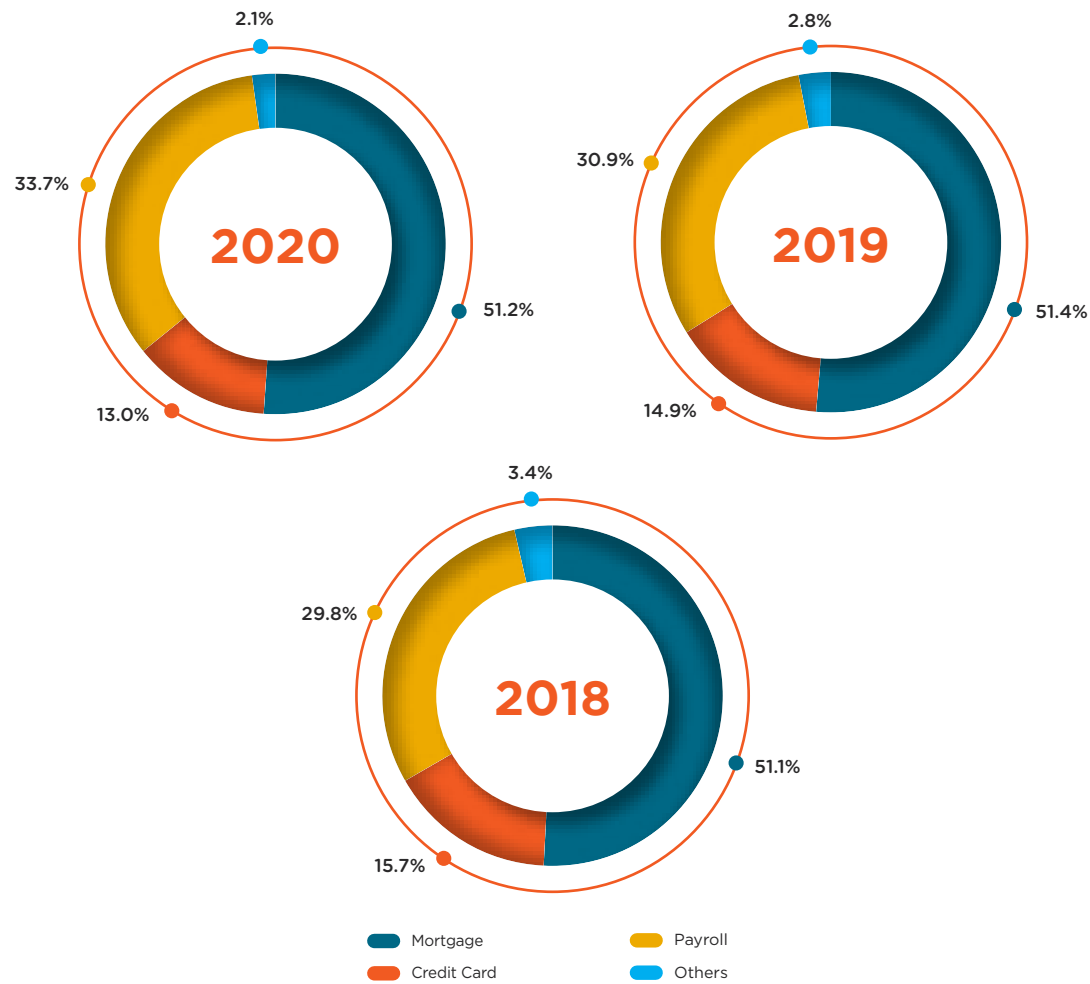
*) Product performance in 2020 after re-segmentation from Corporate to Medium Commercial



Consumer Loan Product Performance

In billion Rupiah, unless otherwise stated	2022	2021	YoY 2021-2022 (%)	2020	2019	2018
Mortgage	53,502	49,573	7.9 ▲	46,038	44,128	40,753
Credit Card	12,341	11,868	4.0 ▲	11,647	12,844	12,558
Payroll	43,068	35,797	20.3 ▲	30,269	26,522	23,744
Others	1,204	1,753	(31.3) ▼	1,923	2,431	2,680
Total	110,115	98,991	11.2 ▲	89,877	85,925	79,735

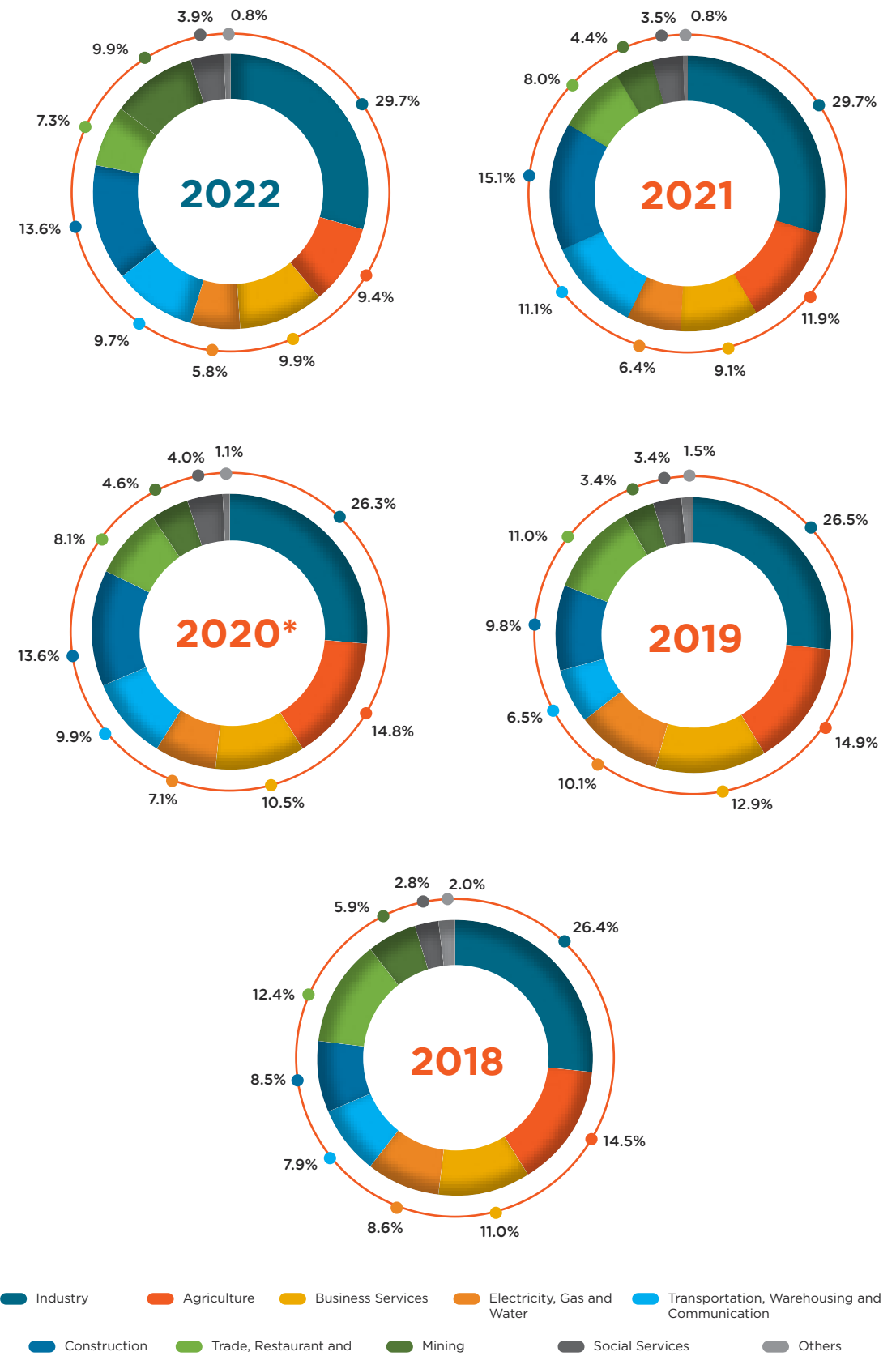




Corporate Segment Loan Product Performance Including Overseas Based On Sector

In billion Rupiah, unless otherwise stated	2022	2021	YoY 2021-2022 (%)	2020*	2020	2019	2018
Industry	96,405	85,360	12.9 ▲	72,911	81,257	76,404	69,407
Agriculture	30,334	34,241	(11.4) ▼	40,954	45,280	42,844	38,189
Business Services	31,997	26,056	22.8 ▲	29,236	34,714	37,101	28,978
Electricity, Gas and Water	18,960	18,454	2.7 ▲	19,799	21,377	29,100	22,578
Transportation, Warehousing and Communication	31,329	31,787	(1.4) ▼	27,514	30,740	18,807	20,780
Construction	44,144	43,470	1.6 ▲	37,707	39,394	28,172	22,290
Trade, Restaurant and Hotel	23,536	23,094	1.9 ▲	22,355	28,647	31,763	32,478
Mining	32,170	12,524	156.9 ▲	12,788	12,925	9,718	15,559
Social Services	12,493	10,127	23.4 ▲	11,230	12,429	9,892	7,310
Others	2,882	2,361	22.1 ▲	2,952	2,952	4,627	5,130
Total	324,250	287,474	12.8 ▲	277,446	309,715	288,430	262,699

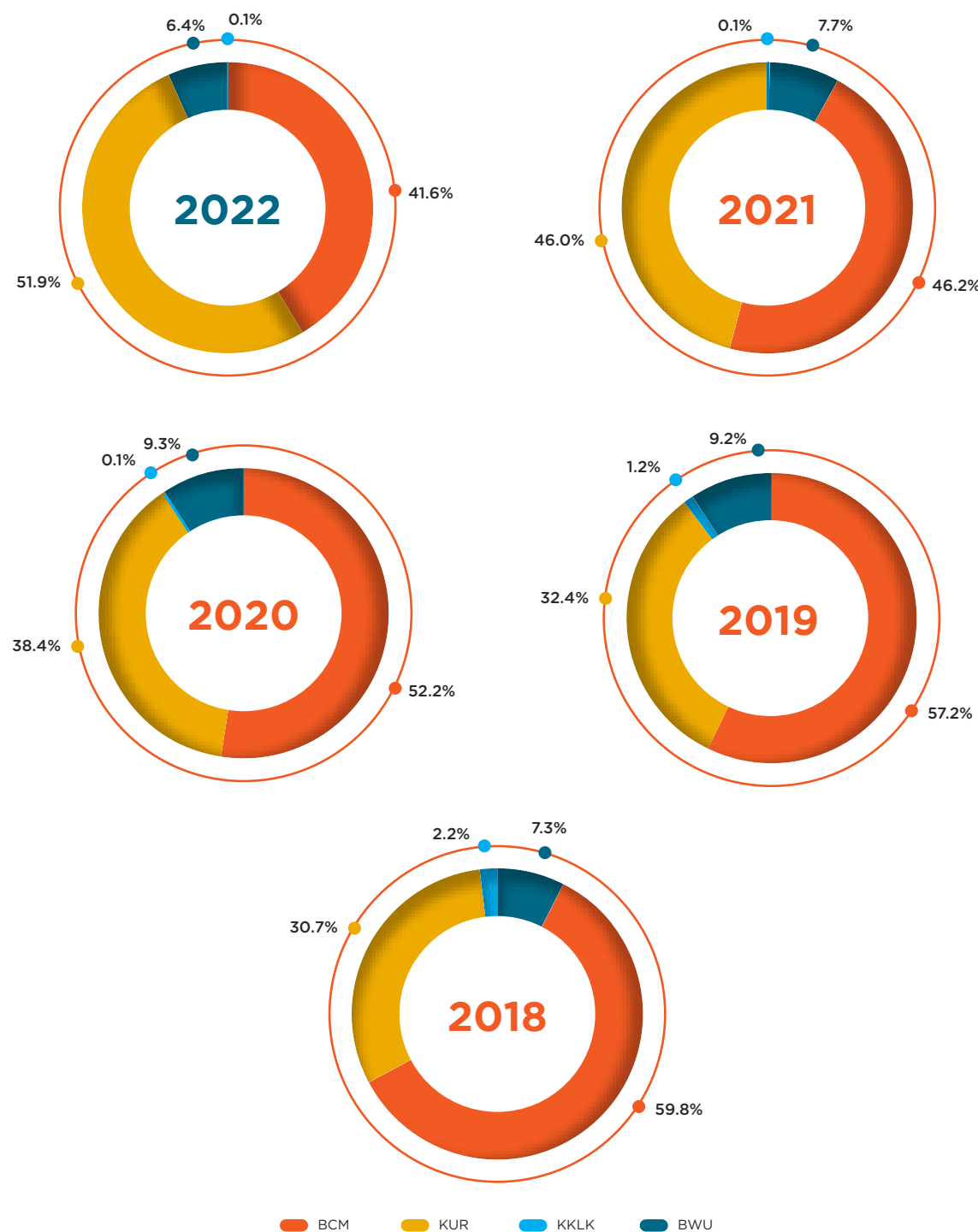
*) Product performance in 2020 after re-segmentation from Corporate to Medium Commercial



*) Product performance in 2020 after re-segmentation from Corporate to Medium Commercial

Small Segment Business Banking Loan Product Performance

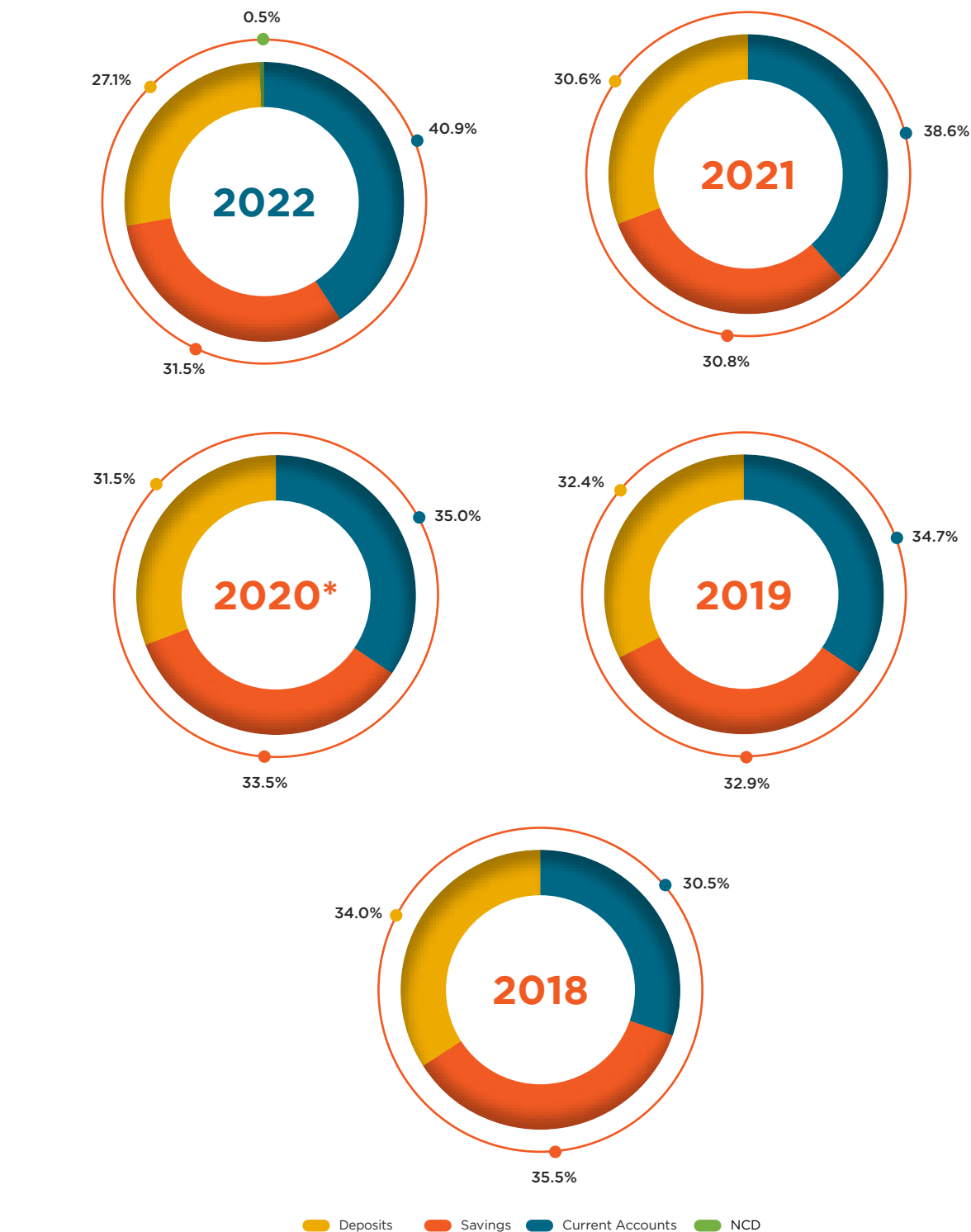
In billion Rupiah, unless otherwise stated	2022	2021	YoY 2021-2022 (%)	2020	2019	2018
Branch Credit Management (BCM)	42,299	44,230	(4.4) ▼	44,262	43,142	39,521
People's Business Loan (KUR)	52,708	44,008	19.8 ▲	32,602	24,482	20,289
Loans for Financial Institutions (KKLK)	128	50	156.0 ▲	78	880	1,459
BNI Entrepreneurs (BWU)	6,504	7,464	(12.9) ▼	7,858	6,957	4,794
Total	101,639	95,752	6.1 ▲	84,800	75,461	66,063



Third Party Funds Performance - Excluding Temporary Syirkah Funds

In billion Rupiah, unless otherwise stated	2022	2021	YoY 2021-2022 (%)	2020*	2020	2019	2018
Current Accounts	314,625	281,398	11.8 ▲	221,050	224,663	202,227	168,107
Savings	242,695	224,670	8.0 ▲	211,278	223,686	191,390	196,254
Deposits	208,798	223,101	(6.4) ▼	199,223	199,223	188,924	187,812
NCD Issued	3,151	-	100.0 ▲	-	-	-	-
Total	769,269	729,169	5.5 ▲	631,551	647,572	582,541	552,172

*) 2020 performance not including BNI Syariah performance



*) 2020 performance not including BNI Syariah performance

Company Rating 2022

Rating Agency	Rating
PEFINDO	
Corporate Rating	idAAA/Stable
Moody's	
Outlook	Stable
Foreign Long Term Bank Deposits	Baa2
Local Long Term Bank Deposits	Baa2
Baseline Credit Assessment	Baa3
Adjusted Baseline Credit Assessment	Baa3
Counterparty Risk Assessment	Baa2/p-2
Fitch Ratings	
Long Term Foreign Currency	BBB-
Long Term Local Currency	BBB-/Stable
Short Term Foreign Currency	F3
Viability Rating	bb+
National Long Term Rating	AA+/Stable
National Short Term Rating	F1+
S&P Global Ratings	
Outlook	Stable
Long Term Foreign Issuer Credit	BBB-
Long Term Local Issuer Credit	BBB-
Short Term Foreign Issuer Credit	A-3
Short Term Local Issuer Credit	A-3



Shares Overview

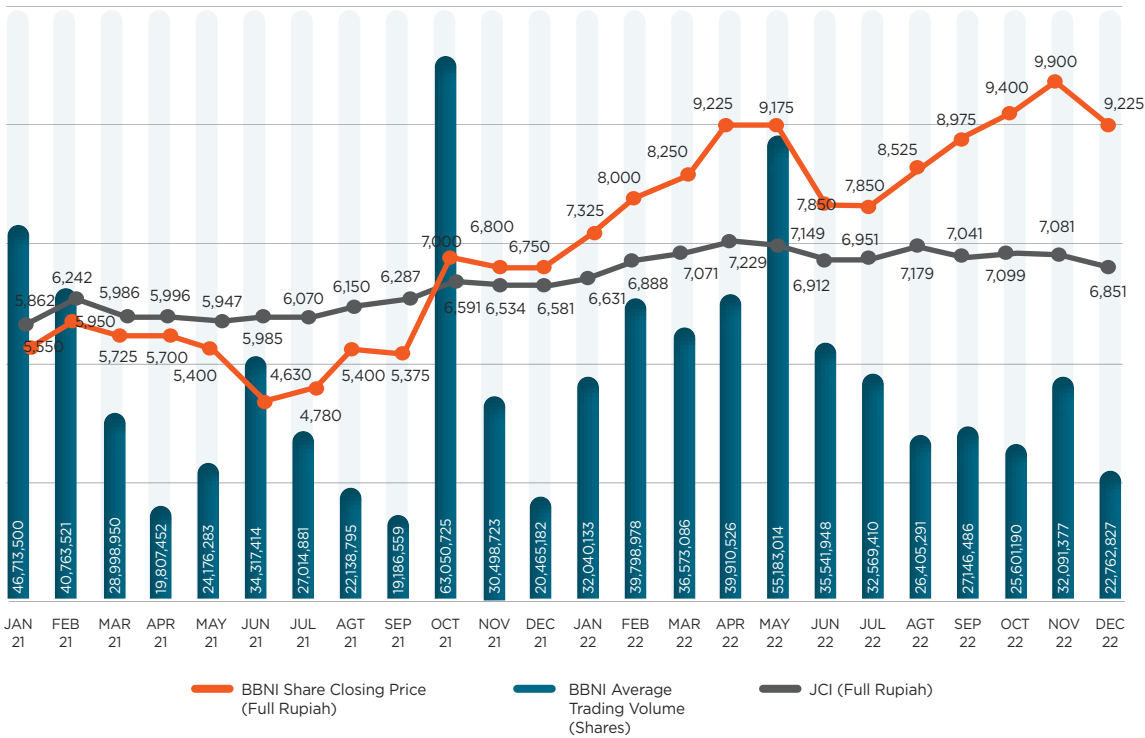
Stock Code: BBNI

"BNI has listed and traded its shares on the Indonesia Stock Exchange (formerly the Jakarta Stock Exchange and Surabaya Stock Exchange) since November 25, 1996. BNI was the first state bank to become a public company."

Information on BBNI Share Movement 2020-2022 on the Indonesia Stock Exchange

Period	Number of Shares (shares)	Share Price (Rp/share)				Transaction Volume (shares)	Market Capitalization (Rp-million)
		Opening	Highest	Lowest	Closing		
2022							
Quarter I	18,648,656,458	6,725	8,500	6,725	8,250	35,964,464	153,851,416
Quarter II	18,648,656,458	8,200	9,600	7,850	7,850	42,407,747	146,391,947
Quarter III	18,648,656,458	7,850	9,175	7,225	8,975	28,647,641	167,371,688
Quarter IV	18,648,656,458	8,900	9,900	8,425	9,225	23,791,038	172,033,858
2021							
Quarter I	18,648,656,458	6,250	6,525	5,550	5,725	38,471,373	106,763,558
Quarter II	18,648,656,458	5,725	6,000	4,580	4,630	26,230,830	86,138,345
Quarter III	18,648,656,458	4,630	5,450	4,580	5,375	22,733,217	100,236,528
Quarter IV	18,648,656,458	5,375	7,450	5,350	6,750	37,222,193	125,878,428
2020							
Quarter I	18,648,656,458	7,775	7,925	3,160	3,820	38,982,174	71,237,871
Quarter II	18,648,656,458	3,680	4,860	3,330	4,580	73,678,088	85,410,843
Quarter III	18,648,656,458	4,540	5,350	4,330	4,440	58,924,427	82,800,032
Quarter IV	18,648,656,458	4,570	6,675	4,510	6,175	56,459,735	115,115,455

Graph showing Comparison of BBNI and IHSG Share Prices Throughout the 2021-2022 Period





Information on Corporate Actions

GREEN BOND

As one of the banks that is the driving force for implementing Sustainable Finance in Indonesia, PT Bank Negara Indonesia (Persero) Tbk ("BNI") continues to mobilize energy to continue to be at the forefront of realizing sustainable finance. BNI believes that what is being done is in line with and supports sustainable development, in addition to increasing BNI's resilience and competitiveness.

On June 21, 2022, BNI has issued green bonds or a maximum of Rp5 trillion. The corporate action was carried out to finance projects in the category of environmentally sound business activities (KUBL).

The KUBL projects include those relating to renewable energy, energy efficiency projects, processing waste into energy and waste management, natural resource management and sustainable land use, conservation of terrestrial and aquatic biodiversity, environmentally friendly transportation, sustainable water and wastewater management, climate change adaptation, green building and sustainable agriculture.

BNI released this green bond consisting of two series. First, Series A has a principal value of Rp4 trillion with an interest rate of 6.35% per year. This series has a term of 3 years from the date of issue. Meanwhile, the green bond payment will be made in full (bullet payment) of 100% of the principal amount of series A green bonds at the due date of June 21, 2025. Second, Series B with a principal amount offered of Rp1 trillion with an interest rate of 6.85% with a maturity of 5 years from the date of issuance. This green bond payment will be made in full (bullet payment) of 100% of the principal amount of series A green bonds at the due date of June 21, 2027.

BNI has developed a green bond framework in which there are arrangements regarding the mechanism for project selection and use of funds as well as reporting mechanisms obtained from green bond public offerings.

SHARE DIVIDENDS

1. Share Dividend Distribution in 2022

After approval by the shareholders at the Annual General Meeting of Shareholders (AGMS) for the 2021 Book Year held on March 15, 2022, the shareholders approved the distribution of dividends of 25.0% of the net income for the year attributable to owners of the parent entity for the 2021 book year or the equivalent of Rp2,724,629,398,182 to be distributed as cash dividends to shareholders.

The dividend value per share distributed is Rp146.29 per share. Taking into account the composition of the 60.0% government-owned shares, the Bank paid dividends worth Rp1,636,944,231,460 to the state's general treasury. Meanwhile, public ownership amounting to 40.0% worth Rp1,087,685,166,716 will be given to shareholders in accordance with their respective ownership portions. Meanwhile, 75.0% of the Bank's profit or Rp8,173,888,194,547 will be used as retained earnings for the Bank's business development.

2. Share Dividend Distribution in 2021

After approval by the shareholders at the 2020 Annual General Meeting of Shareholders (AGMS) held on March 29, 2021, BNI distributed dividends equal to 25.0% of the current year's net profit attributable to owners of the parent entity for the 2020 Fiscal Year of Rp3,280,403,281,976, or the equivalent of Rp820,100,820,494.

The dividend value per share distributed was Rp44.02 per share. As the Government owns 60.0% of the shares, BNI paid dividends of Rp492,577,663,633.03 to the state treasury account. For the 40.0% of the shares own by the public, Rp327,523,159,322.46 was paid to shareholders based on their respective ownership.

Share Dividend distribution paid by BNI for the last 5 (five) years is as follows:

	Dividend Distribution Year				
	2022 (for business results in 2021)	2021 (for business results in 2020)	2020 (for business results in 2019)	2019 (for business results in 2018)	2018 (for business results in 2017)
Total Dividends Distributed (Rp- billion)	2.724,6	820,1	3.846,1	3.753,8	4.765,8
Dividend per Share (Rp/ Shares)	146,3	44,0	206,2	201,3	255,5
Dividend Ratio (%)	25% of net profit for the year attributable to owners of the parent entity for the 2021 fiscal year	25% of net profit for the year attributable to owners of the parent entity for the 2020 fiscal year	25% of net profit for the year attributable to owners of the parent entity for the 2019 fiscal year	25% of net profit for the year attributable to owners of the parent entity for the 2018 fiscal year	35% of net profit for the year attributable to owners of the parent entity for the 2017 fiscal year
Date of Announcement	March 17, 2022	March 31, 2021	February 24, 2020	May 15, 2019	March 22, 2018
Date of Payment	April 14, 2022	April 30, 2021	March 24, 2020	June 14, 2019	April 20, 2018

Temporary Suspension and/or Delisting of Shares

In 2022, no actions were taken to temporarily suspend stock trading (suspension), and/or delist the shares.

Bonds, Sukuk and/or Convertible Bonds Overview

List of Outstanding Bonds for the Year 2022

Bond Name	Issue Date	Effective Date	Tenor	Currency	Value	Bid Price		Maturity Date	Interest Rate	Rating	Listing Exchange	Trustee	Status
BNI Tier II Capital Bond 2021	March 30, 2021	March 30, 2021	5 years	US Dollar	500,000,000	100.00		March 30, 2026	3.7% p.a.	<ul style="list-style-type: none"> 2022: BB (Fitch); Ba2 (Moody's) 2021: BB (Fitch); Ba2 (Moody's) 	SGX Listing	HSBC Corp Ltd.	Active/Not Yet Due
BNI Additional Tier I Capital Bond 2021	September 24, 2021	September 24, 2021	Non Callable 5.5 years	US Dollar	600,000,000	100.00		March 24, 2027	4.3% p.a.	<ul style="list-style-type: none"> 2022: Ba3 (Moody's) 2021: Ba2 (Moody's) 	SGX Listing	HSBC Corp Ltd.	Active/Not Yet Due
Environmentally Friendly Bonds (Green Bond) I PT Bank Negara Indonesia (Persero) Tbk 2022 Series A	June 21, 2022	June 10, 2022	3 years	Rupiah	Rp4,000,000,000,000	100.00		June 21, 2025	6.35% p.a.	2022 : idAAA (Pefindo)	Bursa Efek Indonesia (BEI)	PT Bank Mandiri (Persero) Tbk	Active/Not Yet Due
Environmentally Friendly Bonds (Green Bond) I PT Bank Negara Indonesia (Persero) Tbk 2022 Series B	June 21, 2022	June 10, 2022	5 years	Rupiah	Rp1,000,000,000,000	100.00		June 21, 2027	6.85% p.a.	2022 : idAAA (Pefindo)	Bursa Efek Indonesia (BEI)	PT Bank Mandiri (Persero) Tbk	Active/Not Yet Due

List of Bonds Repaid in 2022

Bond Name	Issue Date	Effective Date	Tenor	Currency	Value	Bid Price		Maturity Date	Interest Rate	Rating	Listing Exchange	Trustee	Status
BNI Phase I Sustainable Bonds I in 2017	July 11, 2017	June 22, 2017	5 Years	Rupiah	3,000,000,000,000	100,00		July 11, 2022	8.00% p.a	2022: idAAA (Pefindo) 2021: idAAA (Pefindo)	Bursa Efek Indonesia (BEI)	PT Bank Rakyat Indonesia (Persero) Tbk	Paid

Other Funding Sources

Medium Term Notes (MTN) BNI

Name of Securities Issued	Issue Date	Effective Date	Tenor	Currency	Value (Rp-million)	Bid Price	Maturity Date	Interest Rate	Rating	Listing Exchange	Trustee	Status
BNI 2018 Subordination I Medium Term Notes	August 10, 2018	August 10, 2018	5 years	Rupiah	100,000	100.00%	August 10, 2023	8.00% p.a	<ul style="list-style-type: none">2022: idAAA (Pefindo)2021: idAAA (Pefindo)	Bursa Efek Indonesia (BEI)	PT Bank Rakyat Indonesia (Persero) Tbk	Active/Not Yet Due

Negotiable Certificate of Deposit (NCD)

Rupiah							
NCD Name	Issue Date	Effective Date	Tenor	Value (Rp-million)	Maturity Date	Discount Rate	Status
BNI NCD 2022							
BNI Rupiah NCD 2022 Series A	December 8, 2022	-	6 months	1,000,000	June 6, 2023	5.90%	Active/Not Yet Paid
BNI Rupiah NCD 2022 Series B			9 months	500,000	September 5, 2023	6.00%	Active/Not Yet Paid
BNI Rupiah NCD 2022 Series C			12 months	1,000,000	December 8, 2023	6.20%	Active/Not Yet Paid

US Dollar							
NCD Name	Issue Date	Effective Date	Tenor	Value (Rp-million)	Maturity Date	Discount Rate	Status
BNI USD NCD 2022	December 8, 2022	-	6 months	31,500	June 6, 2023	4.25%	Active/Not Yet Paid

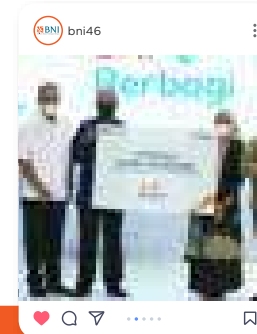
Global Certificate of Deposit BNI

Name	Issue Date	Effective Date	Tenor	Value (USD)	Maturity Date	Discount Rate	Status
Global CD BNI - 2020							
Zero Coupon (No Interest)							
CD BNI January 2020 USD CD - Mizuho	January 13, 2020	January 17, 2020	188 days	4,000,000	July 23, 2020	2.35%	Paid
CD BNI January 2020 USD CD - Mizuho	January 13, 2020	January 17, 2020	273 days	4,000,000	October 16, 2020	2.40%	Paid
CD BNI January 2020 USD CD - Mizuho	January 22, 2020	January 30, 2020	182 days	2,000,000	July 30, 2020	2.35%	Paid
CD BNI January 2020 USD CD - Mizuho	January 22, 2020	January 30, 2020	274 days	2,000,000	October 30, 2020	2.40%	Paid

Name	Issue Date	Effective Date	Tenor	Value (USD)	Maturity Date	Discount Rate	Status
CD BNI February 2020 USD CD - BNP Paribas	January 28, 2020	February 4, 2020	184 days	6,000,000	August 6, 2020	2.35%	Paid
CD BNI February 2020 USD CD - BNP Paribas	January 28, 2020	February 4, 2020	353 days	2,000,000	January 22, 2021	2.50%	Paid
CD BNI February 2020 USD CD - BNP Paribas	February 4, 2020	February 11, 2020	184 days	9,800,000	August 13, 2020	2.40%	Paid
CD BNI February 2020 USD CD - BNP Paribas	February 4, 2020	February 11, 2020	353 days	4,700,000	January 29, 2021	2.55%	Paid
CD BNI February 2020 USD CD - BNP Paribas	February 5, 2020	February 12, 2020	90 days	9,100,000	May 12, 2020	2.40%	Paid
CD BNI February 2020 USD CD - BNP Paribas	February 5, 2020	February 12, 2020	182 days	35,000,000	August 12, 2020	2.58%	Paid
CD BNI February 2020 USD CD - BNP Paribas	February 12, 2020	February 19, 2020	182 days	4,100,000	August 19, 2020	2.40%	Paid
CD BNI February 2020 USD CD - BNP Paribas	February 12, 2020	February 19, 2020	355 days	1,500,000	February 8, 2021	2.50%	Paid
CD BNI February 2020 USD CD - MUFG	February 13, 2020	February 21, 2020	355 days	15,000,000	February 10, 2021	2.55%	Paid
CD BNI February 2020 USD CD - Mizuho	February 12, 2020	February 19, 2020	355 days	5,000,000	February 10, 2021	2.55%	Paid
CD BNI February 2020 USD CD - MUFG	March 3, 2020	March 10, 2020	184 days	4,800,000	September 10, 2020	1.75%	Paid
CD BNI March 2020 USD CD - MUFG	March 10, 2020	March 17, 2020	184 days	4,000,000	September 17, 2020	1.40%	Paid
CD BNI March 2020 USD CD - Mizuho	March 17, 2020	March 20, 2020	288 days	4,400,000	September 24, 2020	1.45%	Paid
CD BNI July 2020 USD CD - MUFG	July 9, 2020	July 15, 2020	184 days	15,000,000	January 15, 2021	1.15%	Paid

Name	Issue Date	Effective Date	Tenor	Value (USD)	Maturity Date	Discount Rate	Status
CD BNI July 2020 USD CD - MUFG	July 9, 2020	July 14, 2020	184 days	23,200,000	January 14, 2021	1.15%	Paid
CD BNI July 2020 USD CD - MUFG	July 9, 2020	July 15, 2020	184 days	135,000,000	January 15, 2021	1.20%	Paid
CD BNI August 2020 USD CD - MUFG	August 25, 2020	August 28, 2020	92 days	12,700,000	November 28, 2020	0.90%	Paid
CD BNI November 2020 USD CD - MUFG	November 9, 2020	November 17, 2020	181 days	25,000,000	May 17, 2021	0.95%	Paid
CD BNI November 2020 USD CD - MUFG	November 17, 2020	November 20, 2020	188 days	18,000,000	May 27, 2021	0.95%	Paid
CD BNI November 2020 USD CD - MUFG	November 17, 2020	November 20, 2020	188 days	25,000,000	May 27, 2021	0.95%	Paid
CB BNI January 2021 USD CD - MUFG	January 21, 2021	January 28, 2021	365 days	50,000,000	January 18, 2022	1.1%	Paid
CD BNI December 2022 USD CD - MUFG	December 16, 2022	December 22, 2022	186 days	18,600,000	June 26, 2023	5.45%	Active
Fixed Coupon (With Interest)							
CD BNI January 2020 USD CD - MUFG	January 21, 2020	January 28, 2020	91 days	28,000,000	April 28, 2020	2.55%	Paid
CD BNI February 2020 USD CD - MUFG	February 3, 2020	February 10, 2020	274 days	74,200,000	November 10, 2020	2.33%	Paid
CD BNI March 2020 USD CD - MUFG	February 3, 2020	March 10, 2020	92 days	72,600,000	June 10, 2020	1.68%	Paid
CD BNI June 2020 USD CD - HSBC	June 9, 2020	June 17, 2020	91 days	122,600,000	September 16, 2020	0.68%	Paid
CD BNI September 2020 USD CD - Credit Agricole	September 1, 2020	September 10, 2020	91 days	138,000,000	December 10, 2020	0.75%	Paid
CD BNI November 2020 USD CD - Credit Agricole	November 6, 2020	November 13, 2020	91 days	32,200,000	February 12, 2021	0.69%	Paid
CD BNI December 2020 USD CD - Mizuho	December 3, 2020	December 10, 2020	90 days	50,000,000	March 10, 2021	0.695%	Paid
CD BNI September 2022 USD CD - MUFG	September 22, 2022	September 28, 2022	91 days	60,000,000	September 28, 2022	4.00%	Paid
CD BNI October 2022 USD CD - MUFG	September 28, 2022	October 4, 2022	86 days	94,000,000	September 29, 2022	4.00%	Paid
CD BNI December 2022 USD CD - MUFG	December 15, 2022	December 21, 2022	182 days	50,000,000	June 21, 2023	5.45%	Active

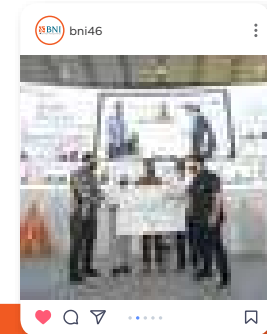
Event Highlights 2022



January 15, 2022

Thousands of Indonesian Honorary Teachers Receive SOE Appreciation

BNI distributed appreciation of Rp18.19 billion to 3,638 selected honorary teachers in the form of savings with BNI. Honorary teachers given this assistance were from the levels of Kindergarten, Elementary School, Junior High School, and High School.



January 22, 2022

BNI Distributes Assistance for Nurses and Midwives

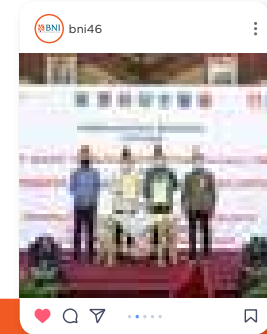
BNI showed appreciation to 485 nurses and midwives who served in areas across 17 BNI areas with an allocation of funds reaching Rp1.15 billion.



January 26, 2022

BNI Full Year 2021 Public Expose Performance

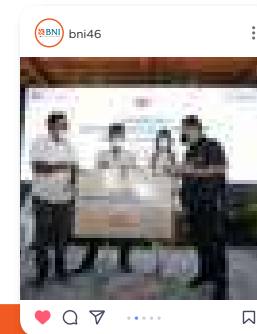
BNI managed a positive performance recovery in the 2021 fiscal year. Net profit for 2021 was Rp10.89 trillion, growing 232.2% year on year (yoy), or three times the 2020 profit.



January 26, 2022

BNI Forms a Digital Ecosystem in West Sumatra

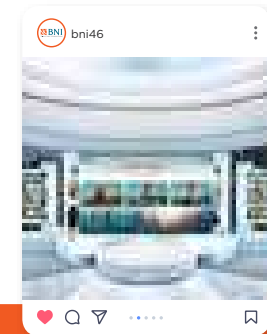
BNI held the signing of a Memorandum of Understanding on the Use of Banking Service Facilities and Smart City Program Support with the Provincial Government of West Sumatra.



January 26, 2022

BNI Shares, Distributes Aid to Families of Indonesian Migrant Workers

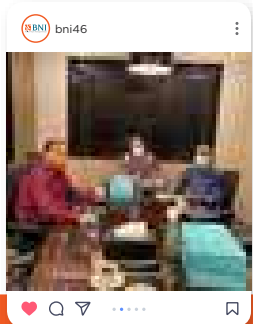
BNI and the Indonesian Migrant Worker Protection Agency collaborated in appreciating the families of migrant workers to help meet educational needs, start a business, and increase financial literacy.



February 3, 2022

Market Outlook 2022 webinar

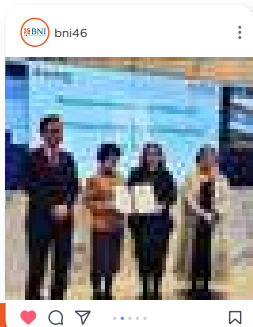
Attended by DIR TS, Henry Panjaitan; BNI Securities Chief Economist, Damhuri Nasution; Chief Economist of BNI, Yohan Setio. This webinar was to foster good relations with domestic correspondent banks.



February 10, 2022

BNI Participates in Improving Customer Awareness Related to Taxation

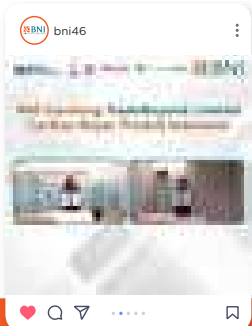
BNI actively participated in increasing customer awareness of tax obligations, including the implementation of a voluntary disclosure program in collaboration with the Director General of Taxes, at BNI Pejompongan Tower.



February 18, 2022

Signing of a Financing Collaboration (Diaspora Loan) with Dopang Co.Ltd

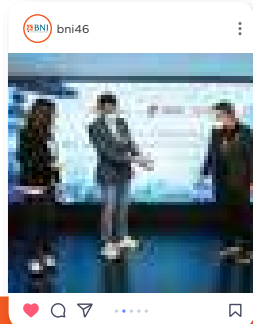
BNI and Dopang Co. Ltd signed a Diaspora Loan financing agreement. The signing was carried out at BNI Tokyo KCLN and was attended by the Indonesian Deputy Ambassador to Japan. This event realized BNI's commitment to support the Indonesian Diaspora and the result of collaboration with the SME Center in Japan. Initiated by the Indonesian Embassy in Tokyo, this collaboration is expected to be the entry point for Indonesian SMEs to the Japanese market.



February 22, 2022

BNI Partners with Trade Beyond Limited to Find Buyers for Indonesian Products

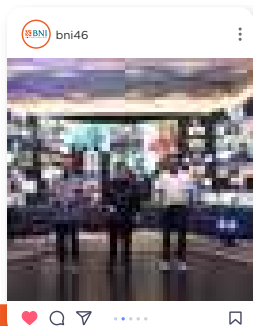
The event was attended by the Indonesian Consul General for Hong Kong to expand international business performance through a synergistic collaboration with trade beyond limited as the developer of the largest digital e-commerce platform in Hong Kong. This event is a momentum for corporate businesses as well as MSMEs to increase business acceleration and be able to encourage exports from Indonesian suppliers.



February 15, 2022

BNI Ready for Digital Business Expansion in Metaverse Indonesia

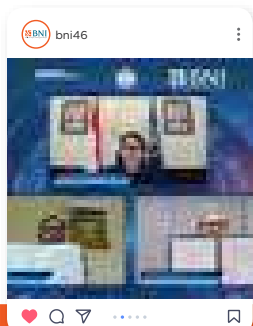
BNI and the WIR Group actively developing metaverse innovations as digital banking service innovations.



February 19, 2022

BNI Prepares Beyond Banking Services for 8 Million Indonesian Diaspora

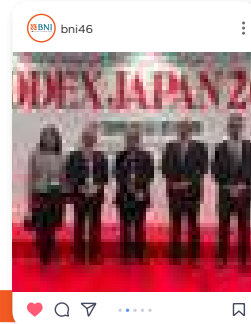
In this activity, the RI Minister of SOEs directed BNI to increase its international business expansion and provide support for Diaspora. BNI provides support for diaspora in the form of: Program Assistance for the Indonesia Diaspora Network (IDN) in Hong Kong; Educational Assistance for Indonesian Migrant Workers (PMI) in South Korea; Assistance with the construction of the first Indonesian mosque and support for the Indonesian Student Association (PPI) in the UK for the UK Business Incubation Program; support for Indonesian Product Promotion at Indonesian Food Vending Machines in Tokyo; and encouraging the Indonesian Diaspora to further develop its wings and help showcasing Indonesian MSME products to the world. BNI organized hospitality activities with the Indonesian Diaspora. The activity carried out at the BNI Pejompongan Tower was attended by the Minister of SOEs and representatives of the Diaspora from Hong Kong, Singapore, Japan, South Korea, England, and United States virtually.



February 22, 2022

BNI & ITB synergize the Campus Financial Ecosystem

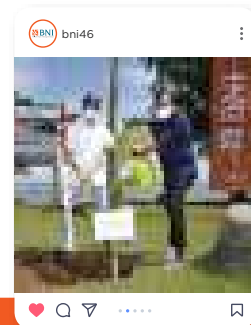
BNI cooperates with the Bandung Institute of Technology (ITB) to enter the Campus Financial Ecosystem program to support the needs of the world of education through the best services and more advanced transactional solutions.



March 8-11, 2022

BNI Participation in the 2022 Japan Food Expo (Foodex) Event

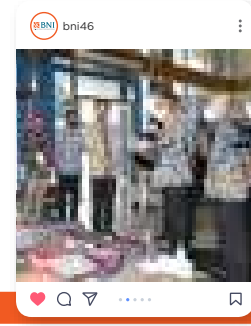
BNI participated in the 2022 Food Expo (Foodex) event held at Makuhari Messe, Chiba, Japan. During the event, 14 BNI Xpora assisted MSMEs took the opportunity to market their products to more than 10,000 buyers from 30 countries.



March 16, 2022

BNI Encourages Rehabilitation of Anyer Coastal Forest and Upstream Citarum Watershed

BNI carried out CSR through nursery activities for 100,000 trees in the Anyer Beach area, nurseries for 200,000 trees in the upstream area of the Citarum River Basin, costs for planting activities, and tree maintenance activities.



March 24, 2022

Pushing Xpora, BNI Supports Inacraft 2022

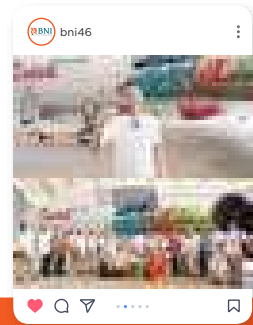
BNI encourages MSMEs to upgrade and penetrate the global market through the Xpora program. In early 2022, by taking advantage of the momentum of the Inacraft 2022 event, BNI included Xpora program partners to showcase their best products at the largest craft exhibition in Indonesia.



March 16, 2022

Signing of the Red and White Catalyst Factory Financing to Support Green Financing

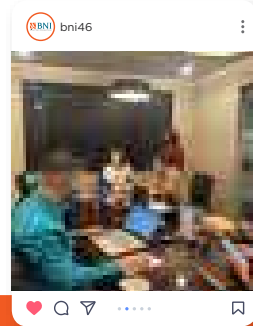
BNI and PT Katalis Sinergi/Pupuk Indonesia Group signed a financing agreement for the construction of the Katalis Merah Putih factory, in line with the government's efforts to optimize national strategic projects.



March 18, 2022

BNI Co-Branding – Batik Air and Super Air Jet (Lion Air Group)

To provide the best service for customers, BNI launched Co-Branding products BNI Batik Air and Super Air Jet (Lion Air Group). The ceremony was held at the Batam Aero Teknik hangar, Batam.



March 28, 2022

Garuda Online Travel Fair (GOTF) 2022 Pre-sale Event

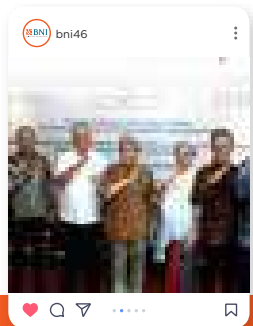
To support active tourism, BNI supported the Garuda Online Travel Fair (GOTF) 2022 Pre-sale event located at the BNI Emerald Menara BNI Pejompongan outlet.



March 30, 2022

Steps to Accelerate Troubled Loan Settlement, BNI Launches the 2022 BNI Collateral Auction Sounding Program

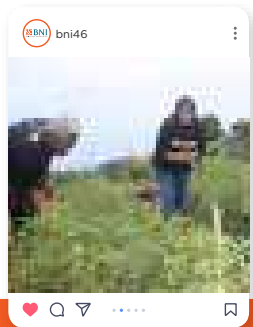
This program is a strategic initiative to accelerate the settlement of non-performing loans, to increase the marketing of collateral for BNI's non-performing debtors to be auctioned, and to support the achievement of BNI's financial performance in 2022.



April 12, 2022

Signing of the Cooperation Agreement (PKS) with the International Chamber of Commerce (ICC) or the Indonesian International Chamber of Commerce

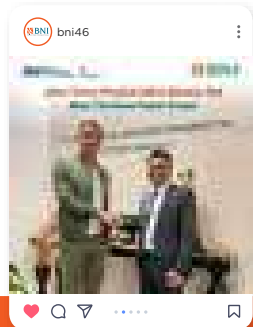
BNI strengthened its international business during this year's economic recovery by collaborating with ICC to support government programs and improve MSME businesses by empowering and providing banking solutions so they can market and develop products for the global market.



April 22, 2022

Commemorating Earth Day, BNI Strengthens Megamendung Organic Forest Collaboration

BNI resumed its collaboration with the Megamendung Organic Forest Management through land expansion activities, river formation, as well as strengthening the capacity of the Megamendung Organic Forest Farmers Group to develop ecotourism.



March 30, 2022

BNI and John Terry Support the Promotion of Indonesian MSME Products

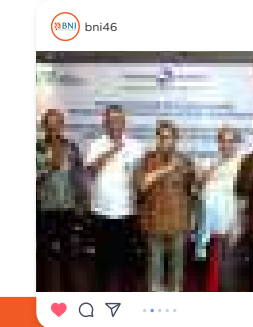
As part of BNI's efforts to increase the number of partners to improve the performance of MSMEs Go Global Indonesia, BNI cooperated with legend and former British National Team Captain John Terry to promote Indonesian MSME products to penetrate and increase their penetration in the European market. BNI encourages Indonesian MSMEs actors continue to improve the quality and capacity of their production so that they can respond to the potential for increasing global demand. The London KCLN plays an important role in bridging Indonesia's economic activities with the global, especially Europe, the Middle East, and Africa.



April 18-27, 2022

BNI Global Diaspora Week

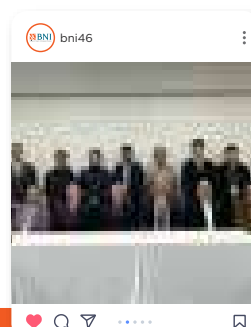
To support the role of Diaspora and the Go-Global UMKM program, BNI organized BNI Global Diaspora Week. The event was attended by the President of the Republic of Indonesia and was broadcasted internationally through the CNBC channel.



April 25, 2022

BNI and LPEI Prepare Guarantees for Export MSME Credit

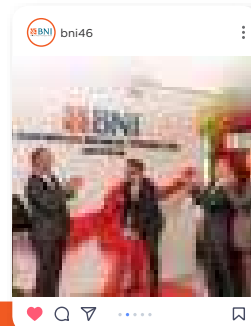
BNI and LPEI working together in terms of providing light loan guarantees to MSME through the channeling of the the fastrex financing program with a maximum facility of up to Rp25 billion. MSMEs will also receive assistance and training to encourage the Go Digital, Go Global, and Go Productive promotion programs.



April 28-29, 2022

BNI's participation in Indonesia Trade, Tourism and Investment Opportunity - Indonesia Economy Outlook and Financing Instrument Including Local Currency Settlement (LCS)

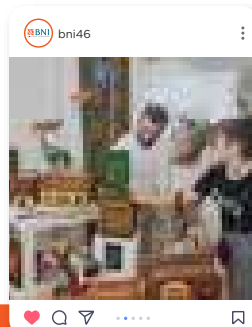
The activity was held in the city of Kumamoto, Japan and was attended by Deputy Indonesian Ambassador, Trade Attache, Bank Indonesia Tokyo, BNI Tokyo Sub-Branch Office, IIPC, JETRO, ITPC was carried out to present the Indonesian economy, Local Currency Settlement Framework, Investment in Indonesia, Indonesia Tourism, as well as the superior non-capital based products of Indonesian MSMEs.



May 17, 2022

Inauguration of the BNI Amsterdam BNI Office

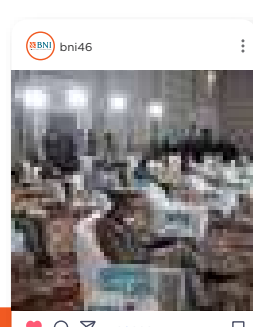
Took place at the WTC, Tower C, the Netherlands, this event was attended by Deputy Minister II of BUMN RI, Kartika Wirjoatmodjo; as well as BNI management. As a development agent mandated to work on the global market, BNI looks to expand overseas business performance in line with the increasingly strong trend of global economic recovery and optimize Global Banking performance by expanding its network to Amsterdam to capture business potential in post-Brexit Europe.



June 5, 2022

BNI Support MSME Foster Partners Explore the Turkish Market

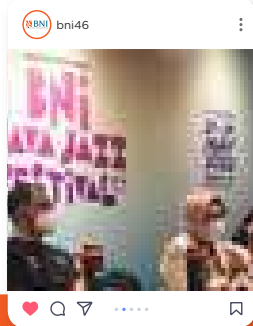
BNI participated in the Turkish Senggol Market Festival by supporting the marketing of 50 types of products from the fostered MSME partners. Pasar Senggol is an Indonesian economic and cultural festival in Turkey. This festival is clear evidence of the Indonesian diaspora who have businesses and survive during the pandemic.



11 Mei 2022

Public Expose of Green Bond I PT Bank Negara Indonesia (Persero) Tbk

Took place at the Fairmont Hotel Jakarta, the event was attended by potential 2022 Green Bond investors.

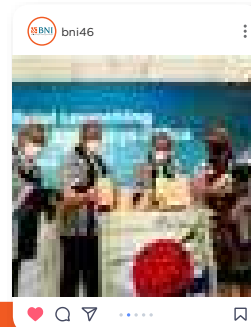


May 27-29, 2022

BNI Java Jazz Festival 2022

The activity held at JIEXPO Kemayoran was attended by 542 domestic and international musicians. At this event, BNI built exposure and awareness of BNI's Digital products (TapCash, Mobile Banking and Internet Banking) for the millennial target market as well as Indonesian music creative industry players. The event was attended by thousands of visitors, domestic and international. To facilitate payments at merchants, BNI provided QRIS and TapCash payment services and sells a special edition of TapCash.

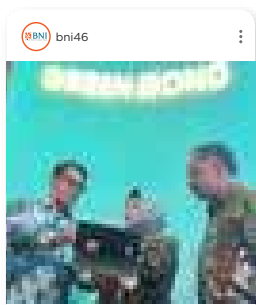
To introduce the BNI digital ecosystem, there was a Metaverse vehicle at the BNI Booth so that walk-in customers could enjoy first hand experiences in the world of Metaverse.



June 9, 2022

Inauguration of the New BNI Tokyo Location at the Tokyo KCLN - Nurihiko Building

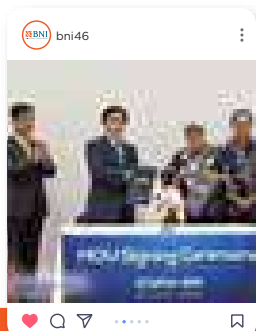
Inaugurated by the President Commissioner of BNI, Agus Martowardojo together with the BNI Board of Directors, and attended by Correspondent Bank Leaders who collaborate with BNI (SMBC, Mizuho, MUFG, Shoko Chukin Bank); Japanese companies (APP Japan, GGFJ, Sampo Corp.); and representatives of BNI Tokyo & Indonesian Diaspora customers in Japan (Kalyan Coffee, Style Wood, Dopang). BNI is relocating offices to a more strategic location. This new office has a larger space than the previous office with more complete facilities, such as meeting rooms that can be used to serve the needs of Japanese companies when conducting business with Indonesian companies. In addition, BNI Tokyo provides a place to promote superior products for Indonesian MSMEs while facilitating business matching between buyers from Japan and sellers from Indonesia.



June 15, 2022

Green Bond BNI Oversubscribed 4 times

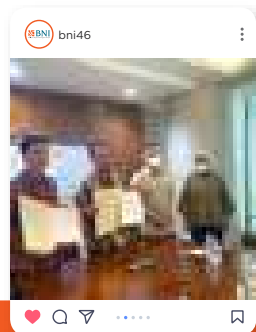
BNI announced it will issue bonds with a principal amount of Rp5 trillion. The bonds were divided into 2 series, Series A with a principal amount of Rp4 trillion with a period of 3 years, and Series B with a principal amount of Rp1 trillion with a period of 5 years. The company received investor interest of Rp21 trillion or 4 times the issuance target.



June 23-25, 2022

Imported Goods Fair (IGF) 2022 Exhibition and Signing of Memorandum of Understanding (MOU) between BNI and KOIMA at Coex, Seoul, South Korea

This event was attended by the Indonesian Ambassador to South Korea, Gandhi Sulistiyanto; Director of Consumer Business, Corina Leyla Karnalies; and Executive Vice Chairman of KOIMA, Kim Young Sun. This event was initiated by the Korea Importers Association (KOIMA) and held with BNI as an effort to support BNI in MSMEs Go Global. At this event, the Indonesian Pavilion brought 19 BNI-assisted MSME partners in the X-pora program, and 5 food & beverages businesses to participate in and promote MSME's superior products, such as wooden furniture and decorations, silver jewelry, pearls and cosmetics, coffee and food products. The signing of the MOU included cooperation in the Business Matching program and exchange of information related to Indonesian exporters and South Korean importers.



June 29, 2022

Signing of PT Kalbe Farma Tbk Credit Agreement with Term Loan Facility

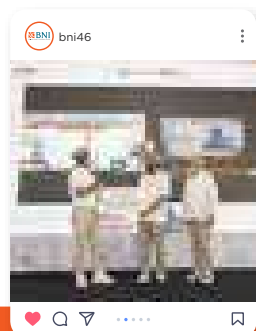
Kalbe received a loan facility from Bank BNI For Rp1 trillion to be used for business expansion, including additional capital expenditures or other corporate actions.



June 27, 2022

Cooperation Agreement Between BNI, Telkomsel and M Cash Integration

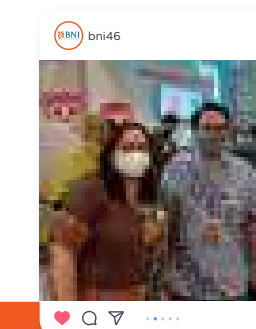
At the BNI Tower Ballroom, attended by the President Director of BNI, Telkomsel and PT Mcash Integrasi Tbk. This event was a ceremony for signing the BNI Memorandum of Understanding with Telkomsel and PT Mcas Integrasi Tbk regarding the synergy of digital products and services, especially in the development of BNI's digital banking services.



June 28, 2022

Prosperous KPR Mass Contract (FLPP)

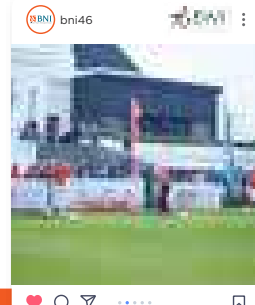
The BNI Prosperous KPR Mass Contract Procession (FLPP) was inaugurated directly by Ronny Venir BNI Network and Services Director (Dir. NWS), Corina Leyla Karnalies BNI Consumer Banking Director (Dir. CRB), Haryo Bekti Martoyoedo Director of the Ministry of PUPR, Taj Yasin Deputy Governor of Central Java, Heru Prasetyo Director of Central Java FSI-OJK Supervision, Adi Setianto Commissioner of BP Tapera, and Novinarsano Manullang Head of the Central Java Division of Bank Indonesia. The activity was to show BNI awareness and support for the distribution of Government Program Consumer Loans throughout Indonesia.



July 1-3, 2022

BNI Supports "Mommy and Me" Activities

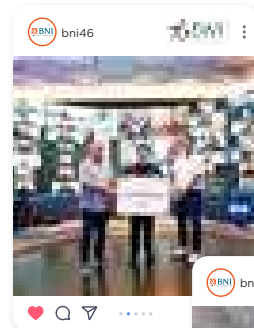
Took place at the Plenary and Assembly Hall, Jakarta Convention Center (JCC), this event was attended by 138 merchants from all over Indonesia and by thousands of merchant visitors. BNI is involved in building the MSME ecosystem, exploring the economic potential of existing MSE in Indonesia, and providing exposure to BNI's digital products (TapCash, Mobile Banking and Internet Banking) to MSEs who focus on selling merchandise for children. BNI provided EDC and QRIS payment services to all SME and F&B merchants at this event.



July 2, 2022

"Happy Birdieday" - BNI Golf Friendly Match

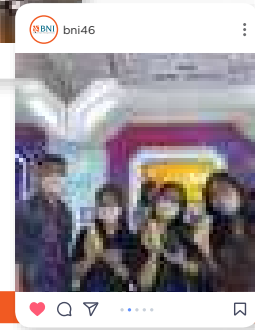
BNI's appreciation for its loyal customers and to celebrate the 76th anniversary of BNI, BNI held a "Happy Birdieday" event, namely a Friendly Golf Match, at Sedayu Indo Golf Pantai Indah Kapuk (PIK) 2. This activity was attended by stakeholders, customers and loyal partners of BNI.



July 5, 2022

76th Anniversary, BNI Strengthens Global Business

The 76th anniversary celebration was a momentum to strengthen BNI's commitment as a global bank from Indonesia. The achievement of positive global banking services performance as well as a strategic plan for BNI's capital to continue to increase on the international stage.



July 11, 2022

BNI Supports FEKDI 2022 (2022 Indonesian Digital Financial Economic Festival) Bank Indonesia

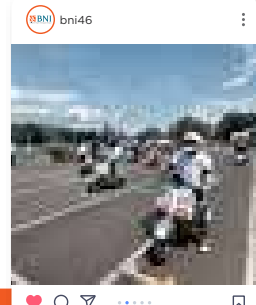
The activity held in Nusa Dua, Bali was attended by the Minister of Communication and Information, Johnny G. Plate; Coordinating Minister for the Economy, Airlangga Hartanto; Minister of Finance, Sri Mulyani; Governor of BI, Perry Warjiyo, and banks and financial service providers. This activity was carried out to increase awareness of the digital products connected to the BI Ecosystem, namely BI Fast and QRIS.



July 14, 2022

BNI Supports BNI - Telkomsel Tournament eSports 2022

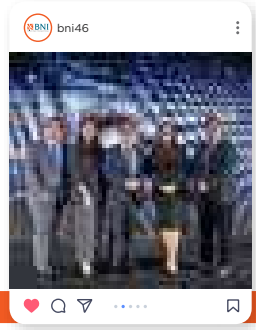
BNI held the BNI-Telkomsel Tournament eSports 2022 event, attended by 9,113 participants, and by members of the eSports community from throughout Indonesia. At this event, BNI collaborated with the biggest game industry enabler in Indonesia, Telkomsel and implemented its strategy to introduce BNI's digital products to new market segments, namely the market for eSports game players. There were 3 games that players could take part in, namely Freefire, Lokapala and PUBG games.



July 2-3, 2022

BNI Supports The Broto's Vespa Race Series II

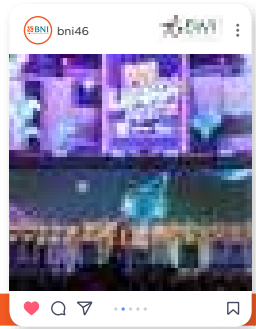
The activity was held at the Sentul International Karting Circuit, Bogor, and was attended by Vespa motorcycle communities from across Indonesia and representatives from the Indonesian Motor Association. In this activity, BNI built exposure and awareness of BNI's Digital products (TapCash, Mobile Banking and Internet Banking) for the target market in the automotive enthusiast community. To facilitate merchant payments, BNI provided QRIS and TapCash payment services and a special edition of TapCash.



July 12, 2022

BNI Supports Indonesia Investment Forum

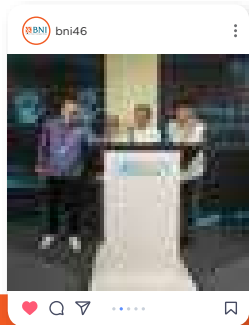
Themed "Seizing Opportunities in the Thriving Indonesia's Business Climate" the event was attended by Investors/HK companies; Ministry of Maritime Affairs; Indonesian Consulate General in Hong Kong; Himbara in Hong Kong; and BNI representatives. BNI plays an active role as a bridge for investment from abroad through overseas branch offices, one being the Hong Kong KCLN.



July 17, 2022

BNI Loud Fest

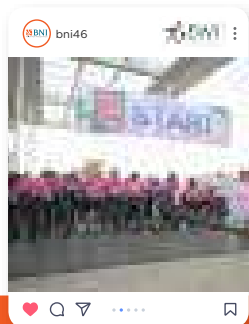
As the peak celebration of BNI's 76th Anniversary, BNI held a music performance called "BNI Loud Fest 2022". During the event, BNI received a lot of praise and prayers from the Republic of Indonesia President, Joko Widodo and the Republic of Indonesia Minister of SOEs, Erick Tohir. The event, held under a very strict health protocol, was attended by BNI Hi-Movers from Jakarta and surrounding areas. The event featured top musicians, including Raisa, Slank, Iwan Fals, Kahitna, Reza Artamevia, RAN, Andmesh, and Afgan.



July 18, 2022

Launching of BNI DigiGriya

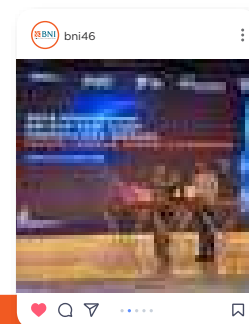
Held in Jakarta, and inaugurated by Ronny Venir BNI Network and Services Director and Corina Leyla Karnalies as BNI Consumer Banking Director. BNI DigiGriya is an integrated platform for property searches and mortgage applications.



July 22, 2022

Gowes Ceria BNI's 76th Anniversary

As a form of gratitude and thanks to the above stakeholders, in a series celebrating BNI's 76th Anniversary, on July 22 2022, BNI held a Gowes Ceria Activity at Pantai Indah Kapuk (PIK). The event was attended by the BNI Board of Directors, Himbara, Bank Indonesia (BI), and the Financial Services Authority (OJK).



August 10, 2022

Signing of MoU between BNI and Bank Sumut

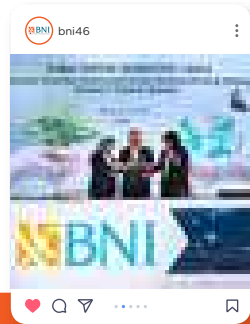
Attended by Vice President Director of BNI, Adi Sulistyowati and President Director of Bank Sumut, Rahmat Fadilah Pohan, BNI collaborated with Bank Sumut in organizing the ecosystem. Co-Utilization of Products, Services, Channels, and Capabilities. To support the digitization of Bank Sumut, BNI also collaborates with Bank Sumut in the Provision and Utilization of Banking Services (ATM, QRIS, EDC, Biller) as well as Co-Branding, Top Up, TapCash Balance Update and Bank Sumut Employee Capability Improvement Program.



July 19, 2022

Being a Pioneer, BNI Installed Two Public Electric Vehicle Charging Stations under a Partnership Scheme

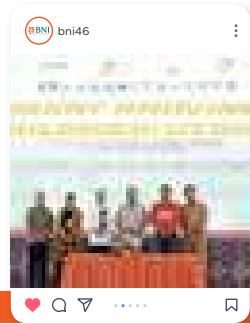
To support its transition to environmentally friendly energy, BNI collaborated with PLN to become a pioneer in the banking industry as an institution that operates two Public Electric Vehicle Charging Stations (SPKLU) Partnership Schemes.



July 29, 2022

Public Expose Semester I 2022, Focus on Transaction Banking and Green Banking Encouraging BNI Semester I Performance to Grow Optimally

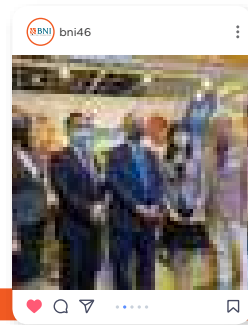
BNI posted solid performance and expansion trends in QII 2022 with a healthy growth focus on Top Tier customers. This achievement was thanks to efforts to strengthen the green portfolio and sustainability or ESG (Environment, Social, and Governance) principles in every aspect of the company's business. BNI's net profit for Semester I 2022 was Rp8.8 trillion, a growth of 75.1% on an annual basis or year-on-year.



August 10 - October 18, 2022

Signing of MoU in Collaboration with Various BPDs throughout Indonesia

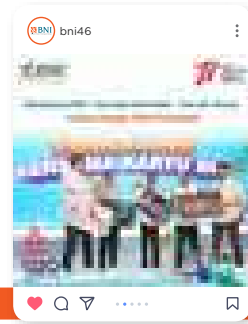
To support the ecosystem digitalization in various BPDs throughout Indonesia, BNI collaborated with BPDs throughout Indonesia in using BNI's digital banking channel services (ATM Cash Withdrawals, QRIS, EDC, Biller), Co-Branding, Top Up, TapCash Balance Updates and Government Domestic Credit Cards (KKPD).



August 11-15, 2022

BNI Supports Hong Kong Food Expo 2022

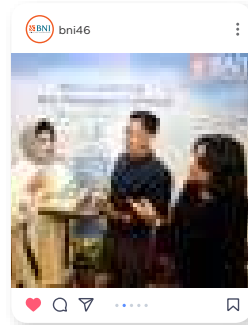
The purpose of this activity is to open market access for Indonesian MSMEs in the local market, maintain national economic recovery, and also introduce Indonesian products to potential buyers (outside the Indonesian diaspora ecosystem, namely Hong Kong local people and distributors in Hong Kong).



August 25, 2022

BNI organizes "Flight Savings with BNI Card" activities

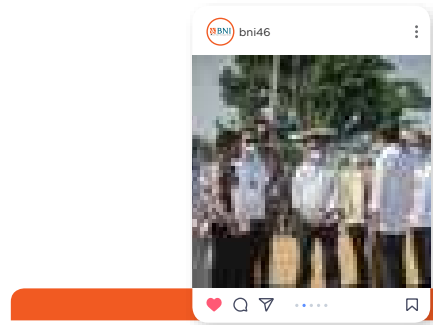
The event was attended by the Minister of Transportation, Budi Karya Sumadi; SOE Deputy Minister 1, Kartika Wirjoatmodjo; BNI President Director, Royke Tumilaar and the BNI Board of Directors; Lion Air Group Founder, Rusdi Kirana; and President Director of Garuda Indonesia, Irfan Setiাপutra. The Flight Savings with BNI card program is expected to be a solution for travelers to re-echo the world of Indonesian tourism after sleeping for about 2 years due to the COVID-19 pandemic.



September 2, 2022

Harpelnas 2022, BNI is Committed to Improve Global and Digital Services

BNI held simultaneous customer day commemorations in 17 operational areas, with the main event being a Mini Gathering with Customers and attended by all BNI Directors and SEVPs.



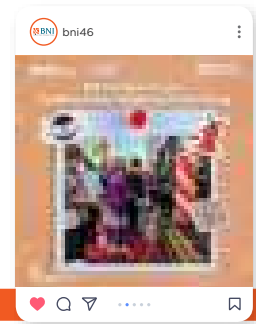
August 22, 2022

BNI supports the Launch of Mango-Based Food Estate and Alsintan Taxi in Wotan Village, District Panceng, Gresik, East Java

The activity was attended by the President of the Republic of Indonesia, Minister of Agriculture, Minister of Public Works, Governor of East Java, Director General of PSP, Director General of Plantations, Farmers, Alsintan Vendors. BNI provides support for financing alsintan taxis using financing from BNI through the KUR facility by providing interest government subsidies. President Jokowi and the Minister of Agriculture carried out a working visit agenda in Gresik Regency, East Java.

During the visit there were 2 activities:

1. The President of the Republic of Indonesia symbolically planted mangoes on 1,000 hectares in 4 sub-districts.
2. The President launched the machine tool taxi program, which aims to bring agricultural technology to farmers and accelerate economic recovery in the agricultural sector.



September 1, 2022

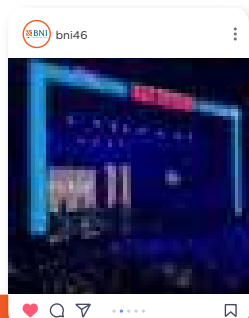
Diaspora Loans

Symbolic Handing over of Diaspora Loans to WM Padang Lapek, Tanjung Suprapti Union in The Hague, Netherlands attended by the Indonesian Minister of BUMN, Erick Thohir; Indonesian Ambassador to the Netherlands, Mayerfas; GM London KCLN, Roekma Hariadji; and Chief Representatives of Amsterdam, Dwi. This is a form of BNI's commitment to playing an active role as the main banking partner for global banking, and as a bridge so that MSMEs can go global by using the BNI X-pora program, One Stop Solution in providing integrated services for export-oriented MSMEs.

September 2, 2022

The visit of the RI Minister of SOEs, Erick Thohir to BNI Amsterdam

As part of BNI's efforts to provide better solutions and services targeting domestic and foreign customers. The existence of BNI Amsterdam is expected to be a means of re-establishing relations with Diaspora, Indonesia's potential for future economic growth. BNI's role is to carry out ongoing assistance to ensure that the potential for international expansion is optimally used. In the early stages, BNI Amsterdam will focus on conducting market research, business mapping, and providing support services to BNI customers.

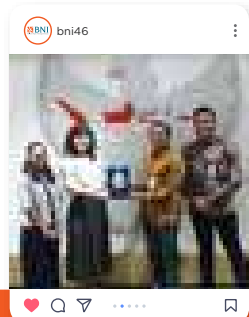


September 3, 2022

BNI Supports the Sky Avenue Event

The event was held at Istora Senayan Jakarta was enlivened by the performances of various top Indonesian artists including Rizky Febian, RAN, Reality Club, Tulus and Nadin. This event was attended by visitors dominated by Millennials and Gen Z.

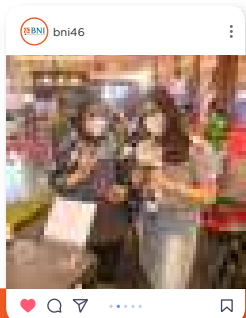
In this event BNI collaborated with the Kebayoran Labschool as a committee and enabler for the Millennial and Gen Z communities. BNI's involvement is a strategy to introduce BNI digital products to one of BNI's largest market segments, the Millennials and Gen Z. BNI booths provided various promos, such as BNI Mobile Banking acquisitions and transactions, TapCash and QRIS promos. BNI also provides a special edition of TapCash Sky Avenue 2022.



September 18, 2022

Socialization of BPJS Benefits for PMI at the Indonesian Embassy in Singapore

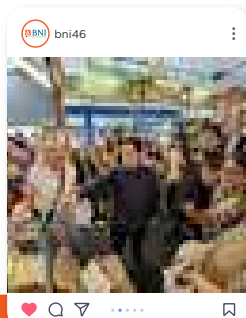
In the context of expanding services to Indonesian Migrant Workers (PMI) abroad, bank payment channel support is needed through a BPJSTK contribution payment facility. Therefore, BPJSTK visited the BNI Singapore Sub-Branch Office to initiate cooperation in accepting PMI Singapore BPJSTK contribution payments.



September 28-30, 2022

BNI Supports Indonesia Electric Motor Show 2022

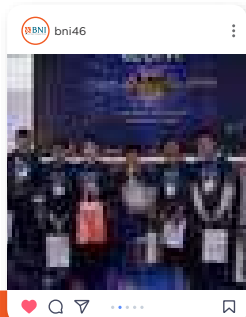
The activity was attended by the Minister of Transportation, Budi Karya Sumadi; Coordinating Ministry for the Economy, Airlangga Hartanto; as well as Leaders and Directors of BNI and BNI Multifinance. The purpose of this activity was to support environmentally friendly transportation as well as a form of synergy between BNI and BNI subsidiaries through the sale of products bundled with BNI Multifinance credit solutions.



September 3, 2022

Promoting Indonesia's Economy and Tourism, BNI Supports the 62nd Tong-Tong Fair

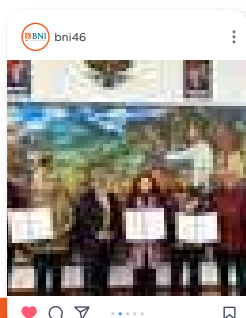
Tong-Tong Fair 2022 is one of the most potential festivals to promote Indonesia's economy and tourism in the Netherlands. BNI together with the Minister of BUMN, Erick Thohir, attended the event to support diaspora businesses.



September 17 - October 2, 2022

BNI Supports BNI-IPMI eSports Cup 2022

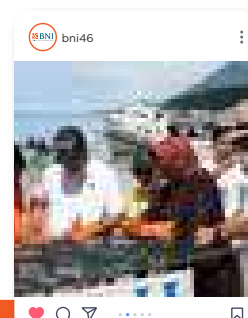
As a follow up to the BNI-Telkomsel eSports Tournament, BNI held an event for the eSports community in collaboration with IPMI Business School, one of the prestigious campuses in South Jakarta with a focus on working on similar communities. In this activity, BNI promoted its flagship products, such as BNI Mobile Banking to the tournament participants and provided digitization of transactions at existing booths using QRIS.



September 21, 2022

BNI Participation in Establishing the Indonesia Trading House at the Indonesian Embassy in Tokyo

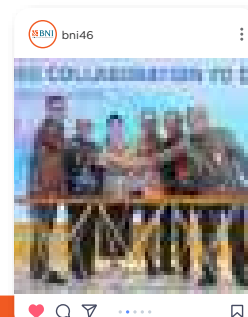
BNI joined the Indonesia Trading House to help MSMEs Go Global. The Indonesia Trading House was inaugurated by the Indonesian Embassy in Tokyo through the Indonesia Small and Medium Enterprises (SME) Center Tokyo in collaboration with Bank Indonesia Tokyo, BNI Tokyo Sub-Branch Office, Garuda Indonesia Tokyo and Pertamina Tokyo, as well as Japnas Sinergi Nusantara.



October 5, 2022

BNI Helps Organize the Bunaken Area

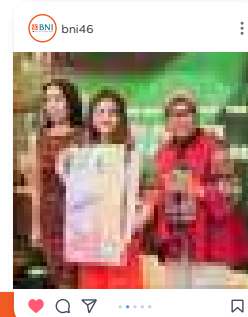
BNI again pushed for environmental and social awareness programs through the BNI Sharing Program to restore the natural and economic conditions of the community. As a pioneer of green banking, the company is collaborating with the Regional Government of North Sulawesi to organize the Bunaken Tourism Area.



October 18, 2022

Borneo Collaboration MoU

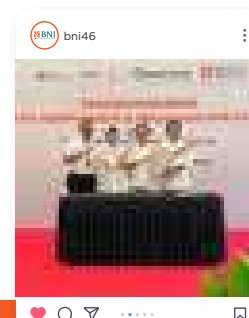
Through this activity, BNI's collaboration was expanded by using domestic government credit cards (KKPD) and corporate credit cards, TapCash electronic money card co-branding, and implementing bill payment features (sharing billers), Financial Institution Pension Funds (DPLK) and products subsidiary products.



October 21, 2022

Launching of BNI - AMEX Co-Branded Card and Limited Acquiring Piloting

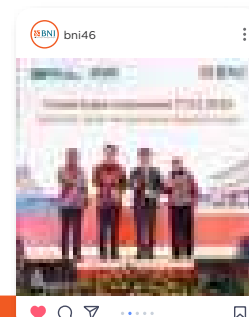
Located at Monsieur Spoon Senayan City. This event was attended by the BNI Directors and Leaders, Corina Leyla Karnalies; Rian Kaslan; GM Southeast Asia Pacific Global Network AMEX, Sanjiv Malhotra; and CEO of AMEX Indonesia, Perriz Azwir. This event was to launch the collaboration between BNI and American Express for the Co-Branded BNI - AMEX credit card targeting the Youth segment, and also an embodiment in expanding non-cash payment services for customers and merchants in international networks. BNI became the first state-owned bank in Indonesia to cooperate with American Express from the Acquiring and Issuing side.



October 14, 2022

MoU with Bank Papua

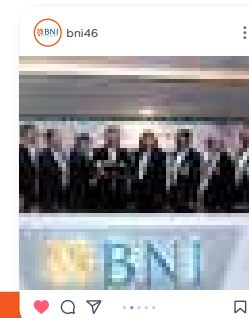
Through this activity, BNI's collaboration was expanded by co-branding Tap-Cash, ATM cash withdrawal services, Domestic Government Credit Cards (KKPD), and curriculum development programs to increase human resource capabilities.



October 21, 2022

Trade Expo Indonesia (TEI) 2022 - Business Forum & B2B Meeting - UMKM BNI Xpora with Buyers Republic of Korea

Took place at the BNI Pejompangan Tower Ballroom, the event was attended by the Minister of Trade, Zulkifli Hasan; Indonesian Ambassador to Korea, Gandi Sulistyanto; Korean Ambassador to Indonesia, Park Tae Sung; BNI management and Chairman of the Korea Importers Association (KOIMA), Kim Byung Kwan, to show BNI's efforts to continue to strengthen support for MSME players and expand penetration in the global market. Through this event, BNI brought together buyers from Korea with BNI export-oriented customers. The Business Forum & B2B Meeting is a series of activities for the 37th Trade Expo Indonesia (TEI) initiated by the Indonesian Ministry of Trade which took place on October 19-23, 2022 at ICE, BSD, Tangerang. The theme of the Business Forum & B2B Meeting this time was "Towards Stronger Trade Cooperation between Republic of Korea - Republic of Indonesia".



October 24, 2022

Solid Performance Amid Economic Turbulence, BNI's Healthy Profit Growth of 76.8%

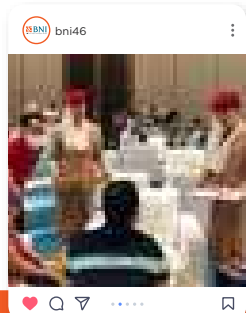
BNI continued to record solid performance up to QIII 2022, so that it can strengthen the company's foundation in facing the challenges of the global economy going forward. As of September 2022, BNI's net profit had grown 76.8% year on year (YoY) reaching Rp13.7 trillion.



October 24-30, 2022

BNI Supports Jakarta Fashion Week Activities

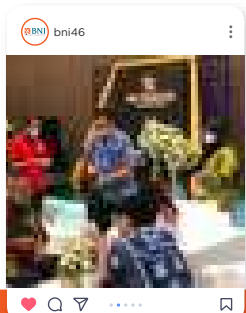
BNI collaborated in the Jakarta Fashion Week event to introduce various BNI superior products, one of which is BNI Mobile Banking to the fashion activist community. Attended by Minister of Trade Zulkifli Hasan as well as several CEOs and Heads of Sponsors, BNI showed its commitment to building an ecosystem and exploring the economic potential of MSMEs in Indonesia and bringing these products to the international market.



November 1-2, 2022

Emirates Travel Fair - Pre Sale Event 2022

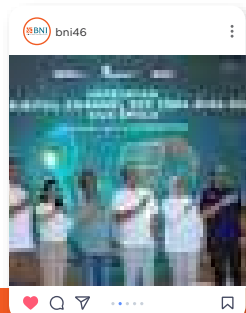
As a pre-event for the Emirates Travel Fair, BNI and Emirates collaborated to organize the Emirates Travel Fair-Event Presale at the BNI Menara Pejompongan Ballroom. This Pre-Event provided more convenience for BNI customers, especially BNI Emerald customers who have year-end holiday plans.



November 3-6, 2022

BNI - Emirates Travel Fair 2022

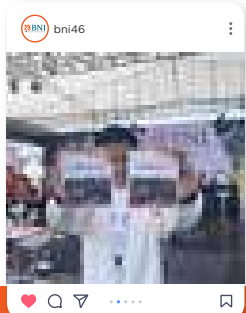
To support BNI's plan to become an International Banking Partner, BNI is working with one of the biggest airlines in the world, namely Emirates, and held a travel fair event to welcome year-end holiday enthusiasm. Through promos at this travel fair, BNI succeeded in providing a more comfortable level for BNI customers.



November 4-6, 2022

Supporting G20, BNI Prepares Digital Channel and SPKLU Crea Nusa Dua

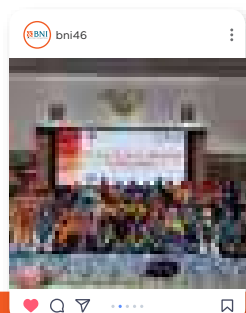
BNI is again encouraging the acceleration of the use of Battery-Based Electric Motorized Vehicles (KBLBB) in Indonesia by building a Public Electric Vehicle Charging Station (SPKLU) in the Crea Nusa Dua area, Badung - Bali.



November 4-6, 2022

Supporting WSBK Mandalika 2022, Encouraging Global Branding of the Bank BNI supported the 2022 Mandalika World Superbike (WSBK) event through the BNI Lounge.

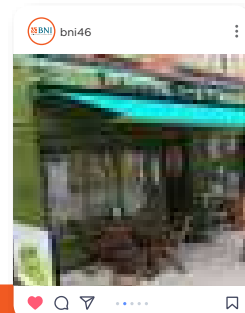
BNI continued to boost its reputation as a global bank, while continuing to encourage MSME players to become empowered and jump higher on the international stage. At the WSBK event, BNI participated through the BNI Lounge with digital activation experiences for Visitors at the Pertamina Mandalika International Street Circuit.



November 6, 2022

Knitting with BNI MoRe

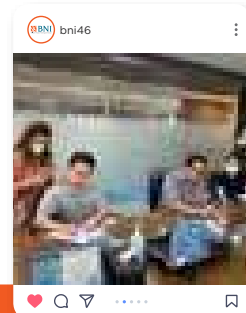
Located at the Indonesian Embassy in Singapore, this activity was held to increase PMI's awareness of the BNI Mobile Remittance (BNI MoRe) application.



November 7, 2022

Inauguration of Waroeng Windsor in Windsor, England

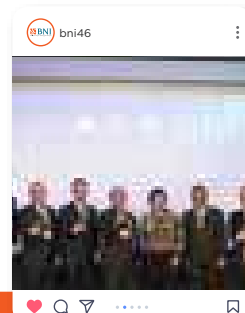
As BNI's commitment to taking on a strategic role, by helping diaspora to develop their business overseas, BNI expanded one of its diaspora loan debtors in the culinary field, namely Waroeng Windsor that is owned by Indonesian Diaspora Aqaya Davenport in Windsor, England.



November 11, 2022

Signing of PT Trimegah Sekuritas Indonesia Intraday Facility PKS

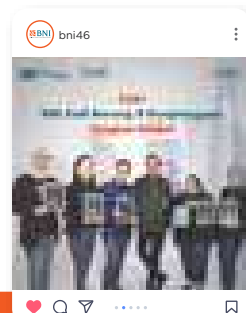
PKS signed Intraday Facility for Rp1.5 Trillion with equivalent as a transaction limit provision to cover payment/settlement of transactions that must be settled on the same day, with the underlying trading transactions of Government bonds, BUMN, BUMD, and corporate bonds. BNI's collaboration with PT Trimegah Sekuritas is one of the new customer expansions to improve Fee-Based Income performance in 2022.



December 2, 2022

LCSF 2022, BNI Bridges Business between Indonesia and Japan

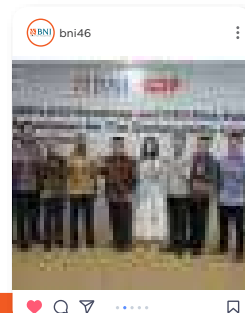
Through the BNI office in Tokyo, Japan, the company has succeeded in becoming an Appointed Cross Currency Dealer (ACCD) in Japan and continues to increase banking transactions between Indonesia and Japan. Bank Indonesia Tokyo Representative Office in collaboration with BNI Tokyo held a Business Forum on The Utilization of The Japan - Indonesia Local Currency Settlement Framework (LCSF) 2022.



December 2, 2022

Contact Center World Awards 2022

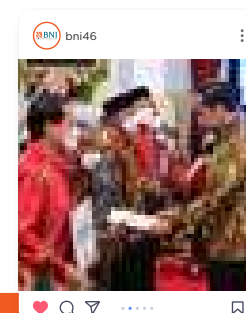
BNI Contact Center won 5 Gold and 1 Silver in the Global Contact Center World competition held in Malta on November 28-December 2, 2022. This competition was attended by various countries and companies from Asia Pacific, America, Europe and Africa.



December 6, 2022

GRP & BNI Collaborate on Sustainability Linked Loan US\$32 million

Gunung Raja Paksi and BNI collaborating on environmental, social and governance (ESG) strategy initiatives to create a sustainable economy. GRP obtained a sustainability linked loan (SLL) of US\$32 million equivalent to Rp500 billion through BNI bank.



December 19, 2022

BNI support for SMEs

The government through the Ministry of Cooperatives and SMEs with BNI launched the KUR program with a business group or cluster-based scheme. The KUR Cluster launching event was attended by the President of the Republic of Indonesia Joko Widodo (Jokowi) at the Merdeka Palace.

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BNI Mobile Banking • QRIS BNI



Board of Commissioners' Report

DEAR DISTINGUISHED SHAREHOLDERS AND STAKEHOLDERS,

Even during the escalating world geopolitical tensions that exacerbated the fragmentation and global economic and financial prospects, the domestic economic performance remained strong. Economic growth in 2022 was predicted to be in the range with an upward bias trend, and will continue to remain strong in 2023.

During situation that was still full of pressure, allow me on behalf of the Board of Commissioners to submit the Annual Report of PT Bank Negara Indonesia (Persero) Tbk for the 2022 Financial Year that provides an overview of BNI's efforts to continue to create added value for shareholders.

THE ECONOMY AND BANKING IN THE MIDST OF RECOVERY ACCELERATION

The post-pandemic recovery from the COVID-19 was important for the economic conditions in 2022. Economic inequality between countries triggered a gap between global demand and supply, which ultimately led to very high world inflation. This condition was exacerbated by the Russia-Ukraine tensions that impacted the supply of food as well as energy commodities, and worsened inflation and triggered the risk of recession in many countries.

Facing this, the majority of the central banks of countries in the world issued policies to raise interest rates over the long time. With the driving force being the United States (US) central bank, The Federal Reserve (The Fed), during 2022 raised the Federal Funds Rate (FFR) benchmark rate by 425 bps, and this triggered an increase in the benchmark interest rates in global monetary policies. The Fed's increase in interest rates led to a massive withdrawal of investor funds from developing countries, including Indonesia, to investment instruments considered liquid and close to cash. This condition then triggered a strengthening of the US Dollar currency against other currencies in the world, including the Rupiah currency.

Even though the world economy is projected to be headed for a global recession, the national economy is showing recovery based on a strong foundation. On the trade side, the increase in food and energy commodities provided fresh air for Indonesia, although on the other side the spike in prices impacted consumer inflation. For example, the Government of Indonesia's policy to increase the price of fuel oil (BBM) in the QIII 2022, led

to an increase in Indonesia's inflation. Since September 2022, Indonesia's inflation has been above 5% and closed at 5.5% at the end of 2022. However, Indonesia's inflation is far better than global inflation that increased to 8.9% at the end of 2022.

As the monetary authority in Indonesia, Bank Indonesia has responded to the high inflation and the depreciating Rupiah by making adjustments to the benchmark interest rate. Throughout 2022, Bank Indonesia raised interest rates 5 (five) times with a total increase of 200 bps. At the end of 2022, the benchmark interest rate reached 5.5%.

The banking industry must respond wisely to the increase in interest rates, especially in connection with the desire of banks to maintain their profitability at the expected level. Especially during the accelerated post-COVID-19 pandemic recovery, which provided banks with many opportunities to increase their business.

In general, the Indonesian economy is showing its strength to keep growing optimistically. The economic growth of Indonesia in 2022 is at 5.3%, an increase compared to the previous year of 3.7%. The national banking industry recorded an encouraging performance, where deposits from customers or Third Party Funds (TPF) managed to grow 9.0% YoY. Bank loans recorded growth of 11.4% YoY, with a non-performing loan (NPL) ratio of 2.6%. The banking capital adequacy ratio of 25.4% also showed a fairly good fundamental picture of the situation and condition of the national banking system.

ASSESSMENT ON THE BOARD OF DIRECTORS' PERFORMANCE IN MANAGING BNI

Carrying the shareholders' aspiration to perform supervision over management of the Bank by the Board of Directors, the Board of Commissioners has a role to provide views to the Board of Directors on an accountable and prudent management of the Bank.

The Board of Commissioners appreciates the performance achievements shown by BNI throughout 2022. The fundamental business growth showcases a big picture of BNI's development in the future. This can be seen in the increase in loans complemented by a decrease in NPLs, which certainly lays a strong foundation for BNI to grow its business in a sustainable manner.

Likewise, BNI Third Party Funds (TPF) also recorded an increase compared to the previous year, showcasing that the management of BNI is on the right track with the shareholders' aspiration. This growth in TPF is reinforced by an increase in low-cost funds ratio or Current Account/Saving Account (CASA), which will certainly have a positive impact on profitability as expected by the shareholders.

Capital management is also a big concern in managing a healthy bank. BNI's capital performance shows quite good results. Although there were slight adjustments as seen in the capital ratios, the realization of the Capital Adequacy Ratio (CAR) was still far above the minimum level required by the regulator.

If compared with the targets 2022, BNI's performance has shown quite good achievements. In term of balance sheet performance, the achievements of asset quality, net profit and profitability, and capital were above the targets. This illustrates that management of the Bank by the Board of Directors has been running in accordance with the plans prepared at the beginning of the year.

In addition, the performance of Environmental, Social and Governance (ESG) accomplishments in the Bank's operations also demonstrated BNI's commitment to implementing its sustainability program. This strong commitment shall become an important note, especially with the issuance of Green Bonds in 2022 which shows a big picture of BNI's development direction in the future.

BOARD OF COMMISSIONERS' VIEW ON BNI'S PROSPECTS FOR 2023

The 2022 economic challenges are predicted to continue in 2023. The high inflation and the shadow of a world economic slowdown must be watched closely and anticipated through strategic steps, especially with the tensions between Russia and Ukraine yet to show any reconciliation.

BNI predicts that the Indonesian economy will grow 5.0% in 2023, higher than the average global economy, which is predicted to grow 2.5%. The projected economic growth in 2023 is ± 30 bps lower than in 2022 due to a slowdown in consumption, investment and exports. To encourage a sustainable economic recovery, the Government will direct its fiscal policy as a shock absorber to protect communities, support priority sectors, and encourage national economic recovery through fiscal stimulus to deal with the impact of COVID-19 and stabilize domestic prices.

With the economy starting to recover, and to protect the domestic economy from the spillover effects of global turmoil, the monetary policy is aimed at maintaining stability. Meanwhile, macroprudential policies, payment systems, money market development, and the economic and financial inclusion will still be directed at boosting economic growth. Fiscal and monetary policy synergy will be further strengthened through Bank Indonesia's participation in funding the State Revenue and Expenditure Budget (APBN), which includes handling health and humanity due to the COVID-19 pandemic.

Indonesia's inflationary pressure is in fact expected to subside and soon return to the level of 3.75% as the impact of the fuel price hike in September 2022 has subsided earlier than expected. However, the interest rate of BI-7 Day Reverse Repo Rate (BI7DRR) policy is predicted to remain high to support the exchange rate, following the Fed's move to maintain the FFR at a high level for a long time.

The potential risk of an economic recession is likely to have a little impact on Indonesia's main trading partners, which will create good demand for Indonesia's exports. Although primary commodity prices have recently been corrected, they are still relatively better than prices during the pre-pandemic period. BNI believes Indonesia will record a trade surplus in 2023 with a more controlled current account deficit.

Global volatility is predicted to improve in 2023. This will bring the Rupiah exchange rate closer to its fundamental, in contrast to the 2022 depreciation which was more driven by a sentiment factor amid global volatility. The combination of good Gross Domestic Product (GDP) growth, controlled inflation, competitive interest rates, a manageable current account deficit, and reduced global volatility, is predicted to ease pressure on exchange rates in 2023.

The Board of Commissioners have agreed with BNI's performance projections outlined for 2023. The Board of Commissioners views that the financial projections in the 2023 are quite realistic given the challenging global economic situation. BNI's loan growth in 2023 is expected to be better, especially with the challenge of the benchmark interest rate which is predicted to be quite high. On the liabilities side, TPF is expected to grow in line with the expansive efforts that will be carried out by BNI in 2023. The Board of Commissioners is fully supportive and ready to become a strategic partner for the Board of Directors to achieve those projections.

SUPERVISION ON BNI'S STRATEGIC POLICY IMPLEMENTATION

performing the supervisory function, there are limitation in the responsibilities and roles carried out by both the Board of Commissioners and the Board of Directors. This supervisory function is conducted by the Board of Commissioners in particular by providing advice and suggestions to the Board of Directors, and ensuring that BNI implements Good Corporate Governance (GCG).

The Board of Commissioners provides advice and suggestions to the Board of Directors through the implementation of the Board of Commissioners meetings, meetings of committees under the Board of Commissioners, written directives and advice, as well as working visits.

1. Implementation of Board of Commissioners Meetings
Board of Commissioners meetings are carried out internally by the Board of Commissioners, or by inviting Directors and/or Senior Executive Vice Presidents (SEVP) who are related to the meeting agenda, as well as regular joint meetings between the Board of Commissioners and the Board of Directors.
2. Meetings of Committees under the Board of Commissioners
The active role of the committees under the Board of Commissioners in assisting and supporting the smooth running of the Board of Commissioners' duties are realized through, among others, the implementation of committee meetings as well as evaluating, analyzing or reviewing matters that become the Board of Commissioners' duties.
3. Written Directives and Advice
Provision of written directions and opinions of the Board of Commissioners to the Board of Directors in response to the reports on the implementation of the Board of Directors' duties, requests for approval or consultation submitted by the Board of Directors as well as information regarding strategic and significant issues.
4. Board of Commissioners' Working Visit
Board of Commissioners makes working visits to BNI work units and provides its directives and advice to the Board of Directors based on the working visit results.

Board of Commissioners' Meetings, both internal meetings, or by inviting relevant Directors and/or Senior Executive Vice Presidents, are one of the most effective forms of formal supervision. In these meetings, the Board of Commissioners can provide advice, directives, and

input to the Board of Directors regarding specific themes as well as recent discussions on BNI's performance.

During 2022, the Board of Commissioners held 57 (fifty-seven) internal meetings by inviting relevant Directors, and 7 (seven) Joint Meetings with the Board of Directors. These meetings served as a forum for the Board of Commissioners to carry out intensive and in-depth evaluations of various current themes, some of which are:

1. Latest Developments in economic and industrial conditions;
2. Consultation regarding loans with the Board of Commissioners;
3. Bank's Risk Profile and Health Level, including studies on Risk Appetite and Risk Tolerance, as well as the Minimum Capital Adequacy Requirement according to the Risk Profile;
4. Latest report on BNI's consolidated financial performance;
5. Follow-up process on the results of the GMS resolution regarding the provision of general audit services for the BNI Consolidated Financial Statements for the 2022 Financial Year, which was then realized through a Kick Off Meeting of BNI's 2022 Consolidated Financial Statements Audit by the appointed Public Accountant Firm (KAP);
6. The Board of Directors' Key Performance Indicator (KPI) targets collegially and individually;
7. Policies, systems and procedures for the nomination/replacement of the Board of Commissioners and/or the Board of Directors;
8. Development and plans for the BNI Network and Services;
9. BNI's 2022 RBB and 2023 RBB;
10. BNI capital;
11. Progress of Good Corporate Governance implementation, including the Anti-Bribery Management System (SMAP);
12. BNI's equity participation in subsidiaries and discussions on the management of subsidiaries, including discussions on acquisition and equity participation in PT Bank Mayora, establishment of PT BNI Venture Capital, and capital addition in PT Bank Syariah Indonesia Tbk; and
13. Evaluation of Payment Service Provider Activities; and
14. Discussion on BNI Material Cases.

The Board of Commissioners also supports the transformation initiated by BNI since the previous year. Changes to the nomenclature of the Board of Directors as stated in the results of the Extraordinary General Meeting of Shareholders (GMS) on August 31, 2022 confirms BNI's role as a global bank with a wide-spread international network. Not only that, the acquisition of Bank Mayora in 2022 will strengthen BNI's digital services. Likewise, the establishment of a subsidiary, PT BNI Ventura,, will provide a vehicle for BNI to expand its wings and create synergy with startup companies in Indonesia.

BANK HEALTH LEVEL

Bank Health Level is the result of assessing condition of a bank based on risks (Risk-Based Bank Rating) and its performance. Bank Health Level is a means for BNI to identify problems early, develop and implement corrective actions, and establish business strategies in the future.

The BNI Health Level Assessment is carried out based on 4 (four) factors as follows:

- Risk Profile**
Risk Profile Assessment is carried out by assessing Inherent Risk (risk inherent in BNI activities) and the Quality of Risk Management (KPMR) Implementation for 8 (eight) types of risks.
- Governance (Good Corporate Governance)**
The Corporate Governance Assessment is an assessment of the BNI's management quality on the implementation of Corporate Governance principles.
- Rentability (Earnings)**
The assessment of Rentability factor includes evaluating the Rentability performance, sources of Rentability, Earnings Sustainability, and Rentability management.
- Capital**
Assessment of capital factor includes assessment of capital adequacy and capital management adequacy. In assessing capital adequacy, BNI links capital adequacy to its risk profile.

Assessment of Bank Health Level is reported to the regulator, in this case the Financial Services Authority (OJK), every 6 (six) months (semesterly) in June and December. The results of the BNI Bank Health Level assessment for the period of December 31, 2022 are rated "Healthy", which means that:

- BNI's condition is generally healthy, so it is considered capable of facing significant negative influences from changes in business conditions and other external factors;
- The ratings of the assessment factors (Risk Profile, Governance, Earnings and Capital) are generally good. If there are weaknesses, in general these weaknesses are less significant.

HUMAN CAPITAL

In terms of Human Capital (HC), the Board of Commissioners considers that the implementation of the Bank's strategy and policies by the Board of Directors in managing HC has gone well. BNI continuously places employees as strategic partners as well as stakeholders in achieving the Bank's goals through the implementation of various strategic policies that focus on developing effective employee competencies. Every year, the efforts made by the Board of Directors in HC are able to increase a risk awareness culture and a compliance culture through various programs conducted.

The Board of Commissioners views the implementation of the BNI Human Capital Architecture as the architecture of the Bank's policy in the field of HC, which actually culminates in the Employee Value Proposition (EVP) namely "Together make BNI the best place to contribute, learn and grow". The emphasis on the phrase "Together" shows that employees and BNI are 2 (two) entities that are interrelated and inseparable in realizing BNI's vision. The Board of Commissioners hopes that employees can demonstrate performance that supports the achievement of organizational goals, competencies that are aligned with strategy, and employee behavior that is in line with the organizational culture.

The Board of Commissioners has instructed that the Human Capital policy be forward looking, and can accommodate the direction of future organizational changes. Any disclosure of policies should use an end-to-end human capital framework approach in line with the employee life cycle.

INFORMATION TECHNOLOGY

Strengthening Information Technology (IT) infrastructure is a must for modern financial institutions. For optimizing IT, the Board of Commissioners delivered a message that strengthening the Bank's IT facilities and infrastructure is a basic necessity that must be addressed through well-executed strategic steps, in terms of planning, development, management, security and utilization, so as to provide confidence to Shareholders and Stakeholders that the Bank's IT is strong and tested, managed professionally, and supports the BNI Branch Offices in Indonesia and Overseas business development in a robust manner. This is in line with the global financial services trend towards digital finance and digital banking.

The Board of Commissioners views that BNI is quite capable of making innovation in services digitization, especially to be at the forefront of providing the best digital banking services. The Board of Commissioners supports the efforts made by the Board of Directors in providing added value to customers through several key technologies, which have been adopted to significantly contribute to the needs of developing BNI's digital banking products and services in recent years.

In addition, the Board of Commissioners also supervises the ongoing implementation of IT system compliance in accordance with applicable regulations, including its relation to BNI IT system principal support, both in terms of policies, standards, and procedures, as well as in term of information security aspect. In an effort to improve information security, besides implementing various protections that refer to international standards, BNI established a special organization (Information Security Division) whose functions include information security to maintain independence, focusing more on evaluating, implementing, monitoring, and improving cybersecurity.

VIEWS ON THE BANK GOVERNANCE IMPLEMENTATION/GOOD CORPORATE GOVERNANCE (GCG)

The Ministry of State-Owned Enterprises (BUMN), the Financial Services Authority (OJK), the Indonesia Stock Exchange (IDX), and regulators with an interest in the capital market and the development of the Indonesian business world, are committed to encouraging the application and implementation of Good Corporate Governance principles, as a value that must be carried out by every business entity doing business in Indonesia. BNI is committed to consistently and continuously implementing and upholding the implementation of GCG principles in every business activity, especially as the implementation of GCG through its 5 (five) basic principles, transparency, accountability, responsibility, independence and fairness, has proven to be one of the factors that supports the of business world sustainability and investment climate.

As explained above, the Board of Commissioners plays role in fulfill the aspirations of shareholders, most notably in carrying out the supervisory function, and the Board of Commissioners also believes that GCG at BNI is important, and should be implemented at all levels. The Board of Commissioners has carried out its supervisory function of the implementation of GCG by the Board of Directors, and the Board of Commissioners' view is that the implementation of GCG within BNI refers to a Governance Framework that is structured through 4 pillars, namely Governance Principles, Governance Structure, Governance Process and Governance Outcome, and in practice it is continuing to improve over time. Development of an adequate governance structure and infrastructure including continuously updated policy tools, ensures the effectiveness of the process of implementing GCG principles supported by adequate corporate governance structures and infrastructure, up to evaluation and monitoring of GCG, and this is a reflection of management's commitment to implement GCG principles and practices in all elements of the Bank's operations and business.

One important aspect in the successful implementation of GCG principles is good synergy and collaboration between the supporting organs of the Board of Commissioners and the Board of Directors. By having these supporting organs, all aspects of the GCG principles can be implemented and monitored, be it compliance, risk management, audits, and development of HC and Information Technology as one of the foundations for realizing the Bank's accountability.

The Board of Commissioners specifically emphasizes the importance of the code of conduct underlain on the Core Values or "AKHLAK" values. The Code of Conduct implementation is part of the formation of BNI Hi-Movers behavior with integrity, which will ultimately shape personal behavior in daily life.

To strengthen the of Integrated Governance implementation, the Board of Commissioners has assigned this role to all Financial Services Institutions that are members of the BNI Financial Conglomerate. The BNI Financial Conglomerate has a shared commitment to

implementing Integrated Governance in the Financial Conglomerate as outlined in the BNI Financial Conglomerate Corporate Charter, which was approved and signed by the President Director of all Financial Services Institutions Members in the BNI Financial Conglomerate.

The Board of Commissioners view is that the Board of Directors must implement Integrated Governance to support the BNI Financial Conglomerate business and operations, by continuing to promote integrated application of the transparency, accountability, responsibility, independence or professionalism, and fairness) principles within the BNI Financial Conglomerate.

BANK RISK MANAGEMENT

To anticipate the increasing risk exposure faced by BNI, there is a need of an effective and integrated capital and risk management system that is able to support sustainable performance achievement and growth while increasing competitiveness. Risk management at BNI is carried out in an integrated manner with business strategy. The implementation of risk management is proactive and forward looking with the aim of maximizing added value for shareholders, managing capital comprehensively, and ensuring profitability and sustainable business growth.

The alignment between business strategy and objectives with risk management and risk appetite is an important element in the implementation of risk management. The risk management strategy and risk appetite are translated into governance, processes, policies and tools and methodologies that are supported by robust information technology, human capital and strong risk culture.

For this reason, BNI implements the General Policy of Risk Management as a policy that serving as a strategic and comprehensive basic reference in the implementation of Risk Management. As a guideline for implementing Risk Management, BNI has policies and procedures as a basis for managing each risk. Risk Management Procedures are procedures that guide the implementation of Risk Management.

The Board of Commissioners encourages an effective implementation of Risk Management based on the established Risk Governance. Risk Governance clearly regulates roles and responsibilities, decision-making processes, linkages between risk management functions, and establishes policies to ensure that the risks are managed properly.

Additionally, the Board of Commissioners always prioritizes efforts to mitigate risks through active supervision of the risk management implementation. The Board of Commissioners' supervisory function is conducted through the meeting forums of the Board of Commissioners and the Board of Directors, as well as in meetings of the Risk Monitoring Committee, the Integrated Governance Committee, and the Audit Committee.

This supervision is carried out through the following mechanisms:

1. Approving BNI's risk management policies including risk management strategies and frameworks that are determined according to the level of risk to be taken (risk appetite) and risk tolerance;
2. Evaluating risk management policies and strategies;
3. Evaluating the accountability of the Board of Directors and provide directions for improvements on the implementation of BNI's risk management policies; and
4. Ensuring that risk management policies and processes are implemented effectively and integrated into BNI's overall risk management process.

With the support of the Risk Monitoring Committee as a supporting organ, the Board of Commissioners continuously monitors the implementation of risk management initiatives carried out by the Board of Directors in an effort to mitigate the Bank's main risk factors and prevent risks and ensure the long-term sustainability of the Bank's business.

In terms of the implementation of Integrated Risk Management, BNI Financial Conglomerate shares a common commitment to carry out the duties and responsibilities of each Financial Services Institution as outlined in the BNI Financial Conglomerate Corporate Charter which has been approved and signed by the President Directors and the all Financial Services Institution Members of the BNI Financial Conglomerate.

The Board of Commissioners is of the opinion that the implementation of the Bank's individual and integrated Bank risk management in 2022 has gone well. The Board of Commissioners views that BNI has adequate policies, risk tolerance and risk limits which are regularly reviewed with the approval of the Board of Directors. BNI also has adequate processes for identifying, measuring, monitoring and controlling risks on an ongoing basis for all material risk factors supported by Risk Management Information System.

The Board of Commissioners encourages the Board of Directors to continuously increase risk awareness among all employees at all levels/positions using a structured and sustainable risk culture program, as risk awareness is an important key to controlling risk through the application of effective controls. Thus, it is expected that the Board of Directors and all levels of employees have the awareness, and adopt the habit to work within the corridors of applicable regulations, and to avoid unprudent business practices.

INTERNAL CONTROL SYSTEM

The Control System is a monitoring mechanism established by management on an ongoing basis which is carried out by management and all employees at every level of the Bank's organization. An effective Internal Control System is an important component in Bank management and forms the basis for sound and safe Bank operations. Implementation of the Internal Control System is the responsibility of all parties involved in the Internal Control System, as outlined in the duties and responsibilities of each party, including the roles of the Board of Commissioners and the Board of Directors.

In accordance with the Financial Services Authority Circular Letter (SEOJK) No. 35/SEOJK.03/2017 dated July 7, 2017 concerning Guidelines for Internal Control System Standards for Commercial Banks, the Board of Commissioners is responsible for the supervision of internal control in general, including the Board of Directors policies that determine the internal control, in order to achieve a reliable and effective Internal Control System.

The Board of Commissioners places the Internal Control System as an important monitoring component in the Bank management and serves as a reference for sound and controlled Bank operational activities. The Internal Control System supports the achievement of the Bank's goals, to increase values for the stakeholders, minimize the risk of loss, and maintain compliance with the applicable laws and regulations.

The internal control framework is prepared to ensure compliance with the adequacy of financial and operational controls, financial reporting, operational effectiveness and efficiency, as well as compliance with applicable laws and regulations. BNI's Internal Control System refers to OJK Circular Letter No. 35/SEOJK.03/2017 dated July 07, 2017 concerning Standard Guidelines for Internal Control Systems for Commercial Banks, and are in line with the COSO and Basel Committee - Internal Control frameworks, by covering 5 (five) main elements that are interrelated in the Bank's internal control system, namely management supervision and control culture, risk identification and assessment, control activities and segregation of functions, accounting systems, information and communication, as well as monitoring activities and actions to correct irregularities/weaknesses.

The Board of Commissioners is of the opinion that BNI's Internal Control throughout 2022 has functioned properly, however, it will still be necessary to increase strengthening in all banking lines and aspects to create healthy, safe and controlled Bank operational activities, especially when entering the digital banking era.

ASSESSMENT OF THE BOARD OF COMMISSIONERS' SUPPORTING ORGANS PERFORMANCE

Board of Commissioners' Supporting Committees



The implementation of the Board of Commissioners' duties and functions in supervising the BNI management is supported by the Audit Committee, Risk Monitoring Committee, Nomination & Remuneration Committee, and the Integrated Governance Committee. The implementation of the Committees under the Board of Commissioners duties is guided by the charter of each Committee that has been prepared. At the beginning of each year, the committees under the Board of Commissioners prepare their respective work plans which are used as a reference in carrying out their duties in assisting the implementation of the Board of Commissioners' duties, through monitoring, reviewing, and providing advice or recommendations to the Board of Commissioners on matters that are related to the functions and duties of the committees concerned.

Performance assessment of the Committees under the Board of Commissioners is carried out based on the following matters:

1. Accomplishment of all Work Plans/Programs of the Committees set at the beginning of the year; as well as
2. Implementation of Committee Meetings and the level of attendance of the Committee members.

The implementation of the Committees' Program/work plan is carried out through a committee meeting mechanism including by inviting the relevant Directorate or divisions/work units as well as in-depth review/evaluation/review by each committee outside the meeting forum where the results are submitted in writing to the Board of Commissioners.

In 2022, the Board of Commissioners considers that these committees have carried out their functions, duties and responsibilities properly, with the following explanation::

1. The Audit Committee has carried out its functions, duties and responsibilities, including reviewing the financial information that will be issued by the Bank to the public and/or the Authorities. The Audit Committee also reviews the compliance with laws and regulations related to the Bank's activities, as well as evaluates the effectiveness of the audit/services provided by the Public Accountant Firm (KAP), including examining the independence and objectivity of the KAP;
2. The Risk Monitoring Committee has also evaluated the risk management policies suitability and the implementation of Bank policies, as well as monitored and evaluated the risk management committee and the risk management work unit duties, so as to provide recommendations to the Board of Commissioners. The risk management evaluation is carried out on 8 (eight) key Bank risks, namely Credit Risk, Market Risk,

Liquidity Risk, Operational Risk, Strategic Risk, Legal Risk, Compliance Risk, Reputation Risk, as well as 2 (two) other additional risks that include in integrated risk management, namely Insurance Risk and Intragroup Transaction Risk;

3. The Nomination and Remuneration Committee carried out its supervisory functions, duties and responsibilities regarding the application of the nomination and remuneration policies at all levels of the organization, starting with the Board of Commissioners, Board of Directors and employees, in accordance with the prevailing regulations, and the Committee also provided recommendations to the Board of Commissioners concerning the Nomination, Remuneration and related functions for Talent Management, and has carried out other tasks assigned by the Board of Commissioners related to the nomination and remuneration functions; and
4. The Integrated Governance Committee has evaluated the implementation of Integrated Governance by assessing the adequacy of internal controls, implementing the integrated compliance function and implementing the Integrated Governance Guidelines. The Integrated Governance Committee has also provided recommendations to the BNI Board of Commissioners regarding the Integrated Governance evaluation results, and improvements to the Integrated Governance Guidelines, and has evaluated the compatibility between the Integrated Governance Policies and the application of these policies, and provided recommendations to the BNI Board of Commissioners regarding Integrated Governance policies and their implementation to ensure that Integrated Governance management has been carried out adequately in all Financial Services Institutions within the BNI Financial Conglomerate.

In particular, each Committee has a performance assessment of the committee members who come from independent parties or not from the Board of Commissioners. The committee chairman evaluates/assesses the performance of the committee members from independent parties every 6 (six) months or at any time. The evaluation or assessment includes Performance Assessment Indicators which include but are not limited to competency and expertise, quality of output, discipline and attendance level of the committee members concerned, as well as implementation of duties and obligations in accordance with the committee charter and work rules applicable to independent members of the committee under the Board of Commissioners. The results of the evaluation and assessment referred to are submitted as a recommendation to the Board of Commissioners to extend or continue or terminate the appointment of the members of the committee concerned.

The Board of Commissioners expresses its appreciation for the performance and implementation of tasks that have been demonstrated by all committees. Supports from the committees are the basis for the Board of Commissioners to be able to provide formal input to the Board of Directors to continue improving the Bank management.

WHISTLEBLOWING SYSTEM MANAGEMENT (WBS)

The existence of Whistleblowing System (WBS) is a part of BNI's commitment to making GCG principles the foundation of every aspect of BNI's daily operations and business. The WBS enables a reporting mechanism that guarantees the confidentiality of the informant. WBS implementation aims to detect early and prevent irregularities or violations in every aspect of the Bank's business activities. WBS can create a work climate that is open, sincere, honest and responsible within BNI. WBS is a form of active participation by BNI Hi-Movers to report violations that occur within BNI.

The Board of Commissioners' role in managing the BNI WBS includes conducting supervision to ensure the implementation of WBS with the auspice of the Audit Committee. The Board of Commissioners together with the Audit Committee and other units constantly evaluate and follow up on the reports received. Reports that are proven to be true based on the investigation results are followed up by imposing administrative sanctions in the form of giving Warning Letters to Termination of Employment (PHK) and other actions, including transfers and counseling.

Throughout 2022 the Internal Control (IC) or Internal Audit (IAD) has examined 60.7% of incoming reports. As a follow-up of the reports that have been examined and proved to have violations, BNI has given strict sanctions according to the weight of violations including in the form of layoffs to 6 employees who were proven to be fraudulent. Progress of WBS reports under examination process are always communicated to the informant through the WBS system.

Throughout 2022, there were 178 reports of alleged violations received through the WBS mechanism with the most complaints sent via emails, consisting of 43 reports outside the scope of the WBS and 135 reports within the scope of the WBS. Reports of violations were followed up by a research process conducted by IC and/or by IAD, where 54 reports were not proven/insufficient evidence, 28 reports were proven, and 53 reports are still in the process of being resolved. Of all WBS reports where research process was completed, several cases required firm action to be taken for violations categorized as fraud. For violations in the non-fraud category, sanctions were given based on the level of the violation committed. The number of incoming reports has increased compared to the previous year. This shows that BNI Hi-Movers is quite aware of the WBS existence and utilizes it as an independent reporting channel.

CHANGES TO BOARD OF COMMISSIONERS COMPOSITION IN 2022

Throughout 2022 there were changes to the Board of Commissioners composition based on the Extraordinary GMS resolutions held on August 31, 2022. The following table presents a chronology of changes to the Board of Commissioners composition.

Chronology of BNI Board of Commissioners Composition Throughout 2022		
Period of January 1 to August 31, 2022	Period of August 31 to December 31, 2022	Description
Agus Dermawan Wintarto Martowardojo (President Commissioner/Independent Commissioner)	Agus Dermawan Wintarto Martowardojo (President Commissioner/Independent Commissioner)	-
Pradjoto (Deputy President Commissioner/Independent Commissioner)	Pradjoto (Deputy President Commissioner/Independent Commissioner)	-
Sigit Widyawan (Independent Commissioner)	Sigit Widyawan (Independent Commissioner)	-
Asmawi Syam (Independent Commissioner)	Asmawi Syam (Independent Commissioner)	-
Iman Sugema (Independent Commissioner)	Iman Sugema (Independent Commissioner)	-
Septian Hario Seto (Independent Commissioner)	Septian Hario Seto (Independent Commissioner)	-
Erwin Rijanto Slamet (Independent Commissioner)	Erwin Rijanto Slamet (Independent Commissioner)	-
Askolani (Commissioner)	Askolani (Commissioner)	-
Susyanto (Commissioner)	Susyanto (Commissioner)	-
Ratih Nurdianti (Commissioner)		No longer served according to the EGMS resolution dated August 31, 2022.
	Fadlansyah Lubis (Commissioner)	Appointed based on the Extraordinary General Meeting of Shareholders resolution on August 31, 2022.

On behalf of the Board of Commissioners and all BNI Hi-Movers, I express my profound appreciation and gratitude to Ms. Ratih Nurdianti who has given her dedication to the progress of BNI, especially in carrying out the supervisory function of the Board of Commissioners, and actively participates in providing advice and suggestion to the Board of Directors and management of Bank Negara Indonesia.

Thus, the Board of Commissioners composition as of December 31, 2022 is as follows.


BNI Board of Commissioners Composition as of December 31, 2022			
Name	Position	Basis of Appointment	Effective Date of Appointment*)
Agus Dermawan Wintarto Martowardojo	President Commissioner/Independent Commissioner	Resolution of Annual GMS dated February 20, 2020	June 23, 2020
Pradjoto	Deputy President Commissioner/Independent Commissioner	Resolution of Annual GMS dated February 20, 2020	June 23, 2020
Sigit Widyawan	Independent Commissioner	Resolution of Annual GMS dated March 20, 2018	September 7, 2018
Asmawi Syam	Independent Commissioner	Resolution of Annual GMS dated February 20, 2020	June 23, 2020
Iman Sugema	Independent Commissioner	Resolution of Annual GMS dated February 20, 2020	August 19, 2020
Septian Hario Seto	Independent Commissioner	Resolution of Annual GMS dated February 20, 2020	August 19, 2020
Erwin Rijanto Slamet	Independent Commissioner	Resolution of Annual GMS dated March 29, 2021	August 6, 2021
Askolani	Komisaris	Resolution of Extraordinary GMS dated August 30, 2019	December 20, 2019
Susyanto	Komisaris	Resolution of Annual GMS dated February 20, 2020	August 3, 2020
Fadlansyah Lubis	Komisaris	Resolution of Extraordinary GMS dated August 31, 2022	December 23, 2022

*) The Board of Commissioners' position becomes effective after obtaining OJK approval for the Fit and Proper Test. This is in accordance with OJK Regulation No. 27/POJK.03/2016 dated July 22, 2016 concerning Fit and Proper Test for Main Parties of Financial Services Institutions.

CLOSING REMARKS

To all shareholders and investors, the Board of Commissioners expresses its gratitude for the trust given. We would also like to send our gratitude for the support provided by the regulators and the stakeholders. To the Board of Directors and all BNI Hi-Movers, allow us to express our pride in the performance they have shown. We hope that all the achievements in 2022 will become the foundation for BNI to continue growing in a sustainable manner, and to continue providing added value to shareholders and all stakeholders.

Jakarta, February 21, 2023
On behalf of PT Bank Negara Indonesia (Persero) Tbk
Board of Commissioners,



Agus Dermawan Wintarto Martowardojo
President Commissioner/Independent Commissioner



Board of Directors' Report

DEAR DISTINGUISHED SHAREHOLDERS AND STAKEHOLDERS,

As part of the economic pillars, the banking industry has an important role in creating socio-economic stability of the society. The intermediary role has given banking industry a position as a fundamental element in Indonesia's economic system. As an institution that provides comprehensive financial services, BNI certainly contributes to the stability of the Indonesian economy. For this reason, allow me representing the Board of Directors and all BNI Hi-Movers to submit a performance report of PT Bank Negara Indonesia (Persero) Tbk for the 2022 financial year.

ECONOMIC RECOVERY AND THE ROLE OF BANKING INDUSTRY

The Indonesian government has been working hard to accelerate recovery from the Corona Virus Disease 2019 (COVID-19) pandemic which has been hitting since 2020. This can be seen from the Indonesian economy in 2022 which is able to grow quite well, reach to 5.2%, an increase compared to the previous year's economic growth of 3.7%. This growth is mainly due to a relaxation in social and business activities, after in the previous 2 (two) years the Government of Indonesia has strictly implemented a policy of limiting activities in order to control the spread of COVID-19.

Challenges emerged when global inflation increased as the result of economic recovery and geopolitical conditions. This condition then also had an impact on Indonesia, which experienced an increase in inflation to 5.5% in 2022. Indonesia's success in controlling inflation cannot be separated from the interest rate policy role implemented by Bank Indonesia.

Although Bank Indonesia's benchmark rate was high enough to offset the rise in inflation, the high interest rate was considered quite conducive. In line with the program to accelerate national economic recovery, various policies were continued. This had a positive impact on the relatively stable performance of the banking industry in terms of capital, liquidity and financial intermediation.

Banking Third Party Funds (TPF) strengthened throughout 2022, which had a positive impact on national banking liquidity. Bank lending also recorded quite good growth, which was supported by steady demand for corporate and household consumption. Bank loans grew positively in almost all types of loans and in the majority of economic sectors. The growth of TPF at the end of 2022 was recorded at 9.0% YoY, while loans managed to grow 11.3% YoY. Interest rate of deposits from customers increased, showing that the national banking system was gradually responding to the increasing central bank's benchmark rate (BI7DRR). In general, the banking industry still showed stability, as reflected in the adequate capital adequacy ratio of 25.4% and the non-performing loans (NPL) ratio of 2.6%.

Banking liquidity at the end of 2022 was predicted to be well-maintained. This was most notably supported by the growth in TPF, which still recorded satisfactory performance amidst the post-COVID-19 economic recovery.

BNI STRATEGIC POLICIES IN 2022

One of the important adjustments in BNI management was conducted during the Extraordinary General Meeting of Shareholders (EGMS) held on August 31, 2022. In the EGMS, shareholders made changes to the nomenclature of the Board of Directors positions, as shown below.

CHANGES IN THE BOARD OF DIRECTORS' NOMENCLATURE

Before	After
Finance Director	Finance Director
Risk Management Director	Risk Management Director
Treasury and International Director	Treasury Director
Consumer Business Director	Consumer Banking Director
MSME Business Director	Enterprise and Commercial Banking Director
Information Technology and Operations Director	Technology and Operations Director
Human Capital and Compliance Director	Human Capital and Compliance Director
Institutional Relations Director	Institutional Banking Director
Services and Network Director	Network and Services Director
Corporate Banking Director	Corporate and International Banking Director

The above table shows the separation of Treasury and International, which used to be in 1 (one) directorate. Subsequently, International Banking was moved to be in the same directorate with Corporate Banking. This adjustment has further emphasized BNI's role in becoming a global bank that will provide services through its international network.

BNI has developed a strategic direction up to 2025 as "A Provider of Integrated Digital-Based Financial Solution with International Excellence". This strategic direction has become a unique value proposition BNI will build in the future by focusing on integrated, digital and international financial solutions.

In achieving this strategic direction, BNI has developed strategic initiatives in 5 (five) business pillars, namely Corporate Banking, Institutional Banking, International Banking, Commercial & SME Banking, and Consumer Banking, which are supported through the development of 7 (seven) enablers as business foundations, namely Digital, IT, Operations, Network & Services, Risk Management, Finance, and Human Capital.

The strategic initiative begins with the Enhancing the Basics phase focusing on improving the business foundations, with a view to to encourage sustainable growth of BNI. This initiative was developed in the period of 2021-2022. In an effort to achieve the predetermined targets, BNI has 2022 strategic policies as set out below.



BNI has improved assets quality through risk management optimization and disciplined loan process. BNI is transforming the end-to-end loan process to improve loan quality and enhance the risk culture, while continuing to improve Loan at Risk (LaR) by optimizing loan restructuring which focuses on priority sectors. In addition, loan quality is improved by enhancing the capability to understand market development and strengthening relationship to anticipate debtor business movements, as well as by optimizing the Remedial & Recovery process to accelerate loan quality improvement.

In terms of income and Third Party Fund (TPF), BNI seeks to maintain business sustainability by increasing Fee Based Income (FBI) and low-cost funds or Current Accounts/Saving Accounts (CASA) through the enhancement of services, solutions and programs to increase integrated transactions according to customers' business needs. In addition, in an effort to improve FBI and CASA, BNI also continuously increase debtor transactions by optimizing BNI Accounts, conducting cross selling and upselling through cross-segment and subsidiary product offerings, optimizing product bundling through data analytics, maximizing digital-based ecosystem to provide easy transactions, as well as continuing to increase Agen46 and digital channel transactions.

BNI also seeks to continue increasing selective business expansion and constantly providing financial solutions through the expansion of corporate segment loans focusing on the Top Tier priority sectors, as well as initiating green financing to support sustainable finance implementation initiatives. In 2022, BNI issued Green Bonds denominated in Rupiah with a maximum issuance value of Rp5 trillion. The proceeds from the Green Bonds issuance will be used to finance and refinance projects in the category of environmentally sound business activities (KUBL).

Business expansion was also carried out in the Micro, Small and Medium Enterprises (MSMEs) segment, especially MSMEs from the corporate value chain in leading sectors. The MSME segment plays an important role in the economic growth in Indonesia. This market segment absorbs 97% of Indonesia's workforce and contributes more than 60% of Indonesia's Gross Domestic Product (GDP). BNI has been working on the MSME segment on an ongoing basis through BNI Xpora with a view to increase the potential of "UMKM Go Global", which will certainly have a positive impact on BNI's overall business cycle. Moreover, BNI also supports the development of the MSME sector through distribution of People's Business Credit (KUR) and other programs.

The international market is also a concern. BNI seeks to increase global market expansion through accelerating international business strategies, through developing global banking transaction solution capabilities to increase trade, remittance and cash management businesses, as well as increasing transactions and expanding international business services through partnerships with fintech and third parties. With an extensive network of Overseas Branch Offices (KCLN), BNI seeks to strengthen the role of KCLN as a center of excellence in operations and business in the global market.

BNI's business development is also accelerated through the synergy between BNI and its business group, particularly its subsidiaries. BNI has an interest in making every subsidiary a market leader in each industry. This would be a positive impact both for the respective subsidiary and for BNI as the parent entity.

One of the most important efforts is the utilization of Capital Management by strengthening BNI's capital through several corporate actions and optimizing the use of capital distribution in businesses that provide competitive yields. Digitization is also an important point, especially in encouraging synergy within the BNI Group by increasing the digitization of business processes in subsidiaries through the synergy between BNI Parent Entity and partnerships.

Business process support is also an important part of BNI's strategies in 2022. This includes the enhancement of digital capability which is pursued both through innovation in digital-based internal business processes to meet customer needs and increasing partnerships through optimizing API Management. Digitalization is carried out in various aspects that will support BNI's effective, efficient and accountable operations and business, such as the utilization of data quality and data analytics, digital marketing to increase customer base and transactions, utilization of block chains, Digital Risk Mitigation, and the development of digital tools for Risk Management and sales.

Equally important is business process support through Human Capital (HC) and operations. As a fundamental element in banking services, developing and strengthening HC and operations is one of the continuing strategies BNI adopts every year. BNI relentlessly optimizes talent management and workforce planning in an effort to support business development, while of course continuing to improve HC capabilities to understand market developments, risk culture, global banking, digital mindset, and advanced analytics. On the operational side, BNI is aware of the importance of Information Technology (IT) and continues to improve IT capabilities to support digitalization as previously mentioned. BNI also continues to evaluate and improve the operating model so that the operating model can run in a more agile and flexible manner to support business processes and digitalization. Not forgetting, organizational design is a consideration to support efficiency and effectiveness in the digitalization era.

BNI CORPORATE TRANSFORMATION

The above-mentioned strategic policy measures were then outlined in the BNI Corporate Transformation Program which had been initiated since the previous year. This program is carried out to respond to various challenges and changes in the banking industry, accelerate financial performance improvement in a sustainable manner, and serves as BNI's effort to achieve strategic direction in 2025 through the development of strategic initiatives (transformation). The BNI Corporate Transformation initiatives have begun to be implemented at all levels of the organization at the Head Office, Regional Offices and Branch Offices. BNI Corporate Transformation strategic initiatives are emphasized on 5 (five) business focuses, namely:

1. The strengthening of BNI as the parent entity in strengthening its existence in the banking industry. In 2022, BNI acquired Bank Mayora which is being

prepared to become a Digital Bank and focus on encouraging the MSME segment business in Indonesia. The presence of this Digital Bank will enhance BNI's service penetration in the MSME segment, as well as provide faster and more flexible development of financial service features.

In addition, BNI also established PT BNI Modal Ventura ("BNI Ventures") as a subsidiary engaged in providing venture capital. BNI Ventures is expected to be able to support the development of technological innovation, accelerate BNI's digital transformation, and provide synergistic value creation in the future.

Additionally, BNI also strengthened its holding company through an addition to the equity participation in PT Bank Syariah Indonesia Tbk ("BSI"). On December 19, 2022, BNI exercised a capital addition of Rp500,000,000,000 (five hundred billion rupiah) through Partial Preemptive Rights. With this capital addition, the number of BNI shares increased to 10,720,230,418 shares so that the percentage of BNI's share ownership became 23.24%. The capital addition was intended to strengthen BSI's capital which can be channeled in the form of financing, to strengthen BSI's business growth, and to support BSI's achievement of becoming a Top 10 Global Islamic Bank.

2. Enhancement of loan quality through a more prudent loan process discipline.
To respond to the COVID-19 pandemic challenges, especially in managing the potential decline in bank loan quality due to delayed loan payments, BNI has developed the End to End Credit Process and Loan at Risk (LaR) management initiatives to improve loan quality, discipline the credit process, supported by the provision of tools to ease the loan management and increasing awareness of risk culture. By doing these initiatives, BNI can reduce NPLs, reduce Credit Cost and BOPO ratio, and minimize allowance which ultimately have an impact on increasing BNI's income.
3. The shifting of business focus to become a provider of banking solutions and ecosystem development.
The increasingly competitive banking condition has pushed BNI to develop institutional business solution initiatives and increase cross selling that focuses on top tier customers to provide banking solutions. This service is not only limited to products and services owned by BNI, but also optimizes products and services from the BNI Group. Through this initiative, BNI's top tier customer portfolio has increased, institutions and institutional customers are managed in an integrated manner, as well as an increase in

business volume which is reflected in an increase in business transactions, loans, to the FBI.

BNI has also developed banking solutions through business ecosystems, such as the establishment of the BNI Xpora ecosystem. In the BNI Xpora initiative, BNI encourages MSMEs to be able to market their products to the global market by developing the concepts of go digital, go productive, and go global, and establish 7 (seven) Hubs spread across several strategic locations to capture the international market-oriented MSME business potential. The management of export-oriented MSME customers has an impact on increasing the volume of trade finance, debit balances, FBI, and low-cost funds.

BNI has also strengthened its international business and expanded its international network, such as the opening of BNI Amsterdam Overseas Branch Office.

4. Operational improvements on business processes, channels, and IT.
Business development is certainly followed by more efficient and faster operational processes as well as high accuracy. In this regard, BNI has developed several initiatives to support business processes, including:
 - a. Improvement of operational processes starting from loan documentation process to operational improvements in business channels;
 - b. New channel model to ease the customers accessing BNI channel, by mapping channel based on customer needs; and
 - c. Solid IT Capability updates in digital development supported by strengthening cybersecurity.
5. Increasing productivity through new, more flexible ways of working.
To support the faster business development process, BNI increases employee productivity by changing ways of working to be more agile through the New Way of Working (NWOW) initiative and improving performance management (channel, products and segments) to increase performance awareness. Moreover, BNI also continues to develop talent management in preparing future leaders.

BOARD OF DIRECTORS' ROLE IN THE COMPANY'S STRATEGIC POLICY

BNI periodically in every year compiles strategic policies contained in the Bank's Business Plan (RBB) which are then reported to the Financial Services Authority (OJK). The preparation of this RBB also refers to the Corporate Plan prepared for the next 5 (five) years with the main foundation

being the established vision and mission. The Corporate Plan and RBB are prepared by the Board of Directors with supervision and directions from the Board of Commissioners.

The strategic policies as described in the discussion of "BNI Strategic Policies for 2022" and "BNI Corporate Transformation" above, are carried out by all units related to the main tasks and functions of each unit. The Board of Directors plays an active role in ensuring that each unit understands the main tasks and functions being carried out therefore the previously determined work plan can be achieved. The Board of Directors also has a position as a strategic decision maker, especially regarding matters that require the highest level of decision making on aspects of product development, business, marketing and sales, to risk management and bank governance.

BNI PERFORMANCE GROWTH

With all the strategies and policies implemented throughout 2022, BNI has shown performance that can become the foundation for sustainable growth. BNI's total assets in 2022 increased by 6.7%. The growth in these assets was mainly influenced by a 10.9% increase in loans from Rp582.4 trillion in 2021 to Rp646.2 trillion in 2022. Loans, or also known as credit disbursed by the Bank, have the largest contribution to total BNI's assets with a composition of 62.7% in 2022 from 60.4% in the previous year, which reflects BNI's core business as a loan provider. This growth in lending was offsetted by a stronger loan quality, where the NPL Gross in 2022 was 2.8%, down from 3.7% the previous year.

On the other hand, other earning assets in the form of Government bonds, which contributed 11.8% to BNI's total assets, increased by 8.9%, from Rp111.4 trillion in 2021 to Rp121.3 trillion in 2022. In addition, Current Accounts in Bank Indonesia, which has the third largest contribution with a composition of 8.1%, also experienced a significant increase of 70.3% or the equivalent of Rp34.2 trillion from Rp48.7 trillion in 2021 to Rp82.9 trillion in 2022. Almost all BNI's assets increased.

BNI's liabilities also grew well, increasing by 6.1% to Rp889.6 trillion in 2022. This increase in liabilities was mainly supported by an increase in customer deposits or TPF which grew 5.5%, from Rp729.2 trillion in 2021 to Rp769.3 trillion in 2022. This growth in TPF is strengthened by an increase in the ratio of low-cost funds, or CASA, from 69.4% in 2021 to 72.4% in 2022. This growth in customer deposits is needed to support the Bank's core business in lending.

Good business management has a positive impact on BNI's income performance. Interest income and sharia income grew 9.3% from Rp50.0 trillion in 2021 to Rp54.7 trillion in 2022, with operating income increased by 10.0% from Rp55.9 trillion in 2021 to Rp61.5 trillion in 2022. Net income, or income attributable to equity holders of the parent entity, increased by 68.0% from Rp10.9 trillion in 2021 to Rp18.3 trillion in 2022.

This promising income performance has a positive impact on financial ratios. Return on Equity (ROE) and Net Interest Margin (NIM) recorded an increase compared to the previous year. In line with this increase in profitability, BNI was able to manage effective and efficient operations, where the Cost of Fund (CoF) ratio, Operating Costs to Operating Income (BOPO), and Cost to Income Ratio (CIR) reflect a fairly good efficiency ratio. CIR was recorded to have improved from 1.6% in 2021 to 1.5% in 2022. BOPO also recorded quite good results, from 81.2% to 68.6%. Likewise with CIR which recorded a yield of 42.6%, an improvement from the previous year of 43.3%.

TARGET ACCOMPLISHMENT IN 2022

BNI's target accomplishment is reflected in the realization of the 2022 RBB. In compiling the RBB, BNI uses various macro and micro assumptions, including global and national economic growth, inflation rate, Rupiah exchange rate, BI-7 Days Reverse Repo Rate reference rate (BI-7DRRR), as well as growth in bank loans and TPF.

By mapping the risks from the impact of the COVID-19 pandemic and a number of predetermined assumptions, BNI has been quite successful in achieving the targets set out in the RBB. When compared to the 2022 target, loan distribution was able to exceed the loan distribution target, with an achievement of 100.77%. This relatively good loan distribution performance was offsetted by the gross NPL ratio which was below target. Meanwhile, deposits from customers were able to record a target achievement of 104.35%. This achievement in customer deposits was obtained in particular from the realization of collection of current account funds which reached the target quite well. Although time deposits achievement was below the target, the good performance of demand deposits and savings had a positive impact on the growth of BNI's low-cost funds.

Likewise with profitability. Realization of net income recorded the achievement of the 2022 target of 114.93%, supported by the realization of Return on Assets (ROA), ROE and NIM which exceeded the 2022 target. BNI also managed to achieve efficiency, with the realization of BOPO and CIR below the 2022 targets. BNI's capital also recorded a good performance, as the realization of the Minimum Capital Adequacy Ratio (CAR) in 2022 was 19.27% with a target achievement of 103.71%. This certainly indicates BNI's success in formulating strategies in early 2022 and implementing these strategic policies throughout 2022.

OBSTACLES, CHALLENGES, AND SOLUTIONS

The biggest challenge for BNI in particular and the national banking industry in general arises from external factors, especially the global economy which has an impact on national economic conditions. As stated above, the global economic recovery in various countries has had an impact on increasing purchasing power and consumption in various countries, which in turn has created high inflation.

The high global inflation which is caused by several things also hit Indonesia. The momentum for a simultaneous recovery in global demand has not been accompanied by the same speed of recovery in global supply chains, which were disrupted during the COVID-19 pandemic. In addition, the geopolitical tensions between Ukraine and Russia are causing pressure on global supplies of food and energy.

One of the Indonesian Government efforts to reduce the inflation rate was carried out by adjusting the benchmark interest rate by Bank Indonesia. This certainly has an impact on the lending policies carried out by banks, including BNI. An increase in interest rates will certainly have an impact on the Cost of Fund (CoF) which will ultimately have an impact on BNI's profitability. Facing these conditions, BNI seeks to expand and accelerate selective credit, which is balanced with efforts to maintain asset quality as expected. This strategy proved to be quite successful, in which BNI was still able to increase the value of loans while being offsetted by a decrease in NPLs.

In addition, BNI also faces a challenge related to increasingly tight banking liquidity. BNI's strong capital provides its own optimism in addressing this challenge. To maintain its profitability, BNI seeks to increase its low-cost funds, which are expected to have a positive impact on low interest expenses. This strategy proved to be quite successful, where the ratio of low-cost funds or CASA recorded a fairly good increase, which could provide benefits for BNI's profit performance.

BUSINESS PROSPECTS FOR 2023

The year 2023 will have its own challenges, especially with inflationary pressures as a continuation of global inflation. The inflation has been occurring since 2022, the potential for an economic slowdown, and geopolitical conflicts have not shown signs of ending.

However, Indonesia's economy is expected to continue to grow stronger compared to most other countries, with projected growth of 5.0%. Inflation is expected to decline in line with the easing of the impact of rising fuel prices. The strong fundamentals of the Indonesian economy are expected to be able to provide a special attraction for foreign capital flows, which will then have a positive impact on the Rupiah exchange rate against the United States Dollar. It is estimated that Bank Indonesia's benchmark interest rate still has the opportunity to increase in line with the anticipation of Rupiah volatility and adjustments to monetary tightening policies in the United States.

From the banking industry perspective, the national economy stability will be a catalyst for healthy business growth. BNI predicts Indonesia's economic growth in 2023 is at of 5%, with industrial loan growth in the range of 7.0% to 9.0% and industrial deposit growth of 7.2% to 8.5%.

In 2023, BNI projects quality business growth, with a loan growth target in the range of 9.0% to 10.0%, and Gross NPL is kept lower than 2.5%. To support this credit distribution, deposit growth is projected in the range of 6.0% to 7.0%. With an optimal composition of assets and liabilities, the Net Interest Margin (NIM) is projected to be above 4.8%, with an average ROE of balance sheet equity projected in the range of 15.7% to 16.0%.

To achieve this projection, BNI is pursuing various strategic steps to be taken in 2023, namely:

1. Developing transaction and ecosystem solutions to meet customer needs.
2. Developing technology infrastructure and digital innovation through data driven based on analytics, customer experience, and expanding partnerships.
3. Focusing on continuous improvement of CASA and FBI.
4. Increasing business expansion in the corporate top tier and priority sectors, value chains and cross selling by prioritizing a risk culture.
5. Continuing the transformation of HC, Culture and Operations to be more agile and lean in supporting the business.
6. Strengthening international business networks to support global market penetration.
7. Optimizing BNI Group synergy in strengthening the position of subsidiaries.

IMPORTANT CHANGES OCCURING IN THE BANK AND THE BANK'S BUSINESS GROUP

In 2022, BNI carried out a series of corporate actions which resulted in several changes within the business group, namely:

1. On May 18, 2022, BNI signed the deed of acquisition of PT Bank Mayora shares and signed the deed of sale and purchase of shares which marked the effective acquisition of PT Bank Mayora by BNI. The approval for this corporate action plan was also already obtained. The acquisition was approved by BNI shareholders at the BNI Annual General Meeting of Shareholders on March 15, 2022. With the effective acquisition of Bank Mayora's shares, BNI was recorded as owning 1,198,229,838 shares of Bank Mayora or representing 63.92% of the total issued and fully paid shares, while 36.08% of the shares were owned by PT Mayora Inti Utama.

2. On April 12, 2022 BNI established a venture capital company under the name PT BNI Modal Ventura or also known as "BNI Ventures". This subsidiary will later be able to collaborate, one of which is in the form of participation in startup companies.
3. In its implementation, BNI deposited Rp500 billion or the equivalent of 500 thousand shares. For this placement, BNI was recorded as owning 99.98% of the total issued shares, while the remainder was owned by PT BNI Asset Management.

On December 19, 2022, BNI made additional equity participation in PT Bank Syariah Indonesia Tbk ("BSI") of Rp500 billion by exercising part of BNI's Pre-emptive Rights (HMETD) of 500,000,000 HMETD with an exercise price of Rp1,000 per HMETD.

The transaction is intended to strengthen BSI's capital where the use of proceeds will be channeled in the form of financing to support BSI's business growth, including to support the accomplishment of its set Vision, namely as a Top 10 Global Islamic Bank.

After the transaction was exercised, total shares owned by BNI in BSI increased to 10,720,230,418 shares. The percentage of BNI's shareholding in BSI was diluted to 23.24%.

SERVICE NETWORK DEVELOPMENT

The service network is part of the banking services provided by BNI to customers. The development of BNI services and networks is carried out by optimizing office networks (outlets), electronic networks, BNI Agen46 and carrying out various process improvements. Strengthening sales management at outlets is also a BNI's strategy in an effort to increase solution-based productivity for customers. Therefore the Product Holding Ratio (PHR) is getting better and creating a customer transaction ecosystem (closed loop transaction).

In 2022, BNI focused on transforming office networks towards digitizing and optimizing business outlets and services by relocating 78 outlets to potential areas/ business centers, and rationalizing 97 outlets consisting of 3 (three) Sub-Branch Offices (KCP), 46 Offices Cash, 47 Payment Points, and 1 (one) Money Changer by merging outlets in a clustering/consolidation/ simplification manner as a consolidation strategy with a focus on increasing coverage area to optimize business potential and productivity. In addition, BNI continues to encourage Outlet Business Optimization (OBO) of Sub-branch offices by granting them the authority to make loan decisions supported by digital processing capabilities.

In addition to restructuring the office network, BNI added 104 BNI DigiCS as part of the electronic network to support business and service outlets and relocated 1,043 ATM-CRM-BNI DigiCS. BNI also focuses on increasingly modern banking services by improving business processes and making services at branches

simpler according to customer expectations with digital service devices such as BNI DigiCS, T-Care, and Self Service Passbook Printers.

HUMAN CAPITAL MANAGEMENT

Human Capital is essential in realizing BNI's vision and mission to become the Best Financial Institution in Sustainable Finance and Performance. For this reason, BNI carries out Human Capital management by continuing to innovate and consistently developing its employees' capabilities so that they can adapt according to increasingly rapid business changes. Many initiatives have been carried out in the human capital aspect in implementing employee management optimization strategies, including:

1. Strengthening the Human Capital function into 2 (two) focuses, namely Human Capital Strategy and Human Capital Services. Human Capital Strategy has the authority to set policies, and Human Capital Services has the authority to carry out optimal operationalization of guidelines for all employees.
2. Strengthen the role of business partners to focus more on strategic functions to partner with work units and provide solutions related to human capital aspects to support the achievement of business targets.
3. One of the priorities in human capital management at BNI is to ensure the availability of employees in functions that support the achievement of BNI's business strategy. In line with the Bank's business strategy, this year's recruitment will continue to focus on credit, risk, and digital/IT functions, including recruiting the best talents in the market to fill positions both at BNI and in the BNI Group to make them more competitive.
4. BNI understands that Human Capital needs to be managed in a structured system, taking into account external provisions that are long-term oriented and paying attention to best practices in the industry. Therefore, BNI has made improvements to its human capital policy in line with the Integrated Human Capital Framework, which covers the end-to-end human capital life cycle from planning to employee resignation or retirement.
5. To encourage increased employee productivity and as a form of BNI's readiness to adopt an agile organization, strengthening the performance management aspect is carried out through the implementation of a more dynamic individual performance management system. This strengthening is carried out through a shorter monitoring cycle so that if there are gaps and areas of improvement, feedback can be given more quickly so that improvements can be made immediately.
6. The remuneration strategy implemented at BNI aims to foster a performance culture, increase the effectiveness in attracting, motivating, and retaining targeted talent groups. One of the initiatives that have been implemented is the Employee Stock Allocation (ESA) Program which is carried out to increase employee motivation and sustainable performance, increase employees' sense of belonging to the company, and as a retention effort.

7. Carrying out a culture transformation that aims to ensure alignment between values and the company's vision, mission and strategy. In the implementation of strengthening values, a Roadmap is needed, which contains a number of work programs. This Cultural Transformation Strategic Roadmap serves as the basis for implementing the cultural transformation program in the next few years.
8. As a form of making BNI the best place to learn, grow, and contribute to Indonesia (Learn, Grow, and Contribute to Indonesia), BNI always provides support for employees to develop themselves. BNI offers full scholarships for employees who are able and those who want to continue education S2 (Postgraduate) in the Top 50 Universities worldwide through the Global Postgraduate Program. In addition, BNI provides opportunities for employees at the executive level to participate in overseas executive education in collaboration with world-class Business Schools, including Harvard Business School, Stanford Business School and the Massachusetts Institute of Technology.

INFORMATION TECHNOLOGY OPTIMIZATION

During 2022, BNI continued its digital transformation initiatives, by referring to the BNI Corporate Plan and IT Strategic Plan (ITSP), to address business development needs, and to optimize the Bank operations. There are 3 (three) key focuses of the IT Strategic Plan (ITSP), namely Business Innovation & Transformation, Service Resilience for sustainable growth, and Transformation into an Agile Digital IT Organization.

The IT strategy was implemented within a corridor of effective and comprehensive IT governance, so as to mitigate risks while still providing added value to the Bank. BNI's IT Governance Implementation was carried out by aligning the IT Strategic Plan with the Bank's business strategy, optimizing resources, utilizing IT, measuring performance, and implementing effective risk management while still complying with the provisions of the Financial Services Authority and Bank Indonesia regulations.

The five main IT programs based on BNI's IT Mission and Strategy included: Digital Innovation (Through Data Driven, Customer Experience, and Operational Excellence), Accelerate Business Expansion with Risk Oriented Culture, Technology Modernization to Support Business, Strengthen IT Hygiene to Enable Service Resilience, IT Agile and Lean Organization.

BNI continuously maintains and increases the capacity of its IT systems by applying the latest technology, as well as by increasing the system capabilities to support the business and services. BNI has 3 (three) Data Centers (2 DC, 1 DRC) and regularly tests the Disaster Recovery Plan (DRP), and Switch Over & Switch Back (SO-SB), to test the backup systems capability in running its services, especially for critical and transactional applications to provide a sense of security and trust from customers.

BNI has an Information Security Unit that handles all information security activities at BNI, including: security governance, data security, security access control, security business process, security application development, operational information security, digital forensics, cybercrime incident handling & monitoring.

BNI has implemented a digital transformation program by applying a digital technology mindset, established an employee culture in line with BNI's transformation. BNI had also made changes to its organizational design, and implemented new ways of working, so that BNI can optimally collaborate with peers, fintech and startups and the digital ecosystem.

BNI's IT advantages in supporting its business, include the following:

1. Artificial Intelligence (AI) to provide better service to clients and customers.
2. Development of "BNI Ready to Metaverse", a BNI virtual world containing a number of BNI products that can be accessed through cross-platform metaverse channels.
3. Using Robotic Process Automation (RPA) to automate repetitive and rule-based business operations.
4. A data center infrastructure supported by a disaster recovery center that guarantees maximum service availability.
5. Optimum security through the BNI channel cybersecurity.
6. Big Data Platform and Data Warehouse for the development of bank wide reports and analytics.
7. Using biometric technology as a validation method based on unique physical properties.
8. Using Watchlist Filtering (WLF) in the Anti Money Laundering application as a real-time screening process for potential BNI customers.
9. Fraud Detection System (FDS) for early detection of fraudulent transactions in the E-Banking channels.

10. Developing a Digital Loan System to increase the product delivery speed, efficient processing, connection flexibility via API, and support for BNI's retail loan business.

DEVELOPMENT OF BANK GOVERNANCE IMPLEMENTATION

Having the status as a public company as well as a state-owned enterprise bank, BNI is highly obliged to carry out operations and business management in compliance with applicable laws and regulations, which are then set forth in the implementation of Good Corporate Governance (GCG). The implementation of GCG principles is primarily based on 5 (five) basic principles, namely transparency, accountability, responsibility, independence and fairness, which have proven to be a reference for responsible decision making, avoiding conflicts of interest, optimizing performance, and increasing accountability.

Management continuously strives to create, develop and improve itself in accordance with GCG principles with a view to improve the quality of GCG implementation within BNI. In order for the implementation of GCG principles and practices to achieve its ultimate goal, which is to become part of the values and culture, BNI considers it important to socialize GCG to all BNI Hi-Movers. BNI periodically socializes GCG to employees and all stakeholders, either through appeals, meetings, Sharing Sessions, webinars, delivering modules/materials, training, signing integrity pacts, as well as installing outdoor media and publications in the mass media. This GCG dissemination is expected to provide understanding and awareness of all stakeholders, especially BNI Hi-Movers, to be able to implement business ethics within BNI.

To be able to monitor the implementation of GCG comprehensively, BNI conducts assessments to fulfill compliance or voluntary assessments. As have been done in previous years, in 2022 BNI participated in the Corporate Governance Perception Index (CGPI) organized by The Indonesian Institute for Corporate Governance (IICG), and conducted an assessment of the ASEAN Corporate Governance Scorecard (ACGS) by the ASEAN Capital Market Forum. The 2022 CGPI rating gave BNI a score of 91.66, an increase compared to the 2021 CGPI rating of 91.60. While the results of the ACGS assessment for 2022 showed that BNI's overall weighted score was 106.02 points and was included in the title of "Leadership in Corporate Governance" or Level 5. This means that BNI's GCG practices as a whole have adopted international standards. This achievement increased compared to the previous year, where BNI received a score of 97.33 with the title "Very Good". These two assessments, as well as other compliance assessments, have provided input for BNI to continue making improvements going forward and enhance the implementation of GCG principles.

In particular, management emphasizes integrity as the main key to implementing GCG principles and practices. Management has a high commitment to continue cultivating integrity as an integral part of the competency and capacity development of human capital. It is only with integrity, BNI organization will be able to achieve its vision.

ASSESSMENT OF THE PERFORMANCE OF THE COMMITTEES UNDER THE BOARD OF DIRECTORS

In carrying out its management duties, the Board of Directors has formed supporting organs according to BNI's business needs and regulatory provisions that are expected to create operational effectiveness and efficiency, including:

1. Credit Committee;
2. Credit Policy Committee;
3. Business Committee;
4. Asset & Liability Committee (ALCO);
5. Human Capital (HC) Committee;
6. Performance Management Committee;
7. Risk Management and Anti-Fraud Committee;
8. Technology Management Committee;
9. Integrated Risk Management Committee;
10. Subsidiary Committee.

Throughout 2022, the Board of Directors considers that the Committees under the Board of Directors have performed their respective functions properly, according to the purpose of their formation. This is based on the realization of fulfilling the duties of each Committee in accordance with the Committee Charter, competencies and skills, as well as the level of attendance of the Committee members in the committee meetings.

ENCOURAGING THE IMPLEMENTATION OF SUSTAINABLE ESG

BNI realizes that the progress and success of the Bank's performance cannot be separated from the environmental and social impacts arising from the activities carried out. The impacts or consequences arising from an event or activity have become a factor BNI takes into account in all operational and business schemes carried out. These include the consequences or impacts that occur, and stakeholders who are affected by banking activities carried out by BNI.

After in 2021 BNI formed ESG Sub Committee under the Risk Management & Anti-Fraud Committee, in 2022 BNI continued to make organizational improvements by forming an ESG Implementation Coordinating Group. BNI also partners with consultants to provide assistance in the process of preparing ESG framework, roadmap and implementation within BNI.

BNI also evaluates the implementation of Sustainable Finance using the Morgan Stanley Capital Investment (MSCI) rating method which can be seen in this annual report. For BNI, sustainability is part of the commitment to realizing the vision and mission, and to create a better future for all stakeholders.

BNI continues to increase its commitment to support sustainable finance in ESG in line with the increasing trend of sustainable business investment. For this reason, BNI has collaborated with several corporations for the Sustainability Linked Loan (SLL) program, where throughout 2022 BNI has distributed SLL of USD355 million (equivalent to Rp5.3 trillion) to top tier debtors who also have the same spirit in supporting aspects ESG.

INFORMATION ON THE BOARD OF DIRECTORS' COMPOSITION IN 2022

Throughout 2022 there were changes to the nomenclature and composition of the Board of Directors pursuant to the resolutions of the Extraordinary GMS held on August 31, 2022. The following presents a chronology of changes to the nomenclature and composition of the Board of Directors.

Changes to the Nomenclature and Chronology of BNI Board of Directors Composition throughout 2022

Period of January 1 to August 31, 2022	Period of August 31, to December 31, 2022	Description
Royke Tumilaar (President Director)	Royke Tumilaar (President Director)	-
Adi Sulistyowati (Vice President Director)	Adi Sulistyowati (Vice President Director)	-
Corina Leyla Karnalies (Consumer Business Director)	Corina Leyla Karnalies (Consumer Banking Director)	Changes in nomenclature according to the resolution of the EGMS dated August 31, 2022.
Novita Widya Anggraini (Finance Director)	Novita Widya Anggraini (Finance Director)	Changes in nomenclature according to the resolution of the EGMS dated August 31, 2022.
Y.B. Hariantono (IT and Operations Director)		No longer served according to the resolution of the EGMS dated August 31, 2022.
Bob Tyasika Ananta (Human Capital and Compliance Director)		No longer served as of May 27, 2022. He is discharged honorably according to the resolution of the EGMS dated August 31, 2022.
Silvano Winston Rumanthir (Corporate Banking Director)	Silvano Winston Rumanthir (Corporate and International Banking Director)	Changes in nomenclature according to the resolution of the EGMS dated August 31, 2022.
David Pirzada (Risk Management Director)	David Pirzada (Risk Management Director)	Changes in nomenclature according to the resolution of the EGMS dated August 31, 2022.
Sis Apik Wijayanto (Institutional Relations Director)	Sis Apik Wijayanto (Institutional Banking Director)	Changes in nomenclature according to the resolution of the EGMS dated August 31, 2022.
Ronny Venir (Network and Services Director)	Ronny Venir (Network and Services Director)	Changes in nomenclature according to the resolution of the EGMS dated August 31, 2022.
Muhammad Iqbal (MSME Business Director)	Muhammad Iqbal (Enterprise and Commercial Banking Director)	Changes in nomenclature according to the resolution of the EGMS dated August 31, 2022.
Henry Panjaitan (Treasury and International Director)		No longer served according to the resolution of the EGMS dated August 31, 2022.
	Putrama W. Setyawan (Treasury Director)	Appointed based on the resolution of the EGMS dated August 31, 2022.
	Toto Prasetyo (Technology and Operations Director)	Appointed based on the resolution of the EGMS dated August 31, 2022.
	Mucharom (Human Capital and Compliance Director)	Appointed based on the resolution of the EGMS dated August 31, 2022.

On behalf of the Board of Directors and all BNI Hi-Movers, I express my profound appreciation and gratitude to Mr. Bob Tyasika Ananta, Mr. Y.B. Hariantono, and Mr. Henry Panjaitan for their contribution, dedication and service to BNI. Thus, the membership composition of the Board of Directors as of December 31, 2022 is as follows.

BNI Board of Directors Composition as of December 31, 2022

Name	Position	Basis of Appointment	Effective Date of Appointment*)
Royke Tumilaar	President Director	Resolution of Extraordinary GMS dated September 02, 2020	November 19, 2020
Adi Sulistyowati	Vice President Director	Resolution of Annual GMS dated February 20, 2020	November 06, 2020
Novita Widya Anggraini	Finance Director	Resolution of Extraordinary GMS dated September 02, 2020	November 19, 2020
Corina Leyla Karnalies	Consumer Banking Director	Resolution of Annual GMS dated February 20, 2020	June 30, 2020
Sis Apik Wijayanto	Institutional Banking Director	Resolution of Annual GMS dated February 20, 2020	June 30, 2020
David Pirzada	Risk Management Director	Resolution of Extraordinary GMS dated September 02, 2020	December 1, 2020
Silvano Winston Rumanthir	Corporate and International Banking Director	Resolution of Extraordinary GMS dated September 02, 2020	December 1, 2020
Ronny Venir	Networks and Services Director	Resolution of Extraordinary GMS dated September 02, 2020	November 06, 2020
Muhammad Iqbal	Enterprise and Commercial Banking Director	Resolution of Extraordinary GMS dated September 02, 2020	November 19, 2020
Putrama W. Setyawan	Treasury Director	Resolution of Extraordinary GMS dated August 31, 2022	December 23, 2022
Mucharom	Human Capital and Compliance Director	Resolution of Extraordinary GMS dated August 31, 2022	January 06, 2023
Toto Prasetyo	Technology and Operations Director	Resolution of Extraordinary GMS dated August 31, 2022	January 31, 2023

*) The Board of Directors' Term of Office is effective after obtaining OJK approval for the Fit and Proper Test. This is in accordance with OJK Regulation No. 27/POJK.03/2016 dated July 22, 2016 concerning Fit and Proper Test for Main Parties of Financial Services Institutions.

FINAL WORDS

For all the success recorded in 2022, please allow the Board of Directors to express our gratitude to God Almighty, as well as our appreciation to all shareholders and investors for the trust given. We would also like to show our respect and gratitude to the Board of Commissioners for the direction and strategic partnership in managing BNI's operations and business. Likewise to regulators, customers, suppliers, and business partners, we would like to thank you all for the cooperation that has been created.

To all BNI Hi-Movers, the Board of Directors would like to express our highest appreciation for the dedication shown. These accomplishments would form a foundation for BNI to optimize its potential and achieve its best performance in the future.

Jakarta, February 21, 2023
On behalf of PT Bank Negara Indonesia (Persero) Tbk
Board of Directors,



Royke Tumilaar
President Director



Statement Letter of Members of the Board of Directors and Board of Commissioners Responsibility for the 2022 Annual Report of PT Bank Negara Indonesia (Persero) Tbk

We, the undersigned, state that all information contained in the 2022 Annual Report of PT Bank Negara Indonesia (Persero) Tbk is presented in its entirety, and we take full responsibility for the correctness of the contents in this Annual Report.

This statement is hereby made in all truthfulness.

Jakarta, February 21, 2023

Board of Commissioners



Agus Dermawan Wintarto Martowardojo
Vice President Commissioner/Independent Commissioner



Pradjoto
Deputy President Commissioner/Independent Commissioner



Sigit Widyawan
Independent Commissioner



Asmawi Syam
Independent Commissioner



Septian Hario Seto
Independent Commissioner



Iman Sugema
Independent Commissioner



Erwin Rijanto Slamet
Independent Commissioner



Askolani
Commissioner



Susyanto
Commissioner



Fadlansyah Lubis
Commissioner

Statement Letter of Members of the Board of Directors and Board of Commissioners Responsibility for the 2022 Annual Report of PT Bank Negara Indonesia (Persero) Tbk

We, the undersigned, state that all information contained in the 2022 Annual Report of PT Bank Negara Indonesia (Persero) Tbk is presented in its entirety, and we take full responsibility for the correctness of the contents in this Annual Report.

This statement is hereby made in all truthfulness.

Jakarta, February 21, 2023

Board of Directors



Royke Tumilaar
President Director



Adi Sulistyowati
Vice President Director



Novita Widya Anggraini
Finance Director



Corina Leyla Karnalies
Consumer Banking Director



Sis Apik Wijayanto
Institutional Banking Director



David Pirzada
Risk Management Director



Silvano Winston Rumanir
Corporate & International Banking
Director



Ronny Venir
Network & Services Director



Muhammad Iqbal
Enterprise & Commercial
Banking Director



Putrama Wahyu Setyawan
Treasury Director



Mucharom
Human Capital & Compliance Director



Toto Prasetyo
Technology & Operations Director

COMPANY PROFILE

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Payroll • Transfer Management
International Transfers • Autodebit • E-Tax • Bill Payments

Company Identity



Company Name

PT Bank Negara Indonesia (Persero) Tbk

Nickname

BNI

Domicile

Jakarta

Business Activity

Banking and Other Supporting Business Activities

Business Segments

- Banking, Business Corporate, Medium and Small Enterprise Segment
- Consumer Banking
- International Banking and Treasury
- Other Banking Services

Date of Establishment

5 July 1946

Legal Basis of Establishment

- Government Regulation in lieu of Law No. 2 of 1946
- Republic of Indonesia National Gazette No. 70 of 1968
- Law No. 17 of 1968
- Government Regulation No. 19 of 1992 (Adjustment to BNI Legal Form)

Change of Name

Since its establishment until 2022, BNI has changed its name 3 (three) times. More detailed information on the changes of name can be found in the discussion of the "Company's Brief History", and Company Identity, in this Annual Report.

Total Assets 2022

Rp1.029,84 triliun

Authorized Capital

Rp15.000.000.000.000

Issued and Fully Paid Capital

Rp9.054.806.974.125

Listing Date on Indonesia Stock Exchange

November 25, 1996

Ticker Code

BBNI

Share Ownership

- Government of the Republic of Indonesia 60%
- Public 40%

Number of Employees

- 2021: 27,177 people
- 2022: 27,170 people

Office Network

- 1 Head Office
- 17 Region Offices
- 195 Branch Offices
- 1.613 Sub-Branch Offices
- 23 Commercial Business Centers
- 27 SME Business Centers
- 12 Consumer Credit Processing Centers
- 16,125 ATM/CRM (including 10 ATM/CRM Overseas)
- 226 BNI DigiCS
- 6 Subsidiaries
- 10 Overseas Office Networks

More detailed information on the office network can be found in the Business Areas Map, and Names and Addresses of Subsidiaries, Associated Entities, Branch Offices, Overseas Representative Offices, and Regional Offices in the Company Profile Chapter in this Annual Report.

BNI Agen46

152.742 (2020)
157.632 (2021)
164.979 (2022)

Subsidiaries

PT BNI Multifinance

Graha Binakarsa floor 11 Lot. E-F and floor 12
Jalan HR. Rasuna Said Kav. C-18, Kuningan
South Jakarta, 12940
Hotline : (021) 2519 5646
Website : www.bnimultifinance.co.id

PT BNI Sekuritas

Sudirman Plaza Indofood Tower Lantai 16
Jl. Jend. Sudirman Kav. 76-78 Jakarta 12910
Telp/Call Center: (021) 2554 3946
Faks : (021) 5793 5831
Email : customercare@bnisekuritas.co.id
Website : www.bnisekuritas.co.id
customer care : 14016

PT BNI Life Insurance

Centennial Tower Lantai 9
Jl. Gatot Subroto Kav. 24-25 Jakarta 12930
Telp : (021) 2953 9999
Faks : (021) 2953 9998
Website : www.bni-life.co.id
Email : care@bni-life.co.id
Call Center : 1-500-045

BNI Remittance Ltd.

BNI Remittance Limited Flat/RM5 on GF,
No. 1-7 Keswick Street, Causeway Bay Hong Kong
Telp : +852 28908082
Faks : +852 28908182

PT Bank Mayora

Jl. Tomang Raya Kav. 21-23, Jakarta 11440
Telp : (021) 5655287, 5655288
Faks : (021) 5655277
Website : www.bankmayora.com
Email : customercare@bankmayora.co.id
Call Center : (021) 56966954

PT BNI Modal Ventura

Menara BNI Lantai 2
Jl. Pejompongan Raya No.7, Jakarta Pusat 10210
Website : www.bniventures.co.id

Head Office Address

Grha BNI

Jl. Jenderal Sudirman Kav. 1
Jakarta 10220
Telepon : (62-21) 251 1946
E-mail : bni@bni.co.id
PO Box 1946

Website

Website: www.bni.co.id

Corporate Secretary

Okki Rushartomo
Grha BNI Lantai 24
Jl. Jenderal Sudirman Kav. 1
Jakarta 10220
E-mail: corporate.secretary@bni.co.id

Investor Relations

Investor Relations Division

Grha BNI Lantai 24
Jl. Jenderal Sudirman Kav. 1
Jakarta 10220
Telephone: (62-21) 2511 946, 572 8449
E-mail: ir@bni.co.id

Call Center

24 hour service BNI Call 1500046
Call service from Overseas: +62-21-30500046

Information Access

E-mail : bni@bni.co.id, bnicall@bni.co.id, ir@bni.co.id

Social Media:

Twitter : @BNI
Facebook : BNI
Instagram : @bni46

Gratification & Anti-Bribery Complaints

Compliance Information Management System (CIMS) Portal at www.cims.bni.co.id.

Whistleblowing System

Tel : 021 - 57853377
Website : <http://bni-transparan.tipoffs.com.sg>
Email : bni-transparan@tipoffs.com.sg
Letter : BNI Transparan, P.O. BOX 2646, JKP 10026
SMS/WhatsApp: 0811-970-1946

Company Brief History

2022 Performance

Management Report

Company Profile

Management Discussion and Analysis on Company Performance

Capital & Risk Management Practices

Good Corporate Governance

Social & Environmental Responsibility

ESG Commitment

Financial Statements



PT Bank Negara Indonesia (Persero) Tbk (hereinafter referred to as “BNI” or “Bank”) was officially established by the Government of the Republic of Indonesia on July 5, 1946 through Government Regulation in Lieu of Law No. 2 of 1946 concerning the Establishment of Bank Negara Indonesia (BNI), referred to as the 1946 BNI Law dated July 5, 1946. Through this Regulation, BNI, which was previously named “Poesat Bank Indonesia” as a foundation legal entity, officially became “Bank Negara Indonesia” and carried out its functions as a circulation/central bank and a commercial bank.

As a circulation/central bank, BNI had the sole right to regulate the issuance and circulation of Oeang Republik Indonesia (ORI) within the boundaries of the territory of the Republic of Indonesia. Apart from its function as a circulation bank, Bank BNI also functioned as a commercial bank, continuing the work of the previous Poesat Bank Indonesia. The inauguration of BNI was held in Yogyakarta on the first anniversary of the Proclamation of Indonesian Independence on August 17, 1946.

In the Round Table Conference which ended on November 2, 1949, BNI’s status as a central bank was removed and De Javasche Bank was designated as the Central Bank, while BNI was designated as a Development Bank.

On February 4, 1955, through Emergency Law No. 2 of 1955 concerning Bank Negara Indonesia, BNI was designated as a commercial bank. Then in 1961, this Emergency Law was made into law. Based on this law, BNI’s duties and business activities were to assist and promote people’s prosperity and national economic development.

In 1965, through Presidential Decree No. 17 of 1965 concerning the integration of State Commercial Banks and Bank Tabungan Pos into a single bank, BNI again underwent a name change to “Bank Negara Indonesia Unit III”.

In 1968, through Law no. 17 of 1968, which specifically regulated the business activities of Bank Negara Indonesia, it stipulated that the official name “Bank Negara Indonesia Unit III” be changed to “Bank Negara Indonesia 1946”. Through this law, BNI received a mandate to improve the people’s economy and participate in national development.

In 1992, through Government Regulation no. 19 of 1992 dated April 29, 1992 concerning the Adjustment of the Legal Form of Bank Negara Indonesia 1946 to become a Limited Liability Company (Persero), BNI underwent an adjustment in its legal form to become a Limited Liability Company (Persero). Through Government Regulation no. 19 of 1992, Bank Negara Indonesia 1946 was declared dissolved with the provision that all rights and obligations, assets and employees of Bank Negara Indonesia 1946, which existed at the time of its dissolution, be transferred to the Limited Liability Company (Persero).

The adjustment of this legal form was also recorded as a milestone in the re-establishment of the Limited Liability Bank (Persero) Bank Negara Indonesia, where its establishment has the aims and objectives, as explained in Article 2, Chapter II, Government Regulation No. 19 of 1992, namely to conduct business in the banking sector in the broadest sense, and other businesses that support these business activities.

The adjustment in the legal form to a Persero was confirmed through Notary Deed No. 131, dated July 31, 1992, drawn up before Muhani Salim, S.H., and approved by the Minister of Justice of the Republic of Indonesia No. C2-6582.HT.01.01.TH.92 and announced in the Republic of Indonesia State Gazette No. 73 dated September 11, 1992 Supplement No. 1A.

In 1996, BNI listed its shares on the Jakarta Stock Exchange and the Surabaya Stock Exchange (now IDX), this step made BNI the first BUMN bank (State Owned Enterprise) to become a public company. The listing of shares on the Stock Exchange aims to strengthen the financial structure and increase business competition in the banking world. Other corporate action steps taken by BNI included a recapitalization process by the Government in 1999, the divestment of Government shares in 2007, and a limited public offering in 2010.

To fulfill the provisions of Law 40 of 2007 dated August 16, 2007 on Limited Liability Companies, BNI’s Articles of Association were amended. The amendments were stated in Deed No. 46 dated June 13, 2008, made before Fathiah Helmi, S.H., notary in Jakarta, based on an Extraordinary General Meeting Shareholders decision dated May 28, 2008, which was approved by the Minister of Justice and Human Rights of the Republic of Indonesia, by Decree AHU-AH.01.02-50609 dated August 12, 2008 and published in the Republic of Indonesia State Gazette No. 103 dated December 23, 2008, Supplement No. 29015.

The latest amendment to the BNI Articles of Association were included in Deed No. 23 dated April 20, 2021 made before Notary Fathiah Helmi, S.H., and approved in the Ministry of Law and Human Rights of the Republic of Indonesia Decree No. AHU-AH.01.03.0264697 dated April 26, 2021.

In 2022, BNI continued to develop and strengthen its steps as a “development agent” through continuous transformation to provide the maximum performance boost during the economic recovery period. One of the efforts taken was in digital transformation by acquiring a national private bank, PT Bank Mayora, on May 18, 2022, with a 63.92% share ownership, while PT Mayora Inti Utama (MIU) owns 36.08%. The acquisition was carried out to support the Company’s transformation into an integrated digital bank and is expected to have a positive impact on BNI’s performance going forward.



As well as acquiring Bank Mayora, BNI also established a new subsidiary engaged in venture capital, called PT BNI Modal Ventura. The deed of establishment was signed on April 12, 2022, with BNI owning 99.98% of the shares, while the remaining 0.02% are owned by PT BNI Asset Management. The establishment and equity participation in PT BNI Modal Ventura is part of BNI's strategy in response to the potential for digital banking development in the future, a strategic vehicle for the BNI group has been established to support the development of technological innovation within the company while carrying out its mission to strengthen a healthy ecosystem in the venture capital and startups industry.

Currently, 60% of BNI shares are owned by the Government of the Republic of Indonesia and 40% are owned by the public, both domestic and foreign individuals and institutions. BNI is supported by a number of subsidiary companies in order to strengthen its integrated financial services, including BNI Multifinance, BNI Securities, BNI Life Insurance, BNI Remittance Ltd, PT Bank Mayora, and PT BNI Modal Ventura.

BNI also offers depository and loan facilities for the corporate, medium and small segments. Some of the key products and services have been adapted to the needs of customers ranging from childhood, youth, adulthood, to retirement. BNI is now listed as one of the largest national banks in Indonesia, in terms of total assets, total loans and total third party funds.

CHANGE OF NAME

BNI is a historic bank, and has a long history in line with the history of the Indonesian nation's struggle for independence in 1945. In its journey to 2022, BNI has undergone 3 (three) name changes, as described in the following table:

NO.	NAME	REASON FOR CHANGE	EFFECTIVE DATE OF NAME CHANGE
1	Bank Negara Indonesia 1946	In 1968, through Law no. 17 of 1968, the Government reorganized BNI's business activities and changed the name of Bank Negara Indonesia Unit III to Bank Negara Indonesia 1946.	1968
2	Perusahaan Perseroan (Persero) Bank Negara Indonesia	Due to adjustments in the legal form by the Government of Indonesia through Government Regulation No. 19 of 1992 dated April 29, 1992 concerning the Adjustment of the Legal Form, Bank Negara Indonesia 1946 became a Limited Liability Company (Persero).	April 29, 1992
3	PT Bank Negara Indonesia (Persero) Tbk	Due to an adjustment through Law no. 40 of 2007 concerning Limited Liability Companies, BNI added "PT" as a limited liability company and "Tbk" as a public company.	June 13, 2008

Company Brand



SERVING THE COUNTRY, PRIDE OF THE NATION

The Slogan **“serving the Country, the Pride of the Nation”** is the philosophy and vision of the Bank to give high impact that can be felt by all of Indonesian people.

As the first state bank in Indonesia that was established on July 5, 1946, and popularly known as BNI 46, the number 46 is chosen as the BNI Logo to further strengthens the corporate signature as a state-owned bank that has been in operation for 75 years. The colour scheme in the BNI 46 logo is dominated by orange, symbolizing the spirit of BNI that continues to move forward to compete and be agile in capturing business opportunities in the digital era, so as to become a leading digital financial institution. Orange also illustrates the new passion, in which BNI always innovates continuously to serve all segments of Indonesian people. In addition, orange also conveys the message that BNI has a strong belief to achieve expectations and always shine throughout time. Meanwhile, the turquoise color on the BNI logo reflects the strength, authority and stability of BNI, as well as implies a unique and modern image.

As a comprehensive and trusted digital financial institution, BNI will continue to provide digital innovation experience, both in terms of corporate and consumer banking, for people throughout the country. Since 2021, BNI has established a value proposition for a Digital-Based Integrated Financial Solution Provider with International Excellence.

Lines of Business

BUSINESS ACTIVITIES BASED ON THE LATEST ARTICLES OF ASSOCIATION AND ALREADY IMPLEMENTED

In accordance with Article 3 of the latest Articles of Association of the Company as stated in Deed No. 23 April 23 2021 made before Notary Fathiah Helmi S.H., domiciled in South Jakarta, and received approval from the Minister of Law and Human Rights through decision letter No. AHU-AH.01.03-0264697, the Company's aims and objectives are to conduct business in the banking sector and to optimize the use of the Company's resources to produce high quality and highly competitive services to gain/pursue profits in order to increase the value of the Company by implementing the principles of a Limited Liability Company.

To carry out these aims and objectives, the Company can carry out the aforementioned objectives, and the Company can carry out the following business and supporting activities:

BUSINESS ACTIVITIES BASED ON THE ARTICLES OF ASSOCIATION	BNI'S BUSINESS ACTIVITIES	
	MAIN BUSINESS ACTIVITIES	
	ALREADY IMPLEMENTED	NOT YET IMPLEMENTED
Collecting funds from the public in the form of savings, current deposits, time deposits, savings deposits, or other equivalent forms.	√	
Providing credit	√	
Issuing debt instruments	√	
Buying, selling, or guaranteeing, at their own risk or for the interests and on the order of customers, (money orders, debt securities/other trade paper, treasury bills, government guarantee letters, Bank Indonesia certificates, bonds, fixed maturity trade securities, and other fixed maturity securities instruments).	√	
Transferring money either for its own needs or the needs of customers.	√	
Placing, lending or borrowing with other banks, by using mail, telecommunication facilities and notes, checks or other facilities.	√	
Receiving payments from securities billing and performing calculations with or among third parties.	√	
Facilitating a secure place for goods and securities.	√	
Performing funds placements from a customer to other customers in the form of securities that are not listed on a stock exchange.	√	
Conducting financing and/or other activities including activities based on sharia principles, in accordance with the provisions stipulated by competent authorities.	√	
Conducting financing and/or other activities including activities based on sharia principles, in accordance with the provisions stipulated by competent authorities.	√	
Performing activities in factoring, credit card business and trustee services.	√	
Conducting foreign currencies activities by fulfilling the conditions set by competent authorities.	√	
Performing equity activities in banks or other companies in the financial sector.	√	
Conducting temporary capital participation activities to overcome any consequence of loan failure, including financing failure activities based on sharia principles provided they withdraw their investments in accordance with the provisions stipulated by the competent authorities.	√	
Acting as a Pension Fund Founder and management in accordance with the relevant laws and regulations.	√	
Performing activities in financial services, commercial banking, investment banking and other such services.	√	

BUSINESS ACTIVITIES BASED ON THE ARTICLES OF ASSOCIATION	BNI'S BUSINESS ACTIVITIES	
	MAIN BUSINESS ACTIVITIES	
	ALREADY IMPLEMENTED	NOT YET IMPLEMENTED
Perform other activities commonly performed by banks insofar as they do not conflict with the laws and regulations.	√	
SUPPORTING BUSINESS ACTIVITIES	ALREADY IMPLEMENTED	NOT YET IMPLEMENTED
Supporting business activities in the context of optimizing the use of its own resources to support the main business activities insofar as they do not conflict with the laws and regulations	√	

PRODUCT AND SERVICES

BNI is a Limited Liability Company engaged in banking that delivers deposit products, loan products, and other services. BNI's products and services are as follows:

Consumer Retail



Savings

- BNI Taplus
- BNI Taplus Muda
- BNI Taplus Bisnis
- BNI Tappa (Taplus Pegawai/Taplus Anggota)
- BNI Tapenas
- BNI Taplus Anak
- BNI Taplus Diaspora
- BNI Simpanan Pelajar
- BNI Pandai
- Tabunganku
- BNI Dollar (USD/SGD/AUD)
- BNI Deposito (IDR/USD/SGD/JPY/HKD/EUR/GBP/AUD)
- BNI Simponi (DPLK BNI)
- Tabungan Indonesia Pintar (PIP)
- Emerald Saving

Loans

- BNI Griya
- BNI Griya Multiguna
- BNI FLPP/SSB/BP2BT
- BNI Fleksi
- BNI Fleksi Pensiun
- BNI Instan

Credit Cards

- Regular Crfedit Card
 - » BNI Visa Gold
 - » BNI Mastercard Gold
 - » BNI JCB Gold
 - » BNI Amex Vibe
- Premium Credit Card
 - » BNI Mastercard Style Titanium
 - » BNI Visa Platinum
 - » BNI American Express Business Card
 - » BNI JCB Precious
 - » BNI Mastercard World
 - » BNI Visa Signature
 - » BNI Visa Infinite
- Co-Branding Credit Card
 - » Garuda BNI
 - » BNI Pertamina
 - » BNI Telkomsel
 - » BNI Bank BJB
 - » BNI Bank DKI
 - » BNI LOTTE Mart
 - » BNI Batik Air
 - » BNI JD.ID
- Affinity Credit Card
 - » Affinity Universitas Credit Card
 - » Affinity Ikatan Alumni Credit Card
 - » Affinity Komunitas/Organisasi Credit Card
 - » Affinity Pegawai Perusahaan Credit Card
- Corporate Credit Card
 - » BNI Visa Corporate Card Gold
 - » BNI Visa Corporate Card Platinum
 - » BNI Mastercard Virtual Card Number
 - » BNI Government Credit Card
- Private Label Credit Card
 - » BNI Travelling Card
 - » BNI Gasoline Card
 - » BNI Health Card
- BNI Cash Card

Consumer Retail

Debit Card

- Regular Debit Card
 - Silver Debit Card
 - Gold Debit Card
- Premium Debit Card
 - Platinum Debit Card
- Co-Brand Debit Card
 - Garuda Debit Card
 - Citilink Debit Card
 - Lotte Grosir Debit Card
 - Indogrosir Debit Card
 - Batik Air Debit Card
- Affinity Debit Card
 - Affinity Universitas Debit Card
 - Affinity Ikatan Alumni Debit Card
 - Affinity Pegawai/Organisasi/Komunitas Debit Card
- BNI Emerald Debit Card
 - BNI Emerald Private Debit Card
 - BNI Emerald Priority Debit Card
 - BNI Emerald Private Debit Card
- Emerald Affinity Debit Card The Djakarta Auto (BNI Emerald TDA)

Emerald Service

- BNI Emerald Service

Investment products

- Money Market Mutual Funds (IDR and USD)
- Fixed Income Mutual Funds (IDR and USD)
- Mixed Mutual Funds (IDR and USD)
- Shares Mutual Funds (IDR and USD)
- Protected Mutual Funds
- Government Retail Bonds (ORI, SR, SBR, ST)
- Government Securities via secondary market mechanisms and Ministry of Finance Auctions in IDR (FR, PBS, Indon, Indois)
- Corporate Bonds (IDR and USD)
- Depo Swap (IDR and USD)
- Market Linked Dual Currency Investment
- Stock Brokerage Referrals
- Foreign Exchange

Insurance Products

- In-Branch
 - BNI Life MProtection
 - Blife Maksima Sehat
 - BNI Life MProtection Plus
 - Blife Perisai Prima
 - BNI Life Plan Multi Protection
 - Blife Term Pro
 - Solusi Abadi Plus
 - Solusi Pintar
 - BLife Hy End Pro
 - Swadana
 - Blife Fixed Protection
 - BNI Life Infinite protection
 - BNI Life Steady Protection
 - BNI Life Ultima Protection
 - Pension Fund Protection Solution
 - Health Fund Solution
- Syariah Inbranch
 - BNI Life Hy End Pro Syariah
 - BNI Life Sakinah Multipro Link
 - BNI Life Wadiah Gold Cendekia
- Employee Benefit
 - Optima Group Health
 - Optima Group Life
 - Optima Group Protection
 - Optima Group Saving
 - Optima Manage Care

- Syariah Employee Benefit
 - BLife Ekawarsa Syariah
 - BLife Syariah Dana Hari Tua
 - BNI Life Syariah Mitra Cendekia
 - BLife Health Plan Syariah
 - BLife Asuransi Kecelakaan Diri Plus Syariah
- Telesaving
 - Proteksi Prima
 - BNI Life Active
 - BNI Life Definite Protection
 - BNI Life Smart Protection Plus
 - Safe Medical Plan +
 - PA Protection Plus
 - Digital (Mobile Banking)
 - BNI Life Digi Micro Protection
- Kredit Konsumtif
 - BNI Life AJK Collateral
 - BNI Life AJK Non Collateral
- Kredit Produktif
 - Asuransi Jiwa Kredit Kumpulan
 - Asuransi Jiwa Kredit BNI Life Proteksi Kredit Produktif +
- Telecredit card
 - PA Protection Plus
 - Solusi Proteksi Sehat
 - Safe Medical Plan +
 - Perisai Plus
 - Bundling
 - Blife Tapenas

Digital Banking

- BNI Mobile Banking
- BNI SMS Banking
- BNI Internet Banking
- BNI Phone Banking
- BNI DigiCs
- BNI TapCash
- BNI Agen46
- BNI QRIS
- BNI Debit Online
- BNI EDC
- BNI EDC Mini ATM
- BNI iPay
- BNI SmartPay
- BNI Digital Account Opening (DOA)
- BNI E-Form Employment Card
- BNI Direct Debit
- BNI ATM/CRM
- BNI ATM Drive Thru

Services

- Domestic Money Transfers
- International Money Transfers
- Safe Deposit Box
- Collections
- BNI Bank Certificate
- Traveler's Check
- Foreign Bank Notes

Business Banking

Savings

- BNI Individual Current Account
- BNI Non-Individual Current Account
- BNI Joint Current Account
- BNI Government Current Account
- Company Time Deposits
- Multi Currency Current Account

Digital Banking

- BNIDirect Corporate Internet Banking
- BNIDirect Mobile
- Financial Supply Chain Management
- E-Bank Guarantee
- API Corporate Banking

Lending Products

- Working Capital Loans (KMK)
- Investment Loans (KI)
- Team Loans
- Bank Guarantee (GB)
- Stand-by LC (SBLC)
- Domestic Documentary Letter of Credit (SKBDN)
- Import Letter of Credit (LC) Limit
- Export Loans
- Import Loans
- Syndicated Loans
- Counter Guarantee Loans
- Transactional Loans
- Treasury Line
- Money Market Line
- Government or Government Institutions Loans
- Cash Collateral Credit (CCC)
- Supply Chain Financing
- Financial Institutions Lingage Loans (KKLK)
- People's Business Loans (KUR)
- Primary Cooperative Loans
- Plasma Core Partnership Pattern Investment Loans
- Loan Revitalization Program Plantation – Partnership Pattern

Services

- Wholesale Solutions
 - Cash Management
 - Collection Management
 - Virtual Account
 - BNI e-collection
 - Auto Debit
 - Cash Pick-Up
 - Student Payment Center
 - Autopay
 - Liquidity Management
 - Cash Pooling
 - Cash Distribution
 - Range Balance Account
 - Depo Swap
 - Notional Pooling
 - Payment Management
 - E-Tax
 - E-PBB
 - E-Tax Customs – PNBP
 - Billing Payments
 - Utility Payments
 - Payroll
 - BNI POPS (Pertamina Ordering and Payment Solutions)
 - Integrated Payment Management (ERP)
 - Email/Beneficiary Advice
 - Smart Commerce Pay
 - Transfer Management
 - Information Management
 - Cash Management BNI Trade Online
 - ECOSmart
 - Edupatrol
 - Remittance
 - Intraday Serrvices
- Syndication
 - Structured Finance
 - Arrangement
 - Facility Agent
 - Security Agent
 - Escrow Agent
 - Paying Agent
- Fund Services
 - Fund Accounting, Fund Administration, Reporting and Publication Supervision
 - Core Banking BNI
 - Transfer Agency
- Bank Guarantee
 - Bid Bond
 - Advance Payment Bond
 - Performance Bond/ Guarantee from Implementing Bank
 - Maintenance Bond/Retention Bond/ Guarantee from Maintaining Bank
 - Payment Bond/ Guarantee from Payment Bank
 - Custom Bond

Treasury & International

Trade Finance Products

- Import LC Issuance
 - Sight LC
 - Usance LC
 - Back to Back LC (BBLC)
 - Transferable Letter of Credit
- Export LC Negotiation
- Inward Documentary Collection
- Outward Documentary Collection
- Shipping Guarantee
- Trust Receipt
- Advances Under Collection Bills
- Open Account Financing
- Bills Discounting
- LC Refinancing
- Standby Letters of Credit

Loan Products

- Corporate Loan (Working Capital Loan and Team Loan)
- Dispora Loan
- Overdraft Facility
- Trade Financing
- Syndication Loan
- Project Financing
- Discount Bills
- Loan on Bills
- Two Steps and Channeling Loan to Local Companies from Indonesia

Retail Services Products

- BNI Current Account (SGD, HKD, CNY, JPY, KRW, dan USD)
- BNI Fixed Deposit (SGD, HKD, CNY, JPY, KRW, dan USD)
- BNI Saving Account (SGD, HKD, CNY, JPY, KRW, dan USD)
- Demand Deposits
- Negotiable Deposits
- Remittance
- Hospital Guarantee
- BNI Singapore Payment System (MEPS)
- BNI Hong Kong Payment System (HKD Chats)
- BNI New York Payment System (USD Fedwire)
- BNI Tokyo Payment System (Local Currency Settlement/LCS)
- Escrow Agent
- Safe Deposit Box
- Trust Service

Financial Institution Products

- Bank Guarantee under Counter Guarantee
- Confirm LC/SKBDN
- Nostro Account
- Refinancing
- Risk Participation
- Forfaiting
- Trade Advance Financing
- Term Loan Facility Bank
- Billateral Trade Financing
- Risk Participation and Forfaiting
- Bankers Acceptance

Custody Product

- Custodian Services
- Trustee
- Trust

Non-Bank Financial Institution Product

- Loan Facility to Non Bank Financial Institution
- Commercial Line to Non Bank Financial Institution
- Intraday to Non Bank Financial Institution

Treasury

- Foreign Exchange
 - Today
 - Tom
 - Spot
 - Bank Notes
- Investments
 - Deposit on Call (DOC)
 - Money Market Account (MMA)
 - Obligasi Retail
 - Depo Swap
 - Market Linked-Dual Currency Investment (MLDCI)
- Hedging
 - Currency Forward
 - Domestic Non-Deliverable Forward (DNDF)
 - PAR Forward
 - Currency Swap
 - Currency Option
 - Interest Rate Swap (IRS)
 - Overnight Index Swap (OIS)
 - Cross Currency Swap (CCS)
 - Call Spread Option (CSO)
 - Series of Call Spread
- Reverse Repo



Operational Area Map

As of December 31, 2022, BNI has 1 (one) Head Office, 17 Regional Offices, 10 (ten) Overseas Branch Networks, and 1,870 office networks comprising branch offices, sub-branch offices and Business Centers. The 10 (ten) Overseas Branch Networks consist of 6 (six) overseas branch offices, 1 (one) sub-branch, 2 (two) remittance branch offices, and 1 (one) Representative Office in 7 (seven) countries. The BNI Office Network focuses on providing services and business solutions as well as facilitating BNI domestic and overseas customer transactions. By taking an active role in managing and encouraging customer business development for the Corporate, Commercial, Small and Consumer segments, BNI's office network is supported by competent and dedicated HC. For easier, faster and closer access to BNI services, BNI currently also has 164,979 BNI Agent46 as a branchless banking network to support public financial literacy and inclusion. Details of the BNI Agen46 and Office networks per region are as follows:

Overseas Office Network



6 Branch Offices

- New York, USA
- London, England
- Seoul, South Korea
- Tokyo, Japan
- Hong Kong
- Singapore

1 Sub Branch Office

- Osaka, Japan

2 Remittance Branch Offices

- 2 Singapore

1 Representative Office

- Amsterdam, The Netherlands

10 ATM

- 8 Hong Kong
- 2 Singapore

6 Branch Offices

1 Sub Branch Office

2 Remittance Branch Offices

1 Representative Office

10 ATM

BNI Network Summary

1 Head Office
17 Regional Offices
195 Branch Offices
1,613 Sub-Branch Office*
23 Commercial Business Centers
27 SME Business Centers
12 Consumer Credit Processing Centers
226 DigiCS
16,115 ATM
164,979 BNI Agen46

W01 (Medan)

Coverage: North Sumatra

13 Branch Offices
80 Sub-Branch Offices
1 Commercial Business Center
2 SME Business Center
1 Consumer Credit Processing Center
769 ATM/CRM
7,979 BNI Agen46

W02 (Padang)

Coverage: West Sumatra, Riau, and Riau Islands

13 Branch Offices
99 Sub-Branch Offices
3 Commercial Business Center
1 SME Business Center
1 Consumer Credit Processing Center
953 ATM/CRM
9,753 BNI Agen46

W03 (Palembang)

Coverage: Jambi, South Sumatra, Bengkulu, Lampung, and Bangka Belitung

15 Branch Offices
102 Sub-Branch Offices
2 Commercial Business Center
1 SME Business Center
1 Consumer Credit Processing Center
930 ATM/CRM
12,878 BNI Agen46

W04 (Bandung)

Coverage: West Java

15 Branch Offices
113 Sub-Branch Offices
1 Commercial Business Center
2 SME Business Center
1 Consumer Credit Processing Center
1,303 ATM/CRM
13,386 BNI Agen46

W05 (Semarang)

Coverage: Upper Central Java

11 Branch Offices
76 Sub-Branch Offices
1 Commercial Business Center
1 SME Business Center
1 Consumer Credit Processing Center
758 ATM/CRM
13,423 BNI Agen46

W06 (Surabaya)

Coverage: Upper Eastern Java

12 Branch Offices
117 Sub-Branch Offices
3 Commercial Business Center
4 SME Business Center
1 Consumer Credit Processing Center
1,159 ATM/CRM
13,366 BNI Agen46

W07 (Makassar)

Coverage: West Sulawesi, Central Sulawesi, South Sulawesi and Maluku

11 Branch Offices
99 Sub-Branch Offices
1 Commercial Business Center
1 SME Business Center
1 Consumer Credit Processing Center
977 ATM/CRM
5,609 BNI Agen46

W08 (Denpasar)

Coverage: Bali, West Nusa Tenggara, and East Nusa Tenggara

9 Branch Offices
97 Sub-Branch Offices
1 Commercial Business Center
1 SME Business Center
1 Consumer Credit Processing Center
984 ATM/CRM
8,292 BNI Agen46

W09 (Banjarmasin)

Coverage: West Kalimantan, Central Kalimantan, South Kalimantan, East Kalimantan Timur, and North Kalimantan

21 Branch Offices
126 Sub-Branch Offices
2 Commercial Business Center
1 SME Business Center
1 Consumer Credit Processing Center
1,350 ATM/CRM
9,491 BNI Agen46

W10 (Jakarta Senayan)

Coverage: Central Jakarta, South Jakarta

7 Branch Offices
121 Sub-Branch Offices
3 Commercial Business Center
2 SME Business Center
731 ATM/CRM
3,516 BNI Agen46

W11 (Manado)

Coverage: North Sulawesi, Gorontalo, Central Sulawesi and North Maluku

11 Branch Offices
55 Sub-Branch Offices
1 Consumer Credit Processing Center
500 ATM/CRM
6,689 BNI Agen46

W12 (Jakarta Kota)

Coverage: North Jakarta and West Jakarta

6 Branch Offices
99 Sub-Branch Offices
1 Commercial Business Center
4 SME Business Center
1 Consumer Credit Processing Center
637 ATM/CRM
6,020 BNI Agen46

W14 (Jakarta BSD)

Coverage: South Jakarta, Depok, Bogor, and Banten

9 Branch Offices
110 Sub-Branch Offices
1 Commercial Business Center
2 SME Business Center
1,602 ATM/CRM
9,711 BNI Agen46

W15 (Jakarta Kemayoran)

Coverage: East Jakarta, Bekasi, Jababeka and Karawang

8 Branch Offices
115 Sub-Branch Offices
2 Commercial Business Center
3 SME Business Center
1,238 ATM/CRM
8,236 BNI Agen46

W16 (Papua)

Coverage: Papua, West Papua, Central Papua, South Papua, Southwest Papua and Papua Highlands

5 Branch Offices
37 Sub-Branch Offices
220 ATM/CRM
3,998 BNI Agen46

W17 (Yogyakarta)

Coverage: Yogyakarta and Lower Central Java

15 Branch Offices
98 Sub-Branch Offices
1 Commercial Business Center
2 SME Business Center
1 Consumer Credit Processing Center
1,035 ATM/CRM
13,507 BNI Agen46

W18 (Malang)

Coverage: Lower East Java

14 Branch Offices
69 Sub-Branch Offices
969 ATM/CRM
19,125 BNI Agen46

Vision, Mission and Corporate Culture

Board of Commissioners and Board of Directors Review of the Vision and Mission

BNI's Vision and Mission are prepared after considering all stakeholders' input including the Board of Commissioners, Management, Subsidiaries, representatives of all levels of employees, the public, and relevant experts in the financial industry, using several methods such as surveys, interviews, and joint discussions. BNI's Vision and Mission were outlined in the Long Term Plan (revised corporate plan 2019-2023) following approval through the Board of Commissioners No. DK/116 dated November 29 2021 and BNI's Medium Term Plan (Bank Business Plan/RBB 2022-2024) in accordance with the Board of Commissioners Approval No. DK/111 November 29, 2021.

Each year the Vision and Mission are reviewed in accordance with the latest BNI conditions as a reference for developing future business strategies.

VISION

**“To become a Financial Institution with Sustainable
Service and Performance Excellence”**

VISION EXPLANATION

1. To become a Financial Institution
 - a. Technological developments in the digital era and changes in customer preferences have prompted banks to be able to develop their product and service propositions to meet the increasingly complex customer needs. This development is supported by the increasingly integrated and complementary financial service products, as well as the emerging of Fintech era in financial services.
 - b. Increasingly complex customer needs for financial services, for banking transactions, sharia, investment, insurance, and alternative financing besides credit.
 - c. The policy issued by the regulator (OJK) encourages integrated governance (corporate governance, compliance, auditing, and risk management) in conglomeration management for group companies that own banks and other financial services.
2. Excels in Services
 - a. Services are key and are offered to customers of financial service providers.
 - b. Excellent services and a positive customer experience will add value for customers when choosing a financial institution.
 - c. Financial institution services are required to cover all customer segments so as to make financial institutions a lifetime financial partner and a total financial solutions provider, customized to customer needs, and includes serving the business ecosystem in an integrated manner.
3. Excels in Performance
 - a. The Company's financial performance is an aspect that can increase the value for customers, investors, employees, communities and industry.
 - b. Good company performance is a benchmark to seeing the company health level and excellence in the industry.
 - c. Good company performance also increases the Company's sustainability (sustainable growth).
 - d. Company performance is supported by the performance of the entire organization at all levels to be the best.
4. Sustainability
 - a. Services provided to customers and company performance illustrate the company's success that must be maintained in supporting the company's existence in the financial industry.
 - b. Excellent service and performance needs to be carried out to provide positive feedback to shareholders over an indefinite period of time.

MISSION

- Providing excellent services and digital solutions to all customers, and as the primary partner of choice
- Strengthening international services to support the needs from our global business partners
- Increasing the prime investment value for investors
- Creating the best conditions for employees as a place of pride for work and accomplishment
- Increasing awareness and responsibility to the environment and society
- Becoming a reference for the implementation of compliance and good corporate governance for the industry

BNI's mission covers the 5 (five) key stakeholders that influence BNI's Vision achievement in providing superior service and performance. The 5 (five) key stakeholder groups are:

- a. Investors;
- b. Customers (including global business customers);
- c. Employees;
- d. Communities;
- e. Government.

MISSION EXPLANATION

BNI's mission explanation is as follows:

1. Providing excellent services and digital solutions to all customers, and as the primary partner of choice, as follows:
 - a. Providing complete, integrated, quality, reliable, and dependable products/banking services;
 - b. Providing "one stop solution" services for both business and individual customers;
 - c. Providing best-in-class products and services;
 - d. Improving customer experience for processes considered critical by customers;
 - e. Proactively making adjustments and improvements in accordance with development of customer needs and demands for quality products/services offered by BNI;
 - f. Providing convenience for customers in conducting transactions through digital solution services.
2. Strengthening international services to support the needs from our global business partners:
 - a. Providing quality products as the partner of choice for Indonesian companies to expand globally;
 - b. Providing gateway services to help foreign companies penetrating Indonesian market;
 - c. Providing financial institution products/services to Indonesians living abroad.
3. Increasing the investment value for investors
 - a. Achievement of maximum operating profit (profitability);
 - b. Growth that is sustainable and can be justified (sustainable growth);
 - c. Healthy financial institutions;
 - d. Cost control (cost effectiveness);
 - e. Stable and increasing share prices;
4. Creating the best conditions for employees as a place of pride for work and achievement
 - a. Providing equal and broad opportunities for increasing knowledge, skills, and certainty of career paths;
 - b. Creating and supporting talent management programs to create future leaders for both BNI and Indonesia;
 - c. Providing facilities and a work environment that is safe, comfortable, harmonious to support the achievement of the target of increasing productivity.
5. Increasing awareness and responsibility to the environment and society
 - a. Actively serving banking needs for all levels of society;
 - b. Actively seeking and entering new businesses that are in line with the latest rules and regulations;
 - c. Actively developing international business for business expansion in prospective countries;
 - d. Actively improving the quality of the environment and community in line with business development.
6. Becoming a reference for the implementation of compliance and good corporate governance for industry
 - a. Implementation of integrated risk management;
 - b. Accommodate whistle blowers to protect the interests of the Company and society;
 - c. Active communication between Company Management and all employees and leaders who can become role models;
 - d. Actively updating rules, regulations, and implementing them in a disciplined and systematic manner, to become a trusted financial institution.

Corporate Culture

"AKHLAK" as the key value, consists of Trustworthy, Competent, Harmonious, Loyal, Adaptive, Collaborative, has been proclaimed as BNI's work culture.

AKHLAK

AMANAH KOMPETEN HARMONIS
LOYAL ADAPTIF KOLABORATIF

CORE VALUES	BEHAVIORAL GUIDELINES
Trustworthy	<ul style="list-style-type: none">• Keeping promises and commitments• Be responsible with the duties, decisions made, and actions taken• Upholding moral and ethical values
Competent	<ul style="list-style-type: none">• Improving self-competence to respond to ever-changing challenges• Helping others to learn• Accomplishing duties with highest quality
Harmonious	<ul style="list-style-type: none">• Respect everyone regardless of their background• Likes to help others• Building conducive work environment
Loyal	<ul style="list-style-type: none">• Maintaining reputation of fellow employees, leaders, SOE, and the State• Willing to sacrifice to achieve a greater goal• Obeying the leader as long as not against the law and ethics
Adaptive	<ul style="list-style-type: none">• Promptly adjusting oneself to be better• Continuously making improvements• Be proactive
Collaborative	<ul style="list-style-type: none">• Providing opportunities for various parties to contribute• Be open in working together to generate added values• Mobilizing the use of various resources for common goals

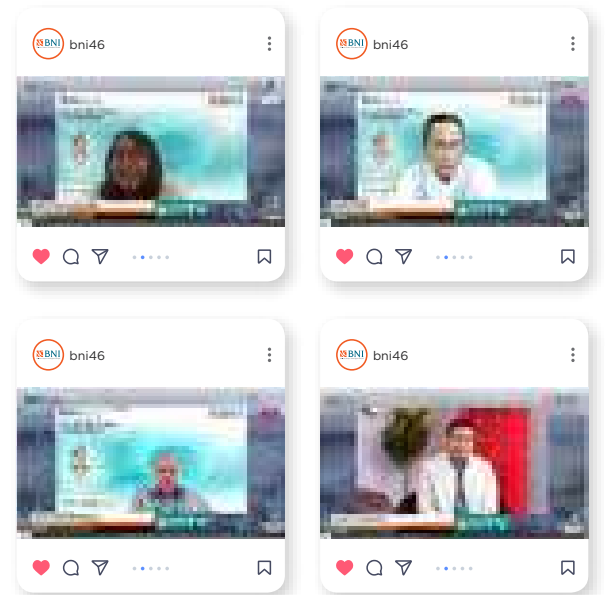

CORPORATE CULTURE SOCIALIZATION AND INTERNALIZATION

APPLICATION OF AKHLAK

AKHLAK implementation at BNI is supported and accelerated by the transformation of work culture to align BNI's values. The AKHLAK Core Values (Trustworthy, Competent, Harmonious, Loyal, Adaptive, Collaborative) mandated by the Ministry of SEOs are applied simultaneously while strengthening PRINCIPLE 46 as BNI's Belief. The process of internalizing AKHLAK's core values has been carried out for two years and will continue to be carried out through many activities and methods that are constantly being evaluated so that the application of these values can run optimally.

In 2022, AKHLAK internalization and socialization for the application of AKHLAK was carried out, as follows:

Program	Information Description
Leadership Measure	AKHLAK measurement as a component of behavior implemented for all employees
AKHLAK Wide Campaign	Publications to increase employee awareness about AKHLAK through various BNI communication channels
Implementation of the AKHLAK Series Webinar by BNI Corporate University	
	E-Learning is mandatory for all officers regarding AKHLAK
AKHLAK Education	

Program	Information Description
Change Agent	Appointment of a Change Agent called RACE Champion whose job is to spread the AKHLAK values and work culture programs in all Divisions, Regions, and Branches 
Akhlak Award	BNI won the AKHLAK Award 2022 in the Financial Services Cluster category and the Best Competent SOEs category. This award from an independent party recognizes BNI's application of AKHLAK 

Organization Structure

2022 Performance

Management Report

Company Profile

Management Discussion and Analysis on Company Performance

Capital & Risk Management Practices

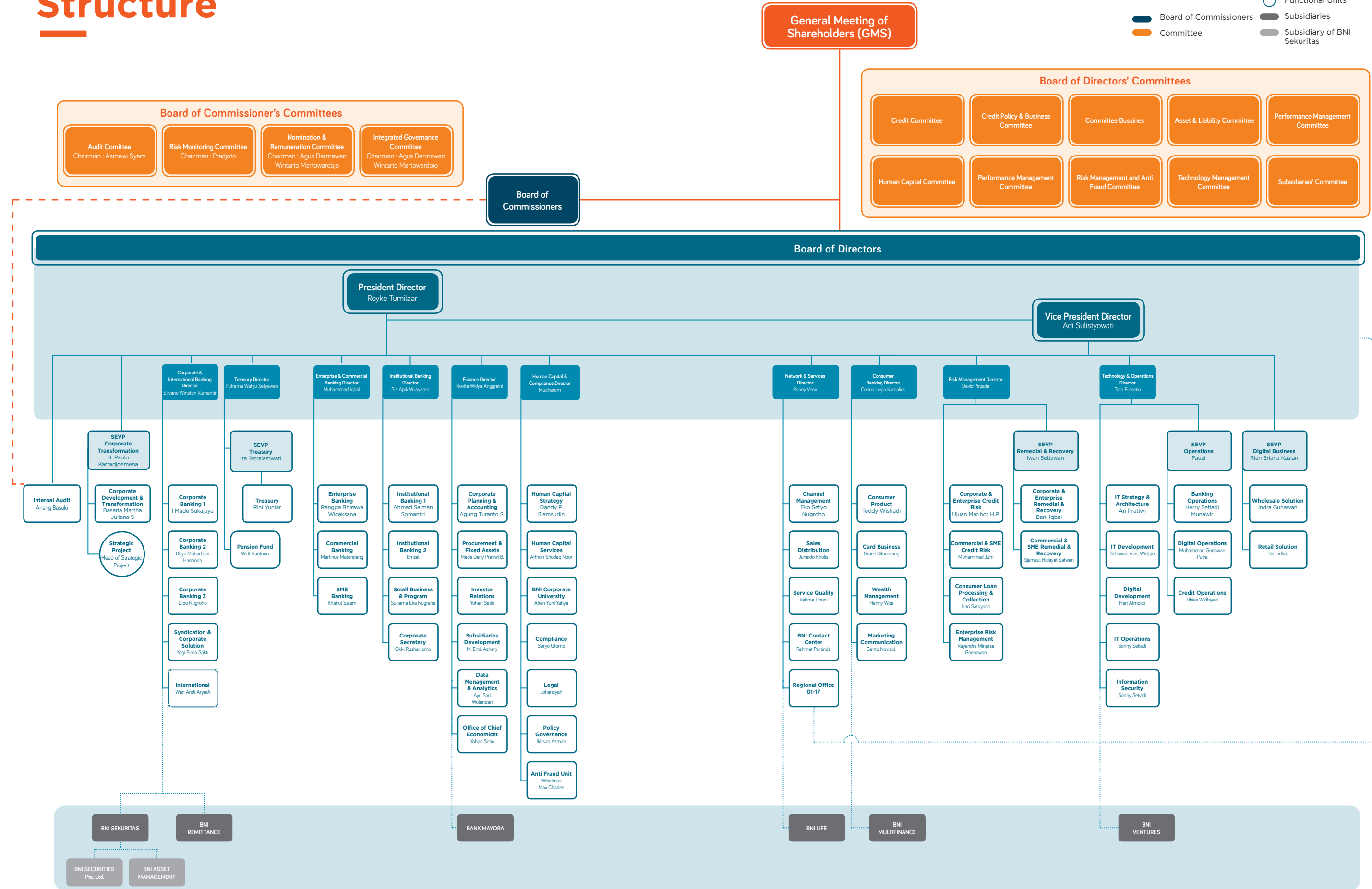
Good Corporate Governance

Social & Environmental Responsibility

ESG Commitment

Financial Statements

- Description:**
- Supervision Line
 - Coordination Line
 - Lines of communication & information delivery
 - Board of Directors
 - SEVP
 - Division
 - Functional Units
 - Board of Commissioners
 - Subsidiaries
 - Subsidiary of BNI Sekuritas
 - Committee



Membership in Associations

At the end of 2022, BNI's membership of associations or organizations is shown in the table below.

Association/Organization Name	Association/Organization Scope	Membership Role
Himpunan Bank Milik Negara (HIMBARA)	National	<ul style="list-style-type: none">Coordinator for Legal Studies and DevelopmentMember
Lembaga Alternatif Penyelesaian Sengketa Sektor Jasa Keuangan (LAPS SJK)	National	Board of Supervisors
Forum Hukum Badan Usaha Milik Negara (FORKUM BUMN)	National	Chief Executive Officer III for Legal Consultation
Indonesia Foreign Exchange Market Committee (IFEMC)	National	Working Group Legal and Compliance Member
Indonesia Council for Small Business/ International Council for Small Business	National Corporate Member	International
Association Cambiste International (ACI) - Indonesia	National	Treasurer 3, Sie Member
Indonesia Foreign Exchange Market Committee (IFEMC)	National	<ul style="list-style-type: none">Secretary GeneralMember
Perhimpunan Pedagang Surat Utang Negara (HIMDASUN)	National	<ul style="list-style-type: none">Code of Ethics CouncilGeneral TreasurerHead of Sharia DivisionMember
Global CCU (Council of Corporate Universities)	International	Best Corporate University Award Winner – Branding & Durability
European Foundation of Management Development (EFMD)	International	<ul style="list-style-type: none">Winner of CLIP Accreditation (Corporate Learning Improvement Process)EFMD MemberMember of CLIP steering committee
IFLI (Indonesia Finance Learning Institute) - Learning Institute BUMN Sektor Jasa Keuangan	National	BNI CorpU: <ul style="list-style-type: none">Retail & International School CoordinatorPeople CoordinatorPIC for Drafting MoU
IFRI (Indonesia Finance Research Institute) - Research Institute BUMN Sektor Jasa Keuangan	National	Strategic Planning Division: IFRI . Coordinator
Forum Human Capital Indonesia (FHCI)	National	Director of Human Capital and Compliance as Manager-Sub-Sector of Leadership and Talent Development: Coordinator of Competency Development
Perhimpunan Bank Swasta Nasional	National	Cyber Security Working Committee Member
Asosiasi Forensik Digital Indonesia (AFDI)	National	Member
Information Systems Audit and Control Association (ISACA)	International	Marcomm Director
ISC2	International	Member
Perhimpunan Kasir Bank Se-Jabodetabek (PERKAJA)	National	Head of Perkaja

Association/Organization Name	Association/Organization Scope	Membership Role
Asosiasi SWIFT Indonesia (ASWISFTINDO)	National	Audit Commission
Forum Komunikasi Direktur Kepatuhan Perbankan (FKDP)	National	Head of Secretariat and Organization
Forum Humas BUMN	National	Corporate Secretary BNI sebagai Wakil Ketua Forum Humas, BUMN
Asosiasi Kartu Kredit Indonesia	National	Leader
The Institute of Internal Auditors – Indonesia (IIA)	International	Member
Ikatan Auditor Intern Bank (IAIB)	National	Member
Asosiasi Bank Kustodi Indonesia (ABKI)	National	Member
Forum Komunikasi Kliring Jakarta	National	Secretary
Indonesia Mortgage Banking Asosiation (IMBA)	National	Member
Ikatan Bankir Indonesia	National	Member
Forum Komunikasi Kearsipan Perbankan (FKKP)	National	Member
Forum Komunikasi Kearsipan BUMN	National	Member
Komite Standar Kompetensi Bidang Sistem Pembayaran dan Pengelolaan Uang Rupiah	National	Formulation Team and Verification Team
Perkumpulan Dana Pensiun Lembaga Keuangan	National	Member
ACI FMA Indonesia	National	<ul style="list-style-type: none">General TreasurerTreasurer 3Committee 2 CoordinatorChairman of the Membership CommitteeChairman of the Sports Committee
Asosiasi Bank Appointed Cross Currency Dealers (ACCD)	National	<ul style="list-style-type: none">Chairman of the Association of ACCD BanksCoordinator of CooperationDevelopment Diplomacy TeamMember
Asosiasi Sistem Pembayaran Indonesia (ASPI)	National	Member
Certified Wealth Managers' Association (CWMA)	National	Member
ABAPERDI	National	Member
Asosiasi Fintech Pendanaan Bersama Indonesia	National	Member

Board of Commissioners' Profiles



**Agus Dermawan
Wintarto Martowardojo**
President Commissioner/Independent Commissioner

Nationality
Indonesian citizen

Domicile
Jakarta

Place, Date of Birth, Age
Amsterdam, January 24, 1956
66 years old as of December 31, 2022

Education
Bachelor's degree in Economics from Universitas
Indonesia in 1984

Certification

- Certification Foreign Exchange and Exposure Management Course from Bank of America in Jakarta in 1984
- Operation Management Workshop held by Bank Of America in Jakarta in 1985 Credit Decisoner Seminar held by Bank Of America in Jakarta in 1986
- Foreign Exchange and Exposure Management Course held by Bank of America in Jakarta in 1986 Jakarta Credit Seminar held by Citibank in Jakarta in 1987
- Niaga Intermediate Supervisory Development II organized by Bank Niaga in Jakarta in 1988
- Credit Risk Management II, held by Citibank in Jakarta in 1989
- Niaga Advance Supervisory Development held by Bank Niaga in Jakarta in 1990
- Small and Medium Business Credit Workshop organized by The Jakarta Initiative in Bogor in 1999
- Training in banking from the Institute of Banking and Finance in Singapore in 1990 and 1991
- Citibank's Asia Pacific Strategic Leadership Seminar in Jakarta in 2000
- Credit Risk Management organized by the Institute of Banking Finance in Singapore in 1990
- Managing Problem Loans organized by the Institute of Banking Finance in Singapore in 1991
- Project Finance Training Course organized by The Euromoney Institute of Finance in Singapore in 1992
- Strategic Bank Marketing organized by the Banking Finance Institute in Singapore in 1992
- Advance Commercial Bank Lending Program Management organized by the State University Institute of New York in the USA in 1992
- Applied Corporate Finance in Asia organized by The Euromoney Institute of Finance in Singapore in 1992
- Asian Financial Institution Merger and Acquisitions Conference held by JP Morgan in Hong Kong in 2000
- Strategies for Emerging Market Banks to Become World Class Performers organized by McKinsey & Co in London in 2001
- Leading Change and Organizational Renewal held by Stanford University California in 2001
- Risk Management Certification Executive Program from BI-IRPA in Amsterdam in 2004
- Changing the Game: Negotiating and Competitive Decision Making from Harvard Business School in Boston USA in 2005
- The Strategic Thinking & Management for Competitive Advantage from Wharton Executive Education from Philadelphia USA in 2008
- Achieving Breakthrough Service: Leveraging Employee & Customer Satisfaction for Profit and Growth from Harvard Business School in Boston USA in 2009
- Risk Management Certification level 5 organized by the Banking Professional Certification Institute (LSPP) in 2020
- Level 5 Risk Management Certification Refreshment organized by the Banking Professional Certification Institute (LSPP) in 2022

Work Experience

- International Loan Officer, Bank of America NT & SA (1984 -1986)
- Assistance Vice President Business & Risk Management Division Head, Corporate Banking Group Bank Niaga (1986-1991)
- Area II East Java-Bali Vice President, Corporate Banking Head Surabaya Bank Niaga Niaga (1991-1992)
- Area II East Java-Bali Vice President, Regional Commercial Banking Head Area II Surabaya Bank Niaga (1993)
- Vice President Corporate Banking Group Head Bank Niaga (1993-1994)
- Deputy CEO Maharani Holding (1994-1995)
- President Director PT Bank Bumiputera (1995-1998)
- President Director PT Bank Ekspor Impor Indonesia (Persero) (1998-1999)
- Managing Director Risk Management and Credit Restructuring PT Bank Mandiri (Persero) (1999-2000)
- Managing Director Retail Banking and Operation Coordinator PT Bank Mandiri (Persero) (2000-2001)
- Managing Director Human Resources and Support Services PT Bank Mandiri (Persero) (2001-2002)
- Advisor to Chairman BPPN (2002)
- President Director PT Bank Permata Tbk (2002-2005)
- President Director PT Bank Mandiri (Persero) Tbk (2005-2010)
- Minister of Finance Ministry of Finance RI (2010-2013)
- Bank Indonesia Governor (2013-2018)
- PT AKR Corprindo Tbk (2019)
- President Commissioner PT Sarana Multi Infrastruktur (Persero) (2019)
- President Commissioner PT Tokopedia (2019-present)
- President Commissioner/Independent Commissioner PT Bank Negara Indonesia (Persero) Tbk (2020-present)

Legal Basis of Appointment

Appointed for the first time as President Commissioner/ Independent Commissioner of BNI at the Annual General Meeting of Shareholders (AGMS) on February 20, 2020, based on the Annual General Meeting of Shareholders Decree No. 21 dated February 20, 2020 and received approval from the Financial Services Authority (OJK) on 17 June 17, 2020.

Term of Office

Until the closing of the 2025 Annual GMS (First Period)

Concurrent Positions

President Commissioner of Tokopedia (2019-present)

Affiliated Relationships

Has no affiliated relationships with either the members of the Board of Directors and other members of the Board of Commissioners or with the Majority and Controlling Shareholders.

BBNI Share Ownership as at December 31, 2022

Does not own BBNI shares

Competency Development Education and Training in 2022

Data presented in the section on Education/Training for Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit, in the Company Profile chapter in this Annual Report



Pradjoto

Vice President Commissioner/Independent Commissioner

Nationality
Indonesian citizen

Domicile
Jakarta

Place, Date of Birth, Age
Bandung, March 7, 1953
69 years old as of December 31, 2021

Education

- Bachelor's degree in Law from Universitas Indonesia in 1981
- Master's degree in Economics from University of Kyoto in 1988

Certification

- Training for Capital Market Legal Consultants held by Lembaga Manajemen Keuangan dan Akuntansi (LMKA), Jakarta in 1997
- Course for Advocate held by Lembaga Manajemen Keuangan dan Akuntansi (LMKA), Jakarta in 2005
- The Executive Risk Management Refresher Program held by Risk Management Certification Agency (BSMR) in London in 2008
- 3rd Annual Senior Management Risk Summit 2012 held by Banking Professional Certification Institute (LSPP) and Banker Association for Risk Management BARA in Singapore in 2012
- Risk Management Certification Refreshment Program held by Banker Association for Risk Management (BARa) in Moscow in 2014
- Level 2 Risk Management Certification held by Banking Professional Certification Institute (LSPP) in 2020
- Risk Management Certification Refreshment Program "Loan COVID Restructuring After Implementation of POJK 48 2020" BARa Seminar held by (BARa) in Jakarta on August 5, 2021
- Chairman of the Code of Ethics Board of the National Banks Association (Perbanas) (2006-2009)
- Advisory Board of the Indonesian Bankers Association (IBI) (2007-2011)
- Senior Advisor to Bank International Indonesia (2009-2011)
- Chairman of the Supervisory Board of Banking Business Ethics, Association of National Banks (Perbanas) (2009-present)
- Member of the Supervisory Agency for the Indonesian Bankers Association (IBI) (2011-present)
- Vice President Commissioner/Independent Commissioner of PT Bank Negara Indonesia (Persero), Tbk (2015-2017)
- Vice President Commissioner/Independent Commissioner of PT Bank Negara Indonesia (Persero), Tbk (2020-present)

Legal Basis of Appointment

Appointed for the second time as Vice President Commissioner/Independent Commissioner of BNI at the Annual General Meeting of Shareholders (AGMS) on February 20, 2020 based on the Deed of the Annual General Meeting of Shareholders No. 21 dated February 20, 2020 and received approval from the Financial Services Authority (OJK) on June 17, 2020.

Term of Office

Until the closing of the 2025 Annual GMS (First Period)

Concurrent Positions

No concurrent position at BNI or other institutions

Affiliated Relationships

Has no affiliated relationships with either the members of the Board of Directors and other members of the Board of Commissioners or with the Majority and Controlling Shareholders.

BBNI Share Ownership as at December 31, 2022

Does not own BBNI shares

Competency Development Education and Training in 2022

Data presented in the section on Education/Training for Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit, in the Company Profile chapter in this Annual Report



Sigit Widyawan

Independent Commissioner

Nationality
Indonesian citizen

Domicile
Solo

Place, Date of Birth, Age
Wonogiri, July 14, 1965
57 years old as of December 31, 2021

Education

- Bachelor's degree in Economics from Universitas Negeri Sebelas Maret in 1988
- Master's degree in Accounting from Universitas Indonesia in 2001

Certification

- International Enterprise Risk Management Benchmark in Spain from CRMS Indonesia in Barcelona in 2015
- Become an effective and responsible Commissioner held by PT Inti Message in Jakarta, in 2015
- Realizing large, strong, and agile SOEs in value creation held by the Ministry of SOEs in Jakarta, in 2015
- ECIA Conference 2016 Stockholm & Copenhagen on site learning held by Indonesia Internal Auditors Association in Stockholm & Copenhagen in 2016
- Risk & Governance Summit 2016 held by OJK in Denpasar in 2016
- Expand Leadership Program for BOD/BOC held by CLDI in Denpasar in 2017
- Level 1 and Level 2 Risk Management Certification held by Banking Professional Certification Institute (LSPP) in 2018
- Refreshment of Level 2 Risk Management Certification organized by the Indonesian Bankers Association (IBI) in 2022

Work Experience

- Head of Taxes, Concrete Products Division, PT Wijaya Karya (Persero) (1994-1997)
- Head of Finance, PT Wijaya Karya Beton (1997-2001)
- Director of Finance, Roda Jati Grup (2002-2013)
- Director, PT Roda Pembangunan Jaya (2003-2015)
- Independent Commissioner, PT Jasamarga (Persero) Tbk (2015-2018)
- Independent Commissioner, PT Bank Negara Indonesia (Persero), Tbk (2018-present)

Legal Basis of Appointment

Appointed for the first time as Independent Commissioner of BNI at the Annual General Meeting of Shareholders (AGMS) on March 20, 2018, based on Deed of the AGMS No. 37 dated March 20, 2018, and approval of the OJK on September 7, 2018.

Term of Office

Until the closing of the 2023 Annual GMS (First Period)

Concurrent Positions

No concurrent position at BNI or other institutions

Affiliated Relationships

Has no affiliated relationships with either the members of the Board of Directors and other members of the Board of Commissioners or with the Majority and Controlling Shareholders.

BBNI Share Ownership as at December 31, 2022

Does not own BBNI shares

Competency Development Education and Training in 2022

Data presented in the section on Education/Training for Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit, in the Company Profile chapter in this Annual Report



Asmawi Syam

Independent Commissioner

Nationality
Indonesian citizen

Domicile
Jakarta

Place, Date of Birth, Age
Ujung Pandang, August 16, 1955
67 years old as of December 31, 2021

Education

- Bachelor's degree in Economics from Universitas Hasanuddin in 1979
- Master's degree in Management from Universitas Padjadjaran in 2003

Certification

- Course in Foreign Exchange and International Trade held by Lembaga Pengembangan Perbankan Indonesia (LPPI), Jakarta, 1999
- School for Bank Staff and Leaders (SespiBank) held by Institut Bankir Indonesia (IBI), Jakarta, 2000
- Asset and Liability Management, Credit Risk Management & International Banking from Bank Brussel Lambert, Brussel, in 2000
- World Congress on IT Information, Adelaide, Australia, in 2002
- Strategic Leadership by Mastercard International, Bangkok, in 2003
- Card and Payment held by European Financial Management Marketing (EFMA), Paris, in 2004
- Restructuring & Improving the SOEs Performance held by the Ministry of SOEs in Jakarta in 2007
- 4th World Islamic Economic Forum Foundation, Kuwait, in 2008
- 'From State Owned Enterprise to World Class Competitors - Creative Innovative and State Owned Firms' held by Asian Institute of Management Philippines, the Philippines, in 2009
- Level 5 Risk Management Certification from Banking Professional Certification Institute (LSPP), Jakarta, in 2011
- Financial Lecture by Bisnis Indonesia, Jakarta, in 2012
- Risk Management Certification Refreshment Program from Banker Association for Risk Management (BARa), London, in 2013
- Executive International Conference on "Key Risk Management Challenges 2014" organized by BARa, Moscow
- Enhancing the Power of Enterprise Risk Management for Creating A Sound Bank and Financial Risk Integration organized by BAR in Stockholm in 2016
- Executive Leadership Program organized by the Ministry of SOEs in Jakarta in 2017
- Risk Management Certification Refreshment Program Key Risk Management Challenges in 2018: Credit Quality, Active Credit Portfolio Management & Stress Testing and Also Credit Scoring held by BARa, Jakarta, 2018
- Insurance Award 2018 Prospects & Challenges of the Insurance Industry 2019: The Future of Surety Bond & Unit Link Business organized from InfoBank in Jakarta in 2018
- Expand Leadership Program for BOD/BOC organized by Corporate Leadership Development Institute (CLDI), Jakarta, in 2019
- Risk Management Certification Refreshment Program "Loan COVID Restructuring After Implementation of POJK 48 2020" BARa Seminar organized by BARa in Jakarta on August 5, 2021

Work Experience

- Division Head, Corporate, PT Bank Rakyat Indonesia (1995-1996)
- Regional Head, Denpasar, PT Bank Rakyat Indonesia (1999-2001)
- Regional Head, Bandung, PT Bank Rakyat Indonesia (2001-2003)
- Division Head, Consumer Banking, PT Bank Rakyat Indonesia (2003-2005)
- Division Head, General Business, PT Bank Rakyat Indonesia (2005-2007)
- Director, Institutional and SOE Business, PT Bank Rakyat Indonesia (2007-2015)
- President Director, PT Bank Rakyat Indonesia (2015-2017)
- President Director, PT Askrindo (Persero) (2017-2018)
- President Director, PT Asuransi Jiwasraya (Persero) (2018)
- Special Staff to the Minister of SOE, Ministry of SOE (2019)
- President Commissioner Non-Independent, PT Bank Tabungan Negara (Persero), Tbk (2019)
- Independent Commissioner, PT Bank Negara Indonesia (Persero), Tbk (2020-present)

Legal Basis of Appointment

Appointed for the first time as Independent Commissioner of BNI in the Annual General Meeting of Shareholders (AGMS) in February 20, 2020, based on Deed of AGMS No. 21 dated February 20, 2020, and obtained approval by OJK on June 17, 2020.

Term of Office

Until the closing of the 2025 Annual GMS (First Period)

Concurrent Positions

No concurrent position at BNI or other institutions

Affiliated Relationships

Has no affiliated relationships with either the members of the Board of Directors and other members of the Board of Commissioners or with the Majority and Controlling Shareholders.

BBNI Share Ownership as at December 31, 2022

Does not own BBNI shares

Competency Development Education and Training in 2022

Data presented in the section on Education/Training for Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit, in the Company Profile chapter in this Annual Report



Septian Hario Seto

Independent Commissioner

Nationality
Indonesian citizen

Domicile
Jakarta

Tempat, Tanggal Lahir, Usia
Jakarta, September 17, 1984
38 years old as of December 31, 2021

Education

- Bachelor's degree in Accounting from Universitas Indonesia in 2006
- Post-Graduate degree in International Finance from SKEMA Business School in 2008

Certification

- Barcelona Macroeconomic Summer School organized CREI-Pampeu Fabra University, Barcelona, in 2015
- Economic Course Training organized by JICA, Japan, in 2015.
- Level 1 and Level 2 Risk Management Certifications issued by Banking Professional Certification Institute (LSPP) in 2020

Work Experience

- Lecturer and Researcher, Accounting Department, Faculty of Economics and Business, Universitas Indonesia (2004-2010)
- Investment Analyst, Ciptadana Asset Management (2005-2006)
- Junior Auditor, PriceWaterhouseCoopers (PwC) Indonesia (2006-2007)
- Analyst, Principia Management Group (2009-2011)
- Finance Manager, PT Toba Bara Sejahtera Tbk (2011-2015)
- Director/Echelon II at Office of the Staff to the President of the Republic of Indonesia (2015)
- Expert Staff to the Coordinating Minister for Political, Legal and Security Affairs (2015-2016)
- Expert Staff to the Coordinating Minister for Maritime Affairs (2016)
- Special Staff to the Coordinating Minister for Maritime Affairs and Investment (2018-2020)
- Deputy of Investment and Mining Coordination at the Coordinating Ministry for Maritime Affairs and Investment (2020-present)
- Independent Commissioner, PT Bank Negara Indonesia (Persero), Tbk (2020-present)

Legal Basis of Appointment

Appointed for the first time as Independent Commissioner of BNI in the Annual General Meeting of Shareholders (AGMS) on February 20, 2020, based on Deed of the AGMS No. 21 dated February 20, 2020, and obtained approval from the OJK on August 14, 2020

Term of Office

Until the closing of the 2025 Annual GMS (First Period)

Concurrent Positions

Deputy for Investment and Mining Coordination at the Coordinating Ministry for Maritime Affairs and Investment (2020-present)

Affiliated Relationships

Has no affiliated relationships with either the members of the Board of Directors and other members of the Board of Commissioners or with the Majority and Controlling Shareholders.

BBNI Share Ownership as at December 31, 2022

Does not own BBNI shares

Competency Development Education and Training in 2022

Data presented in the section on Education/Training for Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit, in the Company Profile chapter in this Annual Report



Iman Sugema

Independent Commissioner

Nationality
Indonesian citizen

Domicile
Bogor

Place, Date of Birth, Age
Kuningan, May 2, 1964
58 years old as of December 31, 2021

Education

- Bachelor's degree in Agribusiness from Institut Pertanian Bogor in 1987
- Master's degree in Economics from University of New England in 1992
- Ph.D in Economics from Australian National University in 2000

Certification

- Level 1 Risk Management Certification held by Banking Professional Certification Institute (LSPP), Jakarta, in 2016
- Level 2 Risk Management Certification held by Banking Professional Certification Institute (LSPP), Jakarta, in 2016
- ERMA Bali International Conference for Enterprise Risk Management held by Enterprise Risk Management Academy (ERMA), Denpasar, in 2016
- Governance Risk Management Compliance organized by Center for Risk Management Studies (CRMS), Auckland & Wellington - New Zealand, in 2017
- Executive Risk Management Refresher Program held by Lembaga Pengembangan Perbankan Indonesia held in Madrid, Milan, Nice & Barcelona, in 2019
- Risk Management Certification Refreshment Program "Loan COVID Restructuring After Implementation of POJK 48 2020" BARa Seminar organized by BARa in Jakarta on August 5, 2021

Work Experience

- Senior Lecturer at Institut Pertanian Bogor (1990-present)
- President Commissioner/Independent Commissioner, PT Perusahaan Gas Negara (Persero), Tbk (2015-2016)
- Commissioner, PT Bank Tabungan Negara (Persero) Tbk (2016-2019)
- Independent Commissioner, PT Bank Negara Indonesia (Persero), Tbk (2020-Present)

Legal Basis of Appointment

Appointed for the first time as Independent Commissioner of BNI in the Annual General Meeting of Shareholders (AGMS) on February 20, 2020, based on Deed of the AGMS No. 21 dated February 20, 2020, and obtained approval from the OJK on August 14, 2020

Term of Office

Until the closing of the 2025 Annual GMS (First Period)

Concurrent Positions

Senior Lecturer at Institut Pertanian Bogor (1990-present)

Affiliated Relationships

Has no affiliated relationships with either the members of the Board of Directors and other members of the Board of Commissioners or with the Majority and Controlling Shareholders.

BBNI Share Ownership as at December 31, 2022

Does not own BBNI shares

Competency Development Education and Training in 2022

Data presented in the section on Education/Training for Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit, in the Company Profile chapter in this Annual Report



Askolani

Commissioner

Nationality
Indonesian citizen

Domicile
Jakarta

Place, Date of Birth, Age
Palembang, June 11, 1966
56 years old as of December 31, 2021

Education

- Bachelor's degree in Economics from Universitas Sriwijaya Palembang (1990)
- Magister of Art in Economics and Banking from University of Colorado, Denver, USA (1999)

Certification

- Economic Institute short course organized by Economic Institute, USA, in 1998
- Balance of Payment organized by CIDA-Bappenas, Jakarta, in 2000
- Indonesia's Fiscal Sustainability and its Implication on Monetary organized by JICA-Bank Indonesia, Jakarta, in 2001
- Public Finance from IMF, USA, in 2001
- Introduction to Financial Market in Indonesia from AUSAID, Jakarta, in 2002
- Interest Rate Markets & Risk Management from AUSAID, Jakarta, in 2003
- Macroeconomic Management & Fiscal Issues organized by IMF, Singapore, in 2004
- Health Sector Reform & Sustainable Financing organized by the World Bank, USA, in 2007
- Developing Cluster & National Competitiveness from Lee Kwan Yew School of Public Policy, Singapore, in 2008
- The 9th Indonesia Regional Science Association International Conference organized by IRSA & Sriwijaya University in Palembang in 2008
- The Oxford High Performance Leadership Programme organized by Said Business School, University of Oxford, London, in 2012
- Financial Global Challenges for Better Economic Growth in 2017 & Managing Compliance Risk While Controlling Cost from IBI & LSPP, Jakarta, in 2016
- "Key Risk Management Challenges in 2019: Credit Quality, Active Credit Portfolio Management & Stress Testing and Also Credit Scoring" organized by Bankers Association for Risk Management (BARa), Batam, in 2018
- Level 1 Risk Management Certification issued by Banking Professional Certification Institute (LSPP) in 2019
- Level 1 Risk Management Certification Refreshment organized by the Banking Professional Certification Institute (LSPP) in 2022

Work Experience

- Routine Expenditure Analysis Division Head at State Expenditure Analyst Center, Fiscal Analysis Agency, Ministry of Finance (2003)
- Master's Program and Public Policy Planning, Post Graduate Lecturer, Faculty of Economics, Universitas Indonesia (2003-2007)
- Head of Sub-directorate at Central Government Expenditure Budgeting, Directorate of State Budget Preparation, Directorate General of Budget and Fiscal Balance, Ministry of Finance (2004)
- Formulation of State Expenditure Policy Recommendations Division Head, Center for State Expenditure Policy, at Fiscal Policy Agency, Ministry of Finance (2006).
- Head of PNPB Policy, Central Budget Policy, at, Ministry of Finance Fiscal Policy Agency Keuangan (November 2008)
- Head of State Budget Policy Center Central Budget Policy Center, at Fiscal Policy Agency Ministry of Finance (2008)
- Director at PNPB Directorate, General of Budget Directorate at Ministry of Finance (2011)
- Alternate Governor of the OPEC Fund for Indonesia OPEC Fund for International Development (OFID), Austria (2011-2014)

- Governor of the OPEC Fund for Indonesia OPEC Fund for International Development (OFID), Austria (2014)
- Commissioner, PT Pertamina Gas (2012-2013)
- Commissioner, PT Angkasa Pura I (Persero) (2013-2014)
- Commissioner, PT Bank Mandiri (Persero) Tbk (2014-2019)
- Director General of Budget, Directorate General of Budget, the Ministry of Finance (2013-2021)
- Director General of Customs and Excise Directorate, General Customs and Excise, Ministry of Finance (2021-present)
- Commissioner, PT Bank Negara Indonesia (Persero), Tbk (2019-present)

Legal Basis of Appointment

Appointed as Commissioner at the EGMS on August 30, 2019, based on the EGMS Deed of Minutes No. 55 dated August 30, 2019 and received approval from the Financial Services Authority (OJK) on December 20, 2019

Term of Office

August 30, 2019 until the closing of the 2024 Annual GMS (First Period)

Concurrent Positions

Director General of Customs and Excise Directorate, General Customs and Excise, Ministry of Finance (2021-present)

Affiliated Relationships

Has no affiliated relationships with either the members of the Board of Directors and other members of the Board of Commissioners or with the Majority and Controlling Shareholders.

BBNI Share Ownership as at December 31, 2022

340,063 shares

Competency Development Education and Training in 2022

Data presented in the section on Education/Training for Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit, in the Company Profile chapter in this Annual Report



Fadlansyah Lubis

Commissioner

Nationality
Indonesian citizen

Domicile
Jakarta

Place, Date of Birth, Age
Jakarta, April 13, 1967
55 years old as of December 31, 2021

Education

- Bachelor's degree in Law, Universitas Padjadjaran, Indonesia (1992)
- Master's degree in Law, University of Wellington, New Zealand (2002)
- Doctorate in Law, Universitas Gadjah Mada, Indonesia (2012)

Certification

- General Administration Education and Training held by the State Secretariat in Jakarta in 2000
- Legislative Drafting Workshop held by the Ellips II Project and USAID in Jakarta in 2002
- Technical Guidance for Preparation of Government Agencies Strategic Plans and Performance Accountability Reports held by the State Administration Agency and State Secretariat in Jakarta in 2003
- Education and Training for the Management of Civil Servant Discipline Violations Settlement held by the Center for Education and Training of the State Civil Service Agency and the Cabinet Secretariat in Jakarta in 2004
- Level III Level IV Leadership Education and Training held by the Agricultural Human Resources Development Agency, Ministry of Agriculture in Jakarta in 2004
- Training of Trainers (ToT) Functional Alignment of Planners, Institute for Economic and Social Research held by the Faculty of Economics, Universitas Indonesia in Jakarta in 2009
- Level II Leadership Education and Training Batch XXXV held by the Government Employee Training Education Center, State Administration Institute in Jakarta in 2013
- Level 1 Risk Management Certification organized by the Banking Professional Certification Institute (LSPP) in 2022
- Assistant Deputy for Law, Human Rights, State Apparatus, Communication and Informatics, Deputy for Politics, Law and Security, RI Cabinet Secretariat (2011-2014)
- Commissioner of PT Perkebunan Nusantara VI (2013-2016)
- Expert Staff for Law and International Relations, RI Cabinet Secretariat (2014-2015)
- Deputy for Politics, Law and Security, RI Cabinet Secretariat (2015-2021)
- Commissioner of PT Pegadaian (2016-2021)
- President Commissioner of PT Pupuk Kujang (2021-2022)
- Deputy Cabinet Secretary, RI Cabinet Secretariat (2021-present)
- Commissioner of PT Bank Negara Indonesia (Persero) Tbk (2022-present)

Legal Basis of Appointment
Appointed as Commissioner at the EGMS on August 31, 2022, based on the EGMS Deed of Minutes No. 16 dated August 31, 2022 and received approval from the Financial Services Authority (OJK) on December 23, 2022

Term of Office
Until the closing of the 2027 Annual GMS (First Period)

Concurrent Positions
Deputy Cabinet Secretary, RI Cabinet Secretariat (2021-present)

Affiliated Relationships
Has no affiliated relationships with either the members of the Board of Directors and other members of the Board of Commissioners or with the Majority and Controlling Shareholders.

BBNI Share Ownership as at December 31, 2022
Does not own BBNI shares

Competency Development Education and Training in 2022
Data presented in the section on Education/Training for Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit, in the Company Profile chapter in this Annual Report

Work Experience

- Head of the State Apparatus Section, Bureau of the State Apparatus, Regional Government and People's Welfare, Deputy Cabinet Secretary for Legal Affairs, RI Cabinet Secretariat (2006-2011)
- Head of Communication and Informatics at Assistant Deputy for Law, Human Rights, State Apparatus, Communication and Informatics, Deputy for Politics, Law and Security, Republic of Indonesia Cabinet Secretariat (2011)



Susyanto

Commissioner

Nationality
Indonesian citizen

Domicile
Bogor

Place, Date of Birth, Age
Tulungagung, May 4, 1962,
60 years old as of December 31, 2021

Education

- Bachelor's degree in Law, Universitas Kediri (1986)
- Post-Graduate degree, STIE IBLAM, Jakarta (2001)

Certification

- Energy Planning organized by University of Technology Sydney, Sydney, in 1997
- Management Training organized by Japan Cooperation Center Petroleum, Tokyo, in 1999
- Negotiating Drafting International Contract organized by International Chamber of Commerce, France, in 2001
- International Petroleum Fiscal System & PSC organized by The Conference Inc., Dubai, in 2004
- Financial Management Education and Training held by BIDS Consultant, Jakarta, in 2011
- Leadership, Critical thinking and Innovation: Igniting Creativity for Workplace Excellence held by British Training ICM, France, in 2013
- Public and Private Collaboration in Corruption Prevention held by Collaboration, Jakarta, in 2017
- Risk Management in Management of Institutions held by Expertindo Training Consultant, Semarang, in 2018
- Leadership Development Programme from NUS Business School Executive Education, Singapore, in 2018
- Level 1 Risk Management Certification issued by Banking Professional Certification Institute (LSPP) in 2020
- Secretary to the Ministry of State Owned Enterprises (2020-present)
- Commissioner, PT Bank Negara Indonesia (Persero), Tbk (2020-present)

Work Experience

- Head of Sub-section, Legal Documentation, Directorate General of Oil and Gas (1998-1999)
- Head of Sub-Section, Draft Bill Formulation, Directorate General of Oil and Gas (1999-2001)
- Head of Sub-division Considerations of the Directorate General of Oil and Gas Directorate General of Oil and Gas(2001-2006)
- Head of Section, Legal and Laws, Directorate General of Oil and Gas (2006-2010)
- Head of Center for State Asset Management, Secretariat General at Ministry of Energy and Mineral Resources (2010-2011)
- Bureau Head, Legal and Public Relations, Secretariat General at Ministry of Energy and Mineral Resources (2011-2013)
- Bureau Head, Legal, Secretariat General at Ministry of Energy and Mineral Resources (2013-2015)
- Secretary to the Directorate General of Oil and Gas (2015-2018)
- Head of Center for State Asset Management, Secretariat General at Ministry of Energy and Mineral Resources (2018-2020)

Legal Basis of Appointment

Appointed as Commissioner at the AGMS on February 20, 2020, based on the AGMS Deed of Minutes No. 21 dated February 20, 2022 and received approval from the Financial Services Authority (OJK) on July 27, 2020

Term of Office
Until the closing of the 2025 Annual GMS (First Period)

Concurrent Positions
Secretary of the Ministry of State-Owned Enterprises (2020-present)

Affiliated Relationships
Has no affiliated relationships with either the members of the Board of Directors and other members of the Board of Commissioners or with the Majority and Controlling Shareholders.

BBNI Share Ownership as at December 31, 2022
252,817 shares

Competency Development Education and Training in 2022
Data presented in the section on Education/Training for Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit, in the Company Profile chapter in this Annual Report



Erwin Rijanto Slamet

Independent Commissioner

Nationality
Indonesian Citizen

Domicile
Jakarta

Place, Date of Birth, Age
Yogyakarta, August 18, 1958,
64 years old as of December 31, 2021

Education

- Bachelor's degree in Economics from Universitas Gadjah Mada (1983)
- Postgraduate Master of Science degree in Economics from University of Illinois, USA (1989)

Certification

- The Financial System Reform: Meeting IV held by BIS & Expansion in Madrid, in 2013
- FSB Standing Committee on Supervisory and Regulatory Cooperation Meeting held by FSB in New York in 2014
- The Australian Prudential Regulation Authority (APRA) Short Study held by APRA in Australia in 2014
- The 50th Conference and High-Level Seminar of the Governors of the South East Asian Central Banks (SEACEN) and 34th Meeting of the SEACEN Board of Governors held by the Bank of Papua New Guinea in Port Moresby in 2014
- FSB Standing Committee on Supervisory and Regulatory Cooperation (SRC) Meeting held by FSB in New York, USA in 2015
- FSB Standing Committee on Supervisory Regulatory and Cooperation (SRC) meeting held by The Financial Stability Board (FSB) in Hong Kong in 2016
- The Executives' Meeting of East Asia-Pacific Central Banks (EMEAP) held by Bank Indonesia in Bali, in 2016
- The Financial Stability Board (FSB) Regional Consultative Group (RCG) for Asia held by Bank Negara Malaysia in Kuala Lumpur in 2016
- 12th Asia-Pacific High-level Meeting on Banking Supervision held by Bank Negara Malaysia in Kuala Lumpur in 2017
- FSB Regional Consultative Group for Asia Discusses Financial Stability Issues held by the Bank of Thailand in Bangkok in 2017
- 13th Asia-Pacific High Level Meeting on Banking Supervision held by FSI, BCBS, EMEAP WGBS, the Monetary Authority of Singapore in Singapore in 2018
- The Financial Stability Board (FSB) Regional Consultative Group (RCG) for Asia Discusses Management of Capital Flows, Stress Tests, Cyber Security, the use of FinTech to Promote Financial Inclusion and Access to Trade Finance held by the Reserve Bank of Australia & FSB RCG in Sydney in 2018.
- 14th Asia Pacific High Level Meeting on Banking Supervision held by The Financial Stability Institute (FSI), BCBS, the Executives' Meeting of East Asia-Pacific Central Banks Working Group on Banking Supervision (EMEAP WGBS), the Reserve Bank of Australia (RBA) and the Australian Prudential Regulation Authority (APRA) in Sydney in 2018
- The Basel Committee on Banking Supervision (BCBS) Meeting held by the Basel Committee on Banking Supervision (BCBS) in Tokyo in 2019
- Level 1 Risk Management Certification organized by the Risk Management Certification Agency (BSMR) in 2021
- Level 2 Risk Management Certification organized by the Risk Management Certification Agency (BSMR) in 2021

Work Experience

- Head of Section for Supervision of Non-Foreign Exchange Banks, Bank Indonesia (1992-1996)
- Deputy Department Head of Foreign Affairs/INDRA, Bank Indonesia (1996-1999)

- Bank Indonesia 1 Bank Audit Division Head (1999-1999)
- Executive Analyst, Department of Bank Research and Regulation, Bank Indonesia (1999-2001)
- Public Relations Bureau Head for the Governor of Bank Indonesia (2001-2004)
- Deputy Bureau Head for the Governor of Bank Indonesia (2004-2005)
- Principal Researcher, Department of Bank Research and Regulation, Bank Indonesia (2005-2006)
- Deputy Director of Bank Supervision Department 3, Bank Indonesia (2006-2008)
- Director of Bank Supervision Department 3, Bank Indonesia (2008-2010)
- Director of Singapore Representative Office, Bank Indonesia (2010-2013)
- Executive Director, Bank Indonesia Financial System Surveillance Department (2013-2015)
- Executive Director, Bank Indonesia's Macroprudential Policy Department (2015-2017)
- Board of Commissioners Member, Deposit Insurance Corporation Ex Officio Bank Indonesia Deposit Insurance Corporation (2017-2020)
- Deputy Governor, Bank Indonesia (2015-2020)
- President Commissioner, PT Aplikasi Lintasarta (2021-present)
- Independent Commissioner, PT Bank Negara Indonesia (Persero) Tbk (2021-present)

Legal Basis of Appointment

Appointed for the first time as Commissioner of BNI in the Annual General Meeting of Shareholders (AGMS) on March 29, 2021, based on Deed of the AGMS No. 14 dated March 29, 2021, and obtained OJK approval on August 6, 2021.

Term of Office

Until the closing of the 2025 Annual GMS (First Period)

Concurrent Positions

President Commissioner, PT Aplikasi Lintasarta (2021-present)

Affiliated Relationships

Has no affiliated relationships with either the members of the Board of Directors and other members of the Board of Commissioners or with the Majority and Controlling Shareholders.

BBNI Share Ownership as at December 31, 2022

Does not own BBNI shares

Training in Competency Development Education and Training in 2022

Data presented in the section on Education/Training for Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit, in the Company Profile chapter in this Annual Report

CHANGES IN THE BOARD OF COMMISSIONERS COMPOSITION AND REASONS FOR THE CHANGES

In 2022, the composition and number of the Board of Commissioners changed 1 (one) time as explained below:

Period January 1, 2022 - August 31, 2022

For the period January 1, 2022 - August 31, 2022, the Board of Commissioners numbered 10 (ten) people consisting of 1 (one) President Commissioner/Independent Commissioner, 1 (one) Vice President Commissioner/Independent Commissioner, 5 (five) Independent Commissioners and 3 (three) Commissioners.

Board of Commissioners' Composition and Basis of Appointment for the Period January 1, 2022 - August 31, 2022				
Name	Position	Domicile	Basis of Appointment	Effective Date of Appointment*)
Agus Dermawan Wintarto Martowardojo	President Commissioner/Independent Commissioner	Jakarta	AGMS Decision on February 20, 2020	June 17, 2020
Pradjoto	Vice Commissioner/Independent Commissioner	Jakarta	AGMS Decision on February 20, 2020	June 17, 2020
Sigit Widyawan	Independent Commissioner	Solo	AGMS Decision on March 20, 2018	September 7, 2018
Askolani	Commissioner	Jakarta	EGMS Decision on August 30, 2019	December 20, 2019
Ratih Nurdianti	Commissioner	Jakarta	AGMS Decision on February 20, 2020	March 16, 2020
Asmawi Syam	Independent Commissioner	Jakarta	AGMS Decision on February 20, 2020	March 16, 2020
Iman Sugema	Independent Commissioner	Bogor	AGMS Decision on February 20, 2020	June 17, 2020
Susyanto	Commissioner	Bogor	AGMS Decision on February 20, 2020	August 14, 2020
Septian Hario Seto	Independent Commissioner	Jakarta	AGMS Decision on February 20, 2020	July 27, 2020
Erwin Rijanto Slamet	Independent Commissioner	Jakarta	AGMS Decision on March 29, 2021	August 14, 2020

*) The Board of Commissioners becomes effective after obtaining OJK approval for the Fit and Proper Test. This is in accordance with OJK Regulation No. 27/POJK.03/2016 dated July 22, 2016 concerning Fit and Proper Test for Main Parties of Financial Services Institutions.

Period August 31, 2022 - December 31, 2022

On August 31, 2022, based on an Extraordinary General Meeting of Shareholders decision, Ratih Nurdianti was honorably discharged as a Member of the BNI Board of Commissioners and Fadlansyah Lubis was appointed as a Member of the Board of Commissioners to maintain the BNI Board of Commissioners' membership composition

Therefore, for the period August 31, 2022 - December 31, 2022, the Board of Commissioners numbered 10 (ten) people consisting of 1 (one) President Commissioner who is also an Independent Commissioner, 1 (one) Vice President Commissioner who is also an Independent Commissioner, 5 (five) Independent Commissioners and 3 (three) Commissioners.

Board of Commissioners' Composition and Basis of Appointment for the Period August 31, 2022 - December 31, 2022				
Name	Position	Domicile	Basis of Appointment	Effective Date of Appointment*)
Agus Dermawan Wintarto Martowardojo	President Commissioner/Independent Commissioner	Jakarta	AGMS Decision on February 20, 2020	June 17, 2020
Pradjoto	Vice Commissioner/Independent Commissioner	Jakarta	AGMS Decision on February 20, 2020	June 17, 2020
Sigit Widyawan	Independent Commissioner	Solo	AGMS Decision on March 20, 2018	September 7, 2018
Askolani	Commissioner	Jakarta	EGMS Decision on August 30, 2019	December 20, 2019
Fadlansyah Lubis	Commissioner	Jakarta	EGMS Decision on August 31, 2022	Desember 23, 2022
Asmawi Syam	Independent Commissioner	Jakarta	AGMS Decision on February 20, 2020	March 16, 2020
Iman Sugema	Independent Commissioner	Bogor	AGMS Decision on February 20, 2020	June 17, 2020
Susyanto	Commissioner	Bogor	AGMS Decision on February 20, 2020	August 14, 2020
Septian Hario Seto	Independent Commissioner	Jakarta	AGMS Decision on February 20, 2020	July 27, 2020
Erwin Rijanto Slamet	Independent Commissioner	Jakarta	AGMS Decision on March 29, 2021	August 14, 2020

*) The Board of Commissioners becomes effective after obtaining OJK approval for the Fit and Proper Test. This is in accordance with OJK Regulation No. 27/POJK.03/2016 dated July 22, 2016 concerning Fit and Proper Test for Main Parties of Financial Services Institutions.

Board of Directors' Profiles



Royke Tumilaar
President Director

Nationality
Indonesian citizen

Domicile
Jakarta

Place, Date of Birth, Age
Manado, March 21, 1964
58 years old as of December 31, 2022

Education

- Bachelor of Economics in Management from Universitas Trisakti in 1987
- Master of Business Administration in Finance from University of Technology, Sydney, Australia in 1999

Certification

Risk Management Competency Certification Level 5 by the Banker Association for Risk Management (BARa) in 2021

Work Experience

- Credit Analyst, PT Bank Mandiri (Persero) Tbk (1988)
- Corporate Dealer, PT Bank Mandiri (Persero) Tbk (1991)
- Relationship Manager – Treasury Division, PT Bank Mandiri (Persero) Tbk (1995)
- Senior Officer Manager, PT Bank Mandiri (Persero) Tbk (1999)
- Department Head (Vice President) Corporate Banking, PT Bank Mandiri (Persero) Tbk (2005)
- Authority Holder Credit Decision (Group Head) Commercial Banking, PT Bank Mandiri (Persero) Tbk (2006)
- Group Head, Regional Commercial Sales II, PT Bank Mandiri (Persero) Tbk (2007)
- President Commissioner, PT Staco Jasapratama (General Insurance) (2008)
- Commissioner, PT Mandiri Sekuritas (2009)
- Group Head, Regional Commercial Sales I, PT Bank Mandiri (Persero) Tbk (2010)
- Director, Treasury, FI & Special Asset Management, PT Bank Mandiri (Persero) Tbk (2015)
- Director, Corporate Banking, PT Bank Mandiri (Persero) Tbk (2015)
- Director, Wholesale Banking, PT Bank Mandiri (Persero) Tbk (2017)
- Director, Corporate Banking, PT Bank Mandiri (Persero) Tbk (2018)

- President Director, PT Bank Mandiri (Persero) Tbk (2019)
- President Director, PT Bank Negara Indonesia (Persero) Tbk (2020–present)

Legal Basis of Appointment

Appointed as President Director of BNI in the 2020 EGMS of PT Bank Negara Indonesia (Persero) Tbk on September 2, 2020, based on Deed of GMS Resolution No. 7 dated January 11, 2021, with OJK approval through Letter No. SR-376/PB.12/2020 dated November 19, 2020

Term of Office

Until the closing of the 2025 Annual GMS (First Period)

Concurrent Positions

No concurrent positions at BNI or other institutions

Affiliated Relationships

Has no affiliated relationships with either the members of the Board of Directors and other members of the Board of Commissioners or with the Majority and Controlling Shareholders

BBNI Share Ownership as at December 31, 2022

399,539 shares

Competency Development Education and/or Training in 2022

Data presented in the section on Education/Training for Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit, in the Company Profile chapter in this Annual Report



Adi Sulistyowati
Vice President Director

Nationality
Indonesian citizen

Domicile
Jakarta

Place, Date of Birth, Age
Purbalingga, June 11, 1967
55 years old as of December 31, 2022

Education

- Bachelor of Economics in Management from Universitas Krisnadwipayana in 1993

Certification

Level 5 Risk Management Certification issued by Banking Professional Certification Institute (LSPP) in 2021

Work Experience

- Funds Management and BNI services Assistant, Menteng Main Branch Office, PT Bank Negara Indonesia (Persero) Tbk (1990-1994)
- Marketing Manager BNI Menteng Main Branch Office PT Bank Negara Indonesia (Persero) Tbk (1994-1997)
- Marketing Manager of BNI Institutional Funds Division of Financial Services and Institutional Funds PT Bank Negara Indonesia (Persero) Tbk (1997-2005)
- AVP Marketing and Sales BNI Financial Services Division and Institutional Funds PT Bank Negara Indonesia (Persero) Tbk (2005-2009)
- VP Marketing and Sales BNI Division of Financial Services and Institutional Funds PT Bank Negara Indonesia (Persero) Tbk (2009-2010)
- Regional Head of Jakarta Senayan PT Bank Negara Indonesia (Persero) Tbk (2010-2012)
- Regional Head of Jakarta Senayan, Head of Network Management Division, PT Bank Negara Indonesia (Persero) Tbk (2012-2015)
- Network and Services Director of PT Bank Negara Indonesia (Persero) Tbk (2015-2016)
- Director of Banking Institutional & Transactional Relations of PT Bank Negara Indonesia (Persero) Tbk (2016-2018)
- Director of Institutional Relations of PT Bank Negara Indonesia (Persero) Tbk (2018-2020)
- Director of Service and Networks of PT Bank Negara Indonesia (Persero) Tbk (2020)
- Vice President Director of PT Bank Negara Indonesia (Persero) Tbk (2020–present)

Legal Basis of Appointment

Appointed as BNI Director for the first time on March 17, 2015, based on GMS Deed of Statement Decision No. 53 dated May 27, 2015, and obtained approval through Financial Services Authority No. SR-92/D.03/2015 dated May 22, 2015, and ceased due to end of the term of office, and was reappointed as Director at the Company's Annual GMS on February 20, 2020. Then appointed as Vice President Director at the PT Bank Negara Indonesia (Persero) Tbk 2020 Extraordinary GMS on September 2 2020, based on the GMS Deed of Statement Decision No. 7 dated January 11, 2021, and obtained approval through Financial Services Authority No. SR-361/PB.12/2020 dated November 5, 2020.

Term of Office

Until the closing of the 2025 Annual GMS (Second Period)

Concurrent Positions

No concurrent positions at BNI or other institutions

Affiliated Relationships

Has no affiliated relationships with either the members of the Board of Directors and other members of the Board of Commissioners or with the Majority and Controlling Shareholders.

BBNI Share Ownership as at December 31, 2022

641,352 shares

Competency Development Education and/or Training in 2022

Data presented in the section on Education/Training for Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit, in the Company Profile chapter in this Annual Report



Novita Widya Anggraini

Finance Director

Nationality
Indonesian citizen

Domicile
Jakarta

Place, Date of Birth, Age
Klaten, November 16, 1976
46 years old as of December 31, 2022

Education
Bachelor of Economics in Accounting from Universitas Islam Indonesia in 2000

Certification

Level 5 Risk Management Certification issued by Risk Management Certification Agency (BSMR) in 2022

Work Experience

- SR PS Reporting Regulatory PT Bank Mandiri (Persero) Tbk (2004)
- Team Leader, Statutory Reporting, PT Bank Mandiri (Persero) Tbk (2009)
- Department Head Financial Reporting, PT Bank Mandiri (Persero) Tbk (2013)
- Department Head Performance Management, PT Bank Mandiri (Persero) Tbk (2015)
- Group Head, Accounting, PT Bank Mandiri (Persero) Tbk (2017)
- Group Head, Strategy & Performance Management, PT Bank Mandiri (Persero) Tbk (2020)
- Finance Director, PT Bank Negara Indonesia (Persero) Tbk (2020-present)

Legal Basis of Appointment

Appointed as Director of BNI in the 2020 EGMS of PT Bank Negara Indonesia (Persero) Tbk on September 2, 2020, based on Deed of GMS Resolutions No. 7 dated January 11, 2021, with OJK approval through Letter No. SR-376/PB.12/2020 dated November 19, 2020

Term of Office

Until the closing of the 2025 Annual GMS (First Period)

Concurrent Positions

No concurrent positions at BNI or other institutions

Affiliated Relationships

Has no affiliated relationships with either the members of the Board of Directors and other members of the Board of Commissioners or with the Majority and Controlling Shareholders.

BBNI Share Ownership as at December 31, 2022
339,607 shares

Competency Development Education and/or Training in 2022

Data presented in the section on Education/Training for Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit, in the Company Profile chapter in this Annual Report



Corina Leyla Karnalies

Consumer Banking Director

Nationality
Indonesian citizen

Domicile
Jakarta

Place, Date of Birth, Age
Padang Panjang, October 11, 1968
54 years old as of December 31, 2022

Education
Bachelor's degree in Physics from Universitas Indonesia in 1992

Certification

Level 5 Risk Management Certification issued by Risk Management Certification Agency (BSMR) in 2022

Work Experience

- Senior Collector/Leader, Citibank (1995)
- Collection Head, Standard Chartered Bank (1997)
- Collection & Recovery Head, Bank Universal (1999)
- Credit Department Manager, Bank Universal (2000)
- Deputy Card Management, Bank Universal (2003)
- Operation Credit Card Division Head, Bank Permata (2003)
- Credit Support & Risk Management Division Head, Bank Niaga (2005)
- Retail Collection & Recovery Group Head, Bank Niaga (2006)
- Collection & Recovery Head Consumer Banking, ABN Amro Bank (2007)
- Collection & Recovery Head RBS/A, Amro Bank (2007)
- VP, Deputy Division Head Operations Credit Card & Acquiring Business, PT Bank Negara Indonesia (Persero) Tbk (2010)
- VP, Deputy Division Head, Collection Management, PT Bank Negara Indonesia (Persero) Tbk (2013)
- SVP - Division Head, Card Business, PT Bank Negara Indonesia (Persero) Tbk (2015)
- SVP - Division Head, Product Development Management, PT Bank Negara Indonesia (Persero) Tbk (2018)
- SVP - Division Head, Data Management and Analytics, PT Bank Negara Indonesia (Persero) Tbk (2019)
- Consumer Banking Director, PT Bank Negara Indonesia (Persero) Tbk (2020-present)

Legal Basis of Appointment

Appointed as Director of BNI in 2019 AGMS of PT Bank Negara Indonesia (Persero) Tbk on February 20, 2020, based on Deed of GMS Resolutions No. 2 dated September 2, 2020, with OJK approval through Letter No. SR-171/PB.12/2020 dated June 25, 2020

Term of Office

Until the closing of the 2025 Annual GMS (First Period)

Concurrent Positions

No concurrent positions at BNI or other institutions

Affiliated Relationships

Has no affiliated relationships with either the members of the Board of Directors and other members of the Board of Commissioners or with the Majority and Controlling Shareholders.

BBNI Share Ownership as at December 31, 2022
565,602 shares

Competency Development Education and/or Training in 2022

Data presented in the section on Education/Training for Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit, in the Company Profile chapter in this Annual Report



Sis Apik Wijayanto

Institutional Banking Director

Nationality
Indonesian citizen

Domicile
Jakarta

Place, Date of Birth, Age
Blitar, December 28, 1961
61 years old as of December 31, 2022

Education

- Bachelor's degree in Commercial Administration from Universitas Brawijaya in 1988
- Master's degree in Management from Universitas Airlangga in 2007
- Doctor of Administrative Sciences from Universitas Brawijaya in 2021

Certification

- Level 5 Risk Management Competency Certification issued by the National Professional Certification Agency (BNSP) in 2021
- Operational Risk Management Certification in Banking and E-Commerce Cyber Crime Cases in 2021

Work Experience

- Staf I, Surabaya Kaliasin Branch, PT Bank Rakyat Indonesia (Persero) Tbk (1990)
- Staf II, Jakarta Kebayoran Baru Branch, PT Bank Rakyat Indonesia (Persero) Tbk (1992)
- Marketing and Lending Officer, Kediri Branch, PT Bank Rakyat Indonesia (Persero) Tbk (1994)
- Branch Head, Mamuju Branch, PT Bank Rakyat Indonesia (Persero) Tbk (1997)
- Branch Head, Kendari Branch, PT Bank Rakyat Indonesia (Persero) Tbk (1999)
- Branch Head, Lumajang Branch, PT Bank Rakyat Indonesia (Persero) Tbk (2002)
- Branch Head, Kediri Branch, PT Bank Rakyat Indonesia (Persero) Tbk (2005)
- Branch Head, Jakarta Veteran Branch, PT Bank Rakyat Indonesia (Persero) Tbk (2007)
- Deputy Regional Head, Padang, PT Bank Rakyat Indonesia (Persero) Tbk (2008)
- Deputy Regional Head, Pekanbaru, PT Bank Rakyat Indonesia (Persero) Tbk (2009)
- Deputy Regional Head, Yogyakarta, PT Bank Rakyat Indonesia (Persero) Tbk (2010)
- Head of Special Branch, PT Bank Rakyat Indonesia (Persero) Tbk (2012)
- Regional Head, Banjarmasin, PT Bank Rakyat Indonesia (Persero) Tbk (2014)
- Regional Head, Jakarta 2, PT Bank Rakyat Indonesia (Persero) Tbk (2014)
- Director, Funding & Distribution, Bank Tabungan Negara (2015)
- Director, Consumer, PT Bank Rakyat Indonesia (Persero) Tbk (2016)

- Director, Institutional & SOE Relations, PT Bank Rakyat Indonesia (Persero) Tbk (2017)
- Institutional Banking Director, PT Bank Negara Indonesia (Persero) Tbk (2020-present)

Legal Basis of Appointment

Appointed as Director of BNI in the 2019 AGMS of PT Bank Negara Indonesia (Persero) Tbk on February 20, 2020, based on Deed of GMS Resolution No. 2 dated September 2, 2020, with OJK approval through Letter No. SR-171/PB.12/2020 dated June 25, 2020

Term of Office

Until the closing of the 2025 Annual GMS (First Period)

Concurrent Positions

No concurrent positions at BNI or other institutions

Affiliated Relationships

Has no affiliated relationships with either the members of the Board of Directors and other members of the Board of Commissioners or with the Majority and Controlling Shareholders.

BBNI Share Ownership as at December 31, 2022

655,558 shares

Competency Development Education and/or Training in 2022

Data presented in the section on Education/Training for Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit, in the Company Profile chapter in this Annual Report



David Pirzada

Risk Management Director

Nationality
Indonesian citizen

Domicile
Jakarta

Place, Date of Birth, Age
Palembang, March 3, 1968
54 years old as of December 31, 2022

Education

- Bachelor's degree in Electrical Engineering from Northeastern University, Boston, Massachusetts, USA in 1990
- Master of Business Administration in Business Management from New Hampshire College, Manchester, USA, in 1992

Certification

Level 5 Risk Management Competence Certification issued by Bankers Association for Risk Management (BARA) in 2022

Work Experience

- Account Officer, The Bank of Tokyo - Mitsubishi UFJ Ltd (1993)
- Senior Analyst, The Bank of Tokyo - Mitsubishi UFJ Ltd (2000)
- Co-Head of Commercial Portfolio Administration, The Bank of Tokyo - Mitsubishi UFJ Ltd (2005)
- Head of Commercial Portfolio Administration, The Bank of Tokyo - Mitsubishi UFJ Ltd (2007)
- Head of Credit and Market Middle Department, The Bank of Tokyo - Mitsubishi UFJ Ltd (2009)
- Head of Risk Administration Department, The Bank of Tokyo - Mitsubishi UFJ Ltd (2010)
- Country Chief Risk Officer, The Bank of Tokyo - Mitsubishi UFJ Ltd (2015)
- SEVP, Wholesale Risk, PT Bank Mandiri (Persero) Tbk (2018)
- Risk Management Director, PT Bank Negara Indonesia (Persero) Tbk (2020-Present)

Legal Basis of Appointment

Appointed as Director of BNI in the 2020 EGMS of PT Bank Negara Indonesia (Persero) Tbk on September 2, 2020, based on Deed of GMS Resolutions No. 7 dated January 11, 2021, with OJK approval through Letter No. SR-386/PB.12/2020 dated 30 November 30, 2020

Term of Office

Until the closing of the 2025 Annual GMS (First Period)

Concurrent Positions

No concurrent positions at BNI or other institutions

Affiliated Relationships

Has no affiliated relationships with either the members of the Board of Directors and other members of the Board of Commissioners or with the Majority and Controlling Shareholders.

BBNI Share Ownership as at December 31, 2022

305,607 shares

Competency Development Education and/or Training in 2022

Data presented in the section on Education/Training for Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit, in the Company Profile chapter in this Annual Report



Silvano Winston Rumantir

Corporate & International Banking Director

Nationality
Indonesian citizen

Domicile
Jakarta

Place, Date of Birth, Age
Soroako, September 14, 1978
44 years old as of December 31, 2022

Education

- Bachelor of Art from University of Oregon, USA in 1999
- Master's degree in Finance from Royal Melbourne Institute of Technology, Australia in 2001

Certification

Level 5 Risk Management Certification issued by Banking Professional Certification Institute (LSPP) in 2022

Work Experience

- Graduate Program Analyst, ANZ Melbourne (2001)
- Senior Analyst, Bank & Country Risk Management, ANZ Melbourne (2002)
- Manager, Structured Export Finance Australia, ANZ Sydney (2004)
- Senior Manager, Structured Export Finance Asia Pacific, ANZ Singapore (2005)
- Associate Director, Project & Export Finance Asia Pacific, HSBC Hong Kong (2006)
- Director & Head of Debt Capital Market Indonesia, HSBC Indonesia (2010)
- President Director, PT Deutsche Securities Indonesia (2013)
- Director, Corporate Finance Indonesia Coverage, Deutsche Bank Singapore (2015)
- President Director, PT Mandiri Sekuritas (2016-2019)
- Senior Executive Vice President, Corporate Banking, PT Bank Mandiri (Persero) Tbk (2019)
- Director, Finance and Strategy, PT Bank Mandiri (Persero) Tbk (2019)
- Corporate and International Banking Director, PT Bank Negara Indonesia (Persero) Tbk (2020-present)

Legal Basis of Appointment

Appointed as Director of BNI in the 2020 EGMS of PT Bank Negara Indonesia (Persero) Tbk on September 2, 2020, based on Deed of GMS Resolution No. 7 dated January 11, 2021, with OJK approval through Letter No. SR-386/PB.12/2020 dated November 30, 2020

Term of Office

Until the closing of the 2025 Annual GMS (First Period)

Concurrent Positions

No concurrent positions at BNI or other institutions

Affiliated Relationships

Has no affiliated relationships with either the members of the Board of Directors and other members of the Board of Commissioners or with the Majority and Controlling Shareholders.

BBNI Share Ownership as at December 31, 2022

339,607 shares

Competency Development Education and/or Training in 2022

Data presented in the section on Education/Training for Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit, in the Company Profile chapter in this Annual Report



Ronny Venir

Network & Services Director

Nationality
Indonesian citizen

Domicile
Jakarta

Place, Date of Birth, Age
Padang, April 4, 1967
55 years old as of December 31, 2022

Education

- Bachelor's degree in Animal Husbandry from Universitas Padjadjaran in 1993
- Master's degree in Agribusiness from Institut Pertanian Bogor in 2000

Certification

Level 5 Risk Management Certification issued by Risk Management Certification Agency (BSMR) in 2021

Work Experience

- Manager, Business Marketing, Tebet Branch, PT Bank Negara Indonesia (Persero) Tbk (1995)
- Supervisor, Product marketing, Pecenongan Branch, PT Bank Negara Indonesia (Persero) Tbk (1997)
- Manager, Business Services Coordination, PT Bank Negara Indonesia (Persero) Tbk (2003)
- Manager, Partnership & Program Marketing, PT Bank Negara Indonesia (Persero) Tbk (2004)
- Relationship Manager, Small Business Marketing, Small Business Division, PT Bank Negara Indonesia (Persero) Tbk (2005)
- AVP, Small Business Marketing, Small Business Division, PT Bank Negara Indonesia (Persero) Tbk (2006)
- Team Leader, Business Development, Small Business Division, PT Bank Negara Indonesia (Persero) Tbk (2007)
- Head of Small Credit Center, Graha Pangeran Surabaya, PT Bank Negara Indonesia (Persero) Tbk (2008)
- Deputy Division Head, Small Business, PT Bank Negara Indonesia (Persero) Tbk (2010)
- Deputy Division Head, Commercial & Small Business PT Bank Negara Indonesia (Persero) Tbk (2012)
- Head of Business Banking, Palembang Regional Office, PT Bank Negara Indonesia (Persero) Tbk (2014)
- Regional Head, O2 (Sumbar, Riau, Kepri) Regional Office, PT Bank Negara Indonesia (Persero) Tbk (2016)
- Regional Head, 12 (Jakarta Kota) Regional Office, PT Bank Negara Indonesia (Persero) Tbk (2017)
- Head of Small Business Division, PT Bank Negara Indonesia (Persero) Tbk (2018)
- SEVP, Medium Business, PT Bank Negara Indonesia (Persero) Tbk (2018)
- SEVP, Network, PT Bank Negara Indonesia (Persero) Tbk (2019)
- Network and Services Director, PT Bank Negara Indonesia (Persero) Tbk (2020-present)

Legal Basis of Appointment

Appointed as Director of BNI in the 2020 EGMS of PT Bank Negara Indonesia (Persero) Tbk on September 2, 2020, based on Deed of GMS Resolution No. 7 dated January 11, 2021, with OJK approval through Letter No. SR-361/PB.12/2020 dated November 5, 2020

Term of Office

Until the closing of the 2025 Annual GMS (First Period)

Concurrent Positions

No concurrent positions at BNI or other institutions

Affiliated Relationships

Has no affiliated relationships with either the members of the Board of Directors and other members of the Board of Commissioners or with the Majority and Controlling Shareholders.

BBNI Share Ownership as at December 31, 2022

645,413 shares

Competency Development Education and/or Training in 2022

Data presented in the section on Education/Training for Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit, in the Company Profile chapter in this Annual Report



Muhammad Iqbal

Enterprise and Commercial Banking Director

Nationality
Indonesian citizen

Domicile
Jakarta

Place, Date of Birth, Age
Pekanbaru, September 12, 1973
49 years old as of December 31, 2022

Education

- Bachelor's degree in Industrial Technology from Institut Teknologi Bandung in 1996
- Master's degree In General Management from IPMI in 2005
- Master of Business Administration in Management from Monash University, Australia in 2006

Certification

Level 5 Risk Management Certification issued by Risk Management Certification Agency (BSMR) in 2020

Work Experience

- Business Analyst, Coca-Cola Amatil Indonesia (1997)
- Senior Consultant, Accenture (1998)
- Marketing Planning & Analysis Manager, Bentoel Prima (2002)
- General Manager, Business Insight Planning & Development, Charoen Pokphand (2003)
- Assistant Vice President, Head of Co-Brand Products, Citibank Indonesia (2005)
- Senior Vice President, Cards Segment & Product, HSBC Indonesia (2007)
- Senior Vice President, Consumer Credit Policy & Portfolio Management (2009)
- Project Manager, Team Task Force Consumer & Retail Business Risk, PT Bank Negara Indonesia (Persero) Tbk (2011)
- Division Head, Consumer & Retail Business Risk, PT Bank Negara Indonesia (Persero) Tbk (2012)
- Division Head, Consumer Product Management, PT Bank Negara Indonesia (Persero) Tbk (2015)
- Head of Consumer Banking Business, PT Bank Muamalat (Persero) Tbk (2016)
- Senior Vice President, Group Head Retail Product & Transaction Risk, PT Bank Mandiri (Persero) Tbk (2016)
- Senior Vice President, Group Head Small Medium Enterprise & Micro Risk, PT Bank Mandiri (Persero) Tbk (2017)
- Senior Vice President, Group Head Small Medium Enterprise Banking, PT Bank Mandiri (Persero) Tbk (2020)
- Enterprise & Commercial Banking Director, PT Bank Negara Indonesia (Persero) Tbk (2020-present)

Legal Basis of Appointment

Appointed as Director of BNI in the 2020 EGMS of PT Bank Negara Indonesia (Persero) Tbk on September 2, 2020, based on Deed of GMS Resolutions No. 7 dated January 11, 2021, with OJK approval through Letter No. SR-376/PB.12/2020 dated November 19, 2020

Term of Office

Until the closing of the 2025 Annual GMS (First Period)

Concurrent Positions

No concurrent positions at BNI or other institutions

Affiliated Relationships

Has no affiliated relationships with either the members of the Board of Directors and other members of the Board of Commissioners or with the Majority and Controlling Shareholders.

BBNI Share Ownership as at December 31, 2022

339,607 shares

Competency Development Education and/or Training in 2022

Data presented in the section on Education/Training for Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit, in the Company Profile chapter in this Annual Report



Putrama Wahyu Setyawan

Treasury Director

Nationality
Indonesian citizen

Domisili
Bekasi

Place, Date of Birth, Age
Yogyakarta, November 28, 1969
53 years old as of December 31, 2022

Education

- Bachelor's degree in Forestry, Universitas Gadjah Mada, Indonesia (1994)
- Master's degree in Accounting, Universitas Gadjah Mada Universitas, Indonesia (1996)

Certification

Level 5 Risk Management Competency Certification Maintenance Program issued by Banking Professional Certification Institute (LSPP) in 2022

Work Experience

- Senior Executive Vice President Medium Business of PT Bank Negara Indonesia (Persero) Tbk (2016)
- Medium Business Director of PT Bank Negara Indonesia (Persero) Tbk (2016)
- Corporate Business Director, PT Bank Negara Indonesia (Persero) Tbk (2018)
- Treasury and International Director, PT Bank Negara Indonesia (Persero) Tbk (2020)
- President Director, PT Jaminan Kredit Indonesia (2022)
- Treasury Director, PT Bank Negara Indonesia (Persero) Tbk (2022-present)

Legal Basis of Appointment

Appointed as Director of BNI in the 2022 EGMS of PT Bank Negara Indonesia (Persero) Tbk on August 31, 2022, based on GMS Deed of Minutes No. 16 dated December 31, 2022, with OJK approval through Letter No. KEP-193/D.03/2022 dated December 19, 2022

Term of Office

Until the closing of the 2027 Annual GMS (First Period)

Concurrent Positions

No concurrent positions at BNI or other institutions

Affiliated Relationships

Has no affiliated relationships with either the members of the Board of Directors and other members of the Board of Commissioners or with the Majority and Controlling Shareholders.

BBNI Share Ownership as at December 31, 2022

798,265 shares

Competency Development Education and/or Training in 2022

Data presented in the section on Education/Training for Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit, in the Company Profile chapter in this Annual Report



Mucharom

Human Capital & Compliance Director

Nationality

Indonesian citizen

Domicile

Jakarta

Place, Date of Birth, Age

Kulon Progo, July 11, 1969
53 years old as at December 31, 2022

Education

- Bachelor's degree in Economics and Development Studies from Universitas Gadjah Mada (1995)
- Master of Management in International Business from Universitas Gadjah Mada (1997)

Certification

Level 5 Risk Management Competency Certification issued by Banking Professional Certification Institute (LSPP) in 2022

Work Experience

- Deputy Head of Operational Risk Division (2008-2011)
- Head of Network & Service Makassar Regional Office (2011-2012)
- Head of Makassar Regional Office (2012-2015)
- General Manager of BNI Hong Kong Overseas Branch Office (2015-2016)
- Head of Policy Governance Division (2016-2017)
- Head of Strategic Planning Division (2017-2021)
- Senior Vice President of Corporate Communication & Secretarial Division (2021-2022)
- Human Capital & Compliance Director of PT Bank Negara Indonesia (Persero) (2022-present)

Legal Basis of Appointment

Appointed as Director of BNI in the 2022 EGMS of PT Bank Negara Indonesia (Persero) Tbk on August 31, 2022, based on GMS Deed of Minutes No. 16 December 31, 2022

Term of Office

Until the closing of the 2027 Annual GMS (First Period)

Concurrent Positions

No concurrent positions at BNI or other institutions

Affiliated Relationships

Has no affiliated relationships with either the members of the Board of Directors and other members of the Board of Commissioners or with the Majority and Controlling Shareholders.

BBNI Share Ownership as at December 31, 2022

129,076 shares

Competency Development Education and/or Training in 2022

Data presented in the section on Education/Training for Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit, in the Company Profile chapter in this Annual Report



Toto Prasetyo

Technology & Operations Director

Nationality

Indonesian citizen

Domicile

Jakarta

Place, Date of Birth, Age

Jakarta, February 17, 1966
56 years old as at December 31, 2022

Education

- Diploma in Mechanical Engineering, University of Stuttgart, Germany (1989)
- Diploma in Mechanical Engineering, University of Stuttgart, Germany (1992)

Certification

Level 5 Risk Management Certification issued by Risk Management Certification Agency (BSMR) in 2022

Work Experience

- Head of IT Project Management, PT Bank Mega Tbk (2015-2017)
- Group Head IT Application Support, PT Bank Mandiri (Persero) Tbk (2017-2019)
- SEVP Information Technology, PT Bank Mandiri (Persero) Tbk (2019-2022)
- Technology & Operations Director, PT Bank Negara Indonesia (Persero) Tbk (2020-present)

Legal Basis of Appointment

Appointed as Director of BNI in the 2022 EGMS of PT Bank Negara Indonesia (Persero) Tbk on August 31, 2022, based on GMS Deed of Minutes No. 16 dated August 31, 2022.

Term of Office

Until the closing of the 2027 Annual GMS (First Period)

Concurrent Positions

No concurrent positions at BNI or other institutions

Affiliated Relationships

Has no affiliated relationships with either the members of the Board of Directors and other members of the Board of Commissioners or with the Majority and Controlling Shareholders.

BBNI Share Ownership as at December 31, 2022

Does not own BBNI shares

Competency Development Education and/or Training in 2022

Data presented in the section on Education/Training for Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit, in the Company Profile chapter in this Annual Report

CHANGES IN THE BOARD OF DIRECTORS COMPOSITION AND REASONS FOR THE CHANGES

In 2022, the composition and number of the Board of Directors changed 1 (one) time as explained below:

Period January 1, 2022 - August 31, 2022

For the period January 1, 2022 - August 31, 2022, the Board of Directors numbered 12 (twelve) people consisting of 1 (one) President Director, 1 (one) Vice President Director, 10 (ten) Directors.

Board of Directors' Composition for the Period January 1, 2022 - August 31, 2022					
No	Name	Position	Domicile	Basis of Appointment	Effective Date of Appointment*)
1	Royke Tumilaar	President Director	Jakarta	September 2, 2020	November 19, 2020
2	Adi Sulistyowati	Vice President Director	Jakarta	<ul style="list-style-type: none">March 17, 2015 (appointed Director of Institutional Relations)February 20, 2020 (term of office ends, reappointed as Director)September 2, 2020 (transfer to Vice President Director)	<ul style="list-style-type: none">May 22, 2015November 6, 2020
3	Novita Widya Anggraini	Finance Director	Jakarta	September 2, 2020	November 19, 2020
4	David Pirzada	Risk Management Director	Jakarta	September 2, 2020	December 1, 2020
5	Henry Panjaitan	Treasury & International Director	Jakarta	September 2, 2020	November 12, 2020
6	Corina Leyla Karnalies	Consumer Business Director	Jakarta	February 20, 2020	June 26, 2020
7	Muhammad Iqbal	MSME Business Director	Jakarta	September 2, 2020	November 19, 2020
8	Y.B. Hariantono	Information Technology & Operations Director	Jakarta	February 20, 2020	August 12, 2020
9	Bob Tyasika Ananta	Human Capital & Compliance Director	Jakarta	<ul style="list-style-type: none">March 17, 2015 (appointed Director of Risk Management)February 20, 2020 (end of term of office, and reappointed as Director)	May 22, 2020
10	Sis Apik Wijayanto	Institutional Relations Director	Jakarta	February 20, 2020	June 26, 2020
11	Silvano Winston Rumanthir	Corporate Banking Director	Jakarta	September 2, 2020	December 1, 2020
12	Ronny Venir	Network & Services Director	Jakarta	September 2, 2020	November 6, 2020

*) The Board of Directors took office after obtaining OJK approval for the Fit and Proper Test. This is in accordance with OJK Regulation No. 27/POJK.03/2016 dated July 22, 2016 concerning Fit and Proper Test for Main Parties of Financial Services Institutions.

Period August 31, 2022 - December 31, 2022

On August 31, 2022, based on an Extraordinary General Meeting of Shareholders decision, there was a change in the Board of Directors composition together with a change in nomenclature. The Extraordinary General Meeting of Shareholders honorably dismissed Henry Panjaitan as Director of Treasury and International and YB Hariantono as Director of IT and Operations. The Extraordinary General Meeting of Shareholders also confirmed the honorable discharge of Bob Tyasika Ananta as Director of Human Capital and Compliance as of May 27, 2022.

The Extraordinary General Meeting of Shareholders then appointed Putrama Wahyu Setyawan as Treasury Director, Toto Prasetyo as Technology and Operations Director, and Mucharom as Human Capital and Compliance Director.

Changes in the BNI Board of Directors composition and composition were carried to maintain the BNI Board of Directors membership composition. Therefore, for the period August 31, 2022-December 31, 2022, the Board of Directors composition numbered of 12 (twelve) Directors consisting of 1 (one) President Director, 1 (one) Vice President Director, and 10 (ten) Directors.

Agustus 31, 2022 - Desember 31, 2022				
Name	Position	Domicile	Basis of Appointment	Effective Date of Appointment*)
Royke Tumilaar	President Director	Jakarta	September 2, 2020	November 19, 2020
Adi Sulistyowati	Vice President Director	Jakarta	<ul style="list-style-type: none">March 17, 2015 (appointed Director)February 20, 2020 (end of term of office, and reappointed as Director)September 2, 2020 (transfer to Vice President Director)	<ul style="list-style-type: none">Mei 22, 2015November 6, 2020
Novita Widya Anggraini	Finance Director	Jakarta	September 2, 2020	November 19, 2020
Corina Leyla Karnalies	Consumer Banking Director	Jakarta	February 20, 2020	June 26, 2020
Sis Apik Wijayanto	Corporate and International Banking Director	Jakarta	February 20, 2020	June 26, 2020
David Pirzada	Risk Management Director	Jakarta	September 2, 2020	December 1, 2020
Silvano Winston Rumanthir	Corporate and International Banking Director	Jakarta	September 2, 2020	December 1, 2020
Ronny Venir	Services and Network Director	Jakarta	September 2, 2020	November 6, 2020
Muhammad Iqbal	Enterprise and Commercial Banking Director	Jakarta	September 2, 2020	November 19, 2020
Putrama Wahyu Setyawan	Treasury Director	Jakarta	August 31, 2022	December 19, 2022
Mucharom	Human Capital and Compliance Director	Jakarta	August 31, 2022	January 6, 2023
Toto Prasetyo	Technology and Operations Director	Jakarta	August 31, 2022	January 31, 2023

*) The Board of Directors took office after obtaining OJK approval for the Fit and Proper Test. This is in accordance with OJK Regulation No. 27/POJK.03/2016 dated July 22, 2016 concerning Fit and Proper Test for Main Parties of Financial Services Institutions.

Senior Executive Vice President Profiles



Hussein Paolo Kartadjoemena
SEVP Corporate Transformation

Nationality
Indonesian citizen

Domicile
Jakarta

Place, Date of Birth, Age
Philippines, June 20, 1979
43 years old as of December 31, 2022

Education
Bachelor's degree in Economics from Harvard University in 2002

Certification
Level 4 Risk Management Certification issued by Risk Management Certification Agency (BSMR) in 2021

Work Experience

- SVP, Corporate Development, PT Bank Mandiri (Persero) Tbk (2012)
- General Manager, Corporate Finance & Investor Relations, PT Apexindo Pratama Duta Tbk (2014)
- Chief Executive Officer, PT Royal Mandiri (2017)
- Chief Executive Officer, PT Royal Lestari Utama (2018)
- Senior Executive Vice President & Chief Transformation Officer, PT Bank Mandiri (Persero) Tbk (2020)
- Senior Executive Vice President - Corporate Transformation, PT Bank Negara Indonesia (Persero) Tbk (2020-present)

Legal Basis of Appointment
Appointed as SEVP Corporate Transformation based on Decision of the Board of Directors of PT Bank Negara Indonesia (Persero) Tbk No. KP/382/DIR/R dated November 17, 2020

Concurrent Positions
No concurrent positions at BNI or other institutions

Affiliated Relationships
No affiliations with members of the Board of Directors and Board of Commissioners, or with the controlling and ultimate shareholder

Training in 2022
Data presented in the section on Education/Training for Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit, in the Company Profile chapter in this Annual Report



Ita Tetralastwati
SEVP Treasury

Nationality
Indonesian citizen

Domicile
Jakarta

Place, Date of Birth, Age
Tegal, May 21, 1970
52 years old as of December 31, 2022

Education
Bachelor's degree in Economics from Universitas Gadjah Mada in 1996

Certification

- Level 4 Risk Management Certification issued by Banker Association for Risk Management (BARa) in 2021
- Treasury Certification in 2021

Work Experience

- Money Market Dealer, PT Bank Pembangunan Indonesia (1998)
- Cash & Liquidity Dealer, PT Bank Mandiri (1999)
- Fixed Income Dealer, PT Bank Mandiri (2007)
- Money Market Dealer, PT Bank Mandiri (2008)
- Chief Dealer, Treasury Cash & Liquidity Management, PT Bank Mandiri (2009)
- Vice President, Treasury Interest Rate Trading (2011)
- Vice President, Treasury FX Trading, PT Bank Mandiri (2015)
- Senior Vice President, Market Risk, PT Bank Mandiri (2016)
- Non-Executive Director Bank Mandiri Europe Limited (2018)
- Senior Vice President, Market & Operational Risk, PT Bank Mandiri (2020)
- Senior Executive Vice President, Treasury, PT Bank Negara Indonesia (Persero) Tbk (2020)

Legal Basis of Appointment
Appointed as SEVP Treasury based on Decision of the Board of Directors of PT Bank Negara Indonesia (Persero) Tbk No. KP/374/DIR/R dated November 9, 2020

Concurrent Positions
No concurrent positions at BNI or other institutions

Affiliated Relationships
No affiliations with members of the Board of Directors and Board of Commissioners, or with the controlling and ultimate shareholder

Training in 2022
Data presented in the section on Education/Training for Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit, in the Company Profile chapter in this Annual Report



Iwan Setiawan
SEVP Remedial Recovery

Nationality
Indonesian citizen

Domicile
Jakarta

Place, Date of Birth, Age
Bandung, September 26, 1968
54 years old as of December 31, 2022

Education
Bachelor's degree in Law from Universitas Padjadjaran in (1992)

Certification
Level 4 Risk Management Certification issued by Risk Management Certification Agency (BSMR) in 2022

Work Experience

- Head of Regional Remedial & Recovery, Bandung (2011)
- Deputy General Manager, Corporate Remedial & Recovery Division (2012)
- General Manager, Corporate Remedial & Recovery Division (2017)
- Senior Executive Vice President, Remedial & Recovery, PT Bank Negara Indonesia (Persero) Tbk (2020-present)

Legal Basis of Appointment
Appointed as SEVP Remedial & Recovery based on Decision of the Board of Directors of PT Bank Negara Indonesia (Persero) Tbk No. KP/428/DIR/R dated December 22, 2020

Concurrent Positions
No concurrent positions at BNI or other institutions

Affiliated Relationships
No affiliations with members of the Board of Directors and Board of Commissioners, or with the controlling and ultimate shareholder

Training in 2022
Data presented in the section on Education/Training for Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit, in the Company Profile chapter in this Annual Report



Fauzi
SEVP Operational

Nationality
Indonesian citizen

Domicile
Jakarta

Place, Date of Birth, Age
Bonjol, May 5, 1967
55 years old as of December 31, 2022

Education
Bachelor of Economics degree from Universitas Andalas (1992)

Certification
Level 4 Risk Management Certification issued by Risk Management Certification Agency (BSMR) in 2021

Work Experience

- General Manager of Banking Operation Division (2014)
- Head of Region Bandung (2016)
- General Manager of Channel Management Division (2018)
- General Manager of Internal Audit (2019)
- Senior Executive Vice President - Operational, PT Bank Negara Indonesia (Persero) Tbk (2021-present)

Legal Basis of Appointment
Appointed as SEVP Operational based on Decision of the Board of Directors of PT Bank Negara Indonesia (Persero) Tbk No. DIR/082.2/DIR/R dated May, 31 2022

Concurrent Positions
No concurrent positions at BNI or other institutions

Affiliated Relationships
No affiliations with members of the Board of Directors and Board of Commissioners, or with the controlling and ultimate shareholder

Training in 2022
Data presented in the section on Education/Training for Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit, in the Company Profile chapter in this Annual Report



Rian Eriana Kaslan
SEVP Digital Business

Nationality

Indonesian citizen

Domicile

Jakarta

Place, Date of Birth, Age

Jakarta, April 16, 1976

46 years old as of December 31, 2022

Education

- Bachelor of Arts in Business Administration, Clark University, USA, (1999)
- Master of Business Administration in International Management and Marketing, Boston University, USA, (2006)

Certification

Level 5 Risk Management Certification issued by Risk Management Certification Agency (BSMR) in 2021

Work Experience

- Bank of New York Mellon, Boston, USA, (1999-2006)
- Commonwealth Bank Indonesia, Jakarta, final position as Executive Vice President, Head of Digital Strategy & Delivery, (2006-2021)
- Senior Executive Vice President, Digital Business, PT Bank Negara Indonesia (Persero) Tbk, (2021-present)

Legal Basis of Appointment

Appointed as SEVP Digital Business based on Decision of the Board of Directors of PT Bank Negara Indonesia (Persero) Tbk No. KP/340/DIR/R dated July 28, 2021

Concurrent Positions

No concurrent positions at BNI or other institutions

Affiliated Relationships

No affiliations with members of the Board of Directors and Board of Commissioners, or with the controlling and ultimate shareholder

Training in 2022

Data presented in the section on Education/Training for Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit, in the Company Profile chapter in this Annual Report



Executive Officers Profiles

2022 Performance

Management Report

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Management Discussion and Analysis on Company Performance

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Financial Statements



Anang Basuki
Head of Internal Audit

Currently 53 years old. Holds a Bachelor's degree in Accounting from Universitas Gadjah Mada. Appointed as Head of Internal Audit based on Board of Directors Decree No.KP/057/DIR/R dated February 16, 2021.



Basaria Martha Juliana S.
Head of Corporate Development & Transformation Division

Currently 52 years old. Holds a Masters degree in the field of Master of Business from the University of Victoria. Appointed as Head of Corporate Development & Transformation Division based on Board of Directors Decree No. KP/428/DIR/R dated December 22, 2020.



Indra Gunawan
Head of Wholesale Solution Division

Currently 46 years old. Holds a Masters degree in Management and Business from Institut Pertanian Bogor. Appointed as Head of Wholesale Solution Division based on the Board of Directors Decree No. KP/488/DIR/R dated October 27, 2021.



Sri Indira
Head of Retail Solution Division

Currently 52 years old. Holds a Masters degree in Strategic Management from Universitas Gadjah Mada. Appointed as Head of Retail Solution Division based on Board of Directors Decree No. KP/511/HCT/1/R dated May 4, 2021.



I Made Sukajaya
Head of Corporate Banking 1 Division

Currently 54 years old. Holds a Masters degree in Financial Management from Universitas Persada Indonesia YAI Appointed as Head of Corporate Banking 1 Division based on Board of Directors Decree No. KP/515/HCT/1/R dated May 4, 2021.



Ditya Maharhani Harninda
Head of Corporate Banking 2 Division

Currently 41 years old. Holds a Master's degree in Commerce from the University of New South Wales. Appointed as Head of Corporate Banking 2 Division based on Board of Directors Decree No. KP/357/DIR/R dated August 9, 2021.



Dipo Nugroho
Head of Corporate Banking 3 Division

Currently 40 years old. Holds a Masters degree in Business Administration from Erasmus University Rotterdam. Appointed as Head of Corporate Banking Division 3 based on Board of Directors Decree No. KP/454/DIR/R dated November 2, 2022.



Yogi Bima Sakti
Head of Syndication & Corporate Solution Division

Currently 46 years old. Holds a Bachelor's degree in Management from Edith Cowan University. Appointed as Syndication & Corporate Solution Division Head based on a Fixed Time Work Agreement (PKWTT) No. HCE/1/00768 dated November 8, 2022.



Wan Andi Aryadi
Head of International Division

Currently 51 years old. Holds a Masters degree in Financial Management from Universitas Padjajaran Appointed as Interim Replacement Head of the International Division based on Board of Directors Decree No. KP/290/DIR/R dated August 10, 2022.



Rini Yuniar
Head of Treasury Division

Currently 51 years old. Holds a Masters degree in Internal Auditing from Universitas Gadjah Mada. Appointed as Head of the Treasury Division based on Board of Directors Decree No. KP/428/DIR/R dated December 22, 2020.



Widi Hantono
Head of Pension Fund Division

Currently 54 years old. Holds a Masters degree in Management from Universitas Timbul Nusantara. Appointed as Head of Pension Fund Division based on Board of Directors Decree No. KP/510/HCT/1/R dated May 4, 2021.



Rangga Bhirawa Wicaksana
Head of Enterprise Banking Division

Currently 38 years old. Holds an Master's degree in Business Administration from Institut Teknologi Bandung. Appointed as Head of Enterprise Banking Division based on Board of Directors Decree No. KP/095/DIR/R dated April 7, 2022.



Martinus Matondang
Head of Commercial Banking Division

Currently 51 years old. Holds a Bachelor of Economics degree in Development from Universitas Bung Hatta. Appointed as Head of Commercial Banking Division based on Board of Directors Decree No. KP/095/DIR/R dated April 7, 2022.



Khairul Salam
Head of SME Banking Division

Currently 49 years old. Holds a Bachelor's degree in Informatics Management from STMIK YPTK Padang. Appointed as Head of SME Banking Division based on Board of Directors Decree No. KP/095/DIR/R dated April 7, 2022.



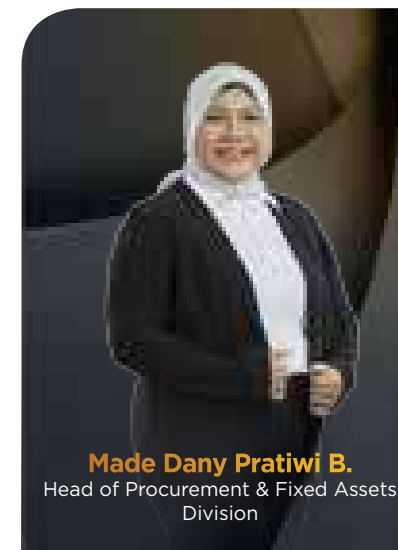
Ahmad Salman Somantri
Head of Institutional Banking 1 Division

Currently 54 years old. Holds a Bachelor's degree in State Administration from Universitas Padjadjaran. Appointed as Head of Institutional Banking 1 Division based on Board of Directors Decree No. KP/345/DIR/R dated July 29, 2021.



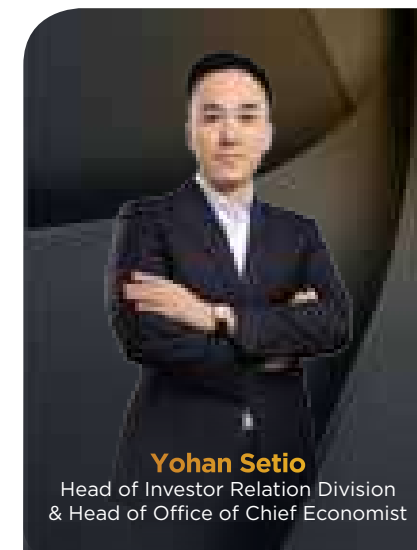
Agung Turanto S.
Head of Corporate Planning & Accounting Division

Currently 44 years old. Holds a Masters degree in Management Universitas Gadjah Mada. Appointed as Head of Corporate Planning & Accounting Division based on Board of Directors Decree No. KP/041/DIR/R dated January 22, 2020.



Made Dany Pratiwi B.
Head of Procurement & Fixed Assets Division

Currently 51 years old. Holds a Masters degree in Actuarial from Universitas Indonesia. Appointed as Head of the Procurement & Fixed Assets Division based on Board of Directors Decree No. KP/278/DIR/R dated July 27, 2022.



Yohan Setio
Head of Investor Relation Division & Head of Office of Chief Economist

Currently 37 years old. Holds a Masters degree in Business Administration from the University of Cambridge. Appointed as Head of Investor Relations Division based on Board of Directors Decree No. KP/258/DIR/R dated June 14, 2021 and served as a temporary replacement for Head of the Chief Economist Division based on Board of Directors Decree No. KP/509/DIR/R dated November 29, 2022.



Efrizal
Head of Institutional Banking 2 Division

Currently 52 years old. Holds a Masters degree in Marketing Management from Universitas Negeri Padang. Appointed as Head of Institutional Banking 2 Division based on Board of Directors Decree No. KP/278/DIR/R dated July 27, 2022.



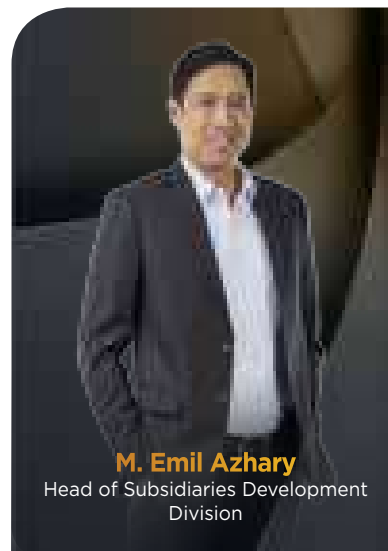
Sunarna Eka Nugraha
Head of Small Business & Program Division

Currently 54 years old. Holds a Bachelor's degree in Fisheries from Universitas Diponegoro. Appointed as Head of Small Business & Program Division based on Board of Directors Decree No. KP/488/DIR/R dated October 27, 2021.



Okki Rushartomo
Head of Corporate Secretary Division

Currently 42 years old. Holds a Bachelor's degree in Industrial Engineering from Institut Teknologi Bandung. Appointed as Head of Corporate Secretary Division based on Board of Directors Decree No. KP/367/DIR/R dated September 14, 2022.



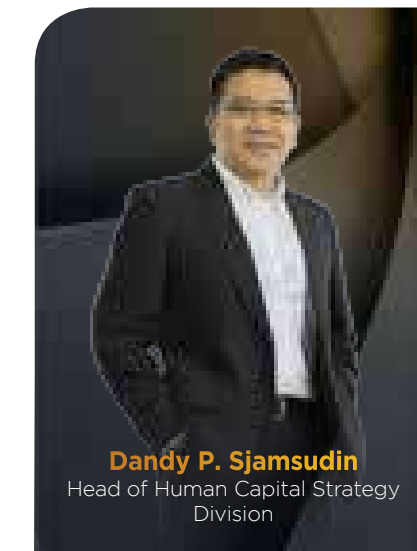
M. Emil Azhary
Head of Subsidiaries Development Division

Currently 44 years old. Holds a Masters degree in Business Administration from North Eastern University. Appointed as Head of Subsidiaries Development Division based on Board of Directors Decree No. KP/428/DIR/R dated December 22, 2020.



Ayu Sari Wulandari
Head of Data Management & Analytics Division

Currently 53 years old. Holds a Doctorate in Leadership & Policy Innovation from Universitas Gadjah Mada. Appointed as Head of Data Management & Analytics Division based on Board of Directors Decree No. KP/081/DIR/R dated February 22, 2021.



Dandy P. Sjamsudin
Head of Human Capital Strategy Division

Currently 51 years old. Holds a Masters degree in Finance/Banking from the University of Monash. Appointed as Head of the Human Capital Strategy Division based on Board of Directors Decree No. KP/420/DIR/R dated September 15, 2021.



Afthon Shodaq Noor
Head of Human Capital Services Division

Currently 51 years old. Holds a Masters degree in Finance from Universitas Gadjah Mada. Appointed as Head of Human Capital Services Division based on Board of Directors Decree No. KP/420/DIR/R dated September 15, 2021.



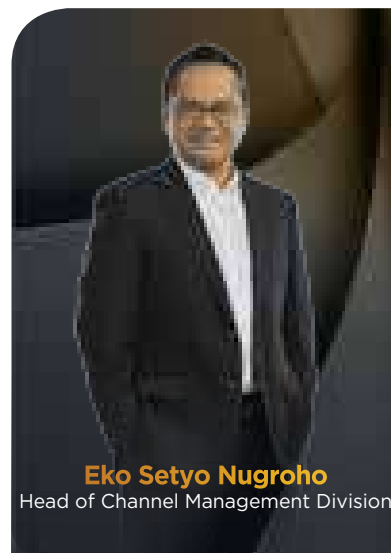
Afien Yuni Yahya
Head of BNI Corporate University

Currently 54 years old. Holds a Masters degree in Professional Pathway Management from Universitas Indonesia. Appointed as Head of BNI Corporate University based on Board of Directors Decree No.KP/081/DIR/R dated February 22, 2021.



Suryo Utomo
Pemimpin Divisi Compliance

Currently 51 years old. Holds a Masters degree in Accounting from Universitas Diponegoro. Appointed as Head of Compliance Division based on Board of Directors Decree No.KP/318/DIR/R dated August 7, 2019.



Eko Setyo Nugroho
Head of Channel Management Division

Currently 53 years old. Holds a Masters degree in Business Administration Technology from Institut Teknologi Bandung. Appointed as Head of Channel Management Division based on Board of Directors Decree No. KP/278/DIR/R dated July 27, 2022.



Junaido Kholis
Head of Sales Distribution Division

Currently 47 years old. Holds a Bachelor's degree in Industry from Universitas Sumatera Utara. Appointed as Interim Replacement Head of Sales Distribution Division based on Board of Directors Decree No.KP/401/DIR/R dated October 10, 2022.



Rahma Dhoni
Head of Service Quality Division

Currently 45 years old. Holds a Bachelor's degree in Management Science from the Universitas Indonesia. Appointed as Head of the Service Quality Division based on Board of Directors Decree No. KP/095/DIR/R dated April 7, 2022.



Johansyah
Head of Legal Division

Currently 41 years old. Holds a Masters degree in Notary from Universitas Jayabaya. Appointed as Legal Division Head based on Board of Directors Decree No. KP/342/DIR/R dated October 12, 2018.



Ikhsan Azman
Head of Policy Governance Division

Currently 53 years old. Holds a Masters degree in Agribusiness Management from Institut Pertanian Bogor. Appointed as Head of Policy Governance Division based on Board of Directors Decree No.KP/095/DIR/R dated April 7, 2022.



Wihelmus Max Charles
Head of Anti Fraud Unit

Currently 47 years old. Holds a Bachelor's degree in Management from Universitas Gunadarma. Appointed as Head of Anti-Fraud Unit based on Board of Directors Decree No.KP/933/HCT/1/R July 1, 2021.



Rahmat Pertinda
Head of BNI Contact Center Division

Currently 50 years old. Holds a Masters degree in Law from Universitas Trisakti. Appointed as Head of the BNI Contact Center Division based on Decree No. KP/535/HCE/1/R dated May 4, 2021.



Teddy Wishadi
Head of Consumer Product Division

Currently 51 years old. Holds a Master's degree in Computer Science from Universitas Indonesia. Appointed as Head of Consumer Product Division based on Board of Directors Decree No. KP/199/DIR/R dated July 3, 2020.



Grace Situmeang
Head of Card Business Division

Currently 49 years old. Holds a Bachelor's degree in International Relations from Universitas Indonesia. Appointed as Head of Card Business Division based on Board of Directors Decree No. KP/358/DIR/R dated October 22, 2020.



Henny Woe
Head of Wealth Management Division

Currently 47 years old. Holds a Bachelor's degree in Accounting from Universitas Tarumanegara, Appointed as Head of Wealth Management Division based on Board of Directors Decree No. KP/346/DIR/R dated October 9, 2020.



Ganto Novialdi
Head of Marketing Communication Division

Currently 48 years old. Holds a Masters degree in Management from Universitas Indonesia. Appointed as Head of Marketing Communication Division based on Board of Directors Decree No. KP/367/DIR/R dated September 14, 2022.



Ujuan Marihot H.P.
Head of Corporate & Enterprise Credit Risk Division

Currently 47 years old. Holds a Master degree in Civil Engineering from University of Wolverhampton, United Kingdom. Appointed as Head of Corporate & Enterprise Credit Risk Division based on Board of Directors Decree No. KP/428/DIR/R dated December 22, 2020.



Bani Iqbal
Head of Corporate & Enterprise Remedial & Recovery Division

Currently 42 years old. Holds a Master's degree in Agribusiness from Institut Pertanian Bogor. Appointed as Head of Corporate & Enterprise Remedial & Recovery Division based on Board of Directors Decree No. KP/524/HCT/1/R dated May 4, 2021.



Sjamsul Hidayat Safwan
Head of Commercial & SME Remedial & Recovery Division

Currently 54 years old. Holds a Masters degree in Business Administration from Sekolah Tinggi Ilmu Administrasi Lembaga Administrasi Negara RI. Appointed as Head of Commercial & SME Remedial & Recovery Division based on Board of Directors Decree No. KP/092/DIR/R dated March 1, 2021.



Ari Pratiwi
Head of IT Strategy & Architecture Division

Currently 49 years old. Holds a Doctorate degree in Economics from Universitas Trisakti. Appointed as the Head of the IT Strategy & Architecture Division based on Board of Directors Decree No. KP/360/DIR/R dated August 12, 2021.



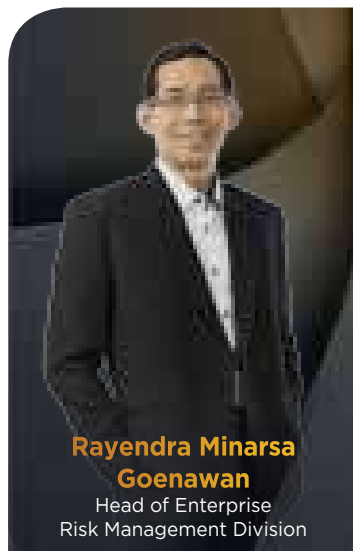
Muhammad Jufri
Head of Commercial & SME Credit Risk Division

Currently 53 years old. Holds a Masters degree in Management from Universitas Trisakti. Appointed as Head of the Commercial & SME Credit Risk Division based on Decree No. KP/261/DIR/R dated July 3, 2019.



Hari Satriyono
Head of Consumer Loan Processing & Collection Division

Currently 52 years old. Holds a Masters degree in Finance from Universitas Gadjah Mada. Appointed as Head of the Consumer Loan Processing & Collection Division based on Board of Directors Decree No. KP/444/DIR/R dated January 23, 2020.



Rayendra Minarsa Goenawan
Head of Enterprise Risk Management Division

Currently 38 years old. Holds a Masters degree in Management from Universitas Bina Nusantara. Appointed as Enterprise Risk Management Division Head based on Board of Directors Decree No. KP/091/DIR/R dated April 1, 2022.



Setiawan Anis Widjojo
Head of IT Development Division

Currently 51 years old. Holds a Masters degree in Internal Auditing from Universitas Gadjah Mada. Appointed as the Head of the IT Development Division based on Board of Directors Decree No. KP/357/DIR/R dated August 9, 2021.



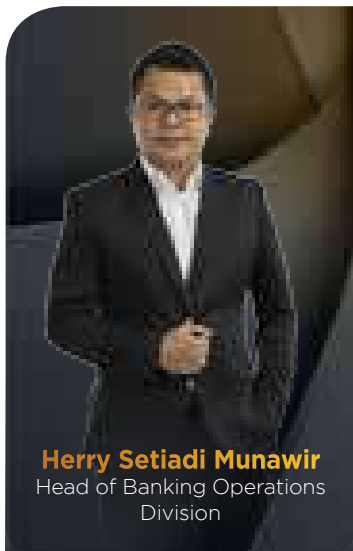
Heri Atmoko
Head of Digital Development Division

Currently 44 years old. Holds a Masters degree in Information Systems Management from Universitas Budi Luhur. Appointed as Head of Digital Development Division based on Board of Directors Decree No. KP/345/DIR/R dated July 29, 2021.



Sonny Setiadi
Head of IT Operations Division & Head of Information Security Division

Currently 51 years old. Holds a Masters degree in Banking from Institut Keuangan Perbankan dan Informatika Asia Perbanas Appointed as the Head of the IT Operations Division based on Board of Directors Decree No. KP/454/DIR/R dated November 2, 2022 and served as temporary replacement for Head of Information Security based on Board of Directors Decree No. KP/593/DIR/R dated December 28, 2022.



Herry Setiadi Munawir
Head of Banking Operations Division

Currently 41 years old. Holds a Bachelor's degree in Accounting from Universitas Klabat. Appointed as Head of Banking Operations Division based on Board of Directors Decree No. KP/095/DIR/R dated April 7, 2022.



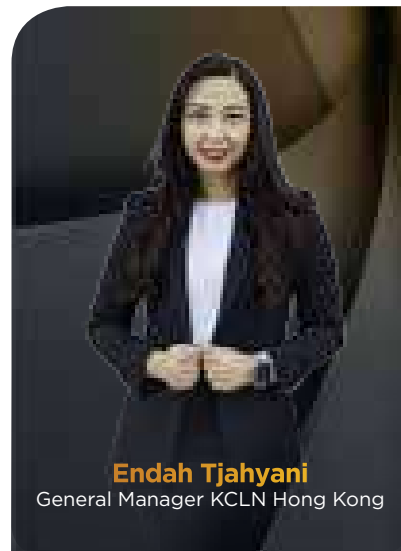
Muhammad Gunawan Putra
Head of Digital Operations Division

Currently 52 years old. Holds a Masters degree in Strategic Management from Universitas Gajah Mada. Appointed as Head of Digital Operations Division based on Board of Directors Decree No. KP/488/DIR/R dated October 27, 2021.



Dhias Widhiyati
Head of Credit Operations Division

Currently 52 years old. Holds a Master of Management degree in Finance from Universitas Gajah Mada. Appointed as Head of Credit Operations Division based on Board of Directors Decree No. KP/095/DIR/R dated April 7, 2022.



Endah Tjahyani
General Manager KCLN Hong Kong

Currently 42 years old. Holds a Masters degree in MBA from Universitas Gadjah Mada. Appointed as General Manager Hong Kong KCLN based on Decree No. KP/314/HCT/1/R dated March 29, 2021.



Aidil Azhar
General Manager KCLN New York

Currently 50 years old. Holds a Masters degree in Investment Management from ST Manajemen IPMI. Appointed as General Manager of New York KCLN based on Decree No. KP/230/HCT/1/R dated December 31, 2018.



Roekma Hari Adji
General Manager KCLN London

Currently 52 years old. Holds a Master of Management degree from Universitas Pancasila. Appointed as General Manager London KCLN based on Decree No. KP/1380/HCT/1/R dated December 8, 2020.



Ardi Ferdiansyah
General Manager Seoul Overseas Branch

Currently 46 years old. Holds a Master's degree in IT Management & Finance from Bond University Australia. Appointed as Interim Replacement General Manager of Seoul KCLN based on Board of Directors Decree No. KP/0113/INT/1/R dated November 28, 2022.



General Manager Tokyo

Currently 53 years old. Holds a Master's degree in Agribusiness Management from Institut Pertanian Bogor. Appointed as General Manager of Tokyo KCLN based on Decree No. KP/190/HCT/1/R dated March 1, 2021.



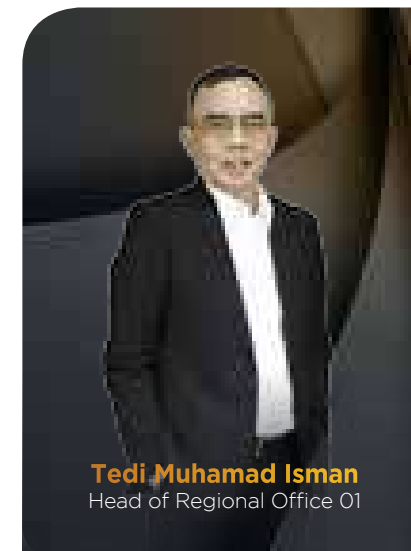
Laika Saputra Rudianto
General Manager KCLN Singapore

Currently 49 years old. Holds a Master's degree from Columbia University, New York, USA. Appointed as General Manager Singapore KCLN based on Decree No. HCE/5/856/R dated November 16, 2021.



Dwi Putranto Cahyo Wibowo
Head of BNI Amsterdam Representative Office

Currently 37 years old. Holds a Master of Science degree in Finance and Business Economics from Manchester Business School, the University of Manchester. Appointed as Head of BNI Amsterdam Representative Office based on Decree No. HCE/5/0028/R of January 5, 2023.



Tedi Muhamad Isman
Head of Regional Office 01

Currently 54 years old. Holds a Masters degree in Management Accounting from Universitas Padjadjaran. Appointed as Head of Regional Office 01 based on Board of Directors Decree No. KP/095/DIR/R dated April 7, 2022.



Rustianto
Head of Regional Office 02

Currently 51 years old. Holds a Masters degree in Management from Universitas Sebelas Maret. Appointed as Interim Replacement Head of Regional Office 02 based on Board of Directors Decree No. KP/392/DIR/R dated September 30, 2022.



Hermita
Head of
Regional Office 03

Currently 54 years old. Holds a Masters degree in Management from Institut Pertanian Bogor. Appointed as Interim Replacement Head Head of Regional Office 03 based on Board of Directors Decree No. KP/588/DIR/R dated December 7, 2022.



Maya Agustina
Head of Regional Office 04

Currently 49 years old. Holds a Bachelor's degree in Agricultural and Resource Economics from Institut Pertanian Bogor. Appointed as Head of Regional Office 04 based on Board of Directors Decree No. KP/095/DIR/R dated April 7, 2022.



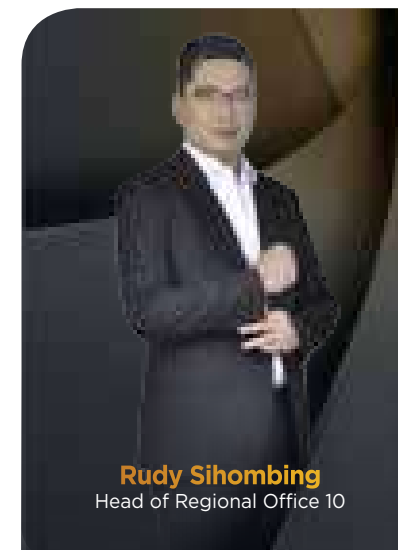
Bambang Setyatmojo
Head of Regional Office 05

Currently 53 years old. Holds a Masters degree in Management from Universitas Gadjah Mada. Appointed as Head of Regional Office 05 based on Board of Directors Decree No.KP/488/DIR/R dated October 27, 2021.



Iwan Ariawan
Head of Regional Office 09

Currently 52 years old. Holds a Masters degree in Financial Management from Universitas Riau. Appointed as Head of Regional Office 09 based on Board of Directors Decree No.KP/095/DIR/R dated April 7, 2022.



Rudy Sihombing
Head of Regional Office 10

Currently 50 years old. Holds a Masters degree in Business Administration from the University of Saint Louis. Appointed as Head of Regional Office 10 based on Board of Directors Decree No.KP/278/DIR/R dated July 27, 2022.



Lodewyck Z.S. Pattihahuan
Head of Regional Office 11

Currently 53 years old. Holds a Masters degree in Management from Institut Bisnis Nusantara. Appointed as Head of Regional Office 11 based on Board of Directors Decree No. KP/278/DIR/R dated July 27, 2022.



Roy Wahyu Maulana
Head of Regional Office 06

Currently 52 years old. Holds a Bachelor's degree in Economics from Universitas Kristen Indonesia. Appointed as Head of Regional Office 06 based on Board of Directors Decree No. KP/040/DIR/R dated February 9, 2022.



Muhammad Arafat
Head of Regional Office 07

Currently 52 years old. Holds a Masters degree in Financial Management from Universitas Hasanuddin. Appointed as Head of Regional Office 07 based on Board of Directors Decree No. KP/095/DIR/R dated April 7, 2022.



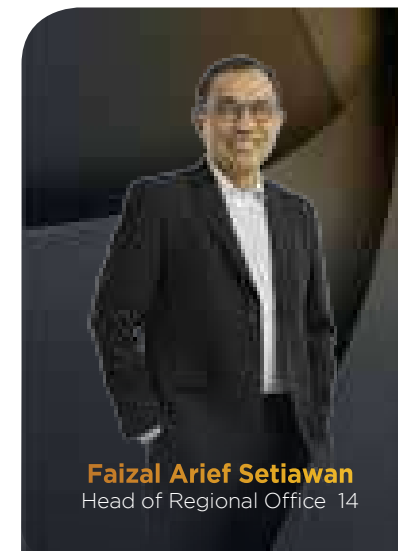
I Gusti Nyoman Dharma Putra
Head of Regional Office 08

Currently 51 years old. Holds a Masters degree in Management from Universitas Pendidikan Nasional Denpasar. Appointed as Head of Regional Office 08 based on Board of Directors Decree No. KP/226/DIR/R dated July 16, 2020.



Mahrauza Purnaditya
Head of Regional Office 12

Currently 52 years old. Holds a Masters degree in Agribisnis from Institut Pertanian Bogor. Appointed as Head of Regional Office 12 based on Board of Directors Decree No. KP/095/DIR/R dated April 7, 2022.



Faizal Arief Setiawan
Head of Regional Office 14

Currently 52 years old. Holds a Masters degree in Finance from Universitas Gadjah Mada. Appointed as Head of Regional Office 14 based on Board of Directors Decree No. KP/278/DIR/R dated July 27, 2022.



Koko Prawira Butar Butar
Head of Regional Office 15

Currently 42 years old. Holds a Masters degree in Development Economics from Universitas Sumatera Utara. Appointed as Head of Regional Office 15 based on Board of Directors Decree No.KP/420/DIR/R dated September 15, 2021.



Ariyanto Soewondo Geni
Head of Regional Office 16

Currently 52 years old. Holds a Masters degree in Law from Universitas Indonesia. Appointed as Head of Regional Office 16 based on Board of Directors Decree No.KP/488/DIR/R dated October 27, 2021



Beby Lolita Indriani
Head of Regional Office 17

Currently 52 years old. Holds a Masters degree in Banking Management from Universitas Padjadjaran. Appointed as Head of Regional Office 17 based on Board of Directors Decree No.KP/095/DIR/R dated April 7, 2022.



Arief Surarso
Head of Regional Office 18

Currently 54 years old. Holds a Masters degree in Management Accounting from Universitas Gadjah Mada. Appointed as Head of Regional Office 18 based on Board of Directors Decree No. KP/095/DIR/R dated April 7, 2022.

Employee Demographics

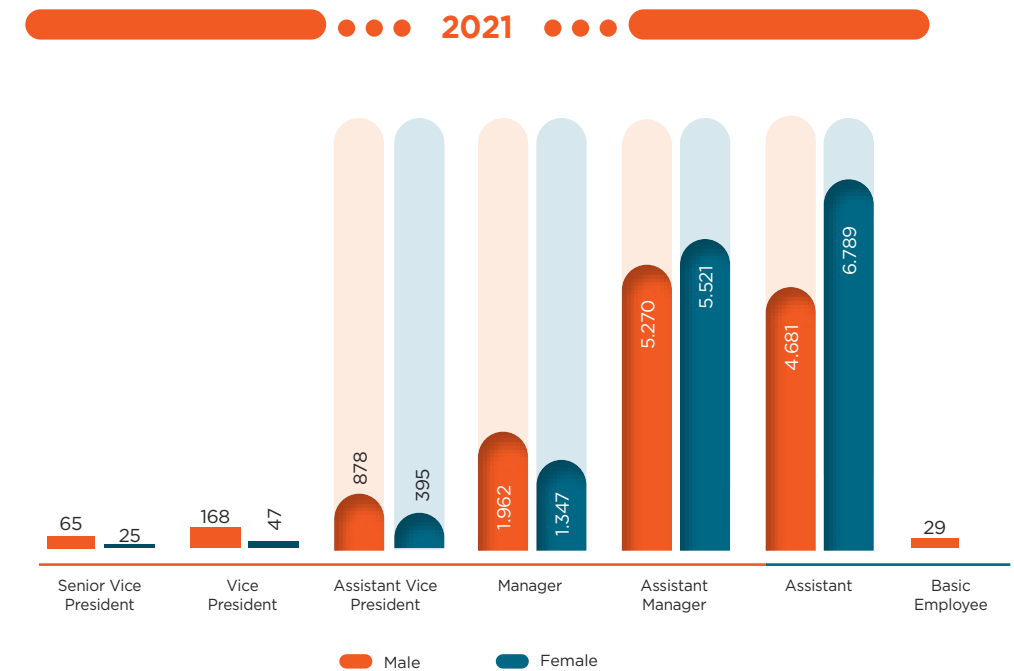
As of December 31, 2022, the number of BNI employees reached 27,170 people, a decrease of 7 people, or 0.03% compared to the number of employees as of December 31, 2021 which was 27,177 people.

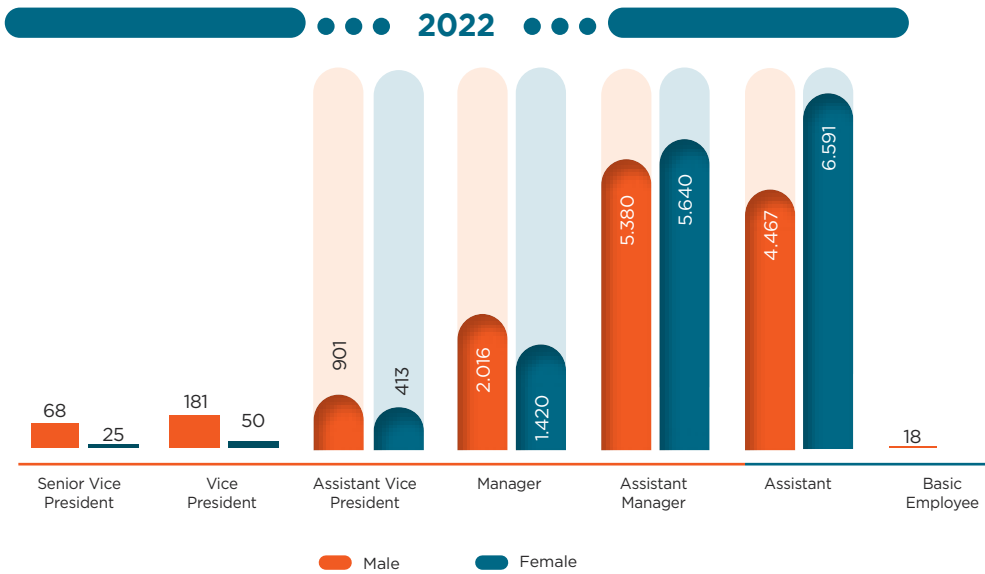
The Bank's policies for recruitment, performance evaluation, remuneration and career development for employees does not discriminate against ethnicity, religion, race, class, gender and physical condition. This can be seen from the table presented below:

Total Employees Based on Position Level (people)						
Position Level	2022			2021		
	Male	Female	Total	Male	Female	Total
≥ Senior Vice President*	68	25	93	65	25	90
Vice President	181	50	231	168	47	215
Assistant Vice President	901	413	1,314	878	395	1,273
Manager	2,016	1,420	3,436	1,962	1,347	3,309
Assistant Manager	5,380	5,640	11,020	5,270	5,521	10,791
Assistant	4,467	6,591	11,058	4,681	6,789	11,470
Basic Employee	18	-	18	29	-	29
Total	27,170			27,177		

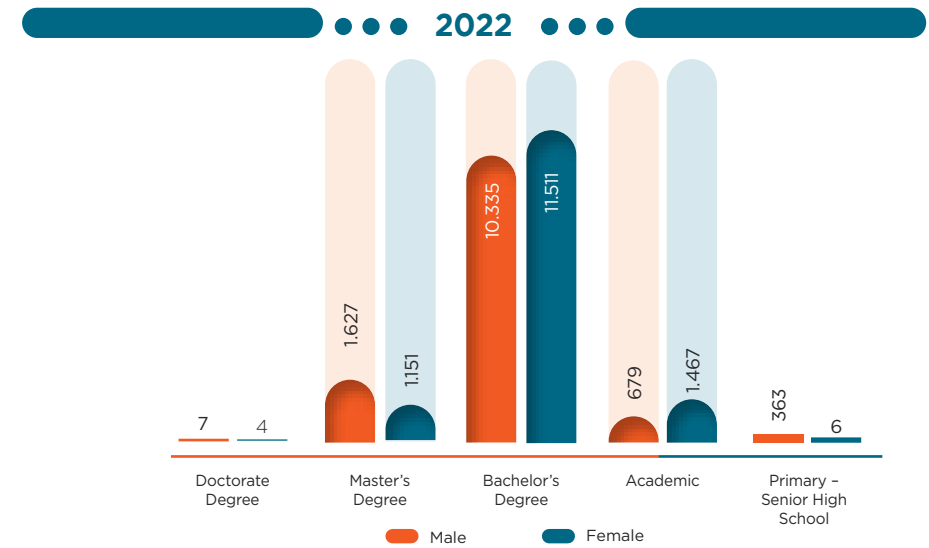
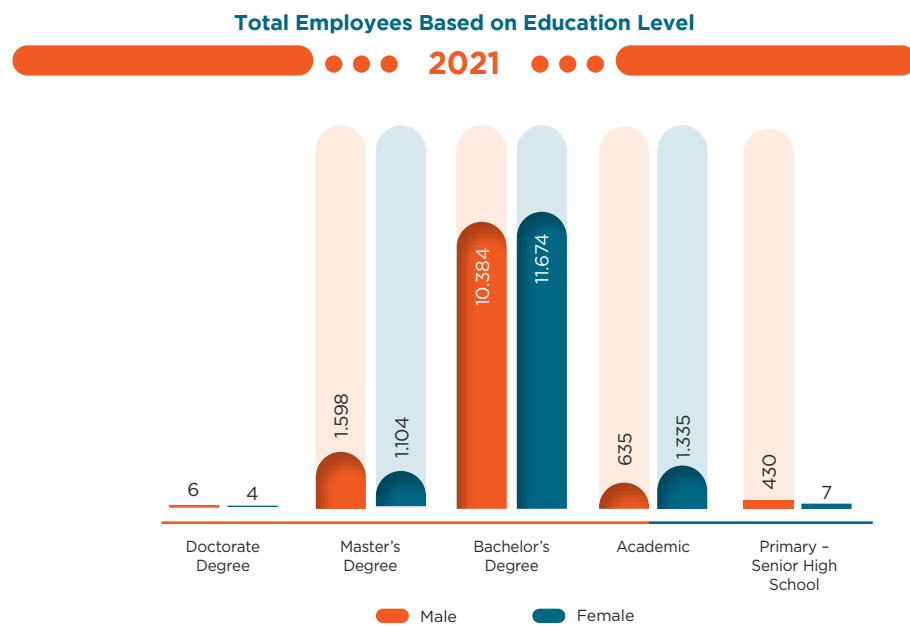
*) Consists of: Senior Vice President, Executive Vice President and Senior Vice President

Total Employees Based on Position Level 2021-2022

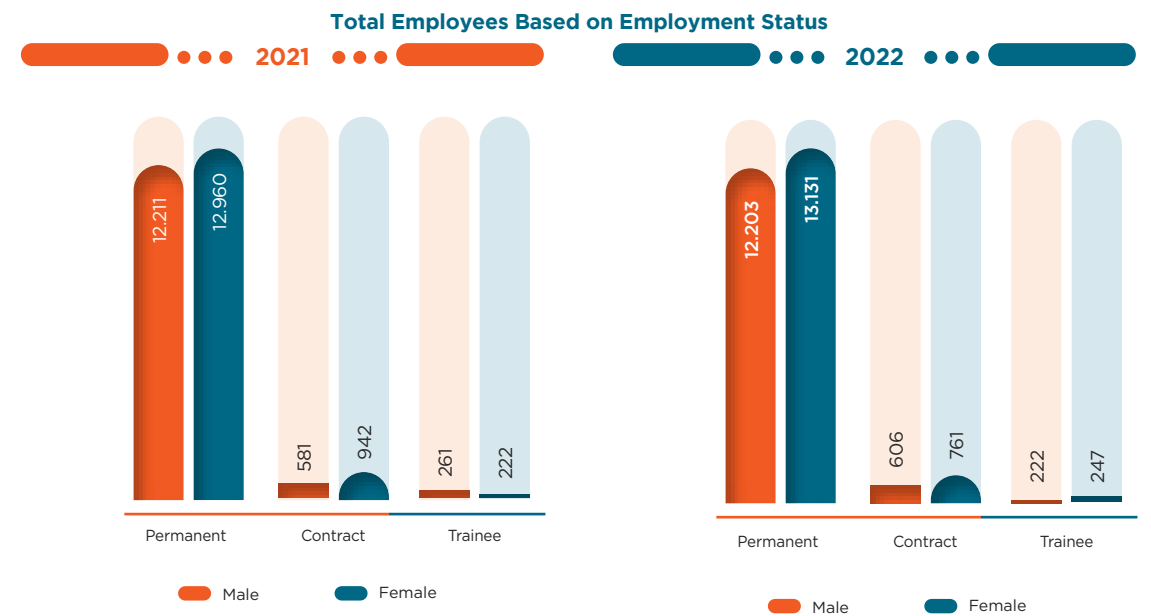




Total Employees Based on Education Level (people)						
Education Level	2022			2021		
	Male	Female	Total	Male	Female	Total
Doctorate Degree	7	4	11	6	4	10
Master's Degree	1,627	1,151	2,778	1,598	1,104	2,702
Bachelor's Degree	10,335	11,511	21,866	10,384	11,674	22,058
Academic	679	1,467	2,146	635	1,335	1,970
Primary – Senior High School	363	6	369	430	7	437
Total			27,170			27,177

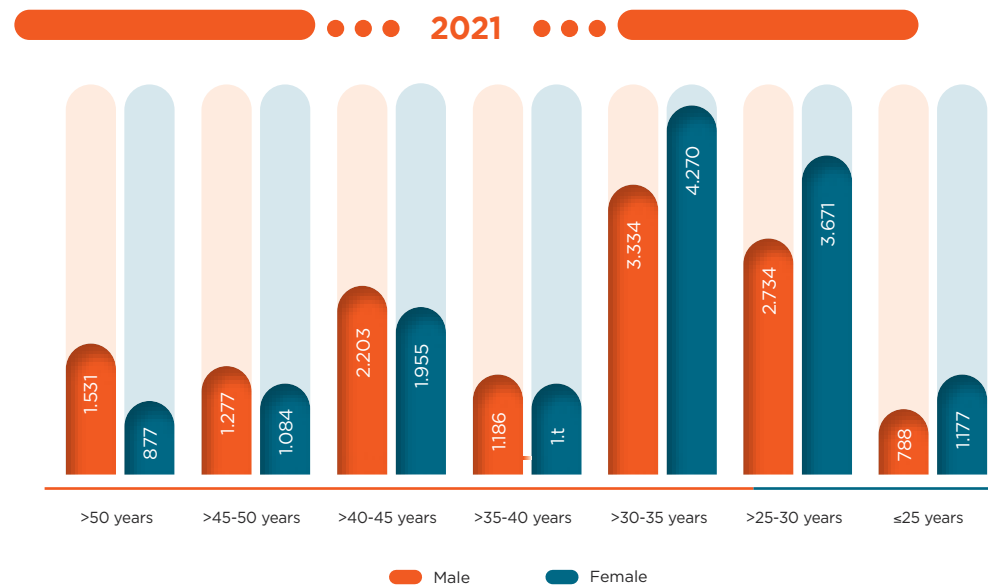


Total Employees Based on Employment Status (people)						
Employment Status	2022			2021		
	Male	Female	Total	Male	Female	Total
Permanent	12,203	13,131	25,334	12,211	12,960	25,171
Contract	606	761	1,367	581	942	1,523
Trainee	222	247	469	261	222	483
Total			27,170			27,177

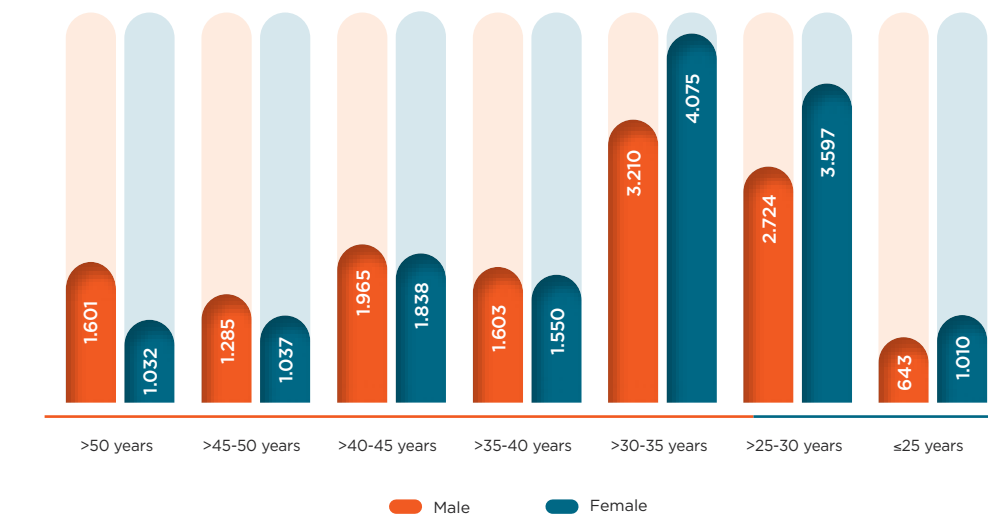


Total Employees Based on Age Range (people)						
Age	2022			2021		
	Male	Female	Total	Male	Female	Total
>50 Years	1,601	1,032	2,633	1,531	877	2,408
>45-50 Years	1,285	1,037	2,322	1,277	1,084	2,361
>40-45 Years	1,965	1,838	3,803	2,203	1,955	4,158
>35-40 Years	1,603	1,550	3,153	1,186	1,090	2,276
>30-35 Years	3,210	4,075	7,285	3,334	4,270	7,604
>25-30 Years	2,724	3,597	6,321	2,734	3,671	6,405
≤25 Years	643	1,010	1,653	788	1,177	1,965
Total			27,170			27,177

Total Employees Based on Age Range



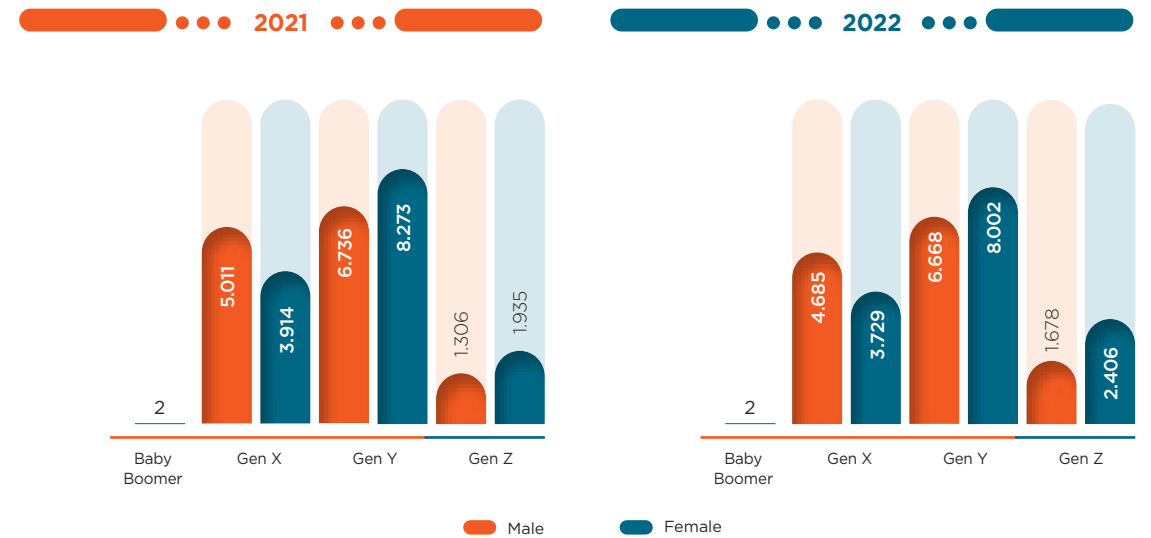
2022



Total Employees Based on Generation (people)

Generation	2022			2021		
	Male	Female	Total	Male	Female	Total
Baby Boomer	-	2	2	-	2	2
Gen X	4,685	3,729	8,414	5,011	3,914	8,925
Gen Y	6,668	8,002	14,670	6,736	8,273	15,009
Gen Z	1,678	2,406	4,084	1,306	1,935	3,241
Total			27,170			27,177

Total Employees Based on Generation



EMPLOYEE COMPETENCY DEVELOPMENT

COMPETENCY DEVELOPMENT POLICY

For BNI, Human Capital is its biggest asset and is the foundation for supporting the implementation of BNI's strategies. Therefore, in a planned and sustainable manner, BNI provides equal opportunities for all employees to attend competency training and development. Up to the end of December 2022, BNI held education and training programs for 27,626 employees or 99.17%, of the total number of employees, amounting to a total of 1,057,238 training participants, at an average of 38.90 times per employee.

BNI provides routine development for the employees who manage Collection. During 2022, Assistant Collection, Dunning Collection - Small Segment, Refreshment Collection and Refreshment Consumer Collection training was held for 210 employees.

Total Employees	Total Training Hours (in hours)	Training Hours per Employee	Number of Training Participants	Number of Trained Employees* (people)
27,170	5,208,973	191.67	1,057,238	27,676

*) Includes 731 terminated employees.

The following shows the top 5 (five) training and competency development followed by each position level, based on the Position Level and Gender Equality in 2022.

Competency Development Based on Position Level and Gender Equality in 2022						
No.	Position Level	Type of Training	Purpose of Training	Number of Participants *)		
				M	F	Total
1	Vice President	Level 4 Risk Management Certification	Increase competency and expertise in the field of risk management.	35	11	46
		Transactional Banking Acceleration - Wholesale, Retail & Trade Solutions	Increase understanding and competency regarding accelerated transactional banking, especially Wholesale, Retail and Trade Solutions.	25	2	27
		Industrial Relations and Anti Fraud Awareness	Increase competency to develop positive working relationships, knowing how to manage relationships effectively to provide companies with a method that drives productivity and success.	21	3	24

Competency Development Based on Position Level and Gender Equality in 2022

No.	Position Level	Type of Training	Purpose of Training	Number of Participants *)		
				M	F	Total
		Executive Management Program	Increase capacity of top leaders to transform at a higher level of leadership performance and prepare top leaders to become the best candidates for future BNI leaders.	7	5	12
		International Banking Literacy Program - Advanced Level	Debriefing and increase competency related to international banking operations including international trade and correspondent banking transactions.	10	1	11
	Assistant Vice President	Refreshment for Stand Alone (STA) and Sentra Branch Leaders	Refreshment of management competencies in Stand Alone and Sentra Branches.	244	66	310
		International Banking Literacy Program - Advanced Level	Debriefing and increase competency related to international banking operations including international trade and correspondent banking transactions.	162	73	235
		Transactional Banking Acceleration - Wholesale, Retail & Trade Solutions	Increase understanding and competency regarding accelerated transactional banking, especially Wholesale, Retail and Trade Solutions.	133	55	188
	Assistant Vice President	Execution Discipline Culture Brevet	Increase employee competency in planning and execution.	133	54	187
		Level 3 Risk Management Certification	Increase competency and expertise in the field of risk management.	79	51	130
		International Banking Literacy Program	Debriefing and increase competency related to international banking operations including international trade and correspondent banking transactions.	393	329	722
	Manager	Level 2 Risk Management Certification	Increased competency and expertise in the field of risk management.	178	138	316
		Operational Risk for Internal Control (KI)	Increase competency in learning how banks manage Operational Risk (Operational Risk Policy, Methodology and Infrastructure). Understand how to identify, measure, monitor operational risk, as well as carry out Risk Assessment and Mitigate Operational Risk.	177	124	301

Competency Development Based on Position Level and Gender Equality in 2022

No.	Position Level	Type of Training	Purpose of Training	Number of Participants *)		
				M	F	Total
	Assistant Manager	Enrichment Sales Leader	Learning program to increase knowledge and expertise in sales.	90	102	192
		Level 1 Risk Management Certification	Increase competency and expertise in the field of risk management.	92	67	159
		Level 1 Risk Management Certification	Increase competency and expertise in the field of risk management.	979	1.066	2.045
		Enrichment Sales Leader	Learning program to increase knowledge and expertise in sales.	588	574	1.162
		Legal Risk Awareness	Increase competency and expertise in legal risk awareness.	355	359	714
		Basic Appraisal Brevet	Brevet program regarding knowledge in valuing collateral and presentation of valuation reports.	383	298	681
	Assistant	Refreshment Sales People	Increase ability of sales people to sell products and interact with prospective customers.	221	444	665
		Education Cash Management & Mobile Banking Program (E-CAMP)	Increase understanding of cash withdrawal features in mobile banking.	151	834	985
		Sales People Refreshment	Increase ability of sales people to sell products and interact with prospective customers.	228	473	701
		Restructuring the Director General of State Treasury Working Unit Virtual Account	Increase understanding in terms of managing virtual accounts in accordance with the State Treasury Working Unit provisions in the Director General of the State Treasury.	90	511	601
		Cluster Savings Tactical Learning	Increase employee understanding and competence in Savings features in the context of marketing strategies.	152	337	489
		Sales Brevet	Increase the ability of sales people to sell products and interact with prospective customers.	141	319	460

Competency Development Based on Position Level and Gender Equality in 2022

No.	Position Level	Type of Training	Purpose of Training	Number of Participants *)		
				M	F	Total
6	Basic Employee	Anti Fraud Awareness	Provide training for employees to carry out effective and efficient prevention efforts for all actions and circumstances that can reduce the level of trust and cause losses for BNI.	16	0	16
		Work Culture: Core Value AKHLAK	Debriefing for all employees in understanding and making AKHLAK values a reference in their daily activities.	16	0	16
		Risk Culture	Increase understanding to build and maintain a risk culture at BNI.	16	0	16
		Sustainability Finance	Provide knowledge and understanding of approaches from the financial services sector to support sustainable development and climate change goals.	15	0	15
		Good Corporate Governance	Increase understanding of the basic concept of Good Corporate Governance (GCG) and how to implement GCG in an effective and targeted manner.	14	0	14

*)Top 5 Types of Training at each Position level based on the number of learning/training target learners

Cost of Competency Development

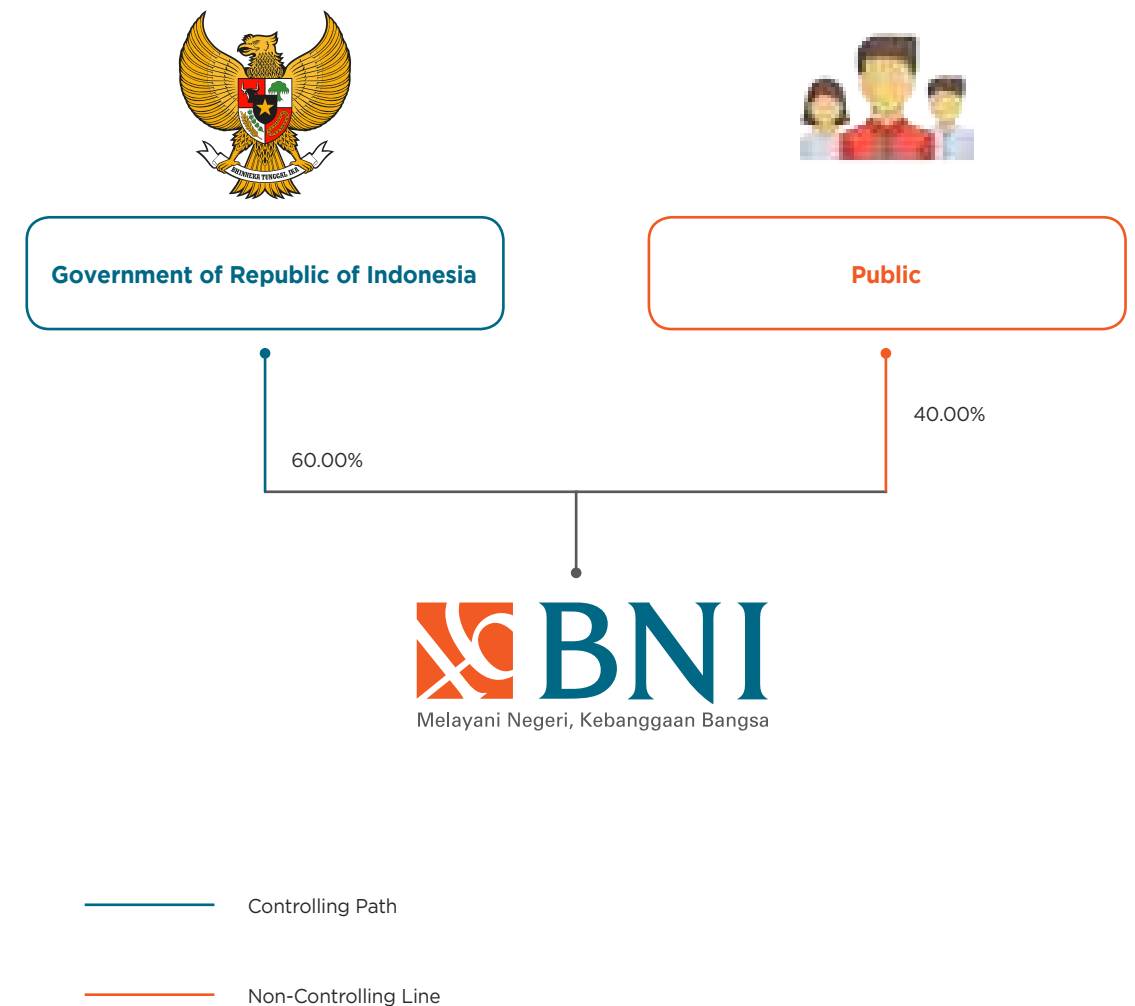
All Training and Education provided in the context of competency development is borne by the Bank with the 2022 Education and Training Costs amounting to Rp267.1 billion, an increase of 46.9% compared to 2021, in order to equip employees to face increasingly bigger business challenges in line with BNI Corporate Transformation.

Competency Development Costs (Bank Only)

Description	2022 (Rp Billion)	2021 (Rp Billion)	Increase/ Decrease (Rp Billion)	Increase/ Decrease (%)
Education and Training	267.1	181.8	86.7	46.9

The Education and Training budget was increased to support the Company's post-pandemic strategy (Company existence).

Shareholder Structure and Composition



Company Shareholders Composition as of December 31, 2022

No	Investor	Total Investor	Number of Shares	Ownership %
National Investors				
1	Government of Republic of Indonesia	1	11,189,193,875	60.000 00
2	Indonesian Individuals	116,968	781,592,438	4.19115
3	Cooperatives	24	1,126,759	0.00604
4	Foundations	37	24,694,504	0.13242
5	Pension Funds	163	842,826,857	4.51950
6	Insurance	173	539,482,230	2.89287
7	Banks	6	3,214,200	0.01724
8	Limited Liability Companies	260	50,971,028	0.27332
9	Mutual Funds	1	366	0.00000
10	Other Business Entities	5	5,298	0.00003
11	Mutual Funds	316	606,821,424	3.25397
Sub Total		117,954	14,039,928,979	75.28654
Foreign Investors				
1	Foreign Individuals	254	1,690,862	0.00907
2	Foreign Business Enterprises	1,485	4,607,036,617	24.70439
Sub Total		1,739	4,608,727,479	24.71346
Total		119,693	18,648,656,458	100.00000

20 Largest BNI Shareholders Composition as of December 31, 2022

No	Investor	Shares	%	Status	Location
1	Government of Republic of Indonesia	11,189,193,875	60.00	Republic of Indonesia	Jakarta
2	BPJS Ketenagakerjaan - Program JHT	578,850,768	3.10	Local Company	Jakarta
3	Winarno Tjajadi	250,000,000	1.34	Indonesian individual	Sidoarjo
4	BNYM RE BNYMLB RE EMPLOYEES PROVIDENTFD	247,576,153	1.33	Foreign Business Enterprise	Malaysia
5	CITIBANK SINGAPORE S/A GOVERNMENT OF SINGAPORE	124,572,134	0.67	Foreign Business Enterprise	Singapore
6	CITIBANK NEW YORK S/A GOVERNMENT OF NORWAY 15	119,649,500	0.64	Foreign Business Enterprise	Norway
7	JPMCB NA RE - VANGUARD EMERGING MARKETS	103,188,476	0.55	Foreign Business Enterprise	USA
8	BPJS Ketenagakerjaan - Program JP	101,978,300	0.55	Local Company	Jakarta
9	JPMCB NA RE-VANGUARD TOTAL INTERNATIONAL	98,058,956	0.53	Foreign Business Enterprise	USA
10	CITIBANK NEW YORK S/A GOVERNMENT OF NORWAY 23	86,500,000	0.46	Foreign Business Enterprise	Norway
11	Prudential Life Assurance	84,377,916	0.45	Local Company	Jakarta
12	BNYMSANV RE BNYMSANVLUX RE S/A ESPRING INV	78,425,536	0.42	Foreign Business Enterprise	Belgium
13	AXA Mandiri Financial Services	72,162,500	0.39	Local Company	Jakarta
14	JP MORGAN SECURITIES PLC	68,985,732	0.37	Foreign Business Enterprise	England
15	STATE STREET BANK-ISHARES CORE MSCI EMERGING MARKETS ETF	65,630,200	0.35	Foreign Business Enterprise	USA

20 Largest BNI Shareholders Composition as of December 31, 2022

No	Investor	Shares	%	Status	Location
16	STATE STREET BANK-PRINCIPAL GLOBAL INVES TORS COLLECTIVE INVESTMENT TRUST	63,498,400	0.34	Foreign Business Enterprise	USA
17	BNYMSANV RE BNYM RE PEOPLE'S BANK OF CHINA	62,374,400	0.33	Foreign Business Enterprise	Republik Rakyat Tiongkok
18	CITIBANK NEW YORK S/A GOVERNMENT OF NORWAY 1	57,506,000	0.31	Foreign Business Enterprise	Norway
19	CITIBANK NEW YORK S/A GOVERNMENT OF NORWAY 16	56,900,000	0.31	Foreign Business Enterprise	Norway
20	SUWANTARA GOTAMA	52,000,000	0.28	Indonesian Individual	Jakarta

Shareholders with 5% or Over Ownership

Name of Shareholder	December 31, 2022	
	Shares	Percentage Ownership %
Negara Republik Indonesia	11.189.193.875	60,0

Shareholders with 5% or Over Ownership

No	Shareholder Group	Desember 31, 2022		
		Number of Shareholders	Shares	Percentage Ownership %
Domestic Investors				
1	Indonesian Individuals	116.968	781,592,438	4,19115
2	Cooperatives	24	1,126,759	0,00604
3	Foundations	37	24,694,504	0,13242
4	Pension Funds	163	842,826,857	4,51950
5	Insurance	173	539,482,230	2,89287
6	Banks	6	3,214,200	0,01724
7	Limited Liability Companies	260	50,971,028	0,27332
8	Government Agencies	1	366	0,000
9	Other Business Enterprises	5	5,298	0,00003
10	Mutual Funds	316	606,821,424	3,259397
Sub Total		117.953	2.850.735.104	15,28654
Overseas Investors				
1	Foreign Business Enterprises	1,485	4,607,036,617	24,70439
2	Foreign Individuals	254	1,690,862	0,00907
Sub Total		1,739	4,608,727,479	24,71346
Total		119,692	7,459,462,583	40,0000

Share Ownership (Direct and Indirect) by the Board of Commissioners and Board of Directors

Share Ownership (Direct and Indirect) by the Board of Commissioners and Board of Directors

Name	Position	December 31, 2022				December 31, 2022			
		Direct Ownership		Indirect Ownership		Direct Ownership		Indirect Ownership	
		Number of Shares (shares)	Percentage Ownership %	Number of Shares (shares)/ Company Name	Percentage Ownership %	Number of Shares (shares)	Percentage Ownership %	Number of Shares (shares)/Company Name	Percentage Ownership %
BOARD OF COMMISSIONERS									
Agus Dermawan Wintarto Martowardojo	President Commissioner/ Independent Commissioner	-	-	-	-	-	-	-	-
Pradjoto	Vice President Commissioner/ Independent Commissioner	-	-	-	-	-	-	-	-
Sigit Widyawan	Independent Commissioner	-	-	-	-	-	-	-	-
Septian Hario Seto	Independent Commissioner	-	-	-	-	-	-	-	-
Asmawi Syam	Independent Commissioner	-	-	-	-	-	-	-	-
Erwin Rijanto Slamet	Independent Commissioner	-	-	-	-	-	-	-	-
Iman Sugema	Independent Commissioner	-	-	-	-	-	-	-	-
Askolani	Commissioner	244,205	0.0013095%	-	-	340,063	0.0018235	-	-
Ratih Nurdianti ¹⁾	Commissioner	-	-	-	-	-	-	-	-
Fadlansyah Lubis ²⁾	Commissioner	-	-	-	-	-	-	-	-
Susyanto	Commissioner	156,959	0.0008417%	-	-	252,817	0.0013557	-	-
BOARD OF DIRECTORS									
Royke Tumilaar	President Director	163,584	0.0008772%	-	-	399,539	0.0021425	-	-
Adi Sulistyowati	Vice President Director	1,007,373	0.0054019%	-	-	641,532	0.0034401	-	-
Novita Widya Anggraini	Finance Director	139,046	0.0007456%	-	-	339,607	0.0018211	-	-
Corina Leyla Karnalies	Consumer Banking Director	365,041	0.0019575%	-	-	565,602	0.0030329	-	-
Sis Apik Wijayanto	Institutional Banking Director	454,997	0.0024398%	-	-	655,558	0.0035153	-	-
David Pirzada	Risk Management Director	139,046	0.0007456%	-	-	305,607	0.0016388	-	-
Silvano Winston Rumantir	Corporate & International Banking	139,046	0.0007456%	-	-	339,607	0.0018211	-	-
Ronny Venir	Network & Services Director	172,746	0.0009263%	-	-	645,413	0.0034609	-	-
Muhammad Iqbal	Enterprise & Commercial Banking Director	139,046	0.0007456%	-	-	339,607	0.0018211	-	-
Putrama Wahyu Setyawan ²⁾	Treasury Director	-	-	-	-	798,265	0.0042805	-	-
Mucharom ²⁾	Human Capital and Compliance Director	-	-	-	-	129,076	0.0006921	-	-
Toto Prasetyo ²⁾	Technology and Operations Director	-	-	-	-	-	-	-	-
Bob Tyasika Ananta ³⁾	Human Capital and Compliance Director	-	-	-	-	-	-	-	-
Y.B. Hariantono ¹⁾	IT & Operations Director	-	-	-	-	-	-	-	-
Henry Panjaitan ¹⁾	Corporate & International Banking	-	-	-	-	-	-	-	-

Description:

¹⁾ Ceased serving on August 31, 2022

²⁾ Appointed on August 31, 2022: Fadlansyah Lubis effectively served after obtaining OJK approval for the Fit and Proper Test on December 23, 2022; Toto Prasetyo effectively served since January 31, 2023; Mucharom effectively served since January 6, 2023; Putrama Wahyu Setyawan effectively served since December 23, 2022

³⁾ Ceased serving as a member of the Board of Directors on May 27, 2022

Majority/Controlling Shareholder Information Up to Name of Ultimate Owner

The majority/controlling shareholder of the Bank is the Republic of Indonesia, represented by the Government of the Republic of Indonesia/Ministry of State-Owned Enterprises (SOE), with ownership of 60.00% or 11,189,193,875 shares. The Government of the Republic of Indonesia is also the name of the ultimate owner of the Company.

Name of Shareholder	Address	Number of Shares (shares)	Percentage Ownership (%)
Government of the Republic of Indonesia Represented by the Ministry of State-Owned Enterprises	Kantor Kementerian BUMN Jl. Medan Merdeka Selatan No. 13 Jakarta Pusat 10110 DKI Jakarta, Indonesia Tel. +62 21 29935678 Fax. +62 21 29935740 www.bumn.go.id	11.189.193.875	60,00



List Of Subsidiaries and/or Associated Entities

SUBSIDIARIES

Name	Line of Business	Domicile	Year of Establishment	Year of Commercial Operation	Year of Last Capital Participation	BNI Ownership (%)		Operational Status	Total Assets 2022 (Rp-million)
						2022	2021		
PT BNI Multifinance	Financing	Jakarta	1983	1983	2016	99.99%	99.99%	Operating	1,028,686
PT BNI Sekuritas	Brokerage and Underwriter including acting as Investment Advisor	Jakarta	1995	1995	2019	75.00%	75.00%	Operating	1,634,408
PT BNI Life Insurance	Life Insurance Services	Jakarta	1996	1997	2012	60.00%	60.00%	Operating	23,322,020
BNI Remittance Ltd.	Remittance Services	Hong Kong	1996	1998	2009	100.00%	100.00%	Operating	18,193
PT Bank Mayora	Banking	Jakarta	1993	1993	2022	63.92%	-	Operating	11,611,753
PT BNI Modal Ventura	Venture Capital	Jakarta	2022	2022	2022	99.98%	-	Operating	505,111

INDIRECT SUBSIDIARIES THROUGH PT BNI SEKURITAS

PT BNI Asset Management	Investment Manager	Jakarta	2011	2011	2011	99.90%	99.9%	Operating	181,588
BNI Securities Pte. Ltd.	Brokerage Services, Underwriting, and Advisory Activities in the Capital Market	Singapore	2021	2021	2022	100.0%	100.0%	Operating	42,804

ASSOCIATED ENTITIES

PT Pemeringkat Efek Indonesia	Securities Rating	Jakarta	1994	1994	2014	0.143%	0.143%	Operating	108,223*
PT Kustodian Sentral Efek Indonesia	Central Custodian	Jakarta	1998	1998	2022	1.00%	1.00%	Operating	2,941,870*
PT Bank Mizuho Indonesia	Banking	Jakarta	2001	2001	2020	1.00%	1.00%	Operating	56,878,961*
PT Bank BTPN Tbk	Banking	Jakarta	1958	1960	2020	0.15%	0.15%	Operating	199,926,616**
PT Bank Syariah Indonesia Tbk	Banking	Jakarta	2021	2021	2021	23.24%	24.85%	Operating	305,727,438

* Data From 2021

** Data as of September 2022

BRIEF INFORMATION ON SUBSIDIARIES

PT BNI MULTIFINANCE

BNI Multifinance was established on April 8, 1983 based on Notarial Deed by Kartini Muljadi, S.H., No. 21, under the name of PT BNI-AMEX Leasing is a cooperation between PT Bank Negara Indonesia (Persero) Tbk (BNI) and American Express Leasing Corporation (AMEX). The Company's name has been amended several times with the last one to PT BNI Multifinance, being notarized by deed No. 103 dated June 27, 1994.

BNI Multifinance commenced its commercial operations in 1983, engaging in funding Investments, Working Capital, Multipurpose and Operating Leases. As of December 31, 2022, Its business activities are supported by 237 employees, and operates in 7 (seven) branch offices in Medan, Lampung, Bogor, Semarang, Surakarta, Yogyakarta and Surabaya and also 5 (five) points of sales. The head office is located at Graha Binakarsa 11th floor Lot. E-F and 12th floor, Jalan HR. Rasuna Said Kav. C-18, Kuningan, South Jakarta.

PT BNI Multifinance Board of Commissioners and Board of Directors composition based on deed No. 1 dated December 1, 2022 is as follows:

Board of Commissioners

Commissioner	Agung Turanto Sutarno
Commissioner	Hari Satriyono

Board of Directors

President Director	Yenanto
Director of Business	Albertus Henditrianto
Director of Finance and Operational	Legendariah

PT BNI SEKURITAS

PT BNI Sekuritas ("BNI Sekuritas") was established based on Limited Liability Company Deed No. 22 dated April 12, 1995, as amended by Deed of Amendment No. 39 dated May 3, 1995, both of which were made before Koesbiono Sarmanhadi, S.H., M.H., Notary in Jakarta, and was approved by the Minister of Justice of the Republic of Indonesia based on Decree No. C2-6278.HT.01.01.TH'95 dated May 19, 1995, and registered in the Company Register book at the Central Jakarta District Court Office under No. 903/1995 dated June 8, 1995, and announced in the State Gazette of the Republic of Indonesia No. 55 dated July 11, 1995, Supplement No. 5804.

Based on the Articles of Association, the scope of BNI Sekuritas business activities includes securities trading, acting as a broker-dealer, underwriter, mutual fund sales agent, securities company other than investment management, custodian and other activities determined or approved by the authorized body/agency. BNI Sekuritas obtained business licenses for securities brokerage, stock underwriter, investment manager, and mutual fund selling agent from the relevant authorities, respectively through (i) Chairman of the Capital Market Supervisory Agency Decree No. KEP-19/PM/1995, (ii) No. KEP-020/PM/1995 dated August 8, 1995, (iii) No. KEP-07/PM-MI/1995 dated October 23, 1995 which were later transferred to PT BNI Asset Management, and (iv) OJK Letter No. S-1507/PM.211/2016.

To implement the independence function of investment managers based on Bapepam-LK No. V.D.11, an annex to the Chairman of Bapepam-LK decree No. Kep-480/BL/2009 dated December 31, 2009 on Investment Manager Guidelines, the Company completed the separation/division of business (spin-off) of the business operations division for investment management by forming a new group called PT BNI Asset Management, with 99.99% ownership of BNI Sekuritas based on Establishment Act No. 50 dated 28 March 2011 made in front of Fathiah Helmi, S.H., Notary in Jakarta.

In mid 2011, the BNI Sekuritas ownership structure was strengthened by the joining of a strategic investor from Japan, namely SBI Sekuritas Co. Ltd., to also own shares in BNI Sekuritas, so the current composition of BNI Sekuritas share ownership is 75% owned by PT Bank Negara Indonesia (Persero) Tbk and 25% owned by SBI Sekuritas Co. Ltd. In 2014, the ownership of SBI Securities Co. Ltd was transferred to SBI Financial Services Co. Ltd so that the ownership of BNI Sekuritas became BNI (75%) SBI Financial Services Co. Ltd. (25%).

As part of BNIS' journey to become a global securities company, on September 8, 2021, a BNIS subsidiary, BNI Securities Pte. Ltd. ("BSPL") received approval from the Monetary Authority of Singapore ("MAS") with license number CMS 101132. With the BSPL operating license, BNI Sekuritas will be able to carry out capital market service activities

in Singapore, both in the business of fixed income brokerage, equity brokerage and underwriting through BSPL. Furthermore, BSPL will focus on helping the BNI Group and BNI customers to gain access to global investors. The BSPL Singapore operations also strengthens Bank BNI's position as a global bank that provides banking and capital market services. BSPL is located at 30 Cecil Street #17-08 Prudential Tower Singapore (049712), in the same building as Bank BNI Singapore Branch Office.

Throughout 2022, BNI Sekuritas business operations were conducted by 377 employees as of December 31, 2022 who provided services to customers through 16 branch offices. PT BNI Sekuritas Head Office is located at Sudirman Plaza Indofood Tower, 16th Floor, Jl. Jenderal Sudirman Kav. 76-78, Jakarta 12910, Indonesia

PT BNI Sekuritas Board of Commissioners and Board of Directors composition is based on the Shareholders Deed of Statement No. 167 dated September 28, 2022 made before Jose Dima Satria, S.H., M.Kn., Notary in South Jakarta, and received a Company Data Notification Letter of Acceptance No. AHU-AH.01.09-0062334 dated October 5, 2022 and registered in the Company Register at the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-0198740.AH.01.11.TAHUN 2022 dated October 5, 2022, as follows:

Board of Commissioners

Commissioner	Yoshihiro Ishiwata
Commissioner	I Made Sukajaya

Board of Directors

President Director	Agung Prabowo
Director	Putu Bagus Kresna
Director	Nieko Kusuma
Director	Vera Ongyono
Director	Yoga Mulya

PT BNI LIFE INSURANCE

BNI Life was originally established under the name of "PT Asuransi Jiwa BNI Jiwasraya" based on Deed No. 24 dated November 28, 1996 in Jakarta. On November 26, 2004, the Company changed its name to PT Asuransi Jiwa BNI Jiwasraya, which was endorsed by the Minister of Justice and Human Rights of the Republic of Indonesia through No. C-31600 HT.01.04.TH.2004 dated December 29, 2004.

In accordance with the Articles of Association, the Company's scope of activities is conducting business in life insurance including life insurance business with Islamic principles. The Company obtained a license as a life insurance company based on the Ministry of Finance of the Republic of Indonesia Number 305/KMK.017/1997 dated July 7, 1997. The Company also obtained a license to open a branch office with Islamic principles based on the Ministry of Finance of the Republic of Indonesia No. KEP-186/KM.6/2004 dated May 19, 2004.

In early May 2014, Sumitomo Life Insurance Company (Sumitomo Life), one of the largest insurance companies in Japan, officially became one of BNI Life's shareholders. The equity participation realization was Rp4.2 trillion with 40% share ownership in BNI Life.

The strategic cooperation with Sumitomo Life Insurance accelerated business growth and provided huge space to gain future business opportunities. As proof of Sumitomo Life Insurance's seriousness in the BNI Life business development, they have placed representatives in BNI Life management as Commissioners, Directors, and professional experts.

BNI Life offers various insurance products such as life, health, education, investment, pension and sharia insurance. BNI Life's business operations are supported by competent human resources in the insurance sector. Currently BNI Life has 723 employees with competencies that continue to be developed to provide the best service to customers.

To carry out its business activities, until December 31, 2022 BNI Life operated the following 7 (seven) Service Offices/Service Points: Jakarta/ Menara BNI Pejompongan, Jl. Pejompongan Raya No. 5; Bandung/Jl. Burangrang No. 38, Lengkong; Denpasar/Jl. Diponegoro No. 122; Semarang/Rukan Pemuda Mas Block A1-A2 Floor 2, DP Mall, Jalan Pemuda No. 150; Surabaya/ Gedung Graha Pangeran Lt. XI, JL. Ahmad Yani No. 286; Palembang/Jl. Basuki Rahmat No.24B, Palembang; Yogyakarta/Jl. Laksda Adisucipto No. 27, Gondokusuman, Yogyakarta. BNI Life Head Office Address is Centennial Tower Lt. 9, Jl. Gatot Subroto Kav. 24-25, South Jakarta.

The PT BNI Life Insurance Board of Commissioners and Board of Directors composition, based on the Shareholders’ Decree No. Deed. 89 dated October 31, 2022 and Deed No. 104 dated December 20, 2022 is as follows:

Board of Commissioners

President Commissioner/Independent Commissioner	Parikesit Suprpto
Commissioner	Teddy Wishadi
Commissioner	Kazuhiko Arai
Independent Commissioner	Alwi Abdurrahman Shihab
Independent Commissioner	Henry Cratein Suryanaga

Board of Directors

President Director	Shadiq Akasya
Director of Finance	Eben Eser Nainggolan
Director	Masaaki Fuse
Director	Hiroshi Ono
Director	Neny Asriany

Sharia Supervisory Board

Chairman	Ir. Agus Haryadi, AAAIJ, FIIS, ASAI
Member	Prof. Dr. H. Utang Ranuwijaya, MA
Member	Hj. Siti Haniatunnisa, LLB, MH

BNI REMITTANCE LTD.

BNI Remittance Limited (BNI Remittance) is a BNI subsidiary established by BNI Hong Kong on November 19, 1996, based on Certificate of Incorporation No. 574748 under the name of “High Motivation Company”, and changed its name to BNI Nakertrans Ltd in 1997. To further optimize its business activities in accordance with the rules of the local authorities, after a comprehensive business assessment, it was decided to separate the BNI Nakertrans Ltd management from BNI Hong Kong as well as change the name to BNI Remittance Ltd, in 2009.

BNI Remittance is currently registered as a Money Service Operator with register number 12-08-00768 and subject to Hong Kong Custom and Excise Department. To conduct its business, BNI Remittance manages outlets spread in 3 (three) areas of Hong Kong, namely Keswick Main Office in Hong Kong Island, Tsuen Wan Branch Office and Yuen Long Branch Office in the New Territories and Hung Hom Branch Office in Kowloon. BNI Remittance Central Office is located at Flat/RM5 on G/F, Nos 1-7 Keswick Street, Causeway Bay, Hong Kong.

Besides providing services through these outlets, BNI Remittance cooperates with BNI in its financial inclusion program, providing financial access through the widest possible digital services for Indonesian Migrant Workers (PMI) in Hong Kong. At the end of 2021, there were an additional 2 BNI ATM machines bringing the total in Hong Kong to 8 BNI ATM machines enabling customers to more freely carry out financial transactions with the same service features as ATM machines in Indonesia, including cash withdrawals, balance checks, transfers between BNI/other bank accounts, credit/ticket purchases and bill payments. Since mid-2017, BNI Mobile Banking services can be activated directly from Hong Kong to further strengthen its digital services.

The BNI Remittance Board of Commissioners and Board of Directors composition is based on The Companies Ordinance (Chapter 32) Ordinary Resolution of BNI Remittance Limited, Company No. 0574748 dated October 19, 2020 as follows:

Board of Directors

Director	Indra Kusuma
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PT BANK MAYORA

PT Bank Mayora (“Bank Mayora”) is a national private bank that has operated since July 28, 1993 under a Commercial Bank business license in accordance with the Republic of Indonesia Minister of Finance Decree No. 719/KMK.017/1993 dated July 14, 1993, and became a Foreign Exchange Commercial Bank in 2013 based on BI Governor Decree No. 15/5/KEP.DPG/2013 dated May 7, 2013. Since May 18, 2022, Bank Mayora has officially been a subsidiary of the BNI Group through the Menkumham letter No. AHU-AH.01.03-0238599 concerning receipt of notification of changes to Bank Mayora’s articles of association, as well as Letter of Menkumham No. AHU-AH.01.09-0013352 concerning receipt of notification of changes to Bank Mayora’s corporate data.

Bank Mayora’s current shareholder composition is 63.92% owned by PT Bank Negara Indonesia (Persero) Tbk and 36.08% owned by PT Mayora Inti Utama. Along its journey, Bank Mayora has experienced a cyclical process of ups and downs, which has strengthened its position in the Indonesian banking industry. Bank Mayora’s toughest test was the monetary crisis in 1997-1998. A number of banks collapsed at that time, however Bank Mayora was able to survive as a healthy bank and did not need recapitalization. Their survival was due to Bank Mayora managing its business based on the principles of good corporate governance.

Bank Mayora’s transformation process continued over the years, and a stronger foundation for growth was built covering various aspects of credit, services, information technology, human resources, risk management and infrastructure, as can be seen in Bank Mayora’s various deposit products such as Current Accounts, Savings and Time Deposits.

Through its products and services designed according to customer needs, as well as its sincere and personal service, Bank Mayora has increasingly consolidated the steps needed to support the national banking sector, to control the growth of the customer’s business going forward.

To support its business, Bank Mayora has 33 branch offices spread across Jakarta, Bogor, Tangerang, Bekasi, Bandung, Karawang, Sukabumi, Surabaya and Lampung. Bank Mayora Head Office is located on Jl. Tomang Raya Kav. 21-23, West Jakarta 11440.

PT Bank Mayora’s Board of Commissioners and Board of Directors composition is based on the Deed of Statement of Shareholders Decree No. 21 dated October 14, 2022, as follows:

Board of Commissioners

President Commissioner	Dharmawan Atmadja
Independent Commissioner	Taryadi Supangkat
Independent Commissioner	Rufina Tinawati Marianto
Independent Commissioner	Joys Djajanto

Board of Directors

President Director	Ricky Budiono
Director	Tjahojo Bengawan
Director	Tiolina Indira Aryani Tumanggor Siahaan
Director	Ir. Prihadiyanto

PT BNI MODAL VENTURA

PT BNI Modal Ventura (“BNI Ventures” or “BNV”) is a subsidiary of PT Bank Negara Indonesia (Persero), Tbk (“BNI”), and was established on April 12, 2022 based on the Deed of Establishment No. 17 dated April 12, 2022, made before Ariani L. Rachim, S.H., Notary in Jakarta. BNV received its first capital investment of Rp500.1 billion (five hundred billion one hundred million rupiah) on May 12, 2022. BNV is a subsidiary of BNI engaged in the venture capital industry. On April 19, 2022 the establishment of BNV was approved by the Minister of Law and Human Rights No. AHU-0027437.AH.01.01. 2022. The BNV Board of Directors and Board of Commissioners passed the Fit and Proper test (F&P) process from the Financial Services Authority (OJK) in December 2022, while permits to carry out venture capital business activities are still awaiting approval from OJK as the regulator. BNI is the Majority Shareholder of BNV with a total ownership of 99.98%, or 500,000 (five hundred thousand) shares. The other shareholder is PT BNI Asset Management (BNI-AM) with ownership of 0.02%.

The BNI Ventures Board of Commissioners and Board of Directors composition is based on the Deed of Statement of Shareholders Decree No. 8 dated August 3, 2022, as follows:

Board of Commissioners	
President Commissioner	Rian Eriana Kaslan
Independent Commissioner	Kartika Hendrawan
Board of Directors	
President Director	Mardianto E. Danusaputro
Director	Lugas Prancafitri

BRIEF INFORMATION ON INDIRECT SUBSIDIARIES

PT BNI ASSET MANAGEMENT

PT BNI Asset Management (BNI-AM) is a Financial Services Business in the Capital Markets industry. As a pioneer in the Investment Manager business in Indonesia, BNI-AM has license as an Investment Manager (IM) from the Capital Market Authority with license No. KEP-05/BL/MI/2011. This investment manager business was started on October 23, 1995 when it joined PT BNI Sekuritas. With the development of IM's business, on July 7, 2011 BNI-AM conducted a spin off from BNI Sekuritas as a Limited Liability Company.

BNI-AM provides investment management services for Third Party Funds through investment instruments in the form of complete Mutual Fund products and also Fund Management Contracts. The Mutual Fund products provided are Regular Mutual Fund products, Structured Mutual Funds, Special Mutual Funds and fund management tailored to the customer's Risk Appetite, and the period is adjusted to the customer's needs. BNI-AM also provides Investment Advisory services based on the license issued by OJK No: KEP-50/D.04/2017.

BNI-AM is part of the BNI conglomerate, one of the largest state-owned banks in Indonesia, which is included in the ranks of Indonesian public companies in the global class. When carrying out its business activities, BNI-AM's business grows in synergy with other BNI subsidiary companies, namely BNI Life, BNI Sekuritas, BNI Multifinance, BNI Remittance and Bank Mayora.

Supported by a strong understanding of investment in the Capital Market in Indonesia, and by having a professional Investment Team, BNI-AM is ready to help manage investors' funds through a variety of Mutual Fund investment products ranging from Open-end Mutual Funds, Protected Mutual Funds, and alternative investments such as Limited Participation Mutual Funds (RDPT), Asset Backed Securities Collective Investment Contracts (KIK-EBA), etc.

BNI Asset Management Head Office is located at Centennial Tower Lt. 19, Jl. Gatot Subroto Kav. 24-25, South Jakarta.

PT BNI Asset Management's Board of Commissioners and Board of Directors composition is based on a Shareholders' Deed of Statement Circular Outside the Extraordinary General Meeting of Shareholders Resolution No. 8 dated May 24, 2022, as follows:

Board of Commissioners	
Board of Commissioner/Independent Commissioner	Eko Priyo Pratomo
Independent Commissioner	Eddy Siswanto
Commissioner	Efrizal
Board of Directors	
President Director	Putut Endro Andanawarih
Business Director	Donny Susatio Adjie
Operational Director	Ade Yusriansyah

BNI SECURITIES PTE. LTD.

BNI Securities Pte. Ltd. ("BSPL"), a wholly-owned overseas subsidiary of PT BNI Sekuritas, was established in Singapore on March 22, 2021. BSPL was established to act as a liaison for the BNI Group in terms of international capital market activities, including establishing communication with investment-based institutions global.

BSPL has a Capital Markets Services license issued by the Monetary Authority of Singapore ("MAS") to carry out activities regulated by MAS, specifically in the capital market, including securities trading, with an initial focus on Fixed Income and other activities that are in line with the main business in Capital Markets and Sales & Trading.

The BSPL Board of Directors composition is as follows:

Board of Directors	
Executive Director	Edwin Chew
Non-Executive Director	Ujuan Marihot H. P.

BRIEF INFORMATION ON ASSOCIATED ENTITIES

PT PEMERINGKAT EFEK INDONESIA

PT Pemeringkat Efek Indonesia, better known as PEFINDO, is the oldest and most trusted rating company in Indonesia established on December 21, 1993 based on the initiative of the Financial Services Authority (OJK), formerly known as the Capital Market Supervisory Agency/BAPEPAM and Bank Indonesia.

PEFINDO, which is a securities rating agency owned by domestic shareholders, conducts ratings of many entities and debt securities listed on the Indonesia Stock Exchange (IDX/IDX). To date, PEFINDO has conducted ratings of more than 1100 entities.

To maintain its independence, PEFINDO is owned by 78 legal entities (as of December 6, 2022) representing the Indonesian capital market with none of the shareholders owning more than 50% of the shares.

The number of shares owned by BNI in PEFINDO is currently 143 shares, or 0.143% ownership.

PT KUSTODIAN SENTRAL EFEK INDONESIA

PT Kustodian Sentral Efek Indonesia (KSEI) is a Depository and Settlement Institution (LPP) in the Indonesian Capital Market that provides central Custodian services and settlement of Securities transactions in an orderly, fair and efficient manner, as mandated by Law Number 8 of 1995 concerning Capital Markets. KSEI was established in Jakarta on December 23, 1997 and obtained a business license on November 11, 1998.

KSEI is a Self-Regulatory Organization (SRO), together with the Indonesia Stock Exchange (IDX) and the Indonesian Clearing and Guarantee Corporation (KPEI). KSEI started its operational activities for settlement of securities transactions by script on January 9, 1998, taking over a similar function from PT Kliring Depository Securities Indonesia (KDEI) as the Depository and Settlement Clearing House (LKPP). In 2000, KSEI together with other SROs implemented scripless trading and settlement of Securities transactions in the Indonesian Capital Market. This application is supported by KSEI's main system, namely The Central Depository and Book Entry Settlement System (C-BEST).

Regarding its affiliation with BNI, KSEI is a minority subsidiary company with direct investment, in which BNI began to own shares since September 24, 1998. The number of shares owned by BNI in KSEI currently reaches 60 shares, which is equivalent to 1.00% ownership.

PT BANK MIZUHO INDONESIA

PT Bank Mizuho Indonesia (“Bank Mizuho”) was originally established under the name PT Fuji Bank International Indonesia. Amendments to the Bank’s Articles of Association included a change of name from PT Bank Fuji International Indonesia to PT Bank Mizuho Indonesia and changes to the Bank’s capital and Board of Commissioners and Board of Directors composition, following the merger of PT Bank Dai-Ichi Kangyo Indonesia (BDKI) and PT Bank IBJ Indonesia (IBJ) with PT Fuji Bank International Indonesia which became effective on October 1, 2001.

Regarding its affiliation with BNI, Bank Mizuho is a minority subsidiary company with direct investment, in which BNI began to own shares since October 13, 2003. The number of shares owned by BNI in Bank Mizuho currently reaches 73,847 shares, or 1.00% ownership.

PT BANK BTPN TBK

Bank BTPN is a foreign exchange bank resulting from a merger between PT Bank Tabungan Pensiunan Nasional Tbk (BTPN) and PT Bank Sumitomo Mitsui Indonesia (SMBCI) which became effective on February 1, 2019.

In the disclosure of information submitted to the Indonesia Stock Exchange (IDX) on February 5, 2019, on February 1, 2019 there has been a change in the composition of the shareholders of PT Bank BTPN Tbk. Currently 97.34% of BTPN’s shares are owned by Sumitomo Mitsui Banking Corporation, PT Bank Negara Indonesia Tbk (BBNI) with 0.15%, PT Bank Cental Asia Tbk (BBCA) with 1.02% and the Public with 1.49%.

Bank BTPN before the merger was a bank that focused on lending to the mass market (retail), while SMBCI focused on the corporate business segment.

Regarding its affiliation with BNI, Bank BTPN is a minority subsidiary company with direct investment, in which BNI began to own shares on April 18, 2004. The number of shares owned by BNI in Bank BTPN is currently 12,007,137 shares, or 0.15% ownership.

PT BANK SYARIAH INDONESIA TBK

Bank Syariah Indonesia (“BSI”) is a new entity born as a result of the merger of three state-owned sharia banks, namely Bank Syariah Mandiri, BNI Syariah, and BRI Syariah on February 1, 2021.

Given the history from the BNI side, Bank BNI Syariah was originally a Sharia Business Unit (UUS) within the BNI organization. Then in October 2009, BNI Management through the Extraordinary General Meeting of Shareholders (EGMS) approved a plan to spin off the Sharia Business Unit (UUS) to become a Sharia Commercial Bank (BUS) taking into account the increasingly advanced development of the Islamic banking business and the increasing demands of consumers who wanted a pure Islamic bank at that time. In June 2010, BNI Management conducted the spin off of PT BNI Syariah from the BNI Syariah Business Unit (UUS).

To capture the growing opportunity for the Islamic economy in Indonesia, three state-owned Islamic banks, Bank Syariah Mandiri, BNI Syariah and BRI Syariah, decided to form a strategic alliance. On February 1, 2021, which coincides with 19 Jumadil Akhir 1442 H, marked the merger of Bank Syariah Mandiri, BNI Syariah and BRI Syariah into one entity, namely BSI. This merger will unite the advantages of these three Islamic Banks to present a more complete service, a wider reach, and have a better capital capacity. Supported by synergies with their parent companies (Mandiri, BNI, BRI) and the Government commitment through the Ministry of BUMN, BSI was encouraged to compete at the global level.

As one of the controlling shareholders in BSI, the number of shares owned by BNI in BSI at the end of 2022 was 10,720,230,418 shares, or 23.24% ownership. Previously, in 2021 BNI’s ownership in BSI reached 10,220,230,418 shares or 24.85%.



Corporate Group Structure

2022 Performance

Management Report

Company Profile

Management Discussion and Analysis on Company Performance

Capital & Risk Management Practices

Good Corporate Governance

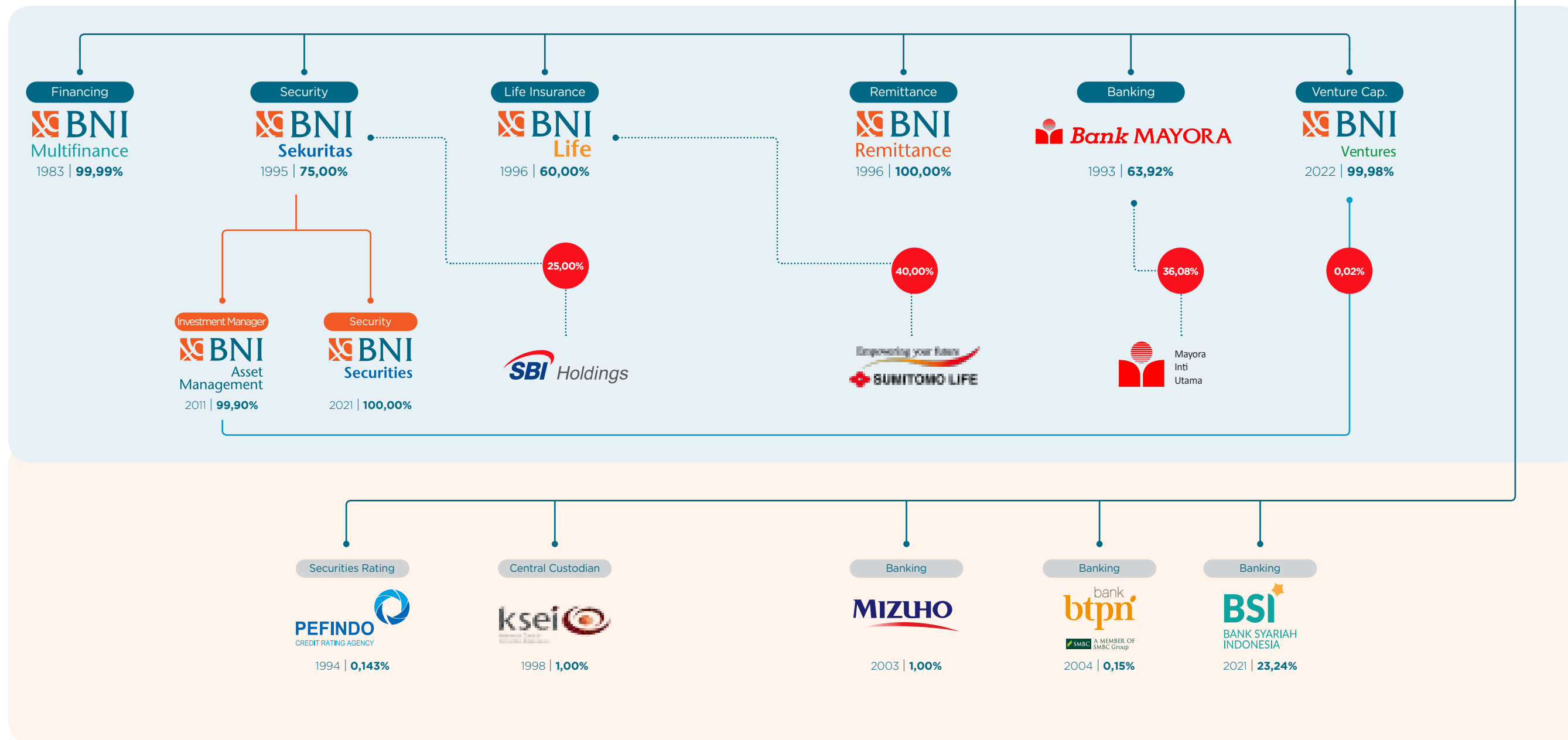
Social & Environmental Responsibility

ESG Commitment

Financial Statements



MAJORITY



Note:
In 2022, BNI officially acquired Bank Mayora as a new bank subsidiary and established a new subsidiary, BNI Ventures.

To date, BNI does not have any joint venture companies or Special Purpose Vehicles (SPV).

Names And Addresses of Subsidiaries

Associated Entities, Overseas Branch, and Representative and Regional Offices

SUBSIDIARIES

PT BNI MULTIFINANCE

Graha Binakarsa 11th Floor Lot. E-F dan and 12th Floor
Jalan HR. Rasuna Said Kav. C-18, Kuningan
Jakarta Selatan 12940
Hotline : (021) 2519 5646
Website : www.bnimultifinance.co.id

PT BNI SEKURITAS

Sudirman Plaza Indofood Tower 16th Floor
Jl. Jend. Sudirman Kav. 76-78 Jakarta 12910
Tel/Call Center : (021) 2554 3946
Fax : (021) 5793 5831
Email : bnisec@bnisekuritas.co.id
Website : www.bnisekuritas.co.id
Customer Care : 14016

PT BNI LIFE INSURANCE

Centennial Tower 9th Floor
Jl. Gatot Subroto Kav. 24-25 Jakarta, 12930
Telp : (021) 2953 9999
Faks : (021) 2953 9998
Website : www.bni-life.co.id
Email : care@bni-life.co.id
Call Center : 1-500-045

BNI REMITTANCE LTD.

BNI Remittance Limited Flat/RM5 on GF,
Nos 1-7 Keswick Street, Causeway Bay Hong Kong
Tel : +852 28908082
Fax : +852 28908182

PT BANK MAYORA

Jl. Tomang Raya Kav. 21-23, Jakarta 11440
Tel : (021) 5655287, 5655288
Fax : (021) 5655277
Website : www.bankmayora.com
Email : customercare@bankmayora.co.id
Call Center : (021) 56966954

PT BNI MODAL VENTURA

Menara BNI 2nd Floor
Jl. Pejompongan Raya No.7, Jakarta Pusat 10210
Website : www.bniventures.co.id

INDIRECT SUBSIDIARIES

PT BNI ASSET MANAGEMENT

Centennial Tower, 19th Floor
Jl. Gatot Subroto Kav 24 & 25 Jakarta 12930

BNI SECURITIES PTE. LTD.

30 Cecil Street #17-01/08
Prudential Tower Singapura 049712

ASSOCIATED ENTITIES

PT PEMERINGKAT EFEK INDONESIA

PT Pemeringkat Efek Indonesia
Panin Tower - Senayan City, 17th Floor
Jl. Asia Afrika Lot.19 Jakarta 10270, Indonesia
Tel : (62-21) 7278 2380
Fax : (62-21) 7278 2370
Website : www.pefindo.com

PT KUSTODIAN SENTRAL EFEK INDONESIA (“KSEI”)

Gedung Bursa Efek Indonesia Tower 1, 5th Floor
Jl. Jend. Sudirman Kav. 52-53, Jakarta, 12190
Tel : (62-21) 515 2855
Fax : (62-21) 5299 1199
Call Center : (62-21) 0800 186 5734
Website : www.ksei.co.id

PT BANK MIZUHO INDONESIA

Menara Astra 53th Floor, Jl. Jend. Sudirman
No. Kav. 5-6, Karet Tengsin,
Tanah Abang, Jakarta Pusat, 10220
Website : www.mizuhobank.co.id

PT BANK TABUNGAN Pensiunan NASIONAL TBK (BTPN)

Menara BTPN 35-37th Floor,
Jl. Dr. Ide Anak Agung Gde Agung Kav. 5.5-5.6,
Kuningan Timur, Jakarta 12190
Tel : (62-21) 30026200
Email : info@btpn.com
Website : http://www.btpn.com

PT BANK SYARIAH INDONESIA

Gedung The Tower, Jl. Gatot Subroto No. 27, Jakarta
Selatan 12930
Tel : (021) 30405999
Fax : (021) 30421888
Email : contactus@bankbsi.co.id
Website : www.bankbsi.co.id

OVERSEAS BRANCH OFFICES

SINGAPORE BRANCH

30 Cecil Street #01-01 & #17-01/08
Prudential Tower Singapore 049712
Tel : +65 6225 7755
Fax : +65 6225 4757

HONG KONG BRANCH

G/F Far East Finance Center, 16 Harcourt Road, Admiralty
Central Hong Kong
Tel : +852 25299871, 28618600
Fax : +852 28656500

TOKYO BRANCH

Nurihiko Building South Tower 1st & 9th Floor 2-10-2
Kyobashi, Chuo-ku, Tokyo 104-0031, Japan
Tel : +81 3 5579 9990
Fax : +81 3 3561 3331

LONDON BRANCH

30 King Street, London EC2V 8AG United Kingdom
Telp : +44 20 7776 4646
Fax : +44 20 7776 4699

NEW YORK BRANCH

One Exchange Plaza 5th Floor, 55 Broadway New York
NY. 10006 USA
Telp : +1 212 943 4750
Faks : +1 212 344 5723

SEOUL BRANCH

The Korea Chamber of Commerce & Industry (KCCI)
Building 2nd & 5th Floor
39. Sejongdaero, Jung-gu
Seoul, South Korea 04513
Tel : +82 2 6050 1932/1946
Fax : +82 2 6050 1929

OVERSEAS SUB-BRANCH OFFICES

OSAKA SUB-BRANCH

Tatsuno Honmachi Building 3F,
3-5-2 Honmachi Chuo-ku Osaka, 541-0053, Japan
Tel : +81 6 4963 2186
Fax : +81 6 4963 2486

REMITTANCE CENTER

Lucky Plaza
#02-02, 304 Orchard Road
Singapore 238863
Tel : +65 6838 1545

City Plaza

#01-100/101, 810 Geylang Road Singapore 409286
Tel : +65 6745 1946

REPRESENTATIVE OFFICE

Representative Office Amsterdam

World Trade Center (WTC) Amsterdam, Tower C,
12th Floor, Strawinskylaan 1251, 1077 XX Amsterdam
Tel : +31 6 47221725

REGIONAL OFFICES

Regional Office 01

Jl. Pemuda No. 12, 4th Floor Medan 20151
Telp : (061) 4567110, 4567002
Faks : (061) 4567105, 4515754

Regional Office 02

Jl. Dobi No. 1, 3rd Floor Padang 25138
Telp : (0751) 890005-08
Fax : (0751) 890010-11

Regional Office 03

Jl. Jend. Sudirman No. 132 Palembang 30126
Telp : (0711) 361961-65, 321046
Fax : (0711) 361966, 374160

Regional Office 04

Jl. Perintis Kemerdekaan No. 3 Bandung 40117
Telp : (022) 4240431-39, 4240534
Fax : (022) 4240432-4214926-
4213107

Kantor Wilayah 05

Jl. Letjen. M.T. Haryono No. 16 Semarang 50122
Telp : (024) 3556747, 3556746
Fax : (024) 3547686, 3520636

Regional Office 06

Jl. Jend. A. Yani No. 286 Gedung Graha Pangeran 3rd -
4th Floor Surabaya 60292
Telp : (031) 8292820 - 26
Fax : (031) 8292805, 8292841

Regional Office 07

Jl. Jend. Sudirman No. 1 3rd Floor Makassar 90115
Telp : (0411) 3620355-56, 3621926
Fax : (0411) 3619562, 3625395

Regional Office 08

Jl. Raya Puputan Renon No. 27 - Lantai 2, Renon
Denpasar 82265
Telp : (0361) 263304 - 08
Fax : (0361) 227874, 263319

Regional Office 09

Jl. Lambung Mangkurat No. 30 Banjarmasin 70111
Telp : (0511) 3353689, 3357063
Fax : (0511) 3354409, 3357066

Regional Office 10

Jl. Jend. Gatot Subroto No. 55 Jakarta Pusat 10210
Telp : (021) 2500025, 5706057 (Hunting)
Faks : (021) 2500033

Regional Office 11

Jl. Dotulolong Lasut No. 1 Manado 95122
Telp : (0431) 868019, 862777
Faks : (0431) 851852/865458

Regional Office 12

Jl. Lada No. 1 Jakarta 11110
Telp : (021) 6901131- 2601090, 2601148
Faks : (021) 6901131, 6901182, 2601165,
2601179

Regional Office 14

Gedung BNI Kantor Wilayah Jakarta BSD, 7th Floor Kav.
Sunburst Lot.1-5
Jl. Pahlawan Seribu Lengkong Gudang BSD City Kota
Tangerang Selatan, Banten.
Telp : (021) 80826860
Faks : (021) 29514074

Regional Office 15

Jl. Lada No. 1 2nd Floor Jakarta 11110
Telp : (021) 2601177
Faks : (021) 2601165

Regional Office 16

Jl. Kelapa II Entrop, Kota Jayapura Papua 99224
Telp : (0967) 5355311, 522354
Faks : (0967) 533316

Regional Office 17

Jl. Trikora No. 1 Yogyakarta 55122
Telp : (0274) 376287
Faks : (0274) 2872414

Regional Office 18

Jl. Jend. Basuki Rahmat No. 75 - 77 Malang 65179
Telp : (0341) 3611945-47
Faks : (0341) 324565, 354767

Share Issuance and/or Listing Chronology

INITIAL PUBLIC OFFERING

On October 28, 1996, BNI undertook an initial public offering of 1,085,032,000 Class B shares with a par value per share of Rp500 (full amount) and offering price per share of Rp850 (full amount) to the public in Indonesia. The shares began trading on the Jakarta and Surabaya Stock Exchanges (currently Indonesia Stock Exchange or IDX) on November 25, 1996.

LIMITED PUBLIC OFFERING I

On June 30, 1999, BNI undertook a Limited Public Offering I ("LPO I") through the issuance of pre-emptive rights of 151,904,480,000 Class C shares with a par value per share of Rp25 (full amount). Each holder of 1 (one) share was entitled to buy 35 new shares for Rp347.58 (full amount) per share. As a result of LPO I, BNI increased its capital by 683,916,500 Class C shares to the public on July 21, 1999 and the LPO I listed in the Jakarta and Surabaya Stock Exchanges (currently IDX). On April 7, 2000 and June 30, 2000, BNI also issued 151,220,563,500 Class C shares to the Government of Indonesia through the recapitalization program under Government Regulation No. 52 year 1999.

RECAPITALIZATION

On March 30, 2000, the Minister of Finance approved BNI's recapitalization amounting to Rp61.8 trillion, which was Rp9 trillion higher than the amount stated in the Government Regulation No. 52 year 1999. In connection with the increase in the recapitalization amount, which was approved in the Government Regulation No. 32 year 2000, BNI issued an additional 44,946,404,500 Class C shares without pre-emptive rights.

On July 20, 2001, BNI's capital was reduced by 1,965,701,500 Class C shares in connection with the refund of excess recapitalization funds to the Government of Indonesia. The refund was approved by the shareholders at the Extraordinary General Shareholders' Meeting held on June 25, 2001.

LIMITED PUBLIC OFFERING II

On July 30, 2007, the Extraordinary General Shareholders' Meeting approved the issuance up to 1,992,253,110 new Class C shares through Limited Public Offering II with a par value per share of Rp375 (full amount).

Each owner of 20 old shares whose name was registered in the BNI Shareholders List as of August 9, 2007 at 16.00 WIB was entitled to 1 (one) pre-emptive rights where each right entitled the owner to buy a new share at a price of Rp2,025 (full amount) per share. From the Limited Public Offering II, BNI raised Rp747,094 additional share capital and Rp3,287,218 additional paid-in capital with Rp195,280 shares issuance costs. The initial trading took place on August 13, 2007 at the Jakarta Stock Exchange and Surabaya Stock Exchange (currently IDX).

LIMITED PUBLIC OFFERING III

On November 25, 2010, at the Extraordinary General Shareholders' Meeting, the shareholders decided, among other matters, to increase the issued and paid-up capital through a limited public offering with preemptive right (LPO III) to shareholders for the issuance of 3,374,715,948 new Class C shares with a par value per share of Rp375 (full amount), with an offer price of Rp3,100 per Preemptive Right that could be traded inside and outside the

Indonesia Stock Exchange (IDX) from December 10, 2010 to December 16, 2010, taking into account the applicable provisions in the capital market sector. From the LPO III, BNI obtained Rp1,265,518 additional share capital, net after deducting the issuance of shares amounting to Rp8,950,869 million.

NAMES OF STOCK EXCHANGES WHERE THE COMPANY'S SHARES ARE LISTED

All BNI shares are listed on the Indonesia Stock Exchange.

BNI Share Issuance Chronology					
Date	Description	Shares	Nominal Value	Offering Price	Number of Shares
Prior to IPO	-	-	-	-	-
November 1996	Initial Public Offering (IPO)	Series-A	@Rp500	-	1
		Series-B	@Rp500	850	4.340.127.999
		Total Capital issued and paid			4.340.128.000
June 1999	Rights Issue (1:35)	Series-A	@Rp500	-	1
		Series-B	@Rp500	850	4.340.127.999
		Series-C	@Rp25	347,58	151.904.480.000
June 2000	Issuance of new shares without pre-emptive rights	Series-A	@Rp500	-	1
		Series-B	@Rp500	850	4.340.127.999
		Series-C	@Rp25	347,58	196.850.884.500
July 2001	Repayment of excess amount in Government Bonds	Series-A	@Rp500	-	1
		Series-B	@Rp500	850	4.340.127.999
		Series-C	@Rp25	347,58	194.885.183.000
December 2003	Reverse Stock Split (15:1)	Series-A	@Rp7.500	-	1
		Series-B	@Rp7.500	12.750	289.341.866
		Series-C	@Rp375	5.213,7	12.992.345.533
August 13, 2007	Rights Issue (20:3)	Series-A	@Rp7.500	-	1
		Series-B	@Rp7.500	12.750	289.341.866
		Series-C	@Rp375	2.025	14.984.598.643
August 2010	Divestment of Indonesian State Shares in BNI ex green shoe	Series-A	@Rp7.500	-	1
		Series-B	@Rp7.500	12.750	289.341.866
		Series-C	@Rp375	2.025	14.984.598.643
December 10, 2010	Rights Issue (110.473:500.000)	Series-A	@Rp7.500	-	1
		Series-B	@Rp7.500	12.750	289.341.866
		Series-C	@Rp375	3.100	18.359.314.591

Bond Issuance Chronology

To support business growth, and to strengthen its capital with sufficient sources of funds with a good spread of tenors, BNI has issued several bonds denominated in Rupiah and foreign currencies. The bonds include BNI Global Bonds in 2012, followed by the issuance of BNI Sustainable Bonds in 2017 which realized funds of Rp3 trillion over a tenor of 5 (five) years. In 2021 BNI again issued a Global Tier 2 Capital Bonds and Additional Tier 1 Capital Bonds with funds raised of USD500,000,000 (full amount) and USD600,000,000 (full amount), respectively.

GLOBAL BOND 2012

BNI issued USD-denominated senior bonds (global bond) on April 27, 2012 with a principal amount of USD500,000,000 (full amount). The bonds were issued at a price of 98.89% with a coupon of 4.125% paid every 6 months. The bonds had a term of 5 years with a due date of April 27, 2017. The Bank has settled the entire principal amount of USD500.000.000 (full amount) at price 100,00%.

REGISTRATION OF SUSTAINABLE BONDS 2017

On June 22, 2017, BNI obtained an effective statement from OJK through letter number S-349/D.04/2017 to issue Sustainable Bonds I BNI Phase I 2017 ("Bonds"). The value of bonds issued amounted to Rp3,000,000,000,000 (full amount), for a period of 5 years, with a coupon of 8% per annum that will be paid quarterly. The BNI Bonds were issued on July 11, 2017 and listed on the Indonesia Stock Exchange on July 12, 2017. The first coupon payment to the bondholders was made on October 11, 2017.

Acting as Underwriters were PT BNI Sekuritas, PT Mandiri Sekuritas, PT Bahana Sekuritas, PT Danareksa Sekuritas, PT Indo Premier Sekuritas and PT BCA Sekuritas. Acting as Trustee was PT Bank Rakyat Indonesia (Persero) Tbk.

TIER 2 CAPITAL BOND 2021 (GLOBAL BOND)

BNI issued debt instruments with capital characteristics in the form of Tier II Capital Bonds, which were listed on the Singapore

Exchange (SGX Listing) with a principal amount of USD500,000,000.00 with a write down feature that can be counted as a Tier II capital component through OJK letter No. S-64/PB.31/2021 dated March 31, 2021. The Tier II Capital Bond issuance is one of BNI's strategies for increasing the Bank's capital through Tier 2 Capital.

The Tier II Capital Bonds were offered at a fixed interest rate of 3.75% p.a. for a term of 5 (five) years. Acting as institutions and supporting professions for the issuance of the Tier II Capital Bonds were HSBC and Citi Group. The legal consultants were Ginting & Reksodiputro in association with Allen & Overy and HSBC acted as Trustee and Paying Agent. The bonds received a rating on long-term debt securities from Fitch Rating of BB, and from Moody's Rating of Ba2.

ADDITIONAL TIER 1 CAPITAL BOND 2021 (GLOBAL BOND)

BNI issued debt instruments with capital characteristics in the form of Additional Tier I Capital Bonds, which were listed on the Singapore Exchange (SGX Listing) with a principal amount of USD600,000,000 (full amount) with a write down feature that can be counted as a Tier I capital component through OJK letter No. S-210/PB.31/2021 dated September 30, 2021.

The issuance of the Additional Tier I Capital Bond aimed to increase Tier I Capital, general funding, and improve the structure of long-term funds. Additional Tier I Capital Bonds were offered with a fixed interest rate of 4.30% p.a. perpetual term (no maturity) with call options after 5.5 (five and a half) years. Acting as institutions and supporting professions for the issuance of the Additional Tier I Capital Bonds were BNI Sekuritas, JP Morgan and UBS. The legal consultants used were Hadiputranto, Hadinoto & Partners in association with Baker McKenzie and HSBC acted as Trustee and Paying Agent. The bonds received a rating on long-term debt securities from Moody's Rating of Ba3.

ENVIRONMENTAL BONDS (GREEN BOND) I BNI 2022

On June 10 2022, BNI received an effective statement from OJK through letter no. S-93/D.04/2022 to issue Green Bond I PT Bank Negara Indonesia (Persero) Tbk Year 2022 on June 21, 2022. The Principal Amount of Green Bonds issued is Rp5,000,000,000,000 (five trillion Rupiah) with Green Bond interest of 6.35% (six point three five percent) per year for series A and 6.85% (six point eight five percent) per year for series B. Green Bond I 2022 was offered at 100% (one hundred percent) of the principal amount of the bonds, with coupons paid quarterly, and listed on the Indonesia Stock Exchange (IDX) on June 22, 2022. The first coupon payment to bondholders was made on September 21, 2022.

The proceeds from the bond issuance, after deducting emission costs, will all be used by BNI to finance and refinance projects in the Environmentally Friendly Business Activities (KUBL) category, namely projects related to renewable energy, energy efficiency, processing waste into energy and waste management, sustainable use of natural resources and land use, conservation of terrestrial and aquatic biodiversity, environmentally friendly transportation, sustainable management of water and wastewater, climate change adaptation, environmentally sound buildings, and sustainable agriculture, taking into account OJK Regulation No. 60/POJK.04/2017 concerning Issuance and Requirements for Green Bonds.

Acting as Underwriters for the Issue were PT BNI Sekuritas, PT BCA Sekuritas, PT Mandiri Sekuritas, PT BRI Danareksa Sekuritas, PT CIMB Niaga Sekuritas, and PT Maybank Sekuritas. Acting as Trustee was PT Bank Mandiri (Persero) Tbk.

NAME OF THE EXCHANGES WHERE THE COMPANY'S BONDS ARE LISTED

All BNI Rupiah-denominated Securities have been listed on the Indonesia Stock Exchange (IDX), while Forex-denominated Securities are listed on the Singapore Exchange.

BNI Bond Issuance Chronology												
Description	Issue Date	Effective Date	Tenor	Currency	Number of Bonds	Offer Price	Maturity date	Interest Rate	Payment Status	Rating		Trustee
										2021	2020	
Global Bond	June 22, 2007	-	5 Years	USD	500.000.000	98.89	April 27, 2017	4,125% p.a	Paid	-	-	HSBC
BNI Sustainable Bonds I Phase I Year 2017	March 30, 202	June 22, 2017	5 Years	IDR	3.000.000.000.000	100.00	July 11, 2022	8,00% p.a	Paid	idAAA (Pefindo)	idAAA (Pefindo)	PT BRI (Persero)
BNI Tier 2 Capital Bond 2021	March 30, 2021	March 30, 2021	5 Years	USD	500.000.000	100.00	March 30, 2026	3,75%	Not Yed Paid	BB (Fitch) Ba2 (Moody's)	-	HSBC Corp Ltd.
BNI Additional Tier 1 Capital Bond 2021	September 24, 2021	September 24, 2021	Perpetual, Non-Callable 5,5 Years	USD	600.000.000	100.00	March 24, 2027	4,30%	Not Yed Paid	Ba3 (Moody's)	-	HSBC Corp Ltd.
Environmentally Friendly Bonds (Green Bond) I PT Bank Negara Indonesia (Persero) Tbk 2022	June 21, 2022	June 10, 2022	3 Years	IDR	4.000.000.000.000	100.00	June 21, 2025	6,35%	Not Yed Paid	idAAA (Pefindo)	-	PT Bank Mandiri (Persero) Tbk
Environmentally Friendly Bonds (Green Bond) I PT Bank Negara Indonesia (Persero) Tbk 2022	June 21, 2022	June 10, 2022	5 Years	IDR	1.000.000.000.000	100.00	June 21, 2027	6,85%	Not Yed Paid	idAAA (Pefindo)	-	PT Bank Mandiri (Persero) Tbk

BOND INTEREST PAYMENT CHRONOLOGY

This Global Bond has an annual interest rate of 4.125% of the principal amount of the loan. Interest is paid by the Bank every 6 (six) months with the initial date of payment of the bond interest on October 29, 2012 and the last payment of the bond interest has been paid on maturity on April 27, 2017.

Global Bond Interest Payments Chronology			
Interest No.	Date of Interest Payment	Interest (%)	Payment Status
1	October 29, 2012	4.125%	Paid
2	April 29, 2013	4.125%	Paid
3	October 28, 2013	4.125%	Paid
4	April 28, 2014	4.125%	Paid
5	October 27, 2014	4.125%	Paid
6	April 27, 2015	4.125%	Paid
7	October 27, 2015	4.125%	Paid
8	April 27, 2016	4.125%	Paid
9	October 27, 2016	4.125%	Paid
10	April 27, 2017	4.125%	Paid

The Sustainable Bond I BNI Rupiah Phase I 2017 has an interest rate of 8% per annum which is paid periodically every 3 months with the following schedule:

Chronology of Sustainable Bond Interest Payments			
Interest No.	Date of Bond Interest Payment	Interest (%)	Payment Status
1	October 11, 2017	8%	Paid
2	January 11, 2018	8%	Paid
3	April 11, 2018	8%	Paid
4	July 11, 2018	8%	Paid
5	October 11, 2018	8%	Paid
6	January 11, 2019	8%	Paid
7	April 11, 2019	8%	Paid
8	July 11, 2019	8%	Paid
9	October 11, 2019	8%	Paid
10	January 11, 2020	8%	Paid
11	April 11, 2020	8%	Paid
12	July 11, 2020	8%	Paid
13	October 11, 2020	8%	Paid
14	January 11, 2021	8%	Paid
15	April 11, 2021	8%	Paid
16	July 11, 2021	8%	Paid
17	October 11, 2021	8%	Paid
18	Januari 11, 2022	8%	Paid
19	April 11, 2022	8%	Paid
20	July 11, 2022	8%	Paid

BNI Tier 2 Capital Bond 2021 has an interest rate of 3.75% per annum, which is paid every 6 months with the first interest payment made on September 30, 2021 and ending on March 30, 2026 with the following schedule.

Tier 2 Capital Bond Interest Payments Chronology			
Interest No.	Date of Bond Interest Payment	Interest (%)	Payment Status
1	September 30, 2021	3.75%	Paid
2	March 30, 2022	3.75%	Paid
3	September 30, 2023	3.75%	Paid
4	March 30, 2023	3.75%	Not Yet Paid
5	September 30, 2023	3.75%	Not Yet Paid
6	March 30, 2024	3.75%	Not Yet Paid
7	September 30, 2024	3.75%	Not Yet Paid
8	March 30, 2025	3.75%	Not Yet Paid
9	September 30, 2025	3.75%	Not Yet Paid
10	March 30, 2026	3.75%	Not Yet Paid

BNI Additional Tier 1 Capital Bond 2021 has an interest rate of 4.3% per annum with the first interest payment to be made on on March 24, 2022 and ending on March 24, 2027, and is paid every 6 months with the following schedule:

Tier 1 Capital Bond Interest Payments Chronology			
Interest No.	Date of Bond Interest Payment	Interest (%)	Payment Status
1	March 24, 2022	4.3%	Paid
2	September 24, 2022	4.3%	Paid
3	March 24, 2023	4.3%	Not Yet Paid
4	September 24, 2023	4.3%	Not Yet Paid
5	March 24, 2024	4.3%	Not Yet Paid
6	September 24, 2024	4.3%	Not Yet Paid
7	March 24, 2025	4.3%	Not Yet Paid
8	September 24, 2025	4.3%	Not Yet Paid
9	March 24, 2026	4.3%	Not Yet Paid
10	September 24, 2026	4.3%	Not Yet Paid
11	March 24, 2027	4.3%	Not Yet Paid

BNI Green Bond I Year 2022 has an interest rate of 6.35% per annum for a 3-year tenor and an interest rate of 6.85% for a 5-year tenor with the first interest payment being made on September 21, 2022 and ending on June 21, 2025 for a 3-year tenor and June 21, 2027 for a 5-year tenor, which will be paid periodically every 3 months with the following schedule:

Chronology of Interest Payment for 3-Year Tenor Environmental Bonds			
Interest No.	Bond Interest Payment Date	Interest (%)	Payment Status
1	September 21, 2022	6.35%	Paid
2	December 21, 2022	6.35%	Paid
3	March 21, 2023	6.35%	Not Yet Paid
4	June 21, 2023	6.35%	Not Yet Paid
5	September 21, 2023	6.35%	Not Yet Paid
6	December 21, 2023	6.35%	Not Yet Paid
7	March 21, 2024	6.35%	Not Yet Paid
8	June 21, 2024	6.35%	Not Yet Paid
9	September 21, 2024	6.35%	Not Yet Paid
10	December 21, 2024	6.35%	Not Yet Paid
11	March 21, 2025	6.35%	Not Yet Paid
12	June 21, 2025	6.35%	Not Yet Paid

Chronology of Interest Payment for 5 Year Tenor Environmental Bonds

Interest No.	Bond Interest Payment Date	Interest (%)	Payment Status
1	September 21, 2022	6.85%	Paid
2	December 21, 2022	6.85%	Paid
3	March 21, 2023	6.85%	Not Yet Paid
4	June 21, 2023	6.85%	Not Yet Paid
5	September 21, 2023	6.85%	Not Yet Paid
6	December 21, 2023	6.85%	Not Yet Paid
7	March 21, 2024	6.85%	Not Yet Paid
8	June 21, 2024	6.85%	Not Yet Paid
9	September 21, 2024	6.85%	Not Yet Paid
10	December 21, 2024	6.85%	Not Yet Paid
11	March 21, 2025	6.85%	Not Yet Paid
12	June 21, 2025	6.85%	Not Yet Paid
13	September 21, 2025	6.85%	Not Yet Paid
14	Desember 21, 2025	6.85%	Not Yet Paid
15	March 21, 2026	6.85%	Not Yet Paid
16	June 21, 2026	6.85%	Not Yet Paid
17	September 21, 2026	6.85%	Not Yet Paid
18	December 21, 2026	6.85%	Not Yet Paid
19	March 21, 2027	6.85%	Not Yet Paid
20	June, 21 2027	6.85%	Not Yet Paid

SUBORDINATED MEDIUM TERM NOTES 2018

In 2018, BNI issued debt instruments with capital characteristics in the form of Medium Term Notes (MTN) through a limited offering under the name “BNI Subordinated MTN I Year 2018” with a write down feature that can be calculated as a capital component, and were recorded in the administrative supervision of the Financial Services Authority, with an effective date of June 8, 2018 and a total principal amount of Rp100 billion.

The Subordinated MTN were issued to comply with OJK Regulation No. 14/POJK.03/2017 Article 24 and Article 37 concerning the Recovery Plan, whereby systemic banks were required to have debt securities with capital characteristics no later than December 31, 2018.

The 2018 BNI Subordinated MTN I was offered with a fixed interest rate of 8.00% p.a. for a term of 5 (five) years. Acting as supporting institutions and professions for the issuance of the Subordinated MTN were BNI Sekuritas, Danareksa Sekuritas, and Mandiri Sekuritas. The legal consultant used was Hanafiah Ponggawa & Partners. The notary used was Ir. Nanette Cahyanie, SH. and PT Kustodian Sentral Efek Indonesia (KSEI) acted as Paying Agent.

In accordance with POJK No. 07/2017 and Regulation No.IX.C.11, for the issuance of these Bonds, BNI obtained a rating for its long-term debt securities from PT Pemeringkat Efek Indonesia (“Pefindo”) for the period July 5, 2021 to July 1, 2022. in their letter No. RC-701/PEF-DIR/V11/2021 dated July 5, 2021, with a rating of idAAA (Triple A Stable Outlook) for Sustainable Bond I Phase I Year 2017, and No. RC-700/PEF-DIRN2/2021 dated July 5, 2021 with a rating of idAA (Double A) for BNI's 2018 Subordinated Medium Term Notes I. BNI rates its bonds annually so long as the obligations for the securities have not been paid off.

BNI Medium Term Notes (MTN) Issuance Chronology

Description	Date of issue	Effective date	Tenor	Currency	Bond Amount	Bid price	Due date	Interest Rate	Payment Status	Rating		Trustee
										2020	2019	
Subordinated MTN I 2018	August 10, 2023	August 10, 2023	5 year	IDR	100.000.000.000	100,00%	August 10, 2023	8.00%	Not Yet Paid	idAA (Pefindo)	idAA (Pefindo)	PT Bank Rakyat Indonesia (Persero)

MTN Interest Payments Chronology

Interest No.	Date of MTN Interest Payment	Interest (%)	Payment Status
1	November 10, 2018	8%	Paid
2	February 10, 2019	8%	Paid
3	May 10, 2019	8%	Paid
4	August 10, 2019	8%	Paid
5	November 10, 2019	8%	Paid
6	February 10, 2020	8%	Paid
7	May 10, 2020	8%	Paid
8	August, 10 2020	8%	Paid
9	November 10, 2020	8%	Paid
10	February 10, 2021	8%	Paid
11	May 10, 2021	8%	Paid
12	August 10, 2021	8%	Paid
13	November 10, 2021	8%	Paid
14	February 10, 2022	8%	Paid
15	May 10, 2022	8%	Paid
16	August 10, 2022	8%	Paid
17	November 10, 2022	8%	Paid
18	February 10, 2023	8%	Not Yet Paid
19	May 10, 2023	8%	Not Yet Paid
20	August 10, 2023	8%	Not Yet Paid



Other Securities Issuance and/or Listing Chronology

In 2016, BNI conducted an NCD offering in two stages consisting of several series with the realization of the issuance of Rp5.22 trillion. In 2017, BNI again issued an NCD with the realization of the issuance of Rp2.7 trillion. In 2019 BNI issued NCD in three stages with the realization of the issuance of Rp4.34 trillion consisting of several series.

The Arrangers of the BNI Rupiah NCD issuance were BNI Sekuritas, Danareksa Sekuritas, Mandiri Sekuritas, and BCA Sekuritas. The notary was Fathiah Helmi, SE., PT Indonesian Central Securities Depository (KSEI) acted as a Paying Agent. The issuance of the NCD was a Bank strategy to increase Rupiah liquidity.

In 2020, BNI issued scripless Rupiah Negotiable Certificate of Deposit (NCD) in four series as follows:

1. Rupiah NCD BNI I Year 2020 Series A with an emission of Rp400 billion;
2. Rupiah NCD BNI I Year 2020 Series B with an emission of Rp580 billion;
3. Rupiah NCD BNI I Year 2020 Series C with an emission of Rp50 billion;
4. Rupiah NCD BNI I Year 2020 Series D with an emission of Rp360 billion.

On December 8, 2022, BNI again issued scripless Negotiable Certificates of Deposit (NCD), denominated in Rupiah and USD. The NCDs issued were as follows:

1. NCD Rupiah BNI Year 2022 with an issue value of Rp2.5 trillion in 3 (three) series, namely:
 - a. BNI Rupiah NCD Year 2022 Series A with an issue value of Rp1 trillion;
 - b. BNI Rupiah NCD Year 2022 Series B with an issue value of Rp500 billion;
 - c. BNI Rupiah NCD Year 2022 Series C with an issue value of Rp1 trillion.
2. NCD US Dollar BNI Year 2022 with an emission value of USD31.5 million.

The arrangers for the BNI NCD issuance were BNI Sekuritas, BCA Sekuritas, and Trimegah Sekuritas Indonesia, with PT Kustodian Sentral Efek Indonesia (KSEI) acting as Paying Agent. The NCD issuance is the Bank's strategy for credit expansion in the framework of development.

In addition, BNI also issued a scripless USD Global Certificate of Deposit (CD) through the New York Overseas Branch Office (KCLN) in January 2020. BNI through the New York KCLN became the first Indonesian Bank to issue CDs denominated in USD as a short-term investment product on the global market. The selected Arrangers for this CD issuance were Bank DBS, Citibank as Issuing & Paying Agent (IPA), and there were also 11 (eleven) Dealers in this issuance, namely: Citibank, Credit Suisse, BNP Paribas, DBS, HSBC, Mizuho, MUFG, SMBC Nikko, ANZ, UOB, and Credit Agricole. BNI also reissued USD scripless Global Certificate of Deposit (CD) through the New York Overseas Branch Office (KCLN) in September 2022.

NAME OF THE EXCHANGES WHERE THE COMPANY'S NCD ARE LISTED

All BNI NCDs have been listed on the Indonesia Stock Exchange (IDX).

Chronology of Negotiable Certificate of Deposit (NCD) Issuance														
Description	Issue Date	Effective date	Tenor	Currency	Value (Million)	Maturity Date	Discount	Payment Status	2022	Rating	2021	Trustee		
NCD BNI Year 2016														
NCD Phase I Series A	June 16, 2016	-	6 months	Rp	390,000	December 16, 2016	7.00%	Paid	-	-	-			
NCD Phase I Series B		-	9 months		20,000	March 16, 2017	7.20%	Paid	-	-	-			
NCD Phase I Series C		-	370 Days		42,000	March 16, 2017	7.55%	Paid	-	-	-			
NCD Phase I Series D		-	18 months		415,000	December 15, 2017	7.75%	Paid	-	-	-			
NCD Phase I Series E		-	24 months		1,231,000	June 15, 2018	8.25%	Paid	-	-	-			
NCD Phase I Series F	September 27, 2016	-	36 months	Rp	925,000	June 14, 2019	8.40%	Paid	-	-	-			
NCD Phase II Series A		-	370 Days		225,000	October 2, 2017	7.20%	Paid	-	-	-			
NCD Phase II Series B		-	18 months		390,000	March 26, 2018	7.60%	Paid	-	-	-			
NCD Phase II Series C		-	24 months		770,000	September 26, 2018	7.90%	Paid	-	-	-			
NCD Phase II Series D	March 10, 2017	-	36 months	Rp	815,000	September 26, 2019	8.10%	Paid	-	-	-			
NCD BNI Year 2017														
NCD BNI Year 2017 Series A		-	370 Days		2,195,000	March 15, 2018	7.55%	Paid	-	-	-			
NCD BNI Year 2017 Series B		-	18 months		350,000	September 3, 2018	7.90%	Paid	-	-	-			
NCD BNI Year 2017 Series C		-	24 months		150,000	February 28, 2019	8.05%	Paid	-	-	-			
NCD BNI Year 2017 Series D		-	36 months		5,000	February 24, 2020	8.35%	Paid	-	-	-			

Chronology of Negotiable Certificate of Deposit (NCD) Issuance

Description	Issue Date	Effective date	Tenor	Currency	Value (Million)	Maturity Date	Discount	Payment Status	2022	Rating 2021	Trustee
NCD BNI Year 2019											
NCD BNI I Year 2019 Series A	March 28, 2019	-	3 months		60,000	July 2, 2019	7.30%	Paid	-	-	-
NCD BNI I Year 2019 Series B		-	6 months		140,000	September 24, 2019	7.58%	Paid	-	-	-
NCD BNI I Year 2019 Series C		-	9 months		150,000	December 20, 2019	7.68%	Paid	-	-	-
NCD BNI I Year 2019 Series D	June 28, 2019	-	370 Days		600,000	April 01, 2020	7.77%	Paid	-	-	-
NCD BNI II Year 2019 Series A		-	3 months		110,000	September 27, 2019	7.17%	Paid	-	-	-
NCD BNI II Year 2019 Series B		-	6 months		150,000	December 20, 2019	7.50%	Paid	-	-	-
NCD BNI II Year 2019 Series C	September 25, 2019	-	9 months	Rp	100,000	March 20, 2020	7.59%	Paid	-	-	-
NCD BNI II Year 2019 Series D		-	370 Days		640,000	July 2, 2020	7.62%	Paid	-	-	-
NCD BNI III Year 2019 Series A		-	3 months		430,000	January 03, 2020	6.306%	Paid	-	-	-
NCD BNI III Year 2019 Series B	October 1, 2020	-	6 months		250,000	April 1, 2020	6.50%	Paid	-	-	-
NCD BNI III Year 2019 Series C		-	9 months		50,000	July 1, 2020	6.599%	Paid	-	-	-
NCD BNI III Year 2019 Series D		-	372 Days		1,600,000	October 1, 2020	6.698%	Paid	-	-	-
NCD BNI III Year 2019 Series E		-	372 Days		60,000	October 1, 2020	6.798%	Paid	-	-	-

Chronology of Negotiable Certificate of Deposit (NCD) Issuance

Description	Issue Date	Effective date	Tenor	Currency	Value (Million)	Maturity Date	Discount	Payment Status	2022	Rating 2021	Trustee
NCD BNI Year 2020											
NCD BNI I Year 2020 Series A	May 12, 2020	-	3 months		400,000	August 10, 2020	5.40%	Paid	-	-	-
NCD BNI I Year 2020 Series B		-	6 months		580,000	November 09, 2020	5.60%	Paid	-	-	-
NCD BNI I Year 2020 Series C		-	9 months	Rp	50,000	February 08, 2021	5.70%	Paid	-	-	-
NCD BNI I Year 2020 Series D		-	360 Days		360,000	May 07, 2021	5.80%	Paid	-	-	-
NCD BNI Year 2022											
BNI Rupiah NCD 2022 Series A	December 8, 2022	-	180 Days	Rp	1,000,000	June 6, 2023	5.90%	Active/ Not yet Paid	-	-	-
BNI Rupiah NCD 2022 Series B		-	271 Days	Rp	500,000	September 5, 2023	6.00%	Active/ Not yet Paid	-	-	-
BNI Rupiah NCD 2022 Series C		-	365 Days	Rp	1,000,000	December 8, 2023	6.20%	Active/ Not yet Paid	-	-	-
BNI Valas NCD Year 2022		-	180 Days	USD	31,5	June 6, 2023	4.25%	Active/ Not yet Paid	-	-	-

Other BNI Securities Issuance Chronology (Global Certificate of Deposit)

Name	Issue Date	Effective Date	Tenor	Currency	Value (million)		Maturity Date	Coupon	Payment Status	Rating		Trustee
										2022	2021	
Global CD BNI												
Zero Coupon (No Interest)												
CD BNI January 2020 USD CD - Mizuho	January 13, 2020	January 17, 2020	188 days	USD	4,000,000		July 23, 2020	2.35%	Paid	-	-	-
CD BNI January 2020 USD CD - Mizuho	January 13, 2020	January 17, 2020	273 days	USD	4,000,000		October 16, 2020	2.40%	Paid	-	-	-
CD BNI January 2020 USD CD - Mizuho	January 22, 2020	January 30, 2020	182 days	USD	2,000,000		July 30, 2020	2.35%	Paid	-	-	-
CD BNI January 2020 USD CD - Mizuho	January 22, 2020	January 30, 2020	274 days	USD	2,000,000		October 30, 2020	2.40%	Paid	-	-	-
CD BNI February 2020 USD CD – BNP Paribas	January 28, 2020	February 4, 2020	184 days	USD	6,000,000		August 6, 2020	2.35%	Paid	-	-	-
CD BNI February 2020 USD CD – BNP Paribas	January 28, 2020	February 4, 2020	353 days	USD	2,000,000		January 22, 2021	2.50%	Paid	-	-	-
CD BNI February 2020 USD CD – BNP Paribas	February 4, 2020	February 11, 2020	184 days	USD	9,800,000		August 13, 2020	2.40%	Paid	-	-	-
CD BNI February 2020 USD CD – BNP Paribas	February 4, 2020	February 11, 2020	353 days	USD	4,700,000		January 29, 2021	2.55%	Paid	-	-	-
CD BNI February 2020 USD CD – BNP Paribas	February 5, 2020	February 12, 2020	90 days	USD	9,100,000		May 12, 2020	2.40%	Paid	-	-	-
CD BNI February 2020 USD CD – BNP Paribas	February 5, 2020	February 12, 2020	182 days	USD	35,000,000		August 12, 2020	2.58%	Paid	-	-	-
CD BNI February 2020 USD CD – BNP Paribas	February 12, 2020	February 19, 2020	182 days	USD	4,100,000		August 19, 2020	2.40%	Paid	-	-	-
CD BNI February 2020 USD CD – BNP Paribas	February 12, 2020	February 19, 2020	355 days	USD	1,500,000		February 8, 2021	2.50%	Paid	-	-	-
CD BNI February 2020 USD CD – MUFG	February 13, 2020	February 21, 2020	355 days	USD	15,000,000		February 10, 2021	2.55%	Paid	-	-	-
CD BNI February 2020 USD CD – Mizuho	February 12, 2020	February 19, 2020	355 days	USD	5,000,000		February 10, 2021	2.55%	Paid	-	-	-
CD BNI February 2020 USD CD – MUFG	March 3, 2020	March 10, 2020	184 days	USD	4,800,000		September 10, 2020	1.75%	Paid	-	-	-
CD BNI March 2020 USD CD – MUFG	March 10, 2020	March 17, 2020	184 days	USD	4,000,000		September 17, 2020	1.40%	Paid	-	-	-
CD BNI March 2020 USD CD – Mizuho	March 17, 2020	March 20, 2020	288 days	USD	4,400,000		September 24, 2020	1.45%	Paid	-	-	-
CD BNI July 2020 USD CD – MUFG	July 9, 2020	July 15, 2020	184 days	USD	15,000,000		January 15, 2021	1.15%	Paid	-	-	-
CD BNI July 2020 USD CD – MUFG	July 9, 2020	July 14, 2020	184 days	USD	23,200,000		January 14, 2021	1.15%	Paid	-	-	-
CD BNI July 2020 USD CD – MUFG	July 9, 2020	July 15, 2020	184 days	USD	135,000,000		January 15, 2021	1.20%	Paid	-	-	-
CD BNI August 2020 USD CD – MUFG	August 25, 2020	August 28, 2020	92 days	USD	12,700,000		November 28, 2020	0.90%	Paid	-	-	-

Other BNI Securities Issuance Chronology (Global Certificate of Deposit)

Name	Issue Date	Effective Date	Tenor	Currency	Value (million)		Maturity Date	Coupon	Payment Status	Rating		Trustee
										2022	2021	
CD BNI November 2020 USD CD - MUFG	November 9, 2020	November 17, 2020	181 days	USD	25,000,000		May 17, 2021	0.95%	Paid	-	-	-
CD BNI November 2020 USD CD - MUFG	November 17, 2020	November 20, 2020	188 days	USD	18,000,000		May 27, 2021	0.95%	Paid	-	-	-
CD BNI November 2020 USD CD - MUFG	November 17, 2020	November 20, 2020	188 days	USD	25,000,000		May 27, 2021	0.95%	Paid	-	-	-
CD BNI January 2021 USD CD - MUFG	January 21, 2021	January 28, 2022	355 days	USD	50,000,000		January 18, 2022	1.10%	Lunas	-	-	-
CD BNI December 2022 USD CD - MUFG	December 16, 2022	December 22, 2022	186 days	USD	18,600,000		June 26, 2023	5.45%	Active/Not Yet Paid			
Fixed Coupon (With Interest)												
CD BNI January 2020 USD CD - MUFG	January 21, 2020	January 28, 2020	91 days	USD	28,000,000		April 28, 2020	2.55%	Paid	-	-	-
CD BNI February 2020 USD CD - MUFG	February 3, 2020	February 10, 2020	274 days	USD	74,200,000		November 10, 2020	2.33%	Paid	-	-	-
CD BNI March 2020 USD CD - MUFG	February 3, 2020	March 10, 2020	92 days	USD	72,600,000		June 10, 2020	1.68%	Paid	-	-	-
CD BNI June 2020 USD CD - HSBC	June 9, 2020	June 17, 2020	91 days	USD	122,600,000		September 16, 2020	0.68%	Paid	-	-	-
CD BNI September 2020 USD CD - Credit Agricole	September 1, 2020	September 10, 2020	91 days	USD	138,000,000		December 10, 2020	0.75%	Paid	-	-	-
CD BNI November 2020 USD CD - Credit Agricole	November 6, 2020	November 13, 2020	91 days	USD	32,200,000		February 12, 2021	0.69%	Paid	-	-	-
CD BNI December 2020 USD CD - Mizuho	December 3, 2020	December 10, 2020	90 days	USD	50,000,000		March 10, 2021	0.695%	Paid	-	-	-
CD BNI September 2022 USD CD - MUFG	September 22, 2022	September 28, 2022	91 days	USD	60,000,000		December 28, 2022	4.00%	Paid	-	-	-
CD BNI October 2022 USD CD - MUFG	September 28, 2022	October 4, 2022	86 days	USD	94,000,000		December 29, 2022	4.00%	Paid	-	-	-
CD BNI December 2022 USD CD - MUFG	December 15, 2022	December 21, 2022	182 days	USD	50,000,000		June 21, 2023	5.45%	Active/Not Yet Paid	-	-	-

Capital Market Supporting and/or Professionals

LIST OF CAPITAL MARKET SUPPORTING INSTITUTIONS AND PROFESSIONALS

Public Accounting Firms	Public Accounting Firm, Tanudiredja, Wibisana, Rintis & Rekan (member firm of PricewaterhouseCoopers global Network)
	Address : WTC 3, Jl. Jend. Sudirman Kav. 29 – 31, Jakarta 12920 - INDONESIA Tel : (62-21) 50992901 / 31192901 Fax : (62-21) 52905555 / 52905050 Website : www.pwc.com/id
Trading and Stock Listing	PT Bursa Efek Indonesia
	Address : Gedung Bursa Efek Indonesia, Tower 1 Jl. Jend. Sudirman Kav. 52-53 Jakarta 12190, Indonesia Telp : (62-21) 5150515 Fax : (62-21) 5154153 Website : www.idx.co.id Email : listing@idx.co.id
Legal Consultant	Singapore Exchange Regulation Pte. Ltd.
	Address : 11 North BuonaVista Drive, #06-07 The Metropolis Tower 2, Singapore Telp : +65 6236 8888 Website : sgx.com
Legal Consultant	Ginting & Reksodiputro
	Address : The Energy Building, 15th Floor SCBD Lot 11A, Jl. Jend. Sudirman Kav. 52-53 Jakarta 12190 Telp : 021 – 2995 1700 Fax : 021 – 2995 1799 Email : indonesia@allenoverly.com; daniel.ginting@allenoverly.com Website : www.allenoverly.com
Legal Consultant	Hadiputranto, Hadinoto & Partners
	Address :Pacific Century Place, Lv 35 SCBD Lot 10, Jl Jend. Sudirman Kav 52-53 12190 Jakarta, Indonesia Telp : 021 – 2960 8888 Fax : 021 – 2960 8999 Website : www.hhp.co.id
Legal Consultant	Hanafiah Ponggawa & Partners
	Address : Wisma 46 – Kota BNI, 32 nd and 41 st Floor Main Reception, Jl. Jend. Sudirman Kav.1, Jakarta, 10220, Indonesia Telp : +62 21 5701837 Fax : +62 21 5701835 Website : https://dentons.hprplawyers.com
Securities Administration Bureau	PT Datindo Entrycom
	Address : Jl. Hayam Wuruk No. 28, Jakarta 10120 Telp : (62-21) 3508077 Website : www.datindo.com Email : corporatesecretary@datindo.com

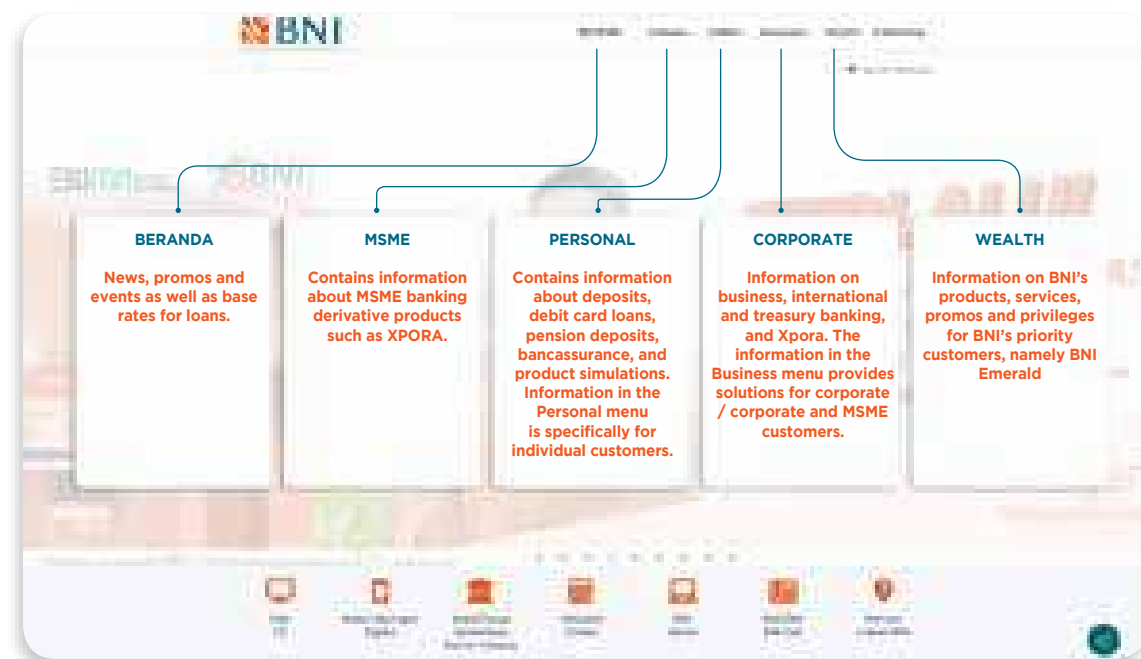
Securities Rating Agencies	Standard & Poor's
	Address : 30 Cecil Street Prudential Tower 17th Floor Singapore 049712 Telp : (65) 6438 2881 Website : www.standardandpoors.com
Securities Rating Agencies	Moody's Investors Service Singapore Pte. Ltd
	Address : 50 Raffles Place #23-06 Singapore Land Tower, Singapore, 048623 Telp : (+65) 6398 8300 Website : www.moody.com
Securities Rating Agencies	PT Fitch Ratings Indonesia
	Address : Prudential Tower Lt. 20 Jl. Jenderal Sudirman Kav. 79 Jakarta Selatan 12910 Telp : (62-21) 2988 6800 Fax : (62-21) 2988 6822 Website : www.fitchratings.com
Securities Rating Agencies	PT Pemeringkat Efek Indonesia (Pefindo)
	Address : Panin Tower - Senayan City, 17th Floor Jl. Asia Afrika Lot.19 Jakarta 10270, Indonesia Telp : (62-21) 509 684 69 Fax : (62-21) 509 684 68 Website : www.pefindo.com
Custodian	PT Kustodian Sentral Efek Indonesia
	Address : Gedung Bursa Efek Indonesia, Tower 1, Lantai 5 Jl. Jend. Sudirman Kav. 52-53 Jakarta 12190, Indonesia Telp : (62-21) 5299 1099 Fax : (62-21) 5299 1199 Website : www.ksei.co.id Email : helpdesk@ksei.co.id
Trustee	PT Bank Mandiri (Persero) Tbk
	Address : Plaza Mandiri Jl. Jend. Gatot Subroto Kav.36-38, Jakarta 12190 Telp : (62-21) 526 5045 ; 526 5095 Fax : (62-21) 527 4477 ; 527 5577 Fax : (62-21) 5752444
Trustee	The Hongkong and Shanghai Banking Corporation Limited
	Address : Issuer Services, L24 HSBC Main Building, No.1 Queen's Road Central, Hong Kong Web : www.hsbc.com.hk
Notary	Fathiah Helmi, S.H.
	Address : Graha Irama Lantai 6-C Jl. HR Rasuna Said Kav 1-2 BI X-1 Kuningan Timur Setia Budi, Jakarta 12950 Telp : (021) 529 07304, (021) 529 07305, (021) 529 07306 Fax : (021) 526 1136 Email : fhchozie@gmail.com
Notary	Ir. Nanette Cahyanie Handari Adi Warsito, S.H.
	Address : Jl. Panglima Polim V/11, Kebayoran Baru Jakarta 12160 Telp : (021) 7244650, (021) 7392801, (021) 7209542, (021) 7209645 Fax : (021) 7265090 Email : cahyanie72@yahoo.co.id ; poerbaningsih@yahoo.com
Tax consultant	PB Taxand
	Address : Menara Imperium Lantai 27 Jl. H.R. Rasuna Said Kav.1 Jakarta 12980 Telp : (021) 835 6363 Fax : (021) 8379 3939 Website : www.pbtaxand.com
KAP Appointed Bonds	Doli, Bambang, Sulistiyanto, Dadang & Ali Registered Public Accountants
	Adress : Menara Kuningan Lantai 11 Jl. H.R. Rasuna Said Blok X-7 Kav.5 Jakarta 12940 Telp : (021) 5790 3548 Faks : (021) 5790 3548
Environmental Expert Consultants	Sustainalytics US Inc.
	Address : Four World Trade Center, Floor 48, 150 Greenwich Street New York, 10007 United States Telp : (+65) 6329 7596 (APAC) Website : www.sustainalytics.com
Arranger	The Hongkong and Shanghai Banking Corporation Limited
	Adress : HSBC Main Building, 1 Queen's Road Central, Hong Kong Telp : (+852) 2748 8288 Website : www.hsbc.com.hk
Arranger	Citigroup Global Markets Limited
	Address : Citigroup Centre, Canada Square Canary Wharf London E14 5LB United Kingdom Telp : (020) 7986 4000 Website : www.citigroup.com

Information Available On The Website

BNI has a corporate website, <https://www.bni.co.id/> which can be accessed easily by the general public. The website was created by observing OJK Regulation No. 8/POJK.04/2015 concerning Issuers or Public Company Websites containing important information including shareholder information, Code of Ethics, General Meeting of Shareholders (GMS), Financial Statements separate from Annual Reports, Profiles of the Board of Commissioners and Board of Directors, and the Charters of the Board of Commissioners, Board of Directors, Committees, and Internal Audit. Specifically regarding the GMS, the information presented on the Bank's website includes the agenda discussed at the GMS, summary of the GMS minutes, and information on important dates, namely the GMS announcement date, the GMS invitation date, the GMS date, and the date the summary of the GMS minutes was announced. The BNI website can also be displayed in Indonesian and English.



Detailed information on the Bank's website contains the following:



COMPANY

- The BNI website contains current, and up-to-date information open to the general public.
- General information disclosed on the BNI website includes:
 - Name, address and contact of the head office and/or representative office of the Issuer or Public Company; including telephone numbers, facsimile numbers, and electronic mail address;
 - Brief history of Issuers or Public Companies
 - Issuer or Public Company organizational structure
 - Company Awards;
 - Structure of ownership of Issuers or public companies, including:
 - A description of the names of shareholders and their percentage ownership at the end of each month;
 - Information regarding the majority and controlling shareholder of the Issuer or Public Company, either directly or indirectly, to the individual owners, in the form of schematics or diagrams; and
 - Names of subsidiaries, associated companies, joint venture companies where the Issuer or Public Company has joint control of the entity, together with the percentage of share ownership, line of business and operating status of the company.
 - Profiles of the Board of Directors, Board of Commissioners, Committees, and Corporate Secretary including:
 - Photos;
 - Names;
 - Position history, including concurrent positions;
 - Educational background;
 - Affiliation of members of the Board of Directors and Board of Commissioners with members of the Board of Directors and/or other members of the Board of Commissioners as well as shareholders.
 - Names and addresses of:
 - Public Accountant who audited the financial statements of Issuers or Public Companies in the current year.
 - Securities Rating
 - Trustees
 - Securities administration Bureau
 - Articles of Association
- Financiers or Investors Information disclosed on the BNI website includes:
 - Public Offering Prospectus;
 - Annual report, for the last 5 (five) fiscal years; and
 - Financial Information, including:
 - Annual financial reports, for the last 5 (five) fiscal years;
 - Quarterly financial reports, for the last 5 (five) fiscal years;
 - Monthly financial reports, for the last 5 (five) fiscal years;

- Semi-annual financial reports for the last 5 (five) fiscal years
- Annual sustainability report for the last 5 (five) fiscal years;
- Annual pension fund report for the last 5 (five) fiscal years;
- Annual community development partnership program report for the last 5 (five) years;
- Corporate presentations in the form of presentation files, audio and video for the last 5 (five) years.
- Summary of important financial data, in the form of comparisons for the last 5 (five) fiscal years; including:
 - Revenue;
 - Gross profit;
 - Profit (loss);
 - Total profit (loss) attributable to owners of the parent entity and non-controlling interests;
 - Total comprehensive profit (loss);
 - Earnings (loss) per share;
 - Total assets;
 - Total liabilities;
 - Total equity;
 - Profit (loss) to total assets ratio;
 - Profit (loss) to equity ratio;
 - Profit (loss) to income ratio;
 - Current ratio;
 - Liability to equity ratio;
 - Liabilities to total assets ratio; and
 - Other information and financial ratios relevant to the company and its type of industry.
- GMS information, including:
 - Announcements and Summons;
 - Agenda material discussed in the GMS;
 - Summary of GMS Minutes
- Stock information, including:
 - Number of shares outstanding;
 - Bonus shares;
 - Chronology of share listing;
 - Stock prices.
- Information on bonds and/or sukuk, including:
 - Value of outstanding bonds/funds/or sukuk;
 - Bonds and/or sukuk rating results;
 - Maturity dates; and
 - Bond interest rates and/or sukuk yields.
- Dividend information.
- Information for financiers or investors, public media, and/or analysts.
- Information related to corporate actions taken by Issuers or Public Companies and actions taken by other parties against Issuers or Public Companies, including:
 - Affiliated Transactions and Certain Conflict of Interest Transactions;
 - Distribution of Bonus Shares;

- Shares Buyback by Issuers or Public Companies in a potential crisis market condition; and
 - Share ownership program by members of the Board of Directors, members of the Board of Commissioners, and employees of Issuers or Public Companies or other controlling parties; and
- j. Material Information or Facts other than those disclosed in the Financial Services Authority Regulations.

4. Corporate Governance Information disclosed on the BNI website includes:
- Work guidelines for the Board of Directors, Board of Commissioners, Integrated Governance, and Internal Audit;
 - Appointment, dismissal, and/or vacancy of the Corporate Secretary, including any temporary Corporate Secretary, as well as supporting information;
 - Internal Audit Charter;
 - Code of Ethics;
 - Committee work guidelines;
 - Company's Articles of Association;
 - Whistle Blowing System (WBS) reporting;
 - Appointment and dismissal of members of the Audit Committee;
 - Risk management policy;
 - Violation reporting system mechanism policy;
 - Anti-corruption policy;
 - Policy regarding supplier selection and creditor rights;
 - Policy on improving vendor capabilities;
 - Integrated Governance and Governance reports.

5. Corporate Social Responsibility Information disclosed on the BNI website includes:
- Information on BNI's corporate social responsibility including policies, types of programs, and costs incurred by Issuers or Public Companies in the sustainability report.
 - Information on the implementation of Environmental, Social, and Governance (ESG) on the BNI website includes: BNI Achievement in the ESG Field, Types of Activities, and Video Profile of BNI ESG.
 - Policies, types of programs, and costs as referred to in letter "a", related to the following aspects:
 - Environment;
 - Labor, health and safety practices;
 - Social and community development; and
 - Product and/or service responsibilities, together with supporting information.

E-Banking

Contains information regarding BNI ATM, BNI SMS Banking, BNI Internet Banking, BNI Mobile Banking, BNI Phone Banking, O-Branch, Agen46, TapCash, Debit Online, UniqueQu, BNI IPay and BNI Smartpay.

Contact

Contains information regarding Branch Office Locations, Global Networks and BNI Contacts.

Education and/or Training for The Board of Commissioners, Board of Directors, Committees, and Internal Audit

No	Name of Training/Workshop/ Conference/Seminar	Date of Training	Place of Training	Type of Education	Organizer
Board of Commissioners					
Agus Dermawan Wintarto Martowardojo – President Commissioner					
1	Development and Characteristics of the Life Insurance Industry in Indonesia, Key Issues for the Life Insurance Industry and Regulations, Governance Aspects and Application of PSAK 74	March 29, 2022	Jakarta	Zoom	BNI Corporate University
2	Resource person at Bank Staff and Leadership School Program (SESPIBANK) Batch 74 for the Topic "Visionary Leadership"	June 15, 2022	Jakarta	Face to Face	Indonesian Banking Development Institute (LPPI)
3	Resource person at the "Optimizing Collaborative Leadership" Executive Training at the Ministry of Finance	July 5-6, 2022	Yogyakarta	Face to Face	Head of the Center for Education and Training for Human Resource Development, Ministry of Finance
4	Industry Development and Characteristics, and Risk Management in the Securities and Asset Management Industry in Indonesia	August 23, 2022	Jakarta	Zoom	BNI Corporate University
5	Resource person at the 2022 BUMN Legal Summit "Building Stronger Foundation for Growth" at the Ministry of BUMN	September	Denpasar	Face to Face	Ministry of SOEs
6	Resource persons at the State-Owned Enterprise (SOE) International Conference at the "Macroeconomic Outlook Session"	October 18, 2022	Denpasar	Face to Face	Ministry of SOEs
7	BNI Leadership Alignment Culture Transformation Workshop	October 7, 2022	Jakarta	Face to Face	BNI Corporate University
8	BNI Leadership Alignment Culture Transformation Advanced Workshop	November 29, 2022	Jakarta	Face to Face	BNI Corporate University
9	Leading and Building Culture of Innovation	December 4-9, 2022	Boston, A.S.	Face to Face	Harvard Business School
Pradjoto – Vice President Commissioner					
1	Development and Characteristics of the Life Insurance Industry in Indonesia, Key Issues for the Life Insurance Industry and Regulations, Governance Aspects and Application of PSAK 74	March 29, 2022	Jakarta	Zoom	BNI Corporate University

No	Name of Training/Workshop/ Conference/Seminar	Date of Training	Place of Training	Type of Education	Organizer
2	Resource persons at the discussion with the OJK and the Attorney General's Office of the Republic of Indonesia with the theme "Focus Group Discussion (FDG) related to the Prevention and Eradication of Corruption Crimes in the Banking Financial Services Sector "	June 24, 2022	Denpasar	Zoom	Financial Services Authority (OJK)
3	Resource person at the Workshop on Provision of PT Bank Syariah Indonesia Tbk Commissioners and Equipment	August 16, 2022	Jakarta	Face to Face	Indonesian Bankers Association (IBI)
4	Industry Development and Characteristics, and Risk Management in the Securities and Asset Management Industry in Indonesia	August 23, 2022	Jakarta	Zoom	BNI Corporate University
5	Resource person at Bank Staff and Leadership School Program (SESPIBANK) Batch 75 for the Topic Leadership: Digital Transformation for Sustainable Business Growth in the ESG and Principle Based Era	October 19, 2022	Jakarta	Face to Face	Indonesian Banking Development Institute (LPPI)
6	BNI Leadership Alignment Culture Transformation Workshop	October 7, 2022	Jakarta	Face to Face	BNI Corporate University
7	BNI Leadership Alignment Culture Transformation Advanced Workshop	November 29, 2022	Jakarta	Face to Face	BNI Corporate University
8	GRC Foundation Masterclass with the theme "The Role of Management Organs in Risk Management"	December 8, 2022	Jakarta	Zoom	Ministry of SOEs
Sigit Widyawan - Independent Commissioner					
1	Development and Characteristics of the Life Insurance Industry in Indonesia, Key Issues for the Life Insurance Industry and Regulations, Governance Aspects and Application of PSAK 74	March 29, 2022	Jakarta	Zoom	BNI Corporate University
2	Banking Competency Center: Improving GRC through Digital Strategic Implementation	April 6, 2022	Jakarta	Zoom	Indonesian Bankers Association - Banking Competency Center
3	Industry Development and Characteristics, and Risk Management in the Securities and Asset Management Industry in Indonesia	August 23, 2022	Jakarta	Zoom	BNI Corporate University
4	Driving Sustainability from the Boardroom	November 14-16, 2022	Swiss	Face to Face	IMD Business School
5	BNI Leadership Alignment Culture Transformation Workshop	October 7, 2022	Jakarta	Face to Face	BNI Corporate University
6	GRC Foundation Masterclass with the theme "The Role of Management Organs in Risk Management"	December 8, 2022	Jakarta	Face to Face	Ministry of SOEs
Asmawi Syam - Independent Commissioner					
1	Development and Characteristics of the Life Insurance Industry in Indonesia, Key Issues for the Life Insurance Industry and Regulations, Governance Aspects and Application of PSAK 74	March 29, 2022	Jakarta	Zoom	BNI Corporate University
2	Industry Development and Characteristics, and Risk Management in the Securities and Asset Management Industry in Indonesia	August 23, 2022	Jakarta	Zoom	BNI Corporate University
3	Driving Sustainability from the Boardroom	November 14-15, 2022	Swiss	Tatap Muka	IMD Business School

No	Name of Training/Workshop/ Conference/Seminar	Date of Training	Place of Training	Type of Education	Organizer
4	BNI Leadership Alignment Culture Transformation Workshop	October 7, 2022	Jakarta	Zoom	BNI Corporate University
5	BNI Leadership Alignment Culture Transformation Advanced Workshop	November 29, 2022	Jakarta	Face to Face	BNI Corporate University
6	GRC Foundation Masterclass with the theme "The Role of Management Organs in Risk Management"	December 8, 2022	Jakarta	Zoom	Ministry of SOEs
Askolani - Commissioner					
1	Development and Characteristics of the Life Insurance Industry in Indonesia, Key Issues for the Life Insurance Industry and Regulations, Governance Aspects and Application of PSAK 74	March 29, 2022	Jakarta	Zoom	BNI Corporate University
2	Industry Development and Characteristics, and Risk Management in the Securities and Asset Management Industry in Indonesia	August 23, 2022	Jakarta	Zoom	BNI Corporate University
3	Integrated Risk into Decision Making	November 16-18, 2022	Cambridge, UK	Face to Face	Judge Business School
4	GRC Foundation Masterclass with the theme "The Role of Management Organs in Risk Management"	December 8, 2022	Jakarta	Zoom	Ministry of SOE
Iman Sugema - Independent Commissioner					
1	Development and Characteristics of the Life Insurance Industry in Indonesia, Key Issues for the Life Insurance Industry and Regulations, Governance Aspects and Application of PSAK 74	March 29, 2022	Jakarta	Zoom	BNI Corporate University
2	Industry Development and Characteristics, and Risk Management in the Securities and Asset Management Industry in Indonesia	August 23, 2022	Jakarta	Zoom	BNI Corporate University
3	Driving Sustainability from the Boardroom	November 14-15, 2022	Swiss	Face to Face	IMD Business School
4	BNI Leadership Alignment Culture Transformation Workshop	October 7, 2022	Jakarta	Face to Face	BNI Corporate University
5	BNI Leadership Alignment Culture Transformation Advanced Workshop	November 29, 2022	Jakarta	Face to Face	BNI Corporate University
6	GRC Foundation Masterclass with the theme "The Role of Management Organs in Risk Management"	December 8, 2022	Jakarta	Zoom	Ministry of SOEs
Susyanto - Commissioner					
1	Development and Characteristics of the Life Insurance Industry in Indonesia, Key Issues for the Life Insurance Industry and Regulations, Governance Aspects and Application of PSAK 74	March 29, 2022	Jakarta	Zoom	BNI Corporate University
2	Industry Development and Characteristics, and Risk Management in the Securities and Asset Management Industry in Indonesia	August 23, 2022	Jakarta	Zoom	BNI Corporate University
3	BNI Leadership Alignment Culture Transformation Workshop	October 7, 2022	Jakarta	Face to Face	BNI Corporate University
4	Leading from the Chair	December 5-7, 2022	Paris	Face to Face	INSEAD
Septian Hario Seto - Independent Commissioner					
1	Development and Characteristics of the Life Insurance Industry in Indonesia, Key Issues for the Life Insurance Industry and Regulations, Governance Aspects and Application of PSAK 74	March 29, 2022	Jakarta	Zoom	BNI Corporate University
2	Executive Education: Managing risk and Reputation in a Complex World	August 21 - 26, 2022	California	Face to Face	Standford University

No	Name of Training/Workshop/ Conference/Seminar	Date of Training	Place of Training	Type of Education	Organizer
Erwin Rijanto Slamet – Independent Commissioner					
1	Development and Characteristics of the Life Insurance Industry in Indonesia, Key Issues for the Life Insurance Industry and Regulations, Governance Aspects and Implementation of PSAK 74	March 29, 2022	Jakarta	Zoom	BNI Corporate University
2	Workshop Leadership Alignment Culture Transformation BNI	October 7, 2022	Jakarta	Face to face	BNI Corporate University
3	BNI Leadership Alignment Culture Transformation Advanced Workshop	November 29, 2022	Jakarta	Face to face	BNI Corporate University
4	Leading and Building a Culture of Innovation	December 4 – 9, 2022	Boston, A.S.	Face to face	Harvard Business School
Fadlansyah Lubis⁴⁾ – Commissioner					
1	Board of Commissioners Orientation Program	September 21 - November 23, 2022	Jakarta	Face to face	BNI Corporate Secretary dan Lembaga Pengembangan Perbankan Indonesia (LPPI)
2	BNI Leadership Alignment Culture Transformation Workshop	October 7, 2022	Jakarta	Face to face	BNI Corporate University
3	GRC Foundation Masterclass with the theme "The Role of Managing Organs in Risk Management"	December 8, 2022	Jakarta	Zoom	Ministry of SOEs
Ratih Nurdianti¹⁾ – Commissioner					
1	Development and Characteristics of the Life Insurance Industry in Indonesia, Key Issues for the Life Insurance Industry and Regulations, Governance Aspects and Implementation of PSAK 74	March 29, 2022	Jakarta	Zoom	BNI
2	Industry Development and Characteristics, and Risk Management in the Securities and Asset Management Industry in Indonesia	August 23, 2022	Jakarta	Zoom	BNI Corporate University
Board of Directors'					
Royke Tumilaar – President Director					
1	National Seminar & Webinar - Economic & Business Outlook 2022 - The Rise of Indonesian MSMEs	February 4, 2022	Solo	Seminar	Roemah Tiga & Bank Indonesia
2	Soloraya Workshop Seminar for Advancing Indonesia	February 23, 2022	Zoom	Seminar	Solopos
3	Economic Outlook 2022 CNBC	March 22, 2022	Zoom	Seminar	CNBC
4	IBI Bankers Dialogue	April 20, 2022	Zoom	Seminar	Indonesian Banker Association (IBI)
5	IKALUMNI FEB Trisakti	June 5, 2022	Zoom	Seminar	Universitas Trisakti
6	Webinar Digital Leadership OJK	July 28, 2022	Zoom	Webinar	OJK Institute
7	Conference SIBOS 2022 "Progressive Finance for a Changing World"	October 10-13, 2022	Amsterdam, Belanda	Conference	Society for Worldwide Interbank Financial Telecommunication (SWIFT)
8	Executive training : Digital Innovation and Transformation	November 10-11, 2022	Cambridge, Inggris	Executive Education	Cambridge Judge Business School
9	Kompas 100 CEO Forum - Making Light in the Challenging Year of 2023	December 2, 2022	Jakarta	Ekonomi	Kompas
10	Business Challenge 2023	December 12, 2022	Online	Ekonomi	Bisnis Indonesia

No	Name of Training/Workshop/ Conference/Seminar	Date of Training	Place of Training	Type of Education	Organizer
Adi Sulistyowati – Vice President Director					
1	Workshop Digital Business and Strategy	April 9, 2022	Jakarta	Workshop	BNI
2	Safari Ramadhan Region 18 Malang	April 22, 2022	Malang	Seminar	BNI
3	Launching Gallery Ekonomi dan Investasi Desa	May 19, 2022	Magelang	Seminar	Ministry of Village, Development of Disadvantaged Regions, and Transmigration Republic of Indonesia
4	Workshop Digital Wholesale Banking Strategy & Refreshment Knowledge Cash Management	May 27-28 2022	Jakarta	Workshop	BNI
5	Workshop Alignment dan Enablement BNI Corporate Transformation Wave 3	June 17, 2022	Jakarta	Workshop	BNI
6	BNI Service Excellence Award	June 18, 2022	Jakarta	Seminar	BNI
7	Optimizing Business Ecosystem in Digital Era - Let's Boost Sales Through Customer Centric Strategy - BNI Region 10	July 2 2022	Jakarta	Training	BNI
8	Optimizing Business Ecosystem in Digital Era - Let's Boost Sales Through Customer Centric Strategy - BNI Region 15	July 16, 2022	Jakarta	Training	BNI
9	Optimizing Business Ecosystem in Digital Era - Let's Boost Sales Through Customer Centric Strategy - BNI Region 14	July 23, 2022	Jakarta	Training	BNI
10	Optimizing Business Ecosystem in Digital Era - Let's Boost Sales Through Customer Centric Strategy - BNI Region 12	August 6, 2022	Jakarta	Training	BNI
11	Consumer Business Workshop - Let's Race to the Moon	August 17-19, 2022	Bali	Workshop	BNI
12	BNI Transactional Banking Training Regions 10, 12, 14, 15	August 20, 2022	Jakarta	Training	BNI
13	BNI Subsidiaries Summit 2022 - Accelerating Subsidiaries toward Prudent Financial Performance	August 29, 2022	Jakarta	Workshop	BNI
14	BNI Business Summit 2022 - Navigating Market Volatility Through Synergies, Digital Solutions & Transactions	October 3-4, 2022	Manado	Workshop	BNI
15	Regional Conference of DPD SP BNI Region 16	October 14-15, 2022	Sorong	Seminar	BNI
16	Business Forum & B2B Meeting - Strengthening Global Trade for Stronger Recovery - Towards Stronger Trade Cooperation between Republic of Korea & Republic of Indonesia	October 20, 2022	Jakarta	Seminar	BNI
17	W20 - Recover Together Equally	November 13, 2022	Bali	Seminar	W20 Indonesia
18	Advancing Regional Digital Payment Connectivity	November 14, 2022	Bali	Workshop	Bank Indonesia
19	BNI Transactional Banking Training Regions 04, 09 and 11	November 19, 2022	Jakarta	Training	BNI

No	Name of Training/Workshop/ Conference/Seminar	Date of Training	Place of Training	Type of Education	Organizer
20	Business Meeting BNI X BPD - Synergy to Accelerate Digital Transformation and Global Market Penetration	December 8 - 10, 2022	Bali	Workshop	BNI
Novita Widya Anggraini - Finance Director					
1	Workshop "Top 5 Indonesian SOEs Market Cap: 2022 Outlook"	January 19, 2022	Gedung Telkom Jakarta	Workshop	Ministry of SOEs
2	CFO School : Strategic Cashflow Managemet	March 2, 2022	Zoom	Training	Ministry of SOEs
3	CFO School : Corporate Strategic Financial Planning & Forecasting	March 9, 2022	Zoom	Training	Ministry of SOEs
4	CFO School : Modern Company Valuation	March 16, 2022	Zoom	Training	Ministry of SOEs
5	CFO School : Capital Structure with Dynamic Financial Market	March 23, 2022	Zoom	Training	Ministry of SOEs
6	Leadership Forum	March 19, 2022	Bali	Workshop	Ministry of SOEs
7	Sharing Session "Development and Characteristics of the Life Insurance Industry in Indonesia, Key Issues for the Life Insurance Industry and Regulations, Aspects	March 29, 2022	Zoom	Sharing Session	BNI
8	CFO School : Asset and Liability Management in Financial Institutions : Value Creation	April 6, 2022	Zoom	Training	Ministry of SOEs
9	CFO School : Asset and Liability Management in Financial Institutions : Risk Management	April 13, 2022	Zoom	Training	Ministry of SOEs
10	CFO School : Powering Growth for CFOs in Financial Service in Indonesia	April 20, 2022	Zoom	Training	Ministry of SOEs
11	Executive Education BOD 2022 - Developing Strategic Thinking and Action	September 5 - 9, 2022	Melbourne, Australia	Executive Education	Melbourne Business School
12	Speaker at the Investor Talk session at the SOE International Conference: Drivins Sustainable & Inclusive Growth	October 18, 2022	Nusa Dua, Bali	Workshop	Ministry of SOEs
13	Extension of Level 5 Risk Management Competency Certificate	October 23, 2022	Virtual	Certification	LSPP
14	Plans for the 2022 Semester II National Working Meeting (Rakernas).	October 3 - 4, 2022	Four Points by Sheraton, Manado	Workshop	BNI
15	Workshop Leadership Alignment	October 7, 2022	Jakarta	Workshop	BNI
16	Workshop on Alignment of BNI's Operational Functions in the Context of Supporting the Implementation of the New Way of Working	October 22, 2022	Ayana MidPlaza - Jakarta	Workshop	BNI
17	Analyst Meeting and Public Expose 3Q22	October 24, 2022	Grha BNI Lt. 25 Jakarta	Workshop	BNI
18	Business Meeting W.14	October 27, 2022	BSD-Tangerang	Sharing Session	BNI
19	Advanced Leadership Alignment Workshop - 2 BNI	November 29, 2022	Balroom Menara BNI	Workshop	BNI
20	Resource person in OJK FGD regarding Governance Implementation for Commercial Banks	December 9, 2022	Yogyakarta	FGD	OJK
Corina Leyla Karnalies - Consumer Banking Director					
1	As a speaker for the Srikandi Golf 2022 Webinar	January 21, 2022	Jakarta	Webinar	BNI

No	Name of Training/Workshop/ Conference/Seminar	Date of Training	Place of Training	Type of Education	Organizer
2	Business Meeting 2022	January 29, 2022	Jakarta	-	BNI
3	KBUMN Assessment	February 16 - 17, 2022	Jakarta	Assessment	Korn Ferry Indonesia
4	Panelist for Indonesia Property & Bank Award XVI and Indonesia My Home Award - V with the theme Collaboration between the Financial Industry and the Government in National Economic Recovery	February 22, 2022	Video Conference	Webinar	Indonesia Property & Bank Award (IPBA) dan Indonesia myHome Award (IMHA)
5	Safe Savings Education Webinar with LPKS with BNI and Coils	February 23, 2022	Video Conference	Webinar	BNI & Kumparan
6	Speaker at the Webinar "Savings at Safe or Gamang Banks" with LPS by Kumparan	March 2, 2022	Jakarta	Webinar	Kumparan
7	Leadership Forum KBUMN	March 19, 2022	Bali	Seminar	Ministry of SOEs
8	BAIN CEO Forum for Digital Financial Service	April 25, 2022	Zoom	Webinar	BAIN
9	Facilitator for "Sespibank" Program batch 74 in 2022	June 2, 2022	Jakarta	Seminar	Sespibank
10	Workshop with BNI Multifinance	July 12, 2022	Jakarta	Workshop	BNI Multifinance
11	Consumer Sector Workshop in 2022	August 17 - 19, 2022	The Anvaya Resort Beach, Bali	Workshop	BNI
12	Continuous Mandatory Learning Program "Development, Industry Characteristics, and Risk Management in the Securities and Asset Management Industry in Indonesia"	August 23, 2022	Vidcon - Jakarta	Webinar	BNI
13	Resource person at the Webinar "Prospects for Intellectual Property Rights (IPR) as Debt Guarantees	September 1, 2022	Gedung Wisma Mulia 2, Jakarta	Webinar	OJK Institute
14	BNI Emerald Market Outlook Event "The Rise of Indonesia"	September 22, 2022	Fairmont Hotel, Jakarta	Seminar	BNI
15	Refreshment BSMR	September 23, 2022	Video Conference	Certification	Lembaga Sertifikasi Profesi PERbankan
16	BSK Division Workshop	September 23, 2022	Grand Aston Puncak Hotel, Bogor	Workshop	BNI
17	Cloud Optimization Workshop	September 30, 2022	Gedung BRI 1, Jakarta	Workshop	Ministry of SOEs
18	Plans for the 2022 Semester II National Working Meeting (Rakernas).	October 3 - 4, 2022	Four Points by Sheraton, Manado	Workshop	BNI
19	Workshop Leadership Alignment	October 7, 2022	Ballroom Menara BNI Pejompongan, Jakarta	Workshop	BNI
20	Business Forum & Business Matching Importir Korea & Pengusaha Indonesia	October 20, 2022	Ballroom Menara BNI Pejompongan, Jakarta	Workshop	BNI
21	Analyst Meeting and Public Expose 3Q22	October 24, 2022	Grha BNI Fl. 25 Jakarta	Workshop	BNI
22	CEO Direction	November 5, 2022	Ballroom Menara BNI Pejompongan, Jakarta	Workshop	BNI
23	Sharing Session with TS Media	November 8, 2022	Fairmont Hotel. Jakarta	Workshop	TS Media
24	IdeaFest Afternoon Soiree	November 25, 2022	JCC, Jakarta	Seminar	IdeaFest

No	Name of Training/Workshop/ Conference/Seminar	Date of Training	Place of Training	Type of Education	Organizer
25	Implementation of Advanced Leadership Alignment Workshop - 2	November 29, 2022	Ballroom Menara BNI Pejompongan, Jakarta	Workshop	BNI
26	KTT G20 Indonesia	November 29, 2022	Bali	Workshop	Ministry of SOEs
27	High Impact Leadership	December 5 - 9, 2022	New York, A.S.	Executive Education	Columbia Business School
28	Executive Education, High Impact Leadership	December 5 - 9, 2022	Colombia Business School, New York	Executive Education	Colombia Business School
29	Resource Person for CEO Lectures Series 7 "Transformation In Banking Services Toward Post-Pandemic In Consumer Banking Perspective"	December 21, 2022	Vidcon - Jakarta	Webinar	Perbanas Institute
Sis Apik Wijayanto - Institutional Banking Director					
1	Sharing Session Business Meeting Region 10	January 14, 2022	Bogor	Sharing Session	BNI
2	Sharing Session - Refreshment Malang Region	January 17, 2022	Jakarta	Sharing Session	BNI
3	FY 2021 Performance Analyst Meeting and Public Expose	January 26, 2022	Jakarta	Speaker	BNI
4	KBUMN Assessment with Korn Ferry	February 16-17, 2022	Zoom	Participant	Korn Ferry & KMinistry of SOEs
5	BNI Sharing Session "Development and Characteristics of the Life Insurance Industry in Indonesia, Key Issues for the Life Insurance Industry and Regulations, Aspects of Governance and Implementation of PSAK 74"	March 29, 2022	Zoom	Sharing Session	BNI
6	BNI Sharing Session Session II - Development, Industry Characteristics and Risk Management in the Securities Company and Asset Management industry in Indonesia	August 23, 2022	Jakarta	Sharing Session	BNI Corporate University
7	Webinar Series 3: Indonesia and the G20' 2022 Presidency: "Recent Developments, Prospects, and Relevance"	September 5, 2022	Jakarta	Webinar	ISEI Jakarta
8	Webinar: Issuance of Business Identification Numbers with BPKPM	September 20, 2022	Jakarta	Webinar	Badan Koordinasi Penanaman Modal
9	Webinar: Strengthen Synergy for PEN Acceleration	September 28, 2022	Jakarta	Webinar	ISEI Jakarta
10	Workshop Leadership Aligment Culture Transformation BNI	October 7, 2022	Jakarta	Workshop	BNI
11	Sharing Session: Close The Gap 2022	October 21, 2022	Jakarta	Sharing Session	BNI Wilayah 10
12	Executive Education : Digital Innovation	November 14-16, 2022	Rotterdam, Netherlands	Executive Education	Rotterdam, Netherlands
13	Workshop Leadership Aligment ke-2	November 29, 2022	Jakarta	Workshop	BNI
14	Invitation to 59th ASEAN Banking Council Meeting	December 1-3, 2022	Jakarta	Meeting/ Workshop	PERBANAS
15	Digital Innovation	December 14-16, 2022	Rotterdam, Belanda	Executive Education	ERASMUS Rotterdam School of Management
David Pirzada - Risk Management Director					
1	Building Winning Team Through AKHLAK & Effective Communication	January 15 - 16, 2022	Zoom	Webinar	ACT Consulting International
2	Analyst Meeting & Public Expose FY 2021	January 26, 2022	Fl. 25 Grha BNI, Jakarta	-	BNI
3	Business Meeting 2022	January 29, 2022	Ballroom Menara BNI Pejompongan, Jakarta	-	BNI

No	Name of Training/Workshop/ Conference/Seminar	Date of Training	Place of Training	Type of Education	Organizer
4	Specific Working Visit to Session III for the Session Year 2021-2022 for the OJK and Bank Himbara Supervisory Function Role in the National Economic Recovery, and the Impacts and Benefits of the G-20 Presidency in Indonesia, especially in Bali	February 4, 2022	Bali	Visit	Komisi XI DPR RI
5	Business Meeting Region.07	February 4, 2022	Online	Sharing Session	BNI
6	Business Meeting Region.11	February 4, 2022	Online	Sharing Session	BNI
7	Speaker: New Ways to Empower Governance, Risk, Compliance (GRC) & Risk Appetite Statement (RAS) During the Pandemic	February 16, 2022	Online	Webinar	ASTA Consulting
8	SOE Board of Directors Talent Assessment	February 18-19, 2022	Online	-	Korn Ferry
9	Leadership Forum: "Ambidextrous Leadership in VUCA Era & Winning the Race Strategy & Leadership Sharing Discussion"	March 19, 2022	Bali	Forum	Ministry of SOEs
10	Implementation of Basel III Reform Basel IV for Calculation of RWA on Credit Risk	March 23, 2022	Online - Zoom	Seminar	BARA (Bankers Association for Risk Management)
11	Risk Awareness "Sustainable Healthy Loan Growth for Highest Profit"	March 25, 2022	Hybrid - Bali	Workshop	BNI - Divisi CMR
12	BNI Sharing Session "Development and Characteristics of the Life Insurance Industry in Indonesia, Key Issues for the Life Insurance Industry and Regulations, Aspects of Governance and Implementation of PSAK 74"	March 29, 2022	Online - Zoom	Sharing Session	BNI
13	Analyst Meeting & Public Expose BBNI Performance 1Q2022	April 26, 2022	Fl. 25, Grha BNI, Jakarta	-	BNI
14	2022 BNI Environmental Bonds (Greenbond) Public Expose	May 11, 2022	Grand Ballroom Fairmont Hotel, Jakarta	Seminar	BNI
15	Invitation to Launch of Financial Stability Study No.38	May 13, 2022	Online - Zoom	Webinar	Bank Indonesia
16	BNI Sharing Session: "ESG Trends & Market Outlook"	June 29, 2022	Online - Zoom	Webinar	BNI
17	Toll Road Workshop by the Ministry of SOEs and PT BNI Sekuritas	July 15, 2022	Jakarta	Workshop	BNI Sekuritas
18	Strategic Execution Meeting Corporate Banking	July 22 - 23, 2022	Bali	Seminar	BNI
19	Analyst Meeting & Public Expose Kinerja BBNI 1H2022	July 29, 2022	Fl. 25 Grha BNI, Jakarta	-	BNI
20	Workshop Merah Putih Fund	August 16, 2022	Gedung Telkom Landmark Tower, Ballroom Fl. 6, Jakarta	Workshop	Ministry of SOEs
21	RDPU DPR RI: Views/Input regarding the Harmonization of the Bill on the Development and Strengthening of the Financial Sector	August 18, 2022	RR Badan Legislasi, Gedung Nusantara 1 Fl.1, Jakarta	Sharing Session	DPR RI
22	Executive Sharing Session Series II - 2022: Developments, Industry Characteristics, and Risk Management in the Securities and Asset Management Industry in Indonesia	August 23, 2022	Daring (Online)	Sharing Session	BNI Corporate University
23	Business Meeting W.06 Surabaya	September 9 - 10, 2022	Surabaya	-	BNI
24	Meeting of Commission VI DPR RI	September 13, 2022	Ruang Komisi VI DPR RI, Jakarta	Sharing Session	DPR RI

No	Name of Training/Workshop/Conference/Seminar	Date of Training	Place of Training	Type of Education	Organizer
25	Meeting of Commission XI DPR RI	September 27, 2022	Ruang Komisi VI DPR RI, Jakarta	Sharing Session	DPR RI
26	Workshop Leadership Alignment Culture Transformation BNI - 1	October 7, 2022	Ballroom Menara BNI Pejompongan, Jakarta	Workshop	BNI
27	GRC Masterclass	October 14, 2022	Auditorium Plaza Mandiri Fl. 3, Jakarta	Workshop	BLMI
28	Work Plan 2023 & Sharing Session together with All RRM Leaders	October 14, 2022	Hotel Santika Slipi, Jakarta	Sharing Session	Divisi RRM BNI
29	TIIWG Road to G20 SOE International Conference: Driving Sustainable & Inclusive Growth	October 17-18, 2022	Nusa Dua Convention Center, Bali	Seminar	Ministry of SOEs
30	Analyst Meeting & Public Expose 3Q22	October 24, 2022	Fl. 25 Grha BNI, Jakarta	-	BNI
31	Road to G20 PLN, Energy Transition Day	November 1, 2022	Sofitel Nusa Dua, Bali	Seminar	PLN
32	Executive Education Program: Integrating Risk into Strategic Decision - Making Judge Business School	November 15-20, 2022	Cambridge, UK	Training	Cambridge University
33	Integrating Risk into Strategic Decision-Making	November 16-18, 2022	Cambridge, Inggris	Executive Education	Cambridge Judge Business School
34	Workshop on Risk Control through the Implementation of Captive Insurance for Conglomerate SOEs	November 29, 2022	Daring (Online)	Workshop	Ministry of SOEs
35	Workshop Leadership Alignment Culture Transformation BNI - 2	November 29, 2022	Ballroom Menara BNI Pejompongan, Jakarta	Workshop	BNI
36	Risk Management: roles, principles, framework	December 8, 2022	Online	Training	McKinsey & Company
Silvano Rumantir - Corporate & International Banking					
1	Webinar Export Credit Agency (ECA)	January 18, 2022	Webinar	Speaker	BNI Corporate University
2	JP Morgan Conference: Indonesia State of The Nation 2022	January 19, 2022	Webinar	Speaker	JP Morgan
3	Analyst Meeting and Public Expose BBNI FY2021 Performance	January 26, 2022	Grha BNI, Jakarta	Speaker	BNI
4	Business Meeting 2022	January 29, 2022	Menara BNI, Jakarta	Workshop	BNI
5	Sharing Session Business Meeting W06 Semester I 2022	February 4, 2022	Zoom	Sharing Session	W06 - BNI
6	KBUMN Assessment with Korn Ferry	February 16, 2022	Zoom	Participant	Korn Ferry & KMinistry of SOEs
7	Sharing Session Business Meeting Corporate Banking 3 Division	March 5, 2022	Zoom	Sharing Session	COB3 - BNI
8	Sharing Session Safari Ramadhan Region 06	April 13, 2022	Kanwil 06, Surabaya	Sharing Session	W06 - BNI
9	Analyst Meeting and Public Expose BBNI 1Q2022	April 26, 2022	Zoom	Participant	BNI
10	Non Deal Roadshow	May 9-17, 2022	UK & AMS	Participant	IRN - BNI
11	Sharing Session Empowering Sales Leader in Business Execution	May 27, 2022	Hotel Aston Kemayoran, Jakarta	Sharing Session	SLN - BNI
12	SESPIBANK Program related to Credit Strategy and Policy: Corporate & Medium	June 7, 2022	Jakarta	Sharing Session	LPPI
13	Young SOE Sharing Session - Millennial Gathering 2022	June 21, 2022	Menara BNI, Jakarta	Sharing Session	Ministry of SOEs Muda
14	PLN Sharing Session related to Smart Corporate Finance	June 22, 2022	Jakarta	Sharing Session	PLN X SWA MEDIA

No	Name of Training/Workshop/Conference/Seminar	Date of Training	Place of Training	Type of Education	Organizer
15	BNIS Workshop: Toll Road Business Development Conditions	July 15, 2022	Menara BNI, Jakarta	Welcoming Speech & Participant	PT BNI Sekuritas
16	Corporate Banking Summit 2022: Strategic Execution Meeting & Capacity Enhancement 2022	July 21-23, 2022	The Apurva Kempinski, Bali	Workshop	BNI
17	Analyst Meeting and Public Expose BBNI 1H2022 Performance	July 29, 2022	Menara BNI, Jakarta	Speaker	BNI
18	Sharing Session ODP Global Analyst	August 8, 2022	Grha BNI, Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero), Tbk
19	Economic Update 2022: Optimism for Stronger Indonesia (New Chapter of BUMN Supports National Economic Awakening)	August 15, 2022	Virtual	Speaker	CNBC News TV
20	Refreshment BSMR 5 Improving Bank's Risk Management in Responding to Banking Industry Challenges: Digitalization, VUCA and Post Pandemic Covid 19	August 24, 2022	Zoom	Training	BNI Corporate University
21	Half-Day Seminar: Beginners Guide Series "Dynamic Leadership for Young Leaders"	September 13, 2022	Live House, M Bloc Space, Jakarta	Seminar	Ministry of SOEs
22	International Seminar Central Banking Services Festival: Navigating Modern Banking Operation in a Changing World: During The Geopolitical Tension	September 19, 2022	Ayana Resort, Bali	Seminar	Bank Indonesia
23	Sharing Session BUMN Young Leaders Summit Vol. 1	September 16, 2022	Menara BNI, Jakarta	Sharing Session	Ministry of SOEs Muda
24	Sharing Session Business Meeting W06 Semester II 2022	September 23, 2022	Zoom	Sharing Session	W06 - BNI
25	Work Ethic & Leadership with Talk Inc	September 29, 2022	Talk Inc, Jakarta	Speaker	Talk Inc x Panenmaya
26	Workshop Leadership Alignment 2	October 7, 2022	Menara BNI, Jakarta	Workshop	BNI
27	Conference SIBOS 2022 "Progressive Finance for a Changing World"	October 10 - 13, 2022	Amsterdam, Belanda	Conference	Society for Worldwide Interbank Financial Telecommunication (SWIFT)
28	SOE International Conference (Road to G20)	October 17, 2022	BNDCC 2, Bali	Participant	Ministry of SOEs
29	Executive Education BOD Tahun 2022: Leading Strategic Growth and Change	October 24 - 28, 2022	New York, A.S.	Executive Education	Columbia Business School
30	Non Deal Roadshow	November 2-4, 2022	San Francisco & Chicago, A.S.	Participant	IRN - BNI
31	Tempo Economic Forum 2022: Green Finance Action Plan for Sustainability Economy	November 18, 2022	Hilton Bali Resort, Bali	Speaker	Tempo
32	Workshop Leadership Alignment 2	November 29, 2022	Menara BNI, Jakarta	Workshop	BNI
33	Rapat Kerja Nasional (Rakernas) Semester II 2022	November 3-4, 2022	Points by Sheraton, Manado	Workshop	BNI
34	Seminar Asean Japan Conference of Economic Outlook 2022	December 1, 2022	Tokyo	Seminar	Bank Indonesia Tokyo Representative & BNI KCLN Tokyo
35	Seminar Business Forum Japan Indonesia Local Currency Settlement Framework	December 2, 2022	Tokyo	Seminar	Bank Indonesia Tokyo Representative & BNI KCLN Tokyo

No	Name of Training/Workshop/ Conference/Seminar	Date of Training	Place of Training	Type of Education	Organizer
36	Sharing Session BPD Business Gathering: Synergy to Accelerate Digital Transformation and Global Market Penetration	December 8-9, 2022	The Apurva Kempinski, Bali	Sharing Session	INT - BNI
37	Sharing Session Business Summit Region 12 and NGETREND	December 12, 2022	Menara BNI, Jakarta	Sharing Session	W12 & SQU - BNI
38	CNBC <i>Indonesia Award</i>	December 12, 2022	St. Regis Jakarta, Jakarta	Participant	CNBC
Ronny Venir - Network & Services Director					
1	Workshop Bisnis Region	January 7, 2022	Batam	Workshop	BNI
2	Webinar Management Outlook 2022 "The Challenges"	January 20, 2022	Zoom	Webinar	BPK RI
3	Business Meeting 2022	January 29, 2022	Jakarta	-	BNI
4	Leadership Forum KBUMN	March 19, 2022	Bali	Seminar	Ministry of SOEs
5	Money Talks Power Lunch CNBC - "Banking Readiness to Prepare Cash Funds for the Ramadhan and Eid Period this Year in the Company's ATM Networks"	March 25, 2022	Jakarta	Sharing Session	CNBC News TV
6	Sharing Session "Development and Characteristics of the Life Insurance Industry in Indonesia, Key Issues for the Life Insurance Industry and Regulations, Aspects	March 29, 2022	Zoom	Sharing Session	BNI
7	Workshop Enablement & Alignment BNI Corporate Transformation Wave 3	June 16-17, 2022	Online	Workshop	BNI
8	Workshop on Operational Risk Improvement & Mitigation	June 18, 2022	Grand Zuri, BSD	Workshop	BNI
9	Speaker at the event: "Kick Off BNI Culture Transformation"	July 08, 2022	Jakarta	Webinar	BNI
10	Program Facilitator of Branch Leaders Batch 198 of 2022	July 20, 2022	Jakarta	Sharing Session	Kampus LPPI
11	Strategic Execution Meeting 2022 Corporate Banking Sector	July 21 - 23, 2022	Bali	Workshop	BNI
12	Consumer Sector Workshop in 2022	August 17-19, 2022	The Anvaya, Bali	Workshop	BNI
13	Continuous Mandatory Learning Program (CMLP) "Development, Industry Characteristics, and Risk Management in the Securities and Asset Management Industry in Indonesia"	August 23, 2022	Jakarta	Workshop	BNI
14	Small Business Business Meetings and Programs in the Context of Closing The Gap Achievement of KUR Distribution and Business Targets for 2022	August 22-24, 2022	Online	Sharing Session	BNI
15	Business Summit W.06	September 23, 2022	Online	Workshop	BNI
16	National Working Meeting (Rakernas) Semester II 2022	October 3-4, 2022	Manado	Workshop	BNI
17	Workshop Leadership Alignment	October 7, 2022	Jakarta	Workshop	HCS - BNI
18	Business Summit W.02	October 10-11, 2022	Padang	Online	BNI
19	Loan Operations & Leadership Training Workshop	October 14-15, 2022	Yogyakarta	Workshop	BNI
20	Business Summit W.10	October 17, 2022	Jakarta	Workshop	BNI
21	Workshop on Alignment of BNI's Operational Functions in the Context of Supporting the Implementation of the New Way of Working	October 22, 2022	Ayana MidPlaza, Jakarta	Workshop	BNI

No	Name of Training/Workshop/ Conference/Seminar	Date of Training	Place of Training	Type of Education	Organizer
22	Analyst Meeting	October 24, 2022	Grha BNI, Jakarta	Seminar	BNI
23	Business Meeting W.15	October 24, 2022	Jakarta	Sharing Session	BNI
24	Business Meeting W.14	October 27, 2022	BSD-Tangerang	Sharing Session	BNI
25	Business Meeting W.11	November 4, 2022	Manado	Sharing Session	BNI
26	CEO Direction	November 5, 2022	Ballroom Menara, Jakarta	Workshop	BNI
27	Driving Sustainability from the Boardroom	November 14 - 15, 2022	Lausanne, Swiss	Executive Education	IMD Business School
28	CEO Direction	November 19, 2022	Grha BNI, Jakarta	Workshop	BNI
29	AMA and BNI Agen46 Capability Improvement in 2022-Success in Building a BNI Agen46 Business	November 25, 2022	Jakarta	Webinar	BNI
30	Kick Off Program Frontliner Academy (FLA)	November 28, 2022	Online	Sharing Session	BNI
31	Advanced Leadership Alignment Workshop - 2 BNI	November 29, 2022	Ballroom Menara, Jakarta	Workshop	BNI
32	Workshop on Enablement and Submission of SK for a Project Manager for BNI Corporate Transformation Wave 4	December 2, 2022	Ballroom Menara, Jakarta	Workshop	BNI
33	Resource person at CNBC Money Talks Power Lunch - BNI Digital Channel Transformation	December 6, 2022	Jakarta	Sharing Session	CNBC News TV
34	Business Summit Region 12	December 09, 2022	Jakarta	Sharing Session	BNI
35	Business Summit Region 09	December 15-16, 2022	Balikpapan	Sharing Session	BNI
Muhammad Iqbal - Enterprise & Commercial Banking Director					
1	Business Meeting BNI 2022	January 29, 2022	Jakarta	-	BNI
2	International Online Business Matching 2022	March 7, 2022	Zoom	Forum	Ministry of National Development Planning of the Republic of Indonesia and NSLIC/NSELRED
3	Leadership Forum KBUMN	March 19, 2022	Bali	Seminar	Ministry of SOEs
4	National Coordination Meeting on Digital Transformation and Complete Data Collection for SMEs in 2022	March 28, 2022	Jakarta	Seminar	Ministry of Cooperatives and SMEs of The Republic of Indonesia.
5	Sharing Session "Development and Characteristics of the Life Insurance Industry in Indonesia, Key Issues for the Life Insurance Industry and Regulations, Aspects	March 29, 2022	Zoom	Sharing Session	BNI
6	BNI Global Diaspora Week "Developing the Potential of Indonesian Diaspora"	April 27, 2022	Jakarta	Talkshow	CNBC Indonesia
7	Speakers : TEMPO BNI <i>The Bilateral Forum 2022</i> "The Role of Small and Medium Enterprise in Economic Development"	May 12, 2022	Jakarta	Talkshow	TEMPO
8	Speakers: Training for Regional Leaders and Deputy Regional Leaders 1	May 27, 2022	Jakarta	Workshop	BNI
9	Speakers : Talkshow Bronis UMKM Kompas.com	June 30, 2022	Jakarta	Talkshow	Kompas
10	Speakers : CNN Indonesia Insight with Desi Anwar	July 19, 2022	Jakarta	Talkshow	CNN Indonesia

No	Name of Training/Workshop/Conference/Seminar	Date of Training	Place of Training	Type of Education	Organizer
11	Workshop Leadership Alignment	October 7, 2022	Jakarta	Workshop	BNI
12	BNI <i>Investor</i> Daily Summit 2022	October 12, 2022	Jakarta	Seminar	BNI
13	Speakers: National MSME Business Meeting	October 26, 2022	Yogyakarta	Seminar	Universitas Gadjah Mada (UGM)
14	Speakers : HIPMI "The Role of Young Entrepreneurs in Jakarta in Accelerating National Economic Recovery and Preparedness to Face Global Challenges"	October 27, 2022	Jakarta	Talkshow	HIPMI
15	Infobank "Forum Infobank Top 100 CEO & The Next Leader Forum 2022"	November 23, 2022	Jakarta	Seminar	Infobank
16	Workshop Leadership Alignment	November 29, 2022	Jakarta	Workshop	BNI
17	Bank Indonesia Annual Meeting "Synergy and Innovation Strengthens Resilience and Awakening Towards Advancing Indonesia"	November 30, 2022	Jakarta	Seminar	Bank Indonesia
18	Bank Indonesia Annual Meeting "Synergy and Innovation Strengthen Resilience and Revival towards Advanced Indonesia"	November 30, 2022	Jakarta	Seminar	Bank Indonesia
19	Leading and Building a Culture of Innovation	December 4 - 9, 2022	Boston, A.S.	Executive Education	Harvard Business School
Putrama Wahju Setyawan - Treasury Director					
1	Indonesian Banking System	2022	Jakarta	Workshop	LPPI
2	Prudential Banking Policy in the Implementation of Risk Based Supervision	2022	Jakarta	Workshop	LPPI
3	Asset & Liability Management	2022	Jakarta	Workshop	LPPI
4	Refreshment for Risk Management Certification	2022	Jakarta	Certification	LSPP
5	B20 Summit Indonesia 2022	2022	Nusa Dua, Bali	Workshop	Ministry of SOEs
Mucharom - Human Capital & Compliance Director					
1	Workshop Portal Human Capital BUMN	September 7, 2022	Menara Brilian, Jakarta	Workshop	BNI
2	BUMN Young Leadership Summit	September 16, 2022	Ballroom, Menara BNI	Sharing Session	Ministry of SOEs Muda
3	Risk Management Refreshment Program	September 23, 2022	Online	Sertifikasi	LPPI
4	Anti Fraud Awareness Series : Ethics Enforcement as an Effort to Prevent Violations that Favor Corruption	October 6, 2022	Jakarta	Workshop	BNI
5	Workshop Leadership Aligment	October 7, 2022	Ballroom Menara BNI	Workshop	BNI
6	Kick Off Program Frontliner Academy	November 28, 2022	Online	Sharing Session	BNI
7	Webinar on the Implementation of the Personal Data Protection Act and its Application for Banking	December 12, 2022	Jakarta	Webinar	OJK
8	Onboarding Directorship Program BUMN Leadership	2022	Training	Webinar	Ministry of SOEs
Toto Prasetyo - Direktur Technology & Operations					
1	Banking Risk Management	September 27, 2022	Jakarta	Assessment	LSPP

No	Name of Training/Workshop/Conference/Seminar	Date of Training	Place of Training	Type of Education	Organizer
2	Conference SIBOS 2022 "Progressive Finance for a Changing World"	October 10 - 13, 2022	Amsterdam, Belanda	Conference	Society for Worldwide Interbank Financial Telecommunication (SWIFT)
3	STI Division Motivational Seminar	November 6, 2022	Jakarta	Sharing Session	BNI
4	Business Summit Region 09	December 15-16, 2022	Balikpapan	Sharing Session	BNI
5	DGO Division Workshop	December 30, 2022	Jakarta	Sharing Session	BNI
6	OPK Division Workshop	December 30, 2022	Jakarta	Sharing Session	BNI
Bob Tyasika²⁾ - Human Capital and Compliance Director					
1	Webinar Management Outlook 2022 "The Challenges"	January 20, 2022	Zoom	Webinar	BPK RI
2	The 24th National Public Lecture Webinar of STIE Indonesia Banking School (IBS) Series	February 11, 2022	Zoom	Webinar	Indonesia Banking School (IBS)
3	Leadership Forum KBUMN	March 19, 2022	Bali	Seminar	Ministry of SOEs
4	Sharing Session "Development and Characteristics of the Life Insurance Industry in Indonesia, Key Issues for the Life Insurance Industry and Regulations, Aspects	March 29, 2022	Zoom	Sharing Session	BNI
Y.B. Hariantono³⁾ - Tehcnology & Operations Director					
1	Refreshment BSMR 5	March 23, 2022	Zoom	Training	Bara Risk Forum
2	AWS Cloud Financial Forum "The Future of Financial Services and Cybersecurity in a Cloud Computing Framework"	July 12, 2022	Jakarta	Seminar	Amazon Web Services, Inc. (Amazon Web Services)
3	Indonesia Digital Economy and Finance Festival (FEKDI) 2022 "Advancing Digital Economy and Finance: Synergistic and Inclusive Ecosystem for Accelerated Recovery" Day - 4 "Cross-Border Payment"	July 14, 2022	Bali	Seminar	FEKDI
Henry Panjaitan³⁾ - Treasury Direktur					
1	Opening Speech Market Outlook Navigating Business in 2022: Opportunity & Challenges	February 3, 2022	Jakarta	Webinar	BNI
2	Opening Speech Diaspora trade Talk Series: BNI Hongkong Road to BNI Global Trade Forum 2022	February 22, 2022	Jakarta	Webinar	BNI
3	Opening Speech BNI Regional Trade Talk Series	March 21, 2022	Jakarta	Webinar	BNI
4	Resource person for LCS Outreach Activities at the 2022 West Java Industrial Meeting	March 21, 2022	Jakarta	Webinar	BNI
5	Speaker "BNI Global Diaspora Week - Perfect Concoction for Successful Diaspora" on CNBC	July 28, 2022	Jakarta	Webinar	BNI
AUDIT COMMITTEE					
Asmawi Syam - Chair/Independent Commissioner					
The competency development/training for the Audit Committee Chair Asmawi Syam can be seen in the Board of Commissioners competency development/training section.					

No	Name of Training/Workshop/ Conference/Seminar	Date of Training	Place of Training	Type of Education	Organizer
Sigit Widyawan – Member/Independent Commissioner					
The competency development/training for the Audit Committee Member Sigit Widyawan can be seen in the Board of Commissioners competency development/training section.					
Iman Sugema – Member/Independent Commissioner					
The competency development/training for the Audit Committee Member Iman Sugema can be seen in the Board of Commissioners competency development/training section.					
Human Brillianto – Independent					
1	Development and Characteristics of the Life Insurance Industry in Indonesia, Key Issues for the Life Insurance Industry, and Regulations, Governance Aspects, and PSAK 74 Implementation	March 29, 2022	Zoom	Sharing Session	BNI Corporate University with speakers from KAP Tanudiredja, Wibisana, Rintis & Rekan
2	Development, Industry Characteristics, and Risk Management in the Securities and Asset Management Industry in Indonesia.	August 23, 2022	Zoom	Sharing Session	BNI Corporate University with speakers from KAP Tanudiredja, Wibisana, Rintis & Rekan
3	Indonesian Institute of Internal Auditors (IIA) National Conference.	October 12 - 13, 2022	Ungasan, Bali	National Conference	Institute of Internal Auditors (IIA) Indonesia
4	Strengthening the Role of the Audit Committee, Risk Committee and Integrated Governance.	November 17, 2022	Zoom	Training	Ministry of SOEs
5	The Role of Risk Management Organs in Risk Management	December 8, 2022	Zoom	Training	Ministry of SOEs
6	Digital Leadership Executive Transformation.	December 1 - 2, 2022	Sanur, Bali	Training	BNI Corporate University
Suhendi Muharam – Member Independent					
1	Development and Characteristics of the Life Insurance Industry in Indonesia, Key Issues for the Life Insurance Industry, and Regulations, Governance Aspects, and PSAK 74 Implementation	March 29, 2022	Zoom	Sharing Session	BNI Corporate University with speakers from KAP Tanudiredja, Wibisana, Rintis & Rekan
2	Development, Industry Characteristics, and Risk Management in the Securities and Asset Management Industry in Indonesia.	August 23, 2022	Zoom	Sharing Session	BNI Corporate University with speakers from KAP Tanudiredja, Wibisana, Rintis & Rekan
3	Indonesian Institute of Internal Auditors (IIA) National Conference.	October 12 - 13, 2022	Ungasan - Bali	National Conference	Institute of Internal Auditors (IIA) Indonesia
4	Strengthening the Role of the Audit Committee, Risk Committee and Integrated Governance.	November 17, 2022	Zoom	Training	Ministry of SOEs
5	The Role of Risk Management Organs in Risk Management	December 8, 2022	Zoom	Training	Ministry of SOEs
RISK MONITORING COMMITTEE					
Pradjoto – Chair/Vice President Commissioner/Independent Commissioner					
The competency development/training for the Risk Monitoring Committee Chair Pradjoto can be seen in the Board of Commissioners competency development/training section.					
Fadlansyah Lubis – Member/Commissioner					
The competency development/training for the Risk Monitoring Committee Member Fadlansyah Lubis can be seen in the Board of Commissioners competency development/training section.					
Erwin Rijanto Slamet – Member/Independent Commissioner					
The competency development/training for the Risk Monitoring Committee Member Erwin Rijanto Slamet can be seen in the Board of Commissioners competency development/training section.					
Septian Hario Seto – Member/Independent Commissioner					
The competency development/training for the Risk Monitoring Committee Member Septian Hario Seto can be seen in the Board of Commissioners competency development/training section.					

No	Name of Training/Workshop/ Conference/Seminar	Date of Training	Place of Training	Type of Education	Organizer
Dwita Suherlina – Member Independent					
1	Development and Characteristics of the Life Insurance Industry in Indonesia, Key Issues for the Life Insurance Industry, and Regulations, Governance Aspects, and PSAK 74 Implementation	March 29, 2022	Zoom	Sharing Session	BNI Corporate University
2	Development, Industry Characteristics, and Risk Management in the Securities and Asset Management Industry in Indonesia.	August 23, 2022	Zoom	Sharing Session	BNI Corporate University
3	GRC Foundation Masterclass: Strengthening the Role of the Audit Committee, Risk Committee and Integrated Governance	November 17, 2022	Zoom	Training	Ministry of SOEs
4	GRC Foundation Masterclass: The Role of Risk Management Organs in Risk Management	December 8, 2022	Zoom	Training	Ministry of SOEs
5	Digital Leadership Executive Transformation	December 1 - 2, 2022	Bali	Training	Patrari Jaya Consultant
Bambang Setyogroho⁶⁾ – Member Independent					
1	Development and Characteristics of the Life Insurance Industry in Indonesia, Key Issues for the Life Insurance Industry, and Regulations, Governance Aspects, and PSAK 74 Implementation	March 29, 2022	Zoom	Sharing Session	BNI Corporate University
2	Development, Industry Characteristics, and Risk Management in the Securities and Asset Management Industry in Indonesia.	August 23, 2022	Zoom	Sharing Session	BNI Corporate University
3	GRC Foundation Masterclass: Strengthening the Role of the Audit Committee, Risk Committee and Integrated Governance	November 17, 2022	Zoom	Training	Ministry of SOEs
4	GRC Foundation Masterclass: The Role of Risk Management Organs in Risk Management	December 8, 2022	Zoom	Training	Ministry of SOEs
5	Digital Leadership Executive Transformation	December 1 - 2, 2022	Bali	Training	Patrari Jaya Consultant
NOMINATION AND REMUNERATION COMMITTEE					
Agus Dermawan Wintarto Martowardojo – Chair/President Commissioner/Independent Commissioner					
The competency development/training for the Nomination and Remuneration Committee Chair Agus Dermawan Wintarto Martowardojo can be seen in the Board of Commissioners competency development/training section.					
Pradjoto – Member/Vice President Commissioner/Independent Commissioner					
The competency development/training for the Nomination and Remuneration Committee Member Pradjoto can be seen in the Board of Commissioners competency development/training section.					
Sigit Widyawan – Member/Independent Commissioner					
The competency development/training for the Nomination and Remuneration Committee Member Sigit Widyawan can be seen in the Board of Commissioners competency development/training section.					
Askolani – Member/Commissioner					
The competency development/training for the Nomination and Remuneration Committee Member Askolani can be seen in the Board of Commissioners competency development/training section.					
Asmawi Syam – Member/Independent Commissioner					
The competency development/training for the Nomination and Remuneration Committee Member Asmawi Syam can be seen in the Board of Commissioners competency development/training section.					

No	Name of Training/Workshop/Conference/Seminar	Date of Training	Place of Training	Type of Education	Organizer
Susyanto – Member/Commissioner					
The competency development/training for the Nomination and Remuneration Committee Member Susyanto can be seen in the Board of Commissioners competency development/training section.					
Iman Sugema – Member/Independent Commissioner					
The competency development/training for the Nomination and Remuneration Committee Member Iman Sugema can be seen in the Board of Commissioners competency development/training section.					
Septian Hario Seto – Member/Independent Commissioner					
The competency development/training for the Nomination and Remuneration Committee Member Septian Hario Seto can be seen in the Board of Commissioners competency development/training section.					
Erwin Rijanto Slamet – Member/Independent Commissioner					
The competency development/training for the Nomination and Remuneration Committee Member Askolani can be seen in the Board of Commissioners competency development/training section.					
Efita Praharani¹⁾					
1	Anti-Bribery Management System	September 27, 2022	Zoom	Training	BNI Corporate University
Dandy Perwandi Sjamsudin⁸⁾ – Member					
1	Advanced Human Capital Accomplished	September 1 - 30, 2022	Zoom	Executive Education	UNIKA Atmajaya
2	Learning Experience for Selected Talents C-1	October 31 – November 4	Munich & Aachen, Jerman	Executive Education (Experience Learning)	Boston Consulting Group
Danny Tri Suryani – Member					
1	Digital Leadership Executive Transformation	December 1 - 2, 2022	Bali	Training	Eclat Consulting
INTEGRATED GOVERNANCE COMMITTEE					
Agus Dermawan Wintarto Martowardojo – Chair/President Commissioner/Independent Commissioner					
The competency development/training for the Integrated Governance Committee Chair Agus Dermawan Wintarto Martowardojo can be seen in the Board of Commissioners competency development/training section.					
Askolani – Member Commissioner/Commissioner					
The competency development/training for the Integrated Governance Committee Member Askolani can be seen in the Board of Commissioners competency development/training section.					
Susyanto – Member/Commissioner					
The competency development/training for the Integrated Governance Committee Member Susyanto can be seen in the Board of Commissioners competency development/training section.					
Parikesit Suprpto – Member					
1	Anticipation of Heredity Risk for Life Insurance Market Development in Indonesia	February 19, 2022	Zoom	Sharing Session	Itikad Academy
2	Development and Characteristics of the Life Insurance Industry in Indonesia, Key Issues for the Life Insurance Industry, and Regulations, Governance Aspects, and PSAK 74 Implementation	March 29, 2022	Zoom	Sharing Session	BNI Corporate University
3	The Impact of Damage to Reputation on Business Competition, Business Growth and Profits of Life Insurance Companies, and How to Resolve/Repair This Damage in Measurable Time	May 24, 2022	Zoom	Training	Itikad Academy
4	Implementation of Anti-Money Laundering and Combating the Financing of Terrorism in Insurance Companies from a Risk Management Perspective	June 25, 2022	Zoom	Training	Itikad Academy
5	Industry Development and Characteristics, and Risk Management in the Securities and Asset Management Industry in Indonesia	August 23, 2022	Zoom	Training	BNI Corporate University

No	Name of Training/Workshop/Conference/Seminar	Date of Training	Place of Training	Type of Education	Organizer
Siti Haniatunnisa⁹⁾ – Member					
1	DSN – MUI Fatwa Dissemination Webinar in 2022	October 27, 2022	Zoom	Webinar	MUI - DSN
2	Managing Reputational Risk In The Time of Crisis	August 25 – 26, 2022	Zoom	Webinar	Risk Advisor & Performance (RAP)
3	Socialization of OJK Circular Letter No.5/SEOJK.05/2022 concerning Investment-Linked Insurance Products to the Sharia Supervisory Board	August 3, 2022	Zoom	Socialization	Otoritas Jasa Keuangan (OJK)
4	Halal bi Halal and Discussion and Ratification of Fatwas in the Plenary Meeting of the 56th National Sharia Council-Indonesian Ulama Council in 2022	June 23-24, 2022	Bogor	National Seminar	DSN MUI
5	Islamic Economics National Seminar and Studium Generale "The Role of Islamic Economics in Sustainable Infrastructure Development and National Economic Recovery"	February 16, 2022	Zoom	Socialization	IAEI
Eko Priyo Pratomo⁹⁾ – Member					
1	Understanding of the Latest Regulations related to the Investment Manager Industry	October 14, 2022	Zoom	Socialization	BNI Asset Management
2	Efforts to Handle Internal and External Fraud	December 1, 2022	Zoom	Sharing Session	BNI Asset Management
Rufina Tinawati Marianto¹⁰⁾ – Member					
1	Refreshment for Risk Management Certification	February 24, 2022	Jakarta	Certification	Bank Mayora
2	Introduction to AKHLAK Core Values (Commissioners and Directors)	June 20, 2022	Zoom	Sharing Session	Bank Mayora
3	Industry Development and Characteristics, and Risk Management in the Securities and Asset Management Industry in Indonesia	August 23, 2022	Zoom	Sharing Session	BNI Corporate University
Nurani Raswindriati¹¹⁾ – Member					
1	Development and Characteristics of the Life Insurance Industry in Indonesia, Key Issues for the Life Insurance Industry, and Regulations, Governance Aspects, and PSAK 74 Implementation	March 29, 2022	Zoom	Sharing Session	BNI Corporate University
2	Development, Industry Characteristics, and Risk Management in the Securities and Asset Management Industry in Indonesia.	August 23, 2022	Zoom	Sharing Session	BNI Corporate University
3	Strengthening the Role of the Audit Committee, Risk Committee and Integrated Governance	November 17, 2022	Zoom	Sharing Session	Ministry of SOEs
4	Digital Leadership Executive Transformation	December 1-2, 2022	Bali	Training	BNI Corporate University
5	The Role of Risk Management Organs in Risk Management	December 8, 2022	Zoom	Sharing Session	Ministry of SOEs
CORPORATE SECRETARY					
Okki Rushartomo Budiprabowo					
1	Doctrine of Fiduciary Duty in Limited Liability Companies and Personal Responsibility of Directors and Commissioners for Company Losses	September 30, 2022	Bandung	Seminar	PT Intrinsics Consult Indonesia
2	DIGITAL LEARNING Risk Management Refreshment Series: Building Carbon Risk Free Future Business based on ESG	October 17, 2022	Online	Webinar	BNI Corporate University
3	GENERAL WEBINAR OJK Inclusion Month 2022	October 18, 2022	Online	Webinar	BNI Corporate University

No	Name of Training/Workshop/Conference/Seminar	Date of Training	Place of Training	Type of Education	Organizer
4	DIGITAL LEARNING International Banking Literacy Kick Off “BNI International Banking Literacy Program for All Employees”	October 27, 2022	Online	Webinar	BNI Corporate University
5	Digital Learning E-Learning Mandatory Good Corporate Governance 2022	November 10, 2022	Online	Webinar	BNI Corporate University
6	Coaching ASEAN CG Scorecard PT Bank Negara Indonesia (Persero) Tbk	December 2, 2022	Azure Room, 2nd FL Pullman, Jakarta	Webinar	Indonesian Institute for Corporate Directorship - IICD
7	High Impact Leadership	December 5 - 9, 2022	New York, A.S.	Executive Education	Columbia Business School
8	Special Batch Corporate Governance Leadership Program	December 14 – 169, 2022	Hotel Fairfield Kuta, Bali	Webinar	Indonesian Institute for Corporate Directorship - IICD
9	General Webinar - Digital Transformation Mindset	December 21, 2022	Online	Webinar	BNI Corporate University

INTERNAL AUDIT

Anang Basuki

Education and/or training for the Internal Audit can be seen in the Head of the Internal Audit Development section, Corporate Governance Chapter in this Annual Report.

Description:
¹⁾ Ceased serving on August 31, 2022
²⁾ Ceased serving on May 27, 2022
³⁾ Ceased serving on August 31, 2022
⁴⁾ Served since August 31, 2022: Fadlansyah Lubis effectively served since December 23, 2022; Toto Prasetyo effectively served since January 31, 2023; Mucharom effectively served since January 6, 2023; Putrama Wahyu Setyawan effectively served since December 23, 2022
⁵⁾ Served as a KPR member since June 1, 2022
⁶⁾ Served as a KPR member since December 29, 2022
⁷⁾ Ceased serving as a member of KNR on April 18, 2023
⁸⁾ Ceased serving as a member of KNR on April 18, 2023
⁹⁾ Served as a a member of the Integrated Governance Committee since October 28, 2022
¹⁰⁾ Served as a member of the Integrated Governance Committee since July 22, 2022
¹¹⁾ Appointed as an independent member of the Integrated Governance Committee on June 1, 2022

Senior Executive Vice President Competency Development					
No	Name of Training/Workshop/Conference/Seminar	Date of Training	Place of Training	Type of Education	Organizer
H. Paolo Kartadjoemena – SEVP Corporate Transformation					
1	BNI Business Meeting 2022	January 29, 2022	Jakarta	-	BNI
2	Work Smarter, Live Better Training with Cyril Peupion	March 17, 2022	Zoom	Sharing Session	Boston Consulting Group (BCG)
3	Leadership Forum KBUMN	March 19, 2022	Bali	Seminar	BUMN
4	Sharing Session “Development and Characteristics of the Life Insurance Industry in Indonesia, Key Issues for the Life Insurance Industry and Regulations, Aspects of Governance and Implementation of PSAK 74”	March 29, 2022	Zoom	Sharing Session	BNI
5	Strategic Objectives Alignment Workshop Bank Digital	April 20, 2022	Jakarta	Workshop	BNI
6	CEO Direction and Submission of SK Project Manager BNI Corporate Transformation Wave 3	June 7, 2022	Jakarta	Sharing Session	BNI
7	Socialization of BNI Corporate Transformation Initiatives to DPP SP	June 7, 2022	Menara Pejompongan	Sharing Session	BNI
8	Race Talk Series - Digital Bank - The Real Form of BNI Digital Transformation	June 14, 2022	BNI Corporate University	Sharing Session	BNI
9	Kick Off Culture Transformation	July 8, 2022	Zoom	Sharing Session	BNI

Senior Executive Vice President Competency Development					
No	Name of Training/Workshop/Conference/Seminar	Date of Training	Place of Training	Type of Education	Organizer
10	Managing Risk & Reputation in a Complex World	August 21 - 26, 2022	Palo Alto, A.S.	Executive Education	Stanford Graduate School of Business
11	Podcast related to BNI Corporate Transformation with the BNI Worker’s Union (SP).	August 29, 2022	Studio Podcast SP Academy - Roemah Aspirasi	Sharing Session	BNI
12	BUMN Young Leader Summit 2022	September 16, 2022	Menara Pejompongan	Sharing Session	BNI
13	A Public - Private Dialogue on Fostering Integrity and Good Governance in Infrastructure Project	September 16, 2022	Hotel Pullman, Bandung	Forum	B20 Indonesia 2022 - ICC Indonesia
14	High Level Public - Private Policy Dialogue in Promoting Transparency and Accountability	September 27, 2022	Zoom	Forum	ICC Indonesia
15	Fostering Agility to Combat Money Laundering and Economic Crime	September 28, 2022	Ayana Midplaza	Forum	B20 Indonesia 2022 - KADIN - ICAEW
16	ICON2022 Conference	October 6, 2022	Ritz-Carlton - Pacific Place	Conference	GDP Venture
17	Collective Action in Alleviating Integrity Risks	October 10, 2022	Trans Luxury, Bandung	Forum	B20 Indonesia 2022 - KADIN
18	SOE International Conference	October 17, 2022	Nusa Dua Convention Center, Bali	Conference	Ministry of SOEs
19	BNI Organizational Function Alignment Workshop to Support the Implementation of the New Way of Working	October 22, 2022	Ayana Midplaza	Workshop	BNI
20	Digital ID Workshop B20 “Scalling Trust in The Digital World”	October 24, 2022	Ayana Midplaza	Workshop	B20
21	CEO Direction	November 5, 2022	Menara Pejompongan	Sharing Session	BNI
22	Advanced Leadership Workshop	November 29, 2022	Menara Pejompongan	Workshop	BNI
23	Workshop BNI Group Innovation Alignment	December 1, 2022	Microsoft Indonesia	Workshop	BNI
24	Workshop on Enablement and Submission of SK Project Manager BNI Corporate Transformation Wave 4	December 2, 2022	Menara Pejompongan	Workshop	BNI
25	2023 CDV Division Business Plan Workshop	December 9, 2022	Recovery, Ancol	Workshop	BNI
26	The Global Coalition to Fight Financial Crime	December 16, 2022	Zoom	Seminar	GCFFC
Rian Eriana Kaslan – SEVP Digital Business					
1	Credit Philosophy Training	March 3 - 5, 2022	Online	Training	BCV
2	OJK FGD - Opportunities and challenges of digital transformation in the financial sector and green financing as a driving force for a new economy to accelerate economic recovery	March 23 - 25, 2022	Bali	Training	OJK
3	How Will Metaverse Change the World	April 5, 2022	Online	Speaker	Katadata
4	Digital Banking Strategy and Refreshment Knowledge Cash Management	May 27-28, 2022	Aston City Hotel Kemayoran	Training	Divisi WHS
5	Indonesia Digital Economy and Finance Festival (FEKDI) 2022	July 11 - 12, 2022	Bali	Seminar	Bank Indoensia
6	SOE Synergy Workshop and Financial and Insurance Sector Startups	August 30, 2022	Ministry of SOEs	Seminar	Ministry of SOEs

Senior Executive Vice President Competency Development

No	Name of Training/ Workshop/Conference/ Seminar	Date of Training	Place of Training	Type of Education	Organizer
7	SOE panelist resource person Startup Day (2. 3. How Startups Can Realize BUMN Untapped Market)	September 28, 2022	ICE BSD	Seminar	Ministry of SOEs
8	Covference SIBOS 2022 "Progressive Finance for a Changing World"	October 10 - 13, 2022	Amsterdam, Belanda	Conference	Society for Worldwide Interbank Financial Telecommunication (SWIFT)
9	SOE International Conference G20	October 17- 18, 2022	Nusa Dua Bali	Seminar	Ministry of SOEs
10	Resource person for socialization activities	November 28, 2022	Hotel Four Points, Manado	Seminar	OJK
Ita Tetralastwati – SEVP Treasury					
1	Mandiri Investment Forum 2022	February 9, 2022	Zoom	Forum	Mandiri
2	G20 BI Finance Track Side Event Series - Digital Payment Innovation	February 14, 2022	Zoom	Forum	Bank Indonesia
3	G20 BI Finance Track Side Event Series - Managing Risk of the Exit Policy Dynamic Through More Diversified Currency to Support Global Trade & Investment	February 16, 2022	Zoom	Forum	Bank Indonesia
4	G20 BI Finance Track Side Event - Scaling up the Utilization or Sustainable Financial Instrument	February 18, 2022	Zoom	Forum	Bank Indonesia
5	Board of Directors and SEVP Talent Assessment	February 22 - 23, 2022	Video Conference	Training	Mandiri
6	Feedback Assesment	April 7, 2022	Video Conference	Training	Mandiri
7	CEO Direction Wave 3	June 7, 2022	Zoom	Forum	BNI
8	Seminar ESG Trend & Market Outlook from Moodys Analytics	June 29, 2022	Zoom	Seminar	BNI
9	National Market Conduct Supervision Meeting for the Financial Services Sector	July 7, 2022	Jakarta	Forum	OJK
10	Executive Sharing Session Series II	August 23, 2022	by Vidcon	Forum	BNI
11	Socialization of the Cheap Flying Program with BNI	August 25, 2022	Menara Ballroom	Forum	BNI
12	Developing Strategic Thinking and Action	September 5 - 9, 2022	Melbourne, Australia	Executive Education	Melbourne Business School
13	Finalization of the Potential Assessment for Asset Securitization Market Development with Underlying MSME Credit	September 22 - 23, 2022	Denpasar	Forum	BI
14	National Working Meeting Semester II 2022	October 3-4, 2022	Manado	Forum	BNI
15	Workshop leadership Alignment	October 7, 2022	Menara Ballroom	Forum	BNI
16	Workshop leadership Alignment Ke 2	November 29, 2022	Menara Ballroom	Forum	BNI
17	Business Forum on The Utilizatiobn of The Japan - Indonesia LCSF	December 1 - 2, 2022	Tokyo, Japan	Forum	BI
18	BPD Business Gathering - Synergy to Accelerate Digital Transformation and Global Market Penetration	December 8, 2022	Denpasar	Gathering	BI
19	Stakeholder Gathering DJPPR 2022	December 21, 2022	Gedung Keuangan	Gathering	Ministry of Finance

Senior Executive Vice President Competency Development

No	Name of Training/ Workshop/Conference/ Seminar	Date of Training	Place of Training	Type of Education	Organizer
Iwan Setiawan – SEVP Remedial & Recovery					
1	Leadership Forum KBUMN	March 19, 2022	Bali	Seminar	Ministry of SOEs
2	Risk Management Refreshment "Avoiding and Anticipating Banking Cyber Crime Trends in the Digital Age"	July 13, 2022	Zoom	Zoom	IBI
3	Risk and Crisis Management	September 8 - 9, 2022	Singapura	Executive Education	Singapore Management University
Fauzi – SEVP Operations					
1	Regional Business Workshop "Aggressive Execution"	January 6 - 8, 2022	Batam	Workshop	BNI
2	Resource Person for Small Segment Business Banking Standard Credit Manager Refreshment Event in 2022	January 13, 2022	Jakarta	Seminar	BNI
3	Business Meeting BNI 2022	January 29, 2022	Jakarta	-	BNI
4	Leadership Forum KBUMN	March 19, 2022	Bali	Seminar	Ministry of SOEs
5	Sharing Session "Development and Characteristics of the Life Insurance Industry in Indonesia, Key Issues for the Life Insurance Industry and Regulations, Aspects of Governance and Implementation of PSAK 74"	March 29, 2022	Zoom	Sharing Session	BNI
6	CEO Direction and Submission of SK Project Manager BNI Corporate Transformation Wave 3	June 7, 2022	Jakarta	Sharing Session	BNI
7	Race Talk Series "Operation Excellence for Better Document Management"	July 21, 2022	Zoom	Sharing Session	BNI
8	Executive Sharing Session Series II "Development, Industry Characteristics, and Risk Management in the Securities and Asset Management Industry in Indonesia	August 23, 2022	Zoom	Sharing Session series II	BNI
9	Risk and Crisis Management	September 8 - 9, 2022	Singapura	Executive Education	Singapore Management University
10	National Working Meeting Semester II	October 3-4, 2022	Manado	Forum Discussion	BNI
11	Workshop Leadership Alignment	October 7, 2022	Menara Pejompong	Sharing Session	BNI
12	Facilitator Inspiring Leader Program Brevet Branch Management (BBM) Batch 2 2022	October 18, 2022	BCV Kota, Jakarta	Facilitator	BNI
13	Workshop on Alignment of BNI's Operational Functions to Support the Implementation of the New Way of Working	October 22, 2022	Ayana Mid Plaza, Jakarta	Sharing Session	BNI
14	Concept of Branch and Network Management (service model & customer centric approach,	October 25, 2022	Zoom	Facilitator	LPPI
15	High Level Event Advancing Regional Digital Payment Connectivity (G20)	November 14, 2022	Karang Asem, Grand Hyatt - Nusa Dua, Bali	Forum Discussion	Ministry of SOEs
16	Workshop Leadership Alignment 2	November 29, 2022	Menara Pejompong	Sharing Session	BNI

Awards and Certification

AWARDS

International Awards



The 3rd Best of Issuing Sales Volume in Southeast Asian Countries 2021

March 9, 2022

JCB Indonesia Awards



ABF Wholesale Banking Awards 2022 as Indonesia Domestic Project Finance Bank of the Year 2022

June 14, 2022

Asian Banking & Finance (ABF)



The First Business VCN Paylater Launch in the World

June 21, 2022

Mastercard



Contact Center World Asia Pacific Awards 2022
• Corporate Category 12 Medals
• Individual Category 9 Medals

July 29, 2022

Contact Center World



ABF Corporate & Investment Banking Awards 2022 for Project Infrastructure Finance Deal of the Year - Indonesia 2022

August 8, 2022

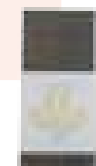
Asian Banking & Finance (ABF)



ABF Corporate & Investment Banking Awards 2022 for Project Infrastructure Finance Deal of the Year - Indonesia 2022

August 8, 2022

Asian Banking & Finance (ABF)



Best Trade Finance Bank in Indonesia 2022

September 8, 2022

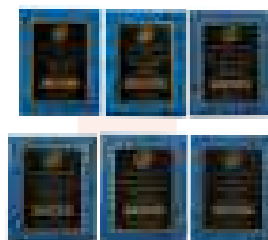
Alpha Southeast Asia



The Best Remittance Service Provider in Indonesia

September 8, 2022

Alpha Southeast Asia



Contact Center World Global Awards 2022
• Best Employee Wellness Program
• Best Crisis Management Campaign
• Best Contact Center Design
• Best Operational Manager
• Best Help Desk
• Best Recruitment Campaign

December 2, 2022

Contact Center World



Operational Excellence - Best International & Localized Devportal

December 5, 2022

DevPortal Awards by Pronovix



Developer Experience - Best Onboarding

December 5, 2022

DevPortal Awards by Pronovix



The Best Overall Dev Portal - Best Enterprise DevPortal

December 5, 2022

DevPortal Awards by Pronovix



Business Alignment - Best Served API Business Model

December 5, 2022

DevPortal Awards by Pronovix

National Awards



Ranked I SLE Index - Certification Awarding Satisfaction Loyalty Engagement (SLE) 2022

February 17, 2022

Majalah Infobank and MRI



Ranked I Engagement - Certification Awarding Satisfaction Loyalty Engagement (SLE) 2022

February 17, 2022

Majalah Infobank and MRI



Ranked I Satisfaction (Teller) - Certification Awarding Satisfaction Loyalty Engagement (SLE) 2022

February 17, 2022

Majalah Infobank and MRI



Ranked I Satisfaction (Branch Office) - Certification Awarding Satisfaction Loyalty Engagement (SLE) 2022

February 17, 2022

Majalah Infobank and MRI



Ranked I Satisfaction (Mobile Banking) - Certification Awarding Satisfaction Loyalty Engagement (SLE) 2022

February 17, 2022

Majalah Infobank and MRI



Ranked II Loyalty - Certification Awarding Satisfaction Loyalty Engagement (SLE) 2022

February 17, 2022

Majalah Infobank and MRI



Ranked II Satisfaction (Customer Service) - Certification Awarding Satisfaction Loyalty Engagement (SLE) 2022

February 17, 2022

Majalah Infobank and MRI



Ranked II Satisfaction (ATM) - Certification Awarding Satisfaction Loyalty Engagement (SLE) 2022

February 17, 2022

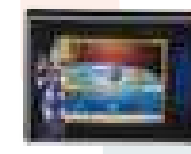
Majalah Infobank and MRI



Best Bank Digital Marketing of Mortgage Product

February 24, 2022

Property & Bank 2022



The Best IT for Public Category Bank

February 25, 2022

IITA



Best Issuing Sales Volume in Indonesia 2021

March 9, 2022

JCB



The Most Active Acquirer ATM Business

April 4, 2022

PT Jalin Pembayaran Nusantara



**Best Overall Conventional
Commercial Bank Debit Card
for BNI Debit Cards
- Ranked 2**

April 7, 2022

**Infobank Digital
Brand Awards 2022**



**Best Overall Conventional
Commercial Bank Savings for
BNI Taplus - Ranked 1**

April 7, 2022

**Infobank Digital
Brand Awards 2022**



**Best Overall Conventional
Commercial Bank for Deposits
- Ranked 1**

April 7, 2022

**Infobank Digital
Brand Awards 2022**



**BUMN Bank for the
Implementation of the KEJAR
Program (One Account for
One Student)**

August 23, 2022

Otoritas Jasa Keuangan



**Most Innovative Bank for the
Implementation of KEJAR
(One Account for One
Student)**

August 23, 2022

Otoritas Jasa Keuangan

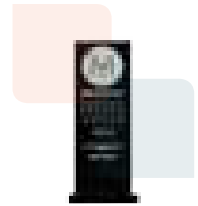


**The Best Contact Center
Indonesia 2022**

• Corporate Category 6 Medals
• Individual Category 9 Medals

September 22, 2022

**Indonesia Contact Center
Association**



**Marketeers Editor's Choice
Award Seamless Financial
Platform of The Year Category:
BNI Direct**

October 12, 2022

Marketeers



**Best Overall Kartu Kredit
Bank Umum Konvensional -
Peringkat 2**

April 7, 2022

**Infobank Digital
Brand Awards 2022**



**Golden Trophy Conventional
Commercial Bank KPR for BNI
Griya - Ranked I**

April 7, 2022

**Infobank Digital
Brand Awards 2022**



**Best Overall Conventional
Commercial Bank KPR for BNI
Griya**

April 7, 2022

**Infobank Digital
Brand Awards 2022**



**Corporate Card Issuer with the
Highest Payment Volume**

October 12, 2022

Visa



**The Highest Merchant
Acquisition via Merchant
Facilitator**

October 13, 2022

**VISA Indonesia Client Forum
2022 Award**



**Ranked III, Bank with the
highest achievement
Q3 2022**

October 12, 2022

Bp. Tapera



The Best Issuer QRIS

October 19, 2022

ATM Bersama (Artajasa)



**Top 50 Big Capitalization
Public Listed Company**

May 27, 2022

**Indonesian Institute for
Corporate Directorship (IICD)**



**Indonesia Millenials Favorite
Matrimony Brand Award 2022
- Top 5 Product of Interest
Category - BNI Griya**

May 30, 2022

HerStory



**Indonesia Millenials Favorite
Matrimony Brand Award 2022
- Top 5 Product of Interest
Category - BNI Fleksi**

May 30, 2022

HerStory



**Stellar Workplace Recognition
in Employee Commitment &
Satisfaction**

October 27, 2022

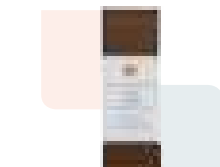
**OneGML, Centre of Digital
& Human Transformation
(CDHX), Kontan**



**Most Innovative VCN
Commercial Use Case**

October 27, 2022

Mastercard



**Best Initiatives of Mobile
Banking Features for BNI
Mobile Banking**

October 27, 2022

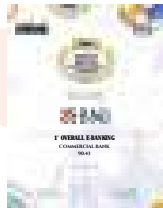
**Mastercard Customer Forum
2022**



**Telkomsel Digital Banking
Bank Awards category Top
Performance 2022**

October 27, 2022

Telkomsel



**1st Overall E-Banking
Commercial Bank**

June 30, 2022

**Infobank dan Marketing
Research Indonesia (MRI)**



Akhlak Awards 2022

July 2022

ACT Consulting International



**Ranked III, highest distribution
of FLPP Semester I 2022
funds, Total Achievement
Against Commitment
Category**

July 12, 2022

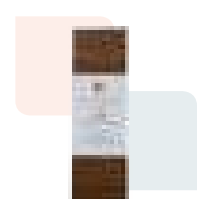
Bp. Tapera



1 Place BNI Ballers

October, 2022

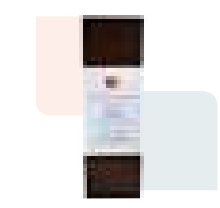
LJK BPJS Jamsostek



**Best Credit Card Acquisition
Program**

October 27, 2022

Mastercard



**Best Affluent Performance
Debit Card - BNI Debit
Emerald**

October 28, 2022

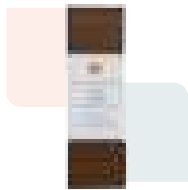
Mastercard



**Best eCommerce Volume for
BNI Debit Card**

October 28, 2022

**Mastercard Customer Forum
2022**



ACSB Presidential Awards 2022

November, 2022

ACSB


Corporate Chapter for Platinum Category

November 21, 2022

Universitas Binus


Appreciation to Scholarship Providers

November 22, 2022

Universitas Indonesia


Ranked 1 - The Best Indonesia Risk Management - V - 2022

December 16, 2022

Economic Review


Ranked 2 - The Best Indonesia GCG Award - VII - 2022

December 16, 2022

Economic Review

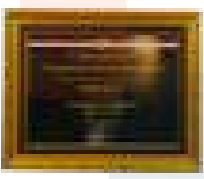

Most Innovative Bank For Digital Campus Transformation 2022

December 16, 2022

Diktiristek


Partners who contributed to the 2022 Higher Education Award

December, 2022

Diktiristek


Reksa Bandha Award 2022

November 23, 2022



Most Active Bank in Green Banking practices

November 29, 2022

Lembaga Penjamin Simpanan


Most Active Bank in CSR activities in 2022

November 29, 2022

Lembaga Penjamin Simpanan


CGPI Indonesia Most Trusted Companies Award 2022

December 20, 2022

SWA Media Group


Ranked III, highest distribution of FLPP Semester I 2022 funds, Total Achievement Against Commitment Category

December 28, 2022

BP Tapera


Anugerah Diktiristek 2022

Desember, 2022

Kemendikbud
**Directorate General of State
Assets (DJKN) Ministry of
Finance**


Best Bank in conveying information about the Deposit Insurance Program

November 29, 2022

Lembaga Penjamin Simpanan


Best MSME Support Bank Buku Series 3 and 4

November 30, 2022

Bank Indonesia


Great Performing Brand in Social Media

December 7, 2022

Top Social Media


Highest Transaction- State - Owned Beneficiary Bank

2022

Altogether 2022

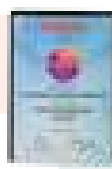

The Most Promising Company in Branding Campaign

2022

**BUMN Entrepreneurial
Marketing Awards 2022**


Best Customer Experience Award For Priority Banking

December 12, 2022

CNBC Indonesia


Top Digital Implementation 2022

December 15, 2022

ItWorks


Golden Trophy TOP, It Works TOP DIGITAL Awards 2022

December 15, 2022

Majalah It Works

In addition to the awards listed above, BNI also received several awards as follows.

International Awards		
Awards Name	Date	Organizer
The Best Corporate Treasury Sales and Structuring Team	September 8, 2022	Alpha Southeast Asia
The Best FX Bank for Structured Hedging Solutions and Proprietary Trading Ideas	September 8, 2022	Alpha Southeast Asia
Mastercard Customer Forum 2022	September 8, 2022	Alpha Southeast Asia

International Awards

Awards Name	Date	Organizer
The Best Remittance Service Provider in Indonesia	October 2022	Master Card
Asia Sustainability Awards 2022	November 2022	ACCR

National Awards

Awards Name	Date	Organizer
Campus Financial Ecosystem In the administration process and transactions for New Student Admissions through the State Islamic Religious College Entrance Examination	January 2022	Perguruan Tinggi Keagamaan Islam Negeri (PTKIN)
Public Relation Indonesia Award 2022	March 2022	PRIA Awards 2022
SPS Award 2022	March 2022	Serikat Perusahaan Pers
Digital Brand Awards 2022	April 2022	Majalah Infobank
Indonesia Outstanding Millennials' Brand Choices Award : Mobile Banking and TapCash	June 23, 2022	Warta Ekonomi Indonesia Millennial's 2022 Brand Choice Award
New Mobile Banking Innovation 2022	June, 30 2022	Inews Maker Awards 2022
Innovation of Operation and Supply Chain	July 2022	Inews Awards 2022
Banking Services Excellent Awards 2022	July 2022	Majalah Infobank and Marketing Research Indonesia (MRI)
The 1 st Overall Phone Banking in the National Banking Industry	July 4, 202	Infobank Banking Service Excellence Awards
The 1 st Overall E-Banking in the National Banking Industry	July 4, 2022	Infobank Banking Service Excellence Awards
IDX Channel Anugerah Inovasi (ICAI) 2022	August 2022	Indonesia Xchange (IDX)
Outstanding Contribution for 13 th Hogers National Rally	October 23, 2022	Hogers Indonesia
Best Bank 2022	October 2022	Media Holding / B Universe
Visa Indonesia Client Forum Awards 2022	October 2022	PT Visa World Wide Indoenesia
IDX Chanel Awards 2022	November 2022	Indonesia Xchange (IDX)
Indonesia Best CFO 2022	November 2022	SWA Media Group
Humanity Award	November 2022	Kementerian BUMN
Haornas Awards 2022	November 2022	Kementerian Pemuda dan Olahraga
Info Bank Awards 2022	November 2022	Majalah Infobank
Support for G20 Success	November 2022	Ministry of SOEs
Paduan Suara LJK 2022	November 2022	Paduan Suara LJK 2022
Tempo Financial Award 2022	December 2022	Tempo Media Group
Best Initiatives of Mobile Banking Features for BNI Mobile Banking	-	Mastercard Customer Forum 2022

CERTIFICATION



ISO 9001:2015 - Provision of in house training and e-learning/digital learning

National Certification Body PT SGS Indonesia

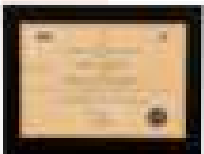
2017 - 2023



CLIP (Corporate Learning Improvement Process) Accreditation

European Foundation of Management Development (EFMD)

2019 - 2022



BNI Bank Training Institute Accreditation:

- **Field: Administration of Securities**
- **Field: Cash Management**
- **Field: Fund Transfer Management**

Accreditation Institution for Job Training Institutions

2021 - 2026



ISO 9001:2015 Certificate for Quality Management System for Trade Processing Services

SAI Global Assurance

2020 - 2024

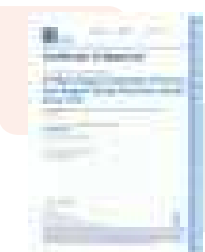


ISO 9001:2015 Quality Management System for Services:

- Real Time Gross Settlement
- Remittance Services
- Bank Guarantee
- Kredit Clearing
- Debit Card Production and Distribution,
- Credit Administration
- State Financial Transaction
- Custodian Services
- Jabodetabek Central Cash Services
- Debit Clearing
- Central Foreign Banknotes Services,
- Trustee Services
- Treasury Transaction Services
- National Bank List Office
- Mutual Fund
- Remittance Transactions Reconciliation

Komite Akreditasi Nasional (KAN)
United Kingdom Accreditation Service (UKAS)

2022 - 2024



ISO 9001:2015: Quality Management for HPS Units

PT Sucofindo

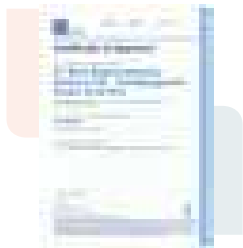
2020 - 2023



ISO 9001:2015 Quality Management Systems - BNI Contact Center

SGS United Kingdom, UKAS, and IAF

2020 - 2023



ISO 9001:2015: Quality Management for Vendor Management Units

PT Sucofindo

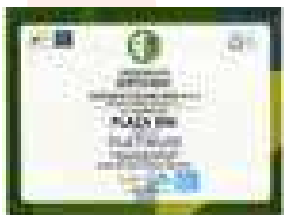
2020 - 2023



ISO 30301:2019: Management System for Records for Archival Units

PT Tuv Sud Indonesia

2020 - 2023



**New Building Greenship Certificate V.1.2
GOLD Level for BNI Tower**

Green Building Council Indonesia

2022 - 2025

In addition to the certifications listed above, BNI also obtained several certifications as follows.

Certification	Issued By	Validity
ISO 9001:2015	Llyod's Register	2024
API Development Certification	Otoritas Jasa Keuangan	2022
Risk & Fraud In International Trade And Dispute Resolution Through Docdex	International Chamber of Commer Indonesia	-
SNAP Development Certification (Open API National Standard)	Bank Indonesia	2022



MANAGEMENT DISCUSSION AND ANALYSIS ON COMPANY PERFORMANCE

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BNI Strategic Policy for 2022	246
Operational Overview Per Business Segment	249
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International Remittances • E-Wallet Top Up • Mobile Cash
Funds Transfer • Bill Payments • Investments • FX Mobile • Life Goals

Economy and Industry Overview

2022 Performance

Management Report

Company Profile

Management Discussion and Analysis on Company Performance

Capital & Risk Management Practices

Good Corporate Governance

Social & Environmental Responsibility

ESG Commitment

Financial Statements



During 2022, the Indonesian economy grew rapidly in line with the decline in restrictions of social and business activities. Economic growth in 2022 reaches 5.3% driven by the growth of household consumption, investment, and also net exports, which grew mainly due to rising commodity prices.

During the national economic recovery, Indonesia was faced with a highly global inflation challenge, which began due to the geopolitical crisis, and this triggered an increase in the price of food and energy commodities. Indonesia was also affected by this global inflation increase, especially in 2022 when inflation rose to 5.5%. Nonetheless, this inflation was much better than the inflation challenges faced by many other countries in the world. Bank Indonesia responded to rising inflation and the depreciation of the Rupiah by increasing its interest rate to 5.5% in December 2022.

Gradually, an increase in interest rates also occurred in the banking industry in response to the increase in interest rate policies. Rising interest rates were seen as still helpful to support economic recovery. This was due to the increase being relatively limited, supported by adequate liquidity.

The growth in Third Party Funds (DPK) was recorded at 9.0% yoy, with loans at 11.4% yoy (as of December 2022). Broadly speaking, the banking industry was quite stable with an adequate capital adequacy ratio (25.4% as of December 2022) and a good non-performing loan (NPL) ratio of 2.6% (December 2022).

ECONOMIC OVERVIEW

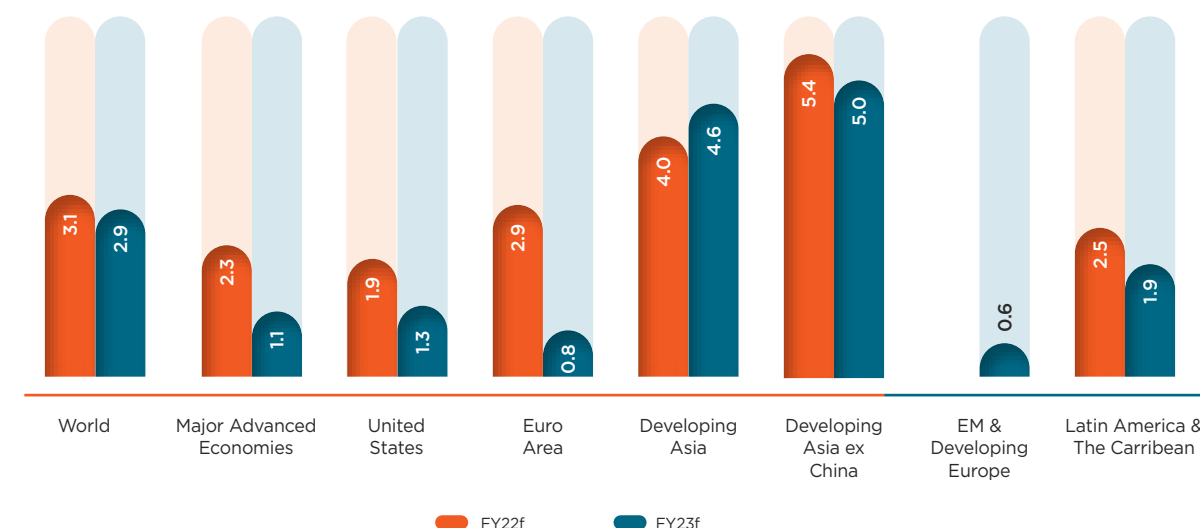
The national economic performance strengthened in 2022, with the growth reaching 5.3%, far higher than 3.7% in 2021. Strengthening investment and exports as well as a continuation of the recovery in public consumption will be the main support of growth. The contribution of household consumption to aggregate GDP growth returned to pre-pandemic levels in 2022. This was due to a recovery in economic activity throughout 2022 after the increased public immunity due to the comprehensive vaccination program. The economic activity recovery increased the income of workers and entrepreneurs, thus restoring purchasing power that had fallen due to the pandemic the previous year.

Consumption growth in 2022 reached 5%, a large increase compared to 2.1% in 2021. For the household consumption component, the fastest growth was in transportation and the communication expenditure category (9.4%) and food expenditure in restaurants (6.6%). The rapid growth in these two categories of household spending confirmed that strong consumption growth was supported by a return of activities in sectors that were closed/limited operations during the pandemic.

Other than consumption, investments also grew positively by 4.9% and contributed to approximately 1/4 of aggregate economic growth; the same was true of net export performance that also contributed 1/4 of total economic growth and increases by 30.9% in 2022.

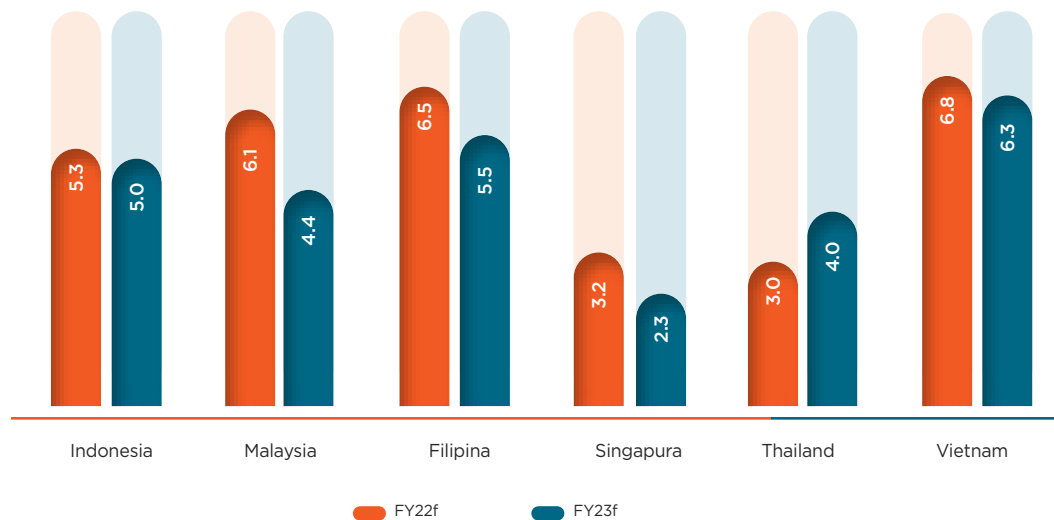
The growth in net export performance was supported by rising prices in Indonesia's main export commodities on the global market. During 2022, Indonesia's export goods average price increased by 24.3% YoY, while the import goods average price only increased 18.3% YoY. In terms of volume during 2022, total exports only increased by 4% YoY, while total imports increased 2.8% YoY. In total value, the sharp increase in average export prices compensated for the minimal increase in terms of volume, resulting in a significant growth in the trade balance of 53.9% YoY.

Comparison of Economic Growth and Projections in Groups of Countries



Note:
*) Average forecast of development agencies: ADB, IMF, and World Bank; BNI OCE Calculation

Projection of Economic Growth in the Southeast Asia Region



Note:
*) Average forecast of development agencies: ADB, IMF, and World Bank; BNI OCE Calculation

During the ongoing recovery, both in Indonesia and in other countries in the world, the global economy is experiencing inflation challenges. The higher global inflation was caused by a number of factors, namely (1) the simultaneous ongoing recovery momentum in global demand, (2) this recovery was not accompanied by the same speed of recovery in the global supply chain that was disrupted during the pandemic, and (3) the conflict between Ukraine and Russia causing additional pressure on global food and energy supplies. In March 2022, the prices of food and energy commodities experienced a sharp spike, which impacted the whole world including Indonesia. Although in terms of trade, Indonesia experienced a positive impact from rising commodity prices as shown above, while another impact from geopolitical tensions also spread to consumer inflation.

As a result of rising fuel prices on the global market, the Indonesian Government raised the price of fuel oil (BBM) in the QIII 2022, which resulted in increased inflation in Indonesian. Since September 2022, Indonesia's inflation was above 5%, and closed at 5.5% at the end of the year. Even though Indonesia's general inflation has jumped quite a lot compared to the pre-pandemic average for the last 5 years (2015-2019: 3.9%), this inflation achievement is far better than the phenomenon of global inflation, which has increased by 8.9%*) in 2022. For the record, this increase in global inflation was far above the 2015-2019 world inflation average, which was 2%.

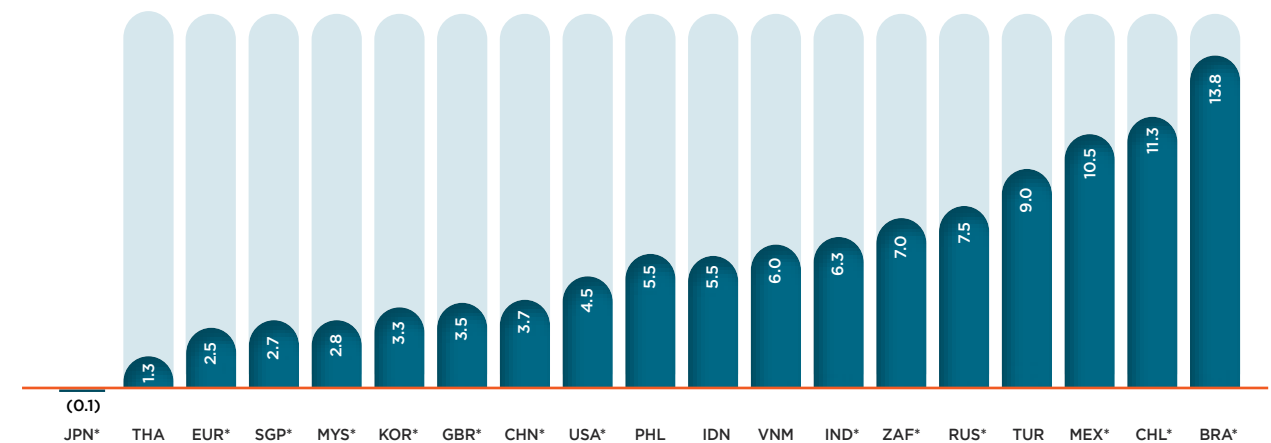
Throughout 2022, the central banks of the majority of countries in the world also increased their reference rate. This was in response to rising inflation during a period of economic recovery and as a result of geopolitical events. The increase in the benchmark interest rate was driven by the United States (US) central bank, The Federal Reserve (The Fed), where during 2022 the Fed raised the Federal Funds Rate (FFR) benchmark rate by 425bps. As a result of the sharp increase in interest rates in the US, many global funds have moved to the US market, so that the US dollar strengthened against many other currencies in the world. Against the US dollar, the Rupiah depreciated by 9.2% during 2022. This depreciation is deeper than the average historical data for the previous five years, which was 1.5%. When compared to other developing countries, the depreciation of the Rupiah in 2022 was more than that of Vietnam (3.5%), Thailand (3.6%), Malaysia (5.7%), China (8.9%); but lower than the Philippines (9.3%), India (11.3%), and Turkey (40.6%).

Description:
*) Figures are based on provisional estimates, official figures have not been released at the time of writing

Bank Indonesia, as the monetary authority in Indonesia, also responded to rising inflation and the depreciation of the Rupiah by making adjustments to its benchmark interest rate. During 2022, Bank Indonesia raised interest rates 5 times with a total increase of 200 bps, so that at the end of 2022 the benchmark interest rate was 5.5%. Nominally, Indonesia's interest rate is on par with the Philippines (5.5%), above Thailand (1.3%), Singapore (2.7%) and Malaysia (2.8%), but below Vietnam (6%) and India (6.3%). When compared to the inflation rate in these countries, Indonesia's real interest rate entered positive territory along with several other developing countries, including India, Vietnam, China, Mexico, and Brazil. Positive real interest rates should be an attractive signal for global placement of funds in Indonesia, which started in late 2022.

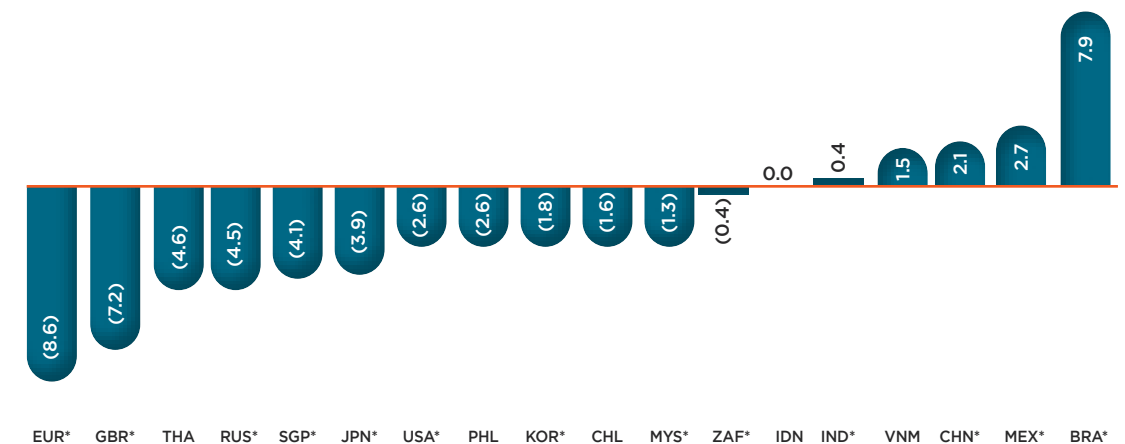
From the fiscal side, state revenue in 2022 increased rapidly by 30.6% YoY to Rp2,626 trillion, while state spending increased 10.9% to Rp3,091 trillion, which caused a deficit of Rp464.3 trillion. The Government succeeded in carrying out its mandate in Perppu No. 1 of 2020, which allowed the pandemic deficit to cross the threshold of 3% of GDP for 3 years, but must return to below 3% in 2023. The 2022 budget deficit was recorded at 2.4% of GDP, an achievement for the Government and state finance performance that is expected to be appreciated by the market and rating agencies.

Comparison of Nominal Interest Rates in Other Countries



*) Figures are based on provisional estimates, official figures have not been released at the time of writing

Comparison of Real Interest Rates in Other Countries (Adjusted for Inflation)



*) Figures are based on provisional estimates, official figures have not been released at the time of writing

BANKING INDUSTRY OVERVIEW

2022 Performance

Management Report

Company Profile

Management Discussion and Analysis on Company Performance

Capital & Risk Management Practices

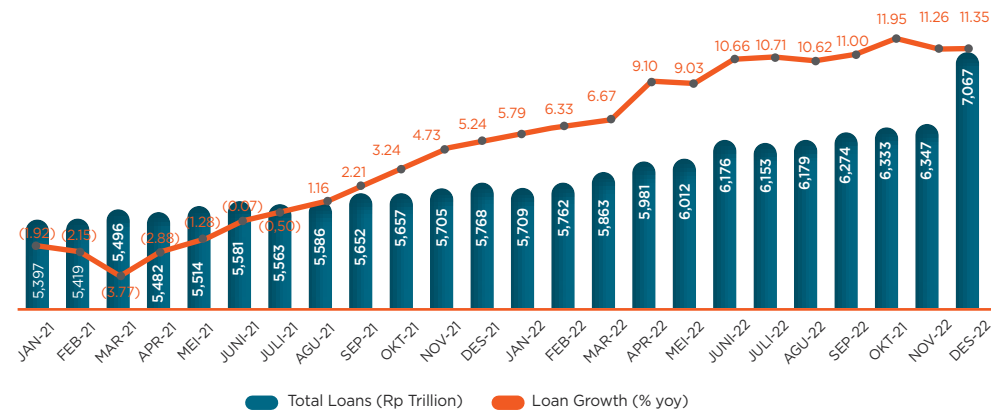
Good Corporate Governance

Social & Environmental Responsibility

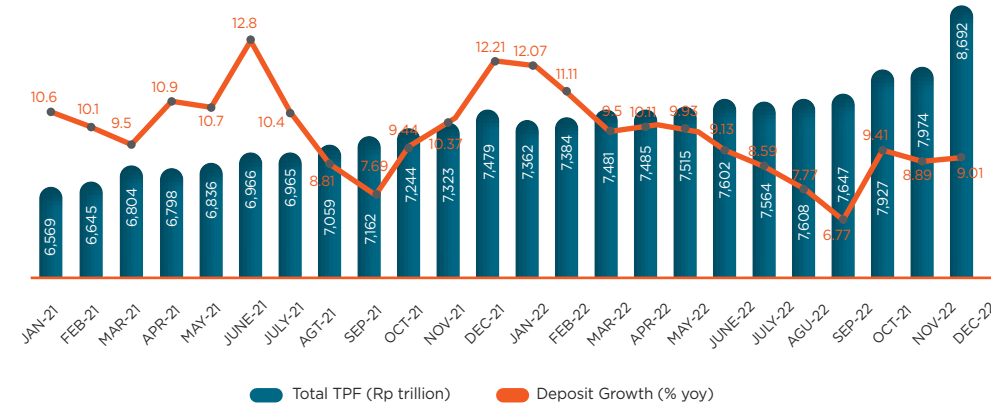
ESG Commitment

Financial Statements

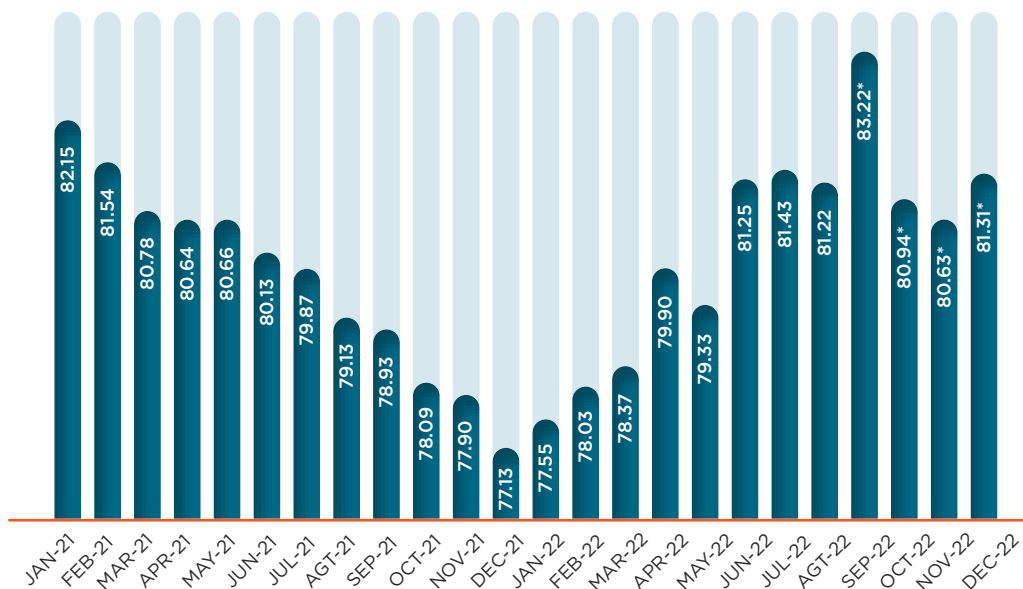
Banking Loan Growth



Growth of Third Party Funds (TPF)

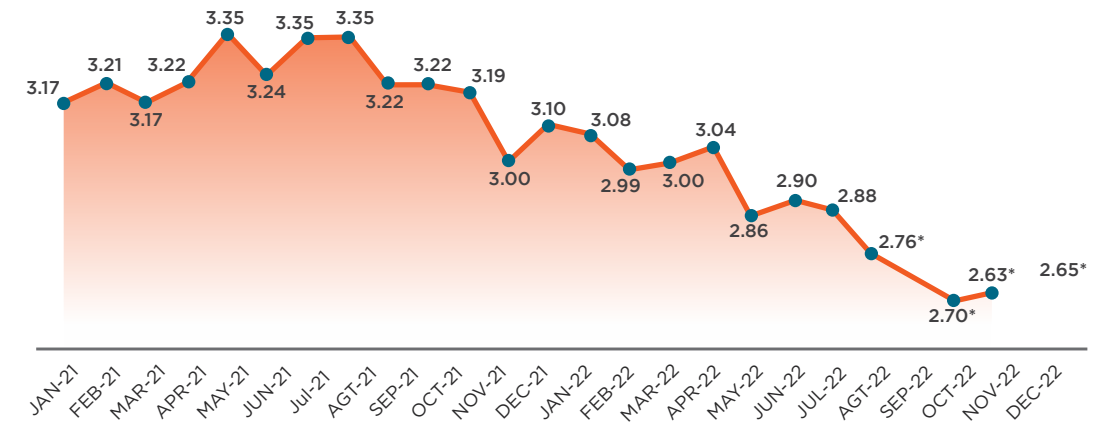


Loan to Deposit Ratio (%)



Information:
*) Provisional Figures

Non Performing Loan (%)



Information:
*) Provisional Figures

The banking industry performance remained stable, both in terms of capital, liquidity and financial intermediation. The economic recovery in 2022 encouraged increased performance in the banking sector, supported by increasingly positive corporate performance.

Bank loan growth in December 2022 grew 11.4% (yoy), higher than the previous year's growth of 5.2% (yoy). The loan in credit growth occurred evenly across all economic sectors and all types of loan, especially for Investment Loans and Working Capital Loans. The positive development in the Bank's lending was influenced by improvements in demand and supply. On the supply side, the increase was supported by a banking liquidity that remained loose, and on the demand side, the increase in loans/financing was supported by steady corporate demand and household consumption.

Sectoral lending grew positively in all business areas, except for the Electricity, Gas and Water sector that was still negative by the end of 2022. There was an increasing trend in credit risk that needed to be watched, especially in the fisheries sector, Accommodation & Food and Beverage Provision, Wholesale and Retail Trade, Industry Processing, as well as in Construction.

Banking liquidity was maintained, supported by strong growth in Third Party Funds (TPF) throughout 2022. TPF growth in December 2022 was 9.0% (yoy), indicating high public interest in saving their funds in banks.

Banking interest rates are still conducive to supporting economic recovery, although they have gradually increased in response to the increase in the Central Bank's benchmark interest rate (BI7DRR). The increase in banking interest rates, which began to be limited, was due to loose liquidity.

Banking capital remains strong with the December 2022 Capital Adequacy Ratio (CAR) remaining high at 25.4%. Along with strong capital, credit risk is still under control, reflected in the non-performing loans (NPL) ratio in December 2022 of 2.6%.

BNI Strategic Policy for 2022

BNI CORPORATE PLAN 2021-2025

BNI has compiled the strategy direction until 2025 in response to external conditions that changed quite dynamically in recent years following the COVID-19 Pandemic, and fundamental changes in the banking industry landscape. The of the BNI strategy direction until 2025 was established as “Provider of Integrated Digital-Based Financial Solutions With International Excellence”.

This strategy direction brings with it unique value propositions that BNI will build upon in the future by focusing on 3 (three) areas, namely integrated, digital and international financial solutions. These three areas will be developed into a superior value for BNI to compete with competitors in the banking industry.

To achieve this strategy direction, BNI developed strategy initiatives in 5 (five) business pillars, namely Corporate Banking, Institutional Banking, International Banking, Commercial & SME Banking, and Consumer Banking, supported by development in 7 (seven) Enablers as a business foundation, namely Digital, IT, Operation, Network & Services, Risk Management, Finance, & Human Capital. The strategic initiative begins with the basic enhancing phase that focuses on improving the business foundation so that BNI can grow sustainably that was developed in the period 2021-2022.

BNI 2022 STRATEGIC POLICY

Guided by the Company’s vision, mission, policy direction, and BNI Corporate Plan for 2021-2025, and to support the development of strategic initiatives for enhancing the basics phase, BNI established the following strategic policy in 2022:

1. Optimizing risk management and discipline in the loan process by improving the quality of assets.
 - a. Developing end-to-end transformation of loan processes to improve loan quality and improve risk culture;
 - b. Optimizing restructuring that focuses on the priority sectors for improving LaR;
 - c. Improving the capabilities of market development and relationships to anticipate debtor business movements;

- d. Optimizing the Remedial & Recovery Process for Accelerating Credit Quality Improvement.
2. Increasing selective business expansion and sustainable financial solutions.
 - a. Increasing Corporate Segment Loan Expansion with a focus on the top tier priority sectors;
 - b. Initiating Green Financing in the BNI credit portfolio to support ESG initiatives;
 - c. Optimizing the MSME business from the corporate value chain in the leading sector;
 - d. Improving the MSME business through BNI Xpora to increase the potential for UMKM Go Global;
 - e. Supporting Government programs through the distribution of KUR and other programs;
 - f. Developing consumer loans in digital ecosystems in accordance with the Customer Journey.
3. Increasing global market expansion through the acceleration of international business strategies.
 - a. Developing the global banking transaction solutions capabilities to improve the trade, remittance and cash management business;
 - b. Increasing transactions and expanding international business services through partnership cooperation with fintech and third parties;
 - c. Increasing the productivity and role of KCLN as centers of excellence.
4. Increasing Sustainable FBI and CASA by offering transaction solutions.
 - a. Improving services, solutions and integrated transaction improvement programs according to the business needs of customers who use Giro;
 - b. Increasing debtor transactions through BNI account optimization;
 - c. Increasing cross selling and upselling by actively offering cross product segments & subsidiaries;
 - d. Optimizing product bundling by optimizing analytic data;
 - e. Optimizing digital-based ecosystems to provide convenience of transactions;
 - f. Increasing BNI Agen46 transactions and optimizing digital channels.
5. Strengthening digital capability through innovation and increasing partnerships.
 - a. Developing digital-based innovations to meet customer needs;

- b. Increasing partnership through API Management optimization;
- c. Increasing Quality Data and Analytic Data in Supporting Business;
- d. Optimizing innovation in digital-based business process internal processes;
- e. Increasing digital marketing to increase customer based and transactions;
- f. Developing Digital Tools for RM and Sales in supporting sales;
- g. Developing digital risk mitigation;
- h. Initiating the use of blockchain.
6. Increasing the synergy of BNI Group in optimizing the position of the Subsidiaries.
 - a. Increasing the penetration of subsidiary companies (PA) to strengthen PA positioning in heading to the market leader in each industry;
 - b. Increasing the digitization of the business processes in the Subsidiaries through synergy with the BNI Parent and Partnership;
 - c. Strengthening venture capital by supporting BNI synergy with Subsidiaries;
 - d. Continuing the strategy of strengthening and utilizing capital management by strengthening BNI capital through corporate actions, and optimizing the use of capital distribution to businesses that provide competing yields.
7. Optimizing Human Capital and operations in supporting business processes.
 - a. Optimizing talent management and workforce planning in supporting business development;
 - b. Increasing HC capabilities to understand market development, risk culture, global banking, digital mindset, and advance analytic;
 - c. Increasing unit and individual productivity through the development of superior performance and cultural-based organizations;
 - d. Increasing IT capabilities in supporting digitalization;
 - e. Developing operating models to be more agile and flexible to support business processes and digitalization;
 - f. Strengthening governance to support the development of operating models to support ESG initiatives;
 - g. Developing an organization design and optimizing the organization size to support efficiency and effectiveness in the digitalization era.

BNI CORPORATE TRANSFORMATION

BNI has carried out various improvements and innovations of business processes in Enhancing The Basics phase through the BNI Corporate Transformation program since 2021. The BNI Corporate Transformation program is run to answer several challenges and changes in the banking industry, accelerating financial performance improvement in a sustainable manner, as BNI’s effort to achieving the strategy direction in 2025 through the development of strategic initiatives (transformation).

Armed with BNI RACE Value, namely Risk Culture, Agile, Collaboration, dan Execution Oriented that encourages the spirit of transformation, the BNI Corporate Transformation program has produced various transformation initiatives that have begun to be implemented at all levels of the organization, in the Head Office, Regional Offices, and Branch Offices. Strategic Initiative Transformation focuses on 5 (five) business focuses, namely:

1. Strengthening the Company’s holding by strengthening its existence in the banking industry. To support the holding transformation process and achieve business potential in public digital transactions, BNI acquired one of the private banks in Indonesia, namely Bank Mayora, which will be transformed into a digital bank. Digital banks will focus on encouraging the Micro, Small, and Medium Enterprises (MSMEs) segment business in Indonesia, where the MSME segment plays an important role in economic growth in Indonesia as it absorbs 97% of Indonesian workers and contributes more than 60% to Indonesia’s GDP.

This digital bank will become a BNI channel to support MSME businesses in running their business using digital banking service solutions. The presence of this digital banking will perfect the penetration of BNI services in the MSME segment, also provide a faster and flexible financial service feature development.

BNI also strengthened its holding through the establishment of BNI Ventures as a subsidiary engaged in the field of venture capital. The BNI Ventures formation is intended to support BNI’s strategy of strengthening and expanding its network of cooperation with third parties more efficiently, and to provide added value in the collaboration process between BNI and third parties (startups). It is hoped that BNI Ventures will support the development of technology innovation, acceleration of BNI digital transformation and provide synergistic values in the future.

BNI also made additional equity participation in PT Bank Syariah Indonesia Tbk (“BSI”) through a Limited Public Offering process with the issuance of Preemptive Rights (HMETD), carried out by BSI on December 19, 2022. Through the process, BNI owns 1,242,439,344 Preemptive Rights shares at a price of Rp1,000 (full amount) per share. BNI decided to use only a portion of the Preemptive Rights with an additional investment of Rp500,000,000,000 (five hundred billion rupiahs), so the number of shares BNI owns in BSI increased to 10,720,230,418 shares and the percentage of BNI’s ownership in BSI has diluted from 24.85% to 23.24%.

The additional capital is intended to strengthen BSI's capital to be channeled for BSI's financing and business growth, as well to support BSI becoming a Top 10 Global Islamic Bank.

2. Improvement of loan quality through a more prudent loan process discipline.

The COVID-19 pandemic conditions affected economic conditions, including a decrease in loan quality. To address this condition, BNI developed the End to End Credit Process and Management of Loans at Risk (LAR) to improve loan quality, discipline in the lending process, supported by tools to facilitate loan management and improve awareness of the risk culture. Through these initiatives, BNI lowered its NPLs, reduced Credit Costs, while maintaining an adequate reserve ratio to anticipate future economic volatility.

3. Transfer of business focus towards providers of banking solutions & ecosystem development. To maintain business continuity in increasingly competitive conditions, BNI has developed initiatives for institutional business solutions, and increases to cross selling, with a focus on top tier customers to provide banking solutions, not only limited to the Bank's products & services, but also by Optimizing the products & services of the subsidiaries. Through this initiative, BNI's top tier customer portfolio has increased, institutional customers that are managed in an integrated manner are also increasing, as well as business volumes increasing as reflected in increasing business transactions, loans, and Fee Based Income (FBI).

BNI has also developed banking solutions using business ecosystems, such as the establishment of the BNI Xpora ecosystem. To move the economic wheels in Indonesia, and support the directives of the Ministry of

SOEs, BNI developed the BNI Xpora initiative and international business development. In the BNI Xpora initiative, BNI encourages MSMEs to market their products to the global market by developing the concepts of Go Digital, Go Productive, and Go Global, and has established 7 hubs in several strategic locations to capture the potential of MSME business oriented to the international market. The management of export-oriented MSME customers has increased the volume of trade finance, baki debit, FBI, and cheap funds. BNI also strengthened its international business by expanding its international network with the opening of BNI Representative Office Amsterdam.

4. Improvement of Business Operations in Business Processes, Channels, and IT

Increasing business development is followed by a more efficient and faster and high accuracy operational process. In this case, BNI developed several initiatives to support business, including:

- a. Improving operational processes ranging from the loan documentation process to operational improvement in the business channels;
- b. New Channel Model in facilitating customers in accessing BNI channels by mapping channels based on customer needs;
- c. Renewing the IT capability sturdiness in digital development, supported by strengthening cybersecurity.

5. Increasing productivity through a new more flexible way of working.

By supporting the faster business development process, BNI increases its employee productivity by changing their ways to be more agile through the New Way of Working (NWOW) initiative, and by improving performance management (channel, product, & segment) to increase performance awareness and talent management development In preparing future leaders.

Operational Overview

Per Business Segment

Based on the Articles of Association as set out in Deed No. 23 April 20 2021, BNI carries out its business and activities in the banking sector with the main activities being:

1. Collecting funds from the public in the form of deposits in the form of demand deposits, time deposits, certificates of deposit, savings, and/or other equivalent forms;
2. Providing credit;
3. Issuing debt acknowledgment letters;
4. Buying, selling, or guaranteeing at our own risk, or for the benefit of and at the behest of our customers (bills including money orders accepted by BNI as a Bank whose validity period is no longer than the custom in trading such letters);
5. Debt acknowledgment letters and other trade papers whose validity period is no longer than the custom in trading the said papers;
6. State treasury papers and Government Guarantee Letters;
7. Bank Indonesia Certificates (SBI);
8. Bonds;
9. Trade letters with a maturity in accordance with the laws and regulations;
10. Other securities instruments with a maturity in accordance with laws and regulations;
11. Transferring money both for our own interest and for the interest of customers;
12. Placing funds at, borrowing funds from, or lending funds to other banks, either by using letters, telecommunication facilities or by money orders, checks or other means;
13. Receiving payments from bills on securities and perform calculations with or between third parties;
14. Providing a place to store goods and securities;
15. Carrying out custodial activities for the benefit of other parties based on a contract;
16. Placing funds from customers with other customers in the form of securities that are not listed on the Stock Exchange;

17. Performing financing and/or carry out other activities including activities based on sharia principles, in accordance with the provisions stipulated by the competent authority;
18. Conducting factoring activities, credit card business and trusteeship activities;
19. Carrying out activities in foreign currency by fulfilling the provisions stipulated by the competent authority;
20. Conducting equity participation activities in banks or other companies in the financial sector;
21. Conducting temporary investment activities to overcome the consequences of loan failure, including failure of financing based on sharia principles with the condition they must withdraw their participation in accordance with the provisions stipulated by the competent authority;
22. Acting as the founder of the pension fund and administrator of the pension fund in accordance with the provisions of laws and regulations;
23. Conducting financial services, commercial banking and other investment banking activities; and
24. Conducting other activities that are commonly carried out by the Bank so long as they do not conflict with laws and regulations.

In addition to these main business activities, BNI also conducts supporting business activities to optimize the use of its resources to support the main business activities so long as they do not conflict with laws and regulations.

The BNI segment is divided based on 2 (two) aspects, namely:

1. Operating segment, based on main customer groups and products, divided into several segments, Corporate, Medium and Small, Consumer, Treasury and International, and Head Office, and Subsidiaries;
2. Geographical segment that describes the geographical distribution of BNI's business, divided into Indonesia, the United States, Europe and Asia.

BNI Segment Distribution

Operating Segment

Operations Segment Based on main customer groups and products

Geographic Segment

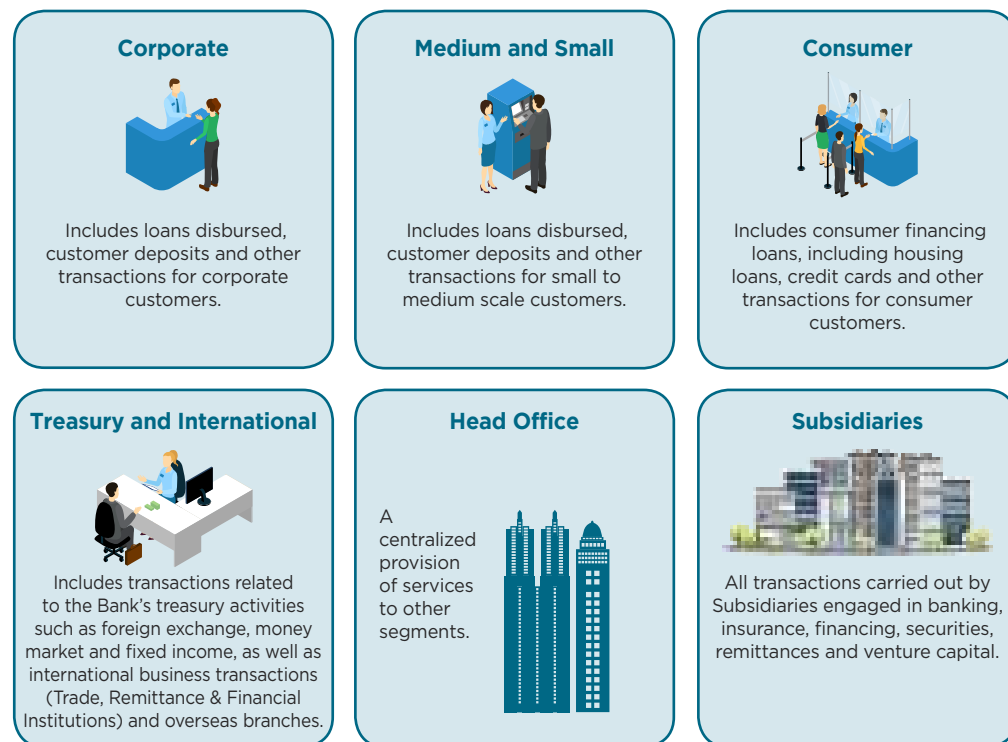
Geographic Segment Describes the geographic spread of BNI's business

OPERATING SEGMENT

The operating segment describes BNI's business based on main customer groups and products, which are divided into several segments, namely Corporate, Medium and Small, Consumer and Retail, Treasury and International Segments, Head Offices, and Subsidiaries.

For determining segment results, several asset, liability and related revenue and expense accounts are distributed to each segment based on management's internal reporting policies. Transactions between business segments are treated like third party transactions, which are recorded in each segment and eliminated at the Bank level.

The respective reports per operating segment at BNI are as follows.



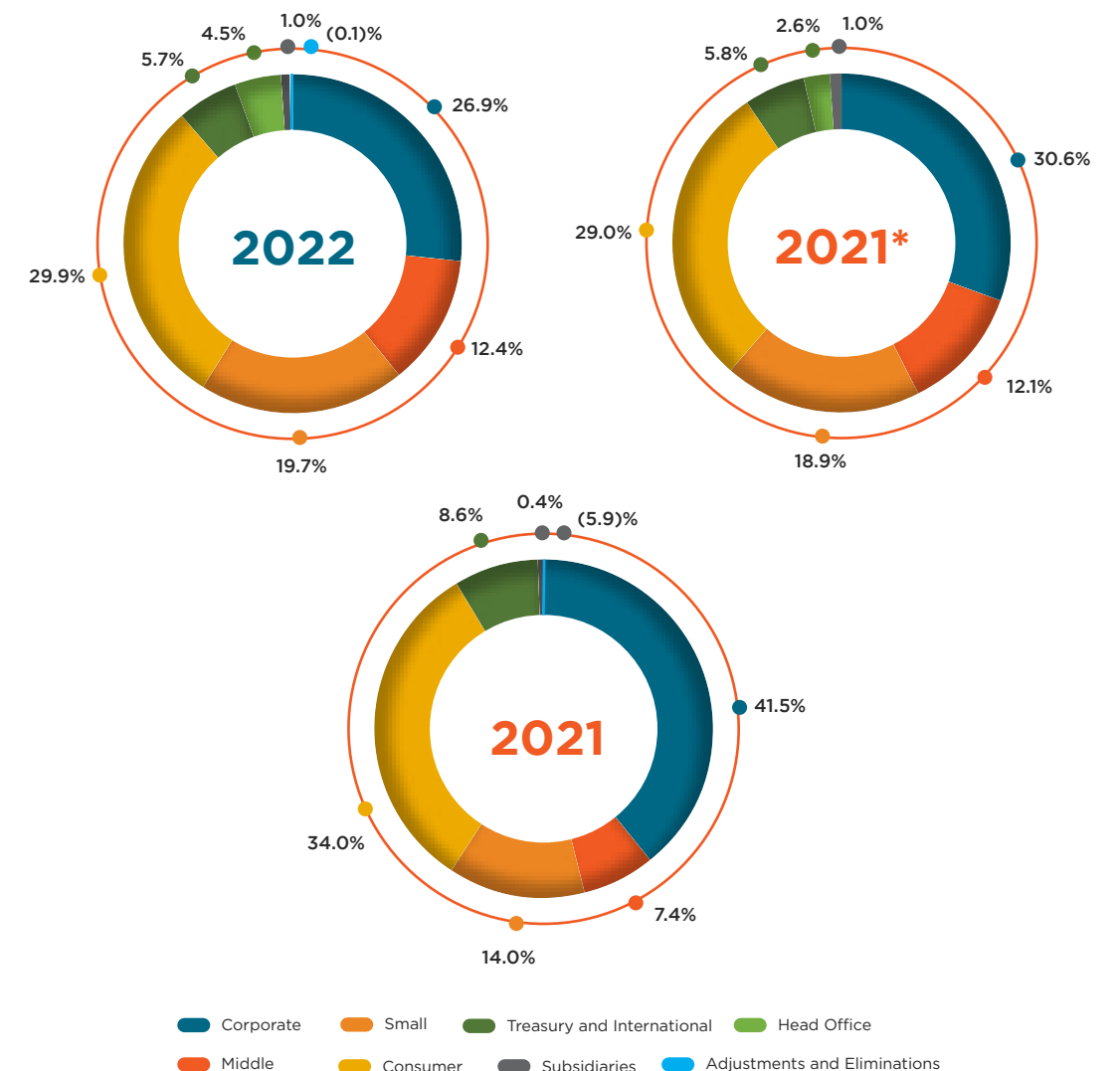
In 2022, the Company changed its business segment performance calculation methodology, which was carried out improve the performance management system so it could drive performance in each segment. The changes included adjusting customer segmentation in accordance with the criteria and definition of each segment, as well as the nomenclature of the Board of Directors, which was changed at the General Meeting of Shareholders (GMS) on August 31, 2022. Presentation of business segment performance data can be found in the Audited Financial Report December 31, 2022 , notes to financial statements No. 47 (segment information).

In addition, the operating segment performance discussion in this chapter is presented according to the definition of operating segments described in the chart above, consisting of Corporate, Medium and Small, Consumer, Treasury and International, Head Office and Subsidiaries, as follows:

Segment Contribution to Interest Income and Sharia-Net Income

Segment	2022		2021*		2021		Increase (Decrease) 2021*-2022	
	Rp-billion	%	Rp-billion	%	Rp-billion	%	Nominal (Rp-billion)	Percentage (%)
Corporate	11,118	26.9	11,693	30.6	13,731	35.9	(575)	(4.9)
Middle	5,118	12.4	4,611	12.1	3,977	10.4	507	11.0
Small	8,160	19.7	7,211	18.9	6,189	16.2	949	13.2
Consumer	12,347	29.9	11,118	29.0	12,001	31.4	1,229	11.1
Treasury and International	2,344	5.7	2,225	5.8	4,000	10.5	119	5.3
Head Office	1,874	4.5	1,003	2.6	-	-	871	86.8
Subsidiaries	412	1.0	371	1.0	371	0.9	41	11.1
Adjustments and Eliminations	(52)	(0.1)	15	0.0	(2,022)	(5.3)	(67)	(446.7)
Total Interest Income and Sharia-Net Income	41,321	100.0	38,247	100.0	38,247	100.0	3,074	8.0

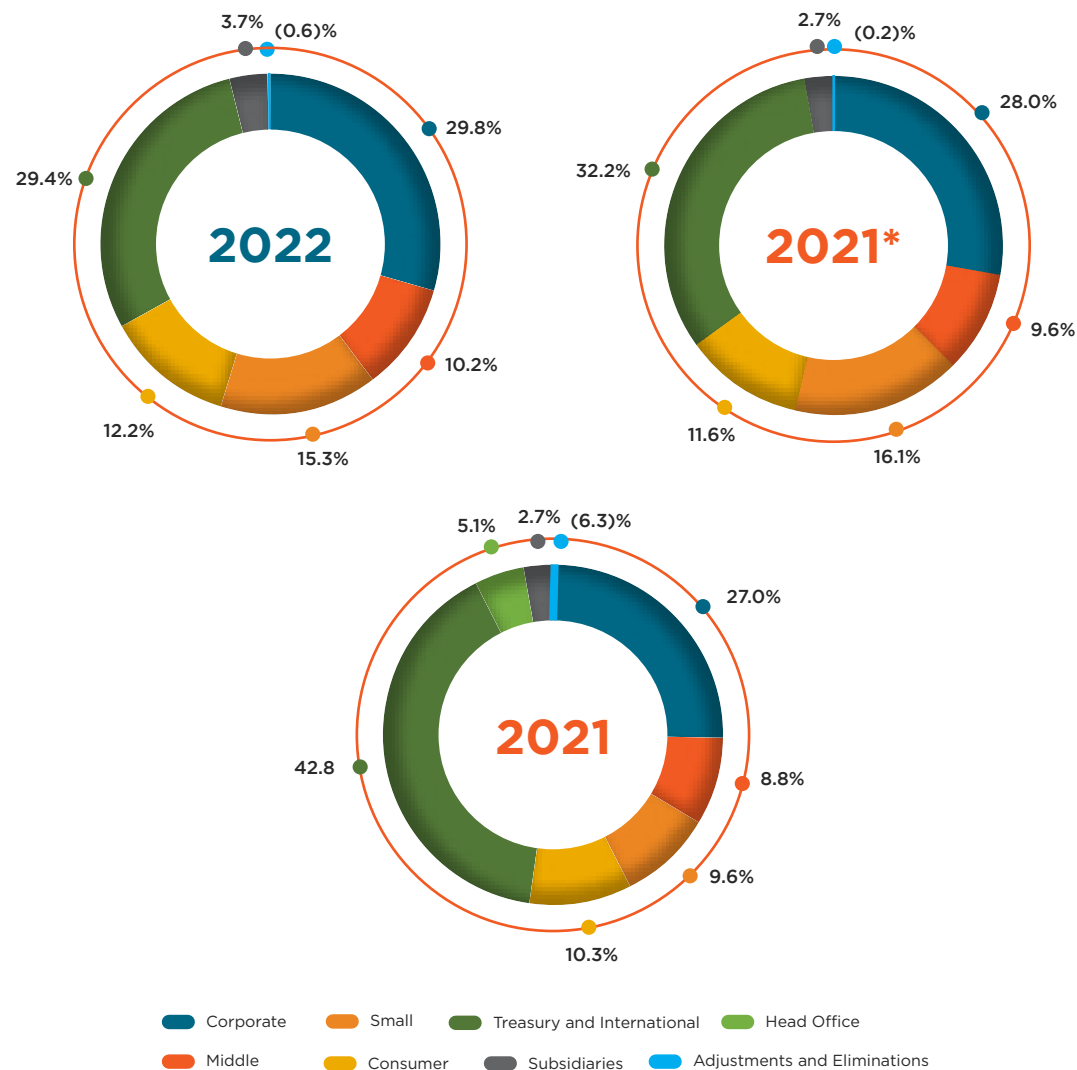
*) Restated 2021 data based on business segmentation according to the Audited Consolidated Financial Statements December 31, 2022, the table above is taken from the Audited Consolidated Financial Statements Note No. 47 (Segment Information), and is presented with several adjustments including adjustments to debtor segmentation and business regrouping to maximize BNI's customer-focused business.



Segment Contribution to Bank Assets

Segment	2022		2021*		2021		Increase (Decrease) 2021*-2022	
	Rp- billion	%	Rp- billion	%	Rp- billion	%	Nominal (Rp- billion)	Percentage (%)
Corporate	306,837	29.8	270,797	28.0	260,747	27.0	36,040	13.3
Middle	104,618	10.2	92,738	9.6	84,475	8.8	11,880	12.8
Small	157,775	15.3	154,984	16.1	92,840	9.6	2,791	1.8
Consumer	125,623	12.2	112,267	11.6	99,584	10.3	13,356	11.8
Treasury and International	302,704	29.4	310,426	32.2	412,545	42.8	(7,722)	(2.5)
Head Office	-	0.0	-	0.0	49,561	5.1	-	0.0
Subsidiaries	38,120	3.7	25,686	2.7	25,686	2.7	12,434	48.4
Adjustments and Eliminations	(5,840)	(0.6)	(2,060)	(0.2)	(60,600)	(6.3)	(3,780)	183.5
Total Assets	1,029,837	100.0	964,838	100.0	964,838	100.0	64,999	6.7

*) Restated 2021 data based on business segmentation according to the Audited Consolidated Financial Statements December 31, 2022, the table above is taken from the Audited Consolidated Financial Statements Note No. 47 (Segment Information), and is presented with several adjustments including adjustments to debtor segmentation and business regrouping to maximize BNI's customer-focused business.



From the above table and graphics, it can be seen that in 2022 the Consumer segment contributed the most to the Bank's interest and sharia net income with 29.9%, while the Corporate segment contributed the most to the Bank's total assets with 29.8%.

The following shows the performance and achievements of each segment.

CORPORATE SEGMENT

Corporate Segment Activities

Corporate Segment Business Activities are derived from 3 (three) main business activities, including Loans Disbursed, Customer Deposits, and Other Banking Transactions for corporate customers. Corporate business activities are supervised by the Corporate & International Banking Director and the Institutional Banking Director, as explained below:

- Corporate Lending Segment, the provision of lending facilities for corporate customers (and their business groups) with the criteria for a maximum loan limit of more than Rp500 billion and sales/turnover for 1 (one) year of more than Rp1.5 trillion. Specifically for corporate customers such as Ministries/Institutions, State-Owned Enterprises (BUMN), large national and multinational companies in Indonesia and their business groups that are included in the LQ45 category (for public companies) or those that have key persons who are included in the top 50 according to Forbes, are included in the corporate segmentation without regard to the minimum lending or sales criteria.
- Customer Deposits or Third Party Funds (DPK) for the Corporate Segment are funds and transactions originating from:
 - Debtors who meet the corporate segment lending criteria;
 - Non-debtor company customers consisting of Ministries or Institutions, State-Owned Enterprises, large national and multinational companies in Indonesia and their business groups included in the LQ45 category (for public companies) or those that have key persons who are included in the top 50 according to Forbes;
 - Non-debtor corporate customers who have TPF deposit balances above Rp75 billion.
- Other transactions for Corporate Segment customers represent potential that is worked on by BNI to provide superior integrated digital solutions to support customer transactional activities.

Corporate Segment Strategy for 2022

To develop business in the Corporate segment, in 2022 BNI will instigate several efforts, namely:

- Corporate Segment Loan Development Strategy
 Re-sharpening the focus on Corporate Segment loans growth in a quality manner to top industry players with a good reputation in the market. This growth strategy can be explained as follows:
 - Prudent and sustainable credit growth
 - Determining the priority customers who are the main target for expansion into the Diamond and Wave Client group, namely companies that meet the criteria as market leaders in their respective economic sectors;

- Providing quality services by prioritizing process speed, facility structuring according to customer needs, comprehensive financial solutions and offering competitive prices;
 - Exploring business potential that can be developed with existing customers and their business groups;
 - Increasing lending in the sustainable finance sector in line with the Company's commitment to Environmental, Social and Governance (ESG) aspects, through financing to the renewable energy sector, energy efficiency, pollution prevention and control, management of biological natural resources and sustainable land use, environmentally friendly green building transportation, or other industrial sectors that apply ESG principles;
- Lending quality improvement
 - Maintaining asset quality by implementing quality pipeline management;
 - Improving monitoring and the Early Warning System (EWS) as well as intensive monitoring of business activities and periodic debtor financial reports;
 - Reducing the Loan at Risk portfolio in the Corporate Segment through holistic strengthening of the loan facility structure and other efforts to improve debtor performance.
 - Lending process improvement
 - Improving the speed and quality of the lending process by implementing an end-to-end loan process;
 - Improving HC capability & productivity as marketers and advisors who can provide comprehensive solutions for customer/debtor banking needs through training and certification.

2. Development Strategy for Corporate Segment Customer Deposits

To complement BNI's strategy of achieving an optimal funding structure, initiatives carried out in 2022 included:

- Collection of Corporate Customer TPF
 - Mapping the business potential of Corporate customers, acquiring transactions, and conducting regular monitoring;
 - Offering superior total financial solutions through BNI Cash Management products, bank guarantees, trade and supply chain financing that customers can use;
 - Optimizing TPF from the flow of goods and capital spending at Ministries/Institutions (K/L) with the largest limits;
 - Capturing the flow of corporate customer employee spending by optimizing payroll services and consumer products.
- Maintain Sustainable TPF
 - Maintaining relationships with managed customers and conducting regular engagement with corporate segment customers to maintain a superior customer experience for customers;

- ii) Making breakthroughs through integration of BNI products with partners or strategic partners to increase customer engagement and loyalty;
- iii) Strengthening digital capabilities with innovations on existing platforms and new products, as well as expanding transactional services. For example during 2022:
 - Providing competitive TPF interest rate pricing accompanied by a product bundling package to support BNI's profitability.
 - Providing online account opening facilities to make it easier for corporate customers to open current accounts and deposits in real time;
 - Launched the Multi Currency Current Account product that provides nine currencies namely rupiah (IDR), yen (JPY), pound sterling (GBP), United States dollar (USD), euro (EUR), Australian dollar (AUD), Singapore dollar (SGD), Hong Kong dollar (HKD), Chinese yuan (CNY), thus accommodating customers to settle payments in multiple currencies using one account.
 - Providing tax application services through BNI PJAP services (Tax Application Service Providers) from multi-billing agencies.
 - As an international bank, improving services for overseas customers by developing the Overseas Branch Office (KCLN) BNIDirect platform.
- c. Exploring the potential and penetration of the business ecosystem to explore sticky CASA and generate sustainable FBI from customer-derived businesses
 - i) Focusing, as a financial advisory, on providing end-to-end closed loop transaction solutions;
 - ii) Increasing exposure to BNI's digital ecosystem solutions to business people;
 - iii) Acquisition of partners and merchants from Ministry/Institution (K/L) customer work units;
 - iv) Deepening corporate customer value chains by acquiring potential suppliers, distributors and merchants from customer derivative businesses;
 - v) Synergizing with subsidiary companies to improve the implementation of business solutions for customers.

3. Other Transaction Development Strategy for Corporate Segment Customers
BNI supports customers by creating efficient business financial processes and increasing customer business productivity by offering cash management services that are effective, safe and reliable to non-individual customers. With the BNI Cash Management solution, customers can independently manage their corporate financial cash flow more regularly and monitor it online. BNI Cash Management products include various features, including: payment management for payments such as taxes, billing and other payments, collection management such as virtual accounts and e-collection, liquidity management and information management.

The BNI platform that customers can use for their cash management transactions is known as BNIDirect. BNIDirect is an integrated platform that can be accessed via a website and mobile app that has been tested for safety, by using the internet from anywhere and at any time, via the address [https:// bnidirect.bni.co.id](https://bnidirect.bni.co.id) or using the BNIDirect Mobile application, which can be downloaded via the Appstore or Playstore. BNIDirect is also equipped with BNI Trade Online to make it easier for customers to make export and import transactions online. All daily customer transaction needs can be made anytime and anywhere, with a trusted and reliable system.

BNIDirect in 2022 is developing new capabilities as a one-stop solution platform with seamless access to all business services such as Cash Management, e-Bank Guarantee for bank guarantee transactions, FSCM for Supply Chain Financing transactions, API, Smart Commerce Pay, and FX on one platform. Complementing this development, BNIDirect is also carrying out several innovations such as: integrated reporting - adding features that make it easier for customers to identify cash inflows, monitor liquidity, and carry out all transactional needs, and overall financial management.

By making the transaction process quick, precise and efficient, BNI has developed the latest API (Application Programming Interface) services such as the SNAP API, BNI Credit Card Information API, BNI Card Management API, BNI Billpayment API, and other API services as one of the product champions of BNI cash management services.

Corporate Segment Productivity

Productivity in the Corporate segment is reflected in the performance of Loans, Customer Deposits and Other Transactions for Corporate Customers, with an explanation below.

1. Productivity of Corporate Credit

BNI's loan portfolio is well diversified in BNI's priority sectors. The list of economic sectors and business sectors for the 10 largest individual and group debtors at the end of 2022 is as follows.

List of 10 Largest Individual Debtors by Economic Sector	
Economic Sector	Total (Rp-million)
Other Civil Buildings	7,940,306
Government Administration, and Economic and Social Policy	7,925,756
Scheduled Air Transport	6,806,711
Domestic Rice Trade	5,683,882
Cigarette Industry	4,967,113
Other Electricity	4,823,850
Iron and Steel Base Metal Industry	4,754,627
Cement, Lime and Gypsum Industry, As well as Products from Cement and Lime	4,005,499
Telecommunications Network	4,000,000
Copper Ore Mining	3,917,500
Total	54,825,244

List of 10 Largest Group Debtors by Economic Sector	
Business Sector	Total (Rp-million)
Toll Road construction;	12,461,568
Palm oil plantations; Telecommunication; Cement Industry; Car sales; electricity; Agriculture; F&B	12,084,445
Other Civil Buildings; Toll Road Construction	11,557,085
Pulp, Paper and Cardboard/Paper Board Industry; Palm Oil Industry; Real Estate; Multifinance	8,394,578
Coal Mining & Trading; Real Estate; Palm Oil plantation	8,231,141
Electricity; Trading; Real Estate	7,203,395
Petrochemicals; Electricity	6,926,112
Oil and Gas Mining & Trading	6,529,949
Telecommunications Network	6,380,577
Palm Oil Plantation & Industry	6,307,912
Total	86,076,762

The largest individual corporate segment credit disbursement based on business sector was in the other civil construction sector with a debit balance of Rp7.9 trillion, or 2.4% of total corporate loans. At the same time, the largest loans distribution to the corporate segment based on debtor groups was in the toll road construction, trading with Rp12.5 trillion or 3.8% of total corporate loans.

The Corporate segment loan growth is presented in the following table:

Corporate Segment Loan Growth (Incl. Overseas)						
Product	2022		2021		Increase (Decrease)	
	Total (Rp-billion)	Composition (%)	Total (Rp-billion)	Composition (%)	Nominal (Rp-billion)	Percentage (%)
Investment Loans	115,445	35.6	100,521	35.0	14,924	14.8
Working Capital Loans	208,805	64.4	186,953	65.0	21,852	11.7
Total	324,250	100.0	287,474	100.0	36,776	12.8

Total loans in the Corporate segment including Overseas amounted to Rp324.3 trillion. Overseas loans are loans extended by BNI Overseas Branch Offices (KCLN) to overseas debtors (local loans). Based on the type of loan disbursed in 2022, the majority of corporate loans were Working Capital Loans, which accounted for 64.4% of total corporate loans, or Rp208.8 trillion, with the remaining 35.6% or Rp115.4 trillion being Investment Loans.

2. Corporate Customer Savings Productivity

Customer Deposits Productivity in the Corporate segment was reflected in the growth of Third Party Funds (TPF) and the number of accounts, as shown below:

Total Corporate Segment Third Party Funds						
Product	2022		2021*		Increase (Decrease)	
	Total (Rp-billion)	Composition (%)	Total (Rp-billion)	Composition (%)	Nominal (Rp-billion)	Percentage (%)
Current Accounts	222,635	65.6	205,889	62.3	16,746	8.1
Savings	6,044	1.8	3,668	1.1	2,376	64.8
Deposits	110,536	32.6	121,107	36.6	(10,571)	(8.7)
Total	339,215	100.0	330,664	100.0	8,551	2.6

*) Restated 2021 data based on business resegmentation

The total current accounts for the corporate segment as of December 31 2022 amounted to Rp16.7 trillion, an increase of 8.1% from the previous year. The increase in TPF deposit funds was mainly driven by an increase in corporate customer transactions through BNI's cash management solutions. Judging from its composition, the portion of TPF low-cost funds for the corporate segment increased from 63.4% in 2021 to 67.4% in 2022. This was in line with BNI's efforts to continue to maintain sustainable low-cost TPF by making BNI the main bank for customers saving funds, and by carrying out transactions on an ongoing basis.

Total Corporate Segment Customer Savings Accounts						
Product	2022		2021*		Increase (Decrease)	
	Total (Number of Accounts)	Composition (%)	Total (Number of Accounts)	Composition (%)	Total (Number of Accounts)	Percentage (%)
Current Accounts	73,301	85.1	71,880	84.3	1,421	2.0
Deposits	12,858	14.9	13,397	15.7	(539)	(4.0)
Total	86,159	100.0	85,277	100.0	882	1.0

*) Restated 2021 data based on business resegmentation

The number of BNI Corporate Segment Customer Savings Accounts as of December 31 2022 was 86,159, an increase of 882 from the previous year. This increase was mainly due to an increase in the number of current accounts, by 1.0% from the previous year.

3. Other Corporate Customers Transactions Productivity

The Other Corporate Banking segment Transactions Productivity is reflected in the number of BNI Cash Management account units and BNIDirect product transactions. In 2021, BNI was resegmenting; so causing a portfolio shift between corporate segment customers and small and medium segment customers.

Total BNI Cash Management Accounts for the Corporate Segment				
Product	2022 (Number of Accounts)	2021 (Number of Accounts*)	Increase (Decrease)	
			Nominal (Number of Accounts)	Percentage (%)
BNI Cash Management Corporate Segment	27,323	24,327	2,996	12.3

*) Restated 2021 data based on business resegmentation

The number of BNI Cash Management accounts for the Corporate segment as of December 31, 2022 27,323 an increase of 12.3% compared to 24,327 accounts at the end of 2021.

BNI Cash Management Transactions for the Corporate Segment

Description	2022	2021**	Increase (Decrease)	
			Nominal	Percentage (%)
Transaction Nominal (Rp-billion)	4,442	2,875	1,567	54.5
Total Users*	1,243	1,063	180	16.9

*) The number of CM users who are actively transacting for corporations is calculated based on CIF

**) Figures after resegmentation

In 2022, BNI Cash Management transactions for corporate customers accounted for Rp4.442 billion in transactions. This an increase of Rp1,567 billion from the previous year. The increase in nominal value of these transactions is in accordance with the increase in the number of corporate customers who are actively transacting using BNI Cash Management solutions. The increase in the number of transactions came from transfer, collection and payment activities carried out by corporate customers.

Corporate Segment Profitability

Revenue and profitability of the Corporate segment are presented as follows:

Account	2022 (Rp-billion)	2021* (Rp-billion)	Increase (Decrease)	
			Nominal (Rp-billion)	Percentage (%)
Profit (Loss)				
Interest income and sharia income - net	11,118	11,693	(575)	(4.9)
Other operating income	3,260	3,220	40	1.2
Other operating expenses	(4,838)	(4,732)	(106)	2.2
Establishment of allowance for impairment losses	(8,025)	(8,195)	170	(2.1)
Operating profit	1,515	1,986	(471)	(23.7)
Non-Operating Income (Expense) - Net	-	-	-	-
Income Before Tax Expenses	1,515	1,986	(471)	(23.7)
Financial Position				
Total Assets	306,837	270,797	36,040	13.3%
Total Liabilities	357,217	345,084	12,133	3.5%

*) Restated 2021 data based on business segmentation according to the Audited Consolidated Financial Statements December 31, 2022, the table above is taken from the Audited Consolidated Financial Statements Note No. 47 (Segment Information), and is presented with several adjustments including adjustments to debtor segmentation and business regrouping to maximize BNI's customer-focused business.

Profit before tax expense in the Corporate segment in 2022 was Rp1.5 trillion, driven by growth in other operating income that grew 1.2% or Rp40 billion compared to Rp3.2 trillion in 2021. The total assets in the corporate segment in 2022 was Rp306.8 trillion, an increase of 13.3% compared to 2021, or an increase of Rp36.0 trillion. While total liabilities in the Corporate segment in 2022 amounted to Rp357.2 trillion, an increase of Rp12.1 trillion, or 3.5% compared to the previous year.

Prospects, Potential and Strategy for the Corporate Segment in the Next Year

Overall, Indonesia's macroeconomic conditions in 2023 are projected to experience growth supported by private consumption, export performance and investment (Foreign Capital Inflow). The repeal of the Community Activity Restrictions (PPKM) policy in early 2023 will also contribute to a positive signal in moving the wheels of the economy, as well as providing space for growth for businesses that were previously affected by the PPKM policy.

In implementing a quality and sustainable loan asset growth strategy, BNI management has established target markets in priority sectors such as Energy-based sectors (Mining, Energy & Renewable Energy, Oil & Gas, Petrochemical), Agribusiness, Manufacture, Fast Moving Consumer Goods (FMCG), Retailers, Healthcare/Pharmacy, Telecommunication & Digital Economy and Transportation. The contributions from these sector will have a positive impact on increasing BNI's market share, quality of loan assets and profitability.

The factors considered to support BNI's loan expansion in the Energy-based sector (Mining, Energy & Renewable Energy, Oil & Gas, Petrochemical) and Agribusiness include:

1. Growth of the mining sector driven by an increase in demand for coal commodities, caused by the Russia & Ukraine conflict that has resulted in an energy crisis and China's economic recovery, as one of the largest coal importing countries in the world. Another factor is the existence of Government support to carry out a downstream program for mineral mining products (copper, gold, nickel, bauxite) and regulations prohibiting the export of mineral ores so as to provide added value for export products and generate foreign exchange. The increase in demand for copper and nickel is projected to increase along with the need for raw materials for the manufacture of electric vehicles (EV). The demand for gold has fairly good stability as it is the prima donna of the world's investment instruments.
2. Specifically in renewable energy, this will provide a positive color for BNI during the trend of Government support for environmentally friendly businesses, as regulated in the Presidential Regulation on New and Renewable Energy (EBT) 2022.
3. The Oil & Gas and Petrochemical industries are the backbone of the national economy. The large scope of this industry is a clear illustration for capturing existing business potentials.
4. In the agribusiness sector, the Government's policy to reopen the palm oil export faucet will encourage the upstream to downstream industrial sector to meet world demand for palm oil.

The manufacturing sector (including FMCG) still has the potential to grow with the following positive sentiments:

1. The central government has instructs all ministries/agencies to use domestic products, so as to create a multiplier effect from upstream to downstream in the manufacturing sector.
2. Improvements in consumption levels supported by increases in average minimum wages and reductions in production costs with easy accessibility to travel or toll roads that have been connected throughout Java Island and parts of Sumatra.

Pharmacies is a promising sector and is part of the priority sectors for realizing the Making Indonesia 4.0 program. The Indonesian Government is trying to increase the competitiveness of the medical device and pharmaceutical sector by encouraging the technology-based digital transformation, as well as the Government's focus on developing the health

industry in an effort to overcome a dependence on imported raw materials.

There was a trend of lifestyle changes caused by the dynamic technological developments that had a good impact on the telecommunication sector and the digital economy where digital connectivity and services have become basic needs during the pandemic until now. The shift in people's behavior towards a less-contact economy due to the COVID-19 pandemic has driven growth in the digital economy in Indonesia, which currently includes e-commerce, ride hailing, online media, and online travel.

Finally, the transportation sector currently has the highest growth compared to other sectors, in line with the revocation of the PPKM policy by the Government at the end of December 2022.

1. Corporate Segment Loan Business Strategy Plan for 2023
 - a. Prudent, quality and sustainable credit growth
 - i) Increase market share by focusing on quality growth through expansion in Diamond and Wave Clients as well as top industry players in Indonesia with a good reputation in the market.
 - ii) Acquire top tier clients in resilience/ toughness industries such as Fast Moving Consumer Goods FMCG/Retailers, Manufacturing, Healthcare/Pharmacies, Agribusiness, Mining, Energy & Renewable Energy, Oil & Gas, Petrochemical, Telecommunications, Transportation, Digital Economy;
 - iii) Prioritizing offering integrated financial solutions (One Stop Financial Solution) that also includes products and services from subsidiaries as added value.
 - iv) Increase BNI's ESG portfolio by expanding into the renewable energy sector, energy efficiency, pollution prevention and control, management of biological natural resources and sustainable land use, environmentally friendly transportation, green building, or other industrial sectors that apply ESG principles;
 - v) Become the lead structuring bank for Structure Financing & Syndication, and provide the best solutions needed by customers.
 - b. Loan quality improvement
 - i) Rebalancing portfolios and crisis protocols by periodically conducting stress tests and sensitivity analysis on external factors.
 - ii) Remapping the lending portfolio to accelerate loan quality improvement in a more measurable manner.

- c. Loan process improvement
 - i) Accelerating business processes by increasing the speed and quality of loan processes through an end-to-end process.
 - ii) Improving the competence and capabilities of employees in both hard skills and soft skills to become reliable Financial Advisors for customers.
2. Corporate Segment Customer Savings Business Strategy Plan for 2023
 - a. Increasing the number of corporate customers who are actively transacting at BNI, especially from top-tier customers, customers in the supply chain financing ecosystem, and biller customers who use BNI collection solutions
 - b. Enlarging the customer base by exploring the potential for customer acquisition from stakeholders involved in the business processes of existing customers and potential derivative businesses from top-tier customers
 - c. Encouraging customer business growth with services, solutions and programs that are effective, integrated and based on clients' needs
 - d. Speeding up the Synergy and collaboration with Branches/KCLN, subsidiaries, new potential and/or partners/strategic partners by initiating new ecosystems and providing optimal total and advisory solutions
3. Business Strategy Plan for Other Transactions for Corporate Segment Customers in 2023
In 2023, BNI will continue to develop sustainable products and transaction services. One of the main developments carried out by BNI in the transactional business will be the addition of the Digital Executive Dashboard capability to BNIDirect allowing customers to access all transaction services through one BNIDirect platform, consolidating the company's

financial aspects, and monitoring liquidity on one dashboard. BNIDirect will also be equipped with seamless digital onboarding to facilitate the customer experience in starting transactions. In addition, in order to expand transactional services to support the needs of global business partners, BNI will continue to launch the BNIDirect platform for Overseas Branch Offices (KCLN) after successfully presenting BNIDirect services for KCLN in London in 2022.

Apart from BNIDirect, BNI also has several product champions to support customer business productivity such as BNI AUTOPAY - a direct transaction payment facility on the site and/or Biller application, with daily limits and OTP for registration validation; Supplier Financing - a financing facility provided to Corporate Partners (Supplier) for corporate bills/receivables; GB Paperless - an electronic Bank Guarantee issuance facility equipped with a digital signature and e-stamp; and BI FAST - a national retail payment system that can facilitate retail payments in an efficient, real-time, secure manner and is available 24 hours.

BNI is also working on the potential for increasing transactions from priority customers, potential derivative businesses for existing customers, increasing the level of integration of BNI digital products with existing partner solutions, meeting the needs of customized customer Application Programming Interface (API) services, synergizing with subsidiary companies to provide business solutions that are optimal for customers, as well as increasing cross-selling and up-selling to customers. Efforts to keep corporate customer transactions sustainable are also being carried out by increasing monitoring of system reliability to make it more effective and efficient as well as to provide superior after sales service, focused on excellence customer experience.

What They Say

Testimony from a Corporate Customer (Loans, Deposits and Other Transactions):



Bayu Adjie M
Executive Vice President of PT Perusahaan Listrik
Negara (PLN)

BNIDirect is an integrated cash management solution that is the PLN Group's top choice for transactions. With a variety of features that are complete, attractive, and user-friendly, BNIDirect is also supported by reliable system and operational reliability. Apart from BNIDirect, the PLN Group also actively transacts using the API service, namely One Gate Payment for managing the PLN Group's transactional needs efficiently and optimally.

The financial solutions offered by BNI also include managing the financial liquidity of the PLN business group with the Notional Pooling scheme. This collaboration is part of PLN's efforts to realize a good financial structure, and is one of the company's priorities, where PLN chose BNI to be the bank providing Notional Pooling services for PLN.

We hope that in the future BNI can grow in line with the PLN Group's business development through SOE synergy and remain the main bank partner for PLN.



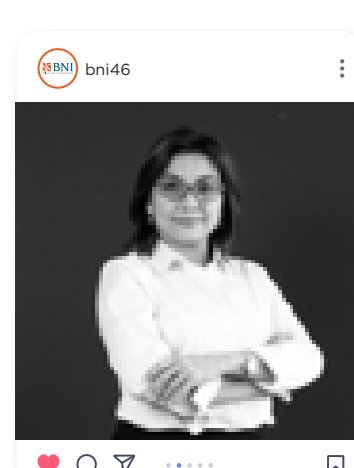
Hendrik Polisar Finance Director of PT Mayora Indah, Tbk

Bank BNI is one of the Top Tier Banks in Indonesia that provides the best banking services. BNI has an awesome Professional team and dedicated staff. Their Leadership is Organic and deeply rooted for the vested interests of its clients and the success of partnership between its Clients and the bank. Our relationship with BNI (Bank Negara Indonesia). Since BNI became one of the banks that supported our Funding Needs. Starting from working capital loans, our relationship has developed into investment loans, trade facilities and cash management. We are very impressed by their vision, hard work, Outstanding performance, and wonderfull team. Looking forward to a long relationship with BNI.



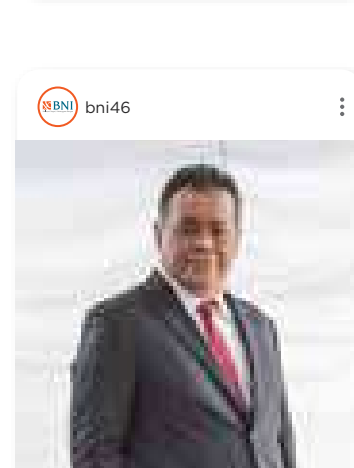
Nining Ngudi Purnamaningtyas Director of Fund Distribution for the Environmental Fund Management Agency, Ministry of Finance of the Republic of Indonesia

BNIDirect has really helped us in channeling benefits down to the site level, through fast and responsive digital services. As an institution that will continue to grow, I believe BNIDirect services are solutions for transactions based on our needs. Are there other transaction innovations that can extend services to the remote fringes of forests?



Denni Puspa Purbasari Executive Director of Management Implementing the Pre-Employment Card Program

BNI is a strategic partner in the Pre-Employment Card Program. Thank you BNI for your efforts to provide cash management services from the start of the program, where BNI helped us serve all stakeholders involved in this program, both recipients of the Pre-Employment Card Program, digital platform partners, and e-wallet payment partners.



Ari Kuncoro Rector, Universitas Indonesia

BNI FINANCIAL SERVICES

One of BNI's advantages compared to other banks in Indonesia is its ability to provide the best cash management services, which allows parties appointed by the company to supervise each other's transactions, to ensure transaction security is maintained.

BNI was the first bank in the University environment to provide solutions for University needs through the Campus Financial Ecosystem for the University's extended family in terms of providing financial and academic transactions.

MEDIUM AND SMALL

Medium Segment Activities

The Medium segment manages productive loans ranging from above Rp15 billion to Rp500 billion for individual customers and group customers. Medium business activities are supervised by the Enterprise & Commercial Banking Director. In 2021, BNI will expand the management of the middle segment to become enterprise and commercial.

Enterprise (Large Commercial) is a sub-segment that manages loan portfolios ranging from Rp150 billion to Rp500 billion, while commercial manages loan portfolios ranging from Rp15 billion to Rp150 billion.

In addition to providing productive loans, this segment also provides Customer Savings or Third Party Funds (DPK) services originating from customers who have productive loan facilities. The Middle Segment also provides other banking transaction services using superior products such as BNIDirect.

Medium Segment Strategy for 2022

The Medium Segment in 2022 focused on quality business growth and Loan at Risk (LaR) improvement, as well as continuing to handle debtors affected by the COVID-19 pandemic. The quality business expansion focus was through target market execution sourced from top tier players in priority sectors in each region, exporters, corporate customer value/supply chains and potential existing non-debtor customers with the support of fast and prudent business processes through digitalization of business processes.

For this reason, since 2022 BNI has initiated the development of an end-to-end credit tools system application to support fast and prudent business processes. Efforts to create a healthy and sustainable portfolio continue to be carried out through a team to accelerate the improvement of Loan at Risk (LaR) debtors, which has existed since 2020, and has had a positive impact by reducing the number of Loans at Risk (LaR) in the medium segment.

To support this strategy, the middle segment also instigated several other supporting strategies.

1. Medium Segment Loan Channeling Business Strategy
 - a. Determining the customers/prospective customers in prime and non-prime categories with different relationship patterns in order to produce sustainable customers in partnership with BNI.
 - b. Increasing the capability of Relationship Managers as marketers and advisors who can provide comprehensive solutions for customer/debtor banking needs.

- c. Implementing pipeline management by strengthening the pre-screening function and developing Risk Acceptance Criteria (RAC) to produce quality customers.
 - d. Reducing Loan at Risk (LaR) using conventional and non-conventional rescue and settlement patterns/solutions.
 - e. Optimizing cooperation with government and private guarantee companies as additional risk mitigation in certain financing schemes.
 - f. Increasing the green financing ratio in BNI's loan portfolio to support Environmental, Social and Governance (ESG) initiatives;
 - g. Encouraging debtors to carry out ESG initiatives to obtain sustainability linked loan (SLL) facilities so that debtors receive economic incentives.
2. Medium Segment Customer Savings Business Strategy
 - a. Working on the business potential of non-debtor customers with derivatives from vendors or suppliers from Diamond Client partners.
 - b. Developing a business ecosystem for potential industrial sectors.
 3. Other Transaction Business Strategy for the Medium Segment
 - a. Improving services, solutions and programs to increase transactions that are integrated according to the business needs of shift customers.
 - b. Increasing debtor transactions by optimizing BNI accounts.
 - c. Increasing cross-selling and up-selling by actively offering cross-segment and subsidiary products.
 - d. Optimizing product bundling by optimizing data analytics.
 - e. Optimizing digital-based ecosystems to provide easy transactions.

Small Segment Activities

For the Small Segment, BNI manages productive loans to individual customers, companies and business groups with a maximum loan of up to Rp15 billion.

During 2022, BNI continued to focus on developing and implementing several key strategies to help recover the businesses of customers affected by COVID-19, and implementing strategic policies by continuing to encourage the growth of the Small Segment with maintained loan quality through several strategic expansion and credit management initiatives.

Also, in 2022 BNI will focus on helping MSME debtors to Go Global through the BNI Xpora platform by conducting business matching, collaborating with diaspora, participating in foreign exhibitions etc.

During 2022 BNI Xpora succeeded in encouraging 32 thousand MSMEs to Go Global, an increase of 140% compared to the previous year, with the export loan distribution for MSMEs also increasing from 19 trillion to 27 trillion.

1. Small Segment Lending Business Strategy
 - a. Executing guarantee-based and subsidized business potential in this case the People's Business Loan (KUR).
 - b. Improving the capabilities of digital business processes to increase work effectiveness and provide optimal work productivity.
 - c. Optimizing the BNI Corporate Customer Value Chain business by developing comprehensive financial solutions to expand outreach to MSMEs, which are the BNI Corporate Customer Value Chain.
 - d. Increasing financing based on digital ecosystems and agricultural clusters.
 - e. Strengthening the capabilities of business personnel through a series of development programs, especially on industry knowledge and capabilities as a business partner for customers.
 - f. Increase the dunning team's contribution in maintaining and monitoring small segment customers.
 - g. Strengthening integrated business solutions (loans, transactions, and business capability enhancement) to support export-oriented MSMEs through BNI Xpora.
2. Small Segment Customer Savings Business Strategy
 - a. Encouraging customers to use existing transaction channels at BNI, including BNI Mobile Banking, BNI Agen46, Merchants, BNIDirect and others.
 - b. Working on the cash to cash cycle of the business from upstream to downstream customers at BNI.
 - c. Maintaining relationships with managed customers and conducting regular engagement with small segment customers.
 - d. Collaborating internally by conducting continuous employee training programs in regions and branches.
3. Other Banking Transaction Business Strategy for the Small Segment
 - a. Synergizing subsidiaries in increasing Fee Based Income (FBI).
 - b. Utilizing overseas channels to encourage remittance transactions focused on Indonesian migrant worker customers.
 - c. Making it easy for customers to receive non-cash loan facilities accessed at the nearest BNI outlet.

Medium and Small Segment Productivity

The Medium and Small segment productivity is reflected in the Loans, Customer Deposits and Other Banking Transactions for Medium and Small Customers performance, as explained below.

1. Medium Segment Credit Productivity

Based on sub-segments, the loan performance for the medium segment was as follows:

Medium Segment Loan Disbursement by Sub-Segment						
Sector	2022		2021		Increase (Decrease)	
	Total (Rp-billion)	Composition (%)	Total (Rp-billion)	Composition (%)	Nominal (Rp-billion)	Percentage (%)
Enterprise	53,141	50.0	40,905	41.3	12,236	29.9
Commercial	53,173	50.0	58,227	58.7	(5,054)	(8.7)
Total	106,314	100.0	99,132	100.0	7,182	7.2

The implementation and execution of the Medium Segment strategies in 2022 resulted in the Medium Segment loan performance per sector, as follows.

Medium Segment Loan Disbursement by Sector						
Sector	2022		2021		Increase (Decrease)	
	Total (Rp-billion)	Composition (%)	Total (Rp-billion)	Composition (%)	Nominal (Rp-billion)	Percentage (%)
Trade, Restaurant and Hotel	28,855	27.1	25,808	26.0	3,047	11.8
Mining	6,774	6.4	1,683	1.7	5,091	302.5
Industry	30,065	28.3	28,039	28.3	2,026	7.2

Medium Segment Loan Disbursement by Sector

Sector	2022		2021		Increase (Decrease)	
	Total (Rp-billion)	Composition (%)	Total (Rp-billion)	Composition (%)	Nominal (Rp-billion)	Percentage (%)
Agriculture	9,845	9.3	10,023	10.1	(178)	(1.8)
Construction	7,144	6.7	7,201	7.3	(57)	(0.8)
Transportation, Warehousing and Communication	8,624	8.1	9,936	10.0	(1,312)	(13.2)
Electricity, Gas and Water	2,937	2.8	2,205	2.2	732	33.2
Business Services	8,888	8.4	10,782	10.9	(1,894)	(17.6)
Social Services	3,182	3.0	3,455	3.5	(273)	(7.9)
Total	106,314	100.0	99,132	100.0	7,182	7.2

Loan growth was largely supported by the Enterprise sub-segment with the largest growth in the Mining Sector (302.5%), the Electricity, Gas and Water Sector (33.2%), and the Trade, Restaurant and Hotel Sector (11.8%). In addition, loan quality improved with a decrease in the Pre-NPL ratio to 4.3% from the previous 12.8%, and the NPL ratio to 6.4% from the previous 8.9%.

2. Small Segment Loan Productivity

The Small segment productivity is reflected in the loan performance for this segment by product type, namely People's Business Loans (KUR) and Non-KUR and by sector, as shown below:

Small Segment Loan Growth per Product Type

Product	2022		2021		Increase (Decrease)	
	Total (Rp-billion)	Composition (%)	Total (Rp-billion)	Composition (%)	Nominal (Rp-billion)	Percentage (%)
KUR	52,708	51.9	44,008	46.0	8,700	19.8
Non KUR	48,931	48.1	51,744	54.0	(2,813)	(5.4)
Total	101,639	100.0	95,752	100.0	5,887	6.1

The Small Segment maintained loan growth amid the spread of COVID-19. The Small Segment in 2022 reached Rp101.6 trillion, an increase of 6.1%, or Rp5.9 trillion from the previous year. This growth was supported by KUR products that grew 19.8% or an increase of Rp8.7 trillion from the previous year.

The quality of small loans, especially the NPL ratio, was maintained at 2.5% during the impact of the spread of COVID-19, which massively affected the Indonesian economy. This impacted any improving business processes starting from the selection of target markets, analytical methods including scoring systems as well as monitoring and loan management.

Small Segment Loan Disbursement by Economic Sector

Sector	2022		2021		Increase (Decrease)	
	Total (Rp-billion)	Composition (%)	Total (Rp-billion)	Composition (%)	Nominal (Rp-billion)	Percentage (%)
Industry	8,563	8.4	8,758	9.1	(195)	(2.2)
Trade, Restaurant and Hotel	57,449	56.5	53,234	55.6	4,215	7.9
Agriculture	16,663	16.4	15,084	15.8	1,579	10.5
Business Services	4,953	4.9	5,468	5.7	(515)	(9.4)
Transportation, Warehousing and Communication	2,271	2.2	2,316	2.4	(45)	(1.9)

Small Segment Loan Disbursement by Economic Sector

Sector	2022		2021		Increase (Decrease)	
	Total (Rp-billion)	Composition (%)	Total (Rp-billion)	Composition (%)	Nominal (Rp-billion)	Percentage (%)
Construction	3,129	3.1	3,273	3.4	(144)	(4.4)
Electricity, Gas and Water	196	0.2	145	0.2	51	35.2
Mining	496	0.5	452	0.5	44	9.7
Social Services	7,919	7.8	7,022	7.3	897	12.8
Total	101,639	100.0	95,752	100.0	5,887	6.1

The small segment credit growth in 2022 was largely supported by the Electricity, Gas and Water sector (35.2%), the Social Services sector (12.8%), and the Agriculture sector (10.5%), with a stable NPL ratio from 2021 at 2.5%.

Compositionally, the loan portfolio in the Small segment in 2022 was dominated by the Trade, Restaurant and Hotel sector (56.5%), the Agriculture sector (16.4%), and the Industrial sector (8.4%).

3. Medium and Small Segment Customer Deposits Productivity

In addition, the productivity of the Medium and Small segments is also reflected in Customer Deposits for this customer segment.

Total Middle and Small Segment Third Party Funds

Product	2022		2021*		Increase (Decrease)	
	Total (Rp-billion)	Composition (%)	Total (Rp-billion)	Composition (%)	Nominal (Rp-billion)	Percentage (%)
Current Accounts	84,545	61.8	69,695	60.7	14,850	21.3
Savings	25,880	18.9	22,733	19.8	3,147	13.8
Deposits	26,474	19.3	22,385	19.5	4,089	18.3
Total	136,899	100.0	114,813	100.0	22,086	19.2

*) Restated 2021 data based on business resegmentation

Total current accounts in the medium and small segments as of December 31, 2022 increased by Rp14.9 trillion, or an increase of 21.3% from the previous year. Looking at its composition, the Middle and Small customer deposits were mostly current accounts (61.8%) and savings accounts (18.9%). The number of demand deposits and savings accounts in the middle and small segments was made up of 596,805 (36.3%) current accounts and 1,030,028 (62.6%) savings accounts from an overall total of 1,644,611 accounts. Looking forward, BNI will continue to encourage an increase in the number of low-cost TPF from current and savings accounts through developments and innovations, and programs that will make it easier for customers to carry out their transactions, and encourage customers to continue doing digital transactions using BNIDirect.

Number of Medium and Small Segment Accounts

Product	2022		2021*		Increase (Decrease)	
	Total (Number of Accounts)	Composition (%)	Total (Number of Accounts)	Composition (%)	Nominal (Number of Accounts)	Percentage (%)
Current Accounts	596,805	36.3	581,166	35.1	15,639	2.7
Savings	1,030,028	62.6	1,059,893	63.9	(29,865)	(2.8)
Deposits	17,778	1.1	16,848	1.0	930	5.5
Total	1,644,611	100.0	1,657,907	100.0	(13,296)	(0.8)

*) Restated 2021 data based on business resegmentation

4. Other Banking Transactions for the Medium and Small Segments Productivity

BNI also provides Other Banking Transaction services for the Medium and Small segments as reflected in the number of BNI Cash Management account units, and the number of accounts, as shown below.

Number of BNI Cash Management Account Units for the Medium and Small Segments

Produk	2022 (Number of Accounts)	2021 (Number of Accounts)	Increase (Decrease)	
			Nominal (Rp-billion)	Percentage (%)
BNI Cash Management Medium and Small Segments	259,784	213,143	46,641	21.9

*) Figures after resegmentation

The number of BNI Cash Management accounts in the medium and small segments as of 31 December 2022 was 259,784 accounts, a growth of 21.9% from 213,143 at the end of 2021.

BNI Cash Management Transactions for the Medium and Small Segments

	2022	2021**	Increase (Decrease)	
			Nominal	Percentage (%)
Transaction Nominal (Rp-billion)	1,725	1,321	404	30.6
Total Users*	93,623	79,375	14,248	18.0

*) The number BNI Cash Management users for medium and small is calculated by CIF

**) Number after resegmentation

In 2022, the nominal BNI Cash Management transactions for the Medium and Small segments amounted to Rp1,725 trillion, an increase of Rp404 trillion (30.6%) from 2021. This increase was generated by 93,623 Cash Management users, an increase of 14,248 users (18.0%) from the previous year. The increase in nominal transactions was in line with the increase in the number of middle and small segment users who actively transact through BNIDirect, of 4,823 or 53.4% from 2021.

Medium and Small Segment Profitability

The Medium and Small segments income and profitability is presented as follows.

1. Medium Segment Profitability

Medium Segment Profitability

Account	2022 (Rp-billion)	2021* (Rp-billion)	Increase (Decrease)	
			Nominal (Rp-billion)	Percentage (%)
Profit (Loss)				
Interest income and sharia income - net	5,118	4,611	507	11.0
Other operating income	1,295	938	357	38.1
Other operating expenses	(2,165)	(1,838)	(327)	17.8
Establishment of allowance for impairment losses	361	(4,092)	4,453	(108.8)
Operating profit	4,609	(381)	4,990	1,309.7
Non-Operating Income (Expense) - Net	-	-	-	-
Income Before Tax Expenses	4,609	(381)	4,990	1,309.7
Financial Position				
Total Assets	104,618	92,738	11,880	12.8
Total Liabilities	72,106	63,758	8,348	13.1

*) Restated 2021 data based on business segmentation according to the Audited Consolidated Financial Statements December 31, 2022, the table above is taken from the Audited Consolidated Financial Statements Note No. 47 (Segment Information), and is presented with several adjustments including adjustments to debtor segmentation and business regrouping to maximize BNI's customer-focused business.

In 2022, profit before tax expense in the Medium segment amounted to Rp4.6 trillion, a significant increase of 1,309.7%, or Rp5.0 trillion compared to 2021. This growth in 2022 was mainly due to an increase in interest income and net sharia income of 11.0%, and other operating income of 38.1% compared to 2021. The provision for impairment losses improved by Rp4.5 trillion compared to the previous year.

Total assets in 2022 amounted to Rp104.6 trillion, an increase of Rp11.9 trillion, or 12.8% compared Rp92.7 trillion in, mainly due to loan growth.

Total liabilities in 2022 amounted to Rp72.1 trillion, an increase of 13.1%, or Rp8.3 trillion from Rp63.8 trillion in 2021, due to an increase in the total third party funds.

2. Small Segment Profitability

Small Segment Profitability

Account	2022 (Rp-billion)	2021* (Rp-billion)	Increase (Decrease) Nominal (Rp-billion)	Percentage (%)
Profit (Loss)				
Interest income and sharia income - net	8,160	7,211	949	13.2
Other operating income	1,660	1,630	30	1.8
Other operating expenses	(3,243)	(2,986)	(257)	8.6
Establishment of allowance for impairment losses	(2,381)	(1,810)	(571)	31.5
Operating profit	4,196	4,044	152	3.8
Non-Operating Income (Expense) - Net	-	-	-	-
Income Before Tax Expenses	4,196	4,044	152	3.8
Financial Position				
Total Assets	157,775	154,984	2,791	1.8
Total Liabilities	74,907	58,787	16,120	27.4

*) Restated 2021 data based on business segmentation according to the Audited Consolidated Financial Statements December 31, 2022, the table above is taken from the Audited Consolidated Financial Statements Note No. 47 (Segment Information), and is presented with several adjustments including adjustments to debtor segmentation and business regrouping to maximize BNI's customer-focused business.

Profit before tax expense in the Small segment was Rp4.2 trillion, an increase of 3.8%, or Rp152 billion compared to 2021, was mainly due to an increase in interest income and net sharia income of 13.2%, and other operating income of 1.8% compared to 2021.

Total assets in 2022 stood at Rp157.8 trillion, an increase of Rp2.8 trillion or 1.8% compared to Rp155.0 trillion in 2021, of mainly due to a growth of KUR.

Total liabilities in 2022 stood at Rp74.9 trillion, an increase of 27.4%, or Rp16.1 trillion compared to 2021 Rp58.8 trillion in 2021, due to an increase in total third party funds.

Prospects, Potential, and Strategies for the Small and Medium Segments in the Next Year

2023 will provide greater opportunities for businesses to grow, especially after the repeal of PPKM reflecting better control of the COVID-19 pandemic. However, fluctuations in the global situation need to be addressed to mitigate potential risks that may occur.

In line with BNI's strategic policy bank wide, the Medium and Small segments will seek to continue quality and sustainable credit expansion in 2023 through the following strategies:

A. Medium Segment

- Medium Segment Credit Business Strategy Plan for 2023
 - Increasing Medium Segment loan expansion with a focus on top tier sector priorities.
 - Optimizing lead execution from target markets, exporters for global markets and selected corporate partners.
 - Implementing prime and non-prime customer classification for an appropriate management model approach and increase customer loyalty to BNI.
 - Developing lending models for potential types of businesses such as supply chain financing and distribution financing.
 - Increasing financing for Environmental Social and Governance (ESG) based businesses.

- Implementing an end-to-end credit tools system to accelerate business processes.
 - Continuing to improve capabilities and competencies at all levels of business management in the Medium Segment, in particular increasing competencies related to priority sector business models, advisory capabilities that provide total solutions for customers and increasing risk culture.
 - Implementing an Integrated Monitoring System (SIMON) that will monitor debtor conditions in order to obtain the right account strategy determination for each customer.
 - Improving portfolio quality.
 - Increasing green financing ratio for the BNI loan portfolio to support the ESG initiative.
 - Encouraging debtors to carry out ESG initiatives to obtain Sustainability Linked Loan (SLL) facilities, so that debtors receive economic incentives.
 - Optimizing the Medium Segment business through the corporate value chain in leading sectors.
 - Improving enterprise and commercial business through BNI Xpora to increase the potential for MSMEs to Go Global.
 - Specifically for Enterprise Banking, additional strategies, include:
 - Penetrating the debtor financial transactions and their ecosystem through BNI.
 - Dividing the portfolio management based on Expertise Industry.
- Business Strategy Plan for Medium Segment Customer Deposits in 2023
 - Encouraging closed loop debtor transactions through BNIDirect's flagship digital solution.
 - Developing, arranging and strengthening the commercial segment fund management function in the Regional and Head Offices.
 - Increasing the number of account executions sourced from the existing customer family tree.
 - Capturing the flow of employee spending in the Middle segment by optimizing payroll services and consumer products.
 - Increasing the number of middle segment customers actively transacting at BNI, especially from customers in the Financial Supply Chain Financing ecosystem and biller customers using BNI collection solutions.
 - Synergizing and collaborating with branches, subsidiaries, potential partners in initiating new ecosystems and in providing optimal solutions and advisories.
 - Maximizing the potential for increasing the Product Holding Ratio (PHR) of existing customers.

- Business Strategy Plan for Other Banking Transactions for Medium Customer Segment in 2023
 - Encouraging debtor financial activities through cash management as a transaction solution.
 - Enriching and improving capabilities and system/application features to support transaction activities for Middle Segment customers to be more convenient and secure.
 - Building a Middle Segment customer transaction monitoring system that is integrated with end-to-end credit tools.
 - Ongoing collaboration to conduct training programs related to transactional banking products for regions and branches.
 - Increasing collaboration between units and channels in the region to work on commercial business through the business committees led by the region.

BNIDirect is an integrated digital solution to support transactional activities for medium and small segment customers. It covers a number of complete and user-friendly transactional features, starting from collection management, liquidity management, to payment management. BNIDirect also covers digital trade transactions, international transfers, request financing, and is directly connected to Financial Supply Chain Management services. As well as BNIDirect, one of BNI's product champions, other corporate transaction services includes Bank Guarantees, Trade Finance, Remittances, Supply Chain Financing, and other transactions for medium and small segment customers.

B. Small Segment

- Small Credit Business Strategy Plan for 2023
 - Expanding customers who are top tier players in small segments in leading sectors in the work area.
 - Strengthening the value chain business development by increasing synergies with the Corporate segment.
 - Encouraging global business growth in the small segment through the Xpora program to attract export-oriented customers, both direct and indirect exporters. Including encouraging the integration of MSME businesses based on going global through the use of the Xpora program related to the provision of financing needs, financial transactions, and the ease of opening market access.

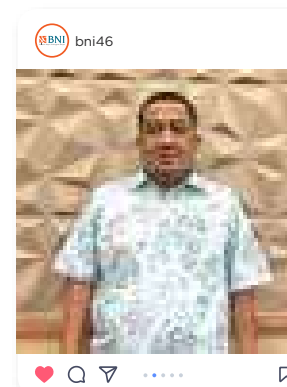
- Deepening the HC capabilities of business personnel as customers' business partners in building a business through strengthening industry knowledge and ecosystem-based financing.
 - Improving digital-based end-to-end business processes as a basis for quality, measurable and comprehensive loan expansion steps.
 - Expansion of financing products to support MSME Graduation.
 - Increasing the capacity and capability of HC through understanding the process of giving and business in accordance with the potential of each region.
 - Increasing ecosystem-based financing in synergy with stakeholders/customers' digital partners using competitive business schemes.
- Small Segment Customer Savings Business Strategy Plan for 2023
 - Encouraging small segment customer financial transactions at BNI and increasing the Product Holding Ratio (PHR) by cross selling with other BNI products.
 - Working on the cash to cash cycle of the business from upstream to downstream customers at BNI.
 - Growing the customer base by exploring the potential for small segment customer acquisition from stakeholders involved in existing customer business processes.
 - Business Strategy Plan for Other Banking Transactions for Small Segment Customers in 2023
 - Optimizing the contribution of subsidiaries to encourage Fee Based Income (FBI).
 - Utilizing overseas channels to encourage remittance transactions focused on Indonesian Migrant Worker customers.
 - Making it easy for customers to receive non-cash loan facilities at the nearest BNI outlet.
 - Ongoing collaboration by conducting training programs related to transactional banking products for regions and branches.

What They Are Saying?



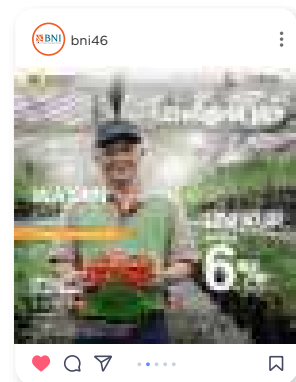
Nanang Hengky Suharto
PT Mahakarya Geo Survey

Until now we have been doing infrastructure business that can be considered massive. This has all be done with support from BNI. We have been using BNI services since 2015 and acceleration has occurred to date. BNI has customers who are also our customers, such as oil, telkom and mining companies. There are times when we can become the main contractor, there are also times when we receive work from the main contractors such as the EPC Company, Drilling Company and Telecommunication Company. BNI makes us a strategic partner with a lot of added value for us.



Tulus Widodo
PT Tenang Jaya Sejahtera

Tenang Jaya Sejahtera was established in 2008, and we have been working with BNI since 2014. BNI is always present to provide financial solutions for Tenang Jaya Sejahtera and the group. Ease of transactions and access to capital to support our needs are strong reasons for us to continue to choose BNI as our main bank. In the future, we hope that BNI will continue to provide support to us and to all economic players in Indonesia and abroad. Hopefully BNI and Tenang Jaya Sejahtera can continue to progress and develop.



Wayan Seria UD Krisna Eby

As strawberry farmers, financing is important as it can help us to increase productivity. Thank you for the People's Business Loan (KUR) disbursed by BNI. This KUR helps farmers with capital to develop into the export market as well as to innovate agriculture to create farmer entrepreneurship with superior products that have added value and are competitive.



Roymond Wong Finance Director PT Gunung Raja Paksi Tbk

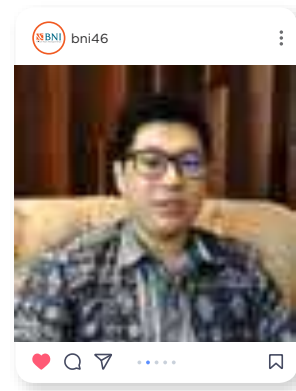
PT Gunung Raja Paksi Tbk was founded in 1990 and started collaborating with BNI in 2021. We would like to thank BNI for their support and trust given to our company. We are also proud of BNI's commitment to ESG, this was stated in the form of a Sustainability Linked Loan for our NGO Factory, which resulted in higher productivity and efficiency in energy use, has had a positive impact on reducing carbon emissions. This certainly supports the national steel industry and supports the Indonesian economy in general.



Sri Lestari & Supono Wonosari Art

UMKM WONOSARI ART is a Handicrafts business producing wood carvings such as Klithic Puppets, Leather Puppets etc. This business was started in 1990, UMKM WONOSARI ART currently has sales outlets in several malls in Jakarta and Tangerang including Sarinah Thamrin Mall, Grand Indonesia Hall, Pasar Raya Blok M and Pendopo Living World - Alam Sutera Tangerang, where investments have been made in several of these malls is to open up opportunities for the export market, as in these large malls in Jakarta there are many expatriates or foreign nationals from several countries who are interested in products from WONOSARI ART.

BNI provides financing in the form of People's Business Loans (KUR), where this capital is used to increase capital for wayang production, which has a high selling value.



David Soebiantoro President Director of PT Seruni Indah

PT Seruni Indah has collaborated with BNI since 1973, when BNI gave PT Seruni Indah loans to develop its business, and it has become the main bank for conducting business transaction activities. During the last pandemic, PT Seruni Indah began conducting Cash Management activities through BNIDirect and was greatly assisted by transfer facilities and other transactions that were safe, superior and reliable. Business continues to run smoothly thanks to BNIDirect.



Gregorius Nong President Director of PT Makmur Lestari Primatama

Using BNIDirect, payment and financial monitoring at PT Makmur Lestari Primatama (PT MLP) is more optimal. BNIDirect is the right solution to support corporate transactions. BNI is TOP!



CONSUMER SEGMENT

Consumer Segment Business Activities and Products

The Consumer segment is a segment that manages the business of individual customers and non-business customers in a broad sense (mass market), including lending, managing customer deposits or Third Party Funds (TPF), and other transactions that support the financial and business needs of customers. Consumer business activities are supervised by the Consumer Banking Director. In selling and distributing products in the Consumer segment, BNI uses a variety of qualified digital channels so that BNI's banking services become more inclusive and easily accessible anywhere and anytime. Currently, the main digital channel used by BNI to sell savings or loan products is BNI Mobile Banking, where customers can apply for financial facilities using this application.

In order to meet customer needs, the Consumer Loan business is channeled in the form of lending or financing for consumption purposes, including housing loans, multipurpose loans, collateral-free loans, pension loans, guaranteed loans or ORI (Instant), credit cards and cash cards.

1. Home Ownership Loans

BNI Griya is a loan facility aimed at individuals wanting to own a new or used house, apartment, shop-house and vacation home (villa). This facility can also be used to purchase plots/land, build, renovate, refinance, take over, top up through the BNI Griya Multiguna program.

BNI Griya Housing Financing Liquidity Facility (FLPP) is a Government Program where housing loan facilities are provided specifically for Low-Income Communities (MBR) supported by FLPP funds from the Government.

2. Unsecured Credit

BNI Fleksi is a BNI Unsecured Loan product available for active employees and retirees who channel their income, payments and retirement benefits through BNI.

3. Credit Card

A credit card is a consumer loan product as a means of payment using a card or virtual card that can be used by individuals as well as corporations to make payments for obligations that arise such as shopping transactions and/or cash withdrawals. BNI Credit Card products consist of:

- Regular Credit Cards, consisting of: BNI Visa Gold, BNI Mastercard Gold, BNI JCB Gold, and BNI AMEX Vibe.
- Premium Credit Cards, consisting of: BNI Mastercard Style Titanium, BNI Visa Platinum, BNI American Express Business Card, BNI JCB Precious, BNI Mastercard World, Visa Signature, and BNI Visa Infinite;
- Co-Branding Credit Card, consisting of Garuda BNI, BNI Pertamina, BNI Telkomsel, BNI Bank BJB, BNI Bank DKI, BNI LOTTE Mart, BNI Batik Air, and BNI JD.ID;
- Affinity Credit Cards, consisting of: University Affinity Cards, Affinity Association Affinity Cards, and Community/Organization Affinity Cards, and Company Employee Affinity Cards;
- Corporate Credit Cards, consisting of: BNI Visa Corporate Card Gold, BNI Visa Corporate Card Platinum, BNI Mastercard Virtual Card Number, and BNI Government Credit Cards;
- Private Label Credit Cards consisting of: BNI Traveling Card, BNI Gasoline Card, and BNI Health Card;
- BNI Cash Card is a revolving loan without collateral and can be converted into fixed installments, which can only be used to make cash withdrawals and transfers at BNI ATMs.

BNI Credit Card users can enjoy comfort and certainty in managing their credit cards through the My Credit Card service in BNI Mobile Banking.

4. BNI Instan

BNI Instan is a loan product guaranteed by Deposits, Savings, BNI Current Accounts, and securities (ORI).

For the management of customer deposits or DPK, BNI has a number of deposit products to meet the needs of all customers, which include savings and deposit products.

BNI savings products are as follows:

1. Savings

Various types of BNI Savings Products as follows:

- Tabungan Plus (Taplus), a savings account that provides PLUS services with various features and benefits;
- Taplus Bisnis, a savings product intended for businesses and non-businesses, both individuals and non-individuals, equipped with features and facilities that provide convenience and flexibility in supporting business ventures;

- TAPPA (Taplus Employee/Member), is a savings account intended for Employees/Members of a Company/Institution/Association/Professional Organization that cooperates with BNI, which functions as a means of savings, Employee/Member identity cards;
- Taplus Muda, a savings product in the form of savings intended for young people with ages ranging from 17 (seventeen) years to 35 (thirty five) years;
- Taplus Anak, is a savings product to help teach children to save from an early age, intended for children under 17 (seventeen) years of age;
- Emerald Saving, a savings product for Emerald segment customers (Personal, Priority and Private Banking);
- BNI Dollar, a deposit in a foreign currency (USD/SGD/AUD) with a more stable exchange rate and provides convenience in transactions;
- Tapenas, a time deposit to assist financial planning to realize future goals with greater certainty;
- Student Savings, savings for students of PAUD, TK, SD, SMP, SMA, Madrasah (MI, MTs, MA) or equivalent issued nationally by banks in Indonesia, with easy and simple requirements and attractive features, in order to finance education and inclusion to encourage a culture of saving from an early age;
- Tabunganku, a savings product for individuals with easy and light requirements that is jointly issued by banks in Indonesia to foster a culture of saving and improve people's welfare;
- BNI Pandai, a savings account for individuals with easy and light requirements issued by BNI which has the characteristics of a Basic Saving Account (BSA) and can be opened through BNI Branch Offices or through Agents.
- Taplus Diaspora, an individual savings account for the diaspora segment that can be opened through a digital opening account and has a non-physical debit card that can be used to activate BNI Mobile Banking.

2. Deposits

BNI Deposito, a time deposit in a variety of currencies (IDR/USD/SGD/JPY/HKD/EUR/GBP/AUD) with attractive interest rates. BNI Deposito can be an investment choice for customers who want relatively higher yields. The current BNI Deposito opening service is also very flexible, where users can make withdrawals and open Deposit accounts using BNI Mobile Banking. One of the advantages of BNI Digital Deposit is that it is easy to access anywhere and anytime, with the availability of various time period options and deposit amounts according to customer needs and wishes.

3. BNI Debit Card

BNI Debit Cards, a flexible choice to meet the needs of everyday customer transactions carrying typical Indonesian batik designs to energetic designs for young people. With various types of Silver, Gold, Platinum Debit Cards and BNI Emerald Cards (especially for priority customers divided into Personal, Priority and Private segments). BNI Debit Cards can be used for transactions on the spot (offline) as well as transactions on the network (online) using the 3D Secure Mastercard method. Since July 2020 the BNI Debit Card with the GPN logo has been able to make online transactions through the expansion of online merchant cooperation as an addition to the flexibility of customer transactions. BNI also continues to collaborate with communities and institutions in the form of Lotte Wholesale Co-Brand Debit Cards, Indogrosir Debit Cards, Garuda Debit Cards, Citilink Debit Cards, and Batik Air Debit Cards. In addition, BNI also issues Community Affinity Debit Cards such as the Indonesian Notary Association Debit Card, UI Iluni Debit Card (UI Alumni Association), Indonesian Doctors Association Debit Card, Indonesian Student Association (PPI) Card. This year, there were collaborations with affinity cards from more than 30 partners. In order to expand its expansion into the Diaspora segment, BNI is also working with the Indonesian Student Association (PPI) to provide services and ease of transactions for Indonesian students spread all over the world.

BNI always plays a role in supporting Government programs for the implementation of the National Payment Gateway (GPN), a national payment system through the issuance of Debit Cards with the GPN Logo, which can be accepted for transactions at all ATMs and EDCs that are connected to GPN. With the GPN, customer transaction data will be protected, and will also provide transaction cost efficiency. The number of debit cards with the GPN logo issued by BNI grew 8% compared to the same period last year.

In line with Bank Indonesia provisions to increase security and convenience, the BNI debit card has been replaced from a magnetic stripe to a debit card that uses a chip for general customers, and this reached 100% in November 2022, the deadline from Bank Indonesia, and for public customers who have not made a replacement by the deadline, the magnetic stripe debit card for general customers will be deactivated. This replacement continues to be encouraged through education to change cards so that they can make transactions safely and comfortably for both e-commerce transactions and transactions through EDC at merchants, and can enjoy attractive offer programs at various leading merchants.

4. Digital Account

In January 2021 BNI launched the newest feature for opening savings accounts through the BNI Mobile Banking digital channel, namely “Open Savings Simply with a Selfie” where previously customers when opening digital savings still needed video calls with a bank officer or had to visit the nearest BNI branch office. It is hoped that with this new feature, the customer experience will improve and the myth of difficulties when opening a bank account can be answered through BNI’s breakthrough. The products that can be opened include Taplus, Taplus Bisnis and Taplus Muda. In addition, BNI is the first bank to launch a savings account feature with just a selfie where an account is created immediately and can be used immediately for transactions.

Of course, this service was welcomed very positively by the community during a pandemic, where people’s mobility was limited and visits to branch offices were not their main choice. Even after the end of social restrictions and the infection rate having dropped dramatically, people still prefer the digital account opening method. This shows that the “Open Savings Simply with a Selfie” feature is very popular with the public because of its ability to provide convenience to customers in opening a savings account anywhere and anytime.

During 2022 opening savings through the “Open Savings Simply with a Selfie” feature saw a growth of 147.4% from the previous year. In total, more than 1 million savings accounts have been opened through all of BNI’s digital channels in 2022. In the future, opening digital savings accounts will be encouraged by various developments aimed at facilitating the user experience for potential customers, such as updating the user interface, to be simpler and easier, the availability of potential customer validation options such as through video calls, feature adjustments, and more competitive savings product costs. In addition, there will be additional Optical Character Recognition (OCR) services, which will make it easier for prospective customers to complete the supporting data for opening a savings account.

The BNI Fortune Lottery Program #GaPakeNanti is a lottery program for individual BNI savings customers with an automatic conversion mechanism and the exchange of BNI POIN+ to raffle coupons. For 2022, the program period ran from September 12, 2022 to April 30, 2023.

2022 event campaigns were held in two cities, on October 14-16, 2022 at Summarecon Mall Bekasi and on December 8-11, 2022 at the Cirebon Super Block Mall.

Furthermore, various promotional programs for opening BNI digital savings will continue in 2023, such as BNI POIN+ bonuses, which will be larger when opening savings through channel outlets, shopping vouchers at leading e-commerce, with various e-wallet balance bonuses and additional initial deposit cashback.

For developing market potential, BNI is also expanding into new market segments that have not been optimally exploited before. One of these markets is with the communities with high engagement, such as eSports and Metaverse communities. In 2022, BNI conducted a series of events in collaboration with the communities, such as the BNI - Telkomsel Tournament eSports 2022 event, where BNI acquired savings for game enthusiasts through a digital savings opening service. Looking forward, BNI will focus more on acquisition activities for other communities, so that the potential for customers to make closed loop transactions can be even higher.

Apart from collaborating with leading partners in recommending opening savings accounts, BNI will also continue with its referral program that is used by BNI employees and BNI customers where for each referral given there will be attractive rewards. It is hoped that these activities will encourage the opening of savings accounts through digital channels using an easier, faster digital capability development process as well as a variety of attractive promotional program offers.

Digital Account Opening has also been developed through BNI’s support for the Pre-Employment Card Program by making it easy for Pre-Employment Card participants to open accounts digitally through the Pre-Employment E-form. This service can be accessed via the Pre-Employment website or smartphone of each Pre-Employment Card participant. This account can be directly used by recipients of the Pre-Employment Card Program incentives as well as used for various banking transactions as it has been directly integrated with BNI Mobile Banking facilities. BNI also provides direct benefits to Pre-Employment card customers, through life insurance facilities and attractive programs such as motorcycle prize draws, smartphones, e-vouchers, etc.

During the process of opening this digital account, apart from customers being able to choose a regular type of debit card for the Taplus, Taplus Bisnis and Taplus Muda savings products, they can also directly choose the BNI Batik Air debit card, so that customers can immediately enjoy special benefits attached to BNI debit card holders, which has a unique present value (UPV) for customers who own BNI Batik Air debit cards.

Consumer Segment Strategy for 2022

To develop business in the Consumer segments, in 2022 BNI carried out several initiatives, including:

1. Consumer Credit Development Strategy

The consumer credit performance strategy for each product is presented as follows.

- a. BNI Griya: Home Ownership Loan
BNI Griya continued to grow better than 2021, in line with predictions of the property industry’s growth in 2022, and grew by Rp53.5 trillion with a growth (YoY) of 7.9%. This growth was driven by the implementation of strategies including the expansion of BNI Griya to the low risk segment and existing customers, as well as by optimizing the value chain business through synergies with Business Banking (Corporate, Commercial and Retail), increasing partnerships with third parties (fronting agents, multifinance & online website, etc.), and digitizing loan applications (e-Forms).

BNI has always played a role in supporting government programs in providing housing needs for low-income people (MBR), through the Housing Financing Liquidity Facility (FLPP) distribution program and Savings-Based Housing Financing Assistance (BP2BT) programs in collaboration with the Ministry of Public Works and Public Housing. The strategies undertaken to support the expansion of Subsidized Griya in 2022 were as follows:

- i) Accelerating BNI Griya FLPP bookings for additional BNI Griya FLPP quota commitments from the Government. In order to accelerate BNI Griya FLPP bookings, BNI implemented a Mass Contract Program as it has done in previous years. The target for the 2022 Mass Contract Program overall was for more than 5,000 applications with the realization of the FLPP Mass Contract Program of more than 6,000 applications or more than Rp900 billion which significantly contributed to achieving the BNI Griya FLPP 2022 target.

- ii) To encourage the absorption of BNI Griya FLPP, BNI cooperates with Developer Associations, local Subsidized KPR Developers and conducts socialization in the regions involving both internal and stakeholder.

- b. BNI Fleksi and Fleksi Pensiun: BNI Fleksi Unsecured Loan is a consumer loan with the main basis of payroll/employee benefit, which is the main factor driving the growth of consumer credit. BNI Fleksi Pensiun is also present as a product feature for Unsecured Loans by providing loan facilities to pensioners participating in PT Taspen, Asabri, and other selected BUMN/BUMD pension institutions and prospective civil servant pensioners participating in Taspen, TNI/POLRI, and selected BUMN/BUMD institutions.

BNI Fleksi is a consumer loan based on payroll/employee benefits, which is the main factor driving consumer loan growth. BNI’s realization of BNI Fleksi Aktif in 2022 reached Rp38.9 trillion with a growth (YoY) of 22.1%. The growth of BNI Fleksi was supported by optimizing the Corporate Segment database and selected institutions as well as expanding the segment for cooperation with third partners. During 2022 BNI Fleksi focused on expanding customers with a low risk profile.

BNI Fleksi Aktif product expansion was carried out in 2022 with increased growth obtained through the following strategies:

- i) Focusing on expanding to selected institutions and companies by using various marketing channels by optimizing the role of branches as office channeling and e-channels.
- ii) Penetrating potential payroll customers by optimizing data analytics and optimizing data leads of existing debtors, customers managed by Institutional Banking, Corporate Banking and Sales Distribution.
- iii) Expanding the segment through collaboration with third parties, communities and ecosystems as well as providing easy acquisitions to optimize the digital channel e-Form website and BNI Mobile Banking.
- iv) Acquiring new Payroll accounts during 2022 provided the potential to increase BNI Fleksi by collaborating with several institutions or companies and optimizing the value chain of existing customers. Cultivating the BNI Fleksi consumer business as a BNI payroll loan for 2022 was carried out through the following strategy:

- Ease of applying for BNI Fleksi Aktif is that it can be submitted at any nearest BNI branch or digitally, with a relatively short processing time. The increase in the acquisition of BNI Fleksi Aktif is also supported by the flexibility of marketing channels through ATM channels, BNI Mobile Banking (Digital Loans), websites/e-forms, in addition to process acceleration with a credit process SLA for 1 (one) day, document simplification and ease of processing.
- Increased Acquisition of BNI Fleksi Aktif through Payroll's existing data leads, as well as take over programs.
- Distribution of BNI Fleksi with marketing targets, namely non-payroll customers according to debtor criteria set through a channeling scheme with Third Parties (Fintech/P2P).

To increase BNI Fleksi Pensiun loan expansion in 2022, the strategies focused on:

- Expansion of pension loans for selected Pensioners participating in Taspen, Asabri, and DPPK BUMN/BUMD with document simplification and fast credit process SLA;
- Expansion of pension loans for Civil Servants Pension Candidates, Members of the TNI/POLRI and Employees of BUMN/BUMD selected through a fast process.

BNI Fleksi Pensiun is a consumer loan product that is included in the low risk category and still has a large market potential. BNI Fleksi Pensiun Marketing is supported by Regions and Branches through internal sales and external sales marketing channels using several strategies such as offering attractive programs and schemes, optimizing payroll databases, and good relationships with pension institutions/agencies.

BNI Fleksi Pensiun product expansion carried out in 2022 with increased growth obtained using the following strategy:

- BNI Fleksi Pensiun marketing was supported by Regions and Branches through internal sales and external sales marketing channels using several strategies such as offering attractive programs and schemes, optimizing payroll databases, and good relationships with pension institutions/agencies.
- BNI Fleksi Pensiun held an event to welcome the anniversary of BNI and the anniversary of the Republic of Indonesia in the form of a seminar on financial planning

preparing for retirement & a quiz with the theme For a Better Life. With this event, it is hoped that it will build brand awareness regarding BNI Fleksi Pensiun products for prospective retirees and retirees.

- The communication material strategy implemented is by marketing using BTL (below the line) and ATL (above the line) to pension institutions/institutions and approaching the retiree community by giving seminars related to retirement preparation and offering attractive products.

c. BNI Credit Card

As the post-pandemic community's economy improves, the potential for credit card transactions in 2022 was still quite high, even though many digital credit platforms were emerging, credit cards still have their own market share, with various benefits provided to cardholders. This means credit cards are still in demand by various segments.

To improve and maintain positioning and market share in the credit card industry, as well as to make credit cards the main choice for transactions, various initiatives were carried out as follows:

- Increase credit card sales volume growth that focuses on:
 - New lifestyle transactions, in line with changes in post-pandemic cardholder transaction behavior;
 - Top merchant transactions both offline (face to face) and online (e-commerce);
 - Merchant-related travel transactions and overseas transactions, in line with the easing of public mobility policies;
 - Increasing credit card sales volume in all regions through cooperation with local strategic merchants;
 - Optimizing the use of Corporate Cards and Corporate Virtual Card Numbers (VCN) for third party corporate payments and increasing usage and acquisition of Corporate Cards in the region;
 - Increasing sales volume through strategic co-brands and affinity partners and adding new partners.
- Increasing credit card acquisition through:
 - Application for opening a digital credit card via <https://applycreditcard.bni.co.id> as well as a massive acquisition program campaign through social media and e-commerce;

- Optimization of captive and non-captive customer lead data for selected card holders, as well as bundling and cross selling programs for consumer and business banking products.
- Increased cooperation in the issuance of Government Credit Cards (KKP) with Regional Government Banks (BPD) and Regional Work Units (SKPD).

- Increasing credit card portfolio growth with extended installment and balance conversion programs for selected card holders, as well as optimizing recurring transactions.
- Implementing the use of contactless-based credit cards to increase customer security and convenience in conducting transactions without making physical contact with Electronic Data Capture (EDC) terminals.
- Developing all in one credit card management services in the BNI My Credit Card feature in the BNI Mobile Banking application and Credit Card Mobile application. Through these two applications, cardholders can carry out activities such as requesting a limit increase, viewing cash transaction history, changing installments, bill payments, and insurance.
- Mitigating and managing credit risk through asset quality improvement programs and providing credit card payment convenience for cardholders.

d. BNI Instan

BNI Instan or Cash Collateral Credit (C3), is a credit product for BNI customers as a loan facility guaranteed by deposits in the form of BNI Deposits/Giro/Savings, and Indonesian Government Bonds, including Government Securities (SUN) which are liquid, including Retail State Bonds (ORI), Retail Sukuk (SR), Fixed Rate (FR), Variable Rate (VR), etc., except for Sukuk Tabungan (ST) and Retail Saving Bonds (SBR) purchased by customers at BNI/Other Banks/Security Companies as selling agents and deposited at the Sub-Registry in accordance with the provisions.

BNI Instan product expansion in 2022 was carried out with the following strategies:

- Providing competitive spread rates to potential customers selectively and case by case.
- Making offers to Emerald customers who want to pledge their bonds to receive loans at attractive rates.

2. Consumer Customer Deposits Development Strategy

The choices of savings products offered by BNI are tailored to the needs of customers at every stage of life. The strategy for achieving Third Party Funds (TPF) for the Consumer segments was carried out throughout 2022 is through a cross-selling strategy for consumer fund products, one being through the savings acquisition program followed by obtaining POIN+ along with direct activation of BNI debit cards and BNI Mobile Banking.

The following shows the strategies for developing customer deposits by BNI in each of its products.

a. Savings

i) Taplus

As a core savings product with the largest portfolio, BNI Taplus plays an important role in achieving growth in Third Party Funds (TPF). By increasing the penetration of BNI Taplus products, BNI continues to develop one for opening of BNI Taplus digitally, where customers who do not yet have BNI savings can open BNI Taplus simply by taking selfies, and savings customers can directly make transactions anywhere and anytime through the BNI Mobile Banking application.

BNI Taplus in general as a generic BNI savings account prioritizes the convenience of opening digital accounts and providing easy transaction solutions for customers by providing attractive programs including:

- The BNI Rejeki BNI #GakPakeNanti Program, a national-scale lottery program, is the main program to show appreciation for its loyal customers. This program also provides a holistic experience for customers, where every activity carried out, such as transactions and balance increases, will result in prizes in the form of POINTS+ which can then be exchanged for Lottery Points.
- Several Taplus signature events were held again in 2022 with the acquisition of good transactions through the BNI Java Jazz Festival event, the launch of Rejeki BNI Gak Pake Nanti, Garuda Travel Fair, Emirates Travel Fair.
- Taplus marketing collaboration for Diaspora through Co-Brand collaboration with PPI (Indonesian Student Association) Worldwide.

ii) BNI POIN+

As a form of loyalty appreciation for savings customers, BNI provides rewards to individual savings customers in the form of reward points, called BNI POIN+. Individual savings customers who are active in conducting financial transactions and also increasing balances will receive BNI POIN+ and the accumulated BNI POIN+ can be exchanged for a variety of gift options at BNI Mobile Banking, including shopping e-Vouchers, donations, to auction coupons, games, and lottery.

In addition to developing benefits that customers receive, BNI POIN+ continues to develop features and systems to make them easier to use, through single sign on at BNI Mobile Banking.

The BNI POIN+ program also provides opportunities for BNI savings customers to win a variety of prizes that can be chosen according to the customer's wishes.

iii) Emerald Saving

In an effort to reach savings funds in the Emerald segment, BNI provides special savings for High Net Worth Individual (HNWI) customers. Emerald Saving is a product provided exclusivity to Emerald customers. Customers will receive higher interest rates than regular types of savings.

Emerald Saving and BNI Emerald Card are superior products for Emerald customers. Customers can enjoy priority services when they come to the branch, plus a series of privileges and promos at selected merchants.

BNI holds regular programs that focus on meeting customer needs and providing more rewards to customers as a form of loyalty by customer with BNI. Programs implemented include: New To Emerald, Emerald Get Emerald and the New to Bank Acquisition Program with cash rewards or precious metals plus BNI Poin+ for Emerald bonuses, which allow customers to receive higher points+. Emerald Saving's business performance in 2022 saw a growth of 17.9% yoy.

iv) Taplus Bisnis

Programs and events have been carried out In an effort to become transactional banking, and BNI continues to innovate

features and benefits of savings products for the entrepreneurial segment for monitoring finances or the flow of business transactions. The Taplus Bisnis product is also equipped with attractive features available in BNI Mobile Banking according to the needs of Entrepreneurial customers, especially for monitoring business transactions through the monitoring feature and downloading transactions in the form of E-Statement Digital Invoices contained in the BNI Mobile Banking Transaction History feature.

Taplus Bisnis targets customers in the entrepreneurial segment such as merchants both offline and online merchants, KUR and BCM Debtors and BNI Agen46. Entrepreneurial customers are given convenience when opening accounts through Digital Account Opening and ease of transactions through BNI Mobile Banking.

BNI Taplus Bisnis customers are also provided with Digital Invoice facilities in BNI Mobile Banking, a feature that can help entrepreneurs with digital billing by sharing payment links, making it easier for businesses, in this case customers, to record sales, and for invoice tracking and business operations.

Programs and events carried out in 2022 related to Taplus Bisnis included:

- The Taplus Bisnis acquisition and Incoming program provided rewards in the form of BNI POIN+ to customers who open BNI Taplus Bisnis accounts and actively use BNI as a holding account for business based on incoming transfers to BNI accounts.
- The Taplus Bisnis acquisition and Incoming Transfer program managed to raise funds in 2022 of Rp2.0 trillion during the program period.
- Events targeting entrepreneurs/ MSMEs held in 2022 such as Inacraft and Kriyanusa succeeded in increasing EDC Sales Volume, which had a positive impact on increasing Third Party Funds (TPF).
- Cooperation with third parties was also continuously being developed, such as cooperation with e-commerce such as Tokopedia and Bukalapak as well as with the fintech startup Carinih.

v) Payroll

In an effort to increase the collection of low-cost funds, particularly in increasing savings balances, BNI marketed BNI Taplus and BNI TAPPA (Employee/Member Taplus) products specifically for employees of Giran customers and Companies/Institutions, especially those who have become BNI Customers/Debtors in the Business Banking sector (Corporate, Commercial and Retail).

Company employees who payroll with BNI, receive various benefits, including BNI Fleksi loan facilities with competitive interest rates and fast-processing KPR BNI Griya. In addition to these benefits, BNI payroll customers can also enjoy debit shopping promos in the form of discounts or cashback, product bundling with other savings products such as Taplus Anak and Tapenas through the Family Benefit Program, payroll loyalty program and promo info through the BNI Mobile Banking application.

vi) Taplus Anak and Taplus Muda

The Taplus Anak savings product focuses on providing benefits for parents to teach their children how to save, and can also be used by parents to prepare funds for their children's future. Getting closer to the children segment is achieved by collaborating with online schools, providing sponsorship, collaborating in distributing children's program prizes, as well as creating programs that encourage children to save, and provide literacy on the importance of saving from an early age.

Taplus Muda focuses on the lifestyle and transaction style of young people. The style of using banking products is in accordance with the youth segment starting from the channels provided for account opening, account opening promos or transactions, to the style of transactions with fun debit card designs bearing the Mastercard logo (worldwide transactions). Customers can open Taplus Muda savings digitally through BNI Mobile Banking, just take a selfie to open a savings account, and digital savings transactions will be provided in the form of E-Statements. Taplus Muda works together and collaborates with podcasts, talks and local brands, and also provides sponsorship at events that are often attended by young people. Taplus Muda is a savings that fills the transaction style of young people.

Apart from being a savings account that fills the transaction style of young people, BNI is also known by the jargon BNI is a Campus friend

that is inherent in society. Until now, BNI is still trying to color and become a companion for students at more than 300 higher education institutions throughout Indonesia.

BNI really understands that one of the largest youth communities is the campus, so the BNI Taplus Muda Co-brand and Student Identity Card (KTM) products are available as products suitable for female students.

KTM Combo Card, is a multifunctional student card that has features as a student identification card or student ID, BNI debit card, can also be used as an electronic money card (Tapcash). Students can start saving and managing their finances independently through BNI Mobile Banking and can use banking products within the campus environment.

It doesn't stop there, currently BNI has collaborated with various Alumni Associations at tertiary institutions so that after graduation, they can still continue their savings and debit cards with the Special Alumni Association Debit Card. With the Alumni Association Special Debit Card, BNI's existence remains attached to the academic community. In addition, BNI also collaborates in the form of partnerships and sponsorships in various activities organized by the campus and its alumni associations.

Taplus Anak and Taplus Muda are the starting point for customers to experience a lifetime journey of saving and managing their finances with BNI.

vii) Tapenas

BNI Tapenas as a future planned savings, is a BNI term savings account to help realize financial plans as future goals with greater certainty. BNI Tapenas customers automatically receive premium-free personal accident insurance protection as a manifestation of BNI's commitment to provide more certainty for the realization of customer plans in the future, a choice of IDR & USD currencies, free to determine monthly deposits starting from Rp100,000 to Rp25,000,000 (multiples of Rp50,000).

viii) Support for Government Financial Literacy and Inclusion Programs

Apart from general customers, BNI savings products with basic savings account characteristics are also used to support the distribution of government programs, conduct financial literacy and inclusion in the community, including the following:

1) Financial Literacy

BNI's financial literacy programs in 2022 included:

- Collaboration with Provincial/District/City Governments to implement financial literacy for the general public and students through the "Ayo Menabung dengan Sampah" program.

This program has been implemented in several neighborhoods and various schools throughout Indonesia as a form of learning for the community and students regarding finance combined with concern for the environment. The implementation of the "Ayo Menabung dengan Sampah" program with a SimPel account has won the KEJAR Award in 2022 in the following categories:

- » The Best Pursue Implementation Bank in the category of BUMN Bank
- » The Bank's Innovative Pursuit Implementation

BNI has also developed digitization of children's savings for SimPel savings, where children can easily open accounts digitally anywhere using their mobile phones.

- Collaboration with BP2MI to provide financial literacy and education materials to Indonesian Migrant Workers (PMI) before departure through BNI Branch Offices in the country and while working abroad through BNI Overseas Branch Offices. Literacy and education are carried out in relation to banking transaction products and services.
 - » Financial Inclusion: BNI's financial inclusion programs in 2022 included:
 - a) Acquisition of Student Savings through a SimPel account carried out in conjunction with the Ayo Menabung dengan Sampah program and the Smart City integrated program. With the development of digitizing children's savings in SimPel

accounts, account opening can also be achieved anywhere using a mobile phone.

- b) Acquisition of savings for Indonesian Migrant Workers and Families through PMI's Taplus account to facilitate PMI in conducting banking transactions both overseas and after returning to Indonesia.

» Distribution of Government Programs:

Strategy in 2022 to support Government Program Disbursement:

- a) Accelerating the disbursement of government program assistance funds in collaboration with the Ministries distributing aid funds.
- b) Optimizing Weekend Banking to serve Government Program distribution.

The Government programs implemented in 2022

- a) Smart Indonesia Program at the Ministry of Education and Culture's SMA/SMK level of education
- b) The Indonesia Smart Card Program for Lectures at the Ministry of Education and Culture and Research and Technology
- c) Ministry of Social Attention Program
- d) Ministry of Social Hope Family Program
- e) Ministry of Social Basic Food Program
- f) The Ministry of Education and Culture's Indonesian Talent Development Center Program
- g) Pre-Employment Program
- h) Midwife Vaccination Assistance Program
- i) Wage Subsidy assistance program

b. Deposits

As a supporting product for increasing customer Product Holding Ratio (PHR) using an acquisition program through digital channels and branches. One of BNI's Time Deposit sales strategies for 2022 was to offer directly via Whatsapp Blast based on lead data with the highest potential for Deposit acquisitions.

Consumer Sector Time Deposit Products are targeted at Affluent and Emerald segment customers. Programs carried out to increase deposits in the consumer sector include, the new BNI Mobile Banking Deposit customer education program under the name BNI Mobile Banking Race Up Deposits program, offering deposits through Digital channels, and million customers offered a special Deposit program opened through branches, namely the Gift Program for Deposit.

The BNI Debit Card strategy in 2022 is as follows:

- a. Increasing customer preferences and customer experience as well as increasing debit card transactions through the usage debit program for both Point of Sales (POS) and e-commerce transactions, while continuing to focus on the 10 top Merchant Category Code (MCC) especially those that support routine transactions including BNI's iconic events which targeting various segments.
- b. Increasing number of new customers making transactions through an attractive and specific program for new customers opening savings accounts in 2022.
- c. Optimizing data selection analytics, communication media with attractive designs and messages to support efforts to increase transactions.
- d. Optimizing promo cooperation with local merchants through the nearest BNI branch office to increase savings customer transaction activities with a historical emotional approach to local customers.

With the increasing sales volume of Debit Card transactions in 2022, there were promo as follows:

- a. National Promo 2022
 - i) Debit card promotion program for 2022 at merchants located for routine customer transactions including Supermarket outlets, Convenience Stores, Department Stores and Restaurants. Collaborations with various favorite merchants, carried out to form and increase public awareness of the benefits of debit cards as a transaction tool to replace cash. In an effort to increase convenience for debit card holders, BNI continues to expand cooperation with potential partners.

- ii) The BNI debit card has an e-commerce promo with the tagline "Shopping Anytime, Discounts Always Available" with various promos in e-commerce every Monday to Sunday with well-known merchants such as Tokopedia Semangat Senin, Shopee Shopping Selasa, Rabu Lucu di Blibli, Kamis Manis di JD.ID, Jumat Hemat di Bukalapak, Sabtu Mewah di Lazada and Minggu Seru di Bhinneka.

- iii) In connection with the higher vaccination coverage and the return of a new normal, there was a decrease in PPKM levels in a number of areas, in 2022 BNI worked again with strategic partners to run a number of iconic events such as Java Jazz 2022, Inacraft, IMBEX and travel fairs such as Emirates Travel Fair and Garuda Travel Fair in a number of big cities, Medan, Surabaya and Makassar.

b. Local Promo 2022

BNI Debit also cooperated with local merchants in areas to get closer to BNI Debit card holders, 75% of whom are outside the Jabodetabek area. Partnerships with several business communities are also being improved, especially in loyalty and activation programs.

c. BNI Kartu Debit

To continue to encourage customer transactions that can have a positive impact on increasing savings balances and Fee Based Income, in addition to the merchant usage program, programs are also being implemented to encourage transactions for customers who have just opened a savings account and have a debit card through the 1st usage program, 3 month usage, e-commerce activation, by providing special benefits besides the general and national debit usage program. In addition, to ensure that the debit card continues to be used to make transactions, reminders are also given to customers through the pre-dormant program. In providing support for the government programs, and for the convenience of beneficiaries of government program assistance when making transactions and disbursing aid funds, different types of debit cards with special designs are also provided for the government programs, including KIP and KIP College Debit Cards (PIP Program), Prosperous Family Debit Cards (PKH Program), Debit Cards for BSU Programs, Debit Cards for BPUM Programs, Farmer Card Program Debit Cards, etc.

Consumer Segment Productivity

The Consumer Loan products productivity is reflected in the Loan and TPF performance for this segment, as explained for each product below.

1. Consumer Loan Performance

Consumer Loan Performance						
Product	2022		2021		Increase (Decrease)	
	Total (Rp-billion)	Composition (%)	Total (Rp-billion)	Composition (%)	Nominal (Rp-billion)	Percentage (%)
Mortgage (BNI Griya)	53,502	48.6	49,573	50.1	3,929	7.9
Payroll Loan	43,068	39.1	35,797	36.2	7,271	20.3
Fleksi	38,920	35.3	31,869	32.2	7,051	22.1
Employee Loan	4,148	3.8	3,928	4.0	220	5.6
Credit Card	12,341	11.2	11,868	12.0	473	4.0
Others*)	1,204	1.1	1,753	1.8	(549)	(31.3)
Total Consumer Loan	110,115	100.0	98,991	100.0	11,124	11.2

*) Others: Instan, Multiguna, Oto

Based on the types of loans provided, in 2022 the majority of loans for the Consumer segments were channeled through BNI Griya loan products that accounted for 48.6% of the total Consumer loans.

Total loans for the BNI Consumer segments as of December 31, 2022 amounted to Rp110.1 trillion, an increase of 11.2% or Rp11.1 trillion compared to Rp99.0 trillion at the end of 2021.

BNI Griya product loan portfolio in 2022 amounted to Rp53.5 trillion, an increase of 7.9% or Rp3.9 trillion compared to Rp49.6 trillion at the end of 2021.

Payroll Loans product in 2022 amounted to Rp43.1 trillion, an increase of 20.3%, or Rp7.3 compared to Rp35.8 trillion at the end of 2021.

The credit card portfolio for 2022 amounted to Rp12.3 trillion, an increase of 4%, or Rp472 billion compared to Rp11.9 trillion at the end of 2021.

BNI continues to strive to increase credit card transactions, with strategies and innovations in line with government policy directives to support national economic growth.

Various attractive programs for BNI Credit Card holders as well as the development of features and services continued to be carried out to expand the market for BNI Credit Card users during 2022, including:

- Collaborated with strategic e-commerce merchants to increase transactions. The e-commerce partners BNI has worked together with included Tokopedia, Shopee, Bukalapak, Traveloka, Tiket.com, Pegipegi, Agoda, Blibli, JD.ID, Lazada, Zalora, and other favorite e-commerce merchants. In an effort to provide services to cardholders, BNI also offers regular, tactical programs, 0% or low interest installment facilities, and BNI Rewards Point redemption.
- As well as working with e-commerce merchants, the program continues at merchants that provide daily needs in the Jakarta and non-Jakarta areas (regional), including LOTTE Mart, Superindo, Indomaret, Alfa Midi, Grand Lucky, Food Hall, Semarang Supermarkets, Hokky Surabaya, Smarco Medan, Diamond Palembang and many more. Other collaborations been carried out include the healthcare category, the restaurant category both in Jakarta and in non-Jakarta (regional) areas, including merchants in tourist attractions.
- Improving the loyalty program for cardholders by offering BNI Rewards Point redemption, with a variety of attractive options, ranging from shopping discounts at e-commerce merchants such as Tokopedia, JD.ID, Blibli, Citilink, Dinomarket, and Garuda Indonesia. In addition, cardholders can exchange points for Garuda Miles, Krisflyer Miles and Air Asia Points mileage.

- Organizing events with strategic partners such as the Indonesia Maternity Baby & Kids Expo (IMBEX) series namely Mommy & Me and IMBEX, Garuda Indonesia Online Travel Fair (GOTF), Garuda Indonesia Sales Office Travel Fair (SOTF), Garuda Indonesia Travel Fair (GATF) Regional in 3 cities (Medan, Surabaya and Makassar), Emirates Travel Fair, Inacraft, launching Samsung and iPhone products, as well as festive promos at the leading mall, namely Senayan City.
- Creating programs or campaigns for BNI Credit Card holders during the festive season, such as Chinese New Year promos, Ramadhan Promos, 76th BNI Anniversary, RI 77th Anniversary, Pay Day e-commerce campaigns, National Customer Day, National Online Shopping Day, as well as Christmas and New Year promos.
- Providing attractive benefits for prospective cardholders who submit credit card applications through digital acquisition.

2. Performance of Consumer Customer Deposits Productivity of Customer Deposits for the Consumer segments is reflected in the savings collection and the number of savings accounts for this segment, as shown below.

Consumer Customer Deposits Performance						
Product	2022		2021		Increase (Decrease)	
	Total (Rp-billion)	Composition (%)	Total (Rp-billion)	Composition (%)	Nominal (Rp-billion)	Percentage (%)
Savings	241,784	78.5	224,630	75.4	17,154	7.6
Deposits	66,201	21.5	73,191	24.6	(6,990)	(9.6)
Total	307,985	100.0	297,821	100.0	10,164	3.4

Total savings in the BNI Consumer segment as of December 31, 2022 reached Rp308.0 trillion, an increase of 3.4%, or Rp10.2 trillion compared to Rp297.8 trillion at the end of 2021.

Total Consumer Deposit Fund Accounts						
Product	2022		2021		Increase (Decrease)	
	Total (Number of Accounts)	Composition (%)	Total (Number of Accounts)	Composition (%)	Nominal (Number of Accounts)	Percentage (%)
Savings	67,251,558	99.4	64,171,821	99.4	3,079,737	4.8
Deposits	375,118	0.6	394,677	0.6	(19,559)	(5.0)
Total	67,626,676	100.0	64,566,498	100.0	3,060,178	4.7

The number of savings accounts for the Consumer segment as of December 31, 2022 reached 3,060,176, an increase of 4.7% compared to 64,566,498 at the end of 2021, in line with a sustainable low-cost fund acquisition strategy.

For BNI Debit Cards, product productivity is reflected in sales volume and number of transactions, as shown below.

Debit Card Performance				
Description	2022	2021	Increase (Decrease)	
			Nominal	Percentage (%)
Sales Volume (Rp-billion)	37,250	30,430	6,820	22.4
Total Transactions	84,399,878	63,843,045	20,556,833	32.2

Debit card sales volume as of December 31, 2022 reached Rp37.2 trillion, an increase of 22.4% compared to Rp30.4 trillion at the end of 2021, together with an increase in the number of debit card transactions.

Digital Account Opening (DOA)

Description	2022	2021	Increase (Decrease)	
			Nominal	Percentage (%)
Total Accounts	351,011	141,857	209,154	147.4
Balance (Rp-billion)	1,026	313	713	227.8

The number of accounts opened through digital channels as of December 31, 2022 was 351 thousand, an increase of 147.4% in line with innovations in BNI's digital channels and customer online transaction behavior.

Digital Account Opening including Pre-Employment Card E-Form

Description	2022	2021	Increase (Decrease)	
			Nominal	Percentage (%)
Total Accounts	987,419	433,103	554,316	128.0
Balance (Rp-billion)	3,292	1,805	1,487	82.4

Consumer Segment Profitability

Consumer segments revenue and profitability are presented as follows:

Account	2022 (Rp-billion)	2021* (Rp-billion)	Increase (Decrease)	
			Nominal (Rp-billion)	Percentage (%)
Profit (Loss)				
Interest income and sharia income - net	12,347	11,118	1,229	11.1
Other operating income	7,381	6,754	627	9.3
Other operating expenses	(9,673)	(9,460)	(213)	2.3
Establishment of allowance for impairment losses	(1,284)	(912)	(372)	40.8
Operating profit	8,771	7,500	1,271	16.9
Non-Operating Income (Expense) - Net	0	0	0	0.0
Income Before Tax Expenses	8,771	7,500	1,271	16.9
Financial Position				
Total Assets	125,623	112,267	13,356	11.9
Total Liabilities	300,441	292,577	7,864	2.7

*) Restated 2021 data based on business segmentation according to the Audited Consolidated Financial Statements December 31, 2022, the table above is taken from the Audited Consolidated Financial Statements Note No. 47 (Segment Information), and is presented with several adjustments including adjustments to debtor segmentation and business regrouping to maximize BNI's customer-focused business.

Profit before tax expense in the Consumer segment was Rp8.8 trillion, an increase of 16.9%, or Rp1.3 trillion compared to 2021. This growth was mainly due to an increase in interest income and net sharia income of 11.1 % and other operating income of 9.3% compared to 2021.

Total assets in 2022 stood at Rp125.6 trillion, an increase of Rp13.4 trillion or 11.9% compared to Rp112.2 trillion in 2021.

Total liabilities in 2022 stood at Rp300.4 trillion, an increase of 2.7%, or Rp7.9 trillion compared to Rp292.6 trillion in 2021, due to an increase in total customer deposits.

Consumer Segments Prospects, Potential, and Strategies for the Next Year

Prospects and strategies for the consumer corporate segment and retail in 2023 for Consumer Credit Products (BNI Griya, BNI Fleksi, Credit Cards, BNI Instan) and TPF Savings Products (Savings and Deposits), and Debit Cards) are as follows:

1. Consumer Credit Business Strategy Plan for 2023
 - a. BNI Griya products
 - i) BNI Griya Commercial Products. The growth of BNI Griya Commercial will be primarily focused on:
 - Expansion in the primary market segment in collaboration with Developer partners with competitive programs such as tiered interest rates and accelerated processes through instant approval programs;

- Optimizing business synergies from BNI business banking & corporate managed institutions through BNI Griya penetration to its employees by offering a home ownership program;
 - Expansion of marketing channels through collaboration with third parties, communities and ecosystems in supporting the consumer business, especially with the development of digitization, including through the online application e-Form and DigiGriya, a web-based property information portal specifically for developers working with BNI.
- ii) To maintain its commitment to supporting the Subsidized Mortgage Program, BNI will also continue to expand in 2023 with the following strategic focus:
- Focus on accelerating subsidized BNI Griya bookings to increase the BNI Griya Subsidized commitment/quota from the Government, with a commitment to plan distribution in 2023 to increase by 3 thousand units from the commitment in 2022 so that the commitment target for distribution in 2023 will be 25 thousand units;
 - To accelerate BNI Griya FLPP bookings, BNI will organize the Mass Contract Program as an annual routine program as in previous years, with plans to increase the application target for each region to adjust the increase in distribution commitments to the Government;
 - To optimize the distribution of BNI Griya FLPP, BNI will also continue to increase cooperation with Developer Associations, Subsidized KPR local Developers and outreach to regions involving both internal and stakeholder.

b. BNI Fleksi & Fleksi Pensiun products

BNI Fleksi Aktif portfolio growth plan focuses on expanding to selected institutions and companies as well as segment expansion through collaboration with third parties, communities and ecosystems in supporting the consumer business.

To increase BNI Fleksi Aktif loan expansion in 2023, the strategy will be focused on:

- Expanding to selected institutions and companies with low risk profiles, especially customers managed by Institutional Banking, Corporate Banking and Sales Distribution through attractive program offers and marketing channels by optimizing the role of branches as office channeling and e-channels;
- Penetrating potential payroll customers by optimizing data analytics and optimizing existing debtor data leads, customers managed by Institutional Banking, Corporate Banking and Sales Distribution;

- Expanding segments through collaboration with third parties, communities and ecosystems in supporting the consumer business and financial transactions as a whole (one stop solution) and providing easy acquisitions to optimize the digital channel e-Form website and BNI Mobile Banking;
- Penetrating potential non-payroll customers according to debtor criteria determined through a channeling scheme by adding Third Party partners (Fintech/P2P);
- Easing application up to BNI Fleksi disbursement through end to end BNI Fleksi Digital Loans;
- Digital development planned for 2023 includes BNI Fleksi Loan Approval Automation for certain Criteria and BNI Paylater.

Seeing the potential for the pension loan market is still very large, and the achievements during 2022, for 2023 the BNI Fleksi Pensiun expansion strategy will remain focused on prospective pensioners & retirees participating in Taspen, Asabri, BUMN Employer Pension Funds, and employees in institutions owned by BUMN/BUMD, by providing the best banking services including competitive features, programs and pricing, fast credit processes, and establishing cooperation with quality bank or non-bank partners.

Plans or projections for the growth portfolio of Fleksi Pensiun in 2023 with an increase in BNI Fleksi Pensiun market share in the pension credit market in the form of offering attractive and competitive features and programs supported by marketing by Regions and Branch Offices through BNI's internal sales and external sales marketing channels.

c. Credit Card Products

As the Indonesian economy began to improve in 2022, and supported by the large potential for credit card penetration in Indonesia, BNI Credit Card is optimistic that it can continue to grow in 2023. The provision of credit cards will still refer to the precautionary principle to maintain credit quality. BNI continues to carry out initiatives to increase business expansion and increase card business transactions in a sustainable manner. BNI Credit Card focus and strategy in 2023 includes:

- Improving credit quality through implementing a risk management system and granting credit cards to selected customers;
- Increasing sales volume and customer preferences with a strategy that focuses on increasing e-commerce transactions, and new lifestyle transactions (groceries, health, dining, and gadgets), by maintaining partnerships with existing merchants and acquiring potential merchants, both national and regionally;

- Increasing sales volume with a focus on increasing merchant travel related transactions while still referring to the provisions for community mobility in 2023;
- Optimizing the use of Government Credit Cards for operational expenses and official travel for both Central Work Units and Regional Work Units in line with Ministry of Finance Regulations and Ministry of Home Affairs Regulations to encourage the implementation of the Indonesian Payment System Blueprint;
- Increasing digital capability to meet customer needs, through digital-based product developments and tokenization, as well as developing credit card features and services on My Credit Card Mobile in BNI Mobile Banking;
- Optimizing cooperation with strategic partners, as well as optimizing the potential of the card business with subsidiary companies.

d. BNI Instan Products

To increase BNI Instan's expansion in 2023, the focus will be on providing special spread rates to potential customers selectively and case by case.

2. Consumer Customer Deposits Business Strategy Plan for 2023

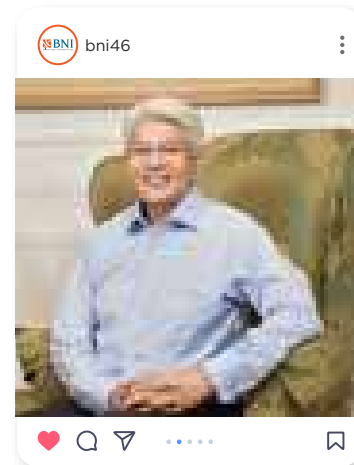
a. TPF and Transactional Products

In 2023 improvements and innovations will be made to existing performance and strategies by developing the following:

- Taplus Bisnis, Taplus Business Non-Individual in 2023 will target individual state-owned companies. An individual Persero is a new legal entity recognized by the State with terms and conditions that are easier to establish. Taplus Non-Individual Business will be sold with a special program aimed at these individual Persero customers.
- BNI Dollar, in 2023 account opening through BNI Mobile Banking will be developed.
- Taplus Anak, in 2023 account opening through BNI Mobile Banking will be developed.
- Multicurrency Savings and Hybrid Savings will also be developed in 2023 to facilitate the choice of customer needs in transactions.

- Deposits, in 2023 Deposits will be developed as a customer's choice of foreign exchange deposit products with easier access through BNI Mobile Banking. For the initial development of Forex Deposits through BNI Mobile Banking, customers can place funds in USD or SGD.
- Debit Card, will be developed and launched to provide convenience for customers both in making transactions and several matters related to debit cards, such as the following:
 - Contactless features to provide convenience and speed in making transactions, debit control features in BNI Mobile Banking to give customers control in carrying out activities related to debit cards such as transaction limits and including requesting debit cards to be sent directly to their home addresses as well as digital cards to facilitate transactions without using physical debit cards.
 - Debit control features carried out by customers on a self-initiated basis will be included in BNI Mobile Banking, such as controlling transaction limits, blocking/unblocking cards, resetting the PIN if the customer forgets their PIN, requesting card delivery directly to the customer's home/office address and performing e-commerce transactions using digital cards. This digital card feature will also be further developed with the NFC feature, so that customers can also make contactless transactions using the NFC feature in their mobile banking at EDC BNI or overseas merchants simply by tapping the customer's smartphone on the EDC or contactless device with NFC. For customer convenience, this digital card will also be provided with security features through the tokenization process.
 - The combine payment feature is an expansion of the POIN+ channel redemption feature at BNI EDC where transactions using a BNI debit card at EDC can be combined or combined with BNI POIN+.

What They Say



Arwin Rasyid
Banker, Entrepreneur

BNI Emerald team is more than professional. They are committed and dedicated team to give the best to customer



Adi Satria
Senior Vice President Operations and
Government Relations

I have been a BNI Credit Card holder since 2015. BNI Credit Cards are always helpful in terms of doing transactions. Some of the programs that I really like are promo groceries at Grand Lucky, paying gas stations, paying routine monthly bills, events for family needs such as Imbex Expo, Travel Fair and of course 0% installments and low interest.



Lisa Desi Puspasari
BNI Customer HR Muhammad Branch

Winner of BNI Fortune Lottery #GaPakeNanti 2022-2023
December 2022 Drawing Period
Regular Category, Honda Beat Motorcycle Prize

I have been a loyal customer of Bank BNI, and this has turned out to be fruitful. I didn't think that I would win a prize of 1 (one) Honda Beat motorcycle from BNI. Come on, other customers continue to increase your transactions through BNI so you get prizes too. Continued success for BNI!



Nadia Marsya Audiari
BNI Customer Graha Pangeran Surabaya Branch

Winner of the BNI Fortune Lottery #GaPakeNanti 2022-2023
December 2022 Draw Period
Regular Category, Honda Beat Motorcycle Prize

Thank you BNI because I didn't expect to get a prize through the Gelegar BNI Rejeki #GaPakeNanti event. I really enjoy doing transactions in BNI Mobile Banking because the transactions are very fast and easy. The service is also friendly and if there are problems they can be quickly resolved. I am satisfied and will continue to save, increase transactions through BNI so that I will get the opportunity to win prizes. Thank you BNI!



Chusnur Ismiati BNI Graha Pangeran Surabaya Customer

Winner of the BNI Fortune Lottery #GaPakeNanti 2022-2023
December 2022 Drawing Period
Entrepreneurial Category, Honda Scoopy Motorcycle Prize

I'm happy I won a motorbike prize, all thanks to BNI, starting from opening an account, always transacting through BNI Mobile Banking has turned out to be fruitful. Paying bills, installments, to transactions with colleagues, can be through BNI Mobile Banking. Being with BNI, we collect points and win prizes.

TREASURY AND INTERNATIONAL

Treasury and International Segment Business Activities, Strategy and Productivity

In the Treasury and International segments, BNI provides investment solutions while prioritizing customer needs and types of risk by offering the best banking products. The Treasury and International segment includes the Bank's treasury activities consisting of transactions for foreign exchange, money market, capital market and fixed income, as well as international business such as Trade, Remittance and Financial Institutions as well as supervision of overseas branches. The treasury business activities are supervised by the Treasury Director, while international business activities are supervised by the Corporate & International Banking Director.

The range of Treasury and International products can be explained as follows:

1. Variety of Treasury Products and Services
BNI Treasury products are classified into Transactional products, Investment products and Hedging products.
 - a. Transactional
These transactional products consist of Forex-TOD, ForexTOM, Forex-SPOT, and Forex-Bank Notes. Details related to transactional products are described as follows:
 - Forex – TOD
Sale and purchase of foreign currencies where transaction agreements and transaction settlements are carried out on the same day.
 - Forex – TOM
Sale and purchase of foreign currency where the settlement of the transaction is carried out 1 (one) working day after the date of the transaction agreement.
 - Forex – SPOT
Sale and purchase of foreign currencies where the settlement of transactions is carried out 2 (two) working days after the date of the transaction agreement.

- Forex – Bank Notes
Transactions that involve the exchange of physical ownership of the currency (banknotes) involved in the transaction.
2. Investment
Treasury investment products consist of Deposit on Call (DOC), Money Market Account (MMA), and retail bonds. Details related to investment products are described as follows:
 - a. Deposit on Call (DOC)
 - Placement of funds for a minimum period of 3 (three) days up to 30 (thirty) days;
 - The interest rate refers to the interbank interest rate;
 - Can be disbursed at any time;
 - Minimum placement of Rp100 million or USD 75 thousand.
 - b. Money Market Accounts (MMA)
 - Placement of funds for a minimum period of 1 (one) day up to 1 (one) year;
 - The interest rate refers to the interbank interest rate;
 - Can be disbursed at any time;
 - Minimum placement of Rp1 billion or USD 100 thousand.
 - c. Retail Bonds
Bonds are proof of debt from the issuer that will be repaid at maturity in accordance with predetermined conditions and conditions. Bond transactions that can be made between the Treasury Division and Individual Customers include the following:
 - In the primary market, includes corporate bonds and non-retail government bonds;
 - In the secondary market, includes corporate bonds, retail government bonds, bonds;
 - Non-retail government and other government bonds.
 - d. Depo Swap
Depo Swap is an investment product in a foreign currency with a maximum rate of return and a guaranteed principal of 100%. Depo Swap is a combination of forex

transactions in the form of FX Swaps and deposits. In this transaction, the customer exchanges their foreign currency into another foreign currency and at the same time exchanges the foreign currency back in the future at a tenor and exchange rate that has been determined at the beginning of the transaction agreement. Gain on foreign exchange transactions (forex gain) is an optimal return on investments in customer placements.

- e. Market Linked-Dual Currency Investment (ML-DCI)
ML-DCI is a structured product that is a combination of foreign exchange deposit products and FX Options. This product provides high yields when compared to conventional deposit products as it combines deposit products with a view of exchange rate movements. This product has the characteristics of non-capital protected/does not guarantee the principal investment.

3. Hedging

- a. Currency Forward
Sale and purchase of foreign currency where the settlement of transactions is carried out more than 2 (two) working days after the date of the transaction. The exchange rate used in this forward transaction takes into account the forward points.
 - Domestic Non-Deliverable Forward (DNDF)
Standard (plain vanilla) foreign currency derivative transactions against the rupiah in the form of forward transactions with a fixing mechanism carried out in the domestic market. The fixing mechanism is a transaction settlement mechanism without the movement of principal funds by calculating the difference between the forward transaction rate and the reference rate on a certain date specified in the contract (fixing date).
 - PAR Forward
Par Forward is a derivative contract to carry out a series of sales/purchases of a currency (reference currency) against another currency (non-reference currency) in a period, where the settlement/delivery of funds (settlement) is carried out in more than 2 (two) working days after the date of the transaction agreement (trade date).
- b. Currency Swap
Transactions 'sell and buy' or 'buy and sell' of a currency against another currency that is carried out (simultaneously) at the same time with the same counterparty (customer).
- c. Currency Option
An agreement to give the right and not the obligation of the seller (option writer) to the buyer (option holder) to buy or sell a certain nominal amount of currency for the future at a predetermined price (strike price) at or before a certain time (expiry dates).

d. Interest Rate Swap (IRS)

An agreement between two parties to exchange a series of fixed interest payments (fixed rate) in one currency with a series or series of fluctuating interest payments (variable rates) in the same currency (or vice versa), without exchanging the principal of the loan.

- Overnight Index Swap (OIS)
OIS is an interest rate derivative product, namely a contract/agreement between 2 parties to exchange interest rates in Rupiah periodically during a certain contract period, which is calculated on a daily interest basis (Daily Compounding). The transaction scheme is the same as the Interest Rate Swap (IRS) but the interest calculation method is daily compounding with the overnight reference rate.

e. Cross Currency Swap (CCS)

An agreement between two parties to exchange principal and interest payments in different currencies. The principal exchange of the loan uses the exchange rate at the start of the transaction.

f. Call Spread Option (CSO)

Call Spread Option is a Structured Products with a combination of 2 (two) Currency Option transactions, namely Buy Call Option (purchase of the right to buy a certain currency) and Sell Call Option (sale of the right to buy a certain currency), with a nominal and term the same transaction time but with a different strike price for each of the Buy Call Option and Sell Call Option. CSO transactions must be carried out in Dynamic Hedging with the aim that hedging actors are not exposed to exchange rate risk due to market rates exceeding the Sell Call Option strike price.

- Series Of Call Spread
Series of CSO is a contract for a series of call spread options in a period.

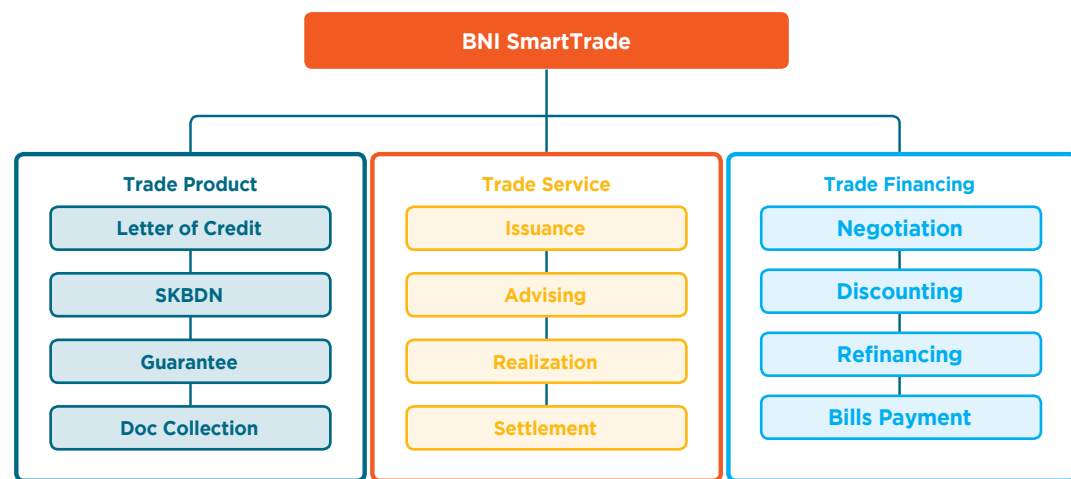
4. Variety of International Products and Services

The International segment is managed by international businesses that offer international services and services both through Domestic Branch Offices and Overseas Branch Offices, including banking services in the form of Trade Finance, Remittance services, International Desk and Financial Institutions.

a. Domestic International Banking Services

The International Segment offers business services and services from branch offices in Indonesia (domestic), including banking products in the form of BNI Smart Trade, Financial Institutions, Remittance and International Desk.

- BNI Smart Trade
BNI Smart Trade consists of trade products, trade services and trade financing.



• Trade Product

» Letter of Credit

Letter of Credit (L/C) is a payment guarantee instrument issued by a bank (Issuing Bank to Beneficiary) subject to Uniform Customs and Practice of Documentary Credits (UCPDC).

» Letter of Credit with Domestic Documents

Domestic Letter of Credit (SKBDN) is a payment guarantee instrument issued by a bank (Issuing Bank) to a beneficiary (Beneficiary) subject to Bank Indonesia Regulations and used for domestic trade transactions.

» Demand Guarantee/Standby Letter of Credit (Guarantee)

The guarantee is an agreement/script issued by the issuing bank that is obliged to pay the party receiving the guarantee (Beneficiary) if the guaranteed party (Applicant) defaults or defaults. Guarantee issued in the form of a Demand Guarantee subject to the Uniform Rules for Demand Guarantee (URDG) or Standby Letter of Credit subject to UCPDC or International Standby Practices (ISP).

» Documentary Collection (Non LC)

Documentary Collection is one of the payment systems in the world of commerce that is carried out through banking services in the form of document invoices that are subject to the Uniform Rules for Collections (URC).

» Irrevocable and Confirmed L/C

This L/C is considered the most perfect and safest from the point of view of the L/C recipient (beneficiary) as the payment or settlement of the draft

drawn on this L/C is fully guaranteed by the opening bank or by the advising bank, if all conditions are met, and cannot be easily canceled because it is irrevocable.

• Trade Services

Trade Services is a trade business that provides services to customers to obtain services in the context of trade or trade transactions with the scope of export/import and domestic.

The following are trade services:

» Issuance

Issuance is a service to issue an instrument (L/C, SKBDN, Guarantee) that guarantees certainty of payment or guarantees the implementation of certain contracts to the recipient party with conditions in accordance with the terms of the L/C, SKBDN, Guarantee.

» Advising

Advising is a service for forwarding L/C, SKBDN, Guarantee to be delivered to the beneficiary in accordance with instructions from the Issuing Bank.

» Realization

Realization is a service for delivering documents in the framework of trade to recipients of documents as importers/buyers with agreed conditions.

» Settlement

Settlement is a service for settlement of trade transactions in the form of payments for transactions that have been carried out or agreed upon. This service is a cycle of trade transactions by making payments to exporters/sellers via bank transfer.

• Trade Financing

Trade Financing is financing to customers in the context of trade transactions with instruments in the form of L/C, SKBDN, Documentary Collection, Bills Payment, and Invoices or invoice-based.

The following are trade financing services:

» Negotiation

Negotiation is a takeover payment of the value of the note drawn up by the beneficiary to a bank on the basis of documents presented and stated in accordance with the terms and conditions of the LC/SKBDN/SBLC with a sight tenor.

» Discounting

Discounting is a takeover payment of the value of the note drawn up by the beneficiary to a bank on the basis of documents presented and stated in accordance with the terms and conditions of the LC/SKBDN/SBLC with the tenor of usage.

» Refinancing

Refinancing is financing in the form of taking over payments with a background of L/C or SKBDN issuance transactions. Financing in the form of refinancing can be carried out at the time of initial issuance or at the time of payment approaching maturity.

» Non LC Financing

Non LC Financing is financing for exporters/sellers and importers/buyers on the basis of documentary collection/open account transactions.

• BNI Trade Online

BNI Trade Online is a trade transaction service for customers using an Internet network-based (web-based) Application System that customers can use to submit trade transaction requests and receive the results of trade transaction decisions from the bank online.

• Financial Institutions Products and Services

Products and services from the Financial Institution business are Bank to Bank services as follows:

» Bank Guarantee Under Counter (BGUC)

Is the issuance of a Bank Guarantee on the basis of a request and with a definite guarantee from a correspondent bank (The Instructing Party).

» Bank to Bank Financing – Refinancing

Refinancing is financing that is done by BNI to correspondent banks in the form of payment for the realization of LC or SKBDN based on a loan agreement between BNI and the correspondent bank.

» Bank to Bank Financing-Trade Advance Financing

This is financing made by BNI to correspondent banks with underlying transactions in the form of LC/SKBDN or non-LC/SKBDN.

» Bank to Bank Financing-Forfaiting

Is a purchase of collection rights without regress rights over Banker's Acceptance (B/A) owned by Correspondent Banks as Nominated Banks (forfaitee) in connection with L/C or SKBDN transactions.

» Bank to Bank Financing-Term Loan Facility Bank

Is the provision of credit facilities to other banks, whether those with the status of BUMN, BUSN, BUMD, or foreign bank branch offices domiciled in Indonesia.

» Risk Participation

Is the transfer of part of the risk owned by an applicant bank to BNI in the form of funded or unfunded related to trade transactions that have been agreed between the applicant bank and other banks.

• Non-Bank Financial Institutions Products and Services

» Provision of Securities Company Limits (PE)

* Intraday Limit

Provision of cash bailout funds for PE used to settle transactions in which the bailout funds must be settled/returned on the same day (same day settlement). Intraday facilities are not categorized as loans.

* Global Line Limit

This is a limit given to PE to carry out certain types of transactions with BNI.

» Provision of Insurance Company Limits

Commercial Line

This is a limit given to Insurance/Guarantee Companies to guarantee the issuance of Bank Guarantees (GB), Letters of Credit (L/C) and Domestic Bank Certificates (SKBDN). Insurance/guarantee companies that can be provided by Commercial Line are those that have become partners with BNI.

» Securities Company Facilities

Working Capital Loan

Provision of Working Capital Loan facilities for transactional/operational activities of Securities Companies, including: repo/reverse repo transactions.

» Loans to Multifinance (KKM) Represents the provision of loan facilities (cash loans) to finance companies (multifinance) that are business entities that carry out financing activities for the procurement of goods and/or services with private status and/or Himbara subsidiaries.

• Custodian Services

Custodians are parties that provide safekeeping services for securities and other assets related to securities and other services, including receiving dividends, interest/coupons and other rights, completing securities transactions, and representing account holders who are their customers.

BNI obtained a license as a Custodian Bank from Bapepam LK No. KEP-162/PM/1991 dated December 9, 1991, and as a Sub-Registry (for securities issued by the Government of the Republic of Indonesia) appointed by Bank Indonesia in 2000.

Services provided are as follows:

- » Settlement: Settlement of online and realtime transactions that are safe, fast with Straight Through Processing (STP) capabilities that are able to connect the Core Custody System with the BNI Core Banking System and other systems related to the capital market.
- » Safekeeping: storage, management and administration of securities in the Indonesian and international capital markets.
- » Corporate Action: managing corporate actions such as rights issues, bonus shares, payment of dividends/coupons, etc.
- » Proxy: representing securities holders who become their customers to attend the General Meeting of Shareholders and General Meetings of Debt Securities Holders (Bonds, MTN, Sukuk, etc.)
- » Reporting: Submission of reports and information related to securities and/or securities owned by customers kept and administered by BNI Custodian, reporting to regulators and mass media.

To support the needs of customers/investors in investing in securities instruments, BNI Kustodian facilitates these needs by providing a variety of services:

- » As a custodian for customers/investors investing in capital market and money market instruments in Indonesia (core custody).

- » As a Sub-registry to serve customers/investors investing in Government Securities (SUN) including Government Bonds or State Treasury Bills and Bank Indonesia Certificates (SBI).
- » As a foreign exchange securities custodian (through Euroclear) to serve customers/investors investing in securities and assisting the settlement of foreign currency securities transactions recorded at the Euroclear Operations Centre. BNI Custodian is a direct member of Euroclear.
- » As a custodian for the administration of mutual funds and discretionary fund contracts issued and managed by investment managers.
- » As a custodian for the administration of Exchange Trade Funds (ETFs) issued and managed by investment managers.

BNI insures customer portfolios kept at BNI Custodian against possible losses arising from securities depository and transfer in accordance with OJK (formerly Bapepam-LK) regulations

• Trustee

Bank BNI has provided Trustee Services since 1983. The operating license for trustee activities was renewed and re-registered with Bapepam and LK based on Decree No. 01/STTD-WA/PM/1996 dated March , 1996.

The services offered are as follows:

- » Trustee and monitoring agent (trustee) services for the issuance of bonds and MTN
- » Escrow agent services
- » Paying agent services
- » IPO/Initial Public Offering (receiving bank) fund collection services
- » Guarantee agent services (security agent)

Both BNI Trustees and Custodian Services have received ISO 9001:2015 service quality standard certification.

- Bank Business Activities in the Form of Custody with Management (Trust)
Trust is a safekeeping service with the management of the customer's assets (settlor) based on a written agreement between Bank BNI as the trustee and the customer for the benefit of the beneficiary.

Bank BNI has obtained a principle license and a letter of confirmation of trust services based on Bank Indonesia Letter No. 15/29/DPB1/PB1-6 dated March 21, 2013 and No. 15/19/DPB1/ PB1-6 dated August 23, 2013.

The functions of the BNI Trust Bank Service are as follows:

- » Paying agent, namely opening and closing accounts for and on behalf of the customer (settlor), receiving and depositing funds into the Trust account, making payments from the settlor's Trust account, recording, documenting, and administering documents related to the Trust account property of the settlor and carry out other activities in order to carry out the function as trustee.
- » Investment agent, namely investing funds based on clear and detailed written instructions from the Settlor.

BNI's Trust Bank services also manage customers from various segments, including oil and gas companies, corporate and commercial, as well as non-profit organization customers for the distribution of proceeds from gas sales, buying and selling/acquisitions of companies, holdings for foreign aid funds etc.

• Remittance Services

Remittance is a form of money transfer service to another designated party (beneficiary customer or institution) based on a written order or individual request, legal entity (ordering customer or institution) to a money sending institution (remitting bank/institution) both inside and outside country.

The types of Remittances are as follows:

- » Incoming Fund Transfer or Incoming Transfer (ITR) or Incoming Money Transfer
Incoming Remittances are remittances from a person or legal entity through a remitting bank overseas in foreign currency/rupee or through a domestic bank specifically in foreign currency addressed to BNI as the receiving bank, for the benefit of the recipient whose name is designated in the remittance, either as customers or non-customers of BNI in the country.
- » Outgoing Fund Transfer (OTR) or Outgoing Remittance is an order unconditional written statement from BNI at the request of a customer and/or for the benefit of BNI itself addressed to a correspondent bank to pay a certain amount of money to a person/entity

(beneficiary) in foreign currency both at home and abroad. BNI money transfer services can be received on the same day (same day service) according to the cut off time that has been determined for each currency. BNI also has a multi-currency remittance service, which is a money transfer service that can be received in 125 (one hundred and twenty five) types of local currency in 160 (one hundred and sixty) countries.

• International Desk

As a Gate to Investment, BNI focuses on increasing the role of Foreign Branch Offices and Financial Institutions (FI) in supporting Foreign Direct Investment (FDI), as well as developing International Desks in providing banking services to foreign entities investing in Indonesia through the following facilities:

» Loan

The International Desk unit delivers Lending services in the form of IDR and offshore loans in USD and JPY as well as Open Account Financing (OAF) to International Corporate Customers in Indonesia with interest rates competitive on the basis of Standby LC (SBLC) guaranteed by international banking/financial institutions. In terms of providing this loan as well as the Open Account Financing (OAF) scheme, the International Desk coordinates with the Credit unit.

» Third-party funds

Collaborating with both Overseas Branch Offices and Domestic Branch Offices in providing services for opening Savings, Current Accounts and Time Deposits to Customers, both foreign individuals and international corporations in Indonesia.

» Cash Management

Collaborating with the Wholesale Solution Division (WHS), marketing BNI Cash Management products to international corporate customers in Indonesia.

» Credit card

Collaborating with the Business Card Division (CARD) to offer personal credit cards for foreign individuals and international corporations.

- b. International Banking Services and Services from Overseas Branch Offices (KCLN) The existence of Overseas Branch Offices is a manifestation of BNI's competitiveness in strengthening international business and to support Global business partners in expanding their business.

In implementing its business, KCLN implements 3 Strategic Values as follows:

- Source of International Funding
BNI focuses on increasing the role of Overseas Branch Offices (KCLN) and correspondent banks as a source of low-cost funding to support BNI's business growth and customer business development, especially export-based corporations.
- Go Global with BNI
BNI's effort to support Indonesian business people to develop in the global market and play an active role in providing digital-based global services.
- Gate to Investment
Optimizing the role of Overseas Branch Offices and Financial Institution (FI) units to support foreign investment and optimizing the International Desk in providing banking and advisory services to foreign entities that will invest in Indonesia.

These strategic values are guided and implemented by all KCLN through banking services and services to customers, including in the form of products:

- Loan Financing Products
The provision of loan financing is focused on the value chain of Indonesian Related companies that will develop their business through:
 - » Local Loan
Local loans are loan facilities offered by Overseas Branch Offices (KCLN) to Indonesian business group companies and counterparties from Indonesian companies abroad, both bilaterally and syndicated. The types of loans offered can be in the form of working capital loans (KMK), investment loans (KI) and term loans.
 - » Offshore Loan
Offshore Loans are facilities offered by KCLN to domestic debtor customers for (short-term) working capital financing needs in the form of foreign exchange for the procurement of capital goods for rehabilitation, modernization or expansion purposes with payment settlements in the medium or long term.
 - » Trade Loan
Trade Loan is a facility offered by KCLN on the basis of Trade Finance transactions carried out by Indonesian business groups and counterparties from Indonesian companies overseas.

- Third Party Fund Products
Overseas Branch Offices with Full License Bank status (Singapore KCLN, Hong Kong KCLN, Tokyo KCLN and Seoul KCLN) can carry out activities to collect Third Party Funds (TPF) from local customers where the KCLN is located consisting of Savings, Deposits and Current Accounts products.

Overseas TPF products include:

- » Savings
Deposit services developed to accommodate individual customer needs.
- » Current Account
Deposit services for individual and corporate customers to meet their payment needs for operational activities with a check facility as a withdrawal tool.
- » Deposits
Funding services offered by KCLN with terms ranging from 1 (one) to 12 months.
- Bank to Bank Funding
Bank to Bank Funding is an interbank lending-borrowing activity to meet the liquidity and financing needs of customers. These activities include Banker Acceptance, Term Loans or Money Market Borrowing. Bank to Bank Funding is carried out by utilizing synergies and reciprocal business relationships with leading correspondents around the world.

Treasury and International Segment Strategy for 2022

Throughout 2022, BNI implemented strategies and policies for the Treasury and International segments as follows:

Treasury Strategy for 2022

Throughout 2022, BNI implemented the following strategies and policies for the Treasury segment:

1. Financial Strategy
 - a. Optimizing liquidity to support business activities through the money market and capital market.
 - b. Developing a prudent securities portfolio according to market conditions.
 - c. New product diversification as a one stop solution for customer needs.
 - d. Optimizing forex trading, both through proprietary trading, banking and customer flow as well as hedging transaction volume.
 - e. Increasing Securities portfolio held in the "Green Bond" category.

2. Non-financial strategy
 - a. Maintaining liquidity in an efficient and profitable position.
 - b. Issuing Environmentally Friendly Bonds (Green Bond 2022).
 - c. Issuing FNK denominated in USD in the context of refinancing FNK with a maturity of USD 500 Million.
 - d. Expanding market share through the customer loyalty program.
 - e. Developing Treasury transactions through digital platforms for capital market and FX transactions.
 - f. Implementing LIBOR Discontinuity Bridging.

International Strategy for 2022

The International Division has aspirations to provide integrated solutions for global companies and continue to support BNI's business through implementing various strategies to strengthen international business during 2022, including:

1. Strengthening the role of the Syndicated Loan Desk at the Singapore KCLN to explore the syndication business potential for Indonesia-related businesses in the Southeast Asia region through synergistic collaboration with the Syndication & Corporate Solution (SCS) Division at the Head Office.
2. Focusing on enhancing banking services for Indonesian Diaspora overseas, including financing for Indonesian Diaspora MSMEs, opening Diaspora Savings accounts digitally, financial inclusion, as well as investment offers in the form of securities and government bonds.

Treasury and International Segment Productivity

The Treasury and International segment productivity is reflected in the performance of Domestic International Banking Services and Services and Overseas Branch Offices, as follows.

1. Domestic International Banking Services and Services

International Business Revenue						
Perihal	2022		2021		Increase (Decrease)	
	Total (Rp-billion)	Komposisi (%)	Total (Rp-billion)	Composition (%)	Nominal (Rp-billion)	Percentage (%)
Fee Based Income	1,714	59.7	1,832	64.1	(118)	(6.4)
Interest Income	1,155	40.3	1,025	35.9	130	12.7
Net Operating Income	2,869	100.0	2,857	100.0	12	0.4

Even though the pandemic conditions have improved, geopolitical issues at the beginning of the year, the ban on the export of certain commodities and the increase in interest rates were some of the factors that affected the performance of International Business. Domestic International Business Revenue in 2022 in total increased by Rp12 billion, a growth of 0.4% YoY, driven by the growth of Fee Based Income especially from the Financial Institutions, Remittance and Custody businesses as well as Interest income from the Financial Institution and International Desk businesses.

The ban on the export of certain commodities and the increase in interest rates were factors that affected the Trade Finance performance. FBI Trade Finance was under pressure due to reduced customer transactions due to the ban on the export of certain commodities in 2022. This resulted in a decrease in Fee Based Income from BNI's Trade Finance business. However, the decrease in Fee-Based Income was compensated by a significant growth in Interest Income in the Financial Institutions business, namely 308% YoY, which came from an increase in Bank to Bank Financing provided by BNI to correspondent banks.

Remittance activities, which were previously affected by the COVID-19 pandemic, have shown improvement with an increase in volume of 8.3% to USD83.6 billion. Digitizing the remittance process as the main strategy has changed customer behavior in choosing transactions through digital channels, making transactions easier and more efficient. This strategy kept the remittance business income stable throughout 2022.

2. Overseas Branch Offices (KCLN)

The following shows the productivity in the Treasury and International segments originating from the Overseas Branch Offices (KCLN) activities.

Development of Overseas Branch Office Assets (KCLN)						
Description	2022		2021		Increase (Decrease)	
	Total (Rp-billion)	Composition (%)	Total (Rp-billion)	Composition (%)	Nominal (Rp-billion)	Percentage (%)
Total Loans	64,005	68.9	59,105	66.8	4,900	8.3
Other Assets	28,832	31.1	29,348	33.2	(516)	(1.8)
Total Assets	92,837	100.0	88,453	100.00	4,384	5.0

In 2022, KCLN channel financing amounted to Rp64.01 trillion, an increase of Rp64.0 triliion, an increase of 8.3% compared to 2021. This growth is also in line with KCLN's strategy to focus on financing Indonesia-Related Business and the Indonesian Diaspora, especially in supporting the Value Chain business of Indonesian companies in foreign countries, and to provide superior global services as a manifestation and effort of KCLN's efforts in supporting Indonesian Go Global companies and increase trade transactions between Indonesia and the World.

Total Third Party Funds (TPF) in Overseas Branch Offices (KCLN)						
Description	2022		2021		Increase (Decrease)	
	Total (Rp-billion)	Composition (%)	Total (Rp-billion)	Composition (%)	Nominal (Rp-billion)	Percentage (%)
Savings	126	2.7	120	2.5	6	5.1
Current Accounts	2,600	56.6	3,475	72.8	(875)	(25.2)
Deposits	1,870	40.7	1,178	24.7	692	58.7
Total	4,596	100.0	4,773	100.0	(177)	(3.7)

During 2022, the total TPF in KCLN amounted to Rp4.6 trillion, a decrease YoY of 3.7%. However, there was an increase in terms of deposits originating from the outstanding Certificate of Deposit (CD) at the New York KCLN. During 2022, the number of NCDs issued amounted to USD222.60 million. This is in line with BNI's strategy to focus on increasing the role of Overseas Branch Offices (KCLN) as a source of low-cost funding to support BNI's business growth and customer business development.

Overseas Branch Offices (KCLN) Income				
Description	2022 (Rp-billion)	2021 (Rp-billion)	Increase (Decrease)	
			Nominal (Rp-billion)	Percentage (%)
Fee Based Income	338	346	(8)	(2.3)
Net Operating Income	2,117	2,253	(136)	(6.0)

Net Operating Income in 2022 amounted to Rp2.1 trillion. During 2022 there was an increase in interest rates globally making market conditions less conducive so that affected the KCLN cost of funds in 2022 that impacted a slowing Net Operating Income by 6.0% YoY.

Treasury and International Segment Profitability

Treasury and International segments Revenue and profitability are presented as follows:

Account	2022 (Rp-billion)	2021* (Rp-billion)	Increase (Decrease)	
			Nominal (Rp-billion)	Percentage (%)
Profit (Loss)				
Interest income and sharia income - Net	2,344	2,225	119	5.4
Other operating income	3,939	2,857	1,082	37.9
Other operating expenses	(1,893)	(1,709)	(184)	10.8
Establishment of allowance for impairment losses	(456)	(2,731)	2,275	(83.3)
Operating profit	3,934	642	3,292	512.8
Non-Operating Income (Expense) - Net	-	-	-	0.0
Income Before Tax Expenses	3,934	642	3,292	512.8
Financial Position				
Total Assets	302,704	310,426	(7,722)	(2.5)
Total Liabilities	58,732	61,554	(2,822)	(4.6)

* Restated 2021 data based on business segmentation according to the Audited Consolidated Financial Statements December 31, 2022, the table above is taken from the Audited Consolidated Financial Statements Note No. 47 (Segment Information), and is presented with several adjustments including adjustments to debtor segmentation and business regrouping to maximize BNI's customer-focused business.

Profit before tax expense in the Treasury and International segment amounted to Rp3.9 trillion, a significant increase of 512.8%, or Rp3.3 trillion compared to 2021. This was mainly due to an increase in interest income and net sharia income of 5.4%, and other operating income of 37.9% compared to 2021. The provision for impairment losses in this segment improved by Rp2.3 trillion compared to the previous year. Total assets and total liabilities in 2022 stood at Rp302.7 trillion and Rp58.7 trillion respectively.

Treasury and International Segment Prospects, Potential, and Strategies for the Year to Come

1. Strategic Plan for the Treasury Segment for 2023

The Treasury Division's mission is to maintain healthy liquidity conditions and create strong capital and provide maximum profit contribution by conducting a superior treasury business. With the potential for continued interest rate hikes by the United States Central Bank (The Fed) and Bank Indonesia and projected high volatility in the Rupiah exchange rate, the Treasury Division will manage liquidity risk and market risk to maintain the continuity of BNI's balance sheet growth and obtain a higher optimal profit through transactions with customers, and by playing an active role in the financial market and capital market through the following strategies:

a. Financial Strategy

- Manage rupiah and foreign currency liquidity so they are always in an efficient and profitable position.
- Optimizing excess liquidity on instruments that provide the best return (yield) while taking into account daily liquidity conditions and financial market conditions.
- Increasing the portfolio of securities and forex trading book with measurable risk, both through the Primary Market and the Secondary Market.
- Optimizing the management of banking book securities and NOP positions by taking into account liquidity needs, customer needs, existing ratios, as well as domestic and global financial market conditions.
- Optimizing the management of hedging products to support the improvement of hedging solution services to customers, improve the FBI, and support financial market deepening.

b. Non-Financial Strategy

- Increasing synergy with related business units including Corporate Banking, Institutional Banking, Syndication & Corporate Solution, International, and Regional/Branch to acquire top tier and diamond customers including through regional sales.
- Proactively providing education and offering hedging products to customers to help them choose the right hedging solution according to their business characteristics and risk appetite for FX and Bonds products (Bond Forward and Bond Option)
- Integrate Treasury products and services (BNI FX, Secondary Market Bond Transactions, Forex Transactions, Multi Currency Accounts, BNI DigiHedge, and BNI FX Mobile) to Digital Channels owned by BNI (BNI Direct and BNI Mobile Banking) to increase customer convenience for access and to perform Treasury product transactions.

2. International Segment Strategic Plans for 2023

2022 was a challenging year for the International segment. Even though the pandemic conditions have improved, geopolitical issues at the beginning of the year, the ban on the export of certain commodities and the increase in interest rates were some of the factors that mainly affected the performance of Trade Finance and Overseas Branch Offices. However, the strengthening of infrastructure and technology enhancement has succeeded in driving performance, especially in terms of digitizing services and products.

In 2023, the International segment will continue to focus on strengthening technology in order to provide integrated solutions for customers both domestically and overseas, from the Retail segment to global companies.

Some of the strategies planned for 2023 include:

- Standing in the cities of trade and economic centers of the world, Overseas Branch Offices have different advantages and characteristics. In 2023, Sharpening the KCLN business will continue in accordance with the strength of the relationship between Indonesia and the country where the KCLN is located. Business sharpening is also supported by strengthening infrastructure and digital capabilities in each KCLN;
- Improvement, addition and expansion of banking products and services for Indonesian Diaspora Abroad;
- Expansion of BNIDirect in KCLN as a platform to support transactional banking activities to meet the expectations of customer needs in all KCLN;
- The Remittance Business in 2023 will focus on increasing digital channel capacity with a faster, transparent and efficient service process, focusing on programs that have a massive impact on increasing transactions, collaborating with related units to work on certain segments, and growing the number of customer based customers;
- The Financial Institution business in 2023 will focus on being a comprehensive product and service provider (one stop shop solution) through collaboration with all existing networks to provide optimal solutions such as transactions, digital solutions, banking services, financing and investment banking in the client segment that covering regional and global business partners;
- The Trade Finance business will focus on expanding and penetrating the export market with the following initiatives:
 - Providing structured trade financing schemes to debtors and their value chains to meet more accurate financing needs

with a minimal level of risk, as well as to provide more competitive pricing;

- Building a Trade ecosystem between customers and their counterparts by directing transactions to be carried out in a closed-loop manner between BNI Branches;
 - Increasing the number of active customers who transact through BNI Trade Online (BTO) as BNI's flagship product in providing Digital-based Trade Finance services.
- g. The International Business Desk as an FDI Advisory Unit to become an entry point to reach business potential from FDI companies by optimizing cooperation with stakeholders related to trade and investment such as the Ministry of Investment, Coordinating Ministry for Maritime Affairs and Investment, KADIN, and business or entrepreneur associations.
- h. Custodian, Trustee and Trust services business strategies in 2023 will include:
- Acquisition and addition of new Custodian Bank customers.
 - Partnership with internal BNI (related business divisions and BNI branches) that has a customer base of pension funds, insurance and corporations (non-individuals).
 - Collaborating with Investment Managers for new products, such as ETFs, Index mutual funds, Multi Share Class, KIK-Dinfra.
 - Increasing cooperation with top 20 Investment Managers in Indonesia.
- i. Non-Bank Financial Institutions Service Strategies will include:
- Through Cash Loan and Non-Cash Loan Growth Financing products through new or additional expansions through the following types of customers:
 - Multi Finance Financing (KMK and KI)
 - Securities Company Financing - KMK
 - Insurance Financing - Commercial Line
 - Maximizing Intraday Facility Giving and Utilization

Provision of Intraday Facility to Securities Companies with the following approach:

 - Underlying diversification (Bonds and Shares)
 - Currency Diversification (IDR and USD)
 - Intraday with Customized Structure
 - Increasing Core Funding via Dynamic offering program and RDN
 - Making Insurance Companies the main customers of DPK;
 - Dynamic Placement Program in the form of offering a special rate based on Liquidity Condition - Treasury Division;
 - Offering RDN as a bundling with other products to Securities Companies.

What They Say



David Kosasih
Finance Director PT Barito Pacific

Thank you for the excellent cooperation so far with the BNI Treasury Team in providing excellent service and competitive prices. Hopefully this cooperation can be maintained for years to come. Success is always for BNI.



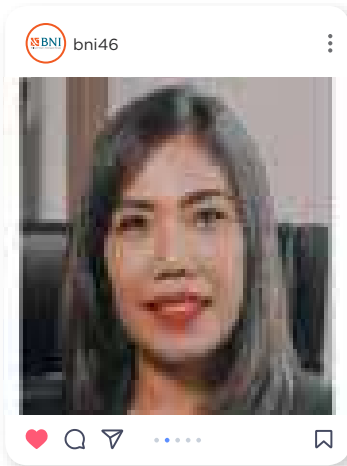
Jin Hyuk Yang
Executive Director Korindo Group

We, Korindo group has operated efficiently, supported by BNI treasury service which is target oriented and with active bankers to give excellent service in timely manner. BNI treasury team is one of the main business partners in my group and we Korindo is confident that BNI will have a high degree of success in upcoming years too.



Adrian Etyantyo
Senior Manager Cash Management
PT Garuda Indonesia

BNI's treasury services is satisfactory and is one of the best, both in terms of ease of transaction, flexibility provided, and also very competitive rates. Going forward, we will develop needs related to BNI's treasury, we hope that BNI can accommodate Garuda's various needs in the future.



Susilawati Nasution
Director & Chief Financial Officer
PT Medco Power Indonesia

Thank you for the treasury services provided to us. BNI's range of treasury products has provided solutions for us in managing market risk amidst conditions of high volatility in interest rates and exchange rates. Hopefully the cooperation that has been well established so far can be maintained. Success is always for BNI.



Jenny Lesmana
Executive Director
UOB Indonesia

UOB is truly honored for having mutual trust and longstanding relationship with BNI, across teams and products. Along with UOB Global FIG's focus in Asian markets and gateway cities, we preserve to maintain and further enhance the partnership with BNI across multiple markets. With the ongoing transformation, we wish BNI a continued success and great journey ahead!

HEAD OFFICE

The Head Office segment is a BNI Cost Center activity that cannot be classified into other segments.

Head Office segment Revenue and profitability is presented as follows:

Account	2022 (Rp-billion)	2021* (Rp-billion)	Increase (Decrease)	
			Nominal (Rp-billion)	Percentage (%)
Profit (Loss)				
Interest income and sharia income - Net	1,874	1,003	871	86.8
Other operating income	1,146	727	419	57.6
Establishment of allowance for impairment losses	383	(506)	889	(175.7)
Other operating expenses	(3,605)	(2,666)	(939)	35.2
Operating profit	(202)	(1,442)	1,240	(86.0)
Non-Operating Income (Expense) - Net	(108)	(118)	10	8.5
Income Before Tax Expenses	(310)	(1,560)	1,250	(80.1)
Financial Position				
Total Assets	-	-	-	-
Total Liabilities	2,378	-	2,378	-

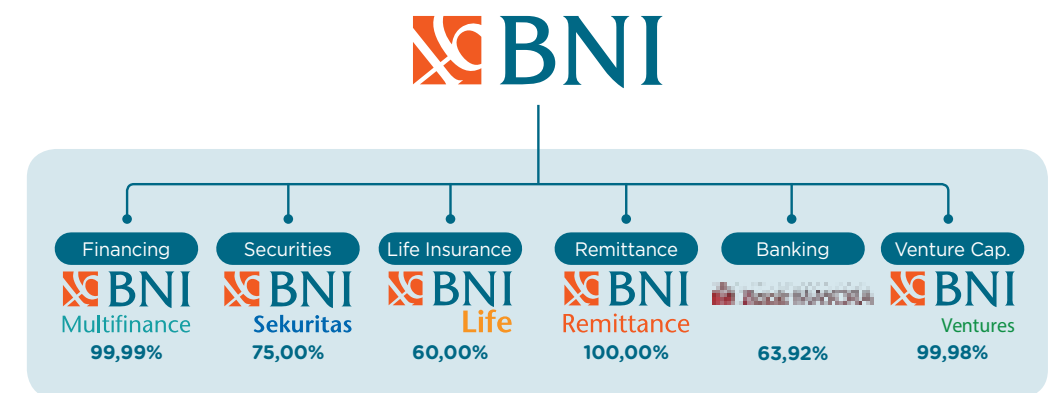
*) Restated 2021 data based on business segmentation according to the Audited Consolidated Financial Statements December 31, 2022, the table above is taken from the Audited Consolidated Financial Statements Note No. 47 (Segment Information), and is presented with several adjustments including adjustments to debtor segmentation and business regrouping to maximize BNI's customer-focused business.

SUBSIDIARIES

As one of the main banks in Indonesia, the role of BNI and its Subsidiaries, as members of the BNI Group, in the financial industry occupies a very strategic position. For this reason, BNI continues to increase the synergy between BNI and its Subsidiaries so that they can provide comprehensive financial services under one umbrella to customers.

Subsidiaries where BNI acts as the majority shareholder are PT BNI Life Insurance (60.00%), PT BNI Sekuritas (75.00%), PT BNI Multifinance (99.9%), BNI Remittance Ltd (100.0%), PT Bank Mayora (63.92%) and PT BNI Venture Capital (99.9%). While minority shareholdings include PT Bank Syariah Indonesia Tbk (23.24%), PT Pemeringkat Efek Indonesia (0.14%), PT Kustodian Sentral Efek Indonesia (1.0%), PT Bank Mizuho Indonesia (1.0 %), and PT Bank Tabungan Pensiunan Nasional Tbk (0.15%).

In 2022, BNI established PT BNI Venture Capital and acquired PT Bank Mayora. The establishment of PT BNI Modal Ventura ("BNI Ventures") aim is to be a venture capital solution for the BNI Group, focusing on digital innovation through collaboration with start-ups and exploring BNI's internal potential. The acquisition of PT Bank Mayora is aimed at creating a digital bank as a provider of digital-based integrated financial solutions, especially in the MSME segment.



The development of public and corporate needs for increasingly diverse financial services is a challenge for banks to provide integrated financial services. With the restrictions on banking services/products from the authorities, banks cannot fulfill all stakeholder needs for financial services, therefore it is necessary to involve Subsidiaries.

BNI Subsidiaries Profit Performance						
	2022* Total (Rp-billion)	2021 Total (Rp-billion)	Increase (Decrease) 2021-2022		2020 Total (Rp-billion)	2019 Total (Rp-billion)
			Nominal (Rp-billion)	Percentage (%)		
BNI Life (PSAK 71)	298	202	96	47.5	85.98	302.10
BNI Sekuritas	38	61	(23)	(37.7)	36.39	20.72
BNI Multifinance	(115)	17	(132)	(776.5)	6.25	19.37
BNI Remittance	0	3	(3)	(100.0)	3.98	0.77
Bank Mayora	89	-	-	-	-	-
BNI Ventures	4	-	-	-	-	-
Jumlah	314	283	31	11.0	132.60	342.96

*) Unaudited

In 2022, most of BNI's Subsidiaries posted a positive performance, with a total profit of Rp314 billion, an increase of 11.0% compared to 2021. The biggest profit growth was at BNI Life, in line with the growth in Investment and Premium income, although it was still overshadowed by rising costs. Claims related to the COVID-19 pandemic at the beginning of the year gradually decreased. Also, the total profits of BNI Subsidiaries was supported by the Acquisition of Bank Mayora and the formation of BNI Ventures which recorded profits of Rp89 billion and Rp4 billion. BNI Multifinance's performance decreased so that it recorded a loss of Rp115 billion due to the business transformation process and quality improvement. Likewise the performance of BNI Sekuritas and BNI Remittance saw a decline due to geopolitical conflict shocks and the COVID-19 Pandemic, which was still raging in early 2022.

PT BNI Life Insurance (“BNI Life”)

PT BNI Life Insurance (“BNI Life”) is a Subsidiary of BNI that runs a life insurance business including life insurance business with Sharia principles. BNI Life offers a variety of insurance products such as life, health, education, investment, pension and sharia insurance.

BNI Life was established based on Notarial Deed No. 24 dated November 28, 1996 in Jakarta, notarized by Laura Elisabeth Palilingan, SH., and ratified by Minister of Justice of the Republic of Indonesia Decree No. C2-1787 HT.01.01.Th97 dated March 14, 1997 and published in the State Gazette No. 74 Supplement No. 4121 dated September 16, 1997.

On November 26, 2004, the Company changed its name to PT BNI Life Insurance in accordance with the deed of the Minutes of the Extraordinary General Meeting of Shareholders of PT Asuransi Jiwa BNI Jiwasraya No. 10, made before Ruli Iskandar, SH, Notary in Jakarta, and ratified by Minister of Law and Rights Human Rights of the Republic of Indonesia Decree No. C-31600 HT.01.04. TH.2004 dated December 29, 2004. In order to

expand the market segment, in 2004 BNI Life formed a Sharia Unit.

As of December 31, 2022, the composition of BNI Life’s share ownership was 60.000000% owned by PT Bank Negara Indonesia (Persero) Tbk; 39.999993% owned by Sumitomo Life Insurance Company; 0.000003% owned by Yayasan Kesejahteraan Pegawai BNI (YKP BNI), and 0.000003% owned by Yayasan Danar Dana Swadharma (YDDS).

To achieve the company’s performance in 2022, the company adapted and prepared a strategic business plan for changes that might occur to obtain premium growth in 2022.

BNI Life established several main strategies, as follows:

1. Claim expense management and all channel business optimization as an effort to increase profitability.
2. Prepare product mix improvements.
3. Optimize the marketing strategy for BNI Life products.
4. Optimize stable and prudent investment income.

BNI Life’s performance can be seen below.

BNI Life Financial Performance				
Account	2022 (Rp-billion)	2021 (Rp-billion)	Increase (Decrease)	
			Nominal (Rp-billion)	Percentage (%)
Financial Position				
Assets	23,322	22,815	507	2.2
Earning/Investment Assets	21,557	20,697	860	4.2
Obligations	17,310	16,874	436	2.6
Equity	6,011	5,941	70	1.2
Profit and Loss				
Total Income	6,359	6,016	343	5.7
Gross Premium Income	4,996	4,753	243	5.1
Net Premium Income	4,916	4,628	288	6.2
Investment Return Income	1,305	1,280	25	2.0
Non LINK	974	996	(22)	(2.2)
LINK	331	285	46	16.1
Other income	137	108	29	26.9
Total Expenses	6,080	5,866	214	3.6
Insurance/Claim Fee	4,670	4,488	182	4.1
Acquisition Fee	669	640	29	4.5
Business costs	634	650	(16)	(2.5)
Non Operational Expenses	106	88	18	20.5
Profit before tax	279	150	129	86.0
Tax	19	52	(33)	(63.5)
Net Profit	298	202	96	47.5

Note: BNI Life’s Financial Statements using the PSAK 71 version

In 2022, BNI Life Insurance posted a net profit after tax of Rp298 billion, an increase of 47.5% from Rp202 billion in 2021. The increase in profit was in line with the increase in Revenue in 2022 of 5.7% that was greater than the increase in costs of 3.6%. The highest growth was in Net Premium Income with 6.2%, which was supported by the increase in GWP from Bancassurance. BNI Life also managed to make OPEX efficiency exclude acquisition costs, which only decreased by 2.5%. BNI Life’s assets stood at Rp23,3 billion, an increase of 2.2% from Rp22,8 billion in 2021.

BNI Life Financial Ratio Performance			
	2022 (%)	2021 (%)	Difference (%)
Return On Asset (ROA)	1.3	0.9	0.4
Return On Equity (ROE)	5.0	3.4	1.6
Operating Expenses to Operating Income (BOPO)	94.0	96.1	(2.1)
Investment Return	6.1	6.2	(0.1)
Risk Based Capital (RBC)	666.2	717.3	(51.1)

BNI Life’s ROA and ROE in 2022 were 1.3% (0.9% in 2021) and 5.0% (3.4% in 2021), an increase in line with profit growth. BOPO decreased to 94.0% from 96.1% in 2021 due to increased performance and efficiency of business costs. BNI Life’s RBC in 2022 was 666.2%, a decrease from 717.3% in 2021 in line with business growth.

In recognition of its performance achievement, BNI Life again received various awards in 2022 including the following:

Awards Received by BNI Life in 2022						
No.	Award	Predicate	Category	Awarder	Description	Date
1	Indonesia Moms Favorite Kids Brand Awards 2022	Best 5 Mom's Favorite Kids Brand 2022 (BNI Life Solusi Pintar)	Kids Insurance	Her Story		January 25, 2022
2	Indonesia Most Acclaimed CFO Awards 2022	Outstanding Corporate Financial Performance of Indonesia Most Acclaimed CFO Awards 2022	Life Insurance	Warta Ekonomi		January 27, 2022
3	Unit Link Awards 2022	Best Unit Link 2022	Conventional Mix for 3 Year Period	Investor		February 18, 2022
4	Unit Link Awards 2022	Best Unit Link 2022	Conventional Mix for 3 Year Period	Investor		February 18, 2022
5	Unit Link Awards 2022	Best Unit Link 2022	Conventional Mix for 5 Year Period	Investor		February 18, 2022
6	Unit Link Awards 2022	Best Unit Link 2022	Sharia Fixed Income for 5 Year Period	Investor		February 18, 2022
7	Unit Link Awards 2022	Best Unit Link 2022	Conventional Fixed Income for 3 Year Period	Investor		February 18, 2022
8	Unit Link Awards 2022	Best Unit Link 2022	Conventional Money Market 5 Year Period	Investor		February 18, 2022

Awards Received by BNI Life in 2022

No.	Award	Predicate	Category	Awarder	Description	Date
9	Indonesia Excellence GCG Awards 2022	Excellence Good Corporate Governance Implementation on Developing Business Segmentation to Optimize Insurance Services	Life Insurance	Warta Ekonomi		February 24, 2022
10	Indonesia's Most Popular Digital Financial Brands Awards 2022	Most Popular Digital Financial Brand in e-Customer Service	Life Insurance	Iconomics		February 24, 2022
11	Indonesia Syariah Awards 2022	Best Sharia Unit Business	Insurance	Iconomics		March 31, 2022
12	Infobank Digital Brand Awards	2nd Rank	Conventional Life Insurance Gross Premium 2.5 Trillion to < 5 Trillion	Infobank		April 7, 2022
13	Indonesia Best CEO Award 2022	Best CEO	Life Insurance	Iconomics		April 20, 2022
14	Media Asuransi Unit Link Award 2022	Best Unit Link	Mixed Rupiah Denominated Group For Product: B-Life Link Combination Fund	Media Asuransi		April 21, 2022
15	Media Asuransi Unit Link Award 2022	Best Unit Link	Mixed Rupiah Denominated Group For Product: B-Life Link Steady Fund 13	Media Asuransi		April 21, 2022
16	Media Asuransi Unit Link Award 2022	Best Unit Link	Mixed Rupiah Denominated Group For Product: B-Life Link Steady Fund 3	Media Asuransi		April 21, 2022
17	Media Asuransi Unit Link Award 2022	Best Unit Link	Mixed Rupiah Denominated Group For Product: B-Life Link Liquid Fund	Media Asuransi		April 21, 2022
18	Media Asuransi Unit Link Award 2022	Best Unit Link	Mixed Rupiah Denominated Group For Product: B-Life Link BNI Life Syariah Balance Fund	Media Asuransi		April 21, 2022

Awards Received by BNI Life in 2022

No.	Award	Predicate	Category	Awarder	Description	Date
19	Media Asuransi Unit Link Award 2022	Best Unit Link	Mixed Rupiah Denominated Group For Product: B-Life Link Syariah Fixed Income	Media Asuransi		April 21, 2022
20	Indonesia Sharia Finance Awards 2022	Indonesia Best Sharia Finance 2022 with Outstanding Various Sharia Principles Insurance Products Development	Sharia Business Unit of Life Insurance	Warta Ekonomi		April 21, 2022
21	Indonesia Consumer Financial Service Award 2022	Life Insurance GOOD predicate	Perusahaan Asuransi Jiwa dengan total aset < 20 T	Majalah Swa		May 30, 2022
22	Indonesia Consumer Financial Service Award 2022	Life Insurance, Predicate Very Good	Life Insurance Company with total assets < 20 Trillion	SWA Magazine		May 30, 2022
23	Indonesia Financial Top leader Award 2022	Best Leader	Life Insurance total assets 10 - 25 Trillion	Warta Ekonomi		May 31, 2022
24	23rd Infobank Insurance Award 2022	The Best Investment Portfolio Holder Life Insurance Company	Life Insurance	Infobank		July 28, 2022
25	Indonesia Grand Digital Marketing Awards 2022	Grand Digital Marketing Company 2022 for Branding Strategy Promotion in Social Media	Life Insurance	Warta Ekonomi		August 4, 2022
26	Insurance Market Leaders	Life Insurance Market Leaders 2022	Life Insurance	Media Asuransi		August 31, 2022
27	TOP GRC Awards 2022	TOP GRC Awards 2022 # 4 Stars	Life Insurance	Top Business		September 6, 2022
28	TOP GRC Awards 2022	The Most Committed GRC Leader 2022	Life Insurance	Top Business		September 6, 2022
29	Best Syariah 2022	Best Sharia Insurance 2022	Sharia Life Insurance with Assets Above Rp200 Billion - Rp1 Trillion	Berita Satu		September 15, 2022
30	Top Digital Corporate Brand Award 2022	Keberhasilan Dalam Meningkatkan Aktivitas Corporate Brand di Ranah Digital	Special Achievement for BUMN, Subsidiary BUMN & BUMD	Suara Pemerintah		September 15, 2022

Awards Received by BNI Life in 2022

No.	Award	Predicate	Category	Awarder	Description	Date
31	Islamic Finance Summit 2022	Excellent	Financial Performance 2021	Infobank		September 22, 2022
32	Indonesia Top PR Leader Awards 2022	Top Corporate Communication Leader for Diversification of Insurance Products and Services	Life Insurance	Warta Ekonomi		September 29, 2022
33	Insurance Award 2022	Best Life Insurance Sharia Business Unit 2022	Equity Rp250 Billion and Above	Media Asuransi		October 5, 2022
34	4th Anniversary BUMN Awards 2022	Most Popular Brand (Best Brand Awareness)	Life Insurance	The Iconomics		October 27, 2022
35	4th Anniversary BUMN Awards 2022	Best Video Company Profile	Life Insurance	The Iconomics		October 27, 2022
36	Electronic Data Exchange (PEDAL)	Giving Appreciation to Associations and Active Users of PEDAL at the Indonesian Life Insurance Association (AAJI)	Life Insurance	KPK		November 23, 2022
37	Top 100 CEO Infobank Award 2022	Top 100 CEO	Life Insurance	Infobank		November 23, 2022
38	CGPI 2022	Trusted Company Based on CGPI	Life Insurance	SWA		December 20, 2022

PT BNI Sekuritas (“BNI Sekuritas”)

PT BNI Sekuritas (“BNI Sekuritas”) is a BNI Subsidiary that runs a business that includes securities trading, including acting as a securities broker, underwriter, and other activities related to these activities with due observance of the regulations of the Capital Market Supervisory Agency and Financial Institutions (BAPEPAM-LK) and other applicable laws and regulations.

To achieve the Company’s performance in 2022, BNI Sekuritas instiagtged the following main strategies:

1. Increased the customer base and business volume through a synergy of opening RDN for mass & upper-mass customers, one of which was through opening RDN via BNI Mobile Banking.
2. Increased synergy with BNI corporate banking to provide advisory and IPO services to BNI customers.
3. Continuously improved the quality of technology infrastructure and the use of digital technology through collaboration with BNI.

BNI Sekuritas’ performance can be seen below.

BNI Sekuritas Financial Performance

Account	2022 (Rp-billion)	2021 (Rp-billion)	Increase (Decrease)	
			Nominal (Rp-billion)	Percentage (%)
Financial Position				
Assets	1,634	1,656	(22)	(1.3)
Obligations	476	367	109	29.7
Equity	1,158	1,288	(130)	(10.1)
Profit and Loss				
Income	541	452	89	19.7
Brokerage commissions	136	164	(28)	(17.1)

BNI Sekuritas Financial Performance

Account	2022 (Rp-billion)	2021 (Rp-billion)	Increase (Decrease)	
			Nominal (Rp-billion)	Percentage (%)
Financial Position				
Investment management fees	118	107	11	10.3
Brokerage Comm. from Fix Income Activities	39	44	(5)	(11.4)
Fees from Inves. Banking Activities	218	115	103	89.6
Increase/(decrease) on net asset value of mutual funds	2	1	1	100.0
Interest Revenue from Fund Separation & Bond & Dividen	9	4	5	125.0
Gain (Loss) on trading of marketable securities-net	3	1	2	200.0
Margin and Overdue Revenue	9	13	(4)	(30.8)
Other	7	4	3	75.0
Business Expenses	(486)	(371)	(115)	31.0
Other income	20	15	5	33.3
Interest & Other Finance Fees	(18)	(19)	(1)	(5.3)
Total Income	561	467	94	20.1
Total Expenses	(504)	(390)	(114)	29.2
Profit Before Tax	57	77	(20)	(26.0)
Tax	(19)	(16)	(3)	18.8
Profit After Tax	38	61	(23)	(37.7)

By the end of 2022, BNI Sekuritas recorded a net profit of Rp38 billion, a decrease of 37.7% from 2021. Operating income in 2022 amounted to Rp541 billion, an increase of 19.7% from 2021.

The main sources of income came from Investment Banking Fees with a contribution of Rp218 billion with an increase of 89.6%, Brokerage Commissions of Rp136 billion with a decrease of 17.1%, and Investment Management Fees (through BNI Asset Management as a Subsidiary Company of BNI Sekuritas) of Rp118 billion or an increase of 10.3%.

BNI Sekuritas Financial Ratio Performance

	2022 (%)	2021 (%)	Difference (%)
Return On Asset (ROA)	3.6	4.7	(1.1)
Return On Equity (ROE)	3.4	4.8	(1.4)
Operating Expenses to Operating Income (BOPO)	89.6	82.2	7.4

BNI Sekuritas ROA and ROE in 2022 stood at 3.6% (4.7% in 2021) and 3.4% (4.8% in 2021). The ROA and ROE decreased in line with the decline in profit, as well as BOPO, which increased to 89.6% in 2022 from 82.2% in 2021.

In recognition of the performance achievement, BNI Sekuritas received various awards in 2022 including the following:

Awards Received by BNI Sekuritas in 2022						
No.	Award	Predicate	Category	Awarder	Description	Date
1	Indonesia Millennials' Brand Choice Awards 2022	Indonesia Excellent Millennials' Brand Choice 2022	Online Investment Application	Warta Ekonomi	Warta Ekonomi presented its highest award through the Indonesia Millennials' Brand Choice Awards 2022 for products and services from the best brands and companies in Indonesia that have tried their best to help millennials in Indonesia to become an important part in the progress of the Indonesian nation so that it continues to develop, especially in an era of massive use of digital technology. The theme Increase Capability, Thinking Innovatively was chosen as Warta Ekonomi believes that products and services from the best brands and companies chosen by Indonesian millennials can meet their needs and improve their quality of life and assist millennials in making innovative changes to build their future, as well as that of the nation, and country.	June 16, 2022
2	TJSL & CSR Award 2022	Pilar Ekonomi Bintang 4	Pilar Ekonomi Bintang 4	BUMN TRACK	In its 2nd Year SER & CSR Awards 2022 is an annual event initiated by BUMN Track supported by the Indonesia Shared Value Institute (ISVI). This activity is a form of the highest appreciation for SOEs and SOE Subsidiaries that have implemented the best SER and CSR practices (Best Practices) in-line with the four pillars of SDG's in the form of Social, Economic, Environmental, Legal Pillars and Governance, as well as providing added value (Creating Shared Value) for companies with the theme "SOE ACCELERATION DRIVES ECONOMIC RECOVERY THROUGH TJSL & CSR".	August 11, 2022

Awards Received by BNI Sekuritas in 2022						
No.	Award	Predicate	Category	Awarder	Description	Date
3	IDX Channel Anugerah Inovasi Indonesia (ICAI) Awards 2022	Penghargaan Utama	Green Economy atas Inovasi Green Bond	IDX Channel	This year's IDX Channel had the theme "Fostering Sustainable Innovation in Economic Recovery". This theme was chosen as apart from giving appreciation to companies and company leaders who have superior innovations to drive business, ICAI 2022 will also give awards for innovation (green innovation), as a form of attention to the currently threatening climate crisis.	August 24, 2022

PT BNI Multifinance ("BNI Multifinance")

PT BNI Multifinance ("BNI Multifinance") is a Subsidiary of BNI that was established on April 8, 1983 based on Notary Deed No 21 before Kartini Muljadi, S.H., and the Company's Articles of Association were ratified by the Minister of Justice in Decree No. C2-4406-HT.01.01.Th.8 dated June 11, 1983 and announced in the State Gazette of the Republic of Indonesia No. 48 dated June 17, 1983, supplement no. 610. The name of the Company has been changed several times, most recently to PT BNI Multifinance, this decision notarized in Deed No. 103 dated June 27, 1994 before Notary Koesbiono, S.H., and announced in the State Gazette of the Republic of Indonesia No. 5 dated January 17, 1997, Supplement No. 216.

In accordance with article 3 of the Company's Articles of Association, the scope of the company's activities is to carry out activities in the field of Investment Financing, Working Capital Financing, Multipurpose Financing and Operating Leases. The company's current focus is on Multipurpose Financing or the Consumer Segment, with its superior products being regular (new) Four-Wheeled Vehicle Financing, or through the COP (Car Ownership Program) program, and (new) Two-Wheeled Vehicle Financing, or through the MOP (Motorcycle Ownership Program).

When preparing for business competition in 2022, BNI Multifinance developed comprehensive business strategies as follows:

1. Acceleration of new bookings for the consumer segment in an effort to offset the decline in the commercial segment's financing portfolio, and to optimize interest income;
2. Strengthen BNIMF funding from the BNI Group through lowering interest rates, and adding new loan facilities with competitive rates and maximum ceilings;
3. Increase in sales of withdrawal/recovery assets.

BNI Multifinance's performance can be seen below.

BNI Multifinance Financial Performance				
Account	2022 (Rp-billion)	2021 (Rp-billion)	Increase (Decrease)	
Financial Position			Nominal (Rp-billion)	Percentage (%)
Assets	1,029	1,233	(204)	(16.6)
Cash & Bank	27	25	2	8.0
Deposits	45	25	20	80.0
Financing	709	1,117	(408)	(36.5)
CKPN for Financing	(47)	(78)	31	(39.7)
Leasing	435	876	(441)	(50.3)
Consumer Payments	189	135	54	40.0
Factoring	85	106	(21)	(19.8)
Liabilities	876	965	(89)	(9.2)
Equity	153	268	(115)	(42.9)

BNI Multifinance Financial Performance

Account	2022 (Rp-billion)	2021 (Rp-billion)	Increase (Decrease)	
			Nominal (Rp-billion)	Percentage (%)
Profit and Loss				
Operating Income				
Leasing Income	71	129	(58)	(45.0)
Operating Lease Income	33	32	1	3.1
Income from Consumer Payments	19	17	2	1.8
Income from Factoring	10	14	(4)	(28.6)
Other Operating Income	19	3	16	533.3
Total Operating Income	152	195	(43)	(22.1)
Total Operating Expenses	(260)	(171)	(89)	52.0
Other Income (Expenses)	(7)	1	(8)	(800.0)
Profit Before Tax	(115)	25	(140)	(560.0)
Tax	-	(8)	8	(100.0)
Net Profit After Tax	(115)	17	(132)	(776.5)

As of December 2022, BNI Multifinance recorded a loss of Rp115 billion, a decrease of 776.5% from Rp17 billion in 2021 due to a business transformation process and to improve quality. Assets stood at Rp1,029 billion, a decrease of 16.6% from Rp1,233 billion in 2021. The decrease in assets was due to BNI Multifinance shifting its business strategy with a focus on financing the consumer segment, especially for synergies with the BNI Group, with selected low risk customers to maintain a healthy portfolio.

BNI Multifinance Financial Ratio Performance

	2022	2021	Selisih
Non Performing Loan (NPL) (%)	3.4	3.6	(0.2)
Return On Asset (ROA) (%)	(9.1)	1.6	(10.7)
Return On Equity (ROE) (%)	(44.7)	5.6	(50.3)
Operating Expenses to Operating Income (BOPO)	170.9	87.4	83.5
Debt Equity Ratio (DER) (times)	5.7	3.6	2.1

BNI Multifinance's ROA and ROE in 2022 stood at -9.1% (1.6% in 2021) and -44.7% (5.6% in 2021), with each decreasing in line with the decrease in net profit. BOPO of 170.9% (in 2021 of 87.4%) increased due to an increase in reserves and operational expenses related to transformation efforts. The NPL ratio in 2022 was 3.4%, a decrease from 3.6% in 2021. DER in 2022 was 5.7, an increase from 3.6 in 2021 in line with the decrease in equity.

In recognition of its performance achievement, BNI Multifinance again received various awards in 2022 including the following:

Awards Received by BNI Multifinance in 2022

No.	Award	Predicate	Category	Awarder	Description	Date
1	4th Anniversary Indonesia Best Financial Brands Award 2022	Best Brand Image	Category: Multifinance with assets <15T	The Iconomics		December 16, 2022

Awards Received by BNI Multifinance in 2022

No.	Award	Predicate	Category	Awarder	Description	Date
2	Indonesia Best Multifinance 2022 Accelerating Company Growth In Post-Pandemic Era	Indonesia Best Multifinance Awards 2022 with Gold-Financial Performance and Innovative Business Segmentation Development	Category: Total Assets 1-5 Triliun	Warta Ekonomi		August 30, 2022
3	18th Infobank Multifinance Award 2022	For Financial Performance Full Year 2021 with predicate: Excellent (Sangat Bagus)	Perusahaan pembiayaan aset 1-5 Triliun	Infobank		July 28, 2022
4	Indonesia Turkiye Business Forum 2022 2nd and Global Leaders II - Award	The Best Global Company 2022	Multifinance Company	Economic Review		June 6, 2022

BNI Remittance Limited ("BNI Remittance")

BNI Remittance Ltd. ("BNI Remittance") is a Subsidiary of BNI engaged in remittances. BNI Remittance cooperates with BNI in the financial inclusion program, providing financial access through the widest possible range of digital services for Indonesian Migrant Workers (PMI) in Hong Kong. In addition to the remittance business, BNI Remittance in Hong Kong has a strategic role as a representative of BNI's retail services in Hong Kong where BNI customers in Hong Kong can use BNI services as easily as in Indonesia. Various BNI digital services can now be accessed easily in Hong Kong, such as the BNI Mobile Banking service which is currently a favorite of BNI customers in Hong Kong for conducting financial transactions and also for opening a BNI Taplus account digitally either through the Digital Opening Account (DOA) application or via eForms. BNI Remittance is also actively involved in several activities with PMI such as capacity building, financial literacy, visits to PMI communities in Hong Kong, etc.

To achieve company performance in 2022, BNI Remittance developed the following key strategies:

1. Explored other business potential by optimizing synergies with the BNI Group.
2. Maximized remittance transactions by counterparties.
3. Started developing digital remittance capabilities.

BNI Remittance's performance can be seen below.

BNI Remittance Financial Performance

	2022 (Rp-billion)	2021 (Rp-billion)	Increase (Decrease)	
			Nominal (Rp-billion)	Percentage (%)
Financial Position				
Assets	18	20	(2)	(10.0)
Current Assets	11	11	0	(0.0)
Fixed Assets	0	0	(0)	(0.0)
Other Assets	7	9	(2)	(22.2)
Liabilities	6	9	(3)	(33.3)
Current Liabilities	6	9	(3)	(33.3)
Equity	12	11	1	9.1

BNI Remittance Financial Performance

	2022 (Rp-billion)	2021 (Rp-billion)	Increase (Decrease)	
			Nominal (Rp-billion)	Percentage (%)
Profit and Loss				
Income				
Commission Earned	3	4	(1)	(25.0)
Exchange gain/Loss	1	1	(0)	(0.0)
Other Commission	7	9	(2)	(22.2)
Total Income	11	15	(4)	(26.7)
Expenses	11	12	(1)	(8.3)
Operational Expenses	11	12	(1)	(8.3)
Earning Before Tax	0,01	3	(3,0)	(99.7)
Tax*	-	-	-	-
Earning After Tax	0,01	3	(3,0)	(99.7)

*) There is no tax liability for BNI Remittance due to the negative accumulated profit balance in the equity component

In 2022, BNI Remittance recorded a profit of Rp0.01 billion, a decrease of 99.7% from Rp3 billion in 2021. This decrease was due to a decrease in the exchange gain in 2022 of Rp0.8 billion from Rp1.2 billion in 2021, due to a fall in the HKD exchange rate to Rp. BNI Remittance's main business decreased compared to the previous year due to shifting customer behavior in line with digital developments, as many customers have started to switch to BNI Mobile Banking. The total assets of BNI Remittance in 2022 stood at Rp18.2 billion, a decrease of 10.0% from Rp20.1 billion in 2021.

BNI Remittance Financial Ratio Performance

	2022	2021	Selisih
Return On Asset (ROA) (%)	0.04	15.49	(15.45)
Return On Equity (ROE) (%)	0.07	29.36	(29.29)
Operating Expenses to Operating Income (BOPO) (%)	99.93	78.69	21.24
Debt Equity Ratio (DER) (times)	0.57	0.89	(0.32)

BNI Remittance ROA and ROE in 2022 stood at 0.04% (15.49% in 2021) and 0.07% (29.36% in 2021), respectively decreasing in line with the decrease in profit and increase in equity from retained earnings. BOPO increased to 99.93% in 2022 from 78.69% in 2021.

PT Bank Mayora (“Bank Mayora”)

PT Bank Mayora (“Bank Mayora”) officially became a BNI Subsidiary following the takeover of the majority shares by BNI on May 18, 2022. Also, Bank Mayora will be transformed into a Digital Bank with a vision to become the “Leading Digital-First SME Bank in Indonesia”. Bank Mayora’s transformation process will continue by building a stronger foundation for growth in various aspects including loans, services, information technology, human capital, risk management and infrastructure.

The development of the financial performance aspects has been continuously carried out since Bank Mayora joined the BNI Group. Improvement initiatives were carried out by prioritizing the synergy between the BNI Group and Bank Mayora to provide added value and cost efficiency as a group. Bank Mayora has played an active role in supporting the MSME segment through a variety of savings and loan products.

To achieve company performance in 2022, Bank Mayora developed key strategy by optimizing the BNI Induk ecosystem with the following details:

1. Synergy program in the management of the Bank’s financing portfolio
2. Synergy program by utilizing the BNI Main network
3. Partnership program with fintech to expand MSME market penetration Bank Mayora’s performance can be seen below.

Bank Mayora’s performance can be seen below.

Bank Mayora Financial Performance

Account	2022 (Rp-billion)	2021 (Rp-billion)	Increase (Decrease)	
			Nominal (Rp-billion)	Percentage (%)
Financial Position				
Assets	11,612	8,977	2,635	29.4
Placements at BI	1,916	1,995	(79)	(4.0)
Placements with Other Banks	49	147	(98)	(66.7)
Securities	6,248	3,063	3,185	104.0
Financing	3,161	3,512	(351)	(10.0)
CKPN	(107)	(98)	(9)	9.2
Liabilities	7,288	7,729	(441)	(5.7)
Third-party funds	6,937	7,369	(432)	(5.9)
Current Accounts	898	2,173	(1,275)	(58.7)
Savings	836	744	92	12.4
Deposits	5,204	4,451	753	16.9
Equity	4,324	1,268	3,056	241.0
Profit and Loss				
Operating Income	347	292	55	18.8
Net interest income	325	270	55	20.4
Interest income	524	491	33	6.7
Interest expense	(199)	(221)	22	(10.0)
Other Operating Income	22	22	0	0.0
Operating Expenses	(237)	(225)	(12)	5.3
Pre-Provision Operating Profit	110	67	43	64.2
Reserve	(9)	(27)	18	(66.7)
Operating Profit (Loss)	101	40	61	152.5
Non-Operating Profit (Loss)	11	1	10	1,000.0
Profit (Loss) Before Tax	112	42	70	166.7
Tax	(24)	(2)	(22)	1,100.0
Profit (Loss) After Tax	89	40	49	122.5

Bank Mayora was acquired by Bank BNI on May 18, 2022 and in 2022 posted profit after tax of Rp88.6 billion, with total assets at Rp11,612 billion. Currently, Bank Mayora is transforming into a Digital Bank with a target focus on the Micro, Small and Medium Enterprises (MSMEs) segment.

Bank Mayora Financial Ratios Performance

	2022	2021	Selisih
Non Performing Loan (NPL) (%)	3.4	3.4	(0.1)
Return On Asset (ROA) (%)	1.0	0.5	0.6
Return On Equity (ROE) (%)	2.7	3.3	(0.6)
Operating Expenses to Operating Income (BOPO) (%)	81.9	92.2	(10.4)
Current Account Saving Account (CASA) (%)	25.0	39.6	(14.6)
Net Interest Margin (NIM) (%)	3.3	3.3	(0.04)
Loan to Deposit Ratio (LDR) (%)	45.6	47.7	(2.1)
Cost of Fund DPK (COF) (%)	2.6	2.9	(0.3)
Capital Adequacy Ratio (CAR) (%)	130.4	32.4	98.0

Bank Mayora’s ROA and ROE in 2022 stood at 1.0% and 2.7%, BOPO was 81.9%, NPL ratio was 3.4%, CASA was 25.0%, NIM was 3.3%, LDR was 45.6%, COF was 2.6%, and CAR was 130.4%.

In recognition of their performance achievement, Bank Mayora received various awards in 2022 including the following:

Awards Received by Bank Mayora in 2022						
No.	Award	Predicate	Category	Awarder	Description	Date
1	The Best IT for Private Company	Gold Award Excellent Score : 83,33	Bank BUKU II	Majalah Economic Review		February 25, 2022
2	The Best Sales Marketing Award for Private Company 2022	Gold Award, Score : 83.05 - Excellent	Bank BUKU II	Majalah Economic Review		March 12, 2022
3	Indonesia Best Bank Award 2022	The Establishment Banking Business Ecosystem	KBMI 1 Private Bank	Warta Ekonomi		August 25, 2022
4	TOP GRC Awards 2022	# 3 Stars		Majalah TOP Business		September 6, 2022
5	Indonesia Finance Award-V-2022 (IFA-V-2022)	4th The Best Finance Bank Company	Asset 10T - 15T	Economic Review		October 21, 2022

PT BNI Modal Ventura (“BNI Modal Ventura”)

PT BNI Modal Ventura (“BNI Ventures” or “BNV”) is a subsidiary of PT Bank Negara Indonesia (Persero), Tbk (“BNI”) and was established on April 12, 2022 based on the Deed of Establishment No. 17 dated April 12, 2022, before Ariani L. Rachim, SH, Notary in Jakarta. BNV received its first capital investment of Rp500.1 billion (five hundred billion one hundred million rupiah) on May 12, 2022. BNV is a subsidiary of BNI engaged in the venture capital industry. Currently the permit to carry out venture capital business activities is still awaiting approval from OJK as the regulator.

Profitabilitas Segmen Entitas Anak

Subsidiary segment revenue and profitability are presented as follows:

Account	2022 (Rp-billion)	2021* (Rp-billion)	Increase (Decrease)	
			Nominal (Rp-billion)	Percentage (%)
Profit (Loss)				
Interest income and sharia income - Net	412	371	41	11.1
Premium income - Net	1,552	1,399	153	10.9
Other operating expenses	729	594	135	22.8
Other operating expenses	(2,143)	(1,910)	(233)	12.2
Establishment of allowance for impairment losses	(111)	(51)	(60)	117.6
Operating profit	440	404	36	8.9
Non-Operating Income (Expense) - Net	(103)	(98)	(5)	5.1
Income Before Tax Expenses	337	306	31	1.6
Financial Position				
Total Assets	38,120	25,686	12,434	48.4
Total Liabilities	25,954	18,228	7,726	42.4

*) Restated 2021 data based on business segmentation according to the Audited Consolidated Financial Statements December 31, 2022, the table above is taken from the Audited Consolidated Financial Statements Note No. 47 (Segment Information), and is presented with several adjustments including adjustments to debtor segmentation and business regrouping to maximize BNI's customer-focused business.

Net interest income of subsidiaries in 2022 increased by 11.1%, due to the addition of Bank Mayora, which was recently acquired in May 2022. Net premium income increased by 10.9%, while other operating income increased by 22.7% due to by a decrease in Brokerage Income. Profit before tax increased 1.6%, several BNI entities recorded positive profit before tax performance, and increases from the previous year with growth in Insurance and Bank entities, while securities, financing and Remittance entities experienced a decrease.

Subsidiary Segment Strategies, Prospects, Potential, for the Next Year

The subsidiary segment's growth prospects in 2023, will follow the improvement in people's purchasing power along with economic growth, capital market growth and insurance growth with increasing awareness of the importance of insurance products. To capture the business prospects, the subsidiary segment strategies are:

- Improving and strengthening the Subsidiary's business synergy with BNI;
- Digitalization & Business Refocusing of subsidiary entities;
- Increasing the customer base and business volume of subsidiaries.

1. BNI Life

In the coming year, BNI Life will adapt and prepare a strategic business plan for changes that may occur in order to obtain premium growth in 2023. BNI Life defines several main strategies, as follows:

- Maintaining regular premiums and profitable products.
The increase in the Company's premium income every year is seen as positive as it can create a sustainable business. In 2023, the company is optimistic it can increase regular premium income, which is its core business by focusing on selling profitable products.
- Improving business models, product mix, and persistence.
The Company is actively developing digital business models and increasing market penetration, especially penetration of BNI customers who have great potential for business growth. In addition to the business model, the Company is also active in improving its product mix in order to sell more profitable products and increase persistence.
- Optimizing investment income and risk management.
The Company always maintains the allocation of investment assets as an effort to increase Company profits. To anticipate fluctuating market conditons, BNI Life has prepared an investment strategy to place assets that can provide a good rate of return on investment and increase profitability.

In addition to these strategies, the Company will also focus on developing digital-based business processes and making improvements in operational areas to achieve the set GWP targets and investment returns, in order to make it easier for the public to obtain insurance protection.

2. BNI Sekuritas

Business growth in securities trading in 2022 experienced market uncertainty, and it is projected that in 2023 it will still experience the same, therefore it will be necessary to apply efficiency policies.

In addition, competition in the securities brokerage business is getting tighter, but is still under good supervision and regulation by regulators. Innovations in online stock trading business competition are also intensifying by offering a one-stop application for investing in stocks, mutual funds and bonds. Providing services such as delivery of the latest research reports, market update services by capital market analysts and corporate access services are areas being considered by institutional investors in choosing securities, in line with the intense competition.

Facing this business situation for 2023, BNI Sekuritas has developed the following main strategies:

- Increase customer base and transaction volume through referral programs, joint marketing and reciprocal transactions with the BNI Group.
- Cooperate with the BNI Group to offer services to BNI Group customers who need financial services from BNI Sekuritas.
- Strengthen business and increase the variety of business services through strategic partnership programs within the BNI Group.
- Strengthen funding and capital to increase productivity and business capacity.
- Increase the role of BSPL in reaching global investors through BSPL promotion to BNI corporate customers as a global bond issuance solution.
- Integrate BNI Sekuritas mobile banking with BNI Mobile Banking, as well as technology development developed by BNI (eg face recognition).
- Adopt the BNI IT security and data protection standards for implementation benchmarks at BNI Sekuritas

3. BNI Multifinance

The shocks from the geopolitical conflicts in 2022 had an impact on the world economy causing great disruption in global supply chains. Even though economic conditions are still unstable, the Association of Indonesian Financing Companies (APPI) is optimistic that the financing business after the pressure of the COVID-19 pandemic is targeted to grow 5-6% in 2023.

When preparing for business competition in 2023, BNI Multifinance has developed comprehensive business strategies as follows:

- Strengthen the Company's Financial Structure
- Grow the Consumer Business
- Managet Strong Collections
- Improve Business Processes
- Optimize Information Technology

4. BNI Remittance

In 2023, BNI Remittance will focus on developing a digitalization strategy whereby BNI Remittance will expand its digital services by cooperating with local fintech to provide mobile remittance services. Current developments in digital technology have changed customer transaction patterns where convenience and flexibility in conducting transactions is currently a priority.

5. Bank Mayora

In 2023, Bank Mayora will begin to transform into a digital bank with a target focus on the Micro, Small and Medium Enterprises (MSMEs) segment. In this regard, the Bank's policies in the short and medium term will prioritize Digital Transformation efforts.

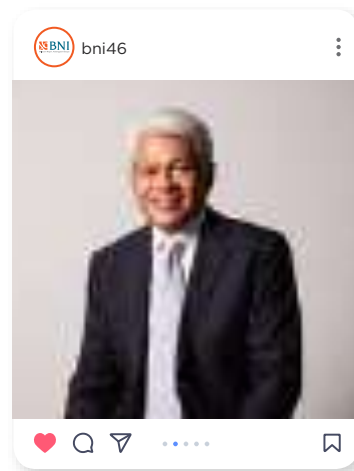
In 2023, Bank Mayora will develop general strategies as follows:

- Complete Digital Transformation Phase I
- Start Digital Transformation Stage 2
- Expand New Business Stream
- Partner with Tech Partners
- Optimize Business to support the Digital Bank embryo by synergizing and collaborating with the BNI Group
- Rebrand to build a new image to become a Digital Bank
- Develop Partnerships with Other Ecosystems that support the MSME business

6. BNI Ventures

In 2023, BNI Ventures has prepared a work plan to invest in digital-based startups through equity participation schemes, quasi-equity participation, and other forms of funding schemes, both directly and through venture fund management, with reference to POJK provisions for Venture Capital Companies. In addition to investment activities, BNI Ventures also plans to carry out fee-based service activities. These work plans are a form of company support to develop technological innovation in the BNI Group, and strengthen a healthy ecosystem in the venture capital and start-up industry.

What They Say



Arwin Rasyid BNI Sekuritas Customer

I have been a customer of BNI Sekuritas since 2016. I received many benefits, especially in terms of the customer relationship service that I received from BNI Sekuritas. This shows that BNI Sekuritas is a financial institution that is experienced and understands what customers need.

Good communication, complete information, as well as the financial advice provided made me feel that I was not wrong in choosing a partner in financial services, especially securities institutions as supporting companies in the capital market.

Congratulations and success for BNI Sekuritas.



Anhari Fityanto General Manager General Service Telkomsel - BNI Multifinance Customer

We have been working with BNI Multifinance for about 1 year, and have received excellent service satisfaction. Many challenges and new events have passed while working together, all of which were positive lessons. Of course, the solutions offered were also very helpful in serving our employees.

We hope that this collaboration can continue, be developed, and provide added value. Not only in the scope of vehicle rental, but also in the field of financial services for Telkomsel employees.

Continued success for BNI Multifinance.



Mahjudin President Director of PT MNC Finance - BNI Multifinance Customer

We are very proud and grateful to be working with BNI Multifinance so far, with their very professional, and friendly Board of Directors, very informative and fast service, interest rates that are also quite competitive. We wish you continued success in the coming years.

Continued success for BNI Multifinance.



Chika Yunindra Entrepreneur, BNI Life customer

I have been a BNI Life customer for almost 5 years since 2017.

After starting a family and having children, I felt the need for financial planning for myself and my family.

After talking to my colleague, I was recommended to come to the BNI branch office and was directed to meet with a BNI Life Bancassurance Specialist.

After meeting and receiving detailed product explanations, I understood what products I needed, and in the end I chose the HY-end Pro product from BNI Life, this product is perfect for what I need for the future for me and my family.

Thank you BNI Life #EazylifeBNILife



Prof. Dr. H. Moh. Isom, MA
Director of Curriculum, Facilities, Institutions, and
Madrasah Student Affairs Ministry of Religion - BNI
Life Customer

I am Prof. Dr. H. Moh. Isom, M.A., and on this occasion I would like to share my experience in choosing a Life Insurance Product

Old age and the future of the family must be prepared. So far, I have always tried to provide the best for my family.

We never know what risks will occur in the future and must always be ready to ensure that the family I love receives financial security to survive.

After studying many life insurance products, I chose a unit-linked life insurance product from BNI Life, called Blife Plan Multiprotection as this product has 2 benefits at once, namely life protection and investment in one policy.

Thank you BNI Life #EazylifeBNILife



Nurwenda
(Head of Chancery (HoC) Consulate General of
the Republic of Indonesia (KJRI) Hong Kong - BNI
Remittance Customer)

Thank you to BNI Remittance Ltd. Hong Kong for the excellent performance and service that is fast, friendly and tireless in serving customers, especially the Indonesian Consulate General and Indonesian Migrant Workers in Hong Kong.



Hendriawan
Owner of Sinar Mandiri Aluminum -Bank Mayora
customer

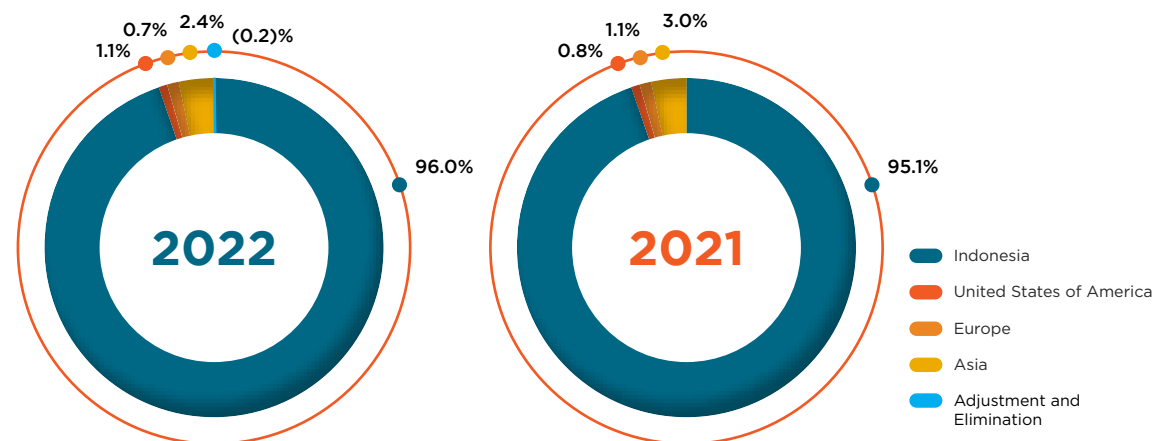
I felt the many benefits provided by ClickMayora and Mayora Mobile Banking that were easy to use.

GEOGRAPHICAL SEGMENT

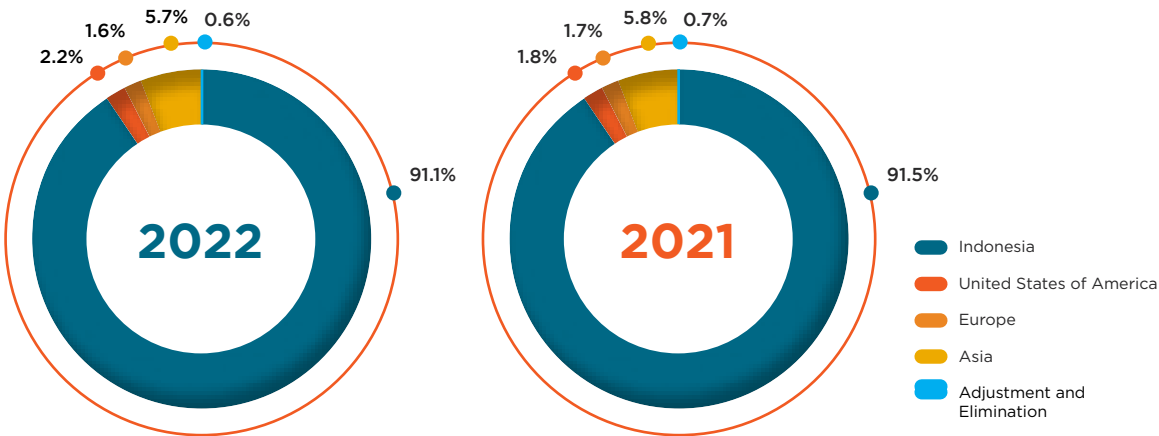
As well as presenting operating segments based on main customer groups and products, BNI's Audited Financial Report also provides geographic segment information that can provide an overview of BNI's business distribution. BNI's geographical segment is divided into Indonesia, the United States, Europe, and Asia.

To provide an overview of the distribution of business from geographical segments, the following shows the contribution per region to BNI's interest income and total assets.

Bank Interest Income and Sharia-Net Income Composition per Geographical Segment						
Segment	2022		2021		Increase (Decrease)	
	Total (Rp-billion)	Composition (%)	Total (Rp-billion)	Composition (%)	Nominal (Rp-billion)	Percentage (%)
Indonesia	39,682	96.0	36,381	95.1	3,301	9.1
United States of America	438	1.1	325	0.8	113	34.8
Europe	320	0.7	425	1.1	(105)	(24.7)
Asia	973	2.4	1,133	3.0	(160)	(14.1)
Adjustment and Elimination	(92)	(0.2)	(17)	(0.0)	(75)	441.2
Total Interest Income and Sharia-Net Income	41,321	100.0	38,247	100.0	3,074	8.0



Bank Assets Composition per Region						
Segment	2022		2021		Increase (Decrease)	
	Total (Rp-billion)	Composition (%)	Total (Rp-billion)	Composition (%)	Nominal (Rp-billion)	Percentage (%)
Indonesia	937,500	91.1	882,365	91.5	55,135	6.2
United States of America	22,953	2.2	17,121	1.8	5,382	34.1
Europe	16,341	1.6	16,063	1.7	278	1.7
Asia	58,883	5.7	55,659	5.8	3,224	5.8
Adjustment and Elimination	(5,840)	(0.6)	(6,370)	(0.7)	530	(8.3)
Total Assets	1,029,837	100.0	964,838	100.0	64,999	6.7



From the above tables and graphics, it can be seen that in 2022 the Indonesian region made a major contribution to the Bank’s interest and sharia net income, and also to the Bank’s total assets. The contribution of all regions to the Bank’s interest income and sharia net income in 2022 was Rp41 trillion, an increase of 8.0% compared to Rp38 trillion in 2021. Meanwhile, the contribution of all regions to the Bank’s assets in 2022 was Rp1,030 trillion, an increase of 6.7% compared Rp965 trillion in 2021.



The following shows the financial performance by geographical segments for 2021-2022.

Geographical Segment Profitability																	
Account	Indonesia				United States of America					Eropa				Asia			
	2022 (Rp-billion)	2021 (Rp-billion)	Increase (Decrease)		2022 (Rp-billion)	2021 (Rp-billion)	Increase (Decrease)			2022 (Rp-billion)	2021 (Rp-billion)	Increase (Decrease)		2022 (Rp-billion)	2021 (Rp-billion)	Increase (Decrease)	
			Nominal (Rp-billion)	Percentage (%)			Nominal (Rp-miliar)	Percentage (%)				Nominal (Rp-billion)	Percentage (%)			Nominal (Rp-billion)	Percentage (%)
Profit (Loss)																	
Interest income and sharia income - Net	39,682	36,381	3,301	9.1	438	325	113	34.5		320	425	(105)	(24.7)	974	1,133	(159)	(14.0)
Premium income - Net	1,552	1,399	153	10.9	-	-	-	-		-	-	-	-	-	-	-	-
Other operating income	18,298	16,149	2,149	13.3	106	160	(54)	(33.8)		308	235	73	31.1	534	258	276	107.0
Other operating expenses	(26,548)	(23,918)	(2,630)	11.0	(281)	(266)	(15)	5.6		(118)	(115)	(3)	2.6	(619)	(503)	(116)	23.1
Establishment of allowance for impairment losses	(11,416)	(17,845)	6,429	(36.0)	(53)	-	(53)	100.0		(13)	(95)	82	(86.3)	(31)	(357)	325	(91.0)
Operating profit	21,567	12,166	9,401	77.3	209	219	(9)	(4.1)		496	450	46	10.2	857	531	326	61.4
Non-Operating Income (Expense) - Net	(201)	(218)	17	(7.8)	-	-	-	-		(2)	(1)	(1)	100.0	(8)	2	(10)	(500.0)
Income Before Tax Expenses	21,365	11,948	9,417	78.8	209	219	(10)	(4.6)		495	449	46	10.2	850	533	317	59.5
Financial Position																	
Total Assets	937,500	882,365	55,135	6.2	22,953	17,121	5,832	34.1		16,341	16,063	278	1.7	58,883	55,659	3,224	5.8
Total Liabilities	792,616	750,739	41,877	5.6	23,093	17,126	5,967	34.8		16,498	16,065	433	2.7	59,527	55,590	3,937	7.1

Digital Banking

2022 Performance

Management Report

Company Profile

Management Discussion and Analysis on Company Performance

Capital & Risk Management Practices

Good Corporate Governance

Social & Environmental Responsibility

ESG Commitment

Financial Statements



The financial industry disruption by digital technology is something that cannot be avoided. For example, BNI digital channel transactions for consumer and corporations have increased successively from 2020 to 2022. Of course, this shows that there has been a change in consumer behavior in the financial industry, including in BNI.

Due to these changes and challenges, BNI develops digital banking on an ongoing basis through quality digital products, and is able to provide added value for customers from BNI business segments. The increasing use of BNI's digital banking products has seen an increase in BNI's sustainable income and third party funds. In addition, digitizing business processes to simplify business processes and opening up new business potentials will increase efficiency at BNI.

BNI's development of digital services was also carried out to respond to regulatory policies in the Bank Indonesia vision of the Indonesia 2025 payment system, which encourages banks to transform to a digital end to end, especially through development of open banking, data openness, Retail payment system improvement, as well as interlinks between banks and digital financial services.

To support customer convenience in carrying out banking transaction activities, BNI has flagship products called BNI Mobile Banking for retail customers and BNIDirect for corporate customers. Both of these flagship products have won national and international awards. BNI Mobile Banking and BNI Direct have customer-centric features that have been adjusted to customer needs for their daily activities. These digital products are supported by qualified IT capabilities, advanced data analytics and Open APIs connected to third-party services.

Digital Banking Products and Services for Consumer

1. ATM

This banking service channel is ready to facilitate customers 24 hours a day to conduct checking balances, transfers, payment and purchases (Cash Recycle Machine). BNI currently has 16,125 ATM machines as of December 31, 2022 spread throughout Indonesia, connected to ATM Link, ATM Bersama, ATM Prima, ATM Alto networks, and international networks such as Mastercard, Visa, JCB, APN, Union Pay and Cirrus.

ATM Performance				
	2022	2021	Increase (Decrease)	
			Nominal	Percentage (%)
Total Transactions (million)	1,374,1	1,532,5	(158,4)	(10,3)
Transaction Volume (Rp-million)	675.848,8	734.447,3	(58.598,5)	(7,8)

ATM transactions are predominately interbank transfer transactions, cash withdrawals and bill payments. The decline in the number and volume of ATM transaction values in 2022 was due to changes in customer behavior as they shifted ATM transactions to digital transactions. At BNI, this decline was seen in the increase in BNI Mobile Banking transactions.

Currently, the development of ATM channel focuses on the development of joint partnerships with third parties such as e-commerce partners and BPDs in Indonesia that provide cash withdrawal banking services without cards, and other services. The ATM channel development is also focused on the CRM (Cash Recycle Machine) channel development, where customers can make cash withdrawal deposit transactions without the need to go to the branch. In the long run, the use of CRM channels makes it easy for customers to transition from cash transactions to digital, so as to create cashless society supported by the BNI digital banking products.



2. SMS Banking

BNI SMS Banking is a banking service facility that can be used by customers to transact, pay and purchase, which can be accessed through the BNI SMS Banking application (for Android & iOS -based smartphone users), SMS syntax and USSD access *141#. SMS banking services provide banking transaction inclusiveness and convenience for BNI customers who want to make financial transactions, but are in areas that have low internet connectivity.

SMS Banking Performance

	2022	2021	Increase (Decrease)	
			Nominal	Percentage (%)
Users (millions)	12,6	12,3	0,3	2,8
Number of Transactions (million)	697,8	704,1	(6,3)	(0,9)
Transaction Volume (Rp-billion)	27.150,5	28.530,5	(1.380,0)	(4,8)

SMS Banking transactions are dominated by transfer transactions between banks, Telcos (Postpaid and Prepaid) and Utilities (PLN, PDAM). There was a decrease in the number and volume of transaction values in 2022, compared to 2021, due to the transition from SMS transactions to fully digital-based transactions, namely BNI Mobile Banking. These statistics show that user conversion to BNI Mobile Banking has occurred successfully, where customers can enjoy a wider variety of services and features on the BNI Mobile Banking digital channel.

3. Internet Banking

As well as from smartphones, BNI's digital banking services are also available for PC/Laptop users. Through BNI Internet Banking, customers can enjoy banking service channels that can be accessed via a web browser with the BNI Internet Banking URL. Not only transactional services, BNI Internet Banking also has a reliable feature in the form of Personal Financial Management that allows customers to make financial plans according to their needs, complete with automatic deposit scheduling, and can be used to monitor cash flow and trends in spending/incoming funds in graphical form. BNI Internet Banking is also equipped with security standards that use two types of financial transaction authorization tools, namely BNI e-Secure and BNI m-Secure based on customer needs when conducting business transactions.



4. BNI Mobile Banking

BNI Mobile Banking is a BNI digital banking application that provides convenience to individual customers in making transfers, investments, bill payment transactions in one application. Currently, BNI Mobile Banking is available on IOS and Android devices and can be activated and used for overseas transactions. With a rating of 4.6 on Google Play and 4.7 on the App Store, BNI Mobile Banking has proven successful in providing easy transactions wherever and whenever. This transactional capability, in the end, promotes inclusive and sustainable banking, especially for customers who are in rural areas and overseas.

Mobile Banking Performance

	2022	2021	Increase (Decrease)	
			Nominal	Percentage (%)
Users (millions)	13,6	10,8	2,8	26,1
Number of Transactions (million)	597,0	433,8	163,2	37,6
Transaction Volume (Rp-billion)	802.274,8	615.046,4	187.228,4	30,4

BNI Mobile Banking is BNI's flagship product that makes it easy for users to make transactions anywhere and anytime. They include several superior features for BNI customers, namely inter-bank transfers, telco and Utilities purchases/payments. This significant increase occurred because BNI's Mobile Banking products have value-added features, such as digital account opening, fast payments with QRIS Payment, cardless cash withdrawals both at ATMs and BNI partners such as Alfamart and Indomaret, investments, Foreign currency exchange, International Transfers, Lifestyle features such as buying airplane tickets and ordering taxis, all of which provide convenience, speed and convenience in customer transactions.

Looking forward, BNI Mobile Banking will continue to innovate to be even better, especially for providing services to customers based on their persona. The variety of services tailored to the persona will assist in fulfilling the customer's daily banking activities and transactions.



5. BNI Agen46

BNI Agen46 is a BNI partner providing banking services to the public in the context of financial inclusion. As well as being a BNI partner providing banking services, BNI Agen46 is also a partner in government programs, such as distributing social assistance and subsidies for beneficiary families.

Through BNI Agen46, banking transactions have become easier, faster and closer to the surrounding communities, especially in rural areas that are not yet reached by banking services. With the number of agents increasing every year, BNI Agen46 acts as an extension of the BNI channel, and works on the business potential of the surrounding communities, such as the potential for TPFs through Pandai Savings, and banking transactions such as payments and purchases, which can all be used as potential referral transactions for People's Business Loans distribution.

BNI Agen46 Performance

	2022	2021	Increase (Decrease)	
			Nominal	Percentage (%)
Number of BNI Agen46 (agents)	164.979	157.632	7.347	4,7
Transaction Volume (million)	83,0	146,4	(63,4)	(43,3)
Transaction Nominal (Rp-billion)	73,8	92,3	(18,5)	(20,0)
Number of Pandai Accounts (million)	20,0	19,8	0,2	1,2
BNI Pandai (Rp-billion)	920	1.387	(467)	(33,6)
BNI Agen46 (Rp-trillion)	2,7	3,5	(0,8)	(23,6)

BNI Agen46 has succeeded in providing inclusive digital finance to customers in remote areas. In 2022, there was an increase of 5% in the number of registered BNI Agent46, reaching a total of 164.97 thousand agents. With this increase, BNI continues to fulfill its commitment to provide digital financial services that are open to all customers, with channels available in many regions. There are excellent BNI Agen46 features, such as deposit - cash withdrawal, bill payments and top - up e-wallets. Looking forward, BNI plans to provide other value-added services, such as top-up game vouchers and entertainment vouchers.



6. TapCash

To build an all - in - one digital financial ecosystem, BNI believes that digital banking services cannot only be carried out through Smartphone or computer channels, but must also be conducted directly to provide a digital cash transaction experience. This BNI strategy is for a chip-based electronic money product called TapCash. TapCash is a substitute for cash that can be used at acceptance points through merchant cooperation with BNI, as well as for transportation, parking and toll roads. TapCash users are also spoiled with the TapCash Go application and the TapCash feature in BNI Mobile Banking that makes it easy to check balances and top up TapCash cards.

Looking forward, TapCash's top up capability will be further enhanced to provide convenience for customers for topping up balances through available channels. To expand this capability, BNI continues to increase cooperation with retail partners (such as minimarkets), e-commerce and fintech. This top up capability expansion is also carried out with the expansion in the number of BNI Agen46, so that customers in rural areas can top up their TapCash balances easily.

TapCash Performance

	2022	2021	Increase (Decrease)	
			Nominal	Percentage (%)
Number of Transactions (million)	56,7	38,0	18,7	49,3
Transaction Volume (Rp-billion)	1.530,5	1.033,6	496.9	48,1

In 2022, TapCash cards had reached more than 9 million. This increase was due to Go-To-Market strategies for TapCash products, such as BNI's TapCash collaboration with Regional Banks (BPD), and due to communities with strong engagement. BNI has also succeeded in integrating the BNI TapCash product with other new ecosystems, such as the eSports and Metaverse ecosystems, which have the potential to increase customer satisfaction and brand loyalty.



7. BNI Debit Online

BNI Debit Online (BDO) is a payment method for online transactions using a Virtual Card Number (VCN) that can be requested through BNI Mobile Banking to provide convenience for customers making transactions. The Virtual Card Number also improves customer account security by preventing the customer's original debit card number from being known by third parties.

8. SMS Notification

This is an information service for customer banking transactions delivered via SMS to the mobile number registered for the customer for notification of debit/credit transactions made by customers, especially BNI Taplus/BNI Giro Rupiah Individual account holders. Through SMS Notifications, customers will be informed about all financial transactions that occur in their accounts to prevent potential unauthorized transactions.

9. iPay

BNI iPay is a product derivative from BNI Internet Banking that makes it easy for BNI Internet Banking users to complete online shopping transactions in one transaction flow. After selecting goods or services on the e-commerce site, the User will be directed to the BNI iPay site to make payments immediately using the user id, password, and secure code generated by e-secure or m-secure BNI Internet Banking.

10. Smartpay

BNI Smartpay is a product derivative from BNI SMS Banking that provides convenience (seamless transaction) for BNI SMS Banking user customers when conducting their online shopping transactions in one transaction flow. After selecting goods or services on the e-commerce site, the customer then only needs to input the challenge pin from incoming SMS 3346.

11. BNI Merchant Business

To support the digitization of financial transactions at merchants in Indonesia, as well as to increase overall retail economic activity, BNI has Merchant Business services consisting of Electronic Data Capture (EDC) transactions, Quick Response Code Indonesian Standard (QRIS) and Online Merchant transactions. One of BNI's strategies to develop the Merchant business is rapid acquisition of merchants that are currently popular in various cities in Indonesia. EDC and QRIS services will be offered simultaneously, based on the conditions of each merchant so that BNI can absorb all of the existing business potential to the maximum. A similar strategy was also implemented with online merchants, where payment services through BNI were included on eCommerce sites and other sites.

The BNI EDC network is a network that serves payment transactions using card-based payment instruments (credit, debit and prepaid cards) and QRIS. The BNI EDC merchant network has wide acceptance, and is a collaboration between BNI as the acquirer bank and global principals such as VISA, MasterCard, JCB, Chin, American Express and local principals.

QRIS is also a payment service using Bank Indonesia's National QR code standard. Through QRIS, BNI Merchants can receive payments from the BNI Digital Application and other Banks and e-Wallets, at relatively affordable costs. There are 3 QRIS payment models used at BNI, namely Static Merchant Presented Mode (MPM), Dynamic Merchant Presented Mode (MPM) and Customer Presented Mode (CPM). BNI adapts the use of these QRIS payment models to the type of merchant, where static MPM will be used for MSME merchants, dynamic MPM for medium and large merchants and CPM for merchants with high transaction needs such as modern retail.

BNI Merchant provides an H+0 settlement facility making it easy for these merchants to help receive money from their sales on the same day to maintain a stable cash circulation level.

Online Acquiring is a service specifically for online payments. Through online acquiring, customers can make payments for bills (such as telco and electricity bills) using BNI digital channels and can make payments at online merchants (such as eCommerce). BNI collaborates with other parties, such as International Online Merchants and BPD to expand its payment capabilities, so that customers can transact easily using BNI's digital channels both locally and internationally.

Merchant Business Performance				
	2022	2021	Increase (Decrease)	
			Nominal	Percentage (%)
Number of Transactions (million)	97,8	78,9	18,9	24,0
Transaction Volume (Rp-billion)	82.859,2	69.489,7	13.369,5	19,2

BNI's merchant business experienced a significant increase in value and number of transactions in 2022, after successful acquisitions of leading merchants. Looking forward, BNI's Merchant Business will continue to improve to reach a variety of quality merchants who are in demand by customers. The bundling and cross selling of BNI Merchant services to corporate and MSME customers will also be constantly improved to ensure closed-loop transactions can occur at BNI. From a technical perspective, BNI Merchant products (EDC, QRIS and Online Acquiring) are also constantly being improved through the development of EDC Android and increased technical support for merchants.



12. BNI Credit Card Mobile and My Credit Card in Mobile Banking

BNI's credit card service is application-based so it helps cardholders receive their transaction information via smartphone. BNI Credit Card Mobile and My Credit Card in Mobile Banking are equipped with features such as billing information, recorded transactions, installment conversions, bill payments and insurance registration, cash withdrawals, as well as credit limit increase request services and data updates. BNI Credit Card Mobile and My Credit Card in Mobile Banking also provide information on BNI Credit Card promos and products.

13. Contactless Credit Cards

The BNI Credit Card works with the Principle where the cardholder simply taps the BNI Credit Card onto an EDC machine with the contactless logo. This feature provides more benefits to cardholders where transactions become more practical and secure.

14. Digital Acquisition

Credit card application facilities or channels using the mobile web can be accessed anytime and anywhere using a smartphone via the applycreditcard.bni.co.id link. This Digital Acquisition provides advantages such as:

- The prospective cardholder's data is directly stored in the system thereby minimizing the risk of data leakage.
- Credit card applications can be made digitally via a smartphone without the need to meet with sales or come to a branch
- Faster processing of credit card applications and decisions.

15. BNI Credit Card Virtual Card Number

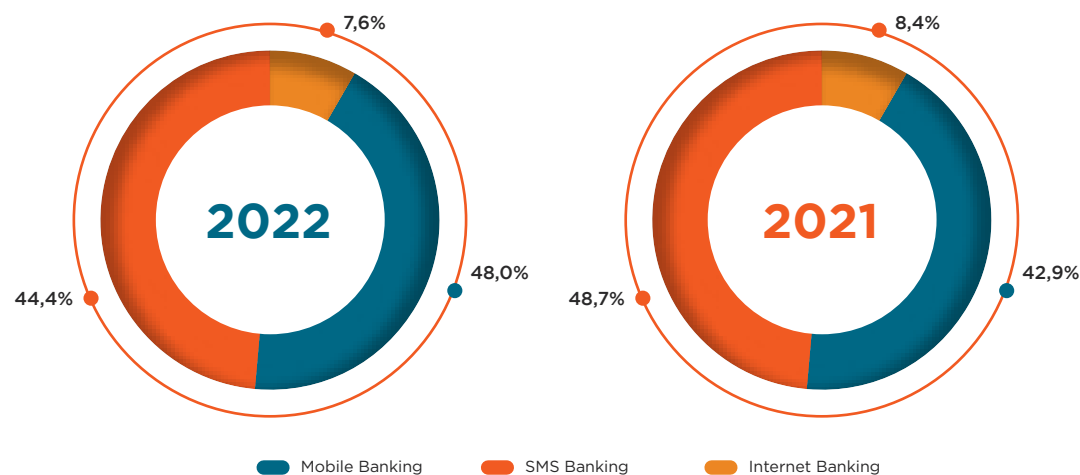
The BNI Credit Card feature is used as an alternative payment for credit card transactions that is more effective and efficient and provides comfort and convenience for online transactions (card does not have to be presented), using a unique virtual number as a substitute for the original credit card number to be used in BNI Corporate Credit Cards.

16. QRIS Source of Domestic Government Credit Card Funds (KKPD)

The QRIS payment feature with Domestic Government Credit Card funding sources using BNI Mobile Banking aims to facilitate operational spending and work unit official travel (Satker), at the central and regional levels with Government Credit Card (KKP) payments schemes where processing is carried out through domestic principals.

The Consumer Digital Banking products and services performance can be seen below.

E-Banking User Composition						
Layanan	2022		2021		Increase (Decrease)	
	Total (users)	Composition (%)	Total (users)	Composition (%)	Nominal (users)	Percentage (%)
Internet Banking	2.176.082	7,6	2.128.662	8,4	47.420	2,2
Mobile Banking	13.631.606	48,0	10.812.341	42,9	2.819.265	26,1
SMS Banking	12.602.562	44,4	12.258.085	48,7	344.477	2,8
Total	28.410.250	100,0	25.199.088	100,0	3.211.162	12,7



From the Digital Banking users composition, it shows there has been a decrease in the user composition for SMS Banking and Internet Banking and an increase in the user composition for Mobile Banking. The decline in the SMS Banking and Internet Banking user composition occurred due to the migration of these customers to BNI Mobile Banking super app users. This trend is expected to continue in the following year, where BNI Mobile Banking will become the dominant digital channel for BNI customers.

Variety of Digital Banking Products and Services for Corporations

1. BNIDirect

BNIDirect is an electronic channel provided by BNI for non-individual customers to carry out financial transaction activities from customer accounts at BNI more quickly, easily and safely. BNIDirect can be accessed via the website or mobile app, where its advantages are divided into 3 (three) functions, namely Payment Management, Collection Management and Liquidity Management.

a. Collection Management

The collection process for product/service sales can run effectively and efficiently, and can identify sales results quickly and accurately.

b. Liquidity Management

Solutions provided for Non-Individual Customers so that the company/institutional financial cash flow management can be maintained in an ideal position to meet the company's operational needs. Through BNI Liquidity Management, customers can easily manage the company's largest funds in BNI accounts in real time with the support of an automatic sweeping mechanism, as well as minimizing operation handling costs.

c. Payment Management

Management of payment transactions from BNI makes it easy for Institutional/Company Customers to make payment settlements in a timely and accurate manner. The need for reports on the payment of these obligations can also be obtained quickly and in real time, so that customers will immediately receive a recapitulation of the required reports.

In 2022, BNIDirect took innovative steps by adding BNI Giro Multi Currency services in 9 (nine) currencies, namely Rupiah (IDR), Yen (JPY), Pound Sterling (GBP), United States Dollar (USD), Euro (EUR), Australian Dollars (AUD), Singapore Dollars (SGD), Hong Kong Dollars (HKD) and Chinese Yuan (CNY) to accommodate customers to carry out banking transactional

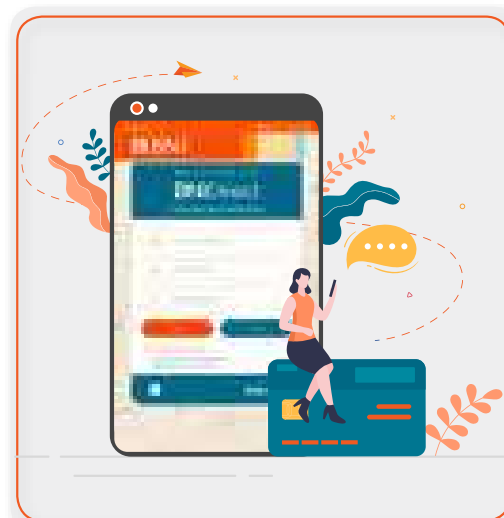
activities with different currencies from just one account. In addition, BNI also added an online open account feature that allows BNIDirect users to directly open current and time deposit accounts.

- BNIDirect Overseas Branch Offices (KCLN) carry out BNI's mission as a bank with international services capable of supporting the needs of global business partners, and BNI has expanded the reach of BNIDirect services to Overseas Branch Offices (KCLN) by launching BNIDirect KCLN.

BNIDirect KCLN accommodates the transactional needs of diaspora who want to develop their business, business customers who have business branches overseas, and foreign customers who have business partners in Indonesia to carry out direct transaction activities digitally without going through branch offices. Currently, BNIDirect KCLN has been successfully launched in London, and will continue to be developed in 6 (six) other overseas branch offices.

3. BNIDirect Mobile

BNIDirect Mobile is a mobile application designed for Android and iOS-based smartphones to access BNIDirect, and is a new channel as an additional channel for the website version of BNIDirect. BNIDirect Mobile supports the activities of executives of companies/agencies/institutions who have high mobility when carrying out their business/activities. Transaction activities in BNIDirect (web version) can also be monitored via BNIDirect Mobile, and vice versa. BNIDirect Mobile offers convenience and is equipped with the use of M-PIN (Mobile Personal Identification Number) and SMS OTP (One Time Password) for every transaction.



BNIDirect advantages

Fast:

- 24 hour internet access (for in-house transactions and online transfers).

Easy:

- User Friendly;
- Equipped with a transaction guide;
- Can make transactions anywhere.

Safe:

- Secure Line with 128 bit verisign Security Certification SocketnLine (SSL);
- Transaction authorization using Electronic Signature, namely BNI e-Source (Hard Token) or mobile token (soft token);
- Equipped with company ID, User ID and password. The division of transaction authority consists of Maker, Approver and Releaser. The Matrix feature is also available to set transaction authority and transaction limits.



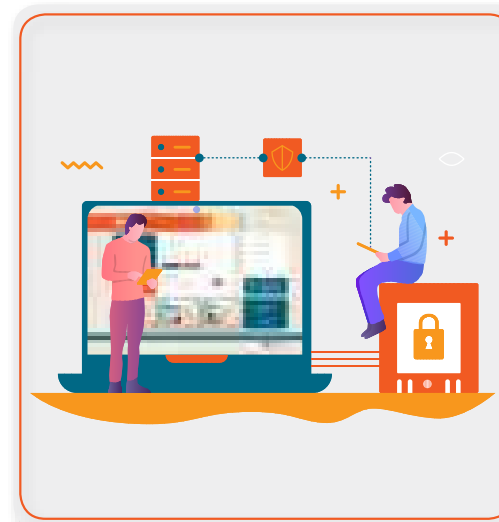
BNIDirect Features Advantages

- A flexible menu that can be adjusted according to customer needs;
- The number of users can be set according to needs;
- Authority access to features and accounts can be determined by the customer;
- Transaction authorization is carried out with a dynamic PIN generated by an electronic signature (BNI w-Secure/mobile token);
- Has various types of report formats that can be downloaded for customer transactions and can be sent via email;
- Comes in three languages, namely in Indonesian, English and Mandarin.



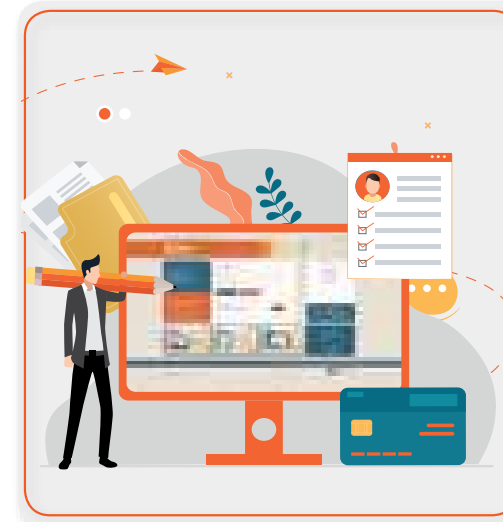
BNIDirect Mobile Advantages

- Accessed via Android and iOS based devices;
- Display based on screen size;
- No need to carry Tokens;
- Layered security;
- Auto update BNIDirect Mobile feature (no need to reinstall).



BNIDirect Mobile Security

- Transaction authentication uses M-PIN and OTP sent to the user's mobile number registered at BNIDirect;
- Access to sensitive menus requires M-PIN;
- Data communication between Device and App server is AES 256 encrypted;
- Web Application Firewall (WAF) verification.



Terms and Conditions to Become a BNIDirect Mobile User Customer

- Already registered on the web version of the BNIDirect application;
- For new customers, use the BNIDirect/BNIDirect Mobile Registration Application by adding the BNIDirect Mobile feature and including the mobile/cell phone number for each user;
- For old (existing) customers, use the BNIDirect/BNIDirect Mobile Maintenance Application to add BNIDirect Mobile features and mobile/cell phone numbers for each user.

BNIDirect Performance				
	2022*	2021*	Increase (Decrease)	
			Nominal	Percentage (%)
Number of Transactions (million)	764	645	119	18,4
Transaction Volume (Rp-billion)	6.168	4.196	1.972	47,0
Fee Base Income Cash Management (Rp-billion)	363	308	55	17,9
Number of Cash Management Users**	100.170	80.232	19.938	24,9

*) Number after resegmentation
**) Number of Users based on CIF

In 2022, the number and volume of BNIDirect transactions increased by 119 million and Rp1,972 trillion respectively from the previous year. The increase was mainly due to customer activity posts for transfers, foreign exchange transactions, and payment of the State Revenue Module (MPN). From the increase in the number and volume of these transactions, the value of Fee Based Income Cash Management generated was Rp363 billion, an increase of 17.9% from 2021.

4. Financial Supply Chain Management (FSCM)

Supply Chain Financing is a business solution in a chain from upstream to downstream that is tailored to the needs of Corporate Customers. Through the BNI Financial Supply Chain Management (BNI FSCM) platform, customers get transparency in monitoring document flows and money flows from three parties (BNI, Corporations and Corporate Partners), real time information, easier and more flexible disbursement and implementation, and makes it easier for customers for paperless and secure reconciliation of invoices.

BNI FSCM services are divided into 3 (three) solutions, namely Supplier Financing, Distributor Financing and Receivable Financing.

a. Supplier Financing

Supplier Financing is a facility for taking over Corporate Partner (Supplier) receivables for Corporate customers before the due date to be paid in a shorter time. Supplier Financing services are provided for companies that wish to increase business growth and speed up their production cash cycle process by providing bailouts for bill payments that have been accepted by Corporate customers.

b. Distributor Financing

Distributor Financing is a financing facility for Corporate customer bills to Corporate Partners (Distributors) on the due date and provides an extension of the settlement of bills from Corporate Partners to BNI. Distributor Financing services are provided for companies that wish to increase business growth and manage their production cash cycle processes with the flexibility of paying off Corporate customer bills. In this case, Corporate Partners can make arrangements for paying bills according to their cash flow capabilities.

c. Receivable Financing

Receivable Financing is a facility in the form of taking over a Corporate customer's bill to a Corporate Partner (Distributor) to be paid before the bill's due date. Receivable Financing services are provided for Corporate customers who want to increase business growth and speed up their production cash cycle process by bailout financing for Corporate customer bills to finance their collection of receivables. BNI provides bailouts for Corporate receivables to be paid faster.

Financial Supply Chain Management



(More info: <https://bnifscm.bni.co.id/>)

Financial Supply Chain Management (FSCM) Performance

	2022	2021	Increase (Decrease)	
			Nominal	Percentage (%)
Number of Transactions (thousand)	126	101	25	24,8
Transaction Volume (Rp-trillion)	44	16	28	175,0
Fee Based Income (Rp-miliar)	801	680	121	17,8

The number and volume of transactions through the FSCM platform increased by 24.8% and 175% respectively from the previous year. Improved BNI FSCM transactions performance in 2022 resulted in Fee Based Income of Rp801 billion, or an increase of Rp121 billion (17.8%) from 2021. This increase is in line with BNI's strategy that continues to optimize FBI growth through the value chain and supply chain from BNI customers.

5. E-Bank Guarantee

Together with technological developments, BNI presents Online Bank Guarantees (BNI e-Bank Guarantee and m-BG Checking) as a solution that makes it easy for customers to apply for issuance, monitoring and checking bank guarantees online with the following features:

- e-Application (submitting an application for the issuance of a bank guarantee online accompanied by tiered approval);
- e-Tracking (Monitoring the status of bank guarantee issuance);
- e-Reporting (Report of bank guarantees that have been issued (as applicant) and accepted (as beneficiary);

- e-Checking (Checking the validity of bank guarantee documents that have been issued (as an applicant) and/or accepted as a beneficiary);
- e-Plafond Monitoring (Monitoring bank guarantee ceiling (maximum, usage, and remaining ceiling));
- BNI m-BG Checking (validation of bank guarantee documents via mobile apps by scanning the QR Code on bank guarantees).

Garansi Bank Online



(Selengkapnya: <https://gb-online.bni.co.id/>)

Bank Guarantees Performance

	2022	2021	Increase (Decrease)	
			Nominal	Percentage (%)
Transaction Volume (Rp-billion)	33.272	31.860	1.412	4,43

As of December 31, 2022, the volume of BNI Bank Guarantee transactions reached Rp33,272 billion, an increase of Rp1,412 billion (4.43%) from 2021.

6. API Corporate Banking

BNI API is a digital solution that uses Open API technology to facilitate customer transactional activities so they are directly integrated with the BNI banking system. Through the Corporate Banking API service, BNI makes it easier for customers to use BNI's transactional banking services that are integrated into applications built independently by each company. Up to the end of 2022, BNI API Corporate Banking had provided a total of 394 API services to customers.

API Services



(More info: <https://digitalservices.bni.co.id/>)

Marketing Aspect

2022 Performance

Management Report

Company Profile

Management Discussion and Analysis on Company Performance

Capital & Risk Management Practices

Good Corporate Governance

Social & Environmental Responsibility

ESG Commitment

Financial Statements

MARKET ANALYSIS AND BANKING COMPETITION CONDITIONS

In 2023, the economy is expected to grow by 5.0 supported by household consumption, investment, government spending and net exports. Inflation is expected to decline to 3.8 after the impact of the fuel price hike on consumer inflation comes down. Pressure on the Rupiah exchange rate is expected to occur early in the first half of 2023 due to an increase in the benchmark interest rate in the United States, but it should ease in the second half of the year underpinned by Indonesia's strong economic fundamentals in terms of controlled inflation and good economic growth, which have attracted capital flows into the country.

To anticipate Rupiah volatility and the ongoing monetary tightening policy in the US in the first half of 2023, it is estimated that Bank Indonesia's benchmark interest rate will still have a chance to increase to the level of 5.75 and remain at that level throughout 2023.

From the perspective of the banking industry, the stability of the domestic economy is the catalyst for healthy business growth. Bank loan growth in 2023 is estimated to be in the range of 7-9, and TPF growth at the level of 7.2-8.5.

MARKETING STRATEGY

In the current digital era, BNI is committed to becoming an agile bank dealing with rapidly changing market wants and needs as well as increasingly fierce business competition. For this reason, BNI always improves banking services in a sustainable manner in line with the RACE (Risk Culture, Agile, Collaboration, Execution Oriented) values. To communicate these products and services, a marketing communication strategy is needed that is integrated corporately with corporate messages about BNI's products. These messages start from BNI's commitment to become a state-owned bank with global capabilities, to BNI's commitment to become a digital-based bank.

As a national bank with competitive advantages in international business, BNI has aspirations to contribute significantly to Indonesia's economic

growth and bridge Indonesian business in the global arena through the presence of 7 overseas branch offices (KCLN) in New York, London, Tokyo, Osaka, Seoul, Singapore, and Hong Kong. In May 2022, BNI expanded its network to the European continent by opening a representative office in the city of Amsterdam, in an effort to optimize international banking performance. BNI's presence overseas can also be seen as a door for investors, Diaspora and potential customers to get to know Indonesia more through BNI's products and services. This idea is the basis of BNI's corporate message and is emphasized in 2022 with the theme "BNI for Stronger Indonesia" at the 76th anniversary.

Furthermore, this theme is also a form of a commitment that is in line with the G20 presidency theme for 2022, namely "Recover Together, Recover Stronger". BNI is determined to invite Indonesia and the world to work together and support each other in post-pandemic economic recovery to grow stronger. This spirit of optimism is visualized in a video manifesto that describes BNI's journey as a bank that is present with a variety of financial products and services for Indonesia and the world. In making this video, BNI collaborated with Alffy Rev, who is a young Indonesian multitalented artist with a high sense of nationalism that he pours into each of his works. The video went viral online through BNI's official social media account, and has been watched by 181 thousand viewers and generated 32 thousand likes. On the Instagram account @alfy_rev, the video was watched by 373 thousand viewers and received 41 thousand likes.

Another step taken in communicating BNI's message as a bank with global capabilities is to consistently participate in international scale events. One way was through the BNI Indonesian Masters, the largest golf tournament event in Indonesia with number of world-renowned golf athletes and is broadcast on television channels worldwide.

Based on the spirit of optimism to build a stronger and more sustainable business ecosystem, BNI also appointed 3 product champions. Starting from MSMEs and Indonesian Diaspora with Xpora, retail customers with BNI Mobile Banking, to corporate customers with BNIDirect, to provide convenience and comfort for transactions anywhere and anytime for all its customers.

Through BNIDirect, BNI presents digital cash management solutions with superior features such as Collection Management, e-FX (Forex transactions), e-Tax (tax payments), transfer management, liquidity management, information management, Virtual Account Management, e-Payroll, Billing Payment, BNI Trade Online, BNI POPS (Pertamina Ordering and Payment Solution), Smart Commerce Pay, Bulk Payment, and others.

In 2022, features were updated in BNIDirect by adding the Online Account Opening feature, which makes it easier for customers to open current accounts digitally; BNI Giro Multi Currency, which allows customers to make payment settlements in different currencies with just one account. As a form of BNI's commitment to Global Transaction Banking, BNI launched BNIDirect in Overseas Branch Offices (KCLN) to accommodate the needs of digital banking transactional services for diaspora customers who wish to develop their business.

In 2023, BNI will continue to innovate by providing features and services that prioritize customer business convenience by adding Single Sign On features, Financial Dashboard, Online Onboarding, Chatbot, and presenting the BNIDirect Lite Version application.

In 2022, BNI consistently marketed Xpora to the public directly through a series of events held at home and abroad. One being the iconic handicraft exhibition event, INACRAFT, in March and October. Then from June to July, BNI invited MSMEs to join the Xpora Fest 2022 program where MSMEs had the opportunity to do business matching and product showcasing to expand their market at international events. Then in the framework of the BBI Proud Indonesian Made National Movement (Gernas BBI) campaign in September 2022, BNI collaborated with the Ministry of SOEs (KBUMN) to help West Kalimantan MSMEs go digital and go global. With the campaign theme #Corak-CorakKalBar, Xpora was the product highlighted by BNI during the campaign.

Not only MSMEs, but Xpora also helps Indonesian Diaspora throughout the world to expand marketing opportunities for Indonesian MSME products abroad. Through the Tong Tong Fair event held in The Hague, Netherlands, Xpora offered integrated business solutions and assistance programs for MSMEs to go productive, go digital and go global. The consistency of Xpora's communication strategy also resulted in success with awards won from the 2022 BUMN Branding & Marketing Award, namely in the Branding Strategy, Digital Branding, Technology Enhancement, Global Brand and Marketing Strategy, and International Recognition categories.

In the consumer segment, BNI continues to optimize services and responds to customer requests through BNI Mobile Banking. Equipped with features for daily transactions such as education payments, electricity, telco, e-wallet top ups, smart remittances to purchasing streaming and games vouchers, BNI Mobile Banking is a user friendly banking application. For Indonesian Diaspora, BNI Mobile Banking has a feature for opening a Diaspora Savings account. which can be accessed anywhere and anytime through an application without having to go to a branch office and can be accessed worldwide.

Various payment promos through QRIS were provided with the aim of increasing the transaction frequency of BNI customers. These promos were also available at offline events where BNI participated in 2022, such as the BNI Java Jazz music festival, the Kids Indonesia Maternity products, Baby & Kids Expo (IMBEX) and Mommy N' Me, as well as the MedanXBeauty beauty bazaar, where BNI provided attractive offers for BNI Mobile Banking users.

To increase customer loyalty and as a form of appreciation to customers, BNI again conducted a series of Rejeki BNI #GaPakeNanti campaigns consisting of the Rejeki BNI Lottery program #GaPakeNanti, Rejeki BNI #GaPakeNanti Auction, and the Rejeki BNI event #GaPakeNanti. Through these campaigns, BNI invited customers to increase BNI Debit Card and BNI Mobile Banking transactions with the opportunity to win luxury prizes and receive a variety of contemporary items starting with Rp46.

Rejeki BNI #GaPakeNanti is a program for BNI savings customers with a POIN+ exchange mechanism through BNI Mobile Banking, which lasts until April 30, 2023. During this period, loyal BNI customers will have the opportunity to win luxury prizes such as Land Rover Defender 110, Mitsubishi New Triton Double Cabin, Hyundai Creta, Honda Beat Sporty, or Honda Scoopy. For the Rejeki BNI #GaPakeNanti Auction #, BNI customers can win items such as the Iphone 14 Pro Max smartphone, Samsung Galaxy Z-Flip 4 5G, Yamaha Fazio motorcycle, to Samsung LED TV 50 inch, by exchanging POIN+ at BNI Mobile Banking.

During this campaign, BNI took the initiative to carry out offline activation by holding a Rejeki BNI #GaPakeNanti event in major cities in Indonesia. This activity aims to increase awareness of the BNI #GaPakeNanti Lucky Draw program as well as invite customers to exchange POIN+ at BNI Mobile Banking with lottery coupons or e-vouchers. To date, the Rejeki BNI #GaPakeNanti event has been to 2 cities, Bekasi and Cirebon, enlivened by well-known national artists such as D'Masiv, Rossa, Ayu Dewi, Amrizing, Sigi Wimala, Nirina Zubir, and others.

With the broad segment in the younger generation and the rise of the tourism industry in Indonesia, BNI is aware that there is big business potential that can be worked on. BNI began to massively carry out its marketing communication activities for the two segments. To reach a wider audience in the Generation Z segment, BNI collaborated with CXO Media as an online-based media with inspiring, insightful and entertaining digital content, ranging from reading articles, audio articles to video content. To support domestic tourism, BNI collaborated with several airlines such as the Lion Group and Garuda Indonesia to present a travel fair.

Other marketing communication strategies optimized the use of Key Opinion Leaders (KOL) and used social media platforms. Since December 2021, BNI has collaborated with RANS Entertainment to create a digital campaign for educational content for BNI products. As a result, BNI has succeeded in increasing its social media presence and has become one of the leaders in the banking sector. As of December 2022, the BNI Instagram account @bni46 had 1.1 million followers, the BNI Twitter account had 1.2 million followers, the Facebook account had 425 thousand fans, the TikTok account had 349 thousand followers, and the YouTube channel had 31 thousand subscribers.

To communicate attractive campaigns and promos, BNI uses website-based online media, namely bniexperience.co.id and regularly publishes E-Magazine. Placement ads on online media such as Detik Network, Emtek, Kompas.com, and Tribunnews.com, are also still being implemented consistently. In addition to the online platforms, BNI also uses ATL and BTL media such as SMS marketing, email marketing, adlibs on radio, advertisements on television and LED videotron, advertising in print media, etc.

From the marketing communication strategies and efforts to improve service performance, as well as the initiatives that BNI carried out in 2022, it is hoped this will become a strong foundation for building a new spirit in facing all the challenges that will exist for the Higher Leap in 2023.

The development of increasingly dynamic market conditions and increasingly fierce competition in 2022 is a challenge for the marketing team to be more agile. One of the factors that determines the success of the marketing team in achieving business targets is optimizing sales strategies that focus on 3 (three) areas, including:

1. Marketing Team Productivity Improvement Strategy, an effort to form a growth mindset in the marketing team in carrying out the financial advisory function based on customer needs (total solution selling), by optimizing the sales management function including a strategic focus, such as:
 - a. Capability improvement with continuous provision according to competency gaps to support the marketing team's business performance, including:
 - i) Provision of training and certification to support sales activities;
 - ii) Tactical and motivational learning, as a refreshment for the marketing team's knowledge;
 - iii) Strengthening the sales supervisory function to form a Sales Leader Mindset, through the provision of "Enrichment Sales Leaders", to ensure disciplined execution is oriented towards improving the marketing team performance.
 - b. Availability of sales tools to support sales activities, such as:
 - i) Sales tools that help the marketing team's sales activities;
 - ii) Data Leads Management, to optimize financial solutions for more targeted potential customers;
 - iii) Helpdesk services to support the marketing team's sales activities.

- c. Performance Monitoring, to form discipline in the marketing team's sales operations, by providing easy access to Sales Activity Reports (call/visit) for Sales supervisors via WA Blast, letters, e-mails and the Digisales application, to carry out the performance monitoring function.
 - d. Providing Rewards & Recognition, in the form of motivational rewards to increase the marketing team productivity, including the Sales Championship Program as an appreciation & motivation for the best marketing team and units, tactical motivational programs, and career path management for the marketing team.
2. Collaborative Selling Strategy, an integrated marketing activity between multi-sectoral units, through offering solutions to optimize the potential of individual or non-individual customers.

In line with the business expansion strategy that pays attention to quality and prudent, one of the focuses for business expansion in 2022 was optimizing the value chain potential and developing business ecosystems from selected institutional and developer customers, through collaboration in selected customer segments, such as:

- a. Selected corporate customers, included in the Diamond Clients institutional program;
 - b. Selected Institutions through the deal team program, which focuses on selected Ministries, Institutions & universities;
 - c. Selected National Developers and the top 10 biggest Developers per area/region in channeling financing for the purchase of houses and other derivative products;
 - d. The focus of execution on potential business sectors not affected by expansion restriction provisions, such as: Health, Education, Government, Industrial and trade areas;
 - e. 3rd party cooperation strategy, as a step to expand the scope of sales channels by encouraging increased business expansion and market penetration of BNI products.
3. Digital Sales Strategy, a transition to digital transformation in banking services and other service sectors after the COVID-19 pandemic, has encouraged BNI to continuously carry out digital innovations, including sales strategies in line with current customer behavior. The digital strategy in the sales channel focuses on 2 (two) dimensions, including:
 - a. Enhancement Digital Tools, through the development of digital tools to facilitate the marketing team's sales process/activities from pre-sales to post-sales stages as well as the monitoring process by the sales supervisory. Some of the digital tools development initiatives carried out during 2022 included:
 - i) Development of Digisales, to optimize the Performance Monitoring and Activity Management functions;

- ii) Launch of Digigriya, a platform that offers convenience for customers and prospective customers in finding the best property information from selected developers who work with BNI, which is integrated with e-forms to make it easier to apply for mortgage financing through BNI Griya;
 - iii) Leads Management, to encourage marketing team sales effectiveness to potential and targeted customers according to the criteria and needs of their customers. Sales simply contact customers who have gone through the analysis process so that sales can contact customers who have the potential to add PHR (Product Holding Ratio) at BNI.
4. Enhancement of marketing channels, to optimize each potential sales channel to increase business expansion, including:
 - a. Digital cooperation with various digital/e-commerce platforms in an effort to expand the scope of sales channels, such as: Shopee Paylater, Traveloka Paylater, DUMI, Cekaja.com, Sticearn, etc.;
 - b. Optimizing the referral program to increase business, through the use of cooperation schemes with partners (i.e. Agen46) or subsidiary marketing teams (i.e. BNI Life marketers/insurance agents), whose referral and monitoring processes have been carried out digitally through Digisales integration with other sales channel applications.

PRODUCT POSITIONING AND MONITORING INTENSITY TO IMPROVE SALES PRODUCTIVITY

In line with the vision to form Sales who are highly skilled, knowledgeable, and have a positive attitude, throughout 2022 BNI continued to build and instill a strong Sales Culture habit and character, with the aim of creating a culture of disciplined execution that will have an impact on BNI business growth, and monitoring through increased Sales Productivity.

To improve and maintain BNI Sales productivity, leaders played an active role as sales supervisors by conducting regular monitoring, mentoring and coaching to Sales, through:

1. Monitoring the implementation of daily Sales activities in accordance with the Sales work plan in the tactical account plan;
2. Coaching and mentoring Sales, based on competency gaps and historical business achievement per sales;
3. Mentoring and providing motivational learning for Salespeople with low productivity, according to the gap in business achievement and competence.

The performance monitoring function was carried out through the Digisales application, as a tool that can facilitate the sales process and manage the marketing team's performance on a regular basis. Some of the benefits of Digisales include:

1. Ease of accessing BNI product information that is integrated with the Services Digital System application and ongoing promo programs;
2. Ease of access and monitoring of Sales performance realization either via mobile or desktop (PC);
3. Ease of monitoring the activities of the marketing team by sales supervisory in carrying out marketing activities for BNI and its subsidiaries products & services on a daily/monthly basis.

REALIZATION OF BUSINESS EXPANSION (I.E REALIZATION OF BNI GRIYA AND BNI FLEKSI EXPANSION)

BNI Griya and BNI Fleksi Expansion Realization Trends					
	Realization 2018 (Rp-billion)	Realization 2019 (Rp-billion)	Realization 2020 (Rp-billion)	Realization 2021 (Rp-billion)	Realization 2022 (Rp-billion)
Booking Griya	11,973	10,655	8,771	11,263	13,693
Booking Griya Regular	10,770	9,183	6,284	8,669	10,617
Booking Griya Program	1,203	1,473	2,486	2,953	3,076
Booking Fleksi	12,250	10,073	12,762	15,381	22,528
Booking Fleksi Regular	10,172	8,662	10,217	11,264	12,079
Booking Fleksi Fintech	0	0	176	892	6,579
Booking Fleksi Pensiun	2,078	1,411	2,369	3,225	3,870

BNI GRIYA

BNI Griya's bookings in 2022 showed a positive trend, as seen in the achievement of Rp13.69 trillion as of December 2022, a growth of 21.5% YoY from December 2021 (Rp11.26 trillion). This positive growth came from the consistency in distributing Subsidized KPR (Griya Program), which grew by 18.6% from 2021 as a form of BNI's support for the Government's 1 million homes program. The positive growth in the regular Griya expansion contributed to the overall growth in BNI Griya bookings, where the regular Griya grew by 22.4% compared to December 2021. This was a positive impact driven by a sales strategy that focused on the potential for increasing cooperation with Selected & Top Tier BNI Developers.

BNI FLEKSI

Realization of BNI Fleksi bookings in 2022 reached Rp22.58 trillion with an achievement of 113.7% or growth of 31.9% YoY from 2021 (Rp15.38 trillion). This positive growth was due to BNI's success in optimizing the business ecosystem, which was realized from the absorption of derivative products at 38 institutional Diamond Clients corporate segment customers, and selected institutions included in the deal team program.

The achievement of active Fleksi bookings was also supported by an increase in the expansion of Regular Fleksi and Fintech, which grew by an average of 46.6% from 2021 due to exploiting the potential for collaboration with top tier companies and digital collaboration.

In addition to Fleksi aktif, BNI Fleksi Pensiun also grew by 16.7% from 2021, and also contributed to an increase in Fleksi bookings in total, as a result of executing the potential of BNI's Top Tier Institutions & Companies and optimizing programs for customers nearing retirement age (Pre-Retirement).

SALES CHANNEL SPREAD

One of the ways to achieve the 2022 business targets was through the use of sales channels spread across all regions, which consisted of:

1. Business Corporate Sales (BCS):
 - a. Institutional Relationship Managers: 13 people
 - b. Relationship Manager Developers: 17 people
2. Full Time Sales Employee:
 - a. Customer Relationship Managers (CRO-Managers): 50 people
 - b. Customer Relationship Officers (CRO-Assistant): 205 people
 - c. Sales Analysts: 660 people
 - d. Sales Assistants: 885 people

3. Outsourcing Sales:
 - a. Telesales (TS): 282 people
 - b. Direct Sales (DS): 724 people
 - c. Sales Company (SCO), 716 people
 - d. Fronting Agents: 5 Vendors
 - e. Agents & Merchant Assistants (AMA): 1,118 people

MARKET SHARE

	2022	2021	2020**	Increase (Decrease) 2021 - 2022	
				Nominal	Percentage (%)
Based on Banking Industry Assets					
Industry*) (Rp-billion)	10,488	9,824	9,178	664	6.8
BNI (Rp-billion)	1,030	965	891	65	6.7
Industry Market Share (%)	9.8	9.8	9.7	-	-
Based on Banking Industry Outstanding Loans					
Industry*) (Rp-billion)	6,275	5,658	5,482	617	10.9
BNI (Rp-billion)	646	582	586	64	11.0
Industry Market Share (%)	10.3	10.3	10.7	-	-
Based on Outstanding Third Party Funds in the Banking Industry					
Industry*) (Rp-billion)	7,647	7,245	6,665	402	5.5
BNI (Rp-billion)	769	729	679	40	5.5
Industry Market Share (%)	10.1	10.1	10.2	-	-
Comparison of Capital Adequacy Ratio (CAR) with the Commercial Bank Industry Average					
Industry*) (%)	25.2	25.3	23.9	(0.1)	(0.4)
BNI (%)	19.3	19.7	16.8	(0.4)	(2.0)
Comparison of Operating Expenses to Operating Income (BOPO) Ratio with the Commercial Bank Industry Average					
Industry*) (%)	77.1	83.1	86.6	(6.0)	(7.2)
BNI (%)	68.6	81.2	93.3	(12.6)	(15.5)
Comparison of Return On Assets (ROA) Ratio with the Commercial Bank Industry Average					
Industry*) (%)	2.5	1.9	1.6	0.6	31.6
BNI (%)	2.5	1.4	0.5	1.1	78.6
Comparison of Loans to Total Deposits (LDR) Ratio with the Commercial Bank Industry Average					
Industry*) (%)	82.1	78.2	82.5	3.9	5.0
BNI (%)	84.2	79.7	87.3	4.5	5.6

*) Source: Indonesian Banking Statistics, Financial Services Authority

**) Since February 1, 2021, BNI Syariah officially joined Bank Syariah Indonesia in accordance with OJK Capital Market approval letter No. S-289/D.04/2020 dated December 11, 2020, as well as OJK Banking Letter No. 4/DK.03/2021 dated January 27, 2021 so it was no longer consolidated in the consolidated financial statements of BNI and Subsidiaries for the 2021 fiscal year. Therefore, the 2020 financial performance are restated by taking into account the impact of the issuance of BNI Syariah's performance.

Market Share by Assets

Over the past few years, BNI has positioned itself as one of the leading banks in Indonesia in terms of assets. BNI's assets increased to Rp1,030 trillion, equivalent to an industry market share of 9.8%. Previously, in 2021, BNI's market share in the industry was 9.8%.

Market Share based on Third Party Funds (TPF)

During the 2021-2022 period, BNI maintained its position as one of the largest banks in Indonesia in terms of collecting TPF. With TPF reaching Rp769 trillion, BNI's market share in terms of TPF was 10.1% in 2022, the same as the market share in 2021.

Market Share based on Loans Distributed

In line with the increase in TPF, BNI optimized its lending given by taking into account loan quality, as it reached Rp646 trillion. This achievement was equivalent to a market share of 10.3% in 2022.

Comparison of Financial Ratios with Commercial Bank Industry Averages

Based on the Company's financial ratios, the capital adequacy level (CAR) in 2022 was 19.3%, down compared to 2021 and still lower than the industry. Meanwhile, operating expenses to operating income (BOPO) decreased in 2022 to 68.6% compared to 81.2% in 2021. Return on assets (ROA) was 2.5% in 2022, the same as the industry. The liquidity rate (LDR) was 84.2% in 2022, higher than last year and the industry.

PROSPECTS, POTENTIALS AND MARKETING PLANS FOR THE NEXT YEAR

To achieve the Company's business targets and optimal profits in line with BNI's vision and mission in 2023, the marketing strategy for BNI products will focus on strengthening the execution strategy in each sales channel function across all BNI outlets, as well as strengthen that were running in 2022, namely:

1. Segmented Channeling Acquisition:
 - a. Executing the potential of selected Institutions and Managed Developers;
 - b. Optimizing the potential and management of Debtors, Non-Corporate Giran, and Business Ecosystems;
 - c. Developing business with the addition of Institutional & Developer Collaboration;
 - d. Strengthening the role of RM – BD managers for Regional and Branches Liaison.
2. Branch Sales Management:
 - a. Optimizing Branch Sales Capacity;
 - b. Increasing Branch Sales Capabilities;
 - c. Developing sales tools and execution of Data Leads;
 - d. Executing Captive Customer potential for Crosssell & Upsell;
 - e. Acquiring new Customers.
3. 3rd Party Channeling:
 - a. Monitoring & increasing sales capacity through 3rd parties;
 - b. Evaluating the sales process through 3rd parties;
 - c. Developing business by adding hybrid and digital 3rd party sales channels



Financial and Other Material Information Overview

PRESENTATION AND COMPLIANCE WITH ACCOUNTING STANDARDS APPLICABLE IN INDONESIA

In presenting the following financial overview, BNI's main reference is based on the Audited consolidated Financial Statements for the positions as at December 31, 2022 and 2021, and for the years ended December 31, 2022 and 2021. The Financial Statements have been audited by the Public Accounting Firm Tanudiredja, Wibisana, Rintis & Rekan (member firm of PricewaterhouseCoopers) and obtain an unmodified opinion, in all material respects, the consolidated financial position of PT Bank Negara Indonesia (Persero) Tbk and its subsidiaries as of December 31, 2022, and their consolidated financial performance and cash flows for the year ended December were based on Indonesian Financial Accounting Standards. The independent auditor's report to the shareholders was dated January 20, 2023 and signed by the Accountant Drs. M. Jusuf Wibisana, M.Ec., CPA with a license No. AP. 0222 to practice public accounting.

Presentation of values for the accounts described in this report represent the net amount after deducting allowance for impairment losses unless otherwise stated.

FINANCIAL PERFORMANCE ANALYSIS

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

Account	2022 (Rp-billion)	2021 (Rp-billion)	2020* (Rp-billion)	Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
				Nominal (Rp-billion)	Percentage (%)	Nominal (Rp-billion)	Percentage (%)
Assets	1,029,837	964,838	839,910	64,999	6,7	124,928	14.9
Liabilities	889,639	838,318	729,226	51,321	6,1	109,092	15.0
Temporary Syirkah Funds	-	-	-	-	-	-	-
Equity	140,198	126,520	110,684	13,678	10,8	15,836	14.3

*) Since February 1, 2021, BNI Syariah officially joined PT Bank Syariah Indonesia Tbk in accordance with OJK Capital Market approval letter No. S-289/D.04/2020 dated December 11, 2020, as well as OJK Banking Letter No. 4/DK.03/2021 dated January 27, 2021 so it was no longer consolidated in the consolidated financial statements of BNI and Subsidiaries for the 2021 fiscal year. Therefore, the 2020 financial performance are restated by taking into account the impact of the issuance of BNI Syariah's performance.

BNI's assets grew by Rp65.0 trillion or 6.7% in 2022. This growth in assets was due to a higher increase in loans than the industry, namely by 10.9% from Rp582.4 trillion in 2021 to Rp646.2 trillion in 2022. Loan accounts were the largest contributor to total assets, reaching 62.7% in 2022 from 60.4% the previous year, reflecting BNI's core business as a loan distributor. On the other side, other productive assets in the form of government bonds, which contributed 11.8% to BNI's total assets, increased by 8.9% from Rp111.4 trillion in 2021 to Rp121.3 trillion in 2022. Also, demand deposits at Bank Indonesia, the third largest contributor, with 8.1%, also saw a significant increase of 70.3%, an increase of Rp34.2 trillion from Rp48.7 trillion in 2021 to Rp82.9 trillion in 2022.

ASSETS



BNI's total assets grew to more than 1,000 trillion, with a significant loan growth of 10% and well-maintained asset quality management.

Account	2022 (Rp-billion)	2021 (Rp-billion)	2020* (Rp-billion)	Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
				Nominal (Rp-billion)	Percentage (%)	Nominal (Rp-billion)	Percentage (%)
Cash	13,448	13,684	16,908	(236)	(1.7)	(3,224)	(19.1)
Current Accounts with Bank Indonesia	82,922	48,682	33,550	34,240	70.3	15,132	45.1
Current Accounts with other banks - Net	15,922	19,570	15,678	(3,648)	(18.6)	3,892	24.8
Placements with Other Banks - Net	51,569	92,290	56,141	(40,721)	(44.1)	36,149	64.4
Marketable Securities - Net	28,556	25,803	22,632	2,753	10.7	3,171	14.0
Securities Purchased under Agreements to Resell - Net	16,631	22,011	8,666	(5,380)	(24.4)	13,345	154.0
Bills and Other Receivables - Net	20,729	19,563	17,894	1,166	6.0	1,669	9.3
Acceptance Receivables - Net	18,912	20,543	20,499	(1,631)	(7.9)	44	0.2
Derivative Receivables- Net	685	494	1,461	191	38.7	(967)	(66.2)
Loans disbursed	646,188	582,436	553,106	63,752	10.9	29,330	5.3
CKPN Loans disbursed	(50,334)	(50,295)	(42,932)	(39)	0.1	(7,363)	17.2
Government Bonds - Net	121,291	111,429	84,150	9,862	8.9	27,279	32.4
Prepaid Taxes	644	1,051	1,050	(407)	(38.7)	1	0.1
Prepaid Expenses	3,244	3,096	2,699	148	4.8	397	14.7
Investments in Associates	10,049	8,688	-	1,361	15.7	8,689	-
Equity Investments - Net	609	830	4,177	(221)	(26.6)	(3,347)	(80.1)
Other Assets- Net	13,856	11,850	13,383	2,006	16.9	(1,534)	(11.5)
Fixed Assets - Net	26,549	26,883	26,257	(334)	(1.2)	626	2.4
Intangible assets	753	-	-	753	100.0	-	-
Deferred Tax Assets - Net	7,614	6,230	4,591	1,384	22.2	1,639	35.7
Total Assets	1,029,837	964,838	839,910	64,999	6.7	124,928	14.9

*) The 2020 financial performance is restated by taking into account the impact of the BNI Syariah performance.

Cash

In 2022, BNI recorded cash of Rp13.4 trillion a decrease of 1.7% compared to Rp13.7 trillion the previous year. With was a decrease in cash in Rupiah by 4.2% to Rp12.7 trillion in 2022, while cash in foreign currencies saw an increase dominated by USD. The portion of cash in Rupiah remained dominant at 94.4% of BNI's total cash.

Current accounts with Bank Indonesia

BNI and its Subsidiaries are required to keep Minimum Statutory Reserves (GWM) in Rupiah for their activities as a commercial and sharia bank, as well as GWM in foreign currencies for their activities when conducting foreign currency transactions.

Account	2022 (Rp- billion)	2021 (Rp- billion)	2020* (Rp- billion)	Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
				Nominal (Rp- billion)	Percentage (%)	Nominal (Rp- billion)	Percentage (%)
Rupiah	76,037	42,949	27,958	33,088	43.5	14,991	53.6
US Dollar	6,885	5,733	5,592	1,152	16.7	141	2.5
Total	82,922	48,682	33,550	34,240	41.3	15,132	45.1

*) The 2020 financial performance is restated by taking into account the impact of the BNI Syariah performance.

In 2022, BNI's current accounts with Bank Indonesia (BI) were Rp82.9 trillion, an increase of 41.3% compared to Rp48.7 trillion the previous year. This account accounted for 8.1% in 2022, up from 5.0% the previous year due to the increase in GWM by BI to maintain banking liquidity. BNI's Minimum Statutory Reserves (GWM) are in accordance with Bank Indonesia Regulations (PBI) Bank Indonesia Regulation (PBI) No. 24/4/PBI/2022 dated March 1, 2022 concerning Statutory Reserves for Commercial Banks in Rupiah and Foreign Currency for Conventional Commercial Banks, and the Board of Governors Members Regulation (PADG) No. 24/8/PADG/2022 dated June, 2022.

Minimum Statutory Reserves	2022 (%)	2021 (%)	2020 (%)
Minimum Statutory Reserves - Rupiah	11.9	7.7	5.4
Minimum Statutory Reserves - Foreign Currencies	4.0	4.0	4.0

BNI's primary GWM ratio for Rupiah currency was 11.9% as of December 31, 2022, and 7.7% as of December 31, 2021, while for foreign currencies they were 4.0% and 4.0%, respectively.

Current Accounts with other Banks

Account	2022 (Rp- billion)	2021 (Rp- billion)	2020* (Rp- billion)	Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
				Nominal (Rp- billion)	Percentage (%)	Nominal (Rp- billion)	Percentage (%)
Rupiah	385	472	745	(87)	(18.4)	(273)	(36.6)
Foreign Currencies	15,537	19,098	14,933	(3,561)	(18.6)	4,165	27.9
Allowance for impairment losses	(0)	(0)	(0)	0	0.0	0	0.0
Jumlah - neto	15,922	19,570	15,678	(3,648)	(18.6)	3,892	24.8

*) The 2020 financial performance is restated by taking into account the impact of the BNI Syariah performance.

BNI's current accounts with other banks were Rp15.9 trillion, a decrease of 18.6% in 2022 compared to Rp19.6 trillion the previous year. This decrease was mainly due a decrease in current accounts with other banks in foreign currency (forex) of Rp15.5 trillion (gross), or 18.6% compared to Rp19.1 trillion the previous year due to transactions with counterparty banks. The contribution of this account to total assets was 1.5% in 2022, a decrease compared to the previous year's 2.0%.

Placements with Other Banks and Bank Indonesia

Account	2022 (Rp- billion)	2021 (Rp- billion)	2020* (Rp- billion)	Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
				Nominal (Rp- billion)	Percentage (%)	Nominal (Rp- billion)	Percentage (%)
Deposit Facility	49,389	90,320	52,317	(40,931)	(45.3)	38,003	72.6
Call money	911	714	1,175	197	27.6	(461)	(39.2)
Time Deposits	1,269	1,207	2,196	62	5.1	(989)	(45.0)
Negotiable Certificate Deposits	-	49	453	(49)	(100.0)	(405)	(89.2)
Allowance for impairment losses	(0)	(0)	(0)	(0)	0.0	(0)	0.0
Total - net	51,569	92,290	56,141	(40,721)	(44.1)	36,149	64.4

*) The 2020 financial performance is restated by taking into account the impact of the BNI Syariah performance.

All current accounts with other banks are classified as current and the Bank's management believes that the allowance for impairment losses is adequate. The annual interest rate for the account in Yuan is 0.05-0.13% and 2.00%, while for US Dollars it is 0.01-4.75% and 0.02-2.39% for 2022 and 2021 respectively.

Securities

Securities are an alternative placement of funds by BNI other than the loan provided. In addition to earning interest income from investing in these securities, BNI also earns non-interest income from sales transactions and mark to market for these securities. As of December 31, 2022, the Bank total was Rp28.6 trillion in securities, an increase of 10.7% compared to Rp25.8 trillion the previous year. The composition of securities owned by BNI is as follows:

Composition of Securities owned by BNI	2022 (Rp- billion)	2021 (Rp- billion)	2020* (Rp- billion)	Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
				Nominal (Rp- billion)	Percentage (%)	Nominal (Rp- billion)	Percentage (%)
Mutual funds	19,350	15,896	12,730	3,454	21.7	3,166	24.9
Bonds	6,854	8,520	9,104	(1,666)	(19.6)	(584)	(6.4)
Subordinated Bonds	771	608	626	163	26.8	(18)	(2.9)
Bank Indonesia Certificates	78	128	-	(50)	(39.1)	128	-
Asset Backed Securities	-	72	161	(72)	(100.0)	(89)	(55.3)
Other Securities	1,750	829	266	921	111.1	563	211.7
Allowance for impairment losses	(247)	(250)	(255)	3	(1.2)	5	(2.0)
Total - net	28,556	25,803	22,632	2,753	10.7	3,171	14.0

*) The 2020 financial performance is restated by taking into account the impact of the BNI Syariah performance.

Securities	2022		2021		2020*		Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
	Rp-billion	%	Rp-billion	%	Rp-billion	%	Nominal Rp-billion	Percentage (%)	Nominal Rp-billion	Percentage (%)
Fair Value Through Profit and Loss Report	7,176	100.0	9,572	100.0	7,212	100.0	(2,396)	(25.0)	2,360	32.7
Mutual funds	5,425	75.6	8,714	91.0	6,421	89.0	(3,289)	(37.7)	2,293	35.7
Other bonds	3	0.0	23	0.2	525	7.3	(20)	(87.0)	(502)	(95.6)
Subordinated Bonds	6	0.1	6	0.1	-	-	-	0.0	6	-
Other Securities	1,742	24.3	829	8.7	266	3.7	913	110.1	563	211.7
Fair Value Through Other Comprehensive Income	20,904	100.0	16,225	100.0	15,414	100.0	4,679	28.8	811	5.3
SBI	78	0.4	128	0.8	-	-	(50)	(39.1)	128	-
Mutual funds	13,926	66.6	7,182	44.3	6,310	40.9	6,744	93.9	873	13.8
Other bonds	6,303	30.2	8,241	50.8	8,318	54.0	(1,938)	(23.5)	(77)	(0.9)
Subordinated Bonds	597	2.9	602	3.7	625	4.1	(5)	(0.8)	(23)	(3.7)
Asset Backed Securities	-	0.0	72	0.4	161	1.0	(72)	(100.0)	(89)	(55.3)
Amortized Acquisition Cost	723	100.0	256	100.0	261	100.0	467	182.4	(5)	(1.9)
Other bonds	723	100.0	256	100.0	261	100.0	467	182.4	(5)	(1.9)
Sub Total	28,803	100.0	26,053	100.0	22,887	100.0	2,750	13.8	3,166	13.8
Allowance for Impairment Losses	(247)		(250)		(255)		3	(1.2)	5	(2.0)
Total - net	28,556		25,803		22,632		2,753	10.7	3,171	14.0

*) The 2020 financial performance is restated by taking into account the impact of the BNI Syariah performance.

Securities Based on Issuer	2022		2021		2020*		Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
	Rp-billion	%	Rp-billion	%	Rp-billion	%	Nominal Rp-billion	Percentage (%)	Nominal Rp-billion	Percentage (%)
Corporate	25,352	88.0	21,827	83.8	18,403	80.4	3,525	16.1	3,424	18.6
Banks	3,373	11.7	4,098	15.7	4,484	19.6	(725)	(17.7)	(386)	(8.6)
Bank Indonesia	78	0.3	128	0.5	0	0.0	(50)	(39.1)	128	100.0
Sub Total	28,803	100.0	26,053	100.0	22,887	100.0	2,750	10.6	3,166	13.8
Allowance for Impairment Losses	(247)		(250)		(255)		3	(1.2)	5	(2.0)
Total - net	28,556		25,803		22,632		2,753	10.7	3,171	14.0

*) The 2020 financial performance is restated by taking into account the impact of the BNI Syariah performance.

When viewed from the composition of the issuers of these securities, the securities issued by corporations have the largest portion, reaching 88.0%, or Rp25.4 trillion in 2022, compared to Rp21.8 trillion (gross) the previous year, with a contribution of 83.8%.

From a collectibility perspective, most of the securities owned by BNI are in the current category with a respective portion of 98.1% and 98.8% for the periods ending December 31, 2022 and 2022. Thus, the allowance for possible losses impairment is sufficient.

Securities Collectability	2022		2021		2020*		Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
	Rp-billion	%	Rp-billion	%	Rp-billion	%	Nominal Rp-billion	Percentage (%)	Nominal Rp-billion	Percentage (%)
Current	28,269	99.0	25,483	98.8	22,360	98.8	2,786	10.9	3,123	14.0
Doubtful	287	1.0	320	1.2	272	1.2	(320)	(100.0)	48	17.6
Loss	-	0.0	-	-	-	-	-	-	-	-
Total - net	28,515	100.0	25,803	100.0	22,632	100.0	2,712	10.5	3,171	14.0

*) The 2020 financial performance is restated by taking into account the impact of the BNI Syariah performance.

Securities Purchased under Resell Agreements

As of December 31, 2022, securities purchased with agreements to resell amounted to Rp16.6 trillion with the current classification decreasing by 24.4%, compared to Rp22.0 trillion last year. The biggest decline was with Bank Indonesia counterparts where the decline in Reverse Repo transactions amounted to Rp3.9 trillion. The contractual interest rate for securities purchased under agreements to resell was 5.1%-6.4%.

Export Bills and Other Receivables

BNI's export bills and other receivables amounted to Rp20.7 trillion, an increase of 1.2% in 2022. This increase was mainly due to an increase in export bills transactions in rupiah of Rp2.0 trillion or 16.7% to Rp14. 6 trillion in 2022 from Rp12.5 trillion the previous year. Export bills and other receivables denominated in Rupiah have a dominant portion in the composition with a portion of 70.0% and 62.8% for 2022 and 2021 respectively. Export bills and other receivables are in the form of Documentary Certificates Domestic (SKBDN), export bills, open account financing and supply chain financing.

Acceptance Receivables

Based on the beneficiary, BNI acceptance receivables are divided into non-bank and bank debtors. BNI's acceptance receivables reached Rp18.9 trillion in 2022, a decrease of 7.9% compared Rp20.5 trillion the previous period. This decrease was mainly due to a decrease in acceptance receivables from customers in rupiah from non-bank debtors of Rp11.5 trillion in 2022 compared to Rp14.6 trillion the previous year. Based on Bank Indonesia collectability, there is an outstanding of Rp19.5 trillion in the current classification and Rp552.7 trillion in the classification of special mention with the provision for impairment losses being established in accordance with the applicable regulations. Management believes that the amount of allowance for impairment losses established is adequate.

Derivative Receivables

When conducting business, BNI transacts in derivative financial instruments such as foreign currency futures contracts, foreign currency swaps, interest rate swaps and spot transactions for financing, trading and hedging purposes. The instruments used by BNI are classified based on the type of risk related to exchange rates, interest rates or both. Based on the exchange rate, derivative receivables are in the form of buy/sell future contracts, sell/buy foreign currency swaps, sell/buy foreign currency spots, and buy/sell foreign currency options. Interest rate related instruments are swaps on interest rates while instruments related to exchange rates and interest rates are foreign currency swaps and USD interest rates.

Cumulatively, BNI's derivative receivables amounted to Rp0.69 trillion in 2022, an increase of 38.7% from Rp0.49 trillion the previous year. Of the total derivative receivables, foreign currency swap instruments sold in US Dollars recorded the largest nominal value of Rp2.0 trillion in 2022 from Rp2.5 trillion the previous year. All derivative receivables as of December 31, 2022 were classified as current.

Loans Disbursed

Loans disbursed by BNI still grew year on year by 10.9%. The growth in loans (net) was driven by an increase in Working Capital Loans of Rp39.2 trillion, an increase of 12.6%, where the current position was Rp350.6 trillion against the position in 2021 of Rp311.4 trillion. The loans are the Bank's core business and contributed 62.7% to total assets in 2022 and 60.4% in 2021. BNI loans are disbursed in Rupiah and foreign currencies. Loans in Rupiah still has the largest portion, with 80.1% (2022) and 80.5% (2021). Loans in foreign currency are dominated by US Dollars with a contribution of 19.4% and 17.1% in 2022 and 2021.

The contract interest rate for loans in Rupiah was 0.10%-26.62%; US Dollar (0.10%-13.13%); Chinese Yuan (4.75%-6.50%); and Japanese Yen (0.50%-5.00%) for the period up to December 31, 2022. For the previous one-year period, the contract interest rate for BNI loans in the four currencies was 5.00%-24.00%; 0.02%-8.50%; 4.00%-7.00%; and 0.50%-2.09% respectively.

Based on loan type, BNI disburses working capital loans, investment loans, consumer loans, syndicated loans, employee loans and government program loans. Working capital loans have the largest portion of BNI's loan portfolio (gross) at 54.3% and 53.5% in 2022 and 2021 respectively. Cumulatively, the loan portfolio is well diversified with contributions from other types with relatively large portions, namely investment loans (21.2%); consumer loans (16.4%); and syndicated loans (7.4%) in 2022. The composition of loans by type of loan is as follows:

Loans by Type	2022		2021	2020*		Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
	Rp-billion	%		Rp-billion	%	Nominal (Rp-billion)	Percentage (%)	Nominal (Rp-billion)	Percentage (%)
Working capital	350,624		311,419	283,484		39,205	12.6	27,935	9.9
Investment	137,060		131,886	129,386		5,174	3.9	2,500	1.9
Consumer	106,205		95,335	86,404		10,870	11.4	8,931	10.3
Employee	4,151		3,928	3,749		223	5.7	179	4.8
Syndicated	48,079		39,741	49,918		8,338	21.0	(10,177)	(20.4)
Government Programs	69		127	165		(58)	(45.7)	(38)	(23.0)
Total - Gross	646,188		582,436	553,106		63,752	10.9	29,330	5.3
Allowance for Impairment Losses	(50,334)		(50,295)	(42,932)		(39)	0.1	(7,363)	17.2
Total - net	595,854		532,141	510,174		63,713	12.0	21,967	4.3

*) The 2020 financial performance is restated by taking into account the impact of the BNI Syariah performance.

For syndicated loans, BNI's participation in syndicated loans with other banks amounted to Rp48.1 trillion as of December 31, 2022 against Rp39.7 trillion in 2021. Syndicated loans are loans provided to debtors based on joint financing agreements with other banks. The percentage of BNI's share in the syndicated loans, where BNI acts as the syndicate head is 5.04% -83.30% in 2022 and 2021.

Employee loans are loans given to employees with interest rates of 3%-5% per annum, which are intended for buying houses and other needs with terms ranging from 1 year to 20 years. Payment of loan principal and interest is paid through salary deductions every month. Government Program Loans consist of Food Security Loans (KKP), Two Steps Loans (TSL), Cattle Breeding Business Loans (KUPS), and Plantation Revitalization, which can be partially and/or fully funded by the Government.

Loans by Segment	2022		2021		2020		Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
	Rp-billion	%	Rp-billion	%	Rp-billion	%	Nominal Rp-billion	Percentage (%)	Nominal Rp-billion	Percentage (%)
Corporate	256,845	39.7	229,028	39.3	226,473	40.9	27,817	12.1	2,555	1.1
Rupiah	206,299	80.3	184,837	80.7	177,543	78.4	21,462	11.6	7,294	4.1
Foreign currency	50,546	19.7	44,191	19.3	48,930	21.6	6,355	14.4	(4,739)	(9.7)
Middle	106,314	16.5	99,132	17.0	99,463	18.0	7,182	7.2	(331)	(0.3)
Rupiah	95,820	90.1	88,559	89.3	95,246	95.8	7,261	8.2	(6,687)	(7.0)
Foreign currency	10,494	9.9	10,573	10.7	4,217	4.2	(79)	(0.7)	6,356	150.7
Small	101,639	15.7	95,752	16.4	84,800	15.3	5,887	6.1	10,952	12.9
Rupiah	101,544	99.9	95,634	99.9	84,709	99.9	5,910	6.2	10,925	12.9
Foreign currency	95	0.1	118	0.1	91	0.1	(23)	(19.5)	27	29.7
Consumer	110,115	17.0	98,991	17.0	89,877	16.2	11,124	11.2	9,114	10.1
Rupiah	110,090	100.0	98,960	100.0	89,864	100.0	11,130	11.2	9,096	10.1
Foreign currency	25	0.0	31	0.0	13	0.0	(6)	(19.4)	18	138.5
International	67,405	10.4	58,446	10.0	50,972	9.2	8,959	15.3	7,474	14.7
Rupiah	-	0.0	-	-	-	-	-	0.0	-	0.0
Foreign currency	67,405	100.0	58,446	100.0	50,972	100.0	8,959	15.3	7,474	14.7
Subsidiaries	3,870	0.6	1,087	0.2	1,521	0.3	2,783	256.0	(434)	(28.5)
Rupiah	3,834	99.1	1,087	100.0	1,521	100.0	2,747	252.7	(434)	(28.5)
Foreign currency	36	0.9	-	-	-	-	36	100.0	-	0.0
Total Loans	646,188	100.0	582,436	100.0	553,106	100.0	63,752	10.9	29,330	5.3
Total Rupiah	517,587	80.1	469,077	80.5	448,883	81.2	48,510	10.3	20,194	4.5
Total Foreign currency	128,601	19.9	113,359	19.5	104,223	18.8	15,242	13.4	9,136	8.8

The loans portfolio structure in 2022 was again dominated by the Corporate segment with 39.7%, followed by the Consumer and Medium segments at 17.0% and 16.5% respectively, then the Small segment at 15.7%, and International/Overseas at 10.4% of the total loan disbursed. On a consolidated basis, subsidiaries contributed 0.6% of the total loans disbursed.

Loans by Economic Sector	2022		2021		2020*		Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
	Rp-billion	%	Rp-billion	%	Rp-billion	%	Nominal Rp-billion	Percentage (%)	Nominal Rp-billion	Percentage (%)
Trade, restaurants and hotels	109,753	17.0	101,676	17.5	95,032	17.2	8,077	7.9	6,644	7.0
Industry	133,896	20.7	121,997	20.9	108,753	19.7	11,899	9.8	13,244	12.2
Agriculture	57,131	8.8	59,430	10.2	61,540	11.1	(2,299)	(3.9)	(2,110)	(3.4)
Business services	47,153	7.3	42,959	7.4	47,612	8.6	4,194	9.8	(4,653)	(9.8)
Construction	55,865	8.6	55,210	9.5	49,595	9.0	655	1.2	5,615	11.3
Transport, warehousing and communication	44,962	7.0	43,010	7.4	39,761	7.2	1,952	4.5	3,249	8.2
Electricity, gas and water	22,073	3.4	20,301	3.5	21,788	3.9	1,772	8.7	(1,487)	(6.8)
Social services	23,240	3.6	20,925	3.6	21,311	3.9	2,315	11.1	(386)	(1.8)

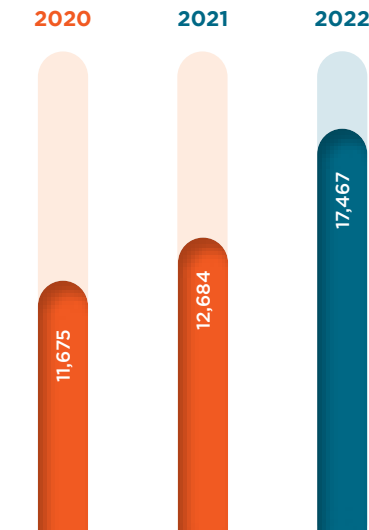
Loans by Economic Sector	2022		2021		2020*		Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
	Rp- billion	%	Rp- billion	%	Rp- billion	%	Nominal Rp- billion	Percentage (%)	Nominal Rp- billion	Percentage (%)
Mining	39,063	6.0	15,685	2.7	15,060	2.7	23,378	149.0	625	4.2
Others	113,052	17.5	101,243	17.4	92,654	16.8	11,809	11.7	8,589	9.3
Sub Total	646,188	100.0	582,436	100.0	553,106	100.0	63,752	10.9	29,330	5.3
Allowance for impairment losses	(50,334)		(50,295)		(42,932)		(39)	0.1	(7,363)	17.2
Total - net	595,854		532,141		510,174		63,713	12.0	21,967	4.3

*) The 2020 financial performance is restated by taking into account the impact of the BNI Syariah performance.

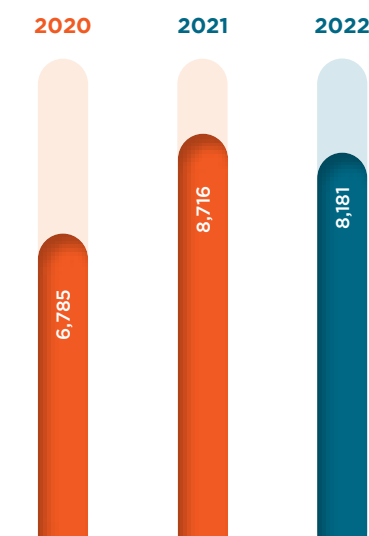
From the economic sector, the loans disbursed by BNI are well diversified so they are not exposed to the risk of loan concentration in certain economic sectors. The three economic sectors with the highest contribution to loans in 2022 were the industry or manufacturing sector with a portion of 20.7%; trade, restaurants and hotels (17.0%); and agriculture (8.8%). Compared to the previous year, the portion of lending to these three sectors remained relatively unchanged at 20.9%; 17.5%; and 10.2%.

Loans Disbursed by Overseas Branches	2022 (Rp- billion)	2021 (Rp- billion)	2020 (Rp- billion)	Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
				Nominal (Rp- billion)	Percentage (%)	Nominal (Rp- billion)	Percentage (%)
BNI New York	17,467	12,684	11,675	4,783	37.7	1,009	8.6
BNI London	13,161	12,343	11,127	818	6.6	1,216	10.9
BNI Tokyo	8,181	8,716	6,785	(535)	(6.1)	1,931	28.5
BNI Hong Kong	9,281	9,148	8,783	133	1.5	365	4.2
BNI Singapore	17,292	12,577	12,670	4,715	37.5	(93)	(0.7)
BNI Seoul	2,559	3,643	2,074	(1,084)	(29.8)	1,569	75.7
Total	67,941	59,111	53,114	8,830	14.9	5,997	11.3

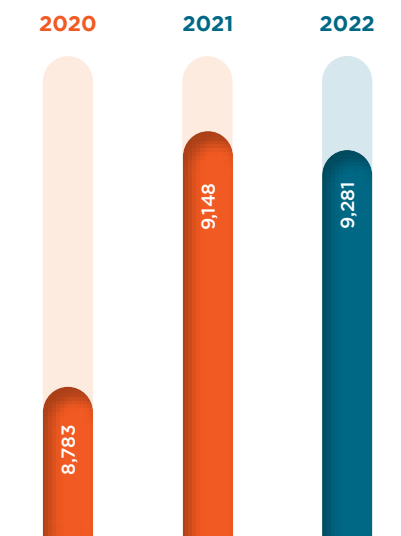
Based on disbursement by overseas branch offices (KCLN), loans at BNI KCLN increased by Rp8.8 trillion or 14.9% compared to 2021. The growth in loans disbursed by KCLN was dominated by BNI New York with Rp4.9 trillion or 37.7% compared to the previous year, and BNI Singapore with Rp4.7 trillion or 37.7% compared to the previous year.



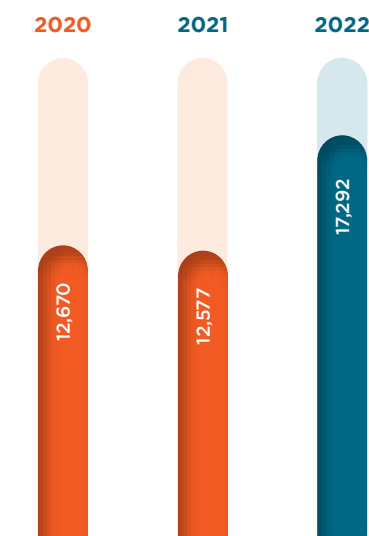
BNI New York



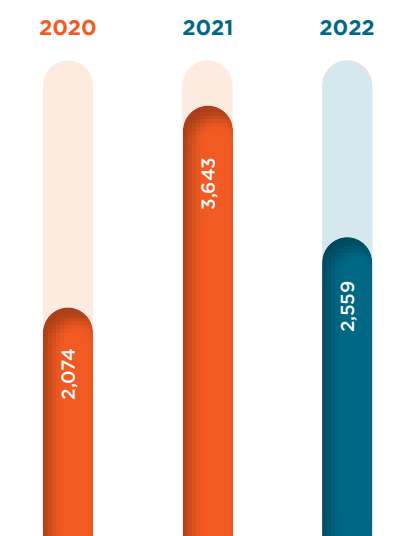
BNI London



BNI Tokyo



BNI Hong Kong



BNI Singapore

BNI Seoul

Loan Collectibility	2022		2021		2020*		Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
	Rp- billion	%	Rp- billion	%	Rp- billion	%	Nominal Rp- billion	Percentage (%)	Nominal Rp- billion	Percentage (%)
Current	605,232	93.7	533,438	91.6	501,206	90.6	71,794	13.5	32,232	6.4
Special Mention	22,795	3.5	27,470	4.7	28,384	5.1	(4,675)	(17.0)	(914)	(3.2)
Substandard	3,123	0.5	4,114	0.7	8,838	1.6	(991)	(24.1)	(4,724)	(53.5)
Doubtful	1,471	0.2	2,346	0.4	3,410	0.6	(875)	(37.3)	(1,064)	(31.2)
Loss	13,567	2.1	15,068	2.6	11,268	2.0	(1,501)	(10.0)	3,800	33.7
Sub Total	646,188	100.0	582,436	100.0	553,106	100.0	63,752	10.9	29,330	5.3
Allowance for impairment losses	(50,334)		(50,295)		(42,932)		(39)	0.1	(7,363)	17.2
Total - net	595,854		532,141		510,174		63,713	12.0	21,967	4.3

*) The 2020 financial performance is restated by taking into account the impact of the BNI Syariah performance.

In terms of Bank Indonesia collectability, the collectibility of loans disbursed by BNI are mostly in the current category with a portion of 93.7% for 2022 against 91.6% and for 2021. The BNI and Subsidiaries ratio of non-performing loans in gross terms (before deducting allowance for impairment losses) as of December 31, 2022 and 2021 was 2.8% and 3.7% respectively. BNI's consolidated non-performing loans ratio on a net basis for the same periods reached 0.5% and 0.7%.

Write-off of Loan Assets and Reacquisition – Bank Only

When the condition of debtors no longer have potential, both in business and operational terms, BNI wrote off loan assets amounting to Rp10.9 trillion in 2022, higher than Rp9.5 trillion in 2021. To do so, BNI Management prioritizes debtors who are bankrupt and/or have legal problems, where maximum efforts have been made. When compared to the total loans disbursed by bank only, the ratio of write-offs on loan assets is relatively low at around 1.7%. Meanwhile, the recovery of loans written off amounted to Rp3.8 trillion with a recovery rate in 2022 of 34.7%, an increase compared to 32.8% in 2021.

Government Bonds

Government bonds are financial instruments that fall under the low risk criteria but offer competitive interest rates. These instruments also helps in funding the Government in managing the state budget. As of December 31, 2022, BNI's Government Bonds amounted to Rp121.3 trillion, an increase of 8.9% compared to the same position in 2021. BNI's Government Bonds are denominated in Rupiah and foreign currency with Government bond transactions in Rupiah reaching Rp88.6 trillion, an increase of 6.8% in 2022, compared to Rp83.0 trillion the previous year. Meanwhile, government bonds in foreign currencies amounted to Rp32.7 trillion and Rp28.5 trillion in 2022 and 2021. The contribution of this account to BNI's total assets in 2022 and 2021 was 11.8% and 11.5%.

Account	2022		2021		2020*		Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
	Rp- billion	%	Rp- billion	%	Rp- billion	%	Nominal Rp- billion	Percentage (%)	Nominal Rp- billion	Percentage (%)
Fair value through profit or loss	1,775	1.5	4,112	3.7	3,003	3.5	(2,337)	(56.8)	1,109	36.9
Fair Value through Other Comprehensive Income	82,328	67.9	85,198	76.4	58,619	69.7	(2,870)	(3.4)	26,579	45.3

Account	2022		2021		2020*		Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
	Rp- billion	%	Rp- billion	%	Rp- billion	%	Nominal Rp- billion	Percentage (%)	Nominal Rp- billion	Percentage (%)
Amortised Expenses	37,189	30.6	22,120	19.9	22,528	26.8	15,069	68.1	(408)	(1.8)
Total	121,292	100.0	111,430	100.0	84,150	100.0	9,862	8.9	27,280	32.4
Fixed interest rate	121,192	99.9	111,330	99.9	84,050	99.9	9,862	8.9	27,280	32.5
Floating Interest Rate	100	0.1	100	0.1	100	0.1	(0)	(0.1)	0	0.0
Total	121,292	100.0	111,430	100.0	84,150	100.0	9,862	8.9	27,280	32.4

*) The 2020 financial performance is restated by taking into account the impact of the BNI Syariah performance.

Viewed from the type of interest rate on government bonds, Government Bond transactions with fixed interest rates contributed a dominant portion with 99.9% in 2022 and 2021. For floating rate bonds, the portion of government bond transactions was 0.1%.

For fixed interest rates, market prices for Government Bonds ranged from 71.9% to 130.7% and between 100.7% to 132.6% on December 31, 2022 and 2021, respectively. Meanwhile, the market prices for Government Bonds with floating interest rates was 99.9% and 100% as of December 31, 2022 and 2021.

In the Government Bonds financial instruments, there were Government Bonds from the recapitalization program, which as at as of December 31, 2022 and December 31, 2021 amounted to Rp100 billion each.

The contract interest rate for the Government Bonds in 2022 for a fixed interest rate was 4.0%-12.0% in Rupiah; 0.1%-7.8% (US Dollar); and 1.3% (Singapore Dollar), compared to the previous year which were 3.8%-12.9%; 0.7%-5.9%; and 2.8%-3.1%. The annual floating interest rate for Government Bonds in 2022 was 3.5%-4.3% from 3.8%-4.5% the previous year.

Prepaid Taxes and Prepaid Expenses

BNI's prepaid taxes and expenses for the period ending December 31, 2022 was Rp0.6 trillion and Rp3.2 trillion, respectively, compared to Rp1.0 trillion and Rp3.1 trillion respectively the previous year.

Investment in Shares and Investments in Associated Entities

	2022 (%)	2021 (%)	2020 (%)
PT Swadharma Nusantara Pembiayaan	-	-	6.9
PT Bursa Efek Indonesia	1.2	1.2	1.2
PT Kustodian Sentral Efek Indonesia	2.5	2.5	2.5
PT Pemeringkat Efek Indonesia	0.6	0.6	0.6
PT Bank Mizuho Indonesia	1.0	1.0	1.0
PT Bank BTPN Tbk	0.2	0.2	0.2
PT PANN Pembiayaan Maritim	48.4	48.4	48.4
PT Fintek Karya Nusantara	9.3	10.2	10.2
PT Penyelesaian Transaksi Elektronik Nasional (PTEN)	17.5	17.5	17.5
PT Bank Syariah Indonesia Tbk	23.2	24.9	-

Investments in shares and Investments in BNI associated entities net reached Rp10.7 trillion in 2022, higher than the previous year's position of Rp9.5 trillion due to additional participation and recognition of the profit portion of Bank Syariah Indonesia in 2022.

Other Assets

BNI's other net assets reached Rp13.9 trillion in 2022, an increase of 16.9% compared to Rp11.8 trillion the previous year. This increase was due to an increase in several accounts including BNI bills as an acquiring banks and interest receivables.

Fixed Assets

Account	2022 (Rp-billion)	2021 (Rp-billion)	2020* (Rp-billion)	Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
				Nominal (Rp-billion)	Percentage (%)	Nominal (Rp-billion)	Percentage (%)
Land	16,023	15,969	15,372	54	0.3	597	3.9
Buildings	8,724	8,387	7,029	337	4.0	1,358	19.3
Office Equipment and motor vehicles	13,958	12,747	12,095	1,211	9.5	652	5.4
Total acquisition cost	38,705	37,103	34,496	1,602	4.3	2,607	7.6
Construction in progress	707	522	982	185	35.4	(460)	(46.8)
Right-of-Use Assets	2,343	2,210	1,996	133	6.0	214	10.7
Total acquisition cost	41,755	38,935	37,474	1,920	4.8	2,361	6.3
Accumulated depreciation							
Buildings	2,814	2,250	1,230	564	25.1	1,020	82.9
Office Equipment and motor vehicles	11,345	9,890	9,484	1,455	14.7	406	4.3
Right-of-Use Assets	1,048	812	503	236	29.1	309	61.4
Total accumulated depreciation	15,207	12,952	11,217	2,255	17.4	1,735	15.5
Net book value	26,549	26,883	26,257	(335)	(1.2)	626	2.4

*) The 2020 financial performance is restated by taking into account the impact of the BNI Syariah performance.

BNI's net fixed assets stood at Rp26.5 trillion in 2022 from Rp26.9 trillion the previous year, with none of BNI's fixed assets pledged as collateral. The Right-of-Use Assets as of December 31, 2022 amounted to Rp1.3 trillion (net). Management believes that there was no impairment in the value of fixed assets owned by BNI during the year as management believes that the carrying value of fixed assets does not exceed the estimated recoverable amount. The contribution of fixed assets (net) to BNI's total assets in 2022 and 2021 was 2.6% and 2.8%.

Deferred Tax Assets - Net

BNI's deferred tax assets net amounted to Rp7.6 trillion in 2022, higher than the previous year's position of Rp6.2 trillion, which was due to an increase in MtM losses on financial assets measured at fair value through other comprehensive income and the establishment of CKPN loans.

Liabilities



The increase in CASA by 10.1% from Third Party Funds (TPF), illustrates that BNI as the best bank is capable of maintaining the effectiveness of funding sources.

BNI's liabilities grew by 6.1% to Rp889.6 trillion in 2022 mainly supported by an increase in customer deposits and borrowings. BNI TPF rose 5.5% to Rp769.2 trillion in line with the increase in CASA to Rp557.3 trillion with a growth of 10.1%. This growth in customer deposits was necessary to support the Bank's core lending business. The growth in liabilities was also affected by the increase in borrowings at overseas branches of Rp3.2 trillion or 9.8% compared to the position in 2021.

Liabilities	2022 (Rp-billion)	2021 (Rp-billion)	2020* (Rp-billion)	Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
				Nominal (Rp-billion)	Percentage (%)	Nominal (Rp-billion)	Percentage (%)
Obligations due immediately	4,686	4,554	5,508	132	2.9	(954)	(17.3)
Deposits from customers	769,269	729,169	631,551	40,100	5.5	97,618	15.5
Deposits from other banks	15,245	14,377	9,245	868	6.0	5,132	55.5
Derivative payables	775	110	414	665	604.5	(304)	(73.4)
Securities sold under agreements to repurchase	2,885	1,829	2,590	1,056	57.7	(761)	(29.4)
Acceptance payables	5,301	5,588	5,423	(287)	(5.1)	165	3.0
Accrued expenses	1,441	1,242	1,125	199	16.0	117	10.4
Taxes payable	1,551	1,284	1,060	267	20.8	224	21.1
Employee benefits	6,880	6,138	5,652	742	12.1	486	8.6
Provisions	2,712	2,276	1,421	436	19.2	855	60.2
Other liabilities	21,130	20,542	18,038	588	2.9	2,504	13.9
Debt Securities	4,897	2,986	2,985	1,911	64.0	1	0.0
Borrowings	35,654	32,458	44,114	3,196	9.8	(11,656)	(26.4)
Subordinated Securities	17,213	15,765	100	1,448	9.2	15,665	15,665.0
Total Liabilities	889,639	838,318	729,225	51,321	6.1	109,093	15.0

*) The 2020 financial performance is restated by taking into account the impact of the BNI Syariah performance.

Obligations Due Immediately

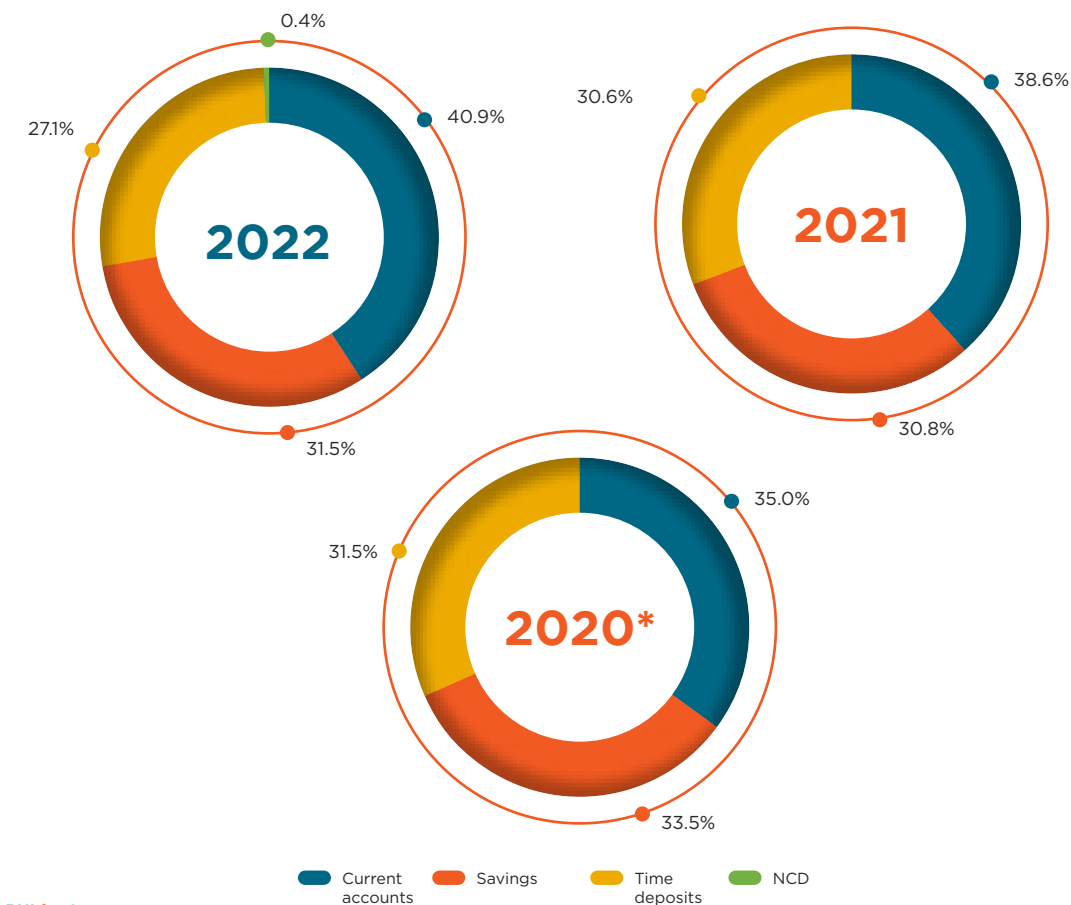
BNI's obligations due immediately increased by Rp132 billion or 2.9% to Rp4.7 trillion. Compared to the previous position of Rp4.6 trillion, the increase in this account in 2022 was in line with an increase in some of BNI's liabilities to third parties, including obligations as an issuer bank (ATM), which increased in 2022 by Rp641 billion from the previous year.

Deposits from customers

Amid the tight liquidity conditions of the banking industry during 2022, BNI's TPF amounted to Rp769.3 trillion, an increase of 16.2% from Rp729.2 trillion the previous year. Of the total TPF, 72.9% were in the form of Current Account Saving Accounts (CASA) equivalent to Rp557.3 trillion in 2022. Compared to the previous year, this CASA achievement grew 10.1% or Rp51.3 trillion, mainly due to demand deposits increasing by 11.8% to Rp314.6 trillion. This increase was in line with BNI's policy to optimize funding sources from low-cost third parties. BNI's Third Party Funds (TPF) made a dominant contribution to liabilities, of 86.5% and 87.0% of total liabilities in 2022 and 2021.

Deposits by Type	2022		2021		2020*		Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
	Rp-billion	%	Rp-billion	%	Rp-billion	%	Nominal Rp-billion	Percentage (%)	Nominal Rp-billion	Percentage (%)
Current accounts	314,625	40.9	281,398	38.6	221,050	35.0	33,227	11.8	60,348	27.3
Rupiah	211,972	27.6	197,760	27.1	159,029	25.2	14,212	7.2	38,731	24.4
Foreign currency	102,653	13.3	83,638	11.5	62,021	9.8	19,015	22.7	21,617	34.9
Savings	242,695	31.5	224,670	30.8	211,278	33.5	18,025	8.0	13,392	6.3
Rupiah	230,379	29.9	215,223	29.5	196,745	31.2	15,156	7.0	18,478	9.4
Foreign currency	12,316	1.6	9,447	1.3	14,533	2.3	2,869	30.4	(5,086)	(35.0)
Total Current accounts and Savings accounts	557,320	72.4	506,068	69.4	432,328	68.5	51,252	10.1	73,740	17.1
Time deposits	208,798	27.2	223,101	30.6	199,223	31.5	(14,303)	(6.4)	23,878	12.0
Rupiah	185,146	24.1	195,790	26.9	162,350	25.7	(10,644)	(5.4)	33,440	20.6
Foreign currency	23,652	3.1	27,311	3.7	36,873	5.8	(3,659)	(13.4)	(9,562)	(25.9)
NCD issued	3,151	0.4	-	-	-	-	3,152	100.0	-	-
Rupiah	1,920	0.2	-	-	-	-	1,920	100.0	-	-
Foreign currency	1,231	0.2	-	-	-	-	1,232	100.0	-	-
Total Deposits from Customers	769,269	100.0	729,169	100.0	631,551	100.0	40,100	5.5	97,618	15.5
Rupiah	629,417	81.8	608,773	83.5	518,124	82.0	20,643	3.4	90,649	17.5
Foreign currency	139,852	18.2	120,396	16.5	113,427	18.0	19,457	16.2	6,969	6.1

*) The 2020 financial performance is restated by taking into account the impact of the BNI Syariah performance.



BNI's TPF portfolio is well diversified with the composition of current and savings accounts (CASA) at 72.9%, while time deposits are 27.1% in 2022, an increase compared to 2021. This shows that amidst tight liquidity, BNI was able to gather low cost funding. In terms of currency, BNI's TPF in Rupiah is the dominant portion with 81.8% and 83.5% in 2022 and 2021, in line with the lending that is also dominated in Rupiah. The portion of TPF in foreign currency was 18.2% and 16.5%. Of the total TPF in foreign currencies of Rp120.4 trillion, US Dollars TPF is the most dominant with Rp139.9 trillion in 2022 compared to Rp117.3 trillion the previous year.

BNI TPF savings products product are classified into BNI Savings and Hajj Savings. These two types of savings have a respective portion of 99.8% and 0.2% for 2022 and 2021.

In 2022, interest rates and annual profit sharing for TPF in Rupiah were 0.0% - 6.4%; 0.0%-4.8% (US Dollar); 0.0%-1.3% (Singapore Dollar); 0.0%-0.8% (Euro) and 0.0% (Japanese Yen). The previous year's annual interest rate and profit sharing for TPF in Rupiah was 0.0% - 7.3%; 0.0%-1.5% (US Dollars); 0.0%-0.8% (Singapore Dollar); 0.0%-0.8% (Euro) and 0.0% (Japanese Yen).

Deposits from Other Banks

BNI's deposits from other banks reached Rp15.2 trillion, an increase of 6.0% in 2022 compared to Rp14.4 trillion the previous year. This increase was mainly in the Interbank Money Market (PUAB) instrument with Rp8.2 trillion in 2022, 80.0% higher than the 2021 position of Rp4.5 trillion. There was also an increase in the Negotiable Certificate Deposit (NCD) instruments of Rp788 billion issued in December 2022.

Account	2022 (Rp-billion)	2021 (Rp-billion)	2020* (Rp-billion)	Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
				Nominal (Rp-billion)	Percentage (%)	Nominal (Rp-billion)	Percentage (%)
Current Accounts	4,206	6,192	2,585	(1,986)	(32.1)	3,607	139.5
Time deposits	903	1,530	1,927	(627)	(41.0)	(397)	(20.6)
Other deposits	1,173	2,114	2,078	(941)	(44.5)	36	1.7
Interbank money market	8,175	4,541	2,655	3,634	80.0	1,886	71.0
Negotiable Certificate of Deposit (NCD)	788	-	-	788	100.0	-	-
Total	15,245	14,377	9,245	868	6.0	5,132	55.5

*) The 2020 financial performance is restated by taking into account the impact of the BNI Syariah performance.

The annual interest rate and profit sharing for deposits from other banks in Rupiah in 2022 was 0.0% -5.8% (Rupiah); 0.0%-5.0% (US Dollars); 0.0%-0.4% (Japanese Yen); and 0.0%-4.1% (Singapore Dollar). For 2020, the annual interest rate and profit sharing for account in these four currencies was 0.0%-3.3% (Rupiah); 0.0%-0.8% (US Dollar); 0.0%-0.4% (Japanese Yen); and 0.0%-0.8% (Singapore Dollar).

Derivative Payables

By Relationship	2022 (Rp-billion)	2021 (Rp-billion)	2020* (Rp-billion)	Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
				Nominal (Rp-billion)	Percentage (%)	Nominal (Rp-billion)	Percentage (%)
Related parties	118	12	55	106	883.3	(43)	(78.2)
Third parties	657	98	359	559	570.4	(261)	(72.7)
Total	775	110	414	665	604.5	(304)	(73.4)

*) The 2020 financial performance is restated by taking into account the impact of the BNI Syariah performance.

In conducting business, BNI transacts derivative financial instruments such as foreign currency futures contracts, foreign currency swaps, interest rate swaps and spot transactions for financing, trading and hedging purposes. BNI's derivative payables increased by Rp665 billion or 604.5% to Rp775 billion from the previous year's Rp110 billion. The increase in derivative payables came mainly from derivative payables to third parties amounting to Rp556 billion.

Securities Sold Under Repurchase Agreements

BNI's securities sold under agreements to repurchase increased by 57.8% from Rp1.8 trillion in 2021 to Rp2.9 trillion in 2022. The annual interest rate for securities sold under agreements to repurchase was 1.50%-4.75% (US Dollars) for 2021 and 1.00%-2.00% (US Dollars) for 2021. While the annual interest rate in rupiah was 5.63%- 8.13% for 2022.

Acceptances Payable

BNI's acceptances payable decreased from Rp5.6 trillion in 2021 to Rp5.3 trillion in 2022, a decrease of 5.1%. This decrease was from acceptances payable from third parties from the previous year's Rp5.3 trillion to Rp4.3 trillion in 2022.

Accrued Expenses

Account	2022 (Rp- billion)	2021 (Rp- billion)	2020* (Rp- billion)	Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
				Nominal (Rp- billion)	Percentage (%)	Nominal (Rp- billion)	Percentage (%)
Issuer Bank Liabilities	308	98	126	210	214.3	(28)	(22.2)
Office expenses	474	501	384	(27)	(5.4)	117	30.5
Mudharabah time deposits	-	-	-	-	-	-	-
Technology and telecommunication expenses	510	476	388	34	7.1	88	22.7
Loyalty expenses	48	52	79	(4)	(7.7)	(27)	(34.2)
Promotion expenses	6	6	9	-	-	(3)	(33.3)
Others	95	109	139	(15)	(13.6)	(30)	(21.6)
Total	1,441	1,242	1,125	199	16.0	118	10.4

*) The 2020 financial performance is restated by taking into account the impact of the BNI Syariah performance.

BNI's accrued expenses reached Rp1.4 trillion in 2022, an increase of 15.9% compared to the previous year's Rp1.2 trillion. The increase in accrued expenses was mainly due BNI's obligations as an issuer of Rp210 billion.

Taxes Payable

Account	2022 (Rp- billion)	2021 (Rp- billion)	2020* (Rp- billion)	Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
				Nominal (Rp- billion)	Percentage (%)	Nominal (Rp- billion)	Percentage (%)
Corporate income tax	1,392	1,210	927	182	15.0	283	30.5
Other taxes	159	74	133	85	114.9	(59)	(44.4)
Total	1,551	1,284	1,060	267	20.8	224	21.1

*) The 2020 financial performance is restated by taking into account the impact of the BNI Syariah performance.

BNI's taxes payable increased from Rp1.3 trillion in 2021 to Rp1.6 trillion in 2022, an increase of 20.8%. This increase was due to the increase in corporate income tax to Rp1.4 trillion in 2022, an increase of Rp182 billion from the previous year. The increase in corporate income tax debt is in line with BNI's profit growth.

Employee Benefits

Account	2022 (Rp- billion)	2021 (Rp- billion)	2020* (Rp- billion)	Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
				Nominal (Rp- billion)	Percentage (%)	Nominal (Rp- billion)	Percentage (%)
Employee Costs	3,157	2,229	820	928	41.6	1,409	171.8
Other Long-term Employee Benefits	3,723	3,909	4,832	(186)	(4.8)	(923)	(19.1)
Total	6,880	6,138	5,652	742	12.1	486	8.6

*) The 2020 financial performance is restated by taking into account the impact of the BNI Syariah performance.

Increase of 12.1% compared to Rp6.1 trillion in 2021. BNI's employee costs increased from Rp2.2 trillion in 2021 to Rp3.2 trillion in 2022, an increase of 41.6%, largely due to a change in the discount rate from 6.25% on December 31, 2021 to 7.25 % on December 31, 2022. For long-term employee benefits, especially for the defined benefit pension plan, it decreased by Rp200 billion.

Allowances

The BNI allowances account consists of estimated losses on commitments and contingencies as well as provisions for legal and other cases. BNI recorded a provision of Rp2.7 trillion, an increase compared to the previous year's Rp2.3 trillion. This increase came from the estimated loss on commitments and contingencies, which amounted to Rp2.2 trillion in 2021 compared to Rp2.7 trillion on December 31, 2022. This was due to the establishment of a provision for off balance sheet accounts as a result of the implementation of PSAK 71 in 2020. Meanwhile, reserves for legal cases and other cases decreased by Rp30 billion compared to December 31, 2021.

Other Liabilities

Other liabilities increased by 2.9% from Rp20.5 trillion in 2021 to Rp21.1 trillion in 2022. The largest component of other liabilities was payables to policyholders that increased 7.8% to Rp16.0 trillion in 2022 from the previous year's Rp14.8 trillion.

Debt Securities

By Relationship	2022 (Rp- billion)	2021 (Rp- billion)	2020* (Rp- billion)	Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
				Nominal (Rp- billion)	Percentage (%)	Nominal (Rp- billion)	Percentage (%)
Related parties	1,785	1,012	1,165	773	76.4	(153)	(13.1)
Third parties	3,112	1,974	1,820	1,138	57.6	154	8.5
Total	4,897	2,986	2,985	1,911	64.0	1	0.0

*) The 2020 financial performance is restated by taking into account the impact of the BNI Syariah performance.v

On June 21 2022, BNI issued Green Bond I PT Bank Negara Indonesia (Persero) Tbk 2022 ("Green Bond I 2022") with a nominal value of Rp5 trillion, 100% (one hundred percent) of the principal bond amount, with coupons paid quarterly, and listed on the Indonesia Stock Exchange (IDX) on June 22, 2022. Green Bond I 2022 Public Offering obtained OJK Effective Permit through OJK letter No. S-93/D.04/2022 dated June 10, 2022. As of December 31, 2022, BNI Green Bond 2022 had a net value of Rp4.9 trillion after deducting unamortized issuance costs of Rp2.8 billion. BNI Sustainable Bonds I 2017 worth Rp3.0 trillion with a term of 5 years and a coupon of 8.0% per annum were issued on July 11, 2017 and listed on the Indonesia Stock Exchange on July 12, 2017 matured and fully paid in 2022.

Borrowings

Borrowings by Type	2022 (Rp- billion)	2021 (Rp- billion)	2020* (Rp- billion)	Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
				Nominal (Rp- billion)	Percentage (%)	Nominal (Rp- billion)	Percentage (%)
Step Loans	56	57	63	(1)	(1.8)	(6)	(9.5)
Liquidity Credit for Members of Primary Cooperatives Credit	1	1	1	-	-	0	0.0
Bilateral Loans	28,916	28,315	37,999	601	2.1	(9,684)	(25.5)
Bankers Acceptance	6,066	3,278	4,873	2,788	85.1	(1,595)	(32.7)
Others	615	807	1,178	(192)	(23.8)	(371)	(31.5)
Total	35,654	32,458	44,114	3,196	9.8	(11,656)	(26.4)

*) The 2020 financial performance is restated by taking into account the impact of the BNI Syariah performance.

BNI borrowings consist of a number of loan types, namely forwarding loans, liquidity loans for primary cooperative loans to its members, bilateral loans, banker's acceptance, and other loans. Total borrowings for the period ending December 31, 2022 amounted to Rp35.7 trillion, an increase of 9.8% from the previous year's Rp32.5 trillion. This increase was due to the increase in bilateral loans by 2.1% to Rp28.9 trillion in 2022 from Rp28.3 trillion the previous year, which was dominated by an increase in foreign branch loans.

Subordinated Securities

By Relationship	2022 (Rp- billion)	2021 (Rp- billion)	2020* (Rp- billion)	Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
				Nominal (Rp- billion)	Percentage (%)	Nominal (Rp- billion)	Percentage (%)
Related parties	28	28	25	0	0.0	3	12.0
Third parties	17,185	15,737	75	1,448	9.2	15,662	20.882,7
Total	17,213	15,765	100	1,448	9.2	15,665	15.665,0

*) The 2020 financial performance is restated by taking into account the impact of the BNI Syariah performance.

As well as corporate bonds, BNI also issued subordinated securities in the form of BNI Subordinated Medium Term Notes I 2018 ("Subordinated MTN"), BNI Tier 2 Subordinated Notes, and BNI Additional Tier 1 Capital Securities.

BNI received an effective statement from OJK through letter No. S-73/PB.31/2018 to issue BNI Subordinated Medium Term Notes I 2018 on June 8, 2018 for a total of Rp100.0 billion with a term of 5 years, and a coupon of 8.0% per year paid quarterly. The BNI Subordinated MTN were issued with a limited offer.

On March 30 2021, BNI issued Tier 2 Subordinated Notes (BNI Tier 2 Capital Bond 2021) for US\$500 million for a period of 5 years, with a coupon of 3.75% per year paid semiannually, and listed on the Singapore Exchange. Tier 2 Subordinated Notes can be recorded as a component of supplementary capital (Tier 2) based on approval from the Financial Services Authority through letter No. S-64/PB.31/2021 dated March 31, 2021.

On September 24, 2021, BNI issued Additional Tier 1 Capital Securities (BNI Additional Tier 1 Capital Bond 2021) for US\$600 million with no term but a call option of 5.5 years, with a coupon of 4.30% per year paid semi-annually, and listed on the Singapore Exchange. Additional Tier 1 Capital Securities can be recorded as a component of additional core capital (Additional Tier 1) based on approval from the Financial Services Authority through letter No. S-210/PB.31/2021 dated September 30, 2021.

BNI used the proceeds from the Subordinated MTN issuance to strengthen complementary capital (Tier 2) and working capital in the context of business development, especially for lending and increasing the composition of long-term fund structure, in accordance with OJK Regulation No. 11/POJK.03/2016 concerning Minimum Capital Adequacy Requirements for Commercial Banks, as amended by OJK Regulation No. 34/POJK.03/2016, and they will subsequently be used by BNI to support the increase in productive assets.

TEMPORARY SYIRKAH FUND

Since February 1, 2021, BNI Syariah has officially joined Bank Syariah Indonesia in accordance with the approval of the Capital Market Supervisory Financial Services Authority (OJK) through letter No. S-289/D.04/2020 dated December 11, 2020 and through OJK Banking Supervision letter No. 4/KDK.03/2021 dated January 27, 2021.

By merging BNI Syariah with Bank Syariah Indonesia, BNI's control over BNI Syariah has ended and consolidation is not carried out in the consolidated financial statements of BNI and its Subsidiaries.

EQUITY



BNI's total equity increased by 13.7% to Rp140.2 trillion in 2022. This significant increase came from an increase in retained earnings of 20.2%, or Rp15.8 trillion compared to 2021 as a result of BNI's profit growth.

Equity	2022 (Rp- billion)	2021 (Rp- billion)	2020* (Rp- billion)	Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
				Nominal (Rp- billion)	Percentage (%)	Nominal (Rp- billion)	Percentage (%)
Share capital: Issued and fully paid	9,055	9,055	9,055	-	0	0	0
Additional paid-in capital	17,010	17,010	14,568	-	0	2,442	16.8
Asset Revaluation Reserve	15,441	15,442	14,882	(1)	0	560	3.8
Transactions with non-controlling interests	2,257	2,257	2,257	-	0	0	0
Unrealized gains (losses) on marketable securities and Government Bonds at fair value through other comprehensive income, net of tax	(1,971)	1,949	2,424	(3,920)	(201.1)	(475)	(19.6)
Differences in Foreign Currency Translation of Financial Statements	(36)	(17)	23	(19)	111.8	(40)	(173.9)
Retained earnings	94,060	78,250	64,878	(15,810)	20.2	13,372	20.6
Non-controlling interests	4,382	2,781	2,676	1,601	57.6	105	3.9
Treasury Shares	-	(207)	(79)	207	(100.0)	(128)	162.0
Total Equity	140,198	126,520	110,684	13,678	10.8	15,836	14.3

*) The 2020 financial performance is restated by taking into account the impact of the BNI Syariah performance.

Share Capital

BNI's Share capital reached Rp9.1 trillion in 2022, the same as in 2021, which reached Rp9.1 trillion.

Additional Paid-in Capital

BNI's additional paid-in capital/agio shares reached Rp17.0 trillion in 2022, the same as in 2021, which reached Rp17.0 trillion.

Asset Revaluation Reserve

The asset revaluation reserve in 2022 was Rp15.4 trillion, a decrease of Rp586 million from 2021 due to the realization of gains from revaluation of fixed assets in 2021, which were sold in 2022.

Transactions with Non-Controlling Interests

Transactions with non-controlling interests reached Rp2.3 trillion in 2022, the same as in 2021, which reached Rp2.3 trillion.

Unrealized gains/(losses) on marketable securities and Government Bonds, measured at fair value through other comprehensive income, net of tax

Unrealized net losses from the increase in the fair value of marketable securities and Government Bonds measured at fair value through other comprehensive income net of tax at BNI amounted to Rp2.0 trillion in 2022.

This was a decrease of Rp3.9 trillion from 2021 when unrealized profit amounted to Rp1.9 trillion. The decrease was due to the mark to market calculation of FVOCI and AC securities with an increase in market reference rates in 2022 compared to 2021.

Difference in Foreign Currency Translation of Financial Statements

The difference in exchange rates due to the translation of financial statements in foreign currencies at BNI 2022 reached Rp36 billion. This was due to a decrease of Rp 19 billion compared to Rp17 billion in 2021.

Retain Earnings

Retained earnings in 2022 reached Rp94.1 trillion, an increase of Rp15.8 trillion, or 20.2% compared to Rp78.3 trillion the previous year.

Non-controlling interests

BNI's Non-controlling interests in the consolidated net assets of subsidiaries reached Rp4.4 trillion, an increase of 57.6%, or Rp1.6 trillion from Rp2.8 trillion. This increase was due to non-controlling interests of Rp1.4 trillion from the acquisition of Bank Mayora.

Treasury shares

In 2022, the Bank allocated treasury share capital (Treasury Shares) of Rp207,475 million to a Share Ownership Program for Bank Management and Employees in the form of Bonus Shares. So the share capital repurchased (treasury shares) at BNI was nil in 2022.

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME



BNI recorded a profit in 2022 of Rp18.3 trillion, a significant growth of 68.0% YoY, due to the growth of Net Interest Income (NII) that grew 8.0% YoY, and other Operating Income that also grew positively by 14.7% YoY.

Account	2022 (Rp-billion)	2021 (Rp-billion)	2020* (Rp-billion)	Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
				Nominal (Rp-billion)	Percentage (%)	Nominal (Rp-billion)	Percentage (%)
Interest income and sharia income	54,659	50,026	52,144	4,633	9.3	(2,118)	(4.1)
Sharia interest expense and income	(13,338)	(11,779)	(18,103)	1,559	(13.2)	6,324	(34.9)
Interest income and sharia income - net	41,321	38,247	34,041	3,074	8.0	4,206	12.4
Net premium income	1,551	1,399	1,471	152	10.9	(72)	(4.9)
Other operating income	18,600	16,219	13,640	2,380	14.7	2,579	18.9
Total operating income	61,472	55,865	49,152	5,607	10.0	6,713	13.7
Other operating expenses	(27,059)	(24,801)	(22,088)	(2,258)	(9.1)	(2,713)	12.3
Establishment of allowance for impairment losses	(11,514)	(18,297)	(22,038)	6,783	37.1	3,741	(17.0)
Operational profit	22,899	12,767	5,026	10,132	79.4	7,741	154.0
Non-net operating income (expenses)	(212)	(216)	(95)	4	1.8	(121)	127.4
Profit before tax expense	22,687	12,551	4,931	10,136	80.8	7,620	154.5
Tax expense	(4,205)	(1,574)	(1,610)	(2,631)	(167.1)	36	(2.2)
Current year profit	18,482	10,977	3,321	7,505	68.4	7,656	230.5
Other comprehensive income, after income tax	(3,826)	745	872	(4,571)	(613.6)	(127)	(14.6)
Total comprehensive income for the period	14,656	11,722	4,193	2,934	25.0	7,529	179.6
Profit for the year attributable to:							
Parent entity owner	18,312	10,898	3,280	7,414	68.0	7,618	232.2
Non-controlling interests	169	79	41	90	113.9	38	92.7
Total comprehensive income for the period attributable to:							
Parent entity owner	14,594	11,620	4,001	2,974	25.6	7,619	190.4
Non-controlling interests	62	102	192	40	1.6	(90)	(46.9)
Earnings per Share Attributable to Owners of the Parent Entity (EPS) (Full Rupiah)	983	585	176	398	68.0	409	232.4

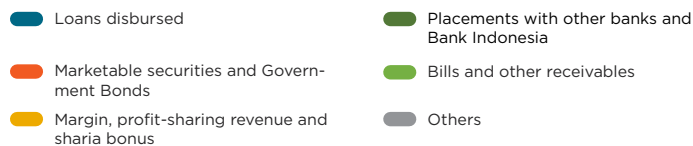
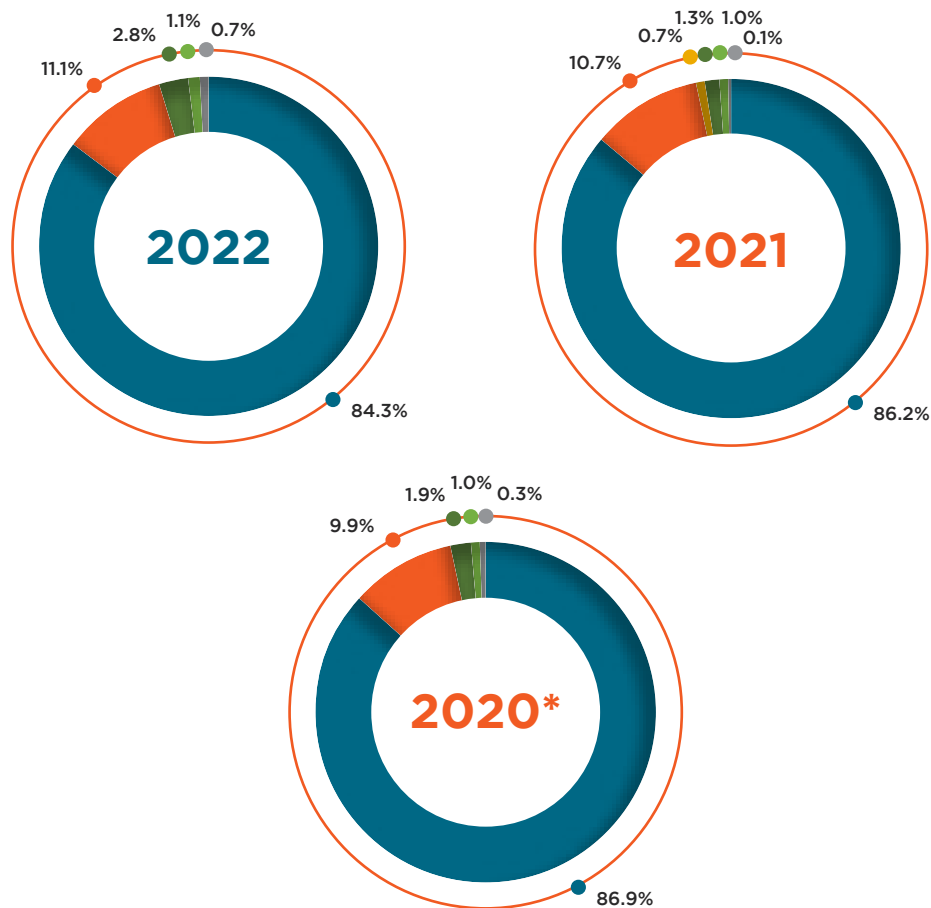
*) The 2020 financial performance is restated by taking into account the impact of the BNI Syariah performance.

Interest Income and Sharia Income

Account	2022		2021		2020*		Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
	Rp- billion	%	Rp- billion	%	Rp- billion	%	Nominal Rp- billion	Percentage (%)	Nominal Rp- billion	Percentage (%)
Loans disbursed	46,102	84.3	43,129	86.2	45,321	86.9	2,973	6.9	(2,192)	(4.8)
Marketable securities and Government Bonds	6,077	11.1	5,353	10.7	5,185	9.9	724	13.5	168	3.2
Margin, profit-sharing revenue and sharia bonus	-	-	333**	0.7	-	-	(333)	(100.0)	333	-
Placements with other banks and Bank Indonesia	1,537	2.8	668	1.3	985	1.9	869	130.1	(317)	(32.2)
Bills and other receivables	577	1.1	479	1.0	501	1.0	98	20.5	(22)	(4.4)
Others	366	0.7	64	0.1	152	0.3	302	471.9	(88)	(58.0)
Total	54,659	100.0	50,026	100.0	52,144	100.0	4,633	100.0	(2,118)	(4.1)

*) The 2020 financial performance is restated by taking into account the impact of the BNI Syariah performance.

**) Sharia income from BNI Syariah before the effective merger to PT Bank Syariah Indonesia Tbk as of February 1, 2021.



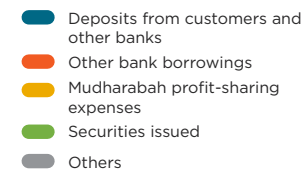
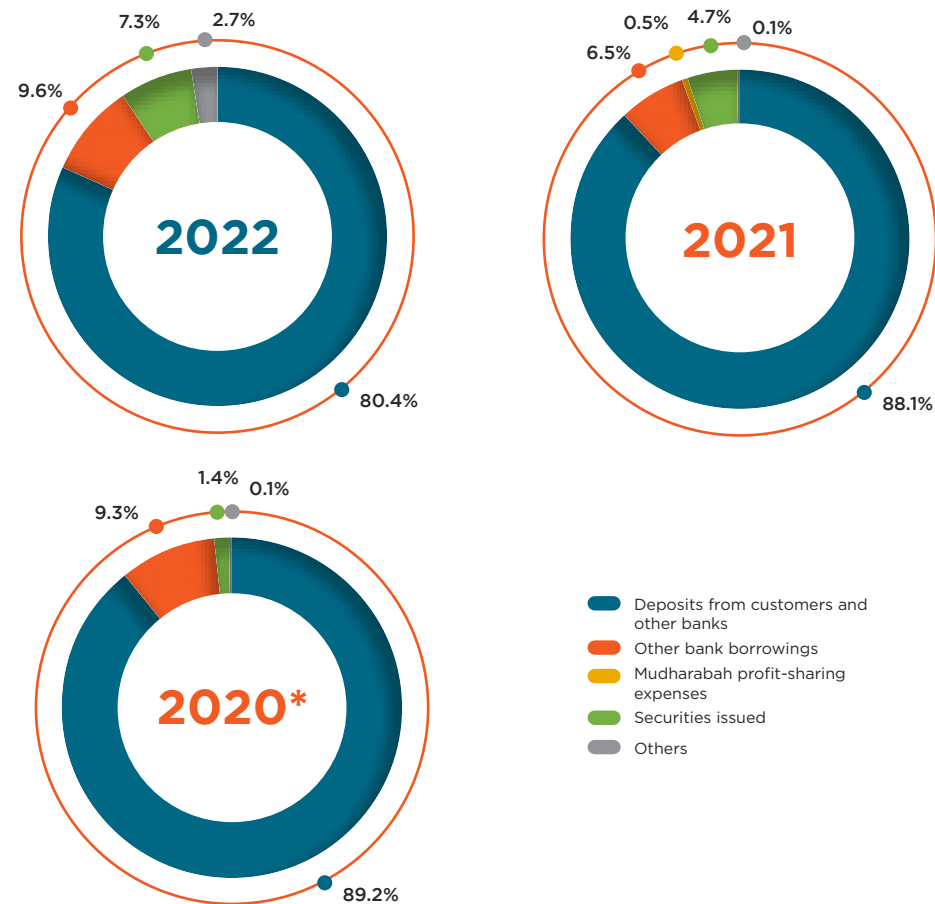
BNI's interest and Sharia income was Rp54.7 trillion, an increase of 9.3% YoY. Loan Income still made the largest contribution, with 84.3% of total interest income in 2022, followed by Government bonds and securities interest income of 13.5%.

Interest and Sharia Expenses

Account	2022		2021		2020*		Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
	Rp- billion	%	Rp- billion	%	Rp- billion	%	Nominal Rp- billion	Percentage (%)	Nominal Rp- billion	Percentage (%)
Deposits from customers and other banks	10,726	80.4	10,382	88.1	16,156	89.2	344	3.3	(5,774)	(35.7)
Other bank borrowings	1,279	9.6	770	6.5	1,689	9.3	509	66.1	(919)	(54.4)
Mudharabah profit-sharing expenses	-	-	58**	0.5	-	-	-	-	58	-
Securities issued	979	7.3	552	4.7	248	1.4	427	77.2	304	122.6
Others	354	2.7	17	0.1	10	0.1	337	1982.4	7	70.0
Total	13,338	100.0	11,779	100.0	18,103	100.0	1,559	13.2	(6,324)	(34.9)

*) The 2020 financial performance is restated by taking into account the impact of the BNI Syariah performance.

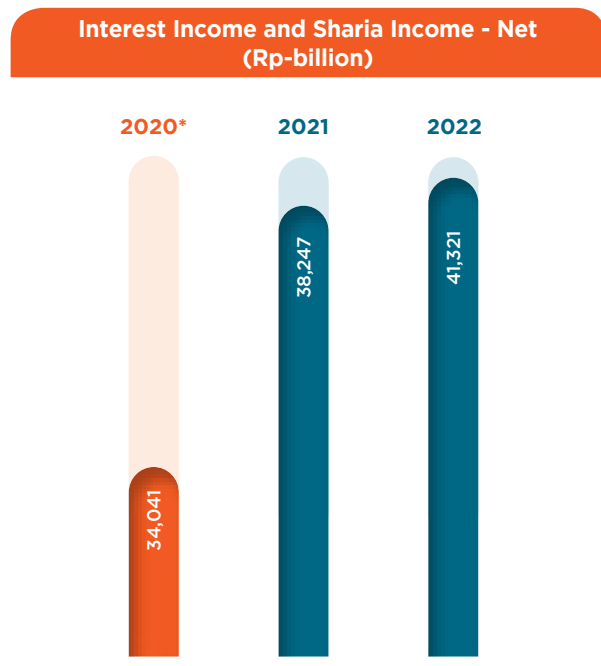
**) Mudharabah profit sharing prior to Bank Syariah Indonesia becoming effective as of February 1, 2021



The composition of interest and sharia expenses increased by Rp1.6 trillion or 13.2% compared to the previous period. Customer and other bank deposits were the main source of funding for BNI with a contribution of 80.4% in 2022 and 88.1% in 2021. The increase in interest expense was influenced by an increase in interest expense on borrowings of Rp509 billion, and interest expenses on securities issued of Rp427 billion.

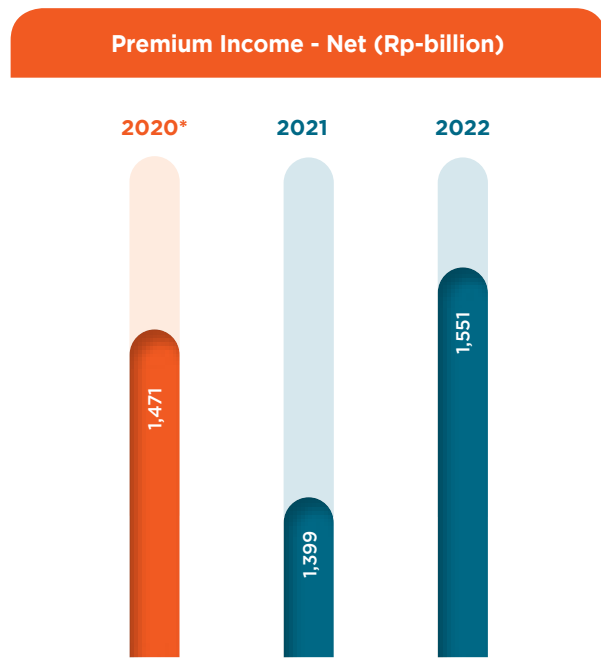
Interest Income and Sharia Income - Net

BNI's interest income and sharia income - net was Rp41.3 trillion, an of 8.0% compared to Rp38.2 trillion 2021. This was due to the Bank's success in optimizing interest income both from loans and other financial assets.



Premium Income - Net

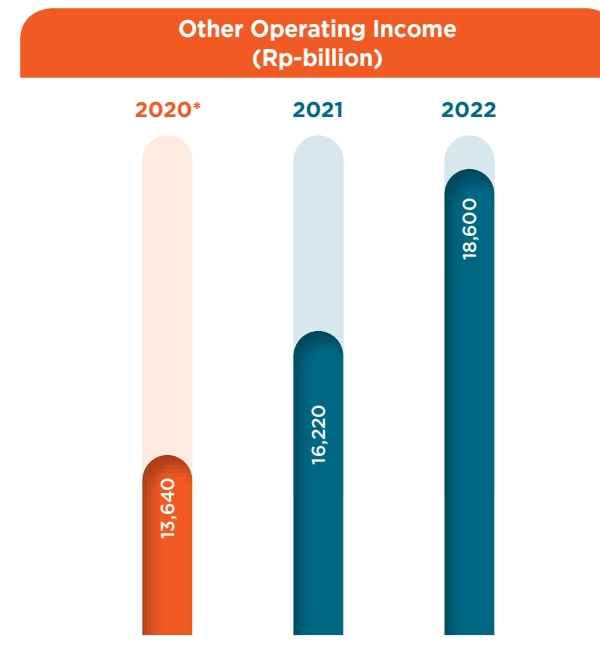
This account represents the contribution of BNI Life as a BNI subsidiary to BNI's consolidated income.. BNI Life's net premium reached Rp1.6 trillion in 2022, an increase of 10.9% compared to Rp1.4 trillion in 2021. In addition, investment income was affected by fluctuations in market prices for securities and government bonds, which are BNI Life's investment vehicles for its development portfolio.



Other Operating Income

Description	2022 (Rp-billion)	2021 (Rp-billion)	2020* (Rp-billion)	Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
				Nominal (Rp- billion)	Percentage (%)	Nominal (Rp- billion)	Percentage (%)
Other fees and commission	9,738	8,943	8,309	795	8.9	634	7.6
Profit for Associated Entities	1,083	698	443	385	55.2	255	57.6
Recovery of assets written off	3,780	2,581	1,549	1,199	46.5	1,032	66.6
Unrealized gains/(losses) from changes in the fair value of financial assets measured at fair value through profit or loss	15	(4)	11	19	(475.0)	(15)	(136.4)
Gain on sale of financial assets measured at fair value through other comprehensive income and fair value through profit or loss	1,332	1,720	1,424	(388)	(22.6)	296	20.8
Foreign exchange gains - net	1,597	1,328	1,097	269	20.3	231	21.1
Others	1,055	953	807	102	10.6	146	18.2
Total	18,600	16,219	13,640	2,381	14.7	2,579	18.9

BNI's other operating income was Rp18.6 trillion in 2022, an increase of 14.7% from the previous year's Rp16.2 trillion. The largest increase came from the recovery of assets written off of Rp1.2 trillion, an increase of 46.5% compared to 2021. In 2022 BNI received operating income from the profits of Bank Syariah Indonesia associate entity of Rp1.1 trillion, an increase 55.2% compared to Rp698 billion as at December 2021. Other fees and commissions also increased by Rp795 billion, or 8.9% compared to 2021.

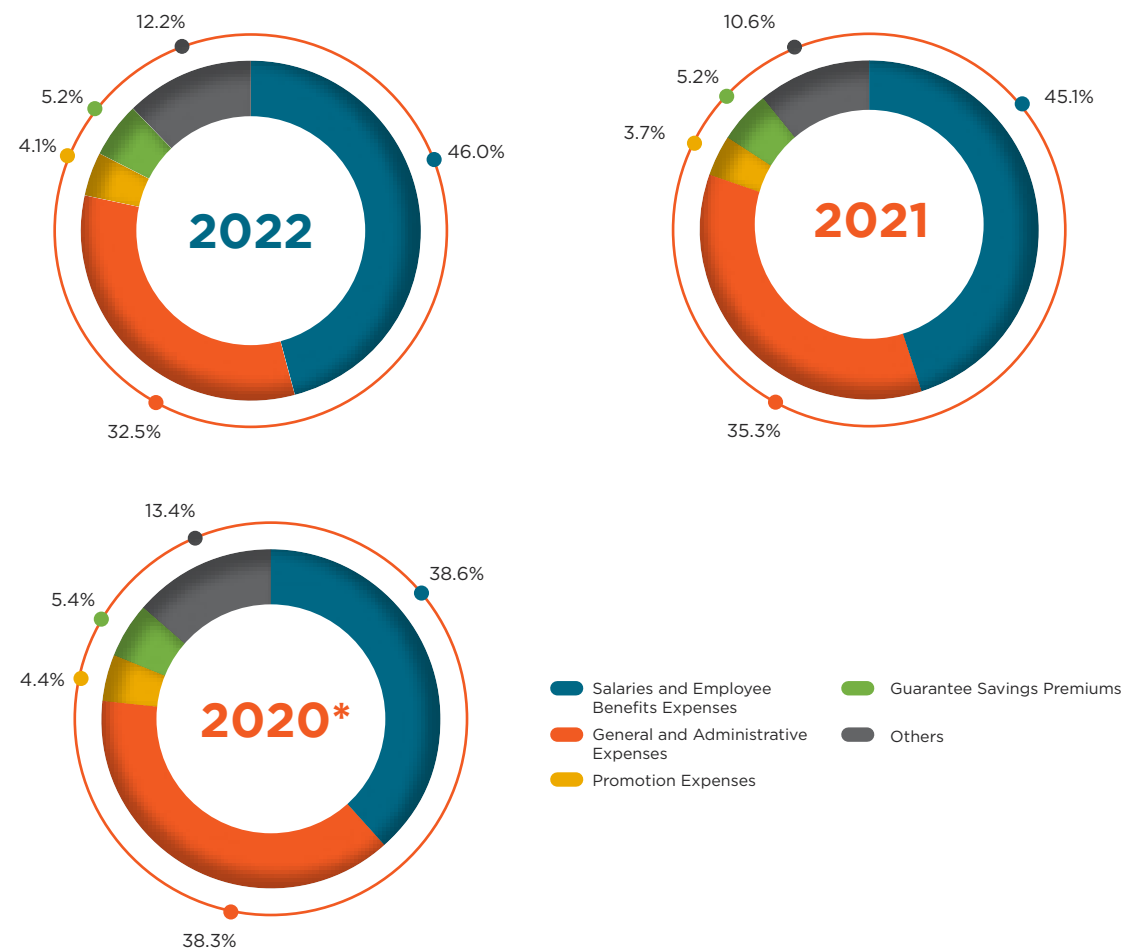


Other Operating Expenses

Account	2022		2021		2020*		Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
	Rp- billion	%	Rp- billion	%	Rp- billion	%	Nominal Rp- billion	Percentage (%)	Nominal Rp- billion	Percentage (%)
Salaries and Employee Benefits Expenses	12,456	46.0	11,195	45.1	8,521	38.6	1,261	11.3	2,674	31.4
General and Administrative Expenses	8,792	32.5	8,765	35.3	8,464	38.3	27	0.3	301	3.6
Promotion Expenses	1,116	4.1	922	3.7	963	4.4	194	21.0	(41)	(4.3)
Guarantee Savings Premiums	1,412	5.2	1,293	5.2	1,189	5.4	119	9.2	104	8.7
Others	3,283	12.2	2,626	10.6	2,951	13.4	657	25.0	(325)	(11.0)
Total	27,059	100.0	24,801	100.0	22,088	100.0	2,258	9.1	2,713	12.3

*) The 2020 financial performance is restated by taking into account the impact of the BNI Syariah performance.

**) Sharia income from BNI Syariah before the effective merger to PT Bank Syariah Indonesia Tbk as of February 1, 2021.



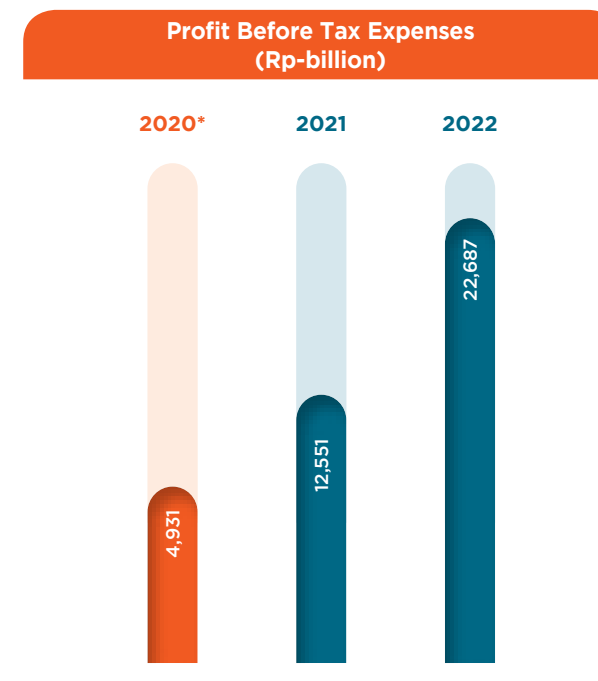
Overall, other operating expenses increased by 9.1% to Rp27.1 trillion in 2022, an increase of Rp2.3 trillion compared to Rp24.8 trillion in 2021. This increase supported BNI's business expansion throughout 2022. The increase in other operating expenses was dominated by salaries and allowances that increased by Rp1.3 trillion or 11.3% compared to 2021. Increases also occurred in promotion expenses, other expenses, and Deposit insurance premiums of 21.0%, 25.0% and 9.2%.

Allowance for Impairment Losses

The allowance for impairment losses in 2022 decreased by Rp6.8 trillion, or 37.1% to Rp11.5 trillion from the previous Rp18.3 trillion in 2021. This decrease is a bank risk management policy in line with the trend of asset quality recovery and the gradual recovery of economic conditions.

Profit Before Tax Expenses

BNI's profit before tax expenses in 2022 was Rp22.7 trillion, a significant increase of 80.8% compared to Rp12.6 trillion in 2021.

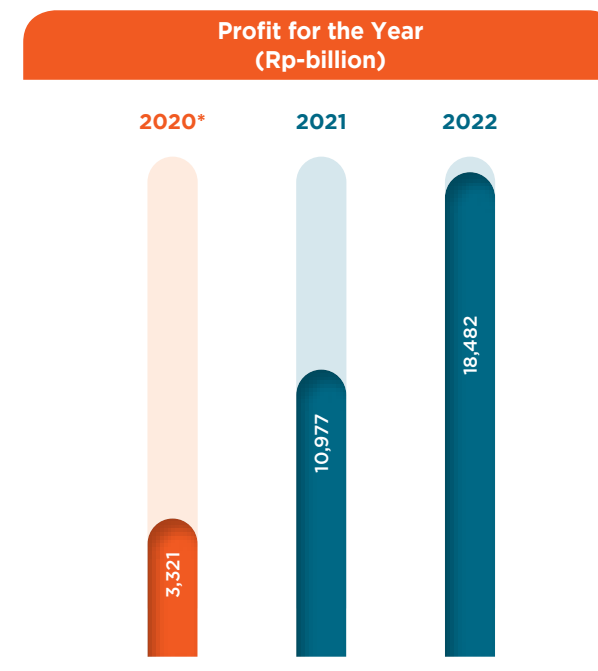


Tax Expense

BNI's tax expense was Rp4.2 trillion in 2022, an increase of 167.2% compared to Rp1.57 trillion in 2021. This was mainly due to an increase in profit before tax of Rp10.1 trillion, from Rp12.6 trillion in 2021 to Rp22.7 trillion in 2022.

Profit for the Year

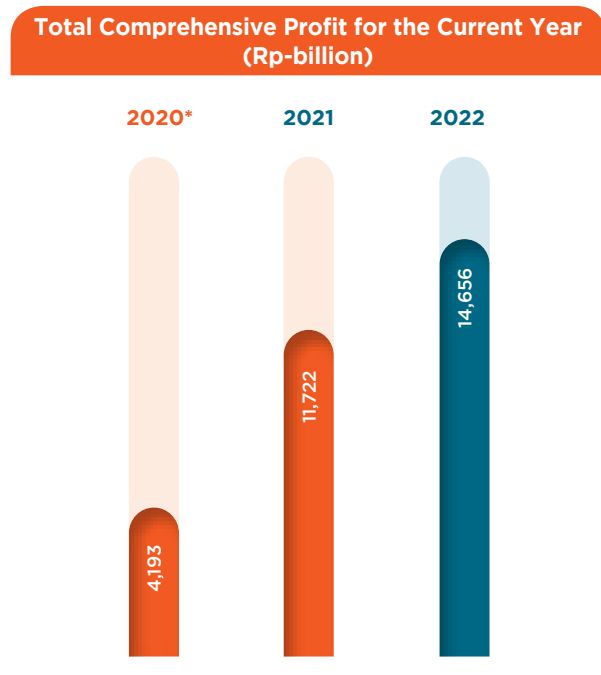
Supported by the growth in Net Interest Income, and an increase in operating income other than interest, BNI posted profit for the year of Rp18.5 trillion, an increase of 68.4%.



In 2022, BNI's other comprehensive income experienced a loss of Rp3.8 trillion, different from the previous year's profit of Rp745 billion. This was dominated by the loss position from changes in the fair value of financial assets measured at fair value through other comprehensive income. which decreased significantly in 2022.

Total Comprehensive Profit for the Current Year

BNI's attributable profit and comprehensive income reached Rp14.7 trillion, an increase of Rp3.0 trillion, or 25.0% compared to Rp11.7 trillion in 2021.



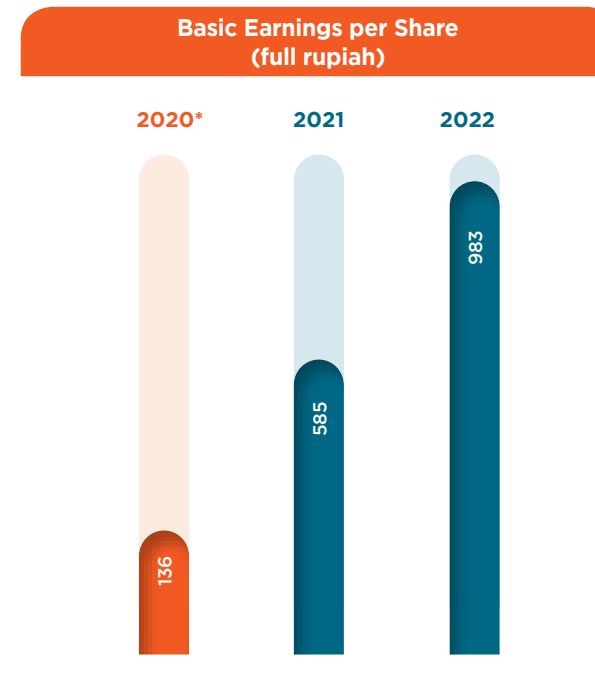
Earnings per Share Attributable to Owners of the Parent Entity

Basic earnings for the year per share is calculated by dividing profit for the year attributable to owners of the parent entity by the weighted average number of ordinary shares outstanding during the year.

Description	2022 (Rp- billion)	2021 (Rp- billion)	2020* (Rp- billion)	Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
				Nominal (Rp- billion)	Percentage (%)	Nominal (Rp- billion)	Percentage (%)
Profit for the current year attributable to Equity Holder of the Parent Entity (Rp-billion)	18,312	10,898	3,280	7,414	68.0	7,619	232.3
Weighted average number of ordinary shares outstanding (million shares)	18,638	18,620	18,632	18	0.1	(12)	(0.06)
Basic earnings per share attributable to Equity Holder of the Parent Entity (full amount)	983	585	176	398	68.0	409	232.4

*) The 2020 financial performance is restated by taking into account the impact of the BNI Syariah performance.

The Company's diluted profit attributable to the owners of the parent entity was Rp983 in 2022 compared to Rp585 in 2021, an increase of 68.0%.



CONSOLIDATED STATEMENT OF CASH FLOWS



On a consolidated basis, in 2022 BNI recorded a decrease in net cash flow of Rp9.6 trillion, a decrease of 120.8% compared to net cash flow in 2021 of Rp45.9 trillion. The decrease in net cash flow was due to investing activities in purchasing securities and government bonds during 2022. Net cash flows from Operating, Investing and Funding Activities in 2022 amounted to Rp20.0 trillion, (Rp32.2 trillion), and Rp2.7 trillion.

Description	2022 (Rp- billion)	2021 (Rp- billion)	2020 (Rp- billion)	Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
				Nominal (Rp- billion)	Percentage (%)	Nominal (Rp- billion)	Percentage (%)
Net cash provided by operating activities	19,953	97,478	74,254	(77,525)	(79.5)	23,225	31.3
Net cash used for investment activities	(32,233)	(15,656)	(11,992)	16,577	105.9	(3,664)	30.6
Net cash from/(used for) financing activities	2,725	1,719	(17,139)	1,006	58.5	18,858	(110.0)
Net increase in cash and cash equivalents	(9,555)	83,541	45,123	(93,096)	(111.4)	38,418	85.1
Impact of losing control	-	(37,614)	-	37,614	-	(37,614)	-
Net cash flow after the impact of loss of control	(9,555)	45,927	45,123	(55,482)	(120.8)	804	1.8
Exchange rate impact	115	505	600	(390)	(77.2)	(95)	(15.8)
Cash and cash equivalents at the beginning of the year	173,340	126,908	81,185	46,432	36.6	45,723	56.3
Cash and cash equivalents at the end of the year	163,900	173,340	126,908	(9,440)	(5.4)	46,432	36.6

Cash Flow from Operating Activities

BNI's net cash from operating activities was Rp20.0 trillion in 2022 and Rp97.5 trillion in 2021. The operating cash flow activities came from customer deposits of Rp32.0 trillion in 2022, lower than the previous year's Rp81.6 trillion. The decrease in cash flow from operating activities was also affected by an increase in loans of Rp65.9 trillion from Rp5.7 trillion in 2021 to Rp71.6 trillion in 2022.

Cash Flow from Investment Activities

BNI net cash used for BNI's investment activities reached Rp32.2 trillion in 2022, and was dominated by purchases of government bonds (net) of Rp22.4 trillion, and purchases of securities (net) of Rp10.7 trillion in 2022. There was also investment cash flow from the acquisition of Bank Mayora of Rp3.5 trillion and the investment in BNI Ventures of Rp500 billion.

Cash Flow from Financing Activities

Cumulatively, net cash used for financing activities was Rp2.7 trillion in 2022. 2 financing activities dominated, namely borrowings of Rp13.7 trillion and borrowings repayments of Rp10.9 trillion. There were also dividend payments and receipts from issued securities (net) of Rp2.7 trillion and Rp2.0 trillion, respectively.

Cash and Cash Equivalents End of Year

BNI recorded a reduced deficit in net cash and cash equivalents of Rp9.6 trillion in 2022, which was dominated by cash flows from buying securities and Government bonds as investment activities. At the end of 2022, cash and cash equivalents amounted to Rp163.9 trillion.

FINANCIAL RATIOS

Account	2022 (%)	2021 (%)	2020 (%)	Increase (Decrease) 2021-2022
Capital				
Capital Adequacy Ratio (CAR)-Tier I	17.5	17.7	15.7	(0.2)
Capital Adequacy Ratio (CAR)-Tier II	1.8	2.0	1.1	(0.2)
Capital Adequacy Ratio (CAR) (Loan, Market and Operational Risk)	19.3	19.7	16.8	(0.4)
Asset Quality				
Non Performing Loan (NPL) Neto	0.5	0.7	0.9	(0.2)
Non Performing Loan (NPL) Gross	2.8	3.7	4.3	(0.9)
Adequacy ratio of provision for losses to non-performing loans/Coverage Ratio	278.3	233.4	182.4	44.9
Profitability				
Return On Assets (ROA)	2.5	1.4	0.5	1.1
Return On Equity (ROE)	16.4	10.4	2.9	6.0
Return On Equity (ROE) - Equity Based	14.9	9.4	2.6	5.5
Net Interest Margin (NIM)	4.8	4.7	4.5	0.1
Efficiency				
Operating Expenses to Operating Income (BOPO)	68.6	81.2	93.3	(12.6)
Cost to Income (CIR)	42.6	43.3	44.2	(0.7)
Liquidity				
Loan to Deposit Ratio (LDR)	84.2	79.7	87.3	4.5
Macroprudential Intermediation Ratio (RIM)	83.4	74.1	75.4	9.3
Compliance				
Minimum Statutory Reserve (MSR)				
MSR (Rupiah)	11.9	7.7	5.4	4.2

Account	2022 (%)	2021 (%)	2020 (%)	Increase (Decrease) 2021-2022
MSR (Foreign Currencies)	4.0	4.0	4.0	0.0
Net Open Position	1.6	0.9	3.2	0.7
BMPK Violation Percentage	0.0	0.0	0.0	0.0
BMPK Exceedance Percentage	0.0	0.0	0.0	0.0

Capital Ratio: Capital Adequacy Ratio

BNI's capital management strategy can be seen in the capital structure target achievement, namely the Minimum Capital Adequacy Ratio (KPMM) in 2022 that was above the set target. This was due to the increase in BNI's performance during 2022. Even though the Capital Adequacy Ratio (CAR) in 2022 decreased to 19.3% compared to 19.7 % in 2021, in nominal terms, BNI's total capital increased by Rp5.7 trillion YoY with core capital which increased by IDR 6.2 trillion compared to 2021 in line with the increase in BNI's profit for the year of Rp7.8 trillion YoY. BNI's capital adequacy ratio achievement was much higher than the provisions set by the regulator of a minimum of 13.8% (according to the bank's risk profile ranking of 2).

Asset Quality Ratios

- Non Performing Loan Ratio (NPL)
BNI's NPL as of December 31, 2022 decreased from the previous year's 3.7% to 2.8% with Net NPL also decreasing from 0.7% to 0.5%. This was due to BNI's policy to prudently manage productive assets during the loan expansion period, by selectively choosing loan sectors that focus on Top Tier debtors, supported by management of debtors in trouble through remedial and restructuring schemes to support the debtor's financial and business conditions, all key steps for BNI's NPL management.
- Coverage Ratio
BNI's coverage ratio on December 31, 2022 was 278.3%, an increase compared to 233.4% in 2021. Establishing a higher coverage ratio is a risk mitigation step for future non-performing loans.

Profitability Ratio

- Return on Assets (ROA)
BNI's Return on Assets (ROA) was 2.5%, a significant increase compared to 1.4% in 2021. This was due to the significant increase in BNI's profit in 2022.

- Return on Equity (ROE)
BNI's Return on Equity (ROE)) - Equity Based was 14.9%, an increase compared to of 9.4% in 2021. This was due to significant increase in BNI's profit in 2022 with BNI's capital being sufficient to support the Company's operations.
- Net Interest Margin (NIM)
BNI's Net Interest Margin (NIM) in 2022 increased from 4.7% in 2021 to 4.8% in 2022. This was due to the Bank's success in increasing business expansion in line with the recovery in economic conditions with Interest Income growing by 9.3% during 2022.
- Ratio of Operating Expenses to Operating Income
BNI's BOPO (Operating Expenses to Operating Income) ratio decreased to 68.6% in 2022 from 81.2% in 2021. This was due to the growth in BNI's operating income that reached 10.0% in 2022, as well as CKPN expenses that recorded negative growth of 37.1% during 2022.
- Cost to Income Ratio (CIR)
Cost to Income Ratio (CIR) is a ratio that measures the efficiency level of operating expenses incurred to optimal income. BNI's CIR fell 0.7% from 43.3% in 2021 to 42.6% in 2022 in line with revenue growth, and operational expenses being maintained at 8.7% growth during 2022, with good allocation of costs, and BNI's transformation for encouraging business growth where efficiency and cost allocation are still being implemented.

Liquidity Ratio

- Loan to Deposit Ratio (LDR)
BNI's Loan to Deposit Ratio shows the ratio of loans disbursed to deposits collected by the Bank. BNI LDR in 2022 was 84.2%, an increase of 4.5% due to lending increasing (10.5% YoY) compared to Third Party Funds (TPF) that only grew 4.6% YoY, mainly due to tighter market liquidity.

Macroprudential Intermediation Ratio (RIM)

BNI's Macroprudential Intermediation Ratio in 2022 increased to 83.4% compared to 74.1% in 2021. The RIM ratio level was still below the regulatory requirements of 84%-94%. However, there was a relaxations not subject to disincentives if the RIM is outside the specified range.

Compliance Ratio

Statutory Reserves (GWM)

BNI consistently maintained an optimal level of liquidity adequacy to support its daily operations and comply with Bank Indonesia regulations through the Minimum Statutory Reserves (GWM). In 2022, BNI's Rupiah GWM position is 11.9% and Foreign Currency GWM was 4.0%, an increase compared to the previous year's Rupiah GWM of 7.7% and 4.0% respectively, as a result of the interest rates policy by Bank Indonesia until the end of 2022.

BNI's Minimum Statutory Reserves (GWM) were in accordance with Bank Indonesia Regulation (PBI) No. 24/4/PBI/2022 dated March 1, 2022 concerning Statutory Reserves for Commercial Banks in Rupiah and Foreign Currency for Conventional Commercial Banks, and the Board of Governors Members Regulation (PADG) No. 24/8/PADG/2022 dated June 30, 2022 (2021: the Bank's Minimum Statutory Reserves (GWM) was in accordance with Bank Indonesia Regulation (PBI) No. 20/3/PBI/2018 dated March 29, 2018 concerning Minimum Statutory Reserves for Commercial Banks in Rupiah and Foreign Currency for Conventional Commercial Banks, and the Board of Governors Members Regulation (PADG) No. 22/19/PADG/2020 dated July 29, 2020).

Net Open Position

BNI's Net Open Position (NOP) for the period ending December 31, 2022 was 1.6%, higher than the previous year's position of 0.9%. However, this figure is still far below the maximum amount set by BI in PBI No. 5/13/PBI/2003 concerning the Net Open Position of Commercial Banks, as amended several times, most recently by PBI No. 17/5/PBI/2015, which is 20% of the capital.

COMMITMENTS AND CONTINGENCIES

BNI has commitments and contingencies. An overview of the Bank's commitments and contingencies stated at contract value are as follows:

	2022 (Rp- billion)	2021 (Rp- billion)	2020* (Rp- billion)	Increase (Decrease) 2021-2022	
				Nominal (Rp- billion)	Percentage (%)
Commitment Receivables					
Unsettled Purchase of Foreign Currency Futures	95,553	71,605	54,457	23,948	33.4
Others	84	417	296	(333)	(79.9)
Total	95,637	72,022	54,753	23,615	32.8
Commitment Payables					
Unused Customer Loan Facilities	57,335	59,614	45,732	(2,279)	(3.8)
Outstanding Irrevocable Letters of Credit	16,074	8,746	10,111	7,328	83.8
Sales of Foreign Currency Futures Unresolved	96,358	70,966	53,146	25,392	35.8
Others	85	-	-	85	100.0
Total	169,852	139,326	108,989	30,526	21.9
Contingent Receivables					
Bank Guarantees Received	20,691	17,896	18,177	2,795	15.6
Interest Receivable on Non Performing Assets	11,673	11,043	7,090	630	5.7
Others	382	330	292	52	15.8
Total	32,746	29,269	25,559	3,477	11.9
Contingent Payables					
Guarantees Issued in the form of Performance Bonds	26,927	25,883	28,207	1,044	4.0

	2022 (Rp- billion)	2021 (Rp- billion)	2020* (Rp- billion)	Increase (Decrease) 2021-2022	
				Nominal (Rp- billion)	Percentage (%)
Advance Payment Bonds	10,809	7,850	8,885	2,959	37.7
Standby Letters of Credit	12,868	12,568	8,825	300	2.4
Other Bank Guarantees	10,412	9,875	10,238	537	5.4
Bid Bonds	2,092	1,479	1,279	613	41.4
Shipping Guarantee	-	6	6	(6)	(100.0)
Risk Sharing	-	-	-	-	-
Other Contingent Liabilities - Subrogation Liabilities - Credit	-	-	-	-	-
Others	571	-	-	571	100.0
Total	63,679	57,661	57,440	6,018	10.4

*) The 2020 financial performance is restated by taking into account the impact of the BNI Syariah performance.

The following table shoes commitments and contingency transactions that occur in the Bank's normal activities that carry credit risk.

	2022 (Rp-billion)	2021 (Rp-billion)	Increase (Decrease) 2021-2022	
			Nominal (Rp-billion)	Percentage (%)
Bank Guarantees Issued				
Related Parties	22,336	19,084	3,252	17.0
Third Parties	40,773	38,577	2,196	5.7
Irrevocable Letters of Credit				
Related Parties	11,159	3,705	7,454	201.2
Third Parties	4,915	5,041	(126)	(2.5)
Unused Loan Facilities				
Related Parties	13,965	19,115	(5,150)	(26.9)
Third Parties	43,370	40,499	(2,871)	(7.1)
Total	136,518	126,021	10,497	8.3

Commitment and contingency transactions that have a loan risk, based on collectibility, are shown in the following table:

	2022 Rp-billion)	2021* Rp-billion)	2021 Rp-billion)	Increase (Decrease) 2021-2022	
				Nominal Rp-billion)	Percentage (%)
Current	133,206	121,558	64,607	11,648	9.6
Special Mention	2,735	3,215	1,158	(480)	(14.9)
Substandard	39	53	1	(14)	(26.4)
Doubtful	65	107	2	(42)	(39.3)
Loss	473	1,088	640	(615)	(56.5)
Total	136,518	126,021	66,408	10,497	8.3

*) Represented by including Disposable loans

BNI has also compiled details related to Commitments and Contingencies growth, as shown in the following table:

	2022 (Rp- billion)	2021 (Rp- billion)	2020* (Rp- billion)	Increase (Decrease) 2021-2022	
				Nominal (Rp- billion)	Percentage (%)
Commitment Receivables					
Purchase of Foreign Currency Futures Not Resolved	95,553	71,605	54,457	23,948	33.4
Others	84	417	296	(333)	(79.9)
Total Commitment Receivables	95,637	72,022	54,753	23,615	32.8
Commitment Liabilities					
Unused Customer Credit Facilities	57,335	59,614	47,732	(2,279)	(3.8)
Outstanding Irrevocable Letters of Credit	16,074	8,746	10,111	7,328	83.8
Ongoing Spot Sales and Derivative Positions	96,358	70,966	53,146	25,392	35.8
Others	85	-	-	85	100.0
Total Commitment Liabilities	169,852	139,326	108,989	30,526	21.9
Contingency Receivables					
Bank Guarantees Received	20,691	17,896	18,177	2,795	15.6
Interest Income in Settlement	11,673	11,043	7,090	630	5.7
Others	382	330	292	52	15.8
Total Contingency Receivables	32,746	29,269	25,559	3,477	11.9
Contingent Liabilities					
Bank Guarantees Provided	63,062	57,661	57,440	5,401	9.4
Other Contingent Liabilities	570	0	0,1	570	0.0
Total Contingent Liabilities	63,679	57,661	57,440	6,018	10.4

*) The 2020 financial performance is restated by taking into account the impact of the BNI Syariah performance.

Commitment receivables increased by 32.8% in 2022 to reach Rp23.6 trillion, most of which was for Purchase of Foreign Currency Futures Not Resolved. The total commitment liabilities in 2022 increased by 21.9% compared to 2021, largely influenced by the increase in the position of Spot Sales and Derivatives that were still running in 2021, of 35.8%. Contingent receivables in 2022 increased by 11.9% compared to 2021, and was dominated by an increase in Bank Guarantees Received by 15.6% and Others by 15.8%. Contingent liabilities increased by 10.4% in 2022 compared to 2021, and was affected by the increase in Bid Bonds. Overall, fluctuations in the movement of commitments and contingencies were in line with loan growth, considering that debtors were increasingly optimizing the use of BNI's products and services with competitive features.

DERIVATIVES AND HEDGING FACILITIES

BNI conducts derivative transactions for the Bank's and the customer's interests. As of December 31, 2022, there was an increase in derivative transactions compared to the previous year. The increase in transactions was in line with the needs of the Bank and the needs of customers to conduct transactions, or also hedge when managing market risk. The increase in derivative transactions was dominated by foreign currency swaps and interest rate swaps.

In conducting its business, BNI conducts derivative financial instrument transactions such as foreign currency futures contracts, foreign currency swaps, interest rate swaps, cross currency swaps and option transactions to manage exposure to market risks such as currency risk and interest rate risk. Derivative financial instruments are recognized in the consolidated statement of financial position at fair value. Any increase in the fair value of a derivative contract is recorded as an asset when the fair value is positive and as a liability when the fair value is negative. Derivative receivables and payables are classified as financial assets and liabilities at fair value through profit or loss. Receivables or losses resulting from changes in fair value are recognized in the consolidated income statement.

The fair value of derivative instruments is determined based on discounted cash flows and brokers' quoted price models or other instruments with similar characteristics.

In addition, in conducting business, BNI carries out derivative financial instruments transactions such as foreign currency forward contracts, foreign currency swaps, interest rate swaps and cross currency swaps for the purpose of customer funding, trading and hedging transaction needs.

Derivative Receivables and Liabilities by Type and Currency						
Instrument	2022			National Amount In Foreign Currency (Full Amount)	2021	
	National Amount In Foreign Currency (Full Amount)	Fair Value			Fair Value	
		Derivative Receivables (Rp Million)	Derivative Receivables (Rp Million)			
Related Exchange Rates						
Futures Contract - Buy						
EUR	9,166,660	1,458	-	-	-	-
USD	13,933,623	146	(2,386)	113,692,000	418	(10,876)
Futures Contract - Sell						
EUR	8,519,286	-	(322)	-	-	-
USD	213,878,959	16,783	(11,858)	203,494,247	10,149	(1,170)
Swap Foreign Currencies - Buy						
EUR	241,427,287	22,520	(4,575)	396,204	1	(34)
USD	1,144,587,000	14,444	(54,680)	897,705,593	5,342	(66,598)
Swap Foreign Currencies - Sell						
AUD	7,000,000	0	(538)	-	-	-
EUR	234,112,280	4,790	(35,280)	31,000,000	71	(18)
GBP	10,000,000	-	(369)	8,000,000	-	(883)
USD	2,073,075,398	126,318	(268,500)	2,490,090,459	445,133	(5,733)
Spot Foreign Currencies - Buy						
AUD	250,000	21	-	-	-	-
EUR	3,200,000	139	-	7,520,000	-	(232)

Derivative Receivables and Liabilities by Type and Currency						
Instrument	2022			National Amount In Foreign Currency (Full Amount)	2021	
	National Amount In Foreign Currency (Full Amount)	Fair Value			Fair Value	
		Derivative Receivables (Rp Million)	Derivative Receivables (Rp Million)		Derivative Receivables (Rp Million)	Derivative Receivables (Rp Million)
GBP	171,000	7	-	1,050,000	8	-
USD	152,940,000	18	(14,341)	60,286,000	284	(595)
Spot Foreign Currencies - Sell						
EUR	1,350,000	1	(1)	1,150,000	28	(3)
GBP	-	-	-	-	-	-
USD	162,680,000	14,764	(65)	68,810,000	1,048	(182)
Related to Interest Rates						
Swap on Interest Rates						
USD	668,026,229	378,399	(366,427)	468,026,229	31,471	(23,398)
Related Exchange Rates and Interest Rates						
Swap in Foreign Currencies and Interest Rates						
USD	436,345,780	97,113	(13,547)	699,842	230	(226)
Risk Free Rate						
USD	110,874,000	8,316	(2,242)	-	-	-
Total		685,237	(775,131)		494,183	(109,948)

Derivative Receivables and Liabilities based on Relationships				
	2022 (Rp-billion)	2021 (Rp-billion)	Increase (Decrease) 2021-2022	
			Nominal (Rp-billion)	Percentage (%)
Derivative Receivables				
Related Parties				
Foreign Currency	4,189	29,948	(25,759)	(86,0)
Third Parties				
Foreign Currency	681,048	464,235	216,813	46,7
Total	685,237	494,183	191,054	38,7
Derivative Liabilities				
Related Parties				
Foreign Currency	(118,439)	(12,277)	(106,162)	864,7
Third Parties				
Foreign Currency	(656,692)	(97,671)	(559,021)	572,4
Total	(775,131)	(109,948)	(665,183)	605,0

All derivative receivables as of December 31, 2022 and 2021 were classified as current based on the Bank's management review and evaluation.



BANK HEALTH LEVEL

The Bank's Health Level (BHL) is the result of the Bank's risk and performance assessment. The Bank Health Level Assessment is carried out using a Risk-based Bank Rating approach both individually as well as on a consolidated basis. The Bank's health level is a means to identify at an early stage the bank's problems, determine the future business strategy, formulate and implement corrective action over the Bank's weakness/problem, provide the basis for the process of linking capital with risk, as a basis for decision-making as well as to enhance competitiveness.

For the supervisory authority, it is a tool for determining the strategy and focus of supervision of the Bank.

The Bank's Health Level Assessment is based on 4 (four) factors as follows:

- Risk Profile**
Risk Profile assessment is conducted by evaluating the risks inherent in the Bank's activities and the quality of risk management implementation on the 8 types of risk.
- Good Corporate Governance**
Good Corporate Governance assessment evaluates the quality of the Bank's management in the application of Good Corporate Governance principles.
- Earnings**
Assessment of the Earnings factor covers the evaluation of profitability performance, profitability sources, profitability sustainability, and profitability management.
- Capital**
Assessment of Capital covers the evaluation of capital adequacy and adequacy of capital structure management. At BNI, evaluation of capital adequacy is related to the Bank's Risk Profile.

Assessment of Bank Health Level is reported to the regulator (OJK) every 6 months (semi-annually) in June and December. Bank BNI's Health Level assessment results for December 31, 2021 ranked "Healthy" meaning that:

- The condition of the Bank is generally healthy, so it is considered capable of facing significant negative effects from changes in business conditions and other external factors.

- The ratings for the assessment factors (Risk Profile, Governance, Profitability, and Capital) are generally good. If there are any weaknesses, then in general these weaknesses are less significant.

PLEDGED ASSETS

In the period ending December 31, 2022, there were no pledged assets at BNI.

IMPACT OF INTEREST RATE CHANGES ON BANK PERFORMANCE

BI's benchmark 7-day (Reverse) Repo Rate (7DRR) interest rate increased by 2.25% in 2022 to 5.75%, and the Financing to Funding Ratio (FFR) increased by 4.25% to 4.50%.

The increase in BI7DRR had an impact on increasing BNI's interest income which was felt in the Q3 2022, as reflected in BNI's loan yield (Bank Only) on a Year to Date (YtD) basis that increased from 7.36% as of June 2022 to 7.41% as of September 2022, and 7.50% as of December 2022. The increase in loan yield was driven by BNI's credit reference and manage rate with a total composition of 82% of BNI's total loans.

BNI's Earning Assets, other than loans, also experienced interest rate adjustments, in line with changes in market interest rates. This was reflected in the marketable securities yield that increased by 3bps from 4.35% as of December 2021 to 4.38% as of December 2022, and placements yields that increased from 0.75% as of December 2021 to 2.17% as of December 2022. Overall, BNI's yield on earning assets increased by 38bps YoY from 6.10% as of December 2021 to 6.48% as of December 2022.

On the liabilities side, the increase in the benchmark interest rate was followed by a change in the Rupiah Minimum Reserve Requirement (GWM) to 9.00% in September 2022, thereby putting pressure on the Cost of Fund (CoF) side. However, BNI had made interest cost efficiencies in Q1 2022 as reflected in the reduction in BNI's TPF CoF from 1.60% as of December 2021 to 1.42% as of June 2022, so that the increase in the benchmark interest rate starting in QIII could be managed by BNI properly, as reflected in BNI's TPF CoF that was maintained at the level of 1.51% as of December 2022, or an increase of 9bps.

The Cost of Interest Bearing Non-TPF Liabilities also increased following the market interest rates movement with increases ranging from 6bps YoY for Marketable Securities Issued, and 213bps YoY for Borrowings & Repo. Overall, the Cost of Interest Bearing Liabilities increased by 23bps YoY from 1.65% as of December 2021 to 1.88% as of December 2022.

As explained above, the impact of rising interest rates on asset and liability portfolios shows that the asset portfolio composition, especially the BNI loan portfolio and the efficiency of the Cost of Fund (CoF) DPK at the beginning of the year had a positive impact on improving BNI's Net Interest Margin (NIM). It should be noted that BNI's NIM increased 11bps YoY from 4.70% as of December 2021 to 4.81% as of December 2022.

PRIME LENDING RATE

Based on OJK Regulation No. 37/POJK.03/2019 concerning Transparency and Publication of Bank Reports and Bank Indonesia Regulation No. 7/6/PBI/2005 concerning Transparency of Bank Product Information and Use of Customer Personal Data (State Gazette of the Republic of Indonesia 2005 Number 16, Supplement to the State Gazette of the Republic of Indonesia No. 4475), Commercial Banks who carry out conventional business activities in Indonesia are

required to report and publish the Prime Lending Rate (SBDK) in Rupiah.

The prime lending rate implementation aims to provide clarity to customers and facilitate customers in weighing the benefits, costs and loan risks offered by the Bank. In addition, publication of prime lending rates are intended to improve good governance and promote healthy competition in the banking industry, among others, through the creation of better market disciplines. In addition, the prime lending rate is used as an indicator of the amount of loan interest rates that will be charged to customers applying for Bank loans. Therefore, BNI updates the prime lending rate in accordance with the movement of the reference interest rate set by Bank Indonesia. In general, the prime lending rate is calculated based on 3 (three) components, namely the Cost of Funds for Loans (HPDK) arising from customer fundraising activities, operating expenses incurred for fundraising and lending and the profit margin component set by the Bank in its lending activities. The prime lending rate calculation does not take into account the risk premium component of the debtor, the amount of which depends on the risk assessment of each debtor. Thus, the loan interest rate charged to debtors is not necessarily the same as the prime lending rate.

BNI is required to report the prime lending rate calculation to Bank Indonesia on a monthly basis and periodically publish in the wider media. The prime lending rate calculation applies to types of corporate loans, retail loans, micro loans, and consumption loans (KPR and non- KPR). However, Bank Indonesia submits the classification of corporate loans, retail loans and consumer loans (KPR and non-KPR) based on the internal criteria used by each bank.

The following shows the prime lending rate determined by BNI in 2022:

	Prime Lending Rate Per Year Based On Business Segments				
	Corporation Loans (%)	Retail Loans (%)	Micro Loans (%)	Consumption Credit	
				KPR (%)	Non KPR (%)
Prime Lending Rate	8.00	8.25	N/A	7.25	8.75

FEE BASED INCOME ACCELERATION GROWTH

	2022 (Rp-billion)	2021 (Rp-billion)	2020 (Rp-billion)	Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
				Nominal (Rp- billion)	Percentage (%)	Nominal (Rp- billion)	Percentage (%)
Recurring Fee	13,629	12,620	11,304	1,009	8.0	1,316	11.6
Non Recurring Fee	1,191	1,019	560	172	16.9	459	82.0
Total	14,820	13,639	11,864	1,181	8.7	1,775	15.0

BNI's Fee Based Income in 2022 amounted to Rp14.8 trillion (Consolidated), an increase of 8.7% from Rp13.6 trillion in 2021. This increase was dominated by 3 (three) banking activities including Syndication, Bank Guarantee Under Counter (BGUC), and Share Investments. A significant increase occurred in Syndications that grew in 2022 by 100.8%, and was dominated by an increase in the Management Fees for syndicated loans. An increase also occurred in the Bank Guarantee Under Counter (BGUC) of 67.7%. In addition, Shares Investments also increased by 53.9%, and was dominated by BNI's profit portion from BSI.

ABILITY TO PAY DEBT

BNI maintained good liquidity and solvency levels for the period until December 31, 2022. This was reflected in BNI's ability to fulfill all maturing obligations in a timely manner, both for principal debt or interest expense payments. The banking financial ratios to measure BNI's liquidity and solvency are as follows:

1. Bank Liquidity: Ability to Pay Short-Term Debt

BNI's ability to meet its short-term obligations is achieved through good liquidity management. To increase short-term liquidity resilience, BNI maintains adequate liquidity by managing several indicators, including the Primary Reserve (Minimum Demand Deposit and Cash), Secondary Reserve (Liquidity Reserve), and Liquidity Coverage Ratio (LCR) in accordance with regulatory requirements. LCR is a comparison ratio between High Quality Liquid Assets (HQLA) and estimated total net cash outflow for the next 30 (thirty) days in a crisis scenario. In December 2022 BNI's LCR reached 219.0% (bank only) and 223.44% (consolidated), above the regulatory provisions, which stipulate that the lowest LCR fulfillment is 85% until January 31, 2023 or during the banking relaxation period. To manage liquidity over a longer time period (1 year), BNI maintained its Net Stable Funding Ratio (NSFR) by increasing the Bank's funding stability, adjusted to the composition of assets and off balance sheet accounts. NSFR is the ratio of the Available Stable Funding to the Required Stable Funding. As of December 2022, BNI's NSFR was 164.1% (Bank Only) and 165.72% (consolidated), above the regulatory requirement for minimum NSFR fulfillment of 85% until January 31, 2023 or during the banking relaxation period.

2. Bank Solvability: Ability to Pay Long-Term Debt

BNI's Capital Adequacy Ratio - CAR is the ratio of capital to Risk Weighted Assets - RWA. In 2022 BNI's CAR decreased to 19.3%, from 19.7% in 2021. This shows that BNI's capital structure has the capability to be able to offset loan risk, market risk and operational risk, as the ratio is higher than the minimum CAR set by the regulator.

LOAN COLLECTIBILITY

ASSET QUALITY

Asset Quality	2022 (%)	2021 (%)	2020 (%)	Increase (Decrease) 2021-2022
Non Performing Loan (NPL) Net	0.5	0.7	0.9	(0.2)
Non Performing Loan (NPL) Gross	2.8	3.7	4.3	(0.9)
Adequacy ratio of provision for losses to non-performing loans/Coverage Ratio	278.3	233.4	182.4	44.9

As of December 31, 2022, BNI's Gross NPL was Rp18.0 trillion, or 2.8% of total loans, a decrease from December 31, 2021 of 0.9%, or Rp3.5 trillion. From the aspect of reserves, this is in accordance with BNI's commitment to establish reserves in accordance with the risk profile where on December 31, 2022 the Coverage Ratio increased from the previous year to 278.3%, an increase of 44.9%.

LOAN RESTRUCTURING

As expected, the total number of restructured loans continued to decline, as of December 31, 2022 BNI's total restructured loans amounted to Rp92.1 trillion, or 14.2% of total loans, a decrease of Rp32.4 trillion, or 36.8% from December 31, 2021.

Restructured Loans based on Restructuring Categories							
Restructuring Category	2022 (Rp-billion)	2021 (Rp-billion)	2020* (Rp-billion)	Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
				Nominal (Rp-billion)	Percentage (%)	Nominal (Rp-billion)	Percentage (%)
Decrease in Loan Interest Rates	27,824	34,984	32,360	(7,160)	(20.5)	2,624	8.1
Extension of Loan Period	26,100	33,912	45,582	(7,812)	(23.0)	(11,670)	(25.6)
Other Restructuring Scheme	38,135	54,033	61,652	(15,898)	(29.4)	(7,619)	(12.4)
Total	92,059	122,929	139,594	(30,870)	(25.1)	(16,665)	(11.9)
Allowance for Impairment Losses	(36,560)	(35,065)	(29,004)	(1,495)	4.3	(6,061)	20.9
Total - Net	55,499	87,864	110,590	(32,365)	(36.8)	(22,726)	(20.5)

*) The 2020 financial performance is restated by taking into account the impact of the BNI Syariah performance.

Restructured Loans per Collectability							
Collectibility	2022 (Rp-billion)	2021 (Rp-billion)	2020* (Rp-billion)	Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
				Nominal (Rp-billion)	Percentage (%)	Nominal (Rp-billion)	Percentage (%)
Current	62,684	87,112	106,993	(24,428)	(28.0)	(19,881)	(18.6)
Special Mention	19,183	24,523	20,775	(5,340)	(21.8)	3,748	18.0
Substandard	2,804	3,862	7,036	(1,058)	(27.4)	(3,174)	(45.1)
Doubtful	723	1,528	2,344	(805)	(52.7)	(816)	(34.8)
Bad	6,665	5,904	2,446	761	12.9	3,458	141.4
Total - Net	92,059	122,929	139,594	(30,870)	(25.1)	(16,665)	(11.9)

*) The 2020 financial performance is restated by taking into account the impact of the BNI Syariah performance.

Restructured Loans per Type of Business Sector							
Business Sector	2022 (Rp-billion)	2021 (Rp-billion)	2020 (Rp-billion)	Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
				Nominal (Rp-billion)	Percentage (%)	Nominal (Rp-billion)	Percentage (%)
Business Services	11,250	14,612	18,058	(3,362)	(23.0)	(3,446)	(19.1)
Social Services	1,339	2,196	4,911	(857)	(39.0)	(2,715)	(55.3)
Construction	14,570	18,092	13,389	(3,522)	(19.5)	4,703	35.1
Others	6,908	11,348	13,695	(4,440)	(39.1)	(2,347)	(17.1)

Restructured Loans per Type of Business Sector

Business Sector	2022 (Rp-billion)	2021 (Rp-billion)	2020 (Rp-billion)	Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
				Nominal (Rp-billion)	Percentage (%)	Nominal (Rp-billion)	Percentage (%)
Electricity, Gas and Water	428	2,289	2,676	(1,861)	(81.3)	(387)	(14.5)
Freight, Warehousing and Trade	6,963	5,699	9,956	1,264	22.2	(4,257)	(42.8)
Restaurant and Hotel	19,741	27,457	36,631	(7,716)	(28.1)	(9,174)	(25.0)
Mining	1,283	1,502	1,429	(219)	(14.6)	73	5.1
Industry	24,557	29,904	26,174	(5,347)	(17.9)	3,730	14.3
Agriculture	5,020	9,830	12,675	(4,810)	(48.9)	(2,845)	(22.4)
Total	92,059	122,929	139,594	(30,870)	(25.1)	(16,665)	(11.9)

The decrease in the total number of restructured loans was driven by a decrease in the most affected sector, such as the Restaurant and Hotel sector that fell by Rp7.7 trillion or 28.1%, the industrial sector that fell by Rp5.3 trillion or 17.9%, and the Agriculture sector that fell by Rp4.8 trillion or 48.9% from the positions as at December 31, 2021, which shows that the economy is now in a recovery period.

Restructured Loans per Designation Type

Designation	2022 (Rp-billion)	2021 (Rp-billion)	2020 (Rp-billion)	Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
				Nominal (Rp-billion)	Percentage (%)	Nominal (Rp-billion)	Percentage (%)
Working capital Loans	60,116	74,401	73,197	(14,285)	(19.2)	(1,204)	(1.6)
Investment Loans	26,191	40,677	55,271	(14,486)	(35.6)	14,594	26.4
Consumptive Loans	5,752	7,851	11,126	(2,099)	(26.7)	3,275	29.4
Total - Net	92,059	122,929	139,594	(30,870)	(25.1)	16,665	11.9

When viewed from the type of loan disbursed, the largest restructured loans composition as of December 31, 2022 was in Working Capital Loans that accounted for 65.3% of the total restructured loans of Rp60.1 trillion, but on a YoY basis it experienced a significant decrease of Rp14.3 trillion YoY in line with the economic recovery during 2022.

Restructured Loans per Segment Type

Segment	2022 (Rp-billion)	2021 (Rp-billion)	2020 (Rp-billion)	Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
				Nominal (Rp-billion)	Percentage (%)	Nominal (Rp-billion)	Percentage (%)
Consumer	5,766	7,851	10,940	(2,085)	(26.6)	3,089	28.2
Corporate	48,418	61,349	64,310	(12,931)	(21.1)	2,961	4.6
Small	13,543	19,629	33,180	(6,086)	(31.0)	13,551	40.8
Middle	24,332	34,100	31,164	(9,768)	(28.6)	(2,936)	(9.4)
Total	92,059	122,929	139,594	(30,870)	(25.1)	16,665	11.9

The segment that experienced a decrease in restructured loans was in the Corporate segment that decreased by Rp12.9 trillion, or 21.1% YoY, followed by the Middle segment that decreased by Rp9.8 trillion or 28.6% YoY.

CAPITAL STRUCTURE AND MANAGEMENT POLICIES FOR CAPITAL STRUCTURE AND RISK MANAGEMENT PRACTICES

KEBIJAKAN MANAJEMEN ATAS STRUKTUR MODAL BANK

BNI manages the Bank's capital to maintain a strong capital position to support business growth and maintain investor, depositor, customer and market confidence, and to ensure adequate capital to meet regulatory requirements, and to cover risks managed by the Bank. When managing capital, the Bank considers factors such as: optimizing capital return to shareholders, maintaining a balance between higher profits and gearing ratios, and the security provided by a healthy capital position. This is carried as BNI has a strong commitment to maintaining its capital structure composition in accordance with applicable provisions, and does not violate the minimum limit provisions applied by the Financial Services Authority (OJK) as the banking regulator.

Details of the Bank's Capital Structure

Capital Component-Bank Only	2022	2021	2020	Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
				Nominal	Percentage (%)	Nominal	Percentage (%)
Core Capital (Rp billion)	118,936	112,685	96,481	6,251	5.6	16,204	16.8
Supplementary Capital (Rp billion)	12,400	12,931	6,665	(531)	(4.1)	6,266	94.0
Total Core Capital and Supplementary Capital (Rp billion)	131,336	125,616	103,145	5,720	4.6	22,471	21.8
Risk Weighted Assets (RWA) for Credit Risk (Rp billion)	586,142	547,220	528,899	38,922	7.1	18,321	3.5
Risk Weighted Assets (RWA) for Operational Risk (Rp billion)	92,999	87,259	82,457	5,740	6.6	4,802	5.8
Risk Weighted Assets (RWA) for Market Risk (Rp billion)	2,244	1,722	3,277	522	30.3	(1,555)	(47.5)
Core Capital Ratio (%)	17.5	17.7	15.7	(0.2)		2.0	
Capital Adequacy Ratio for Credit Risk, Operational Risk and Market Risk (%)	19.3	19.7	16.8	(0.4)		2.9	

Core Capital

Core Capital represents the Bank's capital and consists of main core capital and additional core capital in accordance with OJK Regulation (POJK) concerning "Minimum Capital Adequacy Requirements for Commercial Banks". BNI's core capital increased by 5.5% from Rp112.7 trillion in 2021 to Rp118.9 trillion in 2022. This increase was due to an organic increase through retained earnings, and changes in the potential profit/(loss) position of changes in the fair value of financial assets measured at fair value through other comprehensive income, where in 2021 the potential fair value of financial assets was in a profit position Rp1.9 trillion, while in 2022 the potential fair value of financial assets was in a loss position of Rp2.0 trillion.

Supplementary Capital (maximum 100% of core capital)

Supplementary capital (referring to the Bank capital) consists of general reserves for productive assets and capital instruments that meet Tier 2 requirements. BNI's supplementary capital decreased by 4.1% from Rp12.9 trillion in 2021 to Rp12.4 trillion in 2022. This was due to a decrease in the value of sub-debt, calculated in supplementary capital (Tier 2) from the amortization of the value of the sub-debt until maturity.

Risk Management Practices

The Bank's Health Level (BHL) Assessment is reported to the regulator (OJK) every 6 months (semi-annually) in June and December. The results of the BNI BHL assessment for the period to December 31, 2021 were rated "Healthy" (stable compared to the previous year), meaning that:

1. The Bank's condition is generally healthy, and is considered capable of facing significant negative effects from changes in business conditions and other external factors;
2. The assessment factor ratings (Risk Profile, Governance, Profitability, and Capital) are generally good. If there are weaknesses, then in general these weaknesses are less significant.

BNI's risk profile, as one of the BHL assessment factors for the December 31, 2022 period, was ranked 2 (Low to Moderate). As a result of BNI's risk profile being in the Low to Moderate level, and based on calculations using the Internal Capital Adequacy Assessment Process (ICAAP), the minimum CAR based on the risk profile was 9.8%. If added to the buffer capital, the Conservation Buffer 2.5%, Countercyclical Buffer 0.0% and Capital Surcharge 1.5%, then the Minimum Capital Adequacy Ratio (KPMM) was 13.8%.

MATERIAL COMMITMENTS FOR CAPITAL GOODS INVESTMENT

No	Project Name	Vendor
1	IT Infrastructure Capability Improvement	PT Mastersystem Infotama PT Mitra Mandiri Infotama PT Multipolar Technology
2	Procurement of 2021 Advanced Non EMV ATM Replacements)	PT Diebold Nixdorf Indonesia
3	Purchase of Land in the Pantai Indah Kapuk 2 Area (PIK 2)	PT Kuku Mandiri Lestari
4	Construction of Dirkom Grha BNI Workspace	PT Setara Karya Permata
5	Improvement of IT Operational Service Capability	PT Mastersystem Infotama PT Multipolar Technology
6	Customer Biometric Authorization	PT IDPay Asia Jaya
7	Office Automation Furniture	PT Datascrip
8	BNI DigiCS (formerly SONIC)	PT Nusa Sistem Solusi
9	BNI Direct CR 2021	PT Wide Technologies Indonesia
10	Wealth Management Systems	PT Synpulse Indonesia Management Consulting

Commitment Purpose

The material commitment for capital goods investment includes the objective of committing to purchase capital goods as planned in the BNI Bank Business Plan (RBB).

Source of funds

BNI's Sources of funds uses any remaining investment budget, total depreciation expenses, and the distribution or a percentage of net profit from the previous fiscal year as a source of funding for capital expenditure.

Currency Used

All transactions carried out for the purpose of binding capital goods investment materials are denominated in rupiah.

Foreign Currency Risk Protection

BNI does not protect against foreign currency protection risks as all capital goods investment commitments are carried out in rupiah.

CAPITAL GOODS INVESTMENT REALIZATION

BNI issued funds for Capital Expenditure investment to purchase a number of fixed assets or to increase the value of fixed assets that are expected to provide value for future benefits.

Types of Capital Goods Investment

The capital goods investment in 2022 totalled Rp1.451 trillion and consisted of buildings and land, automation furniture, non-automation furniture and vehicles amounting to Rp404 billion, Rp899 billion, Rp146 billion and Rp3 billion respectively.

Capital Goods Investment Purpose

BNI's purchases of capital goods are made to support the Company's overall operational activities.

Capital Goods Investment Value

BNI's capital goods investment reached Rp1,451 trillion in 2022. This was done based on investment needs in that year to support the 2022 strategic policies to improve BNI's digital capabilities, as well to develop business operations and services.

The following table shoes details of the total capital goods investment:

Types of Capital Goods Investment	2022 (Rp-billion)	2021 (Rp-billion)	2020 (Rp-billion)	Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
				Nominal (Rp-billion)	Percentage (%)	Nominal (Rp-billion)	Percentage (%)
Building and Land	404	340	483	64	18.8	(143)	(29.6)
Automation Equipment	899	673	414	226	33.6	259	62.6
Non Automation	146	185	87	(40)	(21.1)	99	113.8
Vehicles	3	-	-	3	100.0	-	-
Total	1,452	1,198	984	253	21.2	214	21.7

PROPERTY INVESTMENT

In the period ended December 31, 2022, BNI did not own any property assets used for investment purposes.

TARGET ACHIEVEMENT IN 2022

The Assumptions Used and Process for setting Target for 2022

In 2022, the COVID-19 pandemic in Indonesia and many other countries was coming under control. People's mobility and the economy were gradually returning to normal. Indonesia's trade balance has shown a surplus since May 2020. Domestic economic growth in the Q1 2022 (5.01% yoy) and in QIV 2021 (5.02% yoy).

Nevertheless, the positive growth of the national economy was still overshadowed by rising inflation due to soaring commodity prices and demand that had increased beyond supply. During the process of establishing the 2022 targets, Bank Indonesia believed that the inflation rate in 2022 would reach an upper limit of 4%, then in 2023 it would subside again. The IMF and World Bank projected that Indonesia's economic growth in 2022 would be 5.4% and 5.1%, better than the economic growth of other countries, as Indonesia's economic structure is supported by commodity exports. This was reinforced by historical data showing that Indonesia's economic growth pattern and inflation rate are positively correlated with trends in export commodity prices.

The positive growth of the Indonesian economy had an impact on banking performance. Loan growth continued its positive growth from June 2021. Loan risk also showed a decline, especially in the Q1 2022. Historically, banking NPLs have been more influenced by falling export commodity prices (palm & coal) and are less sensitive to rising inflation and oil prices. However, risks are still being watched due to the uncertainty over the resolution of the Russia-Ukraine conflict and the threat of stagflation, especially in developed countries, such as the United States and the Eurozone as well as increases in global benchmark interest rates.

Looking at data & information on economic developments during the process of setting the 2022 target, and taking into account the Government's direction and the Authorities' economic policies, the projections for Indonesia's 2022 macroeconomic indicators were as follows:

Indicator	2022 Assumptions
Economic Growth (%)	5.0 s.d 5.5
Inflation (%)	4.00 s.d 5.00
Rupiah/United States Dollar Exchange Rate (Rp)	14,000 s.d 15,000
BI 7 Days Repo Rate (%)	4.00 s.d 4,25
Loan Growth (%)	7.0 s.d 9.0
TPF Growth (%)	6.0 s.d 7.0
Oil Price (USD/barrel)	98,20 s.d 103,35

2022 Business Expansion Target Achievements			
	2022 Realization (Rp-billion)	2022 Target (Rp-billion)	Achievement of 2022 Target (%)
Loans disbursed	642,630	637,690	100.8
Deposits From Customers	762,795	731,012	104.3
Current Accounts	313,994	275,812	113.8
Savings	241,859	243,518	99.3
Deposits	206,942	211,682	97.8

BNI's success in establishing its strategies was reflected in the business expansion targets achievement, as reflected in the lending and the collection of TPF. Compared to the 2022 target, loan disbursement exceeded the loan disbursements the previous year. For total TPF, collecting customer deposits also exceeded the 2022 target, especially for demand deposits. Even though deposits recorded achievements below the target, the good performance of demand deposits and savings had a positive impact on the growth of BNI's low-cost funds.

Target Achievement Profitability in 2022 (Bank Only)			
	2022 Realization (Rp-billion)	2022 Target (Rp-billion)	Achievement of 2022 Target (%)
Net Profit (Rp trillion)	18,533	16,126	114.9
Return on Asset (ROA) (%)	2.5	2.2	113.4
Return on Equity (ROE) (%)	16.4	14.4	113.6
Return on Equity (ROE) - Equity Based	14.9	12.3	121.1
Net Interest Margin (NIM) (%)	4.8	4.7	102.8
Operating Expenses to Operating Income (BOPO) (%)	68.6	72.2	95.0
Cost to Income Ratio (CIR) (%)	42.6	42.6	99.9

With the success in achieving the business expansion targets described above, BNI's profitability returned a satisfactory performance. Net profit, Return On Assets (ROA), Return On Equity (ROE), and Net Interest Margin (NIM) all exceeded the targets set. At the same time, Operational Expenses to Operating Income (BOPO) and Cost to Income Ratios (CIR) were well streamlined. This reflects BNI's ability to set profitability targets and manage strategic initiatives to achieve targets; including efficiency strategies continuously carried out to create added value for the Bank's profitability.

Capital Structure and Other Important Financial Ratios Target Achievement in 2022			
	2022 Realization (%)	2022 Target (%)	Achievement of 2022 Target (%)
Minimum Capital Adequacy Ratio (MCAR)	19.27	18.58	103.7
Gross NPL	2.81	2.94	95.6

BNI's capital management strategy can be seen in the target capital structure achievement, in the Minimum Capital Adequacy Ratio (CAR) for 2022 where the achievement was above target. This target achievement was due to the increase in BNI's performance during 2022. Not only that, BNI's success can also be seen in the quality management of its productive assets. The Gross Non-Performing Loans (NPL) fell below set target. This demonstrates BNI's strong commitment to continuing to maintain the quality of its assets.

Human Capital Target Achievement in 2022			
	2022 Realization	2022 Target	Achievement of 2022 Target (%)
Number of Employees (people)	27,170	27,170	100.0
Education and Training Costs (Rp-billion)	26,713	28,282	94.4

HC management within BNI is good. The number of employees met the expected target. Also, the education and training costs were slightly below the target due to a change towards digital learning that had an impact on training cost efficiencies.

BUSINESS PROSPECTS AND PERFORMANCE PROJECTIONS FOR 2023

BUSINESS PROSPECTS IN 2023

Overall, 2023 is predicted to be a year full of challenges arising from inflationary pressures, economic slowdown, and continuing geopolitical conflicts. However, Indonesia's economy is expected to continue to grow at a higher rate than most other countries. Based on historical track records, global recessions generally have less of an impact on developing countries, including and especially Indonesia. The high contribution of domestic consumption and low exposure to exports/imports helps support the Indonesian economy during times of global economic shocks.

In 2023, the economy is expected to grow by 5.0% supported by household consumption, investments, Government spending and net exports. Inflation is expected to decline to 3.8% after the impact of the fuel price hike on consumer inflation subsidies. Pressure on the Rupiah exchange rate is expected to occur early in the first half of 2023 due to an increase in the benchmark interest rate in the United States, but it should ease in the second half of the year underpinned by Indonesia's strong economic fundamentals in terms of controlled inflation and good economic growth, which will attract capital flows into the country.

To anticipate the Rupiah's volatility, and the ongoing monetary tightening policy in the US, Bank Indonesia's benchmark interest rate rose to 5.75% in the first half of 2023, and is expected to remain at that level throughout 2023.

From the banking industry perspective, the stability of the domestic economy will be catalyst for healthy business growth. Bank loan growth in 2023 is estimated to be in the range of 7-9%, and TPF growth at a level of 7.2%-8.5%.

Macroeconomic Projection		
Macroeconomic Indicator	2022	2023F
Real GDP Growth (% YoY)	5.3	5.0
Private Sector Consumption (% YoY)	4.9	4.8
Government Consumption (% YoY)	(4.5)	6.1
Gross Domestic Fixed Capital Formation (% YoY)	3.9	3.6
Exports of Goods and Services	16.3	8.4
Imports of Goods and Services	14.8	9.3
Inflation Rate (% YoY)	5.5	3.8
BI7DRRR (%)	5.5	5.8
Exchange Rate (Annual average, Rp/USD)	14,874	14,950
Current Account Balance (% of GDP)	0.99	(0.2)
Loan Growth (%)	11.4	7.0 – 9.0
TPF Growth (%)	9.0	7.2 – 8.5

PERFORMANCE PROJECTIONS AND STRATEGIC PLANS FOR 2023

Taking into account the prospects and business potential as well as macroeconomic conditions, BNI estimates that Indonesia's economic growth in 2023 is at 5%, with loan growth in the range 7.0% to 9.0% and industry TPF growth by 7.2% to 8.5%. Using these assumptions, BNI prepared a Bank Business Plan (RBB) for 2023, with the following financial targets:

Performance Indicator

2023 Projection

Quality balance sheet growth

Credit Growth	9.0% s.d 10.0%
TPF Growth	6.0% s.d 7.0%
NPL Gross	< 2.5%

Profitability

Net Interest Margin (NIM)	>4.8%
Return on Equity (ROE) - Equity Based	15.7% s.d 16.0%

Our asset growth focus will be on healthy and good quality asset growth, and BNI is targeting loan growth in the range of 9.0% to 10.0% with a maximum gross NPL of 2.5% in 2023. To support loan disbursements, Third Party Funds growth is targeted at 6.0% to 7.0%.

These quality balance sheet growth target should have a positive impact on BNI's profitability, so we project NIM to be in the range of $\geq 4.8\%$ and ROE Equity Based in the range of 15.7% to 16.0%.

To achieve these targets, BNI has determined the following strategic steps for 2023:

1. Developing transaction & ecosystem solutions to meet customer needs.
2. Developing technology infrastructure and digital innovation through data driven based on analytics, customer experience, and expanding partnerships.
3. Focusing on sustainable improvement of CASA and FBI.
4. Increasing business expansion in the corporate top tier and priority sectors, value chains and cross selling by prioritizing a risk culture.
5. Continuing the transformation of human capital, culture and operations so they are more agile and lean in supporting the business.
6. Strengthening the international business networks to support global market penetration.
7. Optimizing BNI Group synergy by strengthening the position of Subsidiaries.

INFORMATION AND MATERIAL FACTS THAT OCCURRED AFTER THE DATE OF THE ACCOUNTANT'S REPORT

There are no material information and facts to report on that occurred after the date of the accountant's report dated January 20, 2023 until the ratification of this annual report on February 10, 2023.

DIVIDEND POLICY AND DISTRIBUTION

Basic Dividend Distribution Policy

Cash dividend payments by BNI are refer to Article 21 paragraph (2) letter b, and Article 26 of the Bank's Articles of Association that stipulate that in the Annual GMS the Board of Directors must submit a proposal for the use of net profit if the Bank has made a positive profit. Referring to Article 70 and Article 71 of Law no. 40 of 2007 concerning Limited Liability Companies, it stipulates that all net profit after deducting the provision for reserves, is distributed to shareholders as dividends, unless otherwise determined in the GMS. The use of net profit, including the determination of the amount of provision for reserves, is decided by the GMS. Dividends may only be distributed if the Bank has a positive profit balance.

In accordance with the prospectus of BNI shares, BNI's dividend policy is set at a minimum of 25% of net profit per year, the amount of which will be determined at the GMS.

Dividends Distributed in 2022 and Dividend Distribution History

BNI's Annual GMS for the fiscal year 2021 held on March 15, 2022 determined the Net Profit for Fiscal Year 2021 of Rp10,898,517,592,729 should be used as follows:

- Dividends of 25%, or Rp2,724,629,398,182 as cash dividends and to be distributed to Shareholders as follows:
 - Dividends for the State's share of 60% ownership, or Rp1,636,944,231,460 to be deposited into the State General Treasury account.
 - For the the 40% public share ownership of Rp1,087,685,166,716 will be given to Shareholders based on their respective ownership portions.
 - To grant authority and power of attorney to the Board of Directors with the right of substitution to determine the schedule and procedure for distributing dividends for Fiscal Year 2021 in accordance with applicable regulations.
- 75% or Rp8,173,888,194,547 to be used as Retained Earnings. Based on this decision, the GMS approved the payment of dividends from its net profit of Rp2,724,629,398,182 or Rp146.29688695 per share to be distributed to Shareholders with the following schedule:

No	Description	Date
1	End of Trading Period Shares With Dividend Rights (Cum Dividend) <ul style="list-style-type: none"> Regular and Negotiation Market Cash Market 	March 23, 2022 March 25, 2022
2	Beginning of Stock Trading Period Without Dividend Rights (Ex Dividend) <ul style="list-style-type: none"> Regular and Negotiation Market Cash Market 	March 24, 2022 March 28, 2022
3	List of Shareholders entitled to Dividends (Recording Date)	March 25, 2022
4	Cash Dividend Payment Date	April 14, 2022

The procedure for distributing cash dividends from BNI's net profit for the 2021 fiscal year was as follows:

- Cash Dividends were distributed to Shareholders whose names were registered in the Register of Shareholders ("DPS") on the recording date and/or share owners in securities sub accounts at PT Kustodian Sentral Efek Indonesia ("KSEI") at the close of trading on March 25, 2022 .
- For Shareholders whose shares are included in KSEI's collective custody, cash dividend payments will be made through KSEI and distributed on April 14, 2022 to the Customer Fund Account (RDN) at the securities company and/or custodian bank where the Shareholders hold a securities account. Whereas for Shareholders whose shares are not included in KSEI's collective custody, cash dividend payments will be transferred to the Shareholders' account.
- The cash dividends will be subject to tax in accordance with the applicable tax laws and regulations.
- Based on the applicable tax laws and regulations, the cash dividend will be excluded from the tax object if it is received by domestic corporate taxpayer shareholders ("WP Badan DN") and the Company will not withhold Income Tax on cash dividends paid to the WP Badan DN. Cash dividends received by domestic individual

taxpayer shareholders ("WPOP DN") will be exempt from tax as long as the dividends have invested in the territory of the Republic of Indonesia. For WPOP DN who do not comply with the above investment conditions, the Cash Dividend received by the person concerned will be subject to income tax ("PPh") in accordance with applicable laws and regulations, and the PPh must be paid by the WPOP DN, in accordance with the provisions of Government Regulation No. 9 of 2021 concerning Tax Treatment to Support Ease of Doing Business.

- Shareholders can obtain confirmation of dividend payment through the securities company and/or custodian bank where the shareholder has a securities account, then the shareholder will be responsible for reporting the receipt of dividends referred to in the tax report for the relevant tax year in accordance with the applicable tax laws and regulations.
- For Shareholders who are Foreign Taxpayers whose tax deduction will use the rate based on the Avoidance of Double Taxation Agreement ("P3B") must comply with the requirements of the Director General of Taxes Regulation No. PER-25/PJ/2018 concerning Procedures for Implementing Double Taxation Avoidance Agreements, and submit DGT/SKD proof of receipt documents that have been uploaded to the Directorate General of Taxes website to

KSEI or BAE by the deadline according to KSEI rules and regulations, without any documents cash dividends paid will be subject to Income Tax Article 26 of 20%.

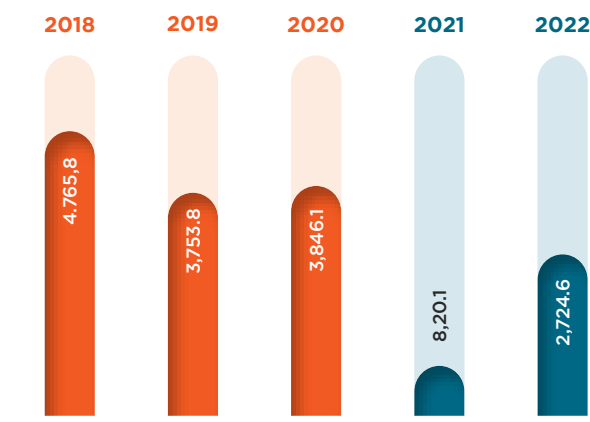
Realization of dividend distribution in 2022 for 2021 business results is as follows:

Distributed Cash Dividend (Rp-billion)	2,724.6
Dividend per Share (Rp)	146.3
Dividend Payout Ratio from Net Profit for the Year Attributable to Owners of the Parent Entity for Fiscal Year 2021 (%)	25%
Announcement Date	March 17, 2022
Payment Date	April 14, 2022

Distribution and payment history of dividends for the last 5 (five) years is as follows:

	Dividend Distribution Year				
	2022 (For Business Results In 2021)	2021 (For Business Results In 2020)	2020 (For Business Results In 2019)	2019 (For Business Results In 2018)	2018 (For Business Results In 2017)
Cash Dividend Distributed (Rp-billion)	2,724.6	820.1	3,846.1	3,753.8	4,765.8
Dividend per Share (Rp)	146.3	44.0	206.2	201.3	255.5
Dividend Payout Ratio (%)	25% of net profit for the year attributable to owners of the parent entity for the 2021 fiscal year	25% of net profit for the year attributable to owners of the parent entity for the 2020 fiscal year	25% of net profit for the year attributable to owners of the parent entity for the 2019 fiscal year	25% of net profit for the year attributable to owners of the parent entity for the 2018 fiscal year	35% of net profit for the year attributable to owners of the parent entity for the 2017 fiscal year
Announcement Date	March 17, 2022	March 31, 2021	February 24, 2020	May 15, 2019	March 20, 2018
Payment date	April 14, 2022	April 30, 2021	March 24, 2020	June 14, 2019	April 20, 2018

Development of Total Cash Dividends Distributed in the Last 5 Years (Rp-billion)



TAXATION

BNI TAX CONTRIBUTION

BNI acts as a taxpayer and tax withholding/collector as its contribution to the State. BNI's biggest contribution as a taxpayer is to fulfill corporate income tax obligations. BNI also actively contributes to withholding/collecting taxable objects in carrying out its function as a tax withholder/collector.

BNI is always on time in terms of paying tax obligations on Corporate Income Tax, Employee Income Tax, VAT and Other Taxes. BNI also submits tax liability documents such as annual and monthly tax returns as well as liability documents to regulatory agencies in a timely manner.

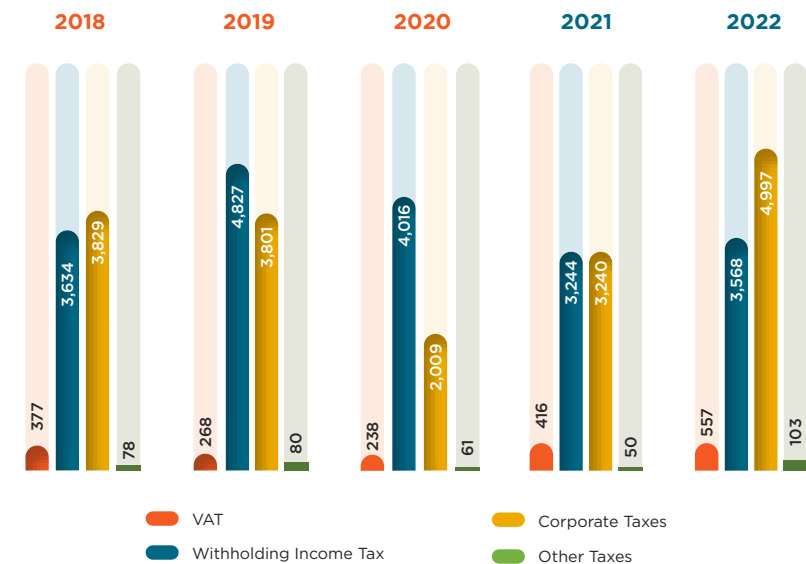
Tax Payments 2020-2022							
Type of Tax	2022 (Rp- billion)	2021 (Rp- billion)	2020 (Rp- billion)	Increase (Decrease) 2021-2022		Increase (Decrease) 2020-2021	
				Nominal (Rp- billion)	Percentage (%)	Nominal (Rp- billion)	Percentage (%)
VAT	557	416	238	141	33.9	178	75.2
Withholding Income Tax*)	3,568	3,244	4,016	324	10.0	(772)	(19.2)
Corporate Taxes	4,997	3,240	2,009	1,757	54.2	1,231	61.3
Other Taxes	103	50	61	53	106.0	(11)	(17.6)
Total	9,225	6,950	6,323	2,275	32.7	627	9.9

*Withholding Income Tax consists of Income Tax Article 21/26, 15, 22, 23/26, and Income Tax Article 4 paragraph (2)

In 2022, BNI reported a total tax payment of Rp9.2 trillion, an increase of 32.7% compared to Rp6.9 trillion in 2021.

The increase in tax payments was mainly for corporate income tax following an increase in profit before tax in 2022 compared to the previous year.

Progress of Total Tax Payments 2018-2022 (Rp-billion)



TAXATION LEGAL ISSUES

BNI filed an objection application to the Tax Underpayment Assessment Letter (SKPKB) for Corporate Tax for the 2015 fiscal year. KEP-00670/KEB/WPJ.19/2019, the Directorate General of Taxes (DGT) granted part of BNI's objections to SKPKB Corporate Income Tax for fiscal year 2015. On July 26 2019, BNI has filed an appeal to the Tax Court on some of the objections not yet approved by the DGT. For this matter, on June 24, 2022 through the Tax Court Decision Letter No. PUT-007718.15/2019/PP/M.IIA, the Tax Court partially granted BNI's appeal and reduced the amount of accrued tax in the SKPKB Corporate Income Tax for the 2015 fiscal year (including fines). On October 5, 2022, BNI submitted a Judicial Review decision to the Supreme Court on the appeal decision and until this Annual Report is published, the Supreme Court has not issued a Judicial Review Decision on the request submitted by BNI. The Bank has confidence that the Review will be won by BNI.

TAX PAYMENTS IN ARREARS

BNI has paid all tax assessments as a result of audits that are due for payment as described in the previous point. Although BNI is still in the process of filing legal action, BNI has paid all tax penalties in accordance with applicable regulations. So based on BNI's provisions, there are no tax payments in arrears.

INFORMATION REGARDING THE REALIZATION OF THE USE OF FUNDS

PUBLIC OFFERINGS OF SHARE SECURITIES

On November 25, 2010, at the Extraordinary General Shareholders' Meeting, the shareholders decided, among other matters, to increase the issued and paid-up capital through a limited public offering with preemptive right (LPO III) to shareholders for the issuance of 3,374,715,948 new Class C shares with a nominal value of Rp375 (full amount) per share. The Preemptive Rights could be traded on and off the Indonesia Stock Exchange (IDX) from December 10, 2010 to December 16, 2010, taking into account the applicable provisions in the capital market.

Total Acquisition of Funds

From PUT III, the net realized value after deducting the cost of issuing shares was Rp10.2 trillion.

Use of Funds

Funds sourced from the Rights Issue III were used for:

1. 80% for Corporate, Commercial, Small Business and Consumption loans;
2. 15% or infrastructure development in information technology, outlets, ATMs and others;
3. 5% for the development of subsidiaries, namely BNI Life, BNI Syariah, BNI Sekuritas and BNI Multifinance.

Fund Balance

On December 31, 2018, the proceeds from the Limited Public Offering III were Nil, as 100% of the funds obtained had been disbursed.

Use Of Proceeds Realization From Limited Public Offering III		Nominal
Proceeds from Public Offering (after expenses) - nett		Rp10,216,388,163,029
Use of Proceeds Realization		
About 80% used for corporate, commercial, small business and consumer loans	as of December 31, 2014	Rp8,173,110,530,423
About 15% used for infrastructure development on information technology, outlets, ATMs and others	as of December 31, 2014	Rp1,532,458,224,454
About 5% used for the development of subsidiaries namely BNI Life, BNI Syariah, BNI Securities and BNI Multifinance.	as of December 31, 2014	Rp510,819,408,152
Balance of Funds		Nil

In 2022 BNI was not obliged to submit a report on the realization of the use of funds from a public offering in accordance with OJK Regulation No. 30/POJK.04/2015 concerning Realization Report on the Use of Public Offering Proceeds.

PUBLIC OFFERING OF SUSTAINABLE BONDS

PUBLIC OFFERING (PUB)

On June 22 2017, BNI obtained an effective statement from OJK through letter No.S-349/D.04/2017 to issue Rupiah BNI Sustainable Bonds I Phase I 2017 ("Bonds"). The value of the bonds issued amounted to Rp3,000,000,000,000 (three trillion Rupiah), for aperiod of 5 years, with a coupon of 8% per annum that will be paid quarterly. The BNI Bonds were issued on July 11, 2017 and listed on the Indonesia Stock Exchange on July 12, 2017.

Name of the Bonds	BNI Sustainable Bonds I Phase I 2017
Bond's Principal Amount	Rp3,000,000,000,000
Bid Price	100.00% of the principal amount of the Bond
Tenor	5 year after date of issue
Trading Unit	Rp1 or multiples
Unit/Trading	Rp5,000,000 or multiples
Bond Coupon Rate	8.00% per annum
Type of Interest Rate	Fixed
Interest Payment Period	Quarterly

First Interest Payment Date	October 11, 2017
Collateral	These bonds are not secured by special collateral, but are secured by all of the Company assets, both movable and immovable property, whether existing or future, that becomes collateral for the Bondholder in accordance with the provisions of Articles 1131 and 1132 of the Civil Code. The Bondholder right is paripassu without any preferential rights with the rights of the other creditor of the Company either present or in the future, except for the rights of the creditor of the Company which are specifically guaranteed with the Company's assets either existing or future.
Securities Rating	idAAA (triple A) from Pefindo
Sinking Fund	The Company does not provide a sinking fund for the bond principal repayment with a view to optimizing the use of the proceeds from the issue in accordance with the planned usage purpose.
Buy Back	These bonds have a repurchase (buy-back) option under the terms and provisions of the Trusteeship Agreement.
Trustee	PT Bank Rakyat Indonesia (Persero) Tbk was appointed as the Trustee for the issuance of these Bonds in accordance with the provisions in the Trustee Agreement.

Plan to Use Funds from PUB Public Offering

The proceeds from the Bond Public Offering after deducting the issuance costs will all be used by the Bank for loan expansion for business development.

Information on Changes in Use of Funds

In 2022, there is no information to report on changes in the use of funds.

Realization of PUB Interest									
Type Of Public Offering	Effective Date	Public Offering Realization Result			Planned Use Of Funds		Use Of Proceeds Realization		Public Offering Residual Funds
		Total Public Offering (Rp-Billion)	Public Offering Expenses (Rp-Billion)	Net Result (Rp-Billion)	Credit Expansion (Rp-Billion)	Total (Rp-Billion)	Credit Expansion (Rp-Billion)	Total (Rp-Billion)	
BNI Sustainable Bonds I Phase I 2017	June 22, 2017	3,000	7,4	2,992	2,992	2,992	2,992	2,992	0

PUB Interest Payments		
Interest No	Date Of Bond Interest Payment	Interest (%)
1	October 11, 2017	8.0
2	January 11, 2018	8.0
3	April 11, 2018	8.0
4	July 11, 2018	8.0
5	October 11, 2018	8.0
6	January 11, 2019	8.0
7	April 11, 2019	8.0
8	July 11, 2019	8.0
9	October 11, 2019	8.0
10	January 11, 2020	8.0
11	April 11, 2020	8.0
12	July 11, 2020	8.0
13	October 11, 2020	8.0
14	January 11, 2021	8.0
15	April 11, 2021	8.0
16	July 11, 2021	8.0
17	October 11, 2021	8.0
18	January 11, 2022	8.0
19	April 11, 2022	8.0

PUB Interest Payments

Interest No	Date Of Bond Interest Payment	Interest (%)
20	July 11, 2022	8.0

On July 8, 2022, BNI made the 20th principal repayments and interest payments for Sustainable Bonds BNI I Phase I 2017 with a total of Rp3,060,000,000,000.00 (three trillion sixty billion Rupiah) to KSEI to be subsequently paid to bondholders on July 11, 2022 as stated in KSEI letter no. KSEI-13884/JKU/0722 dated July 11, 2022.

SUBORDINATED MTN

BNI issued Subordinated Medium Term Notes (MTN) with the aim of strengthening supplementary capital (tier 2) and working capital for business development, especially lending and increasing the composition of the long-term fund association structure, in accordance with OJK Regulation No. 11/POJK.03/2016 concerning the Minimum Capital Adequacy Requirement for Commercial Banks as amended by OJK Regulation No. 34/POJK.03/2016.

This Subordinated MTN is not guaranteed by any special collateral, including not guaranteed by the Bank or its Subsidiaries, the Republic of Indonesia or other third parties and is not included in the bank guarantee program implemented by the Deposit Insurance Agency or its replacement in accordance with the applicable laws and regulations and follows the provisions in article 19 paragraph (1) letter f in accordance with OJK Regulation No. 11/POJK.03/2016, as amended by OJK Regulation No. 34/POJK.03/2016 and is a subordinated Bank obligation, in accordance with the provisions of the Subordinated MTN issuance agreement. The rights of Subordinated MTN holders are junior to the rights of other creditors.

Information on Subordinated MTN Offered

Subordinated MTN were issued in the amount of Rp100,000,000,000.00 with a coupon payment period of 8% p.a and every 3 months (quarterly), based on the interest calculation of 30/360 with a tenor of 5 (five) years.

Name	Subordinated Medium Term Notes I BNI - 2018
Principal amount	Rp100,000,000,000
Bid Price	100.00% from Subordinated MTN principal value
Tenor	5 years from date of issue
Coupon Rate	8.00% per annum
Type of Interest rate	Fixed
Interest Payment Period	Quarterly
First Interest Payment Date	November 10, 2018
Collateral	This Subordinated MTN is not guaranteed by any special collateral, including not guaranteed by the company or subsidiaries, the Republic of Indonesia or other third parties, and is not included in the bank guarantee program in the deposit insurance agency, in accordance with applicable laws and regulations, and following the provisions in Article 19 Paragraph (1) point f in POJK No. 11/POJK.03/2016 as amended by the Financial Services Authority Regulation No. 34/POJK.03/2016 and is a subordinated liability of the Company, in accordance with the provisions of the Subordinate MTN issuance agreement. The rights of Subordinated MTN holders are junior to the rights of other corporate creditors at the time of liquidation in accordance with the applicable laws and regulations.
Securities Rating	idAA (double A flat) from PT Pemeringkat Efek Indonesia (Pefindo)

Purpose of Use of Subordinated MTN Funds

The issuance of the Subordinated MTN aims to comply with OJK Regulation No. 14/POJK.03/2017 article 24 and article 37 concerning the Recovery Plan, in which systemic banks are required to have capital characteristics debt notes by December 31, 2018 at the latest.

Subordinated MTN Fund Balance

As of December 31, 2022, the Subordinated MTN had a balance of Rp100,000,000,000.00.

Subordinated MTN Interest Payment Schedule

The interest rate of 8% per annum is paid periodically every 3 months with the following schedule:

MTN Subordinated Interest Payment		
Interest No.	Date Of Bond Interest Payment	Interest (%)
1	November 10, 2018	8.0
2	February 10, 2019	8.0
3	May 10, 2019	8.0
4	August 10, 2019	8.0
5	November 10, 2019	8.0
6	February 10, 2020	8.0
7	May 10, 2020	8.0
8	August 10, 2020	8.0
9	November 10, 2020	8.0
10	February 10, 2021	8.0
11	May 10, 2021	8.0
12	August 10, 2021	8.0
13	November 10, 2021	8.0
14	February 10, 2022	8.0
15	May 10, 2022	8.0
16	August 10, 2022	8.0
17	November 10, 2022	8.0
18	February 10, 2023	8.0
19	May 10, 2023	8.0
20	August 10, 2023	8.0

TIER II CAPITAL BOND 2021

BNI issues debt instruments with capital characteristics in the form of Tier II Capital Bonds which are listed on the Singapore Exchange (SGX Listing) with a principal amount of USD500,000,000.00 with a write down feature and can be calculated as a Tier II capital component through OJK letter No. S-64/PB.31/2021 dated March 31, 2021. The issuance of the Tier II Capital Bond is one of BNI's strategies in increasing bank capital through Tier 2 Capital.

Tier II Capital Bonds are offered with a fixed interest rate of 3.75% p.a. for term of 5 (five) years. Acting as supporting institutions and professions for the issuance of Tier II Capital Bonds were HSBC and Citi Group. The legal consultants used were Ginting & Reksodiputro and Allen & Overy, and HSBC acting as Trustees and Paying Agents. The bonds have received a rating on long-term debt securities from Fitch Rating with a BB rating, and a Moody's Rating of Ba2.

Description of Tier II Capital Bonds Offered

Tier II Capital Bonds issued for USD500,000,000,000.00 have a coupon payment period of 3.75% p.a every 6 months (semi-annually), with an interest calculation basis of 30/360 with a tenor of 5 years.

Name	Tier II Capital Bond 2021
Principal Amount	USD500,000,000
Bid price	100.0% of principal
Time period	5 years from the date of issuance
Interest Rate	3.75% per year
Type of Interest Rate	Fixed
Interest Payment Period	Half Yearly

First Interest Payment Date	September 30, 2021
Loss Absorption	Permanent write-down (partial is allowed) as determined by the issuer and with the approval of OJK
Securities Rating	Fitch Rating of BB Moody's Rating of Ba2.

Purpose of Funds Use from Tier II Capital Bonds

The issuance of Tier II Capital Bonds aims to increase Bank capital through Tier II Capital, for general funding needs and to increase long-term funding.

Tier II Capital Bond Fund Balance

As of December 31, 2022, the Tier II Capital Bond balance was USD500,000,000.00.

Tier II Capital Bond Interest Payment Schedule

The interest rate is 3.75% per annum which is paid periodically every 6 months with the following schedule:

Payment of Tier II Capital Bond Interest		
Interest No.	Date Of Bond Interest Payment	Interest (%)
1	September 30, 2021	3.75%
2	March 30, 2022	3.75%
3	September 30, 2022	3.75%
4	March 30, 2023	3.75%
5	September 30, 2023	3.75%
6	March 30, 2024	3.75%
7	September 30, 2024	3.75%
8	March 30, 2025	3.75%
9	September 30, 2026	3.75%
10	March 30, 2026	3.75%

ADDITIONAL TIER I CAPITAL BOND 2021

BNI issues debt instruments with capital characteristics in the form of Additional Tier I Capital Bonds which were registered on the Singapore Exchange (SGX Listing) with a principal amount of USD600,000,000.00 which has a write down feature and can be counted as a Tier I capital component through OJK letter No S-210/PB.31/2021 September 30, 2021.

The issuance of the Additional Tier I Capital Bond aims to increase Tier I Capital, general funding, and improve the structure of long-term funds. Additional Tier I Capital Bonds are offered with a fixed interest rate of 4.30% p.a. perpetual timeframe (no maturity) with a call option after 5.5 (five and a half) years. Acting as supporting institutions and professionals in the issuance of Additional Tier I Capital Bonds were BNI Sekuritas, JP Morgan and UBS. The legal consultants used were Hadiputranto, Hadinoto & Partners and Baker McKenzie, and HSBC as Trustee and Paying Agent. The bonds have received a rating on long-term debt securities from Moody's Rating, of Ba3.

Information on the Additional Tier I Capital Bonds Offered

Additional Tier I Capital Bonds issued for USD600,000,000,000.00 with a coupon payment period of 4.3% p.a every 6 months (semester), with an interest calculation basis of 30/360 with a tenor of 5.5 years until the date of the call option.

Name	Additional Tier1 Capital Bond BNI 2021
Principal Amount	USD600,000,000
Bid price	100.0% of principal
Time period	Perpetual, Non Callable 5.5 years from the date of issue
Interest Rate	4.3% per year
Type of Interest Rate	Fixed
Interest Payment Period	Half yearly
First Interest Payment Date	March 24, 2022
Loss Absorption	Permanent write-down (full or partial) if the Point of Non-Viability condition is determined by OJK.
Securities Rating	Moody's Rating Ba3.

Purpose of Use of Additional Tier I Capital Bond Funds

The issuance of Additional Tier I Capital Bonds aims to increase the Bank's capital through Tier II Capital, for general funding needs and to increase long-term funding.

Additional Tier I Capital Bond Fund Balance

As of December 31, 2022 Additional Tier I Capital Bonds balance was USD600,000,000.00.

Additional Tier I Capital Bond Interest Payment Schedule

The interest rate is 4.30% per annum paid every 6 months with the following schedule:

Additional Tier 1 Capital Bond Interest Payment		
Interest No.	Date Of Bond Interest Payment	Interest (%)
1	March 24, 2022	4.3%
2	September 24, 2022	4.3%
3	March 24, 2023	4.3%
4	September 24, 2023	4.3%
5	March 24, 2024	4.3%
6	September 24, 2024	4.3%
7	March 24, 2025	4.3%
8	September 24, 2025	4.3%
9	March 24, 2026	4.3%
10	September 24, 2026	4.3%
11	March 24, 2027	4.3%

GREEN BOND I

BNI has received an effective statement from OJK through letter No. S-93/D.04/2022 on June 10, 2022 to issue PT Bank Negara Indonesia (Persero) Tbk 2022 Green Bond I ("Green Bond"). Green Bonds were issued with a value of Rp5,000,000,000,000 (five trillion Rupiah) inf 2 (two) series, series A and B, with consecutive tenors of 3 years and 5 years, and consecutive coupons of 6 .35% and 6.85%. The Green Bonds were issued on June 21, 2022 and listed on the Indonesia Stock Exchange (IDX) on June 22, 2022. BNI has obtained an idAAA rating on Green Bond from PT Pemeringkat Efek Indonesia (PEFINDO) and a Second Party Opinion provided by Sustainalytics.

Name	Environmentally Friendly Bonds (Green Bond) I of PT Bank Negara Indonesia (Persero) Tbk in 2022
Bond Principal Amount	IDR 5,000,000,000,000
Bid price	100.00% of the principal amount of the Bonds
Time period	Series A : 3 (three) years from the date of issuance Series B : 5 (five) years from the date of issuance
Overbooking Unit	Rp1 or multiples thereof
Unit/Trade	Rp5,000,000 or multiples thereof
Bond Interest Rate	Series A : 6.35% per annum Series B : 6.85% per annum
Type of Interest Rate	Fixed
Interest Payment Period	Quarterly
First Interest Payment Date	September 21, 2022
Collateral	This bond is not guaranteed by a special guarantee, but is guaranteed by all of the Bank's assets, both movable and immovable property, both existing and those that will exist in the future as collateral for the Bondholders in accordance with the provisions in articles 1131 and 1132 of the Indonesian Civil Code. - Civil Law Act. The rights of the Bondholders are paripassu without preferential rights with other creditor rights, both current and future, except for creditor rights that are specifically guaranteed by the Bank's assets, both existing and future.
Securities Rating	idAAA (triple A) from Pefindo
Sinking Fund	The Bank does not provide a sinking fund for Bond Principal redemption funds with the consideration of optimizing the use of emission proceeds in accordance with the purpose of the planned use of emission funds.
Buy Back	This Green Bond has an buy back option based on the terms and conditions of the Trustee Agreement.
Trustee	PT Bank Mandiri (Persero) Tbk was appointed as the Trustee in the issuance of this Bond in accordance with the provisions contained in the Trustee Agreement

Plan of Use from Public Offering of Environmentally Friendly Bonds (Green Bond) I Funds

The proceeds from the issuance of the Green Bonds after deducting issuing costs, will all be used by BNI to finance and refinance projects in the Environmentally Friendly Business Activities category (KUBL), namely projects related to renewable energy, energy efficiency, processing waste into energy, and waste management, sustainable use of natural resources and land use, conservation of land and aquatic biodiversity, environmentally friendly transportation, sustainable management of water and wastewater, climate change adaptation, environmentally sound buildings, and sustainable agriculture, taking into account OJK Regulation No. 60/POJK.04/2017 concerning Issuance and Requirements for Environmentally Friendly (Green Bond) Debt Securities.

Information on Changes in Use of Funds

During 2022 there is no changes in the use of funds.

Use of Proceeds from Bond Public Offering Realization

Realization of Use of Proceeds from the Public Offering of Environmentally Friendly Bonds, (Green Bond) I PT Bank Negara Indonesia (Persero)									
Types of Public Offering	Effective Date	Realized Public Offering Results			Use of Funds Plan		Use of Funds Realization		Remaining Funds from Public Offering (Rp-billion)
		Total Public Offering Results (Rp-billion)	Public Offering Costs (Rp-billion)	Net Yield (Rp-billion)	Financing or refinancing of projects in the KUBL category*) (Rp-billion)	Total (Rp-billion)	Financing or refinancing of projects in the KUBL category*) (Rp-billion)	Total (Rp-billion)	
Environmentally Friendly Bonds (Green Bond) I PT Bank Negara Indonesia (Persero) Tbk 2022	10 Juni 2022	5,000	16	4,984	4,984	4,984	4,984	4,984	0
*) KUBL (Environmentally Friendly Business Activities) Category: projects related to renewable energy, energy efficiency, processing waste into energy and waste management, sustainable use of natural resources and land, conservation of land and sea biodiversity, environmentally friendly transport, sustainable water and wastewater management, climate change adaptation, environmentally sound buildings, and sustainable agriculture, by following Financial Services Authority Regulation No. 60/POJK.04/2017 concerning Green Bonds Issuance and Requirements.									

Bond Interest Payment Schedule

Green Bond Payment				
Interest No.	Seri A		Seri B	
	Date Of Bond Interest Payment	Interest (%)	Date Of Bond Interest Payment	Interest (%)
1	September 21, 2022	6.35%	September 21, 2022	6.85%
2	December 21, 2022	6.35%	December 21, 2022	6.85%
3	March 21, 2023	6.35%	March 21, 2023	6.85%
4	June 21, 2023	6.35%	June 21, 2023	6.85%
5	September 21, 2023	6.35%	September 21, 2023	6.85%
6	December 21, 2023	6.35%	December 21, 2023	6.85%
7	March 21, 2024	6.35%	March 21, 2024	6.85%
8	June 21, 2024	6.35%	June 21, 2024	6.85%
9	December 21, 2024	6.35%	December 21, 2024	6.85%
10	December 21, 2024	6.35%	December 21, 2024	6.85%
11	March 21, 2025	6.35%	March 21, 2025	6.85%
12	June 21, 2025	6.35%	June 21, 2025	6.85%
13	-	6.35%	September 21, 2025	6.85%
14	-	6.35%	December 21, 2025	6.85%
15	-	6.35%	March 21, 2026	6.85%
16	-	6.35%	June 21, 2026	6.85%
17	-	6.35%	September 21, 2026	6.85%
18	-	6.35%	December 21, 2026	6.85%
19	-	6.35%	March 21, 2027	6.85%
20	-	6.35%	June 21, 2027	6.85%

NEGOTIABLE CERTIFICATE OF DEPOSIT (NCD)

BNI has issued Rupiah scripless Negotiable Certificates of Deposit (NCD) aimed at strengthening the liquidity and structure and composition of Rupiah funding as follows:

- In semester I 2016, BNI issued its first scripless Rupiah NCDs for Rp3.0 trillion in 6 series of tenors (6 months to 3 years);
- In semester II 2016, BNI issued another scripless Rupiah NCDs for Rp2.2 trillion, from an original target of Rp1 trillion (oversubscribed). This oversubscribe shows the high level of investor trust and interest in BNI;

3. In semester I 2017, BNI issued scripless Rupiah NCDs for Rp2.7 trillion;
4. In semester I 2019, BNI issued scripless Rupiah NCDs twice with a total issuance of Rp950 billion (NCD IDR I BNI 2019) and Rp1 trillion (NCD IDR II BNI 2019);
5. In semester II 2019, BNI again issued scripless Rupiah NCDs for Rp2.39 trillion;
6. In semester I 2020, BNI issued scripless Rupiah NCDs for Rp1.39 trillion.

Issuance Phase	Date	Currency	Principal (Rp Billion)	Amount (Rp Billion)	Average Rate (%)
1	June 16, 2016	Rupiah	3,023	2,598	8.20%
2	September 27, 2016	Rupiah	2,200	1,877	6.70%
3	March 10, 2017	Rupiah	2,700	2,483	7.00%
4	March 28, 2019	Rupiah	1000	950	7.70%
5	June 28, 2019	Rupiah	1,000	1,000	7.55%
6	September 25, 2019	Rupiah	2,390	2,232	6.61%
7	May 12, 2020	Rupiah	1,390	611,6	5.60%
8	December 8, 2022	Rupiah	2,500	2,390	6.04%
9	December 8, 2022	USD	500	489	4.25%

MATERIAL INFORMATION REGARDING INVESTMENTS, EXPANSIONS, DIVESTMENTS, BUSINESS MERGERS, ACQUISITIONS, AND/OR DEBT/CAPITAL RESTRUCTURING

MATERIAL INFORMATION REGARDING INVESTMENTS

The following is material information regarding the investments made by BNI in 2022:

1. On December 19, 2022, BNI exercised its additional equity participation in PT Bank Syariah Indonesia Tbk (“BSI”) with Rp500,000,000,000 by exercising a portion of the HMETD obtained by BNI totaling 500,000,000 HMETD with an exercise price of Rp1,000. In addition, BNI also transferred a portion of 742,439,344 Preemptive Rights to PT CIMB Niaga Sekuritas (“CIMBS”).

The purpose of this transaction was intended to strengthen BSI’s capital where the use of funds will be channeled in the form of financing to support BSI’s business growth, including to support the achievement of its Vision as a Top 10 Global Islamic Bank.

After the transaction was carried out, the number of shares owned by the Company in BSI increased to 10,720,230,418 (ten billion seven hundred twenty million two hundred thirty thousand four hundred and eighteen) shares. The percentage of the Company’s share ownership in BSI is 23.24%.

2. To support BNI’s digital transformation, BNI established a Venture Capital Company under the name PT BNI Modal Ventura. The Deed of Establishment was signed by representatives of PT BNI Modal Ventura Shareholders on April 12, 2022. For its implementation, on May 12, 2022, BNI deposited Rp500,000,000,000, or the equivalent of 500,000 shares of PT BNI Modal Ventura. Through this placement, BNI owns 99.98% of the total issued shares valued at Rp500,100,000,000.

The following shows the composition of the shareholders in PT BNI Modal Ventura:

Shareholders	
BNI	: 99.98%
PT BNI Asset Management	: 0.02%

The company established BNI Modal Ventura as a subsidiary engaged in providing capital for startup companies. Its establishment is part of the Company’s strategy to respond to the potential for developing digital banking by becoming a strategic vehicle for the BNI group in supporting the development of technological innovation within the company while carrying out its mission to encourage potential startups to continue to grow.

MATERIAL INFORMATION REGARDING ACQUISITIONS

On May 18 2022 BNI signed:

1. Deed of Sale and Purchase of Shares No. 83 dated May 18, 2022 with IFC drawn up before Jose Dima Satria SH., Notary in South Jakarta (“Deed of Sale and Purchase”); and
2. Deed of Acquisition of Shares No. 84 dated May 18, 2022 with Bank Mayora drawn up before Satria SH., Notary in South Jakarta (“Deed of Acquisition”) in order to complete the Bank Mayora takeover transaction.

With the takeover of Bank Mayora, BNI held Bank Mayora 1,198,229,838 shares representing 63.92% of the total shares issued and paid up in Bank Mayora. The Bank Mayora capital ownership structure before and after the transaction is as follows:

Disclosure of Related Parties					
Before Transaction			After Transaction		
Shareholder	Number of Shares	Percentage Ownership	Shareholder	Number of Shares	Percentage Ownership
PT Mayora Inti Utama	676,313,152	80.00%	PT Mayora Inti Utama	676,313,152	36.08%
International Finance Corporation	169,078,288	20.00%	BNI	1,198,229,838	63.92%
Total	845,391,440	100.00%	Jumlah	1,874,542,990	100.00%

Through this share ownership percentage, BNI became the Controlling Shareholder of Bank Mayora where in accordance with the OJK Board of Commissioners Members Decree No. KEP-66/D.03/2022 dated April 28, 2022 concerning the Results of the Fit and Proper Test of BNI as the prospective Controlling Shareholder, and the Republic of Indonesia as the Ultimate Shareholder, for Bank Mayora, it was determined that BNI as the prospective Controlling Shareholder of Bank Mayora had met the requirements to become the Controlling Shareholder of Bank Mayora.

The takeover of Bank Mayora became effective on May 18, 2022 based on:

1. Deed of Sale and Purchase;
2. Deed of Acquisition;
3. Minister of Law and Human Rights Decree No. AHU-0033592.AH.01.02.TAHUN 2022 dated May 18, 2022 concerning Approval of Amendment to the Articles of Association of Limited Liability Company PT Bank Mayora;
4. Minister of Law and Human Rights Letter No. AHU-AH.01.03-0238599 dated May 18, 2022 concerning Acceptance of Notification of Amendments to PT Bank Mayora’s Articles of Association; and
5. Minister of Law and Human Rights Letter No. AHU-AH.01.09-0013352 dated May 18, 2022 concerning the Receipt of PT Bank Mayora’s Company Data Change Notification.

The acquisition of Bank Mayora by the Company is in line with the Company’s strategy to form a digital bank to serve the Micro, Small and Medium Enterprises (MSMEs) segment in Indonesia. The MSME segment plays an important role in the Indonesian economy. This segment absorbs nearly 97% of Indonesia’s workforce and contributes more than 60% of Indonesia’s total GDP so that this segment is the engine for future economic growth. However, the services offered to this segment need to be carried out effectively and efficiently, where the digitalization approach is the most relevant solution.

The presence of this digital bank will later complement the service penetration to the MSME segment that currently cannot be served by the Company’s Branch Offices or Business Centers, and is a manifestation of the Company’s commitment to developing the digital economy in Indonesia, as reflected in its improvements to the quality of digital services, increasing access to technology, increasing financial inclusion and developing digital literacy for customers and society in general. The process of transforming Bank Mayora into a digital bank will proceed in stages according to the Company’s work plan.

With the effective takeover of Bank Mayora’s shares, the total oOf the Company’s Subsidiary Companies has now increased to 6 (six), from originally 4 (four), and include BNI Multifinance, BNI Sekuritas, BNI Life, BNI Remittance, BNI Ventures, and Bank Mayora.

MATERIAL INFORMATION REGARDING EXPANSIONS, DIVESTMENTS, BUSINESS MERGERS, AND DEBT/CAPITAL RESTRUCTURING

Apart from the above, there is no further material information regarding expansions, divestments, business mergers and debt/capital restructuring to report on in 2022.

INFORMATION ON MATERIAL TRANSACTIONS THAT CONTAIN CONFLICTS OF INTEREST AND/OR TRANSACTIONS WITH AFFILIATED/RELATED PARTIES

Definition of Affiliated/Related Parties

In the normal course of its business, BNI conducts transactions with related parties due to ownership and/or management relationships. All transactions with related parties are conducted carried out under mutually agreed policies and terms. BNI and its Subsidiaries conduct transactions with related parties by referring to PSAK 7 concerning “Related Party Disclosures” and Bapepam-

LK Regulation No. KEP-347/BL/2012 dated June 25, 2012 concerning “Guidelines for Presentation and Disclosure of Financial Statements of Issuers or Public Companies” which are defined as:

1. Companies under the control of BNI and its Subsidiaries;
2. Associated companies;
3. Investors with voting rights, which give that investor a significant influence;
4. Companies under the control of an investor who has voting rights, which gives the investors a significant influence;
5. Key employees and their family members; and
6. Entities that are controlled, jointly controlled or significantly influenced by the Government, namely the Minister of Finance or Regional Government who are shareholders of the entity.

Names of Transaction Parties and Nature of Affiliated/Related Relationships

Disclosure of Affiliated/Related Parties		
Related Parties	Nature of Relationship	Nature of the Transaction
Badan Penyelenggara Jaminan Sosial (BPJS) Ketenagakerjaan	Control through the Government of the Republic of Indonesia	Securities issued
Dana Pensiun (“DP”) BNI	Based on Ownership and/or Management	Securities issued
Dana Pensiun Lembaga Keuangan (DPLK) BNI	Based on Ownership and/or Management	Securities issued
Entitas Dikendalikan melalui Pemerintah Republik Indonesia	Control through the Government of the Republic of Indonesia	<ul style="list-style-type: none">• Other Bank Deposits• Customer Deposits
Kementerian Keuangan Republik Indonesia	Control through the Government of the Republic of Indonesia	<ul style="list-style-type: none">• Securities owned• Securities issued• Unused loan facilities• Bank guarantee issued• Letters of Credit• Loans granted• Loans disbursed• Borrowings
Manajemen Kunci	Pengendali Kegiatan Perusahaan	<ul style="list-style-type: none">• Loans disbursed• Customer Savings
Perum BULOG	Control through the Government of the Republic of Indonesia	<ul style="list-style-type: none">• Unused loan facilities• Letters of Credit• Loans disbursed
Perum DAMRI	Control through the Government of the Republic of Indonesia	Bank guarantee issued
Perum Percetakan Negara Republik Indonesia	Control through the Government of the Republic of Indonesia	<ul style="list-style-type: none">• Bank guarantee issued• Acceptances Payable
Perum Perhutani	Control through the Government of the Republic of Indonesia	Unused loan facilities
Perum Perumnas	Control through the Government of the Republic of Indonesia	Bank guarantee issued
Perum Peruri	Control through the Government of the Republic of Indonesia	<ul style="list-style-type: none">• Bank guarantee issued• Letters of Credit• Loans disbursed
PT Adhi Karya (Persero) Tbk	Control through the Government of the Republic of Indonesia	<ul style="list-style-type: none">• Securities owned• Unused loan facilities• Bank guarantee issued• Letters of Credit• Loans granted• Acceptance Bills• Export bills and other bills
PT Amarta Karya (Persero)	Control through the Government of the Republic of Indonesia	Bank guarantee issued
PT Asabri (Persero)	Control through the Government of the Republic of Indonesia	Securities issued
PT ASDP Indonesia Ferry (Persero)	Control through the Government of the Republic of Indonesia	Bank guarantee issued
PT Asuransi Tripakarta	Based on Ownership and/or Management	<ul style="list-style-type: none">• Subordinated securities• Bank guarantee issued
PT Aviasi Pariwisata Indonesia (Persero)	Control through the Government of the Republic of Indonesia	<ul style="list-style-type: none">• Bank guarantee issued• Loans disbursed

Disclosure of Affiliated/Related Parties		
Related Parties	Nature of Relationship	Nature of the Transaction
PT Bahana Pembinaan Usaha Indonesia (Persero)	Control through the Government of the Republic of Indonesia	<ul style="list-style-type: none">• Securities owned• Securities issued• Bank guarantee issued• Loans disbursed
PT Bank Mandiri (Persero) Tbk	Control through the Government of the Republic of Indonesia	<ul style="list-style-type: none">• Subordinated Securities• Securities owned• Securities issued• Bank guarantee issued• Current accounts with other banks• Acceptances Payable• Derivative Liabilities• Placements with other Banks• Loans received• Acceptance Bills• Derivative Claims• Export bills and other bills
PT Bank Rakyat Indonesia (Persero) Tbk	Control through the Government of the Republic of Indonesia	<ul style="list-style-type: none">• Securities purchased under agreements to resell• Securities owned• Securities issued• Unused loan facilities• Bank guarantee issued• Current accounts with other banks• Acceptances Payable• Derivative Liabilities• Placements with other Banks• Loans granted• Acceptance Bills• Derivative Claims• Export bills and other bills
PT Bank Tabungan Negara (Persero) Tbk	Control through the Government of the Republic of Indonesia	<ul style="list-style-type: none">• Securities owned• Acceptances Payable• Acceptance Bills
PT Bank Tabungan Negara (Persero) Tbk	Control through the Government of the Republic of Indonesia	<ul style="list-style-type: none">• Current accounts with other banks• Placements with other Banks
PT Barata Indonesia (Persero)	Control through the Government of the Republic of Indonesia	<ul style="list-style-type: none">• Bank guarantee issued• Acceptances Payable• Loans disbursed
PT Bina Karya (Persero)	Control through the Government of the Republic of Indonesia	Bank guarantee issued
PT Bio Farma (Persero)	Control through the Government of the Republic of Indonesia	<ul style="list-style-type: none">• Securities owned• Bank guarantee issued• Letters of Credit• Loans disbursed
PT Biro Klasifikasi Indonesia (Persero)	Control through the Government of the Republic of Indonesia	Bank guarantee issued
PT Boma Bisma Indra (Persero)	Control through the Government of the Republic of Indonesia	Letter of Credit
		Acceptance Bills
PT Brantas Abipraya	Control through the Government of the Republic of Indonesia	Loans disbursed
PT Brantas Abipraya (Persero)	Control through the Government of the Republic of Indonesia	<ul style="list-style-type: none">• Unused loan facilities• Bank guarantee issued• Letters of Credit• Acceptance Bills• Export bills and other bills
PT Danareksa (Persero)	Control through the Government of the Republic of Indonesia	<ul style="list-style-type: none">• Securities owned• Unused loan facilities• Bank guarantee issued• Letters of Credit• Acceptances Payable• Loans disbursed• Acceptance Bills• Export bills and other bills
PT Djakarta Lloyd (Persero)	Control through the Government of the Republic of Indonesia	Bank guarantee issued
PT Dok dan Perkapalan Surabaya (Persero)	Control through the Government of the Republic of Indonesia	Bank guarantee issued
PT Fintek Karya Nusantara	Control through the Government of the Republic of Indonesia	Investments in Associated Entities & Equity Investments

Disclosure of Affiliated/Related Parties

Related Parties	Nature of Relationship	Nature of the Transaction
PT Garuda Indonesia (Persero)	Control through the Government of the Republic of Indonesia	<ul style="list-style-type: none"> Bank guarantee issued Loans disbursed
PT Garuda Indonesia (Persero) Tbk	Control through the Government of the Republic of Indonesia	Acceptance Bill
PT Hutama Karya (Persero)	Control through the Government of the Republic of Indonesia	<ul style="list-style-type: none"> Securities owned Unused loan facilities Bank guarantee issued Letters of Credit Loans disbursed Acceptance Bills Export bills and other bills
PT Indah Karya (Persero)	Control through the Government of the Republic of Indonesia	Bank guarantee issued
PT Indofarma (Persero) Tbk	Control through the Government of the Republic of Indonesia	Acceptance Bills
PT Indonesia Asahan Aluminium (Persero)	Control through the Government of the Republic of Indonesia	<ul style="list-style-type: none"> Securities owned Securities issued Bank guarantee issued Letters of Credit Acceptances Payable Loans disbursed
PT Indra Karya (Persero)	Control through the Government of the Republic of Indonesia	Bank guarantee issued
PT Industri Kereta Api (Persero)	Control through the Government of the Republic of Indonesia	<ul style="list-style-type: none"> Bank guarantee issued Letters of Credit Loans disbursed Acceptance Bills
PT Jasa Marga (Persero) Tbk	Control through the Government of the Republic of Indonesia	<ul style="list-style-type: none"> Securities owned Loans disbursed
PT Kereta Api Indonesia (Persero)	Control through the Government of the Republic of Indonesia	<ul style="list-style-type: none"> Securities owned Bank guarantee issued Letters of Credit Loans disbursed
PT Krakatau Steel (Persero)	Control through the Government of the Republic of Indonesia	<ul style="list-style-type: none"> Unused loan facilities Bank guarantee issued Letters of Credit Loans disbursed Acceptance Bills Export bills and other bills
PT Len Industri (Persero)	Control through the Government of the Republic of Indonesia	<ul style="list-style-type: none"> Unused loan facilities Bank guarantee issued Letters of Credit Acceptances Payable Loans disbursed Acceptance Bills
PT Pelabuhan Indonesia (Persero)	Control through the Government of the Republic of Indonesia	<ul style="list-style-type: none"> Securities owned Bank guarantee issued Loans disbursed
PT Pelayaran Nasional Indonesia (Persero)	Control through the Government of the Republic of Indonesia	<ul style="list-style-type: none"> Unused loan facilities Bank guarantee issued Letters of Credit
PT Pembangunan Perumahan (Persero) Tbk	Control through the Government of the Republic of Indonesia	<ul style="list-style-type: none"> Securities owned Unused loan facilities Bank guarantee issued Letters of Credit Acceptance Bills
PT Pengembangan Pariwisata Indonesia (Persero)	Control through the Government of the Republic of Indonesia	Unused loan facilities
PT Perkebunan Nusantara III (Persero)	Control through the Government of the Republic of Indonesia	<ul style="list-style-type: none"> Letters of Credit Loans disbursed

Disclosure of Affiliated/Related Parties

Related Parties	Nature of Relationship	Nature of the Transaction
PT Pertamina (Persero)	Control through the Government of the Republic of Indonesia	<ul style="list-style-type: none"> Securities owned Securities issued Bank guarantee issued Letters of Credit Derivative Liabilities Loans disbursed Acceptance Bills Derivative Claims
PT PLN (Persero)	Control through the Government of the Republic of Indonesia	<ul style="list-style-type: none"> Securities owned Unused loan facilities Bank guarantee issued Letters of Credit Derivative Liabilities Loans disbursed Derivative Claims
PT Pos Indonesia (Persero)	Control through the Government of the Republic of Indonesia	<ul style="list-style-type: none"> Bank guarantee issued Loans disbursed
PT Pupuk Indonesia Holding Company (Persero)	Control through the Government of the Republic of Indonesia	<ul style="list-style-type: none"> Securities owned Unused loan facilities Bank guarantee issued Letters of Credit Loans disbursed Acceptance Bills
PT Rajawali Nusantara Indonesia (Persero)	Control through the Government of the Republic of Indonesia	<ul style="list-style-type: none"> Unused loan facilities Bank guarantee issued Letters of Credit Loans disbursed Acceptance Bills
PT Reasuransi Indonesia Utama (Persero)	Control through the Government of the Republic of Indonesia	Securities issued
PT Semen Indonesia (Persero) Tbk	Control through the Government of the Republic of Indonesia	<ul style="list-style-type: none"> Securities owned Unused loan facilities Bank guarantee issued Letters of Credit Acceptances Payable Loans disbursed Acceptance Bills Export bills and other bills
PT Telkom Indonesia (Persero) Tbk	Control through the Government of the Republic of Indonesia	<ul style="list-style-type: none"> Securities owned Unused loan facilities Bank guarantee issued Loans disbursed Acceptance Bills Export bills and other bills
PT Virama Karya (Persero)	Control through the Government of the Republic of Indonesia	<ul style="list-style-type: none"> Unused loan facilities Bank guarantee issued
PT Waskita Karya (Persero) Tbk	Control through the Government of the Republic of Indonesia	<ul style="list-style-type: none"> Securities owned Unused loan facilities Bank guarantee issued Loans disbursed
PT Wijaya Karya (Persero) Tbk	Control through the Government of the Republic of Indonesia	<ul style="list-style-type: none"> Securities owned Unused loan facilities Bank guarantee issued Letters of Credit Loans disbursed Acceptance Bills Export bills and other bills
PT Yodya Karya (Persero)	Control through the Government of the Republic of Indonesia	Bank guarantees issued
PT Bank Syariah Indonesia	Control through the Government of the Republic of Indonesia	Investments in Associated Entities & Equity Investments

The balances and transactions of each BNI affiliated/related party can be seen in the Consolidated Financial Statements as of December 31, 2022 note No. 46 Transactions with Related Parties as an integral document of this annual report.

Realization of Related Parties Balances and Transactions

Realization of related party balances and transactions on BNI's financial performance can be seen as follows.

Realization of Related Parties Balances and Transactions in the 2021 and 2022 Fiscal Year Period						
Related Party Balances in Assets	2022 Rp- billion	2021 Rp- billion	Percentage of Total Assets		Increase (Decrease)	
			2022 %	2021 %	Nominal Rp-billion	Percentage %
Current Accounts With Other Banks	114	1.560	0,0	0,2	(1.446)	(92,7)
Placements With Other Banks and Bank Indonesia	705	694	0,1	0,1	11	1,6
Marketable Securities	7.796	5.916	0,8	0,6	1.880	31,8
Securities Purchased Under Resale Agreements	-	934	-	0,1	(934)	(100,0)
Government Bonds	118.805	111.401	11,5	11,5	7.404	6,6
Export Bills and Other Receivables	10.326	10.096	1,0	1,0	230	2,3
Acceptances Receivables	4.666	6.483	0,5	0,7	(1.817)	(28,0)
Derivative Receivables	4	30	0,0	0,0	(26)	(86,7)
Loans Disbursed	104.726	97.554	10,2	10,1	7.172	7,4
Equity Investment in Associates & Share Participation	10.521	9.390	1,0	1,0	1.131	12,0
Total Assets from Related Parties	257.663	244.058	25,0	25,3	13.605	5,6
Total Assets	1.029.837	964.838			64.999	6,7

The balance of assets from related parties increased by Rp13.6 trillion, or 5.6% compared to the previous year. The increase was dominated by an increase in the related party government bonds of Rp7.4 trillion.

Related Party Balances in Liabilities	2022 Rp- billion	2021 Rp- billion	Percentage of Total Liabilities		Increase (Decrease)	
			2022 %	2021 %	Nominal Rp-billion	Percentage %
Deposits from Customers	154,808	152,257	17,4	18,2	2,551	1,7
Deposits from other banks	3,190	1,269	0,4	0,2	1,921	151,4
Securities Issued	1,785	1,012	0,2	0,1	773	76,4
Borrowings	233	407	0,0	0,1	(174)	(42,8)
Subordinated Securities	28	28	0,0	0,0	-	-
Derivative Payables	118	12	0,0	0,0	106	883,3
Acceptances Payables	989	244	0,1	0,0	745	305,3
Total Liabilities from Related Parties	161,152	155,230	18,1	18,5	5,922	3,8
Total Liabilities	889,639	838,318			51,321	6,1

Total liabilities from related parties increased by Rp5.9 trillion, or 3.8% compared to the previous year. This increase was dominated by an increase in the balance of related parties in customer deposits of Rp2.6 trillion.

Company Policy Concerning Review Mechanism Transactions and Compliance with Related Regulations and Provisions

To protect the interests of shareholders and stakeholders, in carrying out its activities, the Company is subject to policy provisions in terms of the review mechanism for affiliated/related party transactions, which are guided by laws and regulations including PSAK, OJK Regulation No. 42/POJK.04/2020 concerning Affiliated Transactions, and Conflict of Interest Transactions ("POJK 42"), as well as OJK Regulation No. 32/POJK.03/2018 concerning Legal Lending Limits (BMPK) for Commercial Banks).

Based on POJK 42, Affiliated Transactions are defined as any activities and/or transactions carried out by a public company or a controlling company with Affiliates that are a public company or are Affiliated to members of the Board of Directors, members of the Board of Commissioners, the Majority and Controlling Shareholders, including all activities and/or transactions conducted by public companies or controlling companies for the benefit of affiliates of public companies or affiliates of members of the Board of Directors, and the Board of Commissioners, and the Majority and Controlling Shareholders.

POJK 42 regulates the procedural obligations for Public Companies including exceptions, in terms of carrying out Affiliated Transactions. In accordance with Article 8 and Article 9 POJK 42, Affiliated Transactions are business activities carried out to generate business income and are carried out routinely, repeatedly and/or continuously, should be disclosed in the Public Company's annual report or financial report, as disclosed above.

Apart from Affiliated Transactions that are carried out to generate operating income and are carried out routinely, repeatedly and/or continuously, in 2022, the Company recorded 1 (one) Affiliated Transaction which was carried out by taking into account POJK 42, namely BNI Affiliated Transactions with subsidiary, PT BNI Sekuritas, with the object of the transaction to appoint PT BNI Sekuritas to act as Lead Advisor in the Sales Transaction of the Troubled Credit Asset Portfolio. This transaction also took into account OJK Regulation No.40/POJK.03/2019 concerning Asset Quality Assessment for Commercial Banks, as well as other applicable regulations.

Prohibitions, Restrictions and/or Significant Barriers to Transferring Funds between Banks and Other Entities in One Business Group

Total Bank Funds Provided to Related Parties up to December 2022	
Description	Value (Rp-Billion)
Total Bank Funds Provided to Related Parties	419
Capital	131,336
LLL (10% of Capital)	13.134
Over (Under) LLL	(12,715)

Types of Provision of Funds to Related Parties up to December 2021		
Related Parties	Type Of Provision Of Funds	Provision of Funds (Rp-Billion)
PT Bank Syariah Indonesia (Tbk)	Acceptance Bill, Documentary Facilities	22
BNI Multi Finance	Loans, Corporate Cards, GB	294
BNI Life Insurance	Corporate Card, GB	5
BNI Sekuritas	Corporate Card, GB	0
Bank Mayora	Bank Guarantees	0
Perseorangan	Consumer Loans and Credit Cards	98
Total Provision of Funds to Related Parties		419
Capital		131,336
LLL (10% of Capital)		13.134
Over (Under) LLL		(12,715)

The agreement between BNI and BNI Sekuritas for this Affiliated Transaction was signed on February 25, 2022 with a value of Rp65 billion. To determine the fair value of the object of this Affiliated Transaction, BNI appointed the Public Appraiser Service Office (KJPP) Iwan Bachron & Partners. From the assessment carried out, KJPP Iwan Bachron & Partners gave a "fair" opinion on this transaction, and this transaction has no potential to disrupt BNI's business continuity.

This Affiliated Transaction has been disclosed by BNI through the Issuer's or Public Company's Electronic Reporting System (SPE-IDX Net). To avoid doubts, after careful examination and supported by a transaction fairness report prepared by KJPP Iwan Bachron & Partners in connection with the fulfillment of POJK No. 42/2020, then:

1. The Board of Directors and Board of Commissioners stated that this transaction was an Affiliated Transaction and does not contain a conflict of interest;
2. The Board of Directors and Board of Commissioners states that all material information had been disclosed in the Disclosure of Information submitted through SPE-IDX Net, and the information was not misleading; and
3. The Board of Directors declared that this Affiliated Transaction has passed through adequate procedures, and ensured that the Affiliated Transaction was carried out in accordance with generally accepted business practices.

CHANGES TO LEGAL REGULATIONS THAT SIGNIFICANTLY IMPACTED THE BANKS

Law no. 27 of 2022 concerning Personal Data Protection

Explanation of Applicable Regulations and/or Legislation	:	<ul style="list-style-type: none">Protection of Personal Data involves the overall effort taken to protect Personal Data in the process of processing Personal Data to guarantee the constitutional matters of personal data subjects.Principles for protecting Personal Data, include:<ul style="list-style-type: none">Limited and specificPurposeSubject RightsAccuracyProtectionInformationDeletionResponsibilityBasic processing of Personal Data, include:<ul style="list-style-type: none">Explicit valid consent;Fulfillment of agreement obligations;Fulfillment of controller legal obligations;Fulfillment of the protection of the subject's vital interests;Implementation of duties in the context of public interest, public services or exercise of controlling authority based on statutory regulations; and/orFulfillment of other legitimate interests.
Impact on BNI	:	BNI has been guided by the provisions as stipulated in Law No. 27 of 2022 concerning Personal Data Protection.

Minister of SOEs Regulation No.PER-5/MBU/09/2022 Concerning the Implementation of Risk Management in SOEs

Explanation of Applicable Regulations and/or Legislation	:	<ul style="list-style-type: none">SOEs must implement effective Risk Management.In the context of implementing Risk Management, SOEs are grouped based on:<ul style="list-style-type: none">SOEcategory (Conglomerate SOE and Individual SOE)SOE Risk classification is based on the Risk Intensity of each SOERisk management organs for Risk Management consist of:<ul style="list-style-type: none">Board of Commissioners;Board of Directors;Audit Committee;Risk Monitoring Committee;Integrated Governance Committee;Director in charge of risk management;Director in charge of financial management; andSPIRisk Management Policy at least contains:<ul style="list-style-type: none">Determination of Risk in accordance with the Risk Taxonomy;Determination of Integrated Risk strategy from Subsidiaries to Parent SOEs;Determination of the use of risk management measurement methods and information systems;Determination of limits and determination of Risk tolerance;Preparation of contingency plans in the worst case scenario; andOther matters determined by the Minister.The Board of Directors must prepare and submit a Risk Management report consisting of:<ul style="list-style-type: none">Report on the Risk Management implementation;Internal Audit Report; andIntegrated Governance Report <p>which are reported as one unit in quarterly periodic reports and annual reports on the performance of SOEs, as set forth in separate chapters and signed by all Directors and all Dekoms.</p>
Impact on BNI	:	BNI has been guided by the provisions as stipulated in the Minister of SOEs Regulation No.PER-5/MBU/09/2022 Concerning the Implementation of Risk Management in SOEs.

POJK No. 1/POJK.03/2022 concerning Financial Services without Offices in the Context of Inclusive Finance

Explanation of Applicable Regulations and/or Legislation	:	Adjustments to the scope of Laku Pandai agent services based on the classification of Laku Pandai agents as follows: <ul style="list-style-type: none">Laku Pandai agents with class A provide transaction services related to BSA, and can provide services:<ul style="list-style-type: none">Transactions related to electronic money products and digital financial services; and/orTransactions related to microinsurance products.Laku Pandai agents with classification B provide the same services as Laku Pandai agents with classification A, and can provide services:<ul style="list-style-type: none">Transactions related to lending or microfinance; and/orTransactions related to savings other than BSA, except opening and closing accounts.Agents with classification C provide services as Laku Pandai agents with classification B, and can provide transaction services related to other financial products.
Impact on BNI	:	BNI has adjusted internal provisions concerning changes in the classification of Laku Pandai agents.

POJK No. 6/POJK.07/2022 concerning Consumer and Community Protection in the Financial Services Sector

Explanation of Applicable Regulations and/or Legislation	:	<ul style="list-style-type: none">Regulatory approach to the product and or service life cycle that regulates efforts to protect consumers and the public from the design and testing of products and or services.Strengthening the principles of consumer and public protection, namely:<ul style="list-style-type: none">Adequate education;Information openness and transparency;Fair treatment and responsible business conduct;Protection of Consumer assets, privacy and data; andEffective and efficient complaint handling and dispute resolution.Strengthening support for consumers and/or people with disabilities and the elderly, as well as increasing the protection of consumer data and information as regulated in the Service Delivery section for the Use of Products and Services.Obligation to establish a unit or function to implement consumer and public protection provisions
Impact on BNI	:	BNI has made adjustments to agreements, established units/functions to implement consumer protection provisions, and implemented consumer protection principles in all banking product and service activities.

POJK No. 11/POJK.03/2022 concerning Implementation of Information Technology by Commercial Banks

Explanation of Applicable Regulations and/or Legislation	:	<ul style="list-style-type: none">Explanation of the Applicable Regulations and/or LegislationBanks are required to implement good IT governance for its IT implementation.Banks are required to implement the principles of personal data protection when processing personal data.Banks are required to conduct self-assessment of the Bank's digital maturity level on a regular basis, at least 1 (one) time in 1 (one) year.Banks are required to submit IT Strategic Plans and Development Plans (no later than the end of November the year before the initial period of IT strategic plans begins), current conditions of IT implementation (no later than 15 working days after the end of the reporting period), as well as IT incident reports (early notifications no later than no later than 24 hours after the incident is known and incident reports no later than 5 working days after the incident is known) that has the potential and/or has resulted in significant losses and/or disrupted the smooth operation of the Bank.
Impact on BNI	:	BNI has made policy adjustments, submitted reports, and adjusted PKS concerning the use of IT service providers as stipulated in POJK No. 11/POJK.03/2022 Concerning the Implementation of Information Technology by Commercial Banks.

POJK No. 22 of 2022 concerning Equity Participation Activities by Commercial Banks

Explanation of Applicable Regulations and/or Legislation	:	<ul style="list-style-type: none">Bank's are obliged to apply effective risk management in Equity Participation and Temporary Equity Participation activities.Prohibition for Banks carrying out conventional business activities to carry out Equity Participation other than companies engaged in the financial sector.Coverage of companies engaged in the financial sector, namely:<ul style="list-style-type: none">a. Companies in the form of financial service institutions;b. Companies that utilize the use of information technology to produce financial products as their main business; and/orc. Loan information management institution.Equity participation can be made directly through the capital market. Then, capital participation is only made for long-term investments, not for buying and selling shares.The limit on the total amount of Equity Participation portfolio by Banks, is a maximum of 35% (thirty five percent) of the Bank's capital.
Impact on BNI	:	BNI has been guided the provisions as stipulated in POJK No. 22 of 2022 concerning Equity Participation Activities by Commercial Banks.

POJK No. 24 of 2022 concerning Development of the Quality of Human Resources for Commercial Banks

Explanation of Applicable Regulations and/or Legislation	:	<ul style="list-style-type: none">Banks are required to manage HC and develop the quality of their HC in a sustainable manner.Banks are required to provide funds for developing the quality of HC (in support of increasing HC work competencies) for each fiscal year. The nominal provision of funds for developing the quality of HC must be provided by the Bank for each fiscal year should be at least 3.5% (three point five percent) of the the previous year's total gross salary expense.Banks are required to realize the provision of funds for HC quality development for each financial year of at least 3.5% (three point five percent) of the previous year's total gross salary expense.Banks are required to have internal systems and/or procedures to monitor the realization of HC quality development in a sustainable manner.Banks are required to carry out monitoring to ensure that HC have certificates in the field of Work Competency Certification in the banking sector and participate in competency development programs on a regular basis as well as monitors HC participating in HC quality development programs.
Impact on BNI	:	BNI has provided funds for developing the quality of HC and monitors the development of its HC quality.

SEOJK No. 28/SEOJK.03/2022 Concerning Risk Management Certification for Commercial Bank Human Resources

Explanation of Applicable Regulations and/or Legislation	:	<ul style="list-style-type: none">To support the effective risk management at the Bank, ownership of the Risk Management Certificate is assigned to the Bank's HC.Risk Management Certification for Bank HC is held by LSPs in the banking sector registered with OJK, adjusted to the SKKNI and KKNII in the field of banking risk management.The validity period of the Risk Management Certificate is for a period of 3 (three) years from the date of issuance, and can be extended. The validity period for the extension of the Risk Management Certificate is 3 (three) years after the expiry date of the previous Risk Management Certificate.To maintain the competency of the holder or owner of the Risk Management Certificate in the Bank's risk management field, a Risk Management Certification refreshment program is carried out. The maintenance program can be used to extend the validity period of the Risk Management Certificate, as long as it meets the criteria.
Impact on BNI	:	BNI is guided by the provisions as stipulated in SEOJK No. 28/ SEOJK.03/2022 Concerning Risk Management Certification for Commercial Bank Human Resources.

PBI No. 24/3/PBI/2022 concerning Amendment to PBI No. 23/13/PBI/2021 concerning the Ratio of Macroprudential Inclusive Financing for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units

Explanation of Applicable Regulations and/or Legislation	:	<ul style="list-style-type: none">Compliance with RPIM is calculated by comparing the results of the reduced scores for Inclusive financing and the SDPI for total loans.The obligation to fulfill RPIM is carried out on the position at the end of December and for the first time for the position in December 2022.Determination of RPIM targets in the Bank's Business Plan (RBB) based on the results of the Bank's self-assessment according to expertise and business model.The RPIM target is the amount of the RPIM fulfillment obligation submitted to BI, determined to be increased compared to the RPIM position at the end of December the previous year. In the event that the RPIM position at the end of December of the previous year is 30% or more, the amount of the obligation to fulfill the RPIM is determined to be at least equal to the fulfillment of the RPIM position at the end of December of the previous year.
Impact on BNI	:	BNI has set the RPIM target in the RBB and submitted it to BI according to a predetermined time.

PBI No. 24/4/PBI/2022, as the Fourth Amendment to PBI No. 20/3/PBI/2018 concerning Statutory Reserves in Rupiah and Foreign Currency for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units (PBI GWM)

Explanation of Applicable Regulations and/or Legislation	:	<ul style="list-style-type: none">Regulates that relaxation of the obligation to fulfill GWM in rupiah can be given to BUK, BUS, and UUS for fulfilling GWM in rupiah on a daily basis and/or on an average basis based on Bank Indonesia's macroprudential policy considerations.Arrangements concerning the easing of the obligation to fulfill GWM in rupiah for macroprudential policies are carried out in accordance with a separate Bank Indonesia Regulation concerning incentives for banks that provide funds for certain and inclusive economic activities.
Impact on BNI	:	BNI has made adjustments to internal provisions and is guided by the provisions stipulated in the PBI GWM.

PBI No. 24/5/PBI/2022 concerning Incentives for Banks Providing Provision of Funds for Certain and Inclusive Economic Activities

Explanation of Applicable Regulations and/or Legislation	:	<ul style="list-style-type: none">Bank Indonesia provides incentives for Conventional Commercial Banks, Sharia Commercial Banks and Sharia Business Units that provide funds for certain and inclusive economic activities. The incentives provided are in the form of easing the obligation to fulfill GWM in rupiah that must be met on an average basis.Provision of funds by the Bank for certain and inclusive economic activities include:<ul style="list-style-type: none">a. Providing loans or financing in priority sectors;b. Achievement of Macroprudential Inclusive Financing Ratio (RPIM); and/orc. Other financing determined by Bank Indonesia.The period for granting incentives is valid from March 1, 2022 to December 31, 2024.Criteria for granting incentives:<ul style="list-style-type: none">a. Incentives for granting loan or financing to priority sectors. Banks provide loans or financing to priority sectors and achieve an average growth rate of loans or financing to priority sectors of at least 1% (one percent).b. Incentives for achieving RPIM. Banks meet the RPIM target of at least the target stated in the bank's business plan and achieve a RPIM value of at least 10% (ten percent).
Impact on BNI	:	BNI is guided by the provisions as stipulated in PBI No. 24/5/PBI/2022 concerning Incentives for Banks Providing Provision of Funds for Certain and Inclusive Economic Activities.

PBI No. 24/7/PBI/2022 concerning Transactions in the Foreign Exchange Market

Explanation of Applicable Regulations and/or Legislation	:	<ul style="list-style-type: none">Types of transactions, namely cash transactions (tod, tom, spot) and exchange rate derivative transactions or hedging transactions based on sharia principles.For transactions made above a certain amount (USD 100,000.00), the customer is required to submit Underlying Transaction Documents (can be final or estimated).Transaction restrictions, include a ban on rupiah transfers overseas, a ban on non-deliverable forward foreign exchange transactions against rupiah overseas, and providing overdrafts, loans, and/or financing in rupiahs or foreign currencies to non-residents.. In addition, the limit for rupiah transfers to non-resident accounts at domestic banks is set at the equivalent of USD1,000,000.00 (without underlying documents).Transaction agents, include:<ul style="list-style-type: none">Transaction agents and Supporting Institutions in the Money Market (LPPU) in the Foreign Exchange Market as follows:<ul style="list-style-type: none">Transaction agents include: Residents and Non-Residents.LPPU in the Foreign Exchange Market includes: brokerage companies and electronic trading platform (ETP) providers.Use of investor identity in conducting transactions with certain underlying transactions.The obligation of the bank in administering the underlying document.
Impact on BNI	:	BNI has made adjustments to internal provisions and is guided by the provisions stipulated in PBI No. 24/7/PBI/2022 concerning Transactions in the Foreign Exchange Market.

PBI No. 24/16/PBI/2022, as the Fourth Amendment to PBI No. 20/4/PBI/2018 concerning Macroprudential Intermediation Ratio and Macroprudential Liquidity Buffer for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units

Explanation of Applicable Regulations and/or Legislation	:	<ul style="list-style-type: none">BI can provide easing in the form of changes to RIM Targets or Sharia RIM Targets.The provision of easing in the form of changes to RIM Targets or Sharia RIM Targets is carried out at the request of the Bank to BI.
Impact on BNI	:	BNI has calculated RIM and adjusted internal regulations based on PBI No. 24/16/PBI/2022 concerning the Fourth Amendment to PBI No. 20/4/PBI/2018 concerning Macroprudential Intermediation Ratio and Macroprudential Liquidity Buffer for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units.

PBI No. 24/18/PBI/2022, as the Second Amendment to PBI No. 21/14/PBI/2019 concerning Export Proceeds and Import Payments

Explanation of Applicable Regulations and/or Legislation	:	<ul style="list-style-type: none">Expansion of fund placement instruments originating from Reksus DHE SDA. SDA exporters can place funds from Reksus DHE SDA not only into DHE SDA deposits in accordance with statutory provisions, but also into Forex Monetary Operation (OM) instruments at Bank Indonesia through banks that meet the requirements stipulated by Bank Indonesia.Providing incentives for placement of DHE SDA in OM Valas instruments. The incentives given in relation to placement of funds from Reksus DHE SDA into said OM Forex instruments are in the form of exclusion of the said funds from the Third Party Fund component used in the calculation:<ul style="list-style-type: none">Statutory Reserves in Foreign Currency;Macroprudential Intermediation Ratio; andc. Sharia Macroprudential Intermediation Ratio.
Impact on BNI	:	BNI telah mempedomani ketentuan sebagaimana diatur pada PBI No. 24/18/PBI/2022 tentang Perubahan Kedua atas PBI No. 21/14/PBI/2019 tentang Devisa Hasil Ekspor dan Devisa Pembayaran Impor.

PADG No. 24/1/PADG/2022 dated 25 February 2022, as the Second Amendment to PADG No. 21/18/PADG/2019 concerning Implementation of the National Standard Quick Response Code for Payments

Explanation of Applicable Regulations and/or Legislation	:	<ul style="list-style-type: none">The nominal amount of a QRIS Transaction, which was previously set at Rp5,000,000.00 (five million Rupiah), has been adjusted to a maximum of Rp10,000,000.00 (ten million Rupiah) per transaction.Issuers can set daily and/or monthly cumulative nominal limits for QRIS Transactions carried out by each QRIS User taking into account Issuer's risk management and provisions of laws and regulations
Impact on BNI	:	BNI has changed the QRIS transaction nominal to a maximum of Rp10,000,000.00 (ten million Rupiah) per transaction.

PADG No. 24/6/PADG/2022 concerning Regulations for Implementing Macroprudential Inclusive Financing Ratios for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units

Explanation of Applicable Regulations and/or Legislation	:	<ul style="list-style-type: none">The Macroprudential Inclusive Financing Ratio (RPIM) is a ratio that describes the Bank's Inclusive Financing portion in accordance with the provisions of Bank Indonesia Regulations. Banks are required to fulfill the RPIM for positions at the end of December, the first time for positions in December 2022.The Bank sets the RPIM target in the RBB based on the results of the Bank's self-assessment in accordance with the expertise and business model. In the event that the Bank makes adjustments to the amount of RPIM fulfillment obligations, the Bank must make changes to the RPIM targets included in the RBB changes.It is determined that the amount of the RPIM fulfillment obligation must increase compared to the Bank's RPIM position at the end of December the previous year. In the event that the Bank's RPIM at the end of December position of the previous year is 30% or more, the amount of the obligation to fulfill the RPIM is determined to be at least equal to the fulfillment of the RPIM at the end of December of the previous year.RPIM calculation formula:<div>$= \frac{\text{Pembiayaan Inklusif} - \text{SDPI}}{\text{Total Kredit atau Pembiayaan}} \times 100\%$</div>
		RPIM
Impact on BNI	:	BNI has set the RPIM target in the RBB and submitted it to BI according at a predetermined time.

PADG No. 24/7/PADG/2022 concerning Implementation of Payment Systems by Payment Service Providers and Payment System Infrastructure Providers

Explanation of Applicable Regulations and/or Legislation	:	<ul style="list-style-type: none">So long as the approval process for activity development, product development and/or cooperation is still in progress, PJP or PIP can test the readiness of implementing activity development, product development and/or cooperation with the following provisions:<ul style="list-style-type: none">Trials are carried out on Service Users and limited area coverage for a certain period of time based on BI approval; andSubmitting a report to BI regarding the implementation plan and termination of the trial consisting of:<ul style="list-style-type: none">The trial implementation plan report shall be submitted to BI no later than 30 (thirty) calendar days prior to the trial implementation; andII. The termination report and the results of the trial implementation are submitted to BI no later than 10 (ten) calendar days after the trial date ends.The format of the annual report submitted offline at least includes:<ul style="list-style-type: none">Payment System annual report; andManagement reports and results of supervision of the board of commissioners.
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Impact on BNI	:	BNI is guided by the provisions as stipulated in PADG No. 24/7/PADG/2022 concerning Implementation of Payment Systems by Payment Service Providers and Payment System Infrastructure Providers.
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PADG No. 24/8/PADG/2022 concerning Regulations for Compliance with Statutory Reserves in Rupiah and Foreign Currencies for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units

Explanation of Applicable Regulations and/or Legislation	:	<ul style="list-style-type: none">Minimum Rupiah GWM requirement for BUK, which was originally 6.0%, increased to:<ul style="list-style-type: none">a. 7.5% from July 1, 2022 andb. 9.0% starting September 1, 2022.The minimum requirement for GWM in Rupiah for BUS and UUS, which was originally 4.5%, increased to:<ul style="list-style-type: none">a. 6.0% from July 1, 2022 andb. 7.5% starting September 1, 2022.Providing a remuneration of 1.5% for meeting GWM obligations after taking into account incentives for banks in channeling lending/financing to priority sectors and MSMEs and/or meeting the Macroprudential Inclusive Financing Ratio (RPIM) target.
Impact on BNI	:	BNI is guided by the provisions as stipulated in PADG No. 24/8/PADG/2022 concerning Regulations for Implementing Statutory Reserves in Rupiah and Foreign Currencies for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units.

PADG No. 24/9/PADG/2022 concerning Application of the Market Code of Ethics and Implementation of Treasury Certification

Explanation of Applicable Regulations and/or Legislation	:	<ul style="list-style-type: none">Transaction agents in the Money Market must have internal procedures to ensure Directors and Employees understand and apply the Market Code of Ethics and submit it to BI prior to conducting Treasury Activities.Transaction agents in the Money Market must ensure that Directors and Employees become members of the treasury professional association.Money Market Transaction Agents must ensure that Directors and Employees have Treasury Certificates according to the level determined by BI that must be fulfilled when effectively when occupying positions.
Impact on BNI	:	BNI has made adjustments to internal provisions and is guided by the provisions stipulated in PADG No. 24/9/PADG/2022 concerning Application of the Market Code of Ethics and Implementation of Treasury Certification.

PADG No. 24/10/P ADG/2022 concerning Regulations for Conducting Transactions in the Foreign Exchange Market

Explanation of Applicable Regulations and/or Legislation	:	<ul style="list-style-type: none">Types of transactions, namely cash transactions (tod, tom, spot) and exchange rate derivative transactions or hedging transactions based on sharia principles.For transactions made above a certain amount (USD 100,000.00), the customer is required to submit an Underlying Document Transactions (can be final or forecast).Limitations on transactions, including prohibition on transfers of rupiah to foreign countries, prohibition on non-deliverable forward foreign exchange transactions against rupiah abroad, and providing overdrafts, loans and/or financing in rupiah or foreign currency to non-residents. In addition, the limit for rupiah transfers to non-resident accounts at domestic banks is set at the equivalent of USD1,000,000.00 (without underlying documents).
Impact on BNI	:	BNI has made adjustments to internal provisions and is guided by the provisions stipulated in PADG No. 24/10/P ADG/2022 concerning Regulations for Conducting Transactions in the Foreign Exchange Market.

PADG No. 24/12/PADG/2022 concerning Amendment to PADG No. 24/4/PADG/2022 concerning Regulations for Implementation of Incentives for Banks Providing Provision of Funds for Certain and Inclusive Economic Activities

Explanation of Applicable Regulations and/or Legislation	:	<ul style="list-style-type: none">Expansion of priority sub-sectors into 46 (forty six) sub-sectors divided into 3 (three) groups, namely:<ul style="list-style-type: none">c. Priority sector groups that are resilient to economic pressures;d. Priority sector groups that are drivers of economic growth; ande. Priority sector groups that support economic recovery.Adjustment of criteria for Banks to obtain incentives for providing Loans or Financing to priority sectors, as follows:<ul style="list-style-type: none">a. Providing Loans or Financing to priority sectors; andb. Achieving an average value of Loans or Financing growth for 1 (one) or more priority sector groups of at least 1% (one percent).Increasing the amount of incentives to a maximum of 2% (one percent) with details:<ul style="list-style-type: none">a. The maximum amount of incentives originating from the provision of Loans or Financing to priority sectors is 1.5% (one point five percent); andb. The amount of incentive that comes from achieving the highest RPIM is 0.5% (zero point five percent).
Impact on BNI	:	BNI is guided by the provisions as stipulated in PADG No. 24/12/PADG/2022 concerning Amendments to PADG No. 24/4/PADG/2022 concerning Regulations for Implementation of Incentives for Banks Providing Provision of Funds for Certain and Inclusive Economic Activities.

PADG No. 24/14/PADG/2022, as the Fifth Amendment to PADG No. 21/22/PADG/2019 concerning Macroprudential Intermediation Ratio and Macroprudential Liquidity Buffer for Conventional Commercial Banks, Islamic Commercial Banks, and Islamic Business Units

Explanation of Applicable Regulations and/or Legislation	:	<ul style="list-style-type: none">BI can provide easing in the form of changes to RIM Targets or Sharia RIM Targets.The provision of easing in the form of changes to RIM Targets or Sharia RIM Targets is carried out at the request of the Bank to BI.Data sources in the form of online reports for calculations of RIM or Sharia RIM, Current Accounts RIM or Sharia RIM Current Accounts, and PLM or Sharia PLM are sourced from integrated commercial bank reports.In calculating RIM or Sharia RIM, in addition to lending data or financing and third party funds (TPF) from domestic branch offices, lending data or financing and TPF from foreign branch offices are also taken into account.
Impact on BNI	:	BNI has carried out RIM calculations and adjusted internal regulations based on PADG No. 24/14/PADG/2022 concerning the Fifth Amendment to PADG No. 21/22/PADG/2019 concerning Macroprudential Intermediation Ratio and Macroprudential Liquidity Buffer for Conventional Commercial Banks, Islamic Commercial Banks, and Islamic Business Units.

PADG No. 24/17/PADG/2022, as the Third Amendment to PADG No. 22/22/PADG/2020 concerning Open Market Operation Instruments

Explanation of Applicable Regulations and/or Legislation	:	<ul style="list-style-type: none">Conventional OPT Term Deposit transactions in foreign currency can be carried out using a non-auction mechanism through an automated auction system for monetary operations in foreign exchange and/or other be determined by BI where in the previous provisions it was only with an auction mechanism.Conventional OMO Term Deposit Transactions in foreign currencies carried out using a non-auction mechanism cannot be carried out for early redemption either in whole or in part, and can be extended (rollover).
Impact on BNI	:	BNI is guided bythe provisions as stipulated in PADG No. 24/17/PADG/2022 concerning the Third Amendment to PADG No. 22/22/PADG/2020 concerning Open Market Operation Instruments.

PADG No. 24/19/PADG/2022, as the Second Amendment to PADG No. 22/3/PADG/2020 concerning Implementation of Competency Standardization in the Field of Payment Systems and Rupiah Currency Management

Explanation of Applicable Regulations and/or Legislation	: <ul style="list-style-type: none">Changing the term supporting documents needed by private LPK SPPUR in an application to become LPK SPPUR recognized by Bank Indonesia from originally “permit” to “licence document” bearing in mind that there was a change in documents received by private LPK SPPUR as proof of approval for the permit to establish an LPK or an addition to the scope .Changing the deadline for fulfilling LPK SPPUR accreditation obligations from one year to three years, given the relatively long period of time for the accreditation process, and following the provisions of the authorized institution.Adjustment of the reporting period for SK SPPUR certificate ownership by SPPUR industry players from semiannual to quarterly, to facilitate supervisors in monitoring the position of certificate SK SPPUR ownership by HC of the SPPUR agent.
Impact on BNI	: <p>BNI is guided by the provisions as stipulated in PADG No. 24/19/PADG/2022 concerning the Second Amendment to PADG No. 22/3/PADG/2020 concerning the Implementation of Competency Standardization in the Field Payment System and Rupiah Money Management.</p>

PADG No. 24/20/PADG/2022 concerning Report on Implementation of the Market Code of Ethics and Implementation of Treasury Certification

Explanation of Applicable Regulations and/or Legislation	: <ul style="list-style-type: none">Money Market Transaction Agents and LSPs (Reporters) have the obligation to prepare and submit reports to Bank Indonesia in a complete, accurate, current, intact and timely manner through the Bank Indonesia Reporting System. The reports submitted are information regarding the ownership and fulfillment of treasury certificates and reports regarding the implementation of the market code of ethics and are prepared in a uniform format and definition in accordance with the metadata stipulated by Bank Indonesia. To be able to submit a report, the reporter needs to appoint an officer and person in charge of the report marked as having a user.Report preparation refers to metadata consisting of guidelines for preparing reports and technical metadata in the form of data structures and validation rules published in the Bank Indonesia Reporting System.The reporter must have a reporting code when submitting reports to Bank Indonesia, obtained by submitting an application letter to Bank Indonesia.Reports submitted by the Reporters are in the form of:<ul style="list-style-type: none">c. List of Directors and Employees and Ownership of Treasury Certificates (for money market transaction actors); andd. List of Treasury Certificate Holders (for Professional Certification Institutions (LSP).Reports must be submitted annually by the Reporting Party no later than January 31 of the following year. In the event that January 31 falls on a Saturday, Sunday or a national holiday, the deadline for Report submission is the following working day unless otherwise stipulated by Bank Indonesia.Reports must be submitted online through the Bank Indonesia Reporting System.
Impact on BNI	: <p>BNI is guided by the provisions as stipulated in PADG No. 24/20/PADG/2022 concerning Report on the Implementation of the Market Code of Ethics and the Implementation of Treasury Certification.</p>

CHANGES IN ACCOUNTING POLICIES AND IMPACT ON THE BANK

Amendments to PSAK 1: Presentation of Financial Statements

Explanation of Applicable Regulations and/or Legislation	: <p>This PSAK 1 Annual Improvement adds paragraph 72B and paragraph 76ZA with respect to the classification of long-term liabilities with the covenant whether presented as short-term or long-term liabilities, depending on whether there is a right to postpone settlement of the liability.</p>
Impact on BNI	: <p>This amendment has no significant impact on BNI and its subsidiaries as BNI as a financial institution does not provide segregation of liabilities according to the tenor.</p>

Amendemen PSAK 73: Sewa

Explanation of Applicable Regulations and/or Legislation	: <p>Amendment to PSAK 73 clarifies the next measurement related to right-of-use assets and lease liabilities from sale and leaseback transactions, where the seller-lessee measures the lease liability in such a way that it will not recognize the amount of gain or loss associated with the right use of assets that are still being maintained.</p>
Impact on BNI	: <p>This amendment has no material impact on BNI and its subsidiaries as until now BNI has not made any lease transactions with a sale and leaseback transaction business model with a material value.</p>

Business

Continuity Information

MATTERS THAT POTENTIALLY HAD A SIGNIFICANT EFFECT ON THE BANK BUSINESS CONTINUITY IN 2022

As the spread of COVID-19 subsides, the global and domestic economies continue to recover. World economic growth continued, but has the potential to be lower than previously estimates due to increasing financial market uncertainty due to the continuing Russia-Ukraine conflict, the increasing global inflationary pressures, and the more aggressive global monetary policy tightening responses. The intended economic recovery will have a positive impact on BNI's performance. BNI will capture this potential through its initiatives so that business continuity can be well maintained, as reflected in its good financial condition and non-financial performance.

BNI continues to maintain the trust of its customers by developing a comprehensive and quality financial solution products with the support of technology and digitalization. To support the digital products growth, BNI has instigated effective digital risk management through the process of identifying, assessing, measuring, monitoring and controlling the risk of digital products in 8 (eight) aspects of digital risk, namely cybersecurity risk, third party risk, process automation risk, data privacy risk, resilience risk, compliance risk, cloud related risk, and workforce risk. BNI has specifically carried out strengthening of cyber security risk management, following standards for cyber security risk management, testing cyber security and reporting on the cyber security risk management. Through these efforts, the digital products risk can be managed properly.

MANAGEMENT ASSESSMENT OF MATTERS WITH A POTENTIALLY SIGNIFICANT INFLUENCE ON THE THE BANK'S BUSINESS CONTINUITY

BNI continues to evaluate the Bank's future business continuity, supported by BNI's current resources. The management Assessment is carried out by considering factors such as an analysis of financial and non-financial conditions. This analysis is reflected in the Bank's Health Level assessment. Based on this assessment, there are no matters that have a significant effect on business continuity.

ASSUMPTIONS USED BY MANAGEMENT IN CONDUCTING ASSESSMENT OF MATTERS THAT HAD A POTENTIALLY SIGNIFICANT EFFECT ON THE BANK'S BUSINESS CONTINUITY

Several assumptions were considered by BNI when conducting an business continuity assessment, including:

1. BNI's financial system stability is experiencing an improving trend in line with gradually improving national economic conditions;
2. BNI's Kealth level is at a composite rating of 2 (two) reflecting the generally healthy condition of the Bank, which is considered capable of facing significant negative influences from changes in business conditions and other external factors;
3. Good Corporate Governance (GCG) is ranked 2 (two) indicating that the Bank's management has implemented good governance.
4. The MSCI ESG rating has increased to "A" since November 2021, and is the highest rating in the banking industry in Indonesia.

Credit

Risk Management

The prolonged impact of the COVID-19 pandemic had a significant impact on the domestic economy and affected the performance of the banking industry. Banking in the face of the current economic situation still prioritizes the prudential principle for managing business risk and the loan portfolio. BNI's strategy is to provide loans to customers with good loan quality, with the loan process carried out very prudently, and with very strict loan monitoring.

2022 Strategy and Policy

BNI consistently sought to maximize a sustainable loan risk management strategy and policy. Through the Credit Risk Unit, BNI applied a Credit Risk Management strategy and policy where the main focus in 2022 was on quality credit expansion, with steps to anticipate the end of the COVID-19 stimulus policy in line with increasingly controlled pandemic conditions.

The strategic loan risk management policy in 2022 was to optimize Credit Risk Management and End to End Credit Process Enhancement, which were carried out in a comprehensive manner throughout the entire lending process, starting with establishing pipelines, underwriting processes, credit monitoring, to strengthening Credit Remedial & Recovery.

Based on the 2022 Bank Credit Policy (KPB), as approved by the Board of Commissioners, and effective as of July 1, 2022, it regulated the role of Credit Operations to carry out a check and balance function to fulfill the Cash Equivalent Value (CEV) calculations carried out by Business Units. The Check and Balance carried out by Credit Operations in the CEV calculation applies to new and additional loans in the Corporate segment (incl. Large Commercial) and the Medium segment and is limited to collateral in the form of fixed assets (land, buildings, machinery and/or other fixed assets). assessed by the Public Appraisal Service Office (KJPP).

Credit Process Flow

In the Business Banking segment, BNI made improvements to the flow of the loan process process for the Corporate, Medium and Small segments. Improvements made to the Corporate and Medium Segments included:

1. Sharpening the business units functions in planning prospect lists, marketing, conducting thorough credit worthiness assessments (including first way out and second way out analysis) and debtor monitoring.
2. Sharpening the function of the risk unit in conducting loan risk analysis (deep dive) and identification-mitigation/risk control, as well as analyzing and monitoring information related to loans and the debtor industries.
3. Adding and sharpening the loan operations function in calculating CEV collateral to strengthen the checks and balances, and to implement the advisory function related to loan operations documentary in the Credit Committee.

In addition, to minimizing risk when disbursing loans for the Business Banking segment, there is a Rejected Debtor Directory (3D) application, where through this application the Business Unit inputs data related to debtors or prospective debtors who are rejected by loan proposers.

BNI made efforts to improve the quality of business banking loans in 2022 through the Credit Risk Unit is directly involved from the pipeline process with the aim of accelerating the loan process (Early on boarding). These efforts included the following:

1. Focused Target Market
 - a. Focused on expanding Diamond Clients, Wave Clients and Regional Target Markets, who are not yet debtors by:
 - Developed a total financial solution with a competitive scheme to meet the needs of customers and their ecosystem.
 - Monitored the progress of Leads execution and evaluating the constraints.
 - Strengthened international business networks to support global market penetration.
 - b. Principle license for acquisitions outside the Risk Appetite.
 - c. Value Chain analysis (suppliers/buyers/others) and Tactical Account Planning (TAP) for each Diamond Client loan proposal for each Corporate customer that can be used as a target market for the Medium and Small Segments by prioritizing the risk culture.
 - d. Initiated green lending in the BNI loan portfolio to support the ESG initiative.

- e. Increased the MSME business through BNI Xpora to increase the potential for MSME to go global.
- f. Supported Government programs through the distribution of KUR and other programs.

2. Credit Process Improvement

- a. Strengthened the role of risk management in determining and executing pipeline management, RAC, as well as prime customer criteria, and added Environmental Social and Corporate Governance (ESG) factors to Industry Risk Appetite and Risk Acceptance Criteria.
- b. Pre-screening to strengthen pipeline management, including Utilization of the Rejected Debtor Directory, Determination of Prime Debtors and Risk Acceptance Criteria.
- c. Participation by the Legal Unit, Credit Operation and Credit Compliance in the loan approval process.
- d. Developed capability tools related to underwriting to support business processes by:
 - Improving underwriting tools to support digital-based loan processes through an end-to-end loan process to speed up the process and improve loan quality.
 - Initiated of LMS development by integrating all end-to-end credit process applications which are expected to have an impact on increasing efficiency, productivity and asset quality.
- e. Prepared a Risk Register as lessons learned and Industrial Studies to be used as guidance in granting loans to certain industries.
- f. BNI also strengthened the four eyes principle in all lines of loan processing units up to making loan decisions through the Credit Committee, which consisted of loan decision-making officials, both for business streams and risks in accordance with their authority, aimed at continuing to maintain the quality of loans disbursed.

3. Loan Operations

- a. Provided advisory on legal aspects of documents and legal operation credit;
- b. Ensured all collateral can be bonded perfectly and the insurance closing process has been carried out in accordance with the lending decision to protect the interests of BNI;
- c. Ensured the fulfillment of loan documentation is complete and running according to the provisions;
- d. Monitored and controlled the activities and performance of loan operations in all credit segments.

4. HC Capability

- a. Optimized talent management and workforce planning to support business development.
- b. Increased HC capability to understand market developments, risk culture, global banking, business acumen, digital mindset and advanced analytics to provide comprehensive solutions for customer/debtor banking needs.

5. Strengthened Remedial & Recovery

- a. Optimized the Remedial & Recovery process in accelerating loan quality improvement.
- b. Implemented Remedial & Recovery in a non-conventional manner.

For consumer loans, risk management was still carried out in a comprehensive and prudent manner and improvements were made, including:

1. Increasing selective business expansion through:
 - a. The focus of BNI Griya's expansion was on the low risk segment, namely:
 - BNI Griya financing for the purchase of a new houses in a cooperative developer, especially for selected developers;
 - BNI Griya Financing for the Fixed Income Selected Institution segment (CASN/ASN, BUMN/BHMN/BUMD, Higher Institutions/ Government Agencies/Ministries, Regulators, State Educational Institutions/ PTN);
 - b. The focus of BNI's expansion of Payroll Active Flexion was on selected institutions based on the classification of institutions or industrial sectors;
 - c. BNI Fleksi Pensiun business improvement through fronting agent partners;
 - d. Improving the Credit Card business by utilizing customer fund lead data;
2. Improving the risk culture through end-to-end transformation of the loan process and restructuring of non-performing loans
 - a. BNI Griya & BNI Fleksi Credit Process Simplification (Regular and Instant Approval) and Risk Acceptance Criteria (RAC) determination based on developer rating, institutional classification or industrial sector;
 - b. Submission of Credit Cards using e-form with digital & scoring verification;
 - c. Monitoring the binding of collateral through the centralization of the Collateral Alert Decision System (CADS) application;
3. Strengthening digital capability through the development of the Loan Origination System (LOS) interface and increasing the Digital Verification capability for consumer loans.
4. Instigating policies related to the prohibition of using BNI Fleksi loan disbursement funds belonging for employees as bailout funds for the interests/operational activities of BNI;

5. Preparing provisions for calculating total liabilities to be paid by debtors when making extra payments and calculating current interest for repayment of BNI Griya/BNI Griya Multiguna before maturity;
6. Instigating BNI Fleksi Strategic Alliance policies related to cooperation with business partners in the marketing framework of BNI Fleksi and patterns of cooperation;
7. Adjusting the BNI Griya Strategic Alliance regarding the stages and amount of BNI Griya disbursement;
8. Preparing policies regarding Certified Electronic Signatures;
9. Amending the provisions on permits for building permits. Building Construction Permit (IMB) becomes Building Construction Approval (PBG);
10. Instigating policies regarding DSR BNI Fleksi BNI employees;
11. Adjusting provisions related to reassessment of debtor capabilities in the framework of loan restructuring using a joint income pattern.

In the event there was a non-performing loan portfolio in the Corporate, Medium, Small and Consumer segments, BNI made efforts to save the loan referred to through collection, remedial (restructuring) and/or recovery activities.

Also, to avoid any practices of Corruption, Collusion and Nepotism (KKN) including gratuities in the loan granting process, BNI strengthened the Integrity Pact by requiring debtors or prospective debtors to sign an Integrity Pact prior to signing the loan agreement (PK). For loan risk management, BNI continued to make improvements by:

1. Instigating electronic Company Guidelines (e-PP) as guidelines for granting loans;
2. Monitoring the maximum loan limit or BMPK and House Limit for large debtors;
3. Applying PSAK 71 in the context of loan risk reserves or ECL.

Loan Monitoring

BNI monitors the lending and debtor industry conditions as well as collects loans intensively to create quality asset growth. This form of monitoring involved looking at business conditions both indirectly (online) and in person, if absolutely necessary, while adhering to the health protocols, reviewing debtor loan eligibility, and monitoring debtor payment obligations. In principle, the loan monitoring process is based on an assessment of the 3 (three) pillars in OJK regulations concerning the quality of earning assets.

Efforts made in the Loan Quality monitoring process in the business banking segment includes:

1. Initiating the development of the Single Integrated Monitoring Tool (SIMON) as a monitoring tool.
2. Optimizing the use of monitoring tools as an early warning system for detecting potentially problematic debtors and monitoring their action plans.
3. Refining the portfolio management analysis through intensive monitoring of the adequacy and availability of funds in debtor accounts to fulfill their obligations.
4. Optimizing the management of the LaR portfolio by carrying out 4M (mapping, reducing, avoiding and controlling).

Also, loan monitoring in the consumer segment was carried out by:

1. Monitoring new accounts based on potential default pareto segmentation (High, Medium and Low Risk)
2. Billing segmentation based on credit card behavior score, namely billing priority segmentation based on historical analysis of credit card transactions and payment of debtors' receivables;
3. Prioritizing billing based on warning list institutional segmentation for BNI Fleksi products;
4. Increasing collection productivity through the the Mobile Collection application for credit card products;
5. Improving the credit monitoring system by strengthening voice blasts and Interactive Voice Response (IVR) capabilities using the latest technology (OMNI Channel-based PABX), as well as collection robot innovations
6. Special monitoring for large debtors (maximum loan of more than Rp1 billion), and monitoring of pareto segmentation for potential arrears (High, Medium and Low Risk);
7. BNI Griya and Fleksi credit monitoring strategy:
 - a. Submitting loan quality improvements to central/ branch;
 - b. Adjusting the debtor's due date based on payment behavior;
 - c. Submitting a list of pending buyback guarantees to the relevant developers;
 - d. Delivering notifications to debtors and collateral owners to immediately extend collateral documents that will fall due through a Notary/PPAT appointed by the Bank.
8. Instigating a strategy for monitoring credit cards by conducting SMS notifications, letters, visits, and telephone calls.

Loan Rescue and Settlement

To strengthen financial fundamentals and maintain loan quality, BNI implemented efforts to optimally handle non-performing loans, coupled with a prudent increase in the coverage ratio. In this case, including loans that have been written off, efforts are also being made to optimally resolve them to minimize the Bank's losses. Efforts to deal with non-performing loans are generally pursued through two strategies, namely credit rescue and settlement.

The Rescue Strategy includes:

1. Restructuring (restructuring, reconditioning, rescheduling) for debtors who are experiencing difficulties in fulfilling their obligations but still have prospects and are considered cooperative;
2. Deposits/payments through strategic investors;
3. Sales of guarantees voluntarily or execution of mortgage/fiduciary rights (including through auctions).
4. Collaborating with third parties to increase the effectiveness of loan rescue efforts, both with advisors and legal consultants.

The settlement strategy applied to debtors who are considered to have no prospects, include:

1. Settlement of loans through strategic investors;
2. Sales of guarantees voluntarily or execution of mortgage/fiduciary rights (including through auctions);
3. Strengthening digitization by improving the BNI Collateral Auction website and application that can also be accessed by the general public, in order to expand and optimize the marketing of non-performing loan collateral;
4. Cooperating with third parties to maximize loan settlement efforts, including with Law Enforcement Officials, advisors, law and property agents;
5. Legal actions in the form of subpoenas, litigation, bankruptcy and civil lawsuits and billing against guarantors (Personal Guarantees and Company Guarantees);
6. Efforts to implement non-conventional schemes to accelerate the settlement of non-performing loans and increase recovery certainty to minimize Bank losses.

As mentioned above, the handling of non-performing loans for consumer loans is pursued through 2 (two) strategies, namely loan rescue and settlement. Loan rescue and settlement strategies include:

1. The Asset Quality Improvement and Recovery Acceleration Program (PPKA) for debtors who experience difficulties in fulfilling their obligations but still have prospects and are considered feasible through restructuring and/or special discounts;
2. Asset Quality Improvement Program & Acceleration of Consumer Credit Recovery (PPKA) specifically for debtors affected by COVID-19;
3. Digitizing the process for submitting consumer loan restructuring/BDO;
4. Optimizing the buyback guarantee (BNI Griya) and the Collateral Auction website;

5. Optimizing Legal Action Collection (simple lawsuit, cessie, subpoena, bankruptcy, and JPN);
6. Accelerating auctions based on the classification of potential collateral (quadran approach) and optimizing the Collateral Auction website, as well as cooperating with third parties (Property Agents).
7. Settling loans through the transfer of NPL receivables and write-off (cessie-transfer or sale of bank-owned loan receivables against debtors to other parties or investors according to the criteria set by the Bank);
8. Optimizing recovery through collaboration with third parties (collection agencies);
9. Adjusting the percentage of BDO for all levels of decision-making officials based on the maximum loan on the Authority to Decide Off Non-Principal Claims/BDO (Interest, Fines, and Fees including PSJT fees) on class 1 debtor loans Restructuring, Pre-NPL, NPL and Write-Off in the context of loan settlement;
10. Adjusting Bank Credit Policy Decisions, including adjustments to the maximum loan limit and decision-making officers on write-off authority.

Loan Risk Management Performance in 2022

Through the implementation and strengthening of the LaR Management Optimization Team, BNI's loan quality has been maintained and has improved. As of December 2022, BNI's Gross NPL ratio improved compared to the end of 2021, from 3.7% to 2.8%, an improvement of 0.9%. The same can be seen in the LaR ratio (including restructuring with the COVID stimulus) that improved 7.3% (YoY) from December 2021 23.3% to 16.0% in December 2022. With the improvement in loan quality, BNI also saw a decrease in provision for losses of 37%.

Strategy and Work Plan in the Next Year

To improve loan quality, BNI will continue to improve its risk culture through an end-to-end loan process transformation program including strengthening the LaR management strategy. In addition, in 2023 BNI will establish strategic policies supported by initiatives to strengthen loan risk management and process discipline, and will continue to optimize the 2022 program. In 2023, the Corporate, Medium and Small Segments are planning the following initiatives:

1. Development of Pipeline Management
 - a. Further development of pipeline management by adding Environmental, Social and Corporate Governance (ESG) factors to the Industry Risk Appetite and Risk Acceptance Criteria.

- b. Strengthening the determination of pipelines to focus on selective expansion including Diamond Clients, Wave Clients and Regional Target Markets, value chains and supply chain financing.
 - c. Continuing to enhance the role of risk management in global market expansion as well as sustainable FBI and CASA by offering transaction solutions through Xpora in the Medium and Small Segments.
 - d. Digitizing the Pipeline Management process through development of RM Tools
2. Developing the underwriting process
 - a. LMS development by integrating all end-to-end loan process applications is expected to have an impact on increased efficiency, productivity and asset quality.
 - b. Improving the capability & quality of data management and advanced data analytics: for the Corporate and Medium Segments.
 - c. Enhancing loan risk analytics through sensitivity analysis and stress testing of loan portfolios and changes in economic conditions, reviewing loan risk methodologies, risk-based pricing, and enhancement of impairment models.
 - d. Optimizing underwriting tools to meet business needs.
 - e. Aligning loan policies for both onshore and KCLN lending.
 - f. Reviewing business processes in the Small Segment by applying a scoring model up to Rp15 billion and improving the RAC.
 3. Strengthening the Monitoring Process
 - a. Optimizing the use and development of monitoring tools.
 - b. Intensive monitoring of debtor conditions, accompanied by comprehensive evaluation and handling of debtors to determine more sustainable debtor loan.
 4. Improving the Capability and Competence of Human Capital
 - a. Improving competencies by organizing Risk Awareness/training/certification, increasing risk mitigation by providing industry expertise data/information in accordance with the managed industry specialization.
 - b. Improving risk management HC capabilities through a focused and structured Risk Culture development program in accordance with AKHLAK.
 - c. Enhancing KCLN HC capabilities to carry out the risk function and implement the Credit Risk Committee to support the development of trade and investment centers.

5. Strengthening Remedial & Recovery
Optimizing loan rescue and settlement using conventional strategies such as restructuring NPL debtors who still have prospects and fulfill the 3 (three) pillars, massive auctions, optimizing cooperation with third parties and non-conventional strategies such as bulk selling collateral, non-performing loan collateral sales acceleration program.

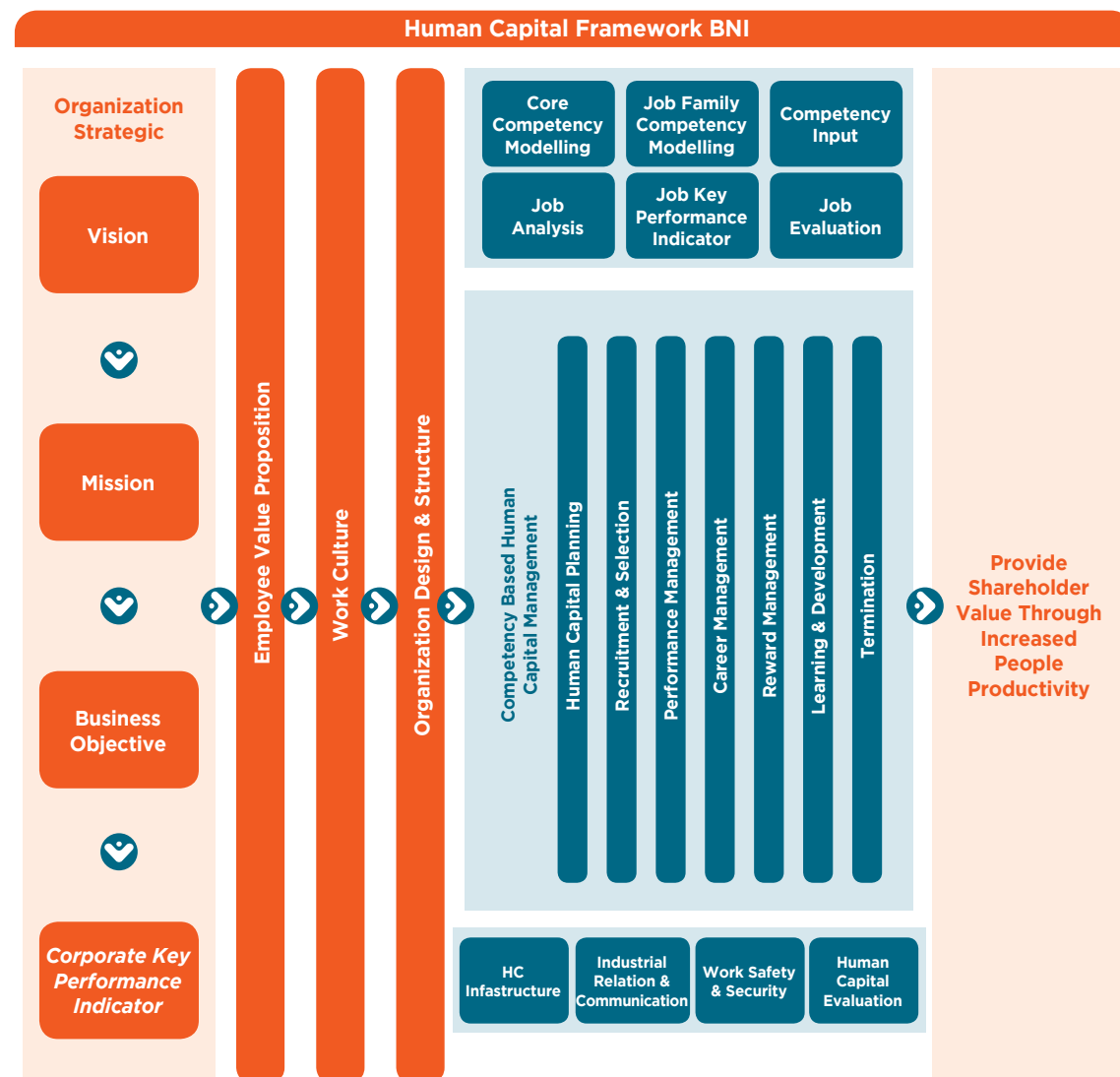
At the same time, plans and strategies for improving loan quality in the consumer segment in 2023 include:

1. Increasing selective business expansion through:
 - a. Optimizing BNI Fleksi Aktif in selected institutions based on determining the classification of institutions, and in collaboration with third parties based on financial technology;
 - b. Optimizing BNI Fleksi Aktif through pre-approval based on established RAC Risk Acceptance Criteria;
 - c. Expanding Credit Cards by utilizing fund/payroll customer data leads or selected debtor data leads;
 - d. Expanding BNI Griya in selected segments, namely fixed income selected partners, existing customers/debtors with good performance, or selected developers according to developer ratings (Top Highly, Highly, Selected, Local Selected, etc.).
2. Improving the risk culture through end-to-end transformation of the loan process by simplifying the loan process and/or adjusting BNI Griya's Debt Service Ratio (DSR) specifically for the selected segment;
3. Optimizing efforts to improve loan quality and recovery through:
 - a. Optimizing Group 4 NPL collection through third parties (collection agencies) for Credit Cards;
 - b. Optimizing recovery in collaboration with third parties (collection agencies) for subsidized BNI Griya, BNI Fleksi and Credit Cards.
4. Strengthening digital capability through innovation:
 - a. Developing the Mobile Collection system to improve billing of consumer products (eg BNI Griya and BNI Fleksi) in the field;
 - b. Using a new billing channel (Collection Talkbot);
5. Maximizing the strategies implemented in the previous year as follows:
 - a. Optimizing the use of IVR (Interactive Voice Response) & Interactive WA;
 - b. Optimizing the Legal Action Collection (simple law suit, Letter of Summons Lawyer, cessie, bankruptcy and Attorney);
 - c. Acceleration based on potential collateral classification (quadrant approach).

Human Capital Management

HUMAN CAPITAL FRAMEWORK

To realize BNI's vision of becoming the Best Financial Institution in Sustainable Service and Performance, an end-to-end Human Capital management framework has been developed aligned with the organizational strategy, and is called the Integrated Human Capital Framework.



BNI understands that employees are an integral part of the organization in realizing a shared vision and mission. Therefore, employee management needs to be managed in a structured system, with due observance of external provisions, long-term orientation and best practice in the industry. Broadly speaking, the components in the Integrated Human Capital Framework include:

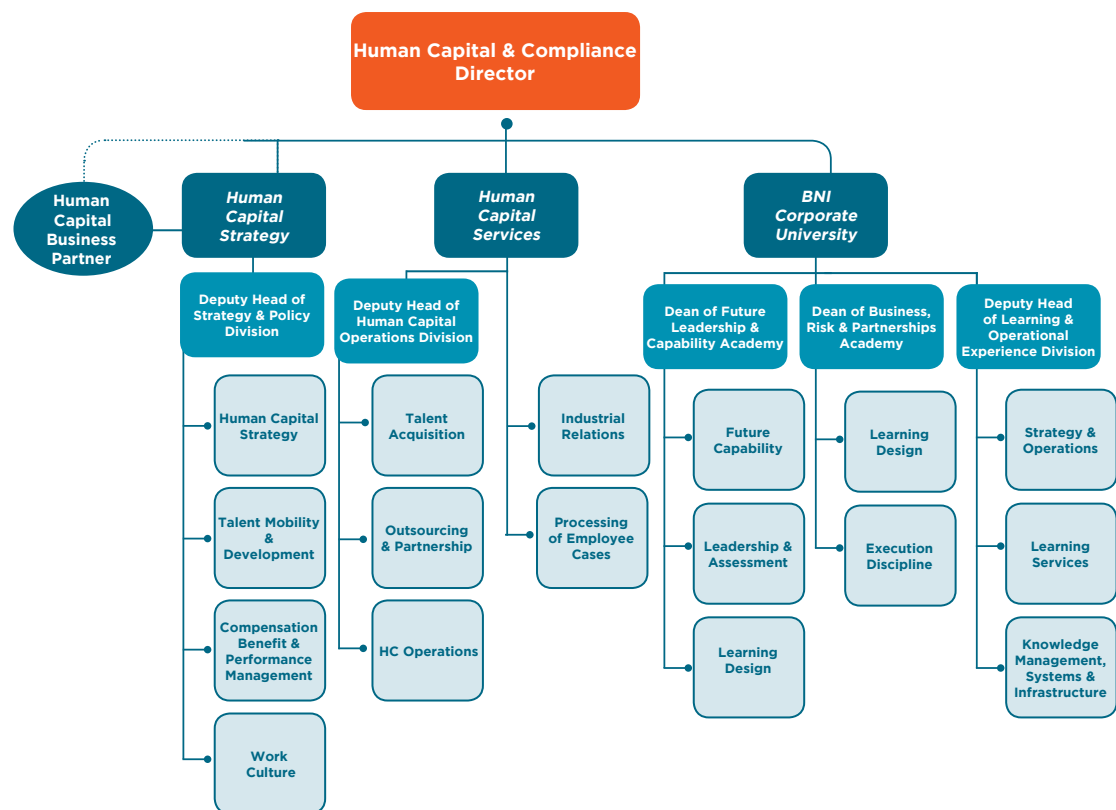
1. Organization Strategic: Long and short term Organization strategy starting from the vision & mission, business targets and key performance indicators at the organizational level.
2. Employee Value Proposition: A commitment between BNI and its employees that is mutually believed and agreed upon. Currently the EVP at BNI "Together create the best place to (Learn, Grow, and Contribute to Indonesia)".
3. Work Culture: The values, attitudes and behaviors expected of employees throughout the organization.
4. Organization Design & Structure: Design and organizational structure, including a clear division of functions, duties, responsibilities and authorities so that each position can carry out its functions optimally
5. Core Competency Modeling, Job Family Competency Modeling, Competency Input, Job Analysis, Job Key Performance Indicator & Job Evaluation as a follow-up to organization design to detail the functions and competencies needed to carry out these functions properly.
6. Competency Based Human Capital Management: Includes competency-based end-to-end human capital management

7. To ensure that all human capital management runs well, it needs to be supported by:
 - a. HC Infrastructure that is integrated with accurate data and is easily accessible by employees.
 - b. Harmonious industrial relations supported by effective communication between all relevant stakeholders
 - c. Work Safety & Security to ensure work safety and security for all employees so that they can carry out their work properly
 - d. Human Capital Evaluation as the embodiment of the principle of continuous improvement, to ensure that the human capital management system can optimally support the Bank's strategy achievement.

BNI HUMAN CAPITAL MANAGEMENT ORGANIZATION STRUCTURE

A strong and solid organization structure needs to be supported by good Human Capital management and staffed by people who are competent in their fields. To support this, BNI has a Human Capital management organization, as part of the Human Capital and Compliance Sector, led by the Human Capital and Compliance Director. There are 4 (four) functions related to Human Capital at BNI, the Human Capital Strategy Division with the authority to establish policies related to HC, Human Capital Business Partners who carry out the role as strategic partners for units, the Human Capital Services Division authorized to carry out HC related operational policies, and the BNI Corporate University with a key role in developing employee capabilities.

BNI Human Capital Management Organization Structure



EMPLOYEE PROFILE

As of December 31, 2022, BNI employed 27,170 people, a relatively stable number compared to the number of employees as of December 31, 2021 of 27,177 people. Information on BNI employee profiles can be seen in the Company Profile Chapter of this Annual Report.

IMPLEMENTATION OF THE HUMAN CAPITAL MANAGEMENT STRATEGY IN 2022

Strategic Workforce Planning & Recruitment to Get the Best Talent

One of the priorities in human capital management at BNI is to ensure the availability of employees in functions that can support the achievement of BNI's business strategies. In line with the Bank's business strategy, this year's workforce planning strategy will continue to focus on lending, risk, and digital/IT functions.

To meet employee needs, BNI has a number of programs including the Assistant Development Program (ADP) and the Officer Development Program (ODP). This recruitment plays an important role in ensuring the availability of talent that is in line with the Bank's business needs, both for the present and for the future.

During 2022, BNI recruited 342 employees through various ODP channels. BNI also supports the BUMN Ministry's program and participates in the BUMN Joint Recruitment Program (PPB) to fill the needs of employees in a number of BNI business units.

Employee Development through an Integrated Career Management Strategy

BNI view is that ensuring the availability of agile leaders with qualified leadership capabilities and global perspectives requires time and long-term programs. Therefore, BNI specifically pays attention to career management aspects so that the Company can develop the best talent who will become the future leaders. The talent management programs implemented in 2022 include:

1. Revamping Career Management Strategy

This program is part of BNI's transformation and aims to improve the process of managing & developing employee careers, especially for those categorized as Talent at BNI. This will be achieved through strengthening the role of Human Capital, improving business processes, and preparing a structured talent development plan.

The results of the transformation is the improvements in the Talent Management policy, including Classification, Development & Mobility. Implementation of this policy is also supported by accelerating IT infrastructure capabilities to facilitate the talent management process effectively and efficiently.

2. Individual Development Plan (IDP)

Each employee has different development needs, therefore BNI ensures that they each have an Individual Development Plan (IDP), prepared based on an assessment of current conditions and future career plans for each employee. When preparing the IDP, each employee is required to have competencies in the form of Hard Competency, Soft Competency,

or Leadership Competency that will be developed in the current year. The competencies selected for development are the result of joint discussions between the employees and their superiors to ensure that the development can be carried out according to its purpose. The implementation of the development program will then be facilitated by BNI Corporate University.

3. Career Acceleration

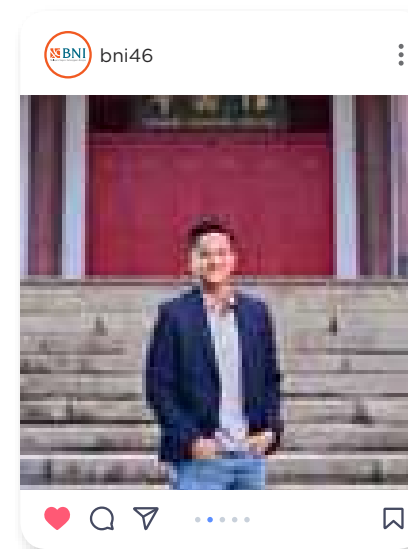
In line with the Ministry of SOEs mission and the Company's strategy to facilitate young and female talent with superior capacity and capability to fill Company leadership positions, a Career Acceleration program is provided using a speed track mechanism. Speed track is a career acceleration path that allows employees to occupy one position for a shorter period of time (accelerated).

The selection of employees to occupy leadership positions through the Career Acceleration program is carried out through rigorous selection to ensure that employees participating in this program have sufficient capacity and capability as well as high learning agility before occupying the target position

4. Global Postgraduate Program

In line with the strategy to expand its reach globally, BNI provides opportunities for employees who wish to develop their knowledge with Masters Scholarships at the Top 50 World Universities through its Global Postgraduate Program (GPP).

Global Postgraduate Program Testimonials



Yosep Abdulhalim Wardani - Master of Business Administration - Nanyang Technological University Singapore)

The BNI Postgraduate Program gave me the opportunity to continue my education at one of the best universities in the world, namely Nanyang Technological University (NTU) Singapore through a Master of Business Administration (MBA) study program. One interesting fact that I found while studying here, was that we don't only learn in the classroom, but we also learn to be business consultants who are given full responsibility for handling "real clients", so the learning experience became very interesting as we can immediately apply the knowledge gained in class in making an analysis of the project being handled.

Other from that, we also had the opportunity to learn about technology and innovation at Tsinghua University China and learn about leadership at the University of California, Berkeley USA.

The BNI Postgraduate Program provides an extraordinary opportunity for all BNI Hi-Movers to develop themselves and pursue their dream of receiving an education from the world's best campuses. This experience was one of the best moments of my life. I not only learned hard skills but also soft skills working in a new and multicultural environment. Hopefully more and more BNI Hi-Movers will have the opportunity to continue their education to a higher level.

Global Postgraduate Program Testimonials

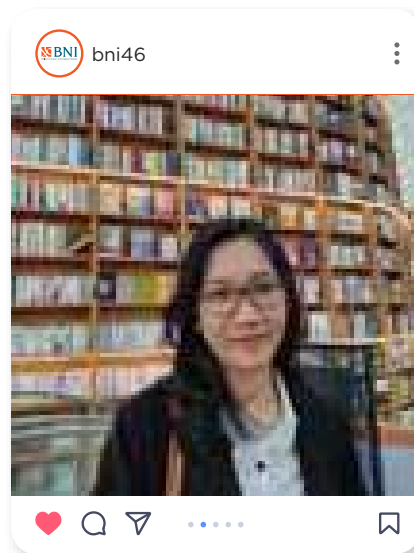
Dita Oktro Chusnul Chotimah – Master of Arts in Global Digital Innovation – Korea Advanced Institute of Science & Technology (KAIST)

One of the conditions for the BNI Global Postgraduate Program scholarship is being accepted into one of the Top 50 Universities by Subject, where the struggle to get in was not easy for me but it was a worthwhile journey. During this submission process, my supervisor always encouraged and reminded me not to give up. This confirmed to me that BNI does not only facilitate its employees to continue their higher education but also serves as a support system for its employees.

Thank God, in September 2022 I finally had the opportunity to study my Master of Arts in Global Digital Innovation (GDI) at the Korea Advanced Institute of Science & Technology (KAIST) with a full scholarships from KAIST and BNI. In the field of technology, KAIST is the best university in South Korea and is ranked 20th in the field of Subject Engineering & Technology. The GDI curriculum is designed to prepare prospective IT Leaders working in various countries.

Here, I was taught a lot to understand technology as a whole, not only from the technical context but also from the socio-managerial context, looking for added value of technology for the users. In addition, GDI actively sends its students to various conferences to broaden their insight into the latest technological developments and facilitates collaboration projects between countries that can be used to achieve BNI's Go Global vision.

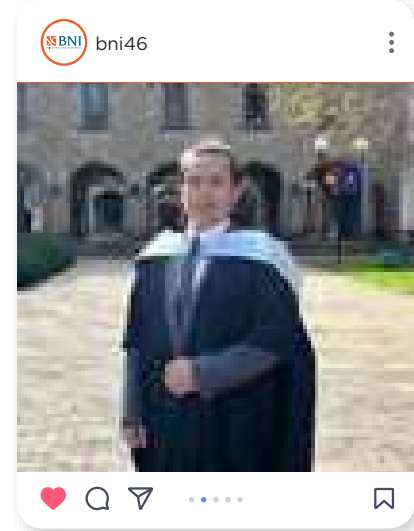
Studying at one of the best universities in the world in a country that became independent around the same time as Indonesia, but whose economic and technological developments are much faster has given me a new perspective and optimism, to be able to contribute better to my country, especially BNI. It's worth fighting for!



Roy Alfred Bohalima - Faculty of Business and Economics - University of Melbourne, Australia

Becoming a participant in the BNI Global Post Graduate Program (GPP) was one of the proudest experiences I've ever had. I really enjoyed my participation in this program as the facilities provided were very complete and guaranteed so that all my needs during the study period could be met and I could fully concentrate on completing my studies comfortably. It was through this program that I successfully completed my postgraduate education at the Faculty of Business and Economics - University of Melbourne, Australia.

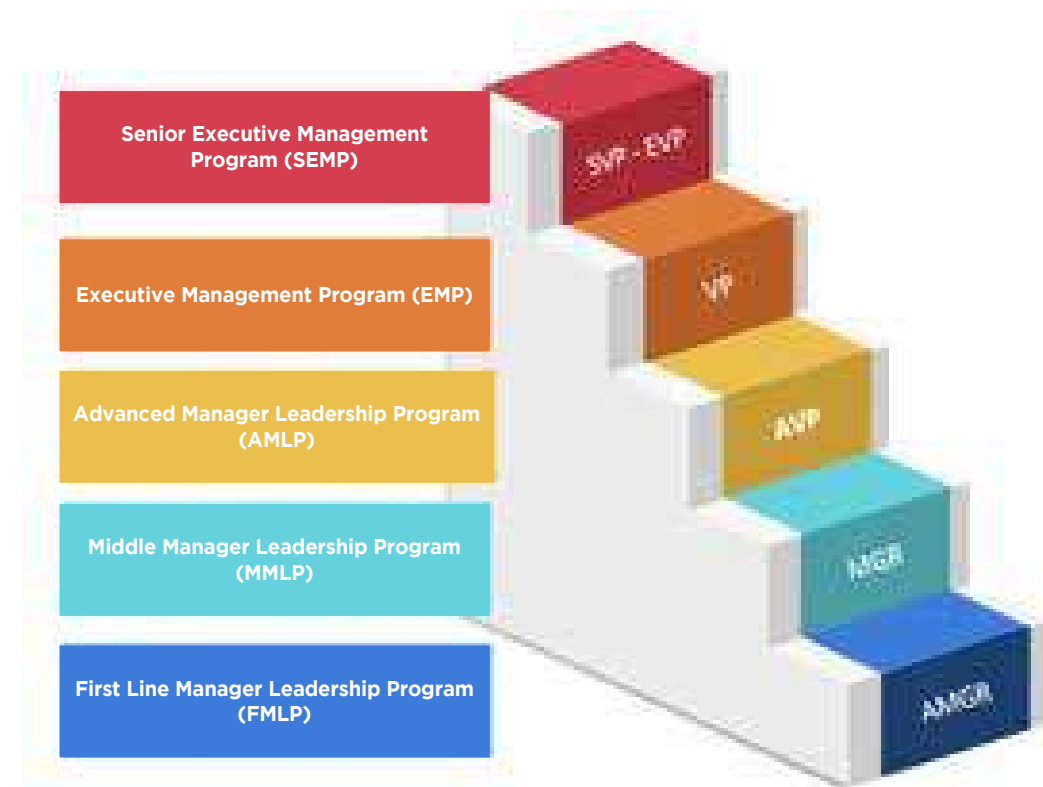
Undergoing education at one of the top 50 best universities in the world not only provided a wealth of updated knowledge in the field of strategic management that I studied but also forged me personally to stand out and become a global leader whose ideas are listened to and appreciated by other fellow students coming from different countries and cultures. I am sure that with more and more young BNI talent participating in this scholarship program, BNI will be able to create future leaders with the global insight and capability to compete at the international level.



5. Leadership Development Program

For facing increasingly complex competition, BNI must have a superior talent pool and be ready to face numerous challenges. Therefore, BNI needs to develop leadership competencies for its employees on an ongoing basis.

BNI has developed a capability development program as part of employee career development starting from leadership at the initial level to the highest level of leadership at BNI. This program covers knowledge, banking skills, personal competence and leadership to prepare employees to become leaders both in their current and future positions. This program has been specifically designed for each level of employment as shown below:



BNI also prepares succession planning in a structured way as a strategy and plan to develop all the potential and capabilities of employees to ensure the readiness of candidates to become successors.

Leadership Development Program Testimonials

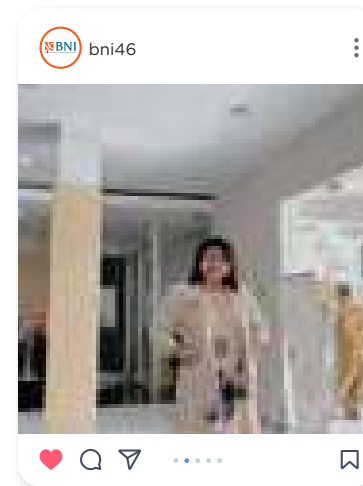
I Gusti Ayu Sri Artati (Leader of KCP Selong – KC Mataram) First Line Manager Leadership Program participant

I felt happy and proud to be chosen as one of BNI's Top Talents who had the opportunity to take part in the FMLP brevet. This workshop was very interesting and useful and added to my knowledge. One thing I was taught about those things that were not too influential when working but could cause problems in the future, for example we should avoid multitasking and start focusing on task planning.

Also, we must have a growth mindset so that we don't have a fixed mindset for the dynamic changes that have occurred so far.

Taking this brevet added insight, made us understand more about the art of leadership so that we could manage the team according to expectations,

Becoming wiser in making decisions, managing people by delegating work to the team and creating a solid team needs a lot of knowledge that we can apply when managing the team and carrying out daily work to achieve the targets given.



Leadership Development Program Testimonials

Lea Beny Saputra - Service Quality Division Monitoring Group Leader Advanced Manager Leadership Program participant



I learned a lot during the training sessions. As a leader, we should be equipped with strategic orientation, change leadership, decision making & strategic design thinking, with an agile & digital mindset, to manage people & developing others, and other strategic aspects.

In my opinion, the training which was divided into several sessions, was quite powerful. Apart from in-class, we were required to follow the design thinking approach to develop an action learning project. In addition, this program designed to produce BNI's best talent, also collaborates with fintech and unicorns in Indonesia as partners (internships) so that we can get many things and opportunities and discuss them with them.

This AMLP is proof that BNI is always working to improve competencies and capabilities to produce BNI Hi movers who are reliable and capable of facing current and future challenges and demands. BNI Hi Movers are educated and trained to have a skillset according to market needs.

- Uplift your skill and win the battle -

Developing Human Capital Capabilities for Present Capabilities and Anticipating The Future

As a form of the Bank's responsibility in developing BNI's Human Capital capabilities to achieve BNI's Vision and Mission, the Bank gave BNI Corporate University a mandate to become a strategic engine tasked with integrating all "Learning Resources, Processes and People" within the Company to increase the knowledge, skills & attitude of each individual in the BNI business ecosystem. The BNI Corporate University governance has adapted the Corporate University framework and learning value chain to suit the needs of the organization.

In carrying out its mandate, BNI Corporate University manages HC quality development funds based on the Board of Directors Decree No. 31/310/KEP/DIR of 1999 concerning Provision of Funds for the Development of General Human Capital.

To meet the Bank's capability development needs effectively, BNI Corporate University divides its focus on learning development into two academies, namely:

Academy and Development Focus	
Academy	Development Focus
Future Leadership and Capability Academy	<ul style="list-style-type: none">Leadership capability development and talent development starts at the first level, middle level and executive level, and includes competency assessments.Capability development relates to new business such as Digital Capability and IT CapabilityDevelopment of new employee capabilities such as Rookie 46, Officer Development Program, Assistant Development Program.
Business, Risk and Partnerships Academy	<ul style="list-style-type: none">Development of business capabilities in the Small Business, Large & Commercial Banking, Corporate Banking, Consumer Banking & Sales, Treasury & International Banking and Banking Operations segmentsCapability development is related to Risk Culture, Discipline Execution and Partnership management in the learning sector.

When determining the capability development strategy for 2022 BNI Corporate University refers to the five-year Corporate Plan and 7 BNI Strategic Policies for 2021 - 2022. From BNI's Corporate Plan and Strategic Initiatives, a Capability Development Strategy was established to ensure the achievement of employee capabilities through development programs especially designed by the two academies for 3 matters, namely Run the Bank, Change the Bank and Transform the Bank.

Run the Bank	Change the Bank	Transform the Bank
Risk and Compliance Culture (Operational and Credit), Global Banking Business Enhancement (Xpora, International Banking Literacy, International Banking, Certification); Transactional Banking Solutions, New Entry Program (ODP, ADP)	Development of new capabilities to support the occurrence of Job Shifting/ Job Deconstruction which is needed especially in the context of implementing the New Way of Working (NWOW) as one of the BNI Corporate Transformation agendas and preparing existing employees to be ready to carry out their duties according to the new organization's business model	Planting a new mindset in all BNI employees namely Digital Transformation Mindset and Global Mindset, together with increasing leadership capabilities as well as Digital and IT capabilities

BNI Corporate University established a vision of becoming a world-class learning entity to produce superior holistic and professional leaders for BNI financial institutions. To ensure this vision is achieved, since 2017 until now BNI Corporate University has instigated standard management procedures referring to ISO 9001: 2015, and since 2019 has participated in a special global standard Corporate University accreditation, namely the Corporate Learning Improvement Process (CLIP) from European Foundation of Management Development (EFMD), where in the Re-Accreditation process in 2022 BNI Corporate University was declared to have met the CLIP Accreditation requirements for a period of 5 (five) years.

As a form of making BNI the best place to Learn, Grow, and Contribute to Indonesia, BNI always supports its employees to develop themselves, one way through academic education. In line with BNI's strategy to Go Global, BNI provides full scholarships for capable employees who wish to continue their Masters (Postgraduate) education at the Top 50 Universities around the world through the Global Postgraduate Program. In addition, for employees who have successfully completed their Bachelor's, Master's, and Doctorate degrees independently (Self Development Program), support is available in the form of tuition reimbursement assistance.

Still in the framework of carrying out the Go Global strategy, to increase strategic capability as well as global exposure, BNI provides opportunities for employees at the executive level to participate in overseas executive education in collaboration with world-class Business Schools such as:

1. Harvard Business School
2. Stanford Business School
3. Massachusetts Institute of Technology
4. Columbia Business School
5. London School of Economics
6. Chicago Booth
7. NUS Business School
8. NYU Stern School of Business
9. Cambridge Judge Business School

BNI Corporate University has transformed an agile learning culture by consistently applying the learning paradigm "learner as a center of learning", where in addition to following the lessons prepared by BNI Corporate University, each employee can determine and carry out their own development for what is needed without waiting to be called/assigned training by BNI Corporate University. To support this, BNI Corporate University provides learning facilities and infrastructure, including:

Learning Facilities/Infrastructure	
Facilities/Infrastructure	Description
BNI SMARTER (Integrated Learning System)	<ul style="list-style-type: none">A one stop learning application that serves most of the development activities for all employees - including learning and sharing processes so they can improve the competencies needed to give their best performance at work, for example DEEP 46.Subsidiary employees can also access learning modules through BNI Smarter to fulfill their competencies.

Learning Facilities/Infrastructure

Facilities/Infrastructure	Description
BNI MoRe UnLeaSh	<ul style="list-style-type: none">Compulsory 46 Learning Hours & 46 Sharing Hours (L&S 46) is a program used to create a learning & sharing culture, employees are encouraged to do learning & sharing for a minimum of 46 hours each for a year. If employees do learning & sharing more than 46 hours a year and have an impact on increasing competency and performance, this will be an added value for the employee and will be one of the considerations for changing their Person Value.Within BNI SMARTER there is one menu, namely BNI MoRe UnLeaSh, which can be used by employees to upload/record their learning realizations anytime, anywhere & anyhow.
BNI Learning Wallet	<ul style="list-style-type: none">Personal learning budget managed by each employee, allowing employees to choose their own learning and development journey to meet their competency gaps to create better, faster, and smarter work outcomes.
BNI Center of Digital Assessment & Evaluation (CODAE)	Application for digitally carrying out Soft Competency Assessments for employees at AVP level and below.
BNI CorpuTV	YouTube Live Streaming Channel is used as a platform to provide supplemental learning programs (webinar) on various topics, such as: Business, Non-Business, Updated Issues, Digital Mindset, Hobbies, BNI Transformation, in a Talk-show format with various Hosts and Speakers from internal and external BNI.
Daily Exercise for Employee Program (DEEP) 46	A program to encourage employees to always improve their competency through "bite size learning" and daily tests where reminders appear when employees take attendance digitally through digiHC
BNI Learning Game	BNI Learning Game is digital learning through gamification. Currently, courseware includes two learning games, namely: <ul style="list-style-type: none">Digital Transformation MindsetGlobal Mindset
Mandatory E-learning	E-learning containing courseware designed to support the implementation of good bank governance based on a strong Risk Culture, as required by regulators including: Anti-Fraud Awareness (AFA), Anti-Money Laundering and Prevention of Terrorism Funding (AML and CFT), Risk Culture, Work Culture (AKHLAK), Sustainability Finance, Good Corporate Governance, Gratification & Anti-Bribery
Learning Point	Giving points as a reward for learning conducted by employee
Appreciation & Motivation Awards (AMA) for Learning Resources & Learner	A motivational and awarding appreciation program for all employees who have contributed well in supporting the achievement of BNI's business performance through participation in learning activities.

BNI also plays an active role in educating the general public, especially through student internship programs working closely with the campus ecosystem to provide opportunities for students to gain knowledge, hone and deepen digital skills that are currently acquired and owned on campus to suit the banking industry especially BNI. From these programs, initiated by BNI Corporate University, 779 people have joined in BNI apprenticeship programs, including:

1. Certified Student Internship Program from FHCI Ministry of SOEs;
2. Digital Internship Program Graduates Digital Talent Scholarship (DTS) 2020 Kominfo;
3. Ministry of Education, Culture, Research and Technology (Kemendikbudristek) Independent Campus Internship Program;
4. BNI Digital Bootcamp Malang Internship Program;
5. Individual Internship Program.

Fostering a Culture of Innovation to Be at the Forefront

In this digital era, innovation is the keyword to ensure BNI's competitive advantage over its competitors. To foster a culture of employee innovation, BNI regularly organizes the BNI Innovation Championship (Binnova) as an annual activity. A total of 311 innovative ideas created by BNI Hi-Movers were collected in 2 seasons of Binnova 2022. After following a strict process, 6 grand finalists were selected to compete in the BNI Innovation Championship Grand Final held in Q1 2023, and a panel of judges was invited from internal and external parties.

Reward and Remuneration Strategy to Attract, Retain and Motivate Employees' Performance

The BNI remuneration strategy aims to increase effectiveness in attracting, motivating, and retaining a targeted talented group with superior performance and competence to support the achievement of BNI's vision & mission, strategy achievement, and realizing the Employee Value Proposition (EVP).

BNI's remuneration philosophy of total rewards consists of For More Benefit We Go, and includes:

1. For (Foundational Rewards)
2. More (Motivational Rewards)
3. Benefit
4. WE (Working Environment)
5. GO (Growth Opportunities)

To implement this remuneration strategy, several approaches were carried out in 2022, including the Employee Stock Allocation (ESA) Program. This program is carried out to increase employee motivation and sustainable performance, increase employees' sense of ownership in the Company, and includes retention efforts and increases employee risk awareness. In addition, in an effort to further motivate and retain BNI's top talents to continue their careers and contribute to BNI, there are Retention Programs and Discretionary Bonuses given to selected top BNI talent as decided by the Board of Directors.

Creating a Comfortable Work Environment to Work and Contribute Optimally

Management's vision that places people comes first as the focus by paying attention to the mental and physical health of employees. The focus on Employee Wellbeing is expected to support the level of engagement from employees, so that productivity increases. The slogan Healthy and Happy BNI Hi-Movers is a campaign that continues to be echoed among all employees to increase awareness of the importance of employee health. This is outlined in the Employee Wellbeing Guidebook, a guide for leaders and employees on the importance of wellbeing. The programs carried out in each unit include:

1. BISASAPA
A coaching and mentoring culture is very important to improve the quality of communication between employees, both leaders and teams, or between employees. Teams can get to know each other better, solve problems more effectively, and explore their own potential with the BISA or Casual Talk program. Apart from BISA, there is a SAPA program that emphasizes the habit of greeting employees by name, and the use of the 3 magic words, namely sorry, please, and thank you, which aims to increase mutual respect between employees.
2. Let's Get It Done
Let's Get It Done is a program aimed at improving the effectiveness of meetings so that more efficient and effective results are obtained, ensuring meetings have a clear agenda, so as to ensure meeting effectiveness is the focus of this program.
3. Wellness Day
For improving the quality of employee well-being, the Wellness Day program was created to focus on wellbeing activities on certain days, to provide directions to all employees to carry out joint sports activities on the 10th of each month. This program also appeals to all officers to carry out me time on Saturday (Saturday Self-Care), and family day on Sunday (Sunday Family Day).
4. 46 Society
BNI believes that building a balance between work and a healthy personal life can create a conducive work environment that can support increased employee productivity. One of the efforts to encourage and realize this is through the formation of a community for employees with the aim of facilitating employees to develop hobbies and talent as well as maintaining physical and mental health.

BNI has more than 20 communities based on the hobbies and interests of employees, which are gathered under a platform called 46Society. Each unit can create activities with the community, including both sporting and artistic activities.

In addition, BNI is trying to proactively support work life balance to encourage employee productivity by implementing a hybrid work model policy for employees who do not serve customers directly.

To support this hybrid work model, BNI provides a Work Hub as an alternative workplace for employees. Work Hub provides complete facilities, including adequate offices. It is hoped that the existence of the Work Hub can become a momentum to encourage employee productivity and create a safe work environment in the new normal era.

Testimonials from community representatives (46 Societies)



It is an honor for me to work at BNI as BNI really supports all the communities in BNI, including the Gitaswara 46 community, which is an association of BNI employees who love the world of singing (choirs, group vocals and solo singing). Thank you to BNI for always providing moral and material support for each Gitaswara 46 internal activity program and external competition so it can always produces achievements that BNI can be very proud of such as the Financial Services Sector Choir Competition (1st place in 2019, 3rd place in 2020 and 2nd place 2022) Hopefully BNI will win more and always be loved by all customers and BNI Hi-Movers.

(Simson Padenggan Manjadi/Head of the Gitaswara 46 Choir Community)



BNI really supports the work life balance program in the work environment. One way is by BNI providing basketball court facilities in the BNI Pejompongan Tower office area for routine 46 Ballers community practice. Thank you BNI for being very supportive both morally and materially of the inter-institutional competition activities attended by 46 BNI Ballers, such as BUMN Porseni and the Financial Services League. In 2022 the BNI Basketball team won first place in the 2022 Financial Services League in both the Men's and Women's Divisions thanks to BNI's full support. In the future, it is hoped that the synergy between BNI Management and the communities in BNI will continue to run well and be able to produce achievements for BNI to be proud of.

(Tri Budilaksono/Head of the 46 Ballers Basketball Community)



Starting from a desire to unite and have a forum that can become a facilitator in establishing unity among BNI employees, especially lovers of motorcycling hobbies at BNI, on April 29, 2005 at the BNI Sudirman Jakarta Headquarters, an association of 46 BNI motorbike riders with the name 46 Bikers Club was formed, commonly known as 46 BC. The 46Bikers Club (46BC) is one of the strategic partner organizations of the BNI Workers Union (SP BNI) consisting of BNI employees from all levels, both permanent employees, employee families, outsourcing, retirees, retired families, and customers who share the same hobby, namely riding a motorcycle. This club is Independent, meaning it is not affiliated with any political party. Currently 46BC has more than 5,000 registered members and around 2,000 active members spread across 7 regions and 155 chapters throughout Indonesia (MC Jakarta Raya Region, JABAR, Mid Java, East Java Crazy, Celebes, Borneo, Sumatra and Papua region)

During the 17 years since the formation of 46Bikers Club (46BC), this community has been widely supported by BNI management, both from the Head Office and from Regional Offices and Branch Offices throughout Indonesia. Routine activities are carried out in the form of: National Conference, National Jamboree, National Halal bi halal, National Kopdargab, Country Exploration, Local Touring, Natural Disaster Assistance or Social Service and participation in BNI Management activities and BNI Worker Unions as well as other bikers activities.

(46BC#002-Budi Krisnandar)

Building Digital Infrastructure for Human Capital Management

In 2021, the Human Capital Division launched Digi HC 2.0, a refinement of the previous Digi HC application. BNI Hi-Movers use DigiHC as a "personal assistant" to record daily activities, attendance, daily health surveys, work plans with the daily realization, and financial information to obtain the latest information related to BNI.

IMPACT ON HUMAN CAPITAL MANAGEMENT STRATEGIC INITIATIVES IN 2022

In line with the Human Capital Management Framework, to encourage the realization of BNI's vision is through Highly Engaged and Highly Productive employees. The impact of a number of Human Capital strategies can be seen in the results of the engagement score of 96%. Employee turnover in 2022 was 1.5%, a decrease from 1.6% in 2021.

The ACHI (Akhlak Culture Health Index) measurement has been carried out as a measurement by a third party to measure the implementation of AKHLAK core values in BUMN. BNI together with 125 other SOEs since 2021 has participated in the AKHLAK assessment with ACT Consulting. In 2022, the 2022 BNI AKHLAK Assessment score increased in all assessment categories with a Total Corporate Culture Health Index of 74.7%, an increase from 2021 (53.5%).

The actual number of employees in 2022 was 27,170 people with employee productivity based on the earning per employee indicator of Rp682 million/employee, an increase of 73% from 2021.

APPRECIATION AND AWARDS IN 2022: MEANS OF EVALUATING THE BNI HUMAN CAPITAL MANAGEMENT SYSTEM

Each year, BNI participates in activities involving external parties, on a national and international scale, as a means for evaluating the Human Capital management system

implemented by BNI. In 2022, BNI received appreciations and awards in managing Human Capital, including the 2022 Stellar Workplace Award at the GML event, and at Kontan Media won the Engaging Digital Talents in Hybrid Era award, and received the Akhlak Award 2 in the Financial Services Cluster Category, and Morals Award 2 in the Competent SOE Category held by ACT Consulting International as well as receiving the best II - Business Entity for timely payment of contributions during 2021 at the Business Entity Gathering organized by the Employment Social Security Administrator Body.

HUMAN CAPITAL MANAGEMENT STRATEGIC INITIATIVES FOR 2023

The Human Capital strategy and work program for 2023 will include:

1. Improving the workforce planning strategy by encouraging the achievement of business strategies based on increased productivity. The focus on fulfilling employee needs will be prioritized in functions related to business, digital and IT. Furthermore, BNI will also strengthen the talent acquisition mechanism and expand sourcing channels to get the best talent in the market.
2. Overall strengthening of talent management including an employee career management system aligned with BNI's organization design.
3. Preparing the employees mindset and capabilities to bring BNI into transformation (Transform the Bank), support BNI's future business strategy direction (Change the Bank), and improve capabilities related to the existing business (Run the Bank).
4. Preparing a roadmap and implementing a work culture transformation including, aligning employee attitudes and behavior with the organization culture.
5. Optimizing an integrated human capital infrastructure to encourage digitization of data-based human capital.

Information Technology and Digital Banking

The banking industry has gone through a number of unique challenges that also created new opportunities due to the COVID-19 pandemic. This pandemic resulted in many social restrictions around the world, as a result of which many economic activities experienced a slowdown, changes or adjustments. The impact on the banking industry included changes in loan requests, loan risk, and customer habits. To adapt to this situation, banks generally optimized by improving their digital service in line with the shift in customer habits to using technology to carry out their activities including their financial transactions.

Prominent developments in digital banking technology were driven by key business objectives that largely included a customer-focus, automation, innovation, and a holistic business approach supported by artificial intelligence technology solutions with a particular focus on pattern detection and analysis for personalized offerings, automated business processes and algorithm-driven architectures, as well as integration with internal and external systems to build a collaborative ecosystem.

During 2022, BNI continue with its initiatives to support digital transformation, which refers to the BNI Corporate Plan and the IT strategic plan (ITSP) to address business development needs and optimize bank operations, in line with the 3 (three) main focuses of the IT strategic plan (ITSP), Business Innovation & Transformation, Service Resilience for sustainable growth, and Transformation into an Agile Digital Organization.

With the support of BNI's IT Enterprise Architecture (ITEA) consisting of Business Architecture, Application Architecture, Information Architecture,

Technology Architecture, Security Architecture, which have become the standards for the development of IT systems and applications that deliver Digital Bank or Open Banking products. Alignment between ITEA components makes it easier for BNI to provide solution initiatives to improve business processes, making it easier to integrate BNI solutions with stakeholders.

Digitalization has proven to be capable of sustaining BNI's business growth consistently by expanding market access and operational efficiency. Efforts to improve digital technology capabilities are expected to make BNI a digital bank that can compete in the Industrial Age 4.0 and inspire the banking services industry in the future.

BNI's business strategy initiatives that focus on Global Market Expansion and International Transactions are supported by a network of overseas branch offices spread across 8 (eight) strategic cities, namely Singapore, Hong Kong, Tokyo, New York, London, Osaka, Seoul, and Amsterdam they can provide the best service to domestic and overseas customers.

To support these business strategy initiatives, BNI has a digital transformation program for its international business development for BNI customers to Go Global and attract international investors, by providing BNI's superior solutions in global banking transactions through BNI Direct Overseas Branch Offices. BNI also provides solutions to strengthen the core business of MSMEs in Indonesia to penetrate the global market through BNI Xpora, a holistic business solution, and to become an enabler for Indonesian MSMEs to Go Global.

IT VISION

Become a strategic and trusted partner in carrying out BNI's Digital Transformation through Superior Technology and Operational Solutions.

IT MISSION

1. Business Innovation & Transformation
Continue to deliver innovative and intelligent solutions to drive digital transformation and performance growth, powered by Intelligent data.
2. Service Resilience to Sustain Growth
Rationalize the architecture and prepare a reliable, available, scalable & secure future technology platform to accommodate business growth.
3. Transform to Agile Digital Organization
Transform the IT Operating Model and organizational capabilities, as well as develop digital talent to support IT strategy execution in an Agile environment.

IT STRATEGIC PLAN INITIATIVES

There are 5 (five) main IT programs derived based on the BNI IT Mission and Strategy namely

1. Digital Innovation Through Data Driven, Customer Experience, and Operational Excellence
Developing digital-based innovations and solutions to support business by enhancing customer experience, partnerships and sustainable ecosystems.
2. Accelerate Business Expansion with Risk Oriented Culture
Providing solutions to support business expansion in BNI's priority business sectors and value chains by prioritizing a risk culture.
3. Technology Modernization to Support Business
Modernizing technology to support business, rejuvenation of IT solutions to support business processes and bank services with the aim of increasing service and business productivity.
4. Strengthen IT Hygiene to Enable Service Resilience
Strengthening IT RASS (Reliable, Available, Scalable and Secure) as the foundation and support to ensure perfect service and business delivery.
5. IT Agile and Lean Organization
Supporting an agile and lean IT organization to achieve effective and efficient processes by dividing the IT development operating model into 3: namely, project based, product line and Center of Excellence (CoE).

BNI INFORMATION TECHNOLOGY ADVANTAGES

BNI's IT advantages help support business, including the following:

1. Artificial Intelligence (AI), by using AI, provide better service to customers and clients. The features in BNI AI include Digital Opening Account (Biometric) applications, Credit Scoring, Chatbot Contact Center & Learning Center and others;
2. Currently BNI is developing "BNI Ready to Metaverse", a virtual world for BNI with a variety of BNI products that can be accessed through the cross-platform metaverse channel, both via desktop browsers, mobile apps and VR/AR devices as platforms for users to virtually interact online;
3. Use of Robotic Process Automation (RPA) so that repetitive and rule-based business operational automation processes can run 24 hours for 7 days. The RPA application is expected to improve process accuracy, process speed and increase team productivity and minimize operational risk. RPA is used for remittance processing, loan administration, bank guarantees, merchant payments, clearing and RTGS;
4. BNI uses a data center infrastructure, supported by a disaster recovery center, that ensures maximum service availability. BNI's data center has received Tier III Design Certification in the Tier Certification of Design Documents (TCDD) category, and Tier III Facility in the Tier Certification for Constructed Facilities (TCCF) category from the Uptime Institute;
5. Cybersecurity in the BNI channel has been optimally safeguarded by fulfilling several security devices at each layer with reference to compliance and regulations and is monitored by the BNI Security Operations Center (SOC) team using monitoring devices;
6. The Big Data Platform and Data Warehouse are used for the development of bank wide reports and analytics. Utilization of Big Data to build Analytics based on internal and external data to capture customer behavior and develop insights/leads/platforms to improve BNI's business;
7. Utilization of cloud-based infrastructure is used for R&D Innovation and development sandboxing, as well as for helping the process of changing new ways of working by developing digital solutions with remote and cloud sandboxing both for development

and testing and implementing Cloud for the production process. Currently BNI Cloud is at version 4.0 and includes DevOps, Containers, Hybrid Cloud and Cloud Storage on Premise; Cloud serta Cloud Storage on Premise;

8. Biometrics is a validation method based on unique physical properties. Application of biometric technology, as a substitute for verification other than using a PIN and card. Identification via a PIN or password can be forgotten by the user. The use of Biometrics provides convenience and security in transactions. On this basis, identification has now been developed using unique information attached to each individual such as fingerprints, eyes and face. Use of biometric technology is a solution to complement conventional identification processes such as PINs or passwords;
9. Watchlist Filtering or WLF in the Anti Money Laundering application is used for the real-time screening process for prospective BNI customers against the Politically Exposed Person (PEP) list data and negative lists, both internal and external lists. This detection helps banks increase the effectiveness of KYC on Board. If based on the results of the WLF check, the prospective customer is highlighted by DTTOT (List of Suspected Terrorists and Prohibited Organizations)/DPPSPM (List of Funding for Proliferation of Mass Destruction Weapons)/negative list, then the prospective customer's account opening cannot be continued. And if based on the results of the WLF check, the prospective customer is related to PEP, then the customer service is required to carry out EDD (enhanced due diligence) procedure. Currently, WLF, the BNI Anti Money Laundering application, has been integrated with the front end core banking and other applications/automation machines to replace customer service functions (DigiCS and DigiCS Lite);
10. The Fraud Detection System (FDS) aims to early detect fraudulent transactions originating from E-Banking channels. One of the E-Banking Channels is Retail Mobile Banking. The BNI FDS system is supported by Artificial Intelligence (AI) - Machine Learning technology, where the system can provide rule recommendations automatically based on historical transactions. In the FDS system, the BNI team can also block and send notifications to customers if needed;
11. Development of the surrounding loan system. In order to support the loan business with high volume and short term characteristics as well as in cooperation with e-commerce for the paylater business model, complementing the core system function, BNI is developing a surrounding loan system. This development is to meet the aspects of product delivery speed, efficient processing, flexibility of connection via API, and to support the achievement of BNI's retail loan business.

IT SOLUTION DEVELOPMENT BASED ON IT APPLICATION ARCHITECTURE

BNI's IT Application Architecture is grouped as follows:

1. Public Facing, a collection of solution capabilities that handle public interactions (customers and non-customers) for the distribution of product and service information;
2. Customer Facing (Non Assisted), a collection of solution capabilities that handle customer interactions for retail and corporate product services, in a self-service manner
 - a. Corporate, the capability of managing corporate customer interaction channel solutions to access banking services on a self-service basis;
 - b. Retail, the capability of retail customer interaction channel management solutions to access self-service banking services;
3. Customer Facing (Assisted), a collection of solution capabilities that support BNI front office employees in providing banking services to physical customers (who come directly to the branch);
4. Middleware & Integration, a collection of technology solution capabilities to support and manage integration and interconnection between BNI systems;
5. Customer Relationship Management, a collection of solution capabilities to support marketing, sales, service management processes, and to improve the overall customer experience;
6. Product & Services, a collection of back end solution capabilities to support daily banking transaction processing and to post updates to accounts and other financial records;
7. Operational Support, a collection of back end solution capabilities to support operational banking services and products that are not related to recording customer transactions;
8. Enterprise Support, a collection of back end solution capabilities for managing organizational resources, which include buildings and facilities, equipment, documents, finance, and human resources;
9. Data, a collection of solution capabilities aimed at optimizing the management and utilization of data at a bank;
10. Payment, Clearing, Settlement & Reconciliation, a collection of solution capabilities to support payments, clearing and settlement processes, where solutions in these capabilities are connected to external parties (regulators, etc.);

11. Enterprise Information System and Decision Support System, a collection of solution capabilities that are the result of data processing in the form of modeling and analytics to assist the decision-making process.
 - a. Customer & Business Insight, the capability of data analytics and modeling solutions that focus on customer and business insights;
 - b. Risk Management, the capability of data analysis and modeling solutions that focus on managing financial, operational, loan and market risks to minimize the impact and potential risks of business decisions;
 - c. Compliance & Regulatory, the capability of data analytics and modeling solutions to support reporting needs with regulators, as well as provide oversight of compliance with applicable rules and regulations.

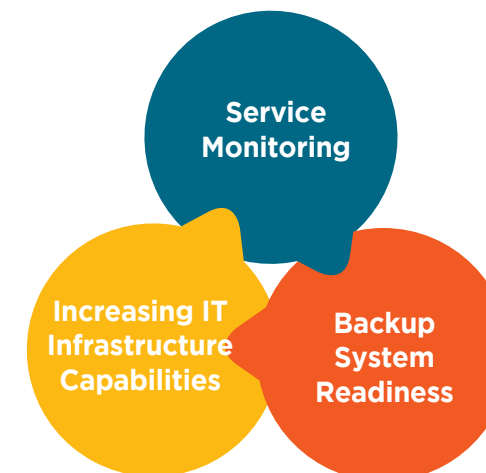
All BNI system/application developments have been based on the IT Application Architecture to produce effective and optimal IT solutions.

INFORMATION TECHNOLOGY INFRASTRUCTURE



Towards IT Operations that are prime, resilient, and can respond quickly to changes.

To provide excellent digital services to all stakeholders, BNI always undertakes continuous improvement through strategic planning as follows:



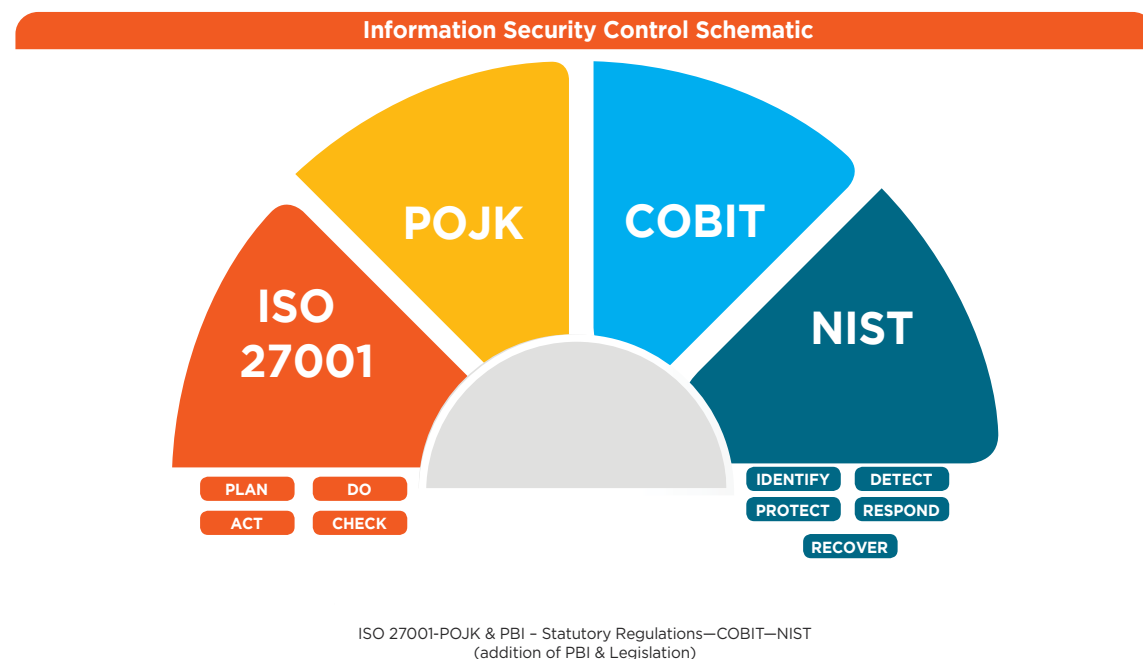
To support digital business development and operations, BNI continues to maintain and increase system capacity by applying the latest appropriate technology, as well as increases system capabilities to support BNI's business. Towards an IT Infrastructure with a Software-Defined Everything paradigm is marked by the implementation and utilization of a Software-Defined Data Center using Cloud and Virtualization technology, Software-Defined Storage using Hyperconverged technology, and the Software-Defined Network & Software-Defined Wide Area Network. Software-Defined Everything provides many benefits in simplifying the IT infrastructure governance, and operations so that it can quickly respond to changes and BNI's business needs.

To maintain the best digital services continuity for all customers, BNI, with the support of 3 Data Centers (DC), consistently strives to ensure the availability of services, as demonstrated through the expansion of the Disaster Recovery Center (DRC) facility and the testing of the Disaster Recovery Plan (DRP) by continuing to increase Switch Over & Switch Back (SO-SB) activities to test the backup systems in running services, especially for critical and transactional applications using automation initiatives so as to provide a sense of security and trust by customers.

Furthermore, in maintaining service continuity, BNI has completed Real Time Monitoring Tools that are not only used for supervision but also for predictive capacity planning and automated task operations through the use of Artificial Intelligence (AI). Together with the Helpdesk and IT Service Management, BNI ensures excellent service monitoring and remediation 24x7.

INFORMATION SECURITY CONTROLS

BNI understands the need to ensure transactions, data and IT services remain secure. Therefore, BNI has strengthened a special organization related to cyber security, with Information Security playing a role in all activities related to information security at BNI, including in the areas of security governance, data security, access control, and security business processes and plays an active role in the field of application development, operational information security life cycle including digital forensics, handling and monitoring incidents related to cybercrime. For addressing cybersecurity, BNI adopts several international frameworks and applicable regulations. Proactive Cybersecurity is an important factor in gaining customer trust so BNI will always pay serious attention for continuous development.



BNI has carried out the following efforts to ensure business continuity from cybercrime threats:

1. Implementing governance, regulations and compliance so that information security functions well and in accordance with internal provisions, prevailing statutory provisions and best practices;
2. Developing security aspects in all application development by applying the Secure SDLC framework;
3. Implementing information security architecture for assets, data, applications, endpoints, networks and perimeter security, which is carried out to ensure the principles of confidentiality, integrity and availability can function properly;
4. Implementing a multi-layer of defense security devices based on international standards as applied in national banking system;
5. Implementing security solutions using machine learning and artificial intelligence security systems;
6. Conducting 24x7 proactive monitoring against cyber threats;
7. Collaborating with official state agencies (such as BI, OJK and BSSN), principal security devices and other cybersecurity activist communities to gain information on threats and weaknesses, the latest technology and products, and support when incidents occur;
8. Educating employees to increase awareness of cyber security, and carrying out phishing simulations for employees on a regular basis;
9. Continuous awareness education with Human Resources competency development programs;
10. Continuously review the security controls that have been implemented and their updates;

11. Periodically conducting security tests on BNI applications to strengthen BNI applications from cyber attacks.

In addition to the aforementioned, and by taking into account the trend of cyber attacks, which are currently increasingly spreading to customers, there are several safeguards on the customer side that have been implemented, including:

1. Mechanism for customer protection against fraudulent transactions caused by malware banking and social engineering;
2. Threat Hunting through detection mechanisms and taking down fake websites on behalf of BNI;
3. Notification mechanisms for transactions made by customers;
4. Continuous education for customers about self-protection through password security, internet banking security, mobile banking security, transaction security at ATMs and others.

BNI continuously develops cybersecurity, in order to oversee banking service innovation so that aspects of customer trust and comfort can always be well maintained. This effort is consistently carried out in line with the direction of business development towards digital banking.

INFORMATION SECURITY AUDIT IN 2022

During 2022, BNI carried an Information Security Audit internally by BNI's Internal Audit (IAD), and has been certified for ISO 27001:2013 - The Information Security Management System in The Provision of Open API Services with the Criteria "RECOMMENDED".

IT HC DEVELOPMENT AND CERTIFICATION PROGRAM

Development of IT HC competencies is needed to improve the quality of IT strategic plans and create competitive advantages for BNI's business. To remain adaptive to changes in the digital era, BNI continues to make adjustments to capabilities that are not only sourced from the process and technology side, but also from the people aspect. BNI is very aware that the development of Human Capital is BNI's most important asset, and is very necessary for the future success of the organization.

In this area, the IT Work Units provide employees with training to develop their soft skills and hard skills. Development of soft skills is carried out through digital leadership training, technology presentation skills, as well as communication & negotiation skills. While hard skill training is carried out through project management training, IT architecture, programming, CI/CD, secure coding, cloud security, etc.

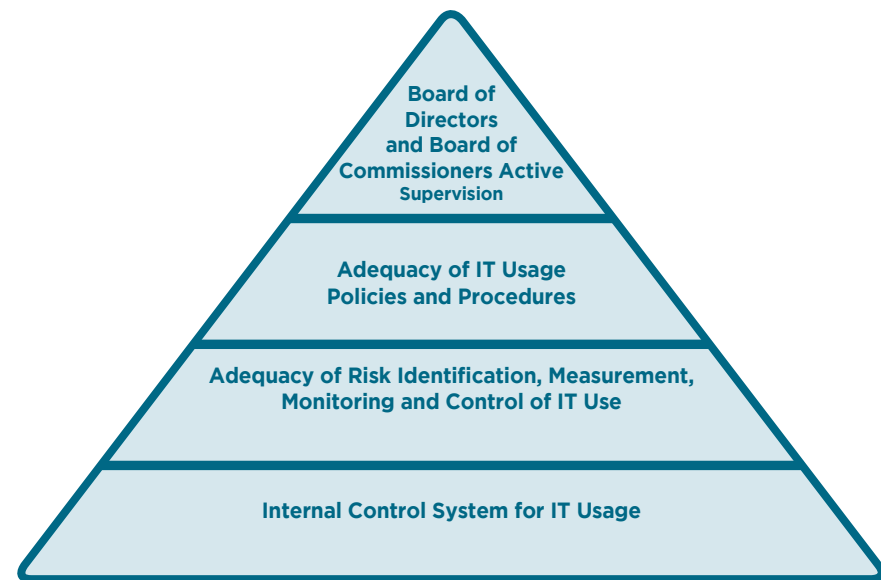
During 2022, BNI's IT employees to participated in education and training, including:

1. Stress Management;
2. Powerful Lobbying and Negotiation Skills;
3. Professional Scrum Master (PSM) Preparation & Certification;
4. Project Management (PMP) Preparation & Certification;
5. JOGET DX Application Workflow;
6. UI/UX Design;
7. Coaching & Mentoring Essential for Leaders;
8. ISTQB - Certified Tester Foundation Level (CTFL);
9. TOGAF 9.2 Foundation with international exam preparation;
10. COBIT (Control Objective for Information and Related Technology) - 2019;
11. CISM (Certified Information Systems Manager);
12. CISSP (Certified Information Systems Security Professional);
13. DevSecOps;
14. Cloud Security;
15. Secure Coding;
16. Introduction to ISO/IEC 27001:2022.

In addition, BNI continuously conducts IT HC certification programs to gain competency recognition nationally and internationally, to increase individual credibility, and to add new insights that cannot be obtained through regular education and training.

INFORMATION TECHNOLOGY GOVERNANCE

IT strategies are implemented in the corridor of effective and comprehensive IT governance, so as to mitigate risks while still providing added value to the Bank. IT Governance at BNI is carried out by aligning the IT Strategic Plan with the Bank's business strategy, optimizing resources, utilizing IT, measuring performance, and implementing effective risk management while still complying with the OJK regulatory provisions and Bank Indonesia regulations. The implementation of IT governance at BNI includes the following:



The use of IT at BNI is regulated in policies, standards and procedures that are applied consistently and continuously in accordance with the provisions in OJK Regulation No. 11/POJK.03/2022 concerning Implementation of Information Technology by Commercial Banks, which includes the aspects of:

- | | | |
|---|--|--|
| 1. Bank IT Governance | 2. Bank IT Architecture | 3. IT Risk Management |
| 4. Resilience and Cybersecurity | 5. Use of IT Service Providers | 6. Placement of Electronic Systems |
| 7. Data Management and Personal Data Protection | 8. IT Service Provider by the Bank | 9. Internal Control and Internal Audit |
| 10. Reporting | 11. Bank Digital Maturity Level Assessment | |

Selection of a good IT governance framework requires a balance between the People, Process, and Technology aspects. Based on these considerations, the IT governance implemented in BNI adopts various frameworks appropriate to the IT services at BNI.

Control Objectives for Information and Related Technologies (COBIT)

Control Objectives for Information and Related Technologies (COBIT) are widely recognized as an IT management and IT governance framework. COBIT manages IT in meeting the needs of BNI's stakeholders through the management of process groups and their enablers, where business objectives are mapped into IT objectives, and measurement of achievement and maturity is carried out. To fully comply with Minister of SOEs Regulation No. PER-03/MBU/02/2018, an IT governance assessment (IT Maturity assessment) was carried out by external consultants using the Cobit 5 framework, and based on the assessment results BNI's IT Maturity Level received a score of 3.62 (from a minimum score of 3 set).

BNI's IT management uses the COBIT framework as a governance reference, due to the synergies between business objectives and IT objectives, its flexibility in following the direction of the Company's work, and can be used in conjunction with other framework standards.

Information Technology Infrastructure Library (ITIL)

The Information Technology Infrastructure Library (ITIL) is a standard framework for IT Service Management (ITSM), used in operational activities to align IT services with BNI's business. ITIL focuses on IT processes, procedures, tasks and service levels to support the Bank's strategy, provide added value, and maintain IT competency levels. With ITIL, BNI's IT operations has established baseline service benchmarks, planning, implementing and measuring achievements.

International Organization for Standardization 9001:2015 (ISO 9001:2015)

ISO 9001:2015 is a quality management system standard (Quality Management Systems) designed to ensure that BNI meets stakeholder demands while complying with regulatory requirements regarding its products and activities. BNI has implemented and received ISO 9001:2015 certification within the scope of IT Operations.

With the establishment of ISO 9001:2015 quality standards and mechanisms that focus on bank performance, through a risk-based thinking approach, BNI IT is more proactive in preventing and reducing unwanted effects and is always improving the system on an ongoing basis (continual improvement).

International Standard to Manage Information Security – ISO/IEC 27001

ISO 27001 is an international standard for information security management systems, commonly referred to as Information Security Management Systems (ISMS). ISO 27001 is an information security framework standard that is widely chosen, has wide acceptance, is trusted by various organizations, and is a reference for other information security frameworks such as the NIST Cybersecurity Framework, SANS, etc. Thus, the ISO 27001 standard can be used to improve IT security and has a positive correlation to boost the level of trust of both customers and business partners/third parties and organizations.

To strengthen BNI in competing with peers and the fintech industry, ISO 27001 standardization is an important achievement to obtain the following benefits:

1. Making BNI more competitive in the banking industry, fintech and other financial institutions by providing a positive image and good perception in securing customers and business partners/third parties.
2. Improving information security governance based on applicable national and/or international standards so that it is relatively easier to gain permission from the regulator.
3. Providing convenience for BNI to improve information security controls for digital banking business processes.

IT AWARDS IN 2022

Various efforts made throughout 2022 yielded good results. BNI received awards for its activities in the IT sector as follows:

1. Certified ISO 9001/2015: Quality Management System on IT Operating Services & Information Technology (IT) Security Management;
2. Certified OUR INDEX;
3. Certified ISO/IEC 27001:2013: The Information Security Management System for The Provision of Open API Services;
4. The 2022 INDI 4.0 Assessment was carried out;
5. The 2022 COBIT 5 Assessment was carried out;
6. Indonesia Digital Innovation & Achievement Award 2022 (IDIA 2022) organized by Business Asia Magazine (Indonesia) and Business Update Magazine. BNI received 2022 Indonesia Digital Innovation and Achievement Awards, including:
 - a. Best digital innovation and leadership in international trade and corporate banking 2022;
 - b. Best overall Indonesia digital innovation and achievement in international trade and corporate banking 2022;
 - c. Toto prasetio best chief technology officer (cto) Indonesia digital innovation and achievement in 2022.
7. Top digital Award 2022 organized by Itwork magazine.
 - a. Top Corporate Digital 2022 #Stars 5;
 - b. Golden Trophy 5 Star winner for 3 consecutive years;
 - c. Royke Tumilaar as the winner of Top Leader for Digital Implementation 2022.
8. The Best Overall Dev Portal Community Prize at the 2022 DevPortal Award.
9. The Best International & Localized DevPortal at the 2022 DevPortal Award.
10. Tempo Financial Award 2022 “The Best Bank in Digital Services”. Conventional Commercial Bank Category;
11. BNI won the Inews Maker Awards 2022 in the Innovation of Operation and Supply Chain category in Jakarta;
12. A special award called New Mobile Banking Innovation was given directly by the Minister of Agriculture, Syahrul Yasin Limpo to BNI IT and Operations Director Y.B. Hariantono.

INFORMATION TECHNOLOGY DEVELOPMENT PLAN FOR THE FUTURE

To realize BNI's IT Vision, IT development in 2023 will refer to an IT strategic plan that supports BNI's digital transformation through the ongoing provision of superior IT technology and operational solutions in service and performance. The initiatives to be carried out include digital innovation to supports business through enhancing customer experience, partnerships and sustainable ecosystems. There are also technology enablement initiatives for business expansion in priority sectors and supply chains, technology modernization to

support bank business and services, strengthening IT RASS (reliability, availability, scalability, and security) to ensure bank service reliability, as well as organizational support an agile and lean IT to achieve effective and efficient processes using a shared IT development operating model.

Technology modernization initiatives in 2023 will be carried out, include updating the switching system, treasury core system, prepaid system, trade system, wealth management system, pension system, enterprise finance system, and rationalization of the overseas branch office system.

To ensure service and business reliability, BNI will also implement technology initiatives through the IT Hygiene program to strengthen RASS (reliability, availability, scalability, & security) aspects, including strengthening infrastructure through modernizing core banking infrastructure, DC-DRC architecture redesign, implementing new middleware to support new digital capabilities, and strengthening the security management, end point security, application security, and data security aspects.

NEW WAYS OF WORKING

The development of digital technology is happening very fast and the adoption of technology and its utilization has changed customer behavior widely, and a number of new business models have emerged that uses digital technology. Under these conditions, the agility in the bank's business is not just something worth achieving, but something that is very important in order to maintain the viability of the bank's business in the long term.

In dealing with these changes, BNI has instigated a digital transformation program by implementing a digital technology mindset, by establishing an employee culture in line with BNI's transformation, and has made changes in the organization design and implemented new ways of working. So that BNI can optimally collaborate with peers, fintech, and startups as well as the digital ecosystem.

BNI IT's Implementation of new ways of working has been carried out in the IT Agile Transformation program, which implements an agile way of working, cloud-based development based on Google Cloud Platform since early 2022, and devsecops to improve an agile work culture, methods and tools, so as to optimize the development process, operations, security and adoption of technology trends, as well as enhancing the capabilities of BNI's IT HC in providing optimal IT solutions.

TECHNOLOGY SYNERGY WITH SUBSIDIARIES

Implementation of BNI's information technology development adopting IT Agile and Lean Organization can strengthen collaboration/synergy between BNI and its subsidiaries, with the aim of efficiency and optimization of IT resources, thus increasing effectiveness and cost efficiency in providing added value to support service and business activities.

Potential digital synergies to support subsidiary companies include:

1. Capability Synergy & Integration
 - a. BNI Life
 - i) Synergizing in developing the BNI digital ecosystem through the integration of MBanking (BNI)
 - ii) Performing Customer Data Consolidation synergy

- b. BNI Multifinance
 - i) Synergizing in developing the BNI digital ecosystem through the integration of MBanking (BNI) and Loan Management System (BNI)
 - ii) Synergizing the content/document management system (BNI)
- c. BNI Sekuritas

Synergizing in developing the BNI digital ecosystem through the integration of MBanking (BNI), Treasury Core (BNI), New DPLK (BNI), BNI Direct (BNI) and BNI Wealth Management System (BNI)
- d. BNI Asset Management
 - i) Synergizing in developing the BNI digital ecosystem through the integration of MBanking (BNI) or BIONS (BNI Sekuritas)
 - ii) Synergizing the Center of excellence for improving HC capabilities in the security sector
- e. BNI Remittance

Synergizing in developing the BNI digital ecosystem through MBanking integration
- f. Bank Mayora

Synergizing in managing Human Capital including online learning.
2. Technology Synergy

Synergizing in the use of BNI data centers, which can have an impact on increasing availability, security and efficiency for BNI and all of its subsidiaries.
3. Procurement/Sourcing Synergy
 - a. BNI Asset Management

Synergizing in the use of licenses to utilize security solutions (i.e. antivirus)
 - b. Bank Mayora

Synergizing in the use of licenses for the use of collaboration tools

Service Digitization

BNI continues to strengthen those digital innovation that deliver a strong contribution, both in terms of operations and profitability. As one of the pioneers of digital banking, BNI continues to encourage digital innovation to accelerate digital transformation in all BNI business and operational lines. The development of information and digital technology through the Internet, Cloud, Big Data, Internet of Things (IoT), and Artificial Intelligence (AI) has triggered changes in the industrial sector, known as industrial revolution 4.0. This has marked an increasing use of communication networks and the internet for various purposes, automation processes integrated with AI, decision making using insights gained from Big Data analysis, optimizing the use of the Cloud for business and personal needs, and connecting daily devices with the Internet. These developments have resulted in changes in consumer behavior, leading to the creation of new, more suitable business models. To anticipate these changes, digital transformation has to be carried out to include the integration of digital technology into business processes.

BNI is continually improving through innovations to create new products and services based on customer needs. BNI is committed to always maintaining and improving service quality, and is proactive in encouraging and developing digital solutions for customers. One of BNI's efforts to adapt to more digital changes in consumer behavior has been to explore innovations and study the latest trends in the use of technology. To optimize innovation in terms of technology and optimization of business processes, BNI has also used the services of the Independent International Research Institute on an ongoing basis since 2007 to gain references, descriptions, trends, and insights on technology and developments in the global industry in general and banking in particular. Several key technologies adopted have contributed significantly to the development needs of BNI's digital banking products and services in recent years.

BNI service products supported by the development of digital technology, including the following:

BNIDirect

BNIDirect is an electronic channel provided by BNI for non-individual customers to carry out financial transaction activities from customer accounts at BNI more quickly, easily and safely. BNIDirect can be accessed by web-based or mobile app, where its advantages can be divided into three functions, namely Payment Management, Collection Management, and Liquidity Management.

The superior features offered are as follows:

1. E-Tax
Virtual tax payment service for non-individual customers.
2. Mass Payment
E-Payroll (channel for paying employee salaries for non-individual customers), bulk payments.
3. E-FX (Forex Transaction)
4. Integrated Reporting
Features that make it easier for customers to identify cash inflows, monitor liquidity, and carry out all transactional needs to overall financial management.
5. Smart Commerce Pay
A digital payment method that accommodates buyers to make payments to sellers according to the invoice value and mutually agreed payment terms. Sellers can apply for a takeover of SCPay to BNI so that sellers receive payments more quickly. This feature makes the process flow in the banking transactional mechanism in the business ecosystem more efficient, facilitates monitoring of payment settlements for company's buying and selling transactions, improves the quality of accounts payable and accounts receivable, and increases trust between the business entities involved.
6. Billing Payment
7. BNI POPS (Pertamina Ordering and Payment Solutions)

BNI API SERVICES

In reaching out to various digital ecosystems, especially those that are relevant to people's current lifestyles, BNI provides open banking facilities through API services that can be accessed

by various e-commerce, ride-hailing platforms, financial technology (fintech), various university startups, corporate SOEs, Ministries, etc. Digital initiatives carried out by BNI through open banking services include products, digital platforms, and service expansion in ecosystems based on a business to business to consumer (B2B2C) model.

To support domestic and foreign businesses, BNI has Corporate API services, and to expand its retail business reach, BNI provides retail API services. For third parties who wish to try the API service, BNI has prepared an API portal (digitalservices.bni.co.id) to conduct trials and simulations of integrating banking services with their applications in the BNI sandbox.

BNI VIRTUAL ACCOUNT

BNI Virtual Account offers the convenience of identifying partners/customers who make payments, with accurate monitoring and reporting, as well as convenience and speed in the reconciliation process.

The Virtual Account can be used as a customer or depositor identification, where every deposit in the virtual account will automatically be recorded in the main account that is the destination of the deposit.

The complete BNI Virtual Account features are accommodated in the BNI e-Collection platform, and can answer various collection management needs based on customer needs.

BNI TRADE ONLINE

To support the trade process digitization, BNI has developed BNI Trade Online, an application for the Trade Finance process integrated with BNIDirect. BNI Trade Online is a feature on BNIDirect where customers can carry out trade activities such as Import LC, Export LC, Collection and Financing. With BNI Trade Online, it is no longer necessary to submit requests for trade transactions through BNI branches, but can be done by accessing BNIDirect. Several system development initiatives have been initiated to improve the features that support customers' trading activities, including the development of a faster and more efficient BNI Trade Online registration process so that customer transactions become more flexible.

By the end of 2022, more than 177 customers have used BNI Trade Online services, for a total of 1,978,873,323 transactions. BNI Trade Online continues to be developed, to explore the potential of trading services for customers, additional product features that can be accessed by customers being added, as well as enhancements to

existing product features. BNI Trade Online is proof that BNI is also developing along with the changing mindset of BNI customers towards the digitalization era as a branchless and paperless service solution.

KCLN BNIDIRECT

In an effort to improve services for overseas customers and as BNI's implementation and support as an international bank, BNI has developed the BNIDirect Overseas Branch Office (KCLN) platform to support the growing diaspora who rely on an international network and branch offices. BNIDirect KCLN also reaches overseas customers who have business partners in Indonesia.

RESEARCH AND DEVELOPMENT (R&D) METAVERSE

Metaverse is a new digital ecosystem that utilizes a combination of Blockchain, Web3 and VR/AR/XR technologies which, in addition to being able to provide humans with the ability to interact with other users through a computer-generated environment, also provide opportunities for the development of products, services and businesses, and is a new digital model for many types of industries, including the banking industry. This technology has the potential to become a disruptor in the banking industry as it can provide new experiences for customers in accessing banking products. In addition, existing business processes can be complemented or streamlined, making them more accessible and more cost-effective to various segments.

Responding to the increasing trend of Metaverse in 2021, BNI conducted Research and Development (R&D) on using Metaverse technology, which has been implemented on a number of occasions. At the Java Jazz Festival 2022 event, BNI held a showcase of this technology at the BNI main booth. After that, other BNI events were also supported by Metaverse technology, such as at the B20 Summit, where BNI conducted education on BNI banking products to international visitors. In addition, BNI also attended and supported the 2023 Indonesia Metaverse Show initiated by the Ministry of SOEs.

Looking forward, BNI will continue to carry out long-term development on the Metaverse ecosystem. User cases have also been prepared, such as the use of Metaverse for BNI employee/prospective employee education, BNI product showcases and the acquisition and activation of banking services in Metaverse. In the end, Metaverse will become an added value for BNI in selling its financial products in the future.

BNI MOBILE CREDIT CARD AND MY CREDIT CARD IN MOBILE BANKING

BNI's credit card service is application-based so it helps cardholders to receive their transaction information via smartphones. BNI Credit Card Mobile and My Credit Card in Mobile Banking come with features such as billing information, recorded transactions, installment conversions, bill payment and insurance registration, cash withdrawals, as well as credit limit increase request services and data updates. BNI Credit Card Mobile and My Credit Card in Mobile Banking also provides information on BNI Credit Card promos and products.

CONTACTLESS CREDIT CARD

The BNI Credit Card in collaboration with the Principals allow Cardholder to simply tap their BNI Credit Card on the EDC machine with the contactless logo. This feature provides more benefits to cardholders where transactions have become more practical and secure.

DIGITAL ACQUISITION

Credit card application facilities or channels using a mobile web can be accessed anytime and anywhere using a smartphone via the applycreditcard.bni.co.id link. This Digital Acquisition provides advantages in the form of:

- The prospective cardholder's data is directly stored in the system thereby minimizing the risk of data leakage.
- The Credit card applications can be completed digitally via a smartphone without the need to meet with sales or come to a branch.
- Faster processing of credit card applications and decisions.

BNI CREDIT CARD VIRTUAL CARD NUMBER

A BNI Credit Card feature that can be used as an alternative payment for credit card transactions that is more effective and efficient and provides comfort and convenience in online transactions (card not present) with a unique virtual number as a substitute for the original credit card number to be used on a BNI Corporate Credit Card.

QRIS SOURCE FOR DOMESTIC GOVERNMENT CREDIT CARD FUNDS

The QRIS payment feature with Domestic Government Credit Card funding sources using BNI Mobile Banking is aimed at facilitating operational expenditure and work unit (Satker) official travel, at the central and regional levels using a Government Credit Card (KKP) payment scheme where processing is carried out through domestic principals.

BNI MOBILE BANKING

BNI Mobile Banking is one of BNI's digital services to meet customer needs (customer centric) and provides convenience for customers when conducting end-to-end banking transactions, from user onboarding to transactional processes.

Currently, digital banking product and service developments is being carried out with a focus on BNI Mobile Banking. This is done considering that BNI Mobile Banking offers convenience for customers to make transactions easily, anywhere and anytime. The following products were developed at BNI Mobile Banking in 2022:

1. All-in-one Investment Platform
To support customers' financial planning and to help customers achieve their life goals, BNI launched investment services, where customers can buy investment products and monitor assets owned on one page. Currently, customers can purchase Secondary Bonds, SBN and Mutual Fund products from a number of experienced Investment Managers. To help customers, there is an "Investment Portfolio" menu that can be used to monitor the value of each asset.
2. Personal Financial Management (PFM)
The PFM feature is an extension of the All-in-one Investment Platform, where users can manage their own finances and pursue their life goals. Within this group, there are a number of features, such as Tapenas Life Goals and consolidated financial reports. The Tapenas Life Goals feature helps customers achieve their life goals through regular monthly saving.

3. Mobile Cash

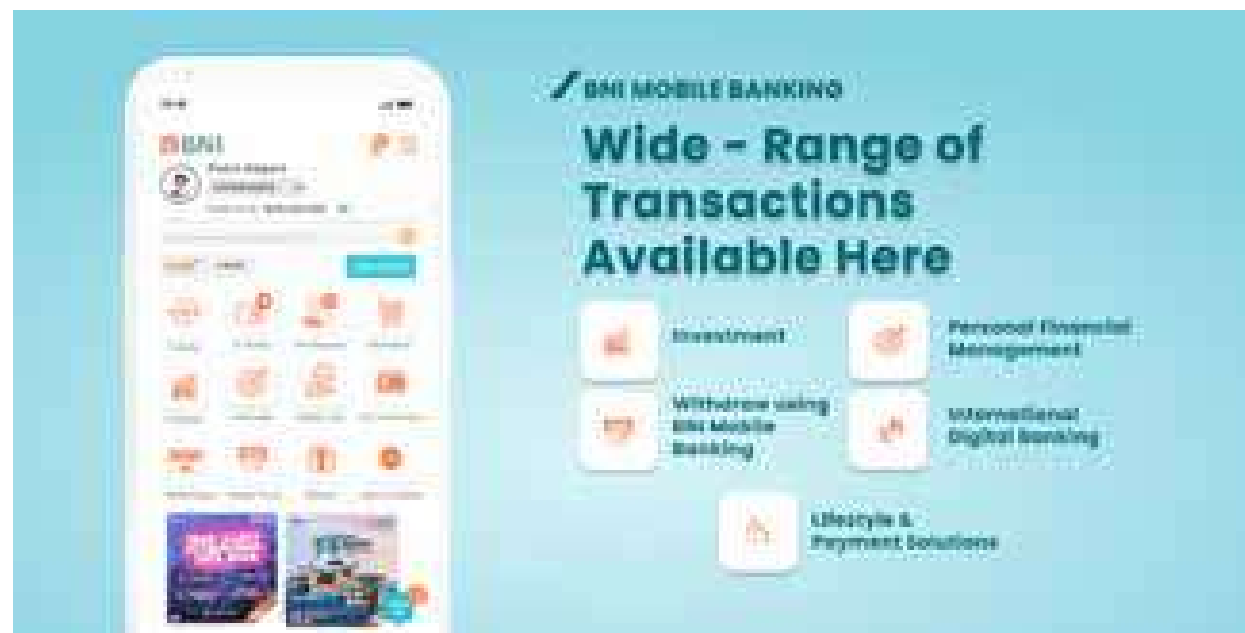
A mobile cash feature making it easy for customers to easily make cash withdrawals without the need to use a card, but can use BNI Mobile Banking. Apart from ATMs, the Mobile Cash feature is currently also available at various merchants such as minimarkets. Through this feature, customers can maintain the security of their cards from risks (such as losing the card) and enjoy the convenience of cash withdrawals if the customer does not carry the card when traveling.

4. International Digital Banking

As a Go Global oriented bank, one of the advantages of BNI is the ease of conducting transactions between countries through BNI Mobile Banking. In 2022, BNI launched several features, such as FX Mobile (Digital purchase of foreign currency through BNI Mobile Banking), Digital Remittance (Transmitting funds between countries through BNI Mobile Banking) and International Digital Opening Accounts in various countries.

5. Lifestyle & Assorted Choices of Payment Solutions

One of the advantages of BNI Mobile Banking is the personalization of customers' daily activities. To support customer activities, BNI has provided more than 6,500 payment services (such as Telco payments, electricity payments). In addition, BNI Mobile Banking also has a Lifestyle feature, where users can buy entertainment and game vouchers without needing to open another website. Looking forward, BNI will add more billers and other digital services, so that BNI can enjoy a one-stop solution for various payment needs.



Data Management

STRATEGIES AND POLICIES IN 2022

BNI continued to develop data management aspects to support the achievement of BNI's vision of becoming a financial institution that excels in service and performance in a sustainable manner. Through the Data Management & Analytics (DMA) Division, efforts to support selective business expansion, sustainable increase in FBI and CASA, and acceleration of international business strategies were carried out following a strategy of implementing advanced analytics using big data. The DMA Division played an active role in producing advanced analytics output for business and risk aspects that made a significant contribution to the wholesale, SME, consumer and Subsidiary segments. Advanced analytics outputs came in several RACE digital transformation priority projects that focused on driving business growth in each segment.

The DMA Division continued to support business growth by improving the quality of analytics deliverables & performance monitoring. Some of the focus strategies for developing the data management aspects in 2022 included:

1. Implementing Artificial Intelligence to support the Company's initiatives, in terms of increasing revenue, as well as providing the right product recommendations;
2. Center of excellence and knowledge sharing to support data-based decision making.

INNOVATIONS IN 2022

Facing the Digital Transformation era, the DMA Division continued to make continuous improvements with a focus on providing data and analytics, including playing an active role in supporting the BNI Transformation Project. Support highlights carried out by the DMA Division during 2022, included:

1. BI – Antasena Integrated Commercial Bank Report Automation: Report automation to be used to speed up the BI – Antasena LBUT reporting process in accordance with the business units and reporting units criteria and rules;
2. Liquidity Crisis Center: Monitoring financial indicators for management of bank liquidity and accelerating decision making for BNI Management, particularly for TPF & Loan information;
3. BNI Dashboard Rejuvenation: To support the acceleration of leadership decision making, through a dashboard that shows critical data from the perspective of BNI's performance, transactions and operations in real time;
4. Data Scientist and Analytics (DNA): To support Relationship Managers (RM) and business units to expand business in the Business Banking sector through the results of analytic modeling. DNA can also help provide the best consideration in efforts to up-sell and cross-sell BNI products or services for each Business Banking debtor according to profiles and historical transactions;
5. Graph Analytic for Fraud: Modification of Network Analysis used to speed up the Fraud Analysis process from days to minutes, to identify networks in observed objects (e.g. fraud cases) using only a few samples, and to identify potential losses in financial terms in fraud cases.

STRATEGY AND WORK PLAN FOR 2023

The DMA Division will continue to support the sustainable business growth efforts and corporate plans by increasing the resources, reporting and analytics capabilities. The focus strategies by the DMA Division in 2023 will be to provide decision support and information systems management in the form of:

1. Optimizing external data and information to generate market-related insights that support business decision-making processes.
2. Effectiveness of analytics and leads that have an impact on improving business performance including segments, products, and channels.
3. Optimizing the use of Big Data to produce various types of reports and dashboards.
4. Improving customer data quality to improve the quality of data, reports, analytics, and leads.
5. Implementing the use of Master Data Management (MDM) for a single view of the customer.
6. Implementing descriptive analysis to support business improvement.
7. Increasing Human Capital (HC) capabilities through development, training, and certification.

BNI services and networks development is carried out by optimizing office networks (outlets), electronic networks, BNI Agen46 and carrying out various improvement processes. This is one of the efforts to support the BNI network and service business performance achievement. Strengthening sales management at outlets is also one of the Company's strategies to increase solution-based productivity for customers so the Product Holding Ratio (PHR) improves, and helps create a customer transaction ecosystem (closed loop transaction).

STRATEGIES AND POLICIES IN 2022

In the increasingly competitive and fast competition in the banking industry in today's digital era, BNI continues to be committed to transforming its banking services to meet increasingly complex customer demands. In 2022, BNI focused on transforming the office network towards digitalizing, simplifying and optimizing business outlets and services by:

1. Relocating 78 (seventy eight) outlets to potential areas as a strategy to deal with a shift in business center;
2. Rationalizing 97 (ninety seven) outlets consisting of 3 (three) Sub-Branch Offices, 46 (forty six) Cash Offices, 47 (forty seven) Payment Points and 1 (one) Money Changer by merging outlets collectively clustering/consolidation/simplification as a consolidation strategy that focused on increasing the coverage area to optimize business potential and productivity. In 2022, BNI also continued to encourage Optimization of Business Outlets (OBO) for Sub-Branch Offices (KCP) by being given them the authority to decide on loans, supported by digital processing capabilities;
3. In addition to restructuring the office network, BNI added 104 (one hundred and four) BNI DigiCS as part of its electronic network to support business and service outlets and relocated 1,043 (one thousand forty three) ATM-CRM-BNI DigiCS.

In 2022, BNI also focused on modern banking services by improving business processes and making services at branches simpler based on customer expectations with digital service devices such as BNI DigiCS, T-Care and Self Service Passbook Printers.

2022 PERFORMANCE

In line with the 2022 services and networks strategy and policies in, following office network activities were carried out:

1. Moved the addresses of 72 (seventy two) outlets was realized 100% (there was a change in the planned target from 78 outlets to 72 outlets).
2. Rationalized 101 (one hundred and one) outlets was realized 100% (there was an addition in the planned target from 97 outlets to 101 outlets).
3. Moved the addresses of 1,228 ATM-CRM-BNI DigiCS was realized 100% (there was an addition in the planned target from 1,043 units to 1,228 units).
4. To comply with regulatory requirements and reduce ATM operational risk and operational efficiency of ATM machines, BNI also closed 260 obsolete ATM units.

Remittance activities previously affected by the Covid-19 pandemic showed an improvement with an 8.3% increase to reach US\$83.6 billion. Digitizing the remittance process as the main strategy changed customer behavior in choosing transactions through digital channels, making transactions easier and more efficient. This strategy kept the remittance business income stable throughout 2022.

The remittance business performance success story can be seen in the following achievements:

1. BNI collaborated with more than 100 remittance partners worldwide, more than 60% of whom are connected via the BNI API Remittance service with the following features:
 - a. Transactional remittance services aimed at bank accounts, e-wallets, bill payments and can also be collected in cash at all BNI branch offices, BNI Agen46 and BNI partners such as Post Offices and Pawnshops;
 - b. Transaction status inquiry services and transaction mutations can be accessed by partners in real time;
 - c. Account pre-validation service to minimize transaction failures.

2. BNI MoRe, or the Mobile Remittance application, which was launched in 2017 in Singapore is the customer's choice for sending money to Indonesia. Remittance activities from this digital platform was used by more than 12 thousand users in Singapore and has become a standard for development to be implemented in other countries.
3. While in their own country, customers also switched to using digital channels, namely BNI Direct and BNI Mobile Banking to send money overseas. Outgoing Remittance activities through this digital platform grew by 47% with the addition of Multi Currency in Indian Rupee (INR), and tracking of transaction status using the SWIFT Microgateway feature (Online Tracker of Remittance Transaction Status).

This success story demonstrates the role played as Remittance Representatives in 6 countries including Malaysia, Hong Kong, Taiwan, UAE, and Saudi Arabia, as well as the 7 BNI Overseas Branch Offices located in Singapore, Hong Kong, South Korea, Japan, America, England, and the Netherlands in maintaining relationships with partners and conducting marketing activities for Indonesian diaspora communities in these countries.

Meanwhile, for channel development, in 2022 BNI opened a Representative Office (RO) in Amsterdam on May 17, 2022. RO Amsterdam functions as a hub for BNI's business development in the Eurozone and strengthens BNI's presence through BNI London on the European continent.

RO Amsterdam acts as an extension of BNI London and is focused on serving the Indonesian diaspora across the Netherlands, both individual customers and business businesses through superior products, including Diaspora Saving, Diaspora Loans and Xpora. Diaspora Saving, and opening accounts for Diaspora through the BNI Mobile Banking application, as well as Diaspora Loan, by providing loan facilities to Diaspora entrepreneurs overseas. In the corporate segment, RO Amsterdam also facilitated the banking needs of Indonesian companies conducting trade transactions with companies in Europe, or vice versa.

During 2022, BNI also fostered several Indonesian restaurants and trading companies in Europe through Diaspora Loan and Xpora products. On September 2, 2022, the Minister of SOEs (BUMN) Erick Thohir, visited the RO Amsterdam Office where a ceremonial handover

of the Diaspora Loan facility to Warung Padang Lapek Jo, a Diaspora-owned restaurant in The Hague, Netherlands took place.

2022 was also an important milestone for the BNI Overseas Branch Offices (KCLN) both in terms of growth of Earning Asset (5.14% YoY), Loan assets (8.29% YoY) and Securities (12.38% YoY). BNI KCLN also succeeded in disbursing Diaspora Loans for a total of US\$1,199,236.10 with outstandings as at December 2022 amounting to US\$997,332.52, with the total Diaspora Saving TPF of US\$85,904,780.00.

STRATEGY AND WORK PLAN FOR 2023

BNI will continue to be committed to transforming its banking services into a more modern way by improving business processes and services, to meet the increasingly complex customer demands. In 2023, BNI will focus on transforming the office network towards a new outlet format that promotes digitization, simplification and optimization of business outlets and services by:

1. Opening 5 (five) Sub-Branch Offices (KCP) as they have a large business potential and have business collaborations with Corporate Banking customers, which are part of BNI financing syndications with other banks.
2. Changing addresses for 52 (fifty two) outlets consisting of 40 (forty) outlets due to non-business factors (revitalization, space requirements, rental issues, force majeure, external policies, and optimization of property assets), and 12 (twelve) outlets as a strategy to deal with a shift in the business center.
3. Rationalizing 41 (forty one) outlets consisting of 28 (twenty eight) KCP, 4 (four) Commercial Business Centers (SBK), 1 (one) Money Changer (MC), 5 Payment Points (PP), 3 (three) O-Branch by combining outlets using a clustering consolidation strategy that will focus on increasing coverage area and efficiency so as to optimize business potential and productivity.
4. In addition to structuring the office network, BNI will add 200 (two hundred) BNI DigiCS to the electronic network to support business and service outlets and move the addresses to 399 (three hundred ninety nine) ATM-CRM-BNI DigiCS.

With the increasingly borderless global conditions, the international segment has a great opportunity to develop its business by providing integrated solutions for BNI customers both domestically and overseas, in the retail to global companies segment.

Some of the strategies planned for 2023 include:

1. Operating in cities as centers of world trade and economy, Overseas Branch Offices have different advantages and characteristics. In 2023, KCLN business sharpening will continue in accordance with the strength of the relationship between Indonesia and the country where the KCLN is located. Business sharpening will also be supported by strengthening each KCLN's infrastructure and digital capabilities.
2. Improving, adding, and expanding banking products and services for Indonesian Diaspora Overseas
3. Expanding the implementation of BNIDirect at KCLN as a platform to support transactional banking activities to meet the expectations of customer needs at KCLN.
4. The remittance business in 2023 will focus on increasing digital channel capacity to a faster, transparent and efficient service process, focusing on programs that have a massive impact on increasing transactions, collaborating with related units to work on certain segments, and growing the number of customer based.
5. The Financial Institution business will focus on becoming a comprehensive product and service provider (one stop shop solution) by collaborating with subsidiaries to provide optimal solutions for transactions, digital solutions, banking services, financing and investment banking to the regional and global business partners client segment.
6. The Trade Finance business will focus on expanding and penetrating the export market with the following initiatives:
 - a. Providing structured trade financing schemes to debtors and their value chains to meet more accurate financing needs with a minimal level of risk, as well as to provide more competitive pricing.
 - b. Building a Trade ecosystem between customers and their counterparts by directing transactions to be carried out in a closed-loop manner between BNI Branches.
 - c. Increasing the number of active customers who transact through BNI Trade Online (BTO) as BNI's flagship product in providing Digital-based Trade Finance services.
7. The International Business Desk as an FDI Advisory Unit to become an entry point to reach potential business from FDI companies by optimizing cooperation with stakeholders related to trade and investment such as the Ministry of Investment, Coordinating Ministry for Maritime Affairs and Investment, KADIN, and business or entrepreneur associations.
8. Custodian, Trustee and Trust services business strategies in 2023 will include:
 - a. Acquiring and adding new Custodian Bank customers.
 - b. Partnering with internal BNI (related business divisions and BNI branches) with has a customer base of pension funds, insurance and corporations (non-individuals).
 - c. Collaborating with Investment Managers for new products, such as ETFs, Index mutual funds, Multi Share Class, KIK-Dinfra.
 - d. Increasing collaboration with top 20 Investment Managers in Indonesia.
9. The Non-Bank Financial Institutions Service Strategy will include:
 - a. Financing Cash Loan and Non-Cash Loan products.
Growth through new and additional expansion through the following types of customers:
 - i) Multi Finance Financing (KMK and KI).
 - ii) Securities Company Financing – KMK.
 - iii) Insurance Financing – Commercial Line.
 - b. Maximizing Intraday Facility Granting and Utilization.
Providing Intraday Facilities to Securities Companies with the following approach:
 - i) Underlying diversification (Bonds and Shares).
 - ii) Currency Diversification (IDR and USD).
 - iii) Intraday with Customized Structure.
 - c. Increasing Core Funding via Dynamic Offering Program and RDN.
 - i) Making Insurance Companies DPK Main Customers.
 - ii) Dynamic Placement Program in the form of a special rate offer based on Liquidity Condition – Treasury Division.
 - iii) RDN will offer a bundling of other products to Securities Companies.

BNI

Contact Center

The BNI Contact Center as one of the touch points that always tries to provide the best service by providing speed and convenience for customers to obtain information, conduct transactions and find solutions to any problems. In line with customer needs for fast, easy, precise and accurate services, the BNI Contact Center will continue to improve to a better customer experience by providing services through an integrated Omni Channel platform equipped with high flexibility and agile technology.

STRATEGIES AND POLICIES IN 2022

One of BNI's missions is “To provide excellent service and digital solutions to all customers as the preferred Business Partner”, and BNI continues to make adjustments through digital transformation to move BNI from beyond the traditional bank to become a financial service provider entity that provides all-digital services. BNI is carrying out massive digital transformation on all fronts in terms of improving internal processes, preparing Human Capital (HC) who are tech savvy and have a digital mindset, providing services and products supported by the latest digital technology channels and digitizing Contact Center services.

Customer behavior in banking through digital channels continues to increase, thus speeding up the shift to digital. BNI Contact Center has prepared and developed Contact Center services to become an Omni Channel by improving the Contact Center System to improve service quality. In addition, the BNI Contact Center continues to make improvements to Online Request Management, an application for recording requests for information, transactions and customer complaints that is integrated at all BNI touch points to create a better customer journey and customer experience.

BNI Contact Center continued its efforts to add digital channel services to BNI Digital and Global through the development of the WhatsApp Business service. Requests for information and handling complaints through the WhatsApp Business service can now be served by chatbots or directly by BNI Contact Center officers so that customers experience the same experience as communicating directly by telephone. In addition, the BNI Contact Center also has other digital

services such as the BNI Call Virtual Assistant application, Live Chat and Social Media. Through the BNI Call Virtual Assistant application, customers can easily monitor complaint resolution digitally. The addition of this feature will improve the customer experience to the BNI Call 1500046 service. To increase customer engagement, the BNI Contact Center continues to accelerate response times with more up-to-date conversation humanization, so that it becomes a customer preference when using digital channel services to interact with the bank. Optimization and improvement the quality of digital and social media services are continuously carried out, in addition to providing services that are fast, precise, accurate and easily accessible to customers, it also makes BNI more cost efficient.

BNI believes that employees are one of the most valuable assets for organizations and companies. Sustainability will not be possible without the contribution of employees. In supporting digital transformation and BNI Go Global, the BNI Contact Center is ready to provide beyond services to customers by continuing to provide HC with a digital mindset and digital skills with the spirit of Millennial, Digital and Fun, and continuing to improve HC capabilities in a sustainable manner.

The BNI Contact Center's commitment to providing excellent service for BNI customers is also realized through the standardization of process and service quality by obtaining ISO 9001:2015 Certification in 2016 that is renewed every year.

BNI Contact Center as a point of contact for BNI customers, actively plays a role in conveying the voice of customers by coordinating and providing insights and lessons learned to the value chain and business units for improving superior products, features and services to customers, by providing feedback to product owners related to customer complaints; monitoring the Service Level Agreement (SLA) for complaint resolution; making adjustments to internal provisions if there are changes in legislation, and improvements to the Online Request Management customer complaint handling application, so that the achievement of the SLA for resolving customer complaints in 2022 reaches 99.93%.

In addition, the BNI Contact Center also contributes as a source of data to strengthen opportunities for increasing fee-based income in the Consumer and Retail Segments through referral and cross selling programs so that BNI Call 1500046 becomes a point of contact by providing integrated sales and service solutions.

To improve sustainable digital capabilities and accelerate the process of shifting to digital, the BNI Contact Center strategic initiatives in 2022 were as follows:

1. Prepared superior HC to have a digital mindset and digital skills as one of the main keys in shifting to digital in the BNI Contact Center service;
2. Continued to improve customer experience by conducting studies and lessons learned on customer complaints to be submitted to the value chain;
3. Optimized the digital services by shifting call services to digital services and optimizing the capabilities of the BNI Contact Center Conversation Platform to improve the customer experience and create a customer journey for customers when interacting with the bank;
4. Developed WhatsApp for Business as a choice for fast and easy digital service channels for interacting either through chatbots or directly with BNI Contact Center officers;
5. Optimized BNI Call Virtual Assistant with a self-service feature so that customers can directly submit complaints.

As one of BNI's strategic steps to becoming a sustainable business, the BNI Contact Center is committed to always maintaining and improving service quality by making continuous improvements through customer-centric focused innovations to improve the customer experience.

PERFORMANCE IN 2022

The strategies, policies and work programs implemented by the BNI Contact Center helped its achievements in 2022 at the national and international levels. By supporting BNI Go Global, BNI Contact Center can compete with other contact centers around the world. The achievements in 2022 included:

1. BNI Contact Center won the top position in the Phone Banking category based on the results of the Bank Service Excellent Monitor (BSEM) survey from Marketing Research Indonesia (MRI).
2. Won 21 (twenty one) medals in different categories in the 17th Annual Best in Asia Pacific – Contact Center World competition, including:
 - a. 6 (six) Gold medals;
 - b. 7 (seven) Silver medals;
 - c. 8 (eight) Bronze medals.
3. Won 6 (six) medals in different categories in the 17th Annual Best in Global – Contact Center World competition, which was attended by countries and companies from Asia Pacific, America, Europe and Africa, with the following medals:
 - a. 5 (five) Gold medals;
 - b. 1 (one) Silver medal.
4. Won 15 (fifteen) medals in different categories in The Best Contact Center Indonesia 2022 competition, including:
 - a. 3 (three) Platinum medals
 - b. 3 (three) Gold medals;
 - c. 4 (four) Silver medals;
 - d. 5 (five) Bronze medals.
5. The BNI Contact Center has become the place of choice for benchmarking banking and non-banking Contact Centers in Indonesia. In 2022, 4 (four) companies have carried out benchmarking at the BNI Contact Center. This indicates that the BNI Contact Center has become a benchmark for Contact Center Services in Indonesia.

INNOVATIONS IN 2022

To strengthen its digital banking services capabilities, the BNI Contact Center carried out continuous development through a number of innovations in 2022 to improve the customer experience, including:

1. WHATSAPP BUSINESS

To support digital transformation, the BNI Contact Center is ready to provide beyond services to customers by providing WhatsApp Business services. The WhatsApp Business service channel is the customer's choice for obtaining information or solutions to any banking problems quickly and is easily accessible to customers. Customers can be served by chatbots or directly with BNI Contact Center officers.

2. IMPROVEMENT APLIKASI PLATFORM CUSTOMER JOURNEY

The BNI Contact Center continues to make improvements to the Online Request Management (ORM) Application to create the same customer experience when interacting at all BNI touch points. Optimizing this application at all BNI touch points and value chains helped streamline the business processes, which has an impact on accelerating the resolution of customer complaints and improving customer experience.

3. REFRESHMENT CONTACT CENTER

The BNI Contact Center is committed to always maintaining and improving service quality. For this reason, the BNI Contact Center continues to upgrade and improve the Contact Center System towards a better Omni Channel. Increasing the Contact Center application technology capability with high availability and agile technology services to accommodate the needs of individual and non-individual customers.

STRATEGY AND WORK PLAN FOR 2023

In line with BNI's vision "To become a financial institution that excels in service and performance in a sustainable manner" and to support BNI Go Global and towards digital banking transformation, the BNI Contact Center strategic plans in 2023, will include

1. Optimizing and increasing the digital and social media services capabilities integrated into one platform, in order to continue shifting call services to digital services and to improve the customer experience when interacting with the bank;
2. Optimizing and developing self-service features in digital services, so that customers can address complaints digitally and automatically, and receive notifications of the progress of complaint resolution;
3. Improving the competency and capability of HC who are ready to adapt to changes towards digital transformation and preparing superior, agile HC who can provide value creation to the company;
4. Optimizing Voice over Internet Protocol (VoIP) based call services on BNI e-channels as a medium for customers to contact BNI Call via the internet network;
5. Supporting business and sales activities by conducting cross selling through referral programs in an effort to increase fee based income for BNI;
6. Creating customer satisfaction and loyalty as well as a sense of comfort for BNI Call 1500046, 1500098, 1500146 services and Digital services with a focus on improving internal processes, growth and learning and risk mitigation to support the achievement of business targets;
7. Performing business process improvements that focus on improving SLA (Service Level Agreement);
8. Conducting Big Data Voice of Customer research to initiate service improvements, deliver feedback and lessons learned.

The BNI Contact Center continues to make improvements through a number of innovations to improve the customer experience and to create a better customer journey.

Service Quality Function

BNI continues to make improvements and increase added value to service quality based on customer needs, in line with the intense competition in the banking business in the industrial era 4.0. The Service Quality Division (SQU) continues to support BNI's efforts to make BNI the Best Financial Institution for Service and Performance in a Sustainable basis, by creating quality services that always provide excellent service at all times at all levels of society, and results in achieving BNI Wide business performance and building a Good Corporate Image.

SERVICE QUALITY INITIATIVES AND DEVELOPMENT IN 2022

The SQU Division carried out 2 (two) initiative programs for developing service quality, including the people (frontliners), and the digital services aspects, as follows:

1. Scale up Frontliner Capability as Service Advisor
A development program that focuses on increasing all frontliners capabilities, structured based on the characteristics of each existing aspect, including:
 - a. Education Cash Management and Mobile Banking Program for CS (E-Camp)
Education to service officers (CS) at Branches/ Outlets on BNI and Mobile Banking products, features, solutions, promo programs and cash management tools to facilitate officers in providing advisory to customers as a form of service that can make a positive contribution on branch business achievements.
 - b. Security Officer Super Program
A program designed to improve the performance of Security Officer services that focuses on:
 - The officer's understanding of the function and role of a security guard.
 - Mastery of BNI digital service knowledge (DigiCS, BNI Sprint, DOA Face Recognition, Mobile Banking Features, etc.)
 - The officer's understanding of the aspects in the Professional Image.
 - Findings from MRI Industry measurements.

- c. Racing Time Delivery Teller Transaction Program

The program aims to improve the ability and understanding of teller officers at Branches/ Outlets so they can serve based on customer expectations and applicable regulations. In addition, this program is also a form of preparation in facing independent surveyor evaluations to obtain maximum performance.

- d. Digital Competency Enhancement For BNI Digital Assistant (BDA)
BDA officer competency development program in the form of training on Communication Skills, Product Knowledge, and Service Excellence to support BDA's main function of conducting education and shifting transactions to digital.
- e. Frontliner Academy
A learning program to improve the quality of professional services by upgrading soft skills and hard skills as a provision for BNI frontliners (Customer Service, Tellers and BNI Digital Assistants) in communicating and selling BNI products to customers.

- f. Video Service Training
Making educational videos about service excellence for all BNI frontliners (Customer Service, Tellers, BNI Digital Assistants, and Security Guards) to be able to maintain service quality and make service an accelerator of BNI's business achievements.

2. Scale up Digital Service in Branch.
To realize the creation of optimizing the customer's digital experience through shifting customer transactions to BNI's digital automation and service devices, it is necessary to support transaction devices that are reliable, personalized, have many advantages, and can be accessed independently or through self-service.

In line with BNI's commitment to always provide the best service to its customers, BNI has implemented automation devices and digital services including: DigiCS, DigiCS Lite, DigiCS Mobile, ATM, T-CARE, SPRINT, Cash Recycling Machine (CRM), E-Banking application (Mobile Banking, Internet Banking, SMS Banking), Tapcash, Debit Card & Credit Card with Chip based.

In an effort to encourage customer digital experience by shifting customer transactions to automation devices and digital services, BNI Digital Assistant officers are prepared to play a role in educating customers so they become more familiar with and feel the convenience, speed, security and service personalization during transactions using automated devices and BNI digital services.

BNI'S STRATEGY FOR PROVIDING SERVICE EXCELLENCE AT EVERY TOUCH POINT

The SQU Division has launched 3 (three) strategic steps to provide superior and competitive service excellence, including:

1. Digital Services on Customer Centricity
Strengthening and optimizing automation and digital devices to improve service quality for customers while at the same time encouraging BNI to become the transactional bank for every customer.
2. Service as Business Accelerator
Strengthening the service function as a booster to increase the performance achievement of Business Banking, Consumer Retail, Transactional Banking, and the synergy of Subsidiaries
3. Strengthen Service Culture Culture
Implementation serves all levels of the organization

In line with the efforts made to increase added value and service quality based on customer needs, BNI received several awards with satisfactory qualifications. One being the awards given by Infobank magazine and Marketing Research Indonesia (MRI) where BNI was named the #1 Satisfaction Loyalty Engagement (SLE) Index 2022, as it is considered superior in several categories, namely:

1. Peringkat #1 Engagement
2. Peringkat #1 Satisfaction – Teller
3. Peringkat #1 Satisfaction – Kantor Cabang
4. Peringkat #1 Satisfaction – Mobile Banking
5. Peringkat #II Loyalty
6. Peringkat #II Satisfaction – Customer Service
7. Peringkat #II Satisfaction – ATM
8. 1st Overall E-Banking Commercial Bank
9. 1st Phone Banking Commercial Bank

SERVICE STANDARDS DURING COVID-19

BNI continued to improve its service quality based on customer needs, and developments occurring during the COVID-19 period. Responding to banking industry service trends based on customer expectations in the new normal pattern, BNI implemented service standards during the COVID-19 period. All employees were encouraged to always take preventive measures to prevent the spread of the COVID-19 virus through the implementation of 5M (Wearing Masks, Maintaining

Distance, Washing Hands, Staying Away from Crowds, Reducing Mobility). During the pandemic, BNI continued to be committed to always providing the best service for its features, programs, promos and other transaction conveniences.

OPERATIONAL SERVICES DURING THE COVID-19 PANDEMIC

During the pandemic, BNI consistently implemented service excellence, as a fundamental aspect that must be owned and maintained by every employee, both at the Head Office and the Branch Offices. BNI understands that loyal customers are a strategic asset that provide added value in the long term for BNI. For this reason, BNI always strived to provide value-added solutions for customers and continued to strengthen its business network to gain public trust, which will improve BNI's performance. This is in line with BNI's commitment to positioning itself as a bank that is always present to serve all levels of society.

For BNI, the key to creating customer satisfaction that leads to trust and loyalty starts with a good impression, and the quality of service from service personnel. For this reason, frontliners at the forefront of BNI, are always encouraged to always be ready and loyal to serve in providing solutions for all customers from various backgrounds and conditions, especially during a pandemic. Frontliners are also required to prioritize good impressions and services while still prioritizing the values of professionalism and being able to act as a service accelerator capable of contributing to improving BNI's business by meeting customer needs (Service as Business Accelerator) both at the Center and at Branches/BNI Outlets.

IMPLEMENTATION OF HEALTH PROTOCOL STANDARDS

As a form of BNI's compliance with central and local Government regulations or policies, as well as BNI's social concern for the community in preventing the transmission of COVID-19, the SQU Division created a service standard policy on health protocols during the pandemic. BNI Management also continued to supervise and monitor all front end and back end officer activities through a series of health protocols implemented by BNI, which included:

1. Checking Vaccination Status by scanning the QR Code on the PeduliLindungi application
In an effort to reduce the number of COVID-19 cases, BNI requires every employee and visitors to scan their QR Code at every entrance and exit to the banking hall. All employees and visitors are required to scan the QR Code through the PeduliLindungi application to find out the status of the vaccinations in question.

2. Protocols for the use of Personal Protective Equipment (PPE) in each Branch Office/Outlet
 - a. Wearing of masks, gloves, hand sanitizers, thermo guns, and face shields are mandatory items for all frontliners during service operating hours;
 - b. Spraying disinfectants in the banking hall and all work areas;
 - c. Installing acrylic droplet protection boards at each Branch Office/Outlet to maintain customer convenience in communicating and transacting with officers;
 - d. Providing tissue and hand sanitizer to facilitate customers if they want to make transactions at ATMs;
 - e. All marketing officers are encouraged to use online communication media when carrying out marketing or advisory services with customers (adjusted to the customer's conditions). The officers will make an appointment (schedule and meeting location) while still paying attention to the provisions of the local PPKM area if the customer still wants to meet face to face.
3. Implementation of Social/Social Distancing

BNI has banking hall capacity limitation standards and queue management as a strategy to manage the size of customer queues based on the COVID-19 protocol, as a reference or basis for Branches/Outlets to manage queues of customers coming to Outlets so that they run well, orderly and according to COVID-19 protocols.

 - a. Banking Hall Capacity Limitation

COVID-19 preventive measures policies are also carried out by imposing restrictions on the number of customer queues in the banking hall. Banking hall capacity may only be filled to a maximum of 50% of normal capacity. If the queue exceeds the maximum capacity, each Branch Office/Outlet is permitted to add chairs and tents outside the banking hall. For setting the number of chairs in the waiting room, it is adjusted to the conditions of the outlet and the needs of each outlet, taking into account the provisions for physical distancing of at least 1 meter.

- b. Queue Management Operationalization
 - There are 2 types of queue numbers to manage customers, namely arrival queue numbers and transaction queue numbers;
 - Arrival queue number is a queue number that is used to arrange customers to be more orderly in accordance with the arrival of customers at an Outlet/Branch;
 - The arrival queue number is only allowed to be given by the Security Officer to the Customer 30 (thirty) minutes before the Outlet Operational Hours begin. Security guards are not allowed to provide arrival queue numbers before the required hours;
 - The arrival queue number is only applied before service operating hours. After the Outlet is open and during service operational hours, the arrival queue number is not enforced, the customer is simply provided with a transaction queue number;
 - The transaction queue number is the queue number given by the security guard to the customer during and after the service's operational hours according to the type of customer transaction to be directed to the CS/Teller officer.
4. Optimization of Security Officers

As one of the customer's touch points, all Branch and Outlet Security Officers in all BNI Regional Offices are required to inform customers that BNI provides security and convenience for transactions at Branch Offices/Outlets as BNI has strictly implemented the COVID-19 protocol discipline.

 - a. Security guards are responsible for directing customers to wear masks if they want to make transactions in the BNI area, both at banking halls and ATMs;
 - b. The customer's body temperature is measured before entering the banking hall (maximum 37.5°C);
 - c. Application of physical distancing rules (maintain a minimum distance of 1 m);
 - d. Setting customer queues;
 - e. Education to customers to use e-channels as an alternative medium for transactions.

5. Optimization of BNI Digital Assistant (BDA) Officers

So that customers can still make transactions in crowded branch queuing conditions, all BDA officers at a branch office/outlet is required to provide education to customers on how to use the BNI e-channels as an alternative transaction medium so that customers still feel comfortable doing transactions without having to come to the branch/Outlets.

 - a. E-channel education for customers;
 - b. Shifting transactions to digital by directing customers to transact through e-channels;
 - c. Customer Experience, customers perform transactions via BNI e-channels.
 - d. Awareness and Education of Branch Operational Services during the COVID-19 Period.

As the Company's step in educating and providing information related to the health protocols at BNI, and to ensure customer convenience in transactions as well as a form of company compliance with provisions and BNI's concern for community financial activities during the COVID-19 pandemic, BNI through the Service Quality Division also ensures that each Branch Office/Outlets become enablers of the Covid protocol education process to customers. The education process is carried out through educational content in all Branch Offices/Outlets through available communication facilities or media, including announcement posters, banners, and screen monitors in the banking hall.

Some of the educational content created includes:

1. Branch Service Operations E Booklet for the COVID-19 Period;
2. New Normal Education Video for Branch Service Operations;
3. Educational Video on Implementation of Health Protocols at Branch Offices;
4. Educational Video on Providing Social Assistance during the COVID-19 Period;
5. Animated Video of Transaction Transfer to E-Channel, and others.

CAPITAL & RISK MANAGEMENT PRACTICES

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Real Time Transactions • Cardless
BNI Merchant Apps



CORE CAPITAL

Capital is a source of financial support for the overall implementation of the Bank's activities. Capital acts as a buffer to absorb unexpected losses, and as a safety net in crisis conditions to enable the Bank to survive and be sustainable. The amount of capital provided depends on the level of risks faced by the Bank. Sufficient capital adequacy increases stakeholder confidence.

BNI prepares a Capital Plan based on reviews and assessments of the capital adequacy requirements, business needs, and combines it with a review of the latest economic developments. The Capital Plan is prepared by the Board of Directors as part of the Bank's Business Plan and approved by the Board of Commissioners. The Bank always compares its financial targets and capital adequacy with the risk level through the capital planning process. Likewise, business expansion is based on the capital adequacy and the Bank's liquidity requirements of. The capital requirements are planned and discussed on a regular basis with the support of data and analysis.

BNI's capital policy is prepared by taking into account business potential and the continuous application of the precautionary principle, as well as to ensure BNI has strong capital and a good capital structure to support the business expansion development strategies of the Bank and its subsidiaries, and covers the risks inherent in managing the business, to maintain business continuity in the future without reducing the optimization of value for shareholders.

Capital management policies are also used as a guide to identify internal and external sources of capital. The capital policy is set to meet the regulator's capital adequacy requirements and to ensure that the Bank's capital structure is efficient.

In accordance with OJK Regulation (POJK) No. 11/POJK.03/2016 concerning Minimum Capital Adequacy Requirements for Commercial Banks, the Bank's capital consists of Core Capital (Tier-1) and Supplementary Capital (Tier-2).

Core Capital (Tier 1)

Core capital is the Bank's capital comprising of: Core Capital (Common Equity Tier 1 - CET 1) and Supplementary Core Capital (Additional Tier 1). The main core capital includes paid in capital and additional capital reserve (a disclosed reserve). Supplementary capital reserves consist of additional factors: agio, contributed capital, general reserves, previous years income, current year net profit, excess adjustments due to financial statement translation, paid in capital funds, warrants issued as Bank shareholders' incentives, share options, other comprehensive income and fixed assets revaluation and deduction factors, and disagio: previous years losses, current year losses, negative adjustments due to financial statement translation, other comprehensive income, negative differences between regulatory provisions and allowance for impairment losses of earning assets, negative differences on adjustment of fair value on financial instruments in the trading book and total adjustments based on accounting standards as well as non-productive differences in translation of financial statements, other comprehensive income, minus the difference between Allowances for Asset Losses (PPA) of earning assets and Allowances for Losses Impairment Value (CKPN) of earning assets, less difference between the amount of adjustment to the valuation results of financial instruments in the Fair Value Profit and Loss (FVTPL) and the amount of adjustment based on financial accounting standards and non-productive regulatory provision.

Supplementary Capital (Tier 2)

Supplementary Capital (maximum 100% of core capital) including capital instruments in the form of shares or in other forms that meet the agio or disagio requirements originating from the issuance of capital instruments are classified as complementary capital and general PPA reserves on earning assets that must be calculated with a maximum amount of 1.25% of RWA Credit Risk and Reserve Purposes.

In 2022, BNI's Core Capital and Supplementary Capital stood at Rp131.34 trillion, an increase compared to Rp125.62 trillion in 2021. This was due to net profit growth of 68% on an annual or year on year (yoy) basis.

Table of BNI Capital Structure

CAPITAL COMPONENTS	(in million rupiah)	
	December 31, 2022	December 31, 2021
	Individual	Individual
Core Capital (Tier 1)	118,936,340	112,685,137
1. Core Capital/Common Equity Tier 1 (CET 1)	109,595,840	104,133,637
1.1 Paid-Up Capital (after Treasury Stock)	9,054,807	8,847,332
1.2 Disclosed Reserve	123,140,852	111,164,661
1.2.1 Additional Factors	125,381,305	111,460,975
1.2.1.1 Other Comprehensive Income	15,383,156	17,271,556
1.2.1.1.1 Excess in notes to financial statements	-	-
1.2.1.1.2 Potential profit from increasing the fair value of financial assets measured at fair value through other comprehensive income	-	1,888,400
1.2.1.1.3 Fixed assets revaluation surplus balance	15,383,156	15,383,156
1.2.1.2 Other disclosed reserves	109,998,149	94,189,419
1.2.1.2.1 Agio	19,633,584	19,633,585
1.2.1.2.2 General reserves	2,778,412	2,778,412
1.2.1.2.3 Past years profits	69,052,792	61,091,049
1.2.1.2.4 Current year profits	18,533,361	10,686,373
1.2.1.2.5 Paid-up capital funds	-	-
1.2.1.2.6 Others	-	-

(in million rupiah)			
CAPITAL COMPONENTS		December 31, 2022	December 31, 2021
		Individual	Individual
1.2.2	Deduction Factors	(2,240,453)	(296,314)
1.2.2.1	Other comprehensive income	(2,041,061)	(16,875)
1.2.2.1.1	Deficit in notes to financial statements	(37,159)	(16,875)
1.2.2.1.2	Potential loss from impairment of fair value of financial assets measured at fair value through other comprehensive income	(2,003,902)	-
1.2.2.2	Other disclosed reserves	(199,392)	(279,439)
1.2.2.2.1	Disagio	-	-
1.2.2.2.2	Past years losses	-	-
1.2.2.2.3	Current year loss	-	-
1.2.2.2.4	Deficit between Provisions of Asset Allowance (PPA) and Allowance for Impairment Losses (CKPN) of productive assets	-	-
1.2.2.2.5	Deficit in the amount of adjustments to the fair value of financial instruments in the Trading Book	-	-
1.2.2.2.6	PPA of non-productive assets that must be established	(199,392)	(279,439)
1.2.2.2.7	Others	-	-
1.3	Non-Controlling Interests that can be calculated	-	-
1.4	Common Equity Tier 1 Deduction Factors	(22,599,819)	(15,878,356)
1.4.1	Deferred tax calculation	(7,486,339)	(6,162,409)
1.4.2	Goodwill	-	-
1.4.3	All other intangible assets	-	-
1.4.4	Participation that is calculated as a deduction factor	(15,113,480)	(9,715,947)
1.4.5	Lack of capital in insurance subsidiary	-	-
1.4.6	Securitization exposures	-	-
1.4.7	Other common equity tier 1 deduction factors	-	-
1.4.7.1	Placement of funds in AT 1 instruments and/or Tier 2 at other banks	-	-
1.4.7.2	Cross ownership in other entities that is obtained based on transfer by law, grant, or probate grant	-	-
1.4.7.3	Exposures with settlement risk - Non-Delivery Versus Payment	-	-
1.4.7.4	Exposure in subsidiaries engaging in business activities according to sharia principles (if any)	-	-
2	Additional Tier 1 Capital (AT 1)	9,340,500	8,551,500
2.1	Instruments that fulfill AT 1 requirement	9,340,500	8,551,500
2.2	Agio/Disagio	-	-
2.3	Additional Tier 1 Deduction Factors	-	-
2.3.1	Placement of funds in AT 1 instruments and/or Tier 2 at other banks	-	-
2.3.2	Cross ownership in other entities that is obtained based on transfer by law, grant, or probate grant	-	-

(in million rupiah)		
CAPITAL COMPONENTS	December 31, 2022	December 31, 2021
	Individual	Individual
II Tier 2 Capital	12,399,543	12,930,896
1. Capital instruments in the form of shares or other forms that fulfill Tier 2 requirements	5,072,771	6,090,646
2. Agio/Disagio	-	-
3. General reserves of PPA for productive assets that must be established (the highest is 1.25% of Credit Risk RWA)	7,326,772	6,840,250
4. Tier 2 Capital Deduction Factors	-	-
4.1 Sinking Fund	-	-
4.2 Placement of funds in Tier 2 instruments at other banks	-	-
4.3 Cross ownership in other entities that is obtained based on transfer by law, grant, or probate grant	-	-
TOTAL MODAL	131,335,883	125,616,033

To support business expansion and maintain market share and to comply with the provisions of Financial Services Authority regarding the Capital Adequacy Ratio (CAR) in accordance with the Risk Profile and buffer capital, adequate capital is required.

Therefore, BNI strives to continue to strengthen its capital by increasing organic core capital, in this case mainly by increasing retained earnings and inorganic profits through rights issues and the issuance of subordinated debt instruments (sub debt).

BNI's capital has referred to regulations and is in accordance with Pillar 1 of Basel II, namely for calculating the Minimum Capital Adequacy Requirement (KPMM) for Credit Risk, Market Risk and Operational Risk based on Risk Weighted Assets (RWA).

The RWA calculation method for Credit Risk uses the Standardized Approach, while for Market Risk the RWA calculation method uses the Standard Method, and the RWA calculation method for Operational Risk uses the Basic Indicator Approach.

For risks not considered in the RWA, including Credit Concentration Risk, Interest Rate Risk on the Banking Book, Liquidity Risk, Legal Risk, Strategic Risk, Compliance Risk and Reputation Risk, they are calculated in the Bank's Risk Profile.

Referring to OJK Regulation No. 11/POJK.03/2016 concerning the Minimum Capital Adequacy Requirement for Commercial Banks (KPMM), that banks are required to provide minimum capital based on the Risk Profile, the minimum capital requirement is calculated using the following risk profile ratings:

Risk Profile Score	CAR
1	8%
2	9% s.d < 10%
3	10% s.d < 11%
4 and 5	11% s.d < 14%

In addition to the obligation to provide minimum capital according to the Risk Profile, as of January 2016 BNI is also required to form additional capital as a buffer according to the criteria determined by the Financial Services Authority. The additional buffer capital consists of a Capital Conservation Buffer, a Countercyclical Buffer, and a Capital Surcharge for Systemic Banks. BNI's KPMM ratio for December 31, 2022 was 19.3%, which met the KPMM requirements based on the Risk Profile and additional buffer capital of 13.8%, which applied until February 2023.

Risk Management Practices

2022 Performance

Management Report

Company Profile

Management Discussion and Analysis on Company Performance

Capital & Risk Management Practices

Good Corporate Governance

Social & Environmental Responsibility

ESG Commitment

Financial Statements



RISK MANAGEMENT APPLICATION BASIS

Risk management functions to protect capital and to optimize returns against risk. The large business scale, the wide operational coverage, and the increasing business volume require BNI to implement an integrated risk management pattern to identify, measure, monitor, and control all risk exposures.

In its business practices, BNI develops innovative products and services sustainably which is supported by digital technology and reliable networks. BNI consistently implements a Risk Management process in every business process and operational activities that lead BNI to become a sound and sustainable bank.

BNI's Risk Management is based on national and international regulations, including Financial Authority Regulations (POJK), Financial Authority Circular Letters (SEOJK), Bank Indonesia

Regulations (PBI), Bank Indonesia Circular Letters (SEBI), and Basel Committee on Banking Documents Supervision (BCBS).

Several regulations related to the Bank's Risk Management include:

1. Implementation of Risk Management
 - a. OJK Regulation No. 18/POJK.03/2016 dated March 16, 2016, concerning the Implementation of Risk Management for Commercial Banks.
 - b. OJK Circular Letter No. 34/SEOJK.03/2016 dated September 1, 2016, concerning the Implementation of Risk Management for Commercial Banks.
 - c. Minister of SOEs Regulation No.PER-5/MBU/09/2022 dated September 1, 2022 concerning Implementation of Risk Management in SOEs.

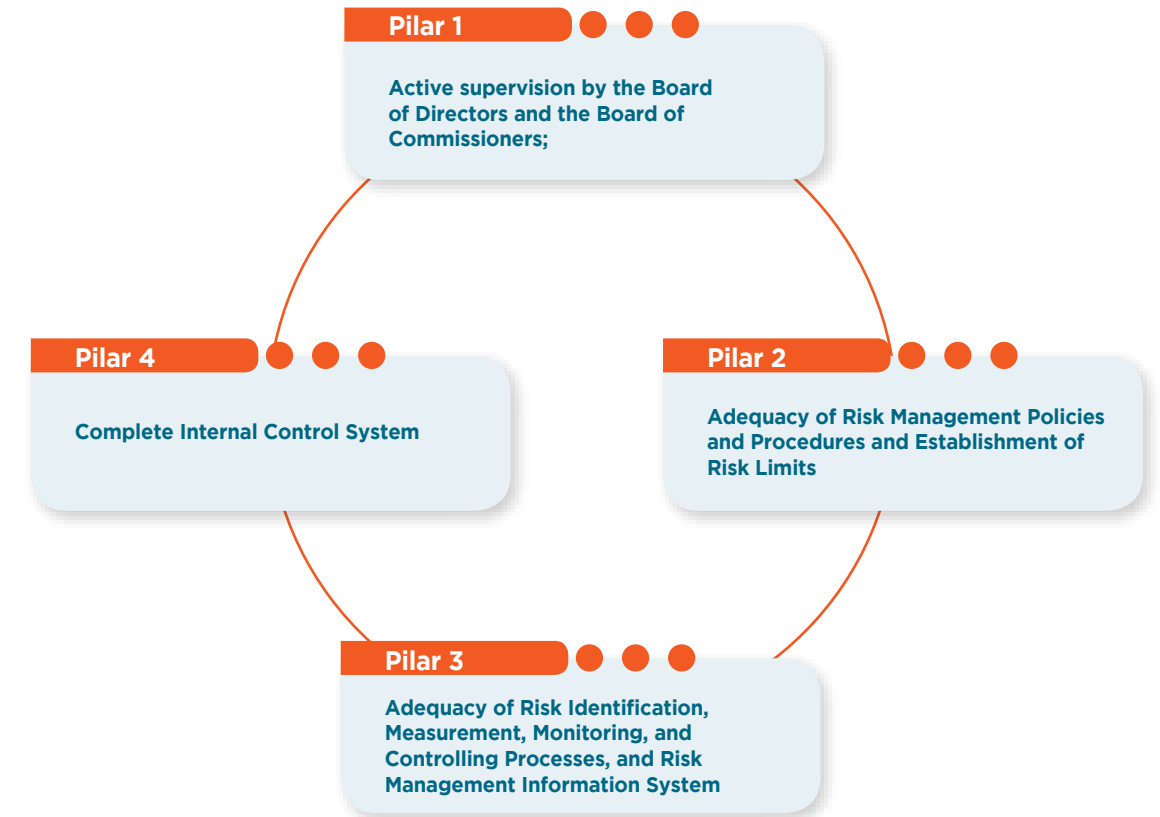
2. Implementation of Consolidated Risk Management with Subsidiaries.
 - a. OJK Regulation No. 38/POJK.03/2017 dated July 12, 2017, concerning the Implementation of Consolidated Risk Management for Banks that Exercise Control over Subsidiaries.
 - b. OJK Circular Letter No. 43/SEOJK.03/2017 dated July 19, 2017, concerning Prudential Principles and Reports for the Implementation of Consolidated Risk Management for Sub-holding Banks.
3. Implementation of Integrated Risk Management.
 - a. OJK Regulation No. 17/POJK.03/2014 dated November 18, 2014, concerning the Implementation of Integrated Risk Management for Financial Conglomerates.
 - b. OJK Regulation No.18/POJK.03/2014 dated November 18, 2014 concerning Implementation of Integrated Governance for Financial Conglomerates, as partially amended by OJK Regulation No.45/POJK.03/2020 dated October 14, 2020 concerning Financial Conglomerates .
 - c. OJK Regulation No. 26/POJK.03/2015 dated December 4, 2015 concerning Integrated Minimum Capital Adequacy Requirements for Financial Conglomerates;
 - d. OJK Circular Letter No. 14/SEOJK.03/2015 dated May 25, 2015 concerning the Implementation of Integrated Risk Management for Financial Conglomerates.
 - e. OJK Circular Letter No.15/SEOJK.03/2015 dated May 25, 2015 concerning Implementation of Integrated Governance for Financial Conglomerates.
4. Risk Management for Commercial Bank Products and Activities, including:
 - a. OJK Regulation No.39/POJK.04/2014 dated December 29, 2014 concerning Mutual Funds Selling Agents.
 - b. OJK Regulation No.8/POJK.03/2016 dated January 26, 2016 concerning the Prudential Principle when Carrying Out Agency Activities for Foreign Financial Products by Commercial Banks.
 - c. OJK Regulation No.9/POJK.03/2016 dated January 26, 2016 concerning Prudential Principles for Commercial Banks that Outsource Part of the Work to Other Parties.
 - d. OJK Regulation No.57/POJK.03/2016 dated December 07, 2016 concerning Implementation of Risk Management in Commercial Banks Performing Prime Customer Services.
 - e. OJK Regulation No. 23/POJK.01/2019 dated September 18, 2019, as an Amendment to OJK Regulation No.12/POJK.01/2017 concerning Implementation of Anti-Money Laundering and Prevention of Terrorism Financing Programs in the Financial Services Sector.
 - f. OJK Regulation No.6/POJK.03/2018 dated April 19, 2018, as an Amendment to OJK Regulation No.7/POJK.03/2016 dated January 26, 2016 concerning Prudential Principles when Carrying out Structured Product Activities for Commercial Banks .
 - g. OJK Regulation No.12/POJK.03/2018 dated August 6, 2018 concerning Implementation of Digital Banking Services by Commercial Banks.
 - h. OJK Regulation No.39/POJK.03/2019 dated December 19, 2019 concerning Implementation of Anti-Fraud Strategy for Commercial Banks.
 - i. OJK Regulation No. 11/POJK.03/2022 dated July 7, 2022 concerning Implementation of Information Technology by Commercial Banks.
 - j. OJK Regulation No.13/POJK.03/2021 dated July 30, 2021 concerning Implementation of Commercial Bank Products.
 - k. OJK Circular Letter No.33/SEOJK.03/2016 dated September 1, 2016 concerning Implementation of Risk Management in Banks Conducting Marketing Cooperation Activities with Insurance Companies (Bancassurance).
 - l. OJK Circular Letter No.4/SEOJK.03/2017 dated January 16, 2017 concerning Implementation of Risk Management in Banks Conducting Activities Related to Mutual Funds.
 - m. OJK Circular Letter No.11/SEOJK.03/2017 dated March 17, 2017 concerning Prudential Principles for Commercial Banks that Outsource Part of the Work to Other Parties.
 - n. OJK Circular Letter No.21/SEOJK.03/2017 dated June 6, 2017 concerning Implementation of Risk Management in the Use of Information Technology by Commercial Banks.
 - o. OJK Circular Letter No.32/SEOJK.03/2017 dated July 22, 2017 concerning Anti-Money Laundering and Prevention of Terrorism Funding Programs in the Financial Services Sector.

- p. Bank Indonesia Regulation No.23/6/PBI/2021 dated July 1, 2021 concerning Payment Service Providers.
- q. Bank Indonesia Regulation No.23/7/PBI/2021 dated July 1, 2021 concerning Payment Infrastructure Providers.
5. Internal Control System
 - a. OJK Regulation No.55/POJK.03/2016 dated December 7, 2016 concerning Implementation of Governance for Commercial Banks.
 - b. OJK Regulation No.46/POJK.03/2017, dated July 12, 2017 concerning Implementation of Commercial Bank Compliance Functions.
 - c. OJK Regulation No.1/POJK.03/2019 dated January 29, 2019 concerning Implementation of the Internal Audit Function in Commercial Banks.
 - d. OJK Circular Letter No.13/SEOJK.03/2017 dated March 17, 2017 concerning Implementation of Governance for Commercial Banks.
 - e. OJK Circular Letter No.35/SEOJK.03/2017 dated July 07, 2017 concerning Standard Guidelines for Internal Control Systems
6. Assessment of Bank Health Level (BHL)
 - a. OJK Regulation No.4/POJK.03/2016 dated January 26, 2016 concerning Health Rating of Commercial Banks.
 - b. OJK Circular Letter No.14/SEOJK.03/2017 dated March 17, 2017 concerning Bank Health Level of Commercial Banks.
7. Capital
 - a. Bank Indonesia Regulation No.17/22/PBI/2015 dated December 23, 2015 concerning the Obligation to Establish a Countercyclical Buffer.
 - b. OJK Regulation No.34/POJK.03/2016 dated September 22, 2016, as an Amendment to OJK Regulation No.11/POJK.03/2016 concerning Minimum Capital Adequacy Requirements for Commercial Banks.
 - c. OJK Regulation No.36/POJK.03/2017 dated July 12, 2017 concerning the Prudential Principles in Equity Participation Activities.
 - d. OJK Regulation No.2/POJK.03/2018 dated March 26, 2018 concerning Determination of Systemic Banks and Capital Surcharges.
 - e. OJK Regulation No.31/POJK.03/2019 dated December 2, 2019 concerning Obligation to Meet Leverage Ratios for Commercial Banks.
 - f. OJK Circular Letter No.26/SEOJK.03/2016 dated July 14, 2016 concerning Minimum Capital Adequacy Requirement for Commercial Banks according to Risk Profile and Fulfillment of Capital Equivalency Maintained Assets.
- g. OJK Circular Letter No.20/SEOJK.03/2016 dated June 2, 2016 concerning Features for Converting Into Ordinary Shares or Write Down of Additional Core Capital Instruments and Supplementary Capital.
- h. OJK Circular No. 24/SEOJK.03/2016 dated July 14, 2016 concerning Calculation of Risk-Weighted Assets for Operational Risk Using the Basic Indicator Approach
- i. OJK Circular Letter Number 11/SEOJK.03/2018 dated August 15, 2018 concerning Amendment to OJK Circular Letter No. 42/SEOJK.03/2016 concerning Guidelines for Calculation of Risk-Weighted Assets for Credit Risk Using the Standard Approach
- j. OJK Circular No. 6/SEOJK.03/2020 dated April 29, 2020 concerning Calculation of Risk-Weighted Assets for Operational Risk Using a Standard Approach for Commercial Banks
- k. OJK Circular No. 24/SEOJK.03/2021 dated October 7, 2021 concerning Calculation of Risk-Weighted Assets for Credit Risk Using a Standard Approach for Commercial Banks
8. Business Continuity Management
 - a. OJK Regulation No.14/POJK.03/2017 dated April 04, 2017 concerning Action Plans (Recovery Plans) for Systemic Banks.
 - b. Deposit Insurance Corporation (LPS) Regulation No.1/2021 dated March 29, 2021 concerning Resolution Plans for Commercial Banks.
9. Transparency and Publication of Bank Reports
 - a. OJK Regulation No.63/POJK.03/2020 dated December 22, 2020 concerning Commercial Banks Reporting Through the OJK Reporting System.
 - b. OJK Regulation No.36/POJK.03/2019 dated December 18, 2019 concerning Submission of Reports Through the Integrated Reporting Portal.
 - c. OJK Regulation No.37/POJK.03/2019 dated December 19, 2019 concerning Transparency and Publication of Bank Reports.
 - d. OJK Circular Letter No.9/SEOJK.03/2020 dated June 30, 2020 concerning Transparency and Publication of Conventional Commercial Bank Reports.
10. Customer Protection
 - a. OJK Regulation No.6/POJK.07/2022 dated April 14, 2022 concerning Consumer and Public Protection in the Financial Services Sector.
 - b. OJK Regulation No.18/POJK.07/2018 dated September 1, 2018 concerning Consumer Complaint Services in the Financial Services Sector.

- c. Bank Indonesia Regulation No.22/20/PBI/2020 dated December 22, 2020 concerning Bank Indonesia Consumer Protection.
- d. OJK Circular Letter No.17/SEOJK.07/2018 dated December 6, 2018 concerning Guidelines for Implementing Consumer Complaint Services in the Financial Services Sector.
11. Data Protection
 - 2022 Republic of Indonesia Data Protection Law No. 27 dated October 17, 2022 concerning Personal Data Protection.

GENERAL IMPLEMENTATION OF RISK MANAGEMENT

To implement effective Risk Management, both for BNI individually and in a Consolidated and Integrated manner with Subsidiaries, BNI's risk management implementation includes:



1. Pillar 1. Active supervision by the Board of Directors and the Board of Commissioners
 - a. Supervision by the Board of Commissioners
 - Active supervision by the Board of Commissioners is carried out by:
 - i) Approving BNI's risk management policies including strategies and risk management frameworks, as determined by the level of risk taken (Risk Appetite) and the risk tolerance for quantitative and qualitative Risk Appetite;
 - ii) Evaluating risk management policies and strategies at least once a year, or in the event there are changes in factors that significantly affect BNI's business activities;
 - iii) Evaluating the Board of Directors responsibilities and providing improvement directives on the implementation of BNI's risk management policies on a regular basis;
 - iv) Ensuring that risk management policies and processes are implemented effectively and are integrated into the overall BNI risk management process.

The Board of Commissioners has established a Risk Monitoring Committee as stipulated in the Risk Monitoring Committee Charter. The committee's duties include:

- i) Evaluating conformity between risk management policies and the implementation of Bank policies;
- ii) Monitoring and evaluating the Risk Management Committee and the Risk Management Work Unit duties, in order to provide recommendations to the Board of Commissioners;
- iii) Carrying out certain other tasks related to the Risk Monitoring Committee function and scope of duties, assigned by the Board of Commissioners.

In carrying out its supervisory function of BNI's Risk Management and Integrated Risk Management application, BNI's Board of Commissioners is assisted by the Risk Monitoring Committee (KPR), Audit Committee, and Integrated Governance Committee.

The Board of Commissioners' active supervision in the approval and evaluation of the General Risk Management Policy prepared by the Board of Directors. The Board of Commissioners periodically evaluates the risk management policies through the Board of Commissioners' Meeting forum (Radekom), by inviting the Board of Directors to attend the Risk Monitoring Committee (KPR) meetings, and through improvement recommendations submitted in the minutes.

b. Board of Directors Supervision

The Board of Directors active monitoring is performed by:

- i) Preparing written and comprehensive Risk Management policies, strategies and frameworks including overall and Risk Type Risk limits, taking into account the risk appetite and risk tolerance according to Bank's conditions, and taking into account the impact of Risk on capital adequacy. After obtaining approval from the Board of Commissioners, the Board of Directors establishes policies, strategies, and the Risk Management framework;
- ii) Preparing, determining, and updating procedures and tools to identify, measure, monitor, and control Risk;
- iii) Preparing and establishing transaction approval mechanisms, including those that exceed the limits and authority for each level of position.
- iv) Evaluating and/or updating Risk Management policies, strategies, and frameworks at least once a year or more frequently in the event there are significant changes in factors affecting the Bank's business activities, Risk exposure, and/or or Risk profile;
- v) Determining BNI's organization structure, including clear authorities and responsibilities at every position level related to the risk management implementation;

vi) Responsibility for implementing Risk Management policies, strategies, and frameworks that have been approved by the Board of Commissioners, and evaluating and providing guidance based on reports submitted by the Risk Management Work Unit (SKMR), including Risk profile reports;

vii) Ensuring all material risks and impacts caused by such risks have been followed up, and submitting regular accountability reports to the Board of Commissioners, including reports on developments and problems related to material risks together with corrective measures that have been, are being, and will be taken;

viii) Ensuring the implementation of corrective measures taken for problems or irregularities in the Bank's business activities found by the Internal Audit Work Unit (SKAI);

ix) Developing a Risk Management culture including Risk awareness at all organization levels, including adequate communication to all organization levels on the importance of effective internal control;

x) Ensuring the adequacy of resource support to manage and control the Risks;

xi) Ensuring the Risk Management function has been applied independently, as reflected in separation of functions between the SKMR conducting the identification, measurement, monitoring, and risk control, with the work unit performing and completing transactions.

In carrying out its effective risk management function, the Board of Directors is assisted by the Risk Management Work Unit (SKMR) that doubles as the Integrated Risk Management Work Unit (SKMRT). Supervision is carried out through Board of Directors Meetings (Radisi), and Meetings by the Risk Management & Anti-Fraud Committee (KRA) Risk Management Sub-Committee (RMC), Anti-Fraud Sub-Committee (KAF), Credit Policy Committee Meetings (KKP) and Credit Procedures Committee (KPP) and the Integrated Risk Management Committee (KMRT).

2. **Pilar 2. Adequacy of Risk Management Policies and Procedures and Establishment of Risk Limits**
The Risk Management Policy is a written directive for implementing risk management, and needs to be in line with the vision, mission, and strategic plan and be focused more on relevant risks in BNI's business activities, and be prepared by taking into account the risk appetite, risk tolerance and determination of limits.

BNI's Risk Management Policies include:

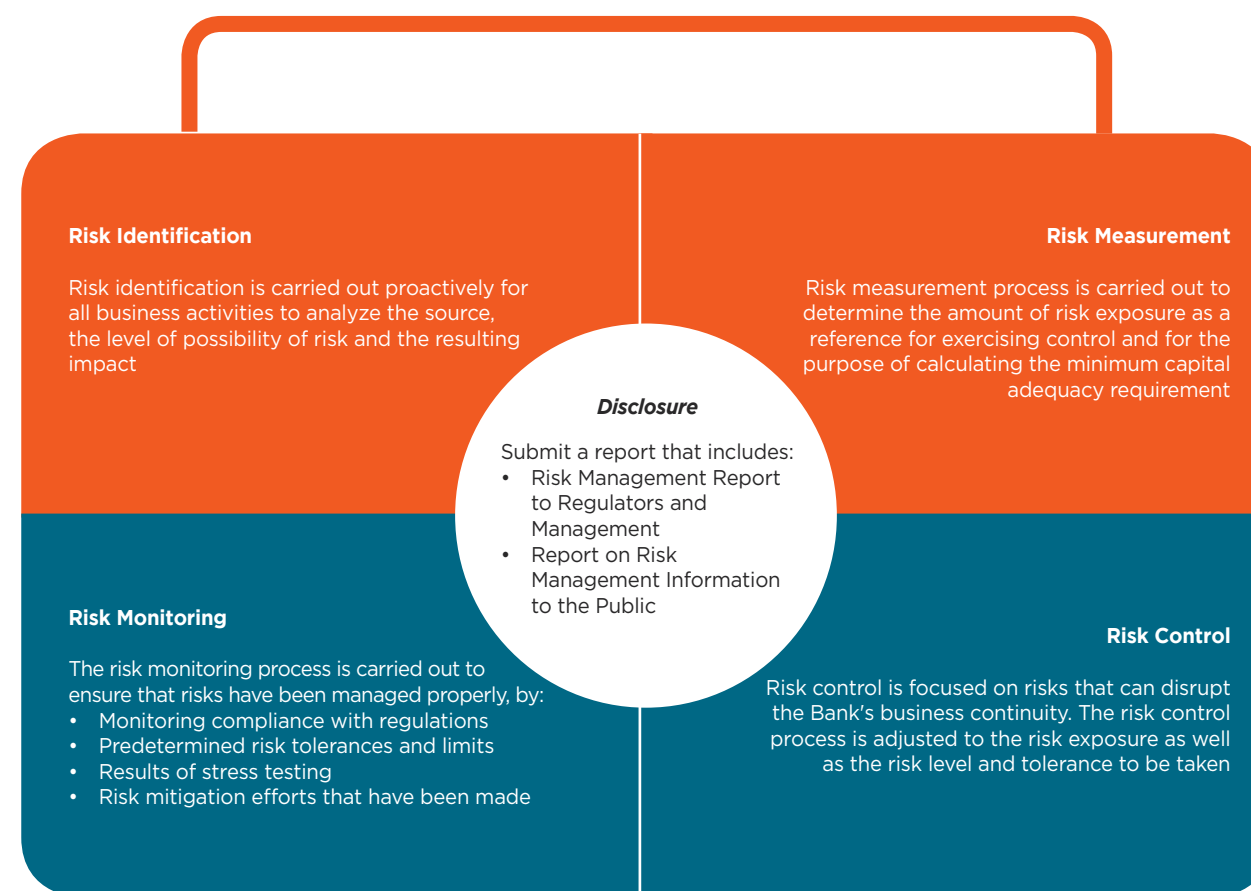
- a. General Risk Management Policy.
- b. Credit Risk, Market Risk, Liquidity Risk, Operational Risk, Compliance Risk, Legal Risk, Strategic Risk, and Reputation Risk Management Policies.
- c. General Policy on Integrated Risk Management and Integrated Capital
- d. Guidelines for Internal Control Systems.

The Risk Management Procedures elaborate the Risk Management Policy's implementation rules and are used as risk management implementation references for each Risk Management Unit and all BNI organizational units, and is adequately documented. The detailed provisions of each procedure are regulated in the technical instructions (Juknis). Evaluations and/or updates to the BNI Risk Management Policies and Procedures are carried out periodically or in the event of significant changes affecting BNI's business activities.

As one of its risk control methods, BNI also has a risk limit, to define the threshold for determining the level of risk mitigation intensity performed by management. The BNI risk limits cover limits per risk (credit risk, market risk, and liquidity risk), limits per functional activity as well as overall limits. The policies, procedures, and risk limits are periodically reviewed with approved up to the Board of Directors through committee meetings or circulation to the Board of Directors according to the level of authority.

3. **Pilar 3. Adequacy of Risk Identification, Measurement, Monitoring, and Controlling Processes, and Risk Management Information System**

The BNI's Risk Management processes includes identification, measurement, monitoring and risk control of 8 (eight) risk types, carried out on an ongoing basis against all material risk factors, and supported by the Risk Management Information System, as described as follows:



Policies concerning risk identification, measurement, monitoring, and control processes for 8 (eight) types of risk (credit, market, liquidity, operational, legal, strategic, compliance, and reputation risks) are stipulated in the Risk Management Policy per risk type; while the Risk Management process Integrated with the BNI Financial Conglomerate is stipulated in the Integrated Risk Management General Policy (KUMRT).

a. Risk Identification

The risk identification process is proactively carried out in all business activities to analyze the sources, possible risk levels, and their impact.

Matters to be considered in the risk identification process are as follows:

- Identification of all risks carried out regularly;
- Having a method or system to identify risks in all BNI products and business activities;
- Specifically identifying risks for new products and activities, before new products/activities are introduced or implemented.

b. Risk Measurement

The risk measurement process is carried out to determine the amount of risk exposure as a reference for risk control and to calculate the Minimum Capital Adequacy Requirement (KPMM).

Risk measurement is carried out both quantitatively and/or qualitatively according to the measurement method established by the regulator or by using an internal method developed by BNI based on best risk measurement practices. To anticipate extreme conditions, risk measurement at BNI is also complemented by stress testing for credit risk, market risk, and liquidity risk.

Matters to be considered in the risk measurement process are as follows:

- The scope of risk measurement should at least measure the sensitivity, tendency, individual risk factors, overall risk exposure per risk by taking into account the correlation and all risks inherent in bank transactions and products;
- The risk measurement method can be implemented quantitatively and/or qualitatively by using the methods established by the regulator or those developed internally;
- The measurement method is adjusted to the provisions of the applicable regulators;
- The internal methods used for measuring credit risk, market risk, and operational risk must take into account the Regulators' requirements, including requirements for use, backtesting, validation, and documentation;
- Risk measurement is carried out by the Risk Management Unit in coordination with the Risk Management Work Unit;

vi) BNI's Individual risk measurement is carried out on 8 (eight) risk types, while for the BNI Financial Conglomerate it is carried out on 10 (ten) risk types. To report the Minimum Capital Adequacy Requirement (KPMM) to regulators, BNI risk measurement is carried out individually against 3 (three) main risks: credit risk, market risk, and operational risk. Meanwhile, the integrated KPMM calculation is carried out by comparing the total actual capital of the Financial Services Institutions (FSI) members of the Financial Conglomerate with the minimum total capital that must be met by the FSI members of the BNI Financial Conglomerate.

Risk measurement is carried out regularly with the measurement results reported to the Regulator as part of the Risk Profile and KPMM BNI reporting individually as well as the Integrated Risk Profile and Integrated KPMM of the BNI Financial Conglomerate.

c. Risk Monitoring

The risk monitoring process ensures the risk management performance by monitoring the established risk mitigation and limits.

Matters to be considered in the risk monitoring process are as follows:

- Risk monitoring includes monitoring of the amount of risk exposure, risk tolerance, limit compliance, and stress testing results as well as consistency in the implementation of established policies and procedures;
- Risk monitoring is carried out by both the Operational Unit and the Risk Management Unit;
- Monitoring results are presented in reports that are submitted periodically to external (Regulator) and internal (Management) parties.

Risk monitoring is conducted both by the Operational Unit (risk-taking unit) as the risk owner and by the risk control unit, with the monitoring results presented in regular reports including Bank Soundness Level Reports, Risk Profile Reports, Minimum Capital Adequacy Requirements (KPMM) Reports, Loan Portfolio Reports, Market Risk and Liquidity Risk Monitoring Reports, Operational Risk Incident & Loss Reports, Business Continuity Management (BCM) Monitoring Reports, Internal Risk Analyst and other risk reports.

d. Risk Control

The risk control process is carried out primarily to manage risks that could interfere with BNI's business continuity.

Matters to be considered in the risk control process are as follows:

- The risk control system refers to the established policies and procedures;
- The risk control process is adjusted to the risk exposure as well as the level of risk to be taken (risk appetite) and risk tolerance;
- The mechanism for hedging and risk mitigation is carried out by the Operational Unit in collaboration with the Risk Management Unit.

Risk control strategies implemented include the following:

- Risk Acceptance**
For risk types that are processively impossible to intervene in to prevent or improve the situation, where the potential risks will be accepted as a consequence of the bank taking advantage of business opportunities, with the consideration that the existing risks are still within the Bank's limits/tolerance. However, strict controls are required to be exercised if this risk control strategy is implemented.
 - Risk Avoidance**
Risk avoidance is carried out to prevent BNI from experiencing an unacceptable risk, or to prevent an increase in existing risk exposures. Risk avoidance is chosen if the potential profit from a business activity is smaller than the possible risk exposure.
 - Risk Transfer**
In the risk transfer strategy, existing risks inherent in the business activities are transferred to other parties. One of the most common methods of risk transfer is the use of insurance services or outsourcing.
 - Risk Mitigation**
Risk control will be optimal if efforts are made to reduce existing risks. Risk mitigation is intended to minimize losses triggered by external factors, as well as events within the bank. One of the alternatives to press and reduce risk is through increased control and improvement of work systems and procedures.
- e. Risk Management Information System
- The Risk Management information system is required to support the identification, measurement, monitoring, and risk control processes.
- Risk Data Management**
Risk data management is used to ensure the level of availability, accuracy, and timeliness of the distribution of risk management information/reports as well as relevant parties in the Risk management report.

ii) Risk Management Reporting

The Risk Management Reporting to certain parties must consider the following matters:

- The frequency of reports adjusted to the needs of relevant parties; therefore, they can provide adequate information for decision-makers;
- The reports contain information on total risk exposure, monitoring of material risks, setting limits, compliance with policies and procedures, achieving business performance, and implementing risk management.

The effectiveness of BNI's Risk Management Information System includes the following:

- Information availability that is accurate, complete, informative, timely, and accessible to the Board of Commissioners, the Board of Directors, and related units of Risk Management to assess, monitor, and mitigate risks faced by BNI, both overall and by risk type;
- The effectiveness of Risk Management includes the policies, procedures, and determination of risk limits;
- Information availability on the results (realization) of Risk Management compared to the targets set by BNI following risk management policies and strategies.

Several risk management applications have been prepared to support the risk management processes in a good, accurate and timely manner, including the Internal Rating System, Scoring System, Operational Risk Toolkit (New PERISKOP), and Market & Liquidity Risk Management Applications.

Several risk management solutions have been prepared to support the implementation of risk management properly and in line with the IT Strategic Plan, including:

- Preparing front-end applications for credit risk, market risk, and operational risk;
- Preparing data storage and information systems.

Before implementing a new risk management information system, tests are carried out to ensure that the processes and outputs produced have gone through the development, testing, and reassessment processes effectively and accurately.

4. Pilar 4. Complete Internal Control System

The application of BNI's Internal Control System is developed and implemented using the Three Lines of Defense model consisting of:

#1 Risk Taking Unit or 1st Line of defense	#2 Risk Control Unit or 2nd Line of defense	#3 Risk Assurance or 3rd Line of defense
<p>Risk Owner, responsible for the risks taken, execution and results (Day to day risk management & control)</p> <ul style="list-style-type: none">Responsible for managing and controlling risks inherent in day-to-day business activities or functions;Identifying, measuring, mitigating, monitoring and reporting risks inherent in business activities/functions in accordance with the strategies/policies/risk parameters set by the 2nd line of defense.	<p>Risk Control, responsible for developing the Bank's risk management framework, policies, principles and methodology:</p> <ul style="list-style-type: none">Preparing proposals for risk management strategies and policies, including risk appetite & limits;Developing frameworks, policies, principles, tools, methodologies and risk management standards;As a risk oversight unit, carrying out aggregation and overall risk reporting;Advising or providing recommendations to the 1st line of defense on implementing risk policies according to authority;Escalating issues/important decisions to Senior Management/Directors and/or Risk Management Committee and Anti Fraud, Risk Management Sub-Committee and/or Integrated Risk Management Committee (Risk Management Committees).	<p>Risk Assurance, responsible for independently evaluating the effectiveness of risk management and internal control implementation:</p> <ul style="list-style-type: none">Conducting independent and periodic internal audits on the risk management and internal control;Preparing corrective action recommendations and monitoring their implementation;Reporting the audit results to the Audit Committee and key stakeholders according to their authority.

The Risk Owner as the first line of defense/Risk-Taking Unit and manages the risks inherent in the business and day-to-day functions. The Enterprise Risk Management Division, Policy Governance Division, and Compliance Division acts as the second line of defense/Risk Control Unit.

The Internal Audit (IAD) acts as a third line of defense/Risk Assurance Unit, and is responsible to the President Director and is tasked with independently assessing the suitability of the risk management implementation processes, and the internal control system with established policies and procedures and the Regulator's provisions.

BNI's Internal Control System has been effective and efficient with the implementation of separation of functions between the Risk-Taking Unit and the Risk Control Unit as well as the Risk Assurance Unit.

SPECIFIC IMPLEMENTATION OF RISK MANAGEMENT

There are 8 (eight) risk profiles managed by BNI as the Bank and 10 (ten) risk profiles managed by the Bank as a Financial Conglomerate, namely credit risk, market risk, liquidity risk, operational risk, legal risk, reputation risk, strategic risk, risk compliance, intra-group transaction risk, and insurance risk.

CREDIT RISK

Credit Risk is the risk of loss due to the failure of other parties to fulfill their obligations. Included in credit risk are credit risk due to debtor failure, credit risk due to concentrated provision of funds (credit concentration risk), credit risk due to counterparty credit risk, credit risk due to settlement failure (settlement risk), and credit risk due to country risk.

Credit Risk Management

As the spread of COVID-19 subsided, the global and domestic economies continued to recover. Improvements in the world economy will continue, however, their potential will be lower than previously estimated, due to the increased financial market uncertainty as a result of the continuation of the Russia-Ukraine conflict, increasing global inflationary pressure, and a more aggressive global monetary policy tightening response.

The economic recovery will bring about a positive impact on the performance and quality of bank lending in Indonesia, as well as loan performance at BNI. BNI captured this potential through its initiatives to encourage prudent loan growth. As at December 2022, BNI's loan realization was Rp646.2 trillion or an increase of 10.9% YoY compared to Rp581.5 trillion, compared to 2021's growth increase of 5.3% YoY.

The main driver for BNI's loan growth was the Corporate segment that posted an increase of 12.3% YoY, followed by the Consumer business segment with 10.2%, which were mostly disbursed as housing ownership and payroll loans. To maintain asset quality, BNI's lending focused on Top Tier customers in a number of industries, as it continues to build overall relationships with customers to ensure integrated financial solutions (close loop transactions).

BNI's loan quality continued to improve throughout 2022 and showed recovery after being depressed due to the COVID-19 pandemic. An encouraging trend can be seen from the gradual reduction in the gross Non-Performing Loan (NPL) ratio driven by the application and monitoring of risk management discipline in loan disbursements, BNI's gross NPL ratio in December 2022 was 2.8%, down from the position at the end of 2021 of 3.7%. The improvement in BNI's NPL was due to improved loan quality in the Corporate segment from 2.8% to 2.0%, and in the Consumer business from 2.3% to 1.7%.

The same trend occurred in the number of restructured loans. As of December 2022, BNI's restructured loans amounted to Rp91.4 trillion (bank only), down compared to Rp122.93 trillion in the last period of 2021. Restructured credit related to the COVID pandemic also improved, where in December 2022 it was Rp49.58 trillion, or 7.71% of the total loans, to Rp72.13 trillion or 12.40% of the total loans in December 2021. Based on the debtor's credit risk classification, BNI's COVID-19 restructured loans was dominated by the Medium Risk category with 61%, followed by the High Risk category with 23% and Low Risk with 16% of the total COVID-19 restructured loans. Most of the debtors who received the COVID-19 credit restructuring facility came from the construction sector with 23%, the Manufacturing Industry sector with

20%, the Accommodation Provision and Food and Drink Provision sector with 13.5% and the Wholesale and Retail Trade sector with 12.8%. BNI will continue to closely monitor restructured loans related to the pandemic, especially with the end of the COVID Stimulus POJK in March 2023.

BNI also measures the Loan at Risk (LaR) ratio that shows a wider range of loan risk. LaR is the sum of loans with collectibility 1 (current) which are restructured, collectibility 2 (Special Mention) and collectibility 3, 4 and 5, which are classified as Problem Loans (NPL). In December 2022, BNI's total LaR Was Rp102.84 trillion, or 16.0% of total loans, an improvement on the previous year's Rp135.71 trillion, or 23.34% of total loans. LaR ratio Improvements occurred accross all segments supported by a decrease in restructuring loans in line with efforts to improve the end to end loan process, and also supported by the increasingly sloping COVID-19 cases so that people's mobility increased, which had a positive impact on recovering debtor business activities. The return to normal loan status took place in stages and was seen in various business sectors.

Following the improvement in loan quality, the cost of credit continued to improve, where as at December 2022 it was 1.8%, down compared to the 2021 period of 3.15%. The cost of credit ratio referred to was still within the management guidance range of 1.9% - 2.1%. Looking forward, BNI will continue to control the cost of credit up to 1.5% in 2023.

Even though loan quality had improved relatively, BNI still anticipated a potential decline in loan quality, and strengthened the reserve ratio or coverage ratio to an adequate level. By the end of 2022, the NPL coverage ratio had increased from 233.4% in 2021 to 278.3%, and the LaR coverage ratio had increased from 37.0% in 2021 to 48.8%.

Currently, BNI has developed a concept and mechanism for implementing a more prudent, measurable end-to-end loan process with consistent and disciplined controls in an effort to build a better loan risk culture, including the following:

- Establishing Risk Acceptance Criteria to apply BNI's aggressive, selective and quality expansion. This is intended so that BNI can still maintain its loan quality when expanding
- Developing of Single Integrated Monitoring (SIMON) Framework tools, a Loan Management System (LMS), Credit Scoring Model for processing loans > IDR 5 billion, and developing RM Tools to improve the quality and efficiency of the loan analysis process.

- Implementing a better control mechanism for debtors to ensure monitoring tools are used in a consistent, disciplined and quality manner so that BNI can determine the right action plan for each debtor and monitor its implementation
- Implementing faster and earlier remedial actions to accelerate improvements in the performance of debtors with potential problems and to mitigate potential risks.
- Conducting regular and in-depth loan training to increase loan knowledge and skills as well as to increase awareness of a risk culture.

Governance and Organization

The four eyes principles in the loan process at BNI is applied in the loan approval process, and is carried out through the Credit Committee, a joint forum for loan decision-making officials with the authority to decide on proposed loans in accordance with established limits. The Credit Committee Members consist of officers from the business unit and business risk units. The business unit and business risk unit act as the first line of defense (risk owner) whose job is to manage and control loan risk in the units' daily operational activities.

In an effort to accelerate loan quality improvement, BNI established an LaR Handling Optimization Team organization. This organization was established to monitor loan quality and handle lower quality debtors more quickly and intensively with a focus on the management process, decisions, action plans and monitoring of debtors Loan at Risk (LaR) according to the set targets and goals. As well as the LaR Handling Optimization Team Organization, the Remedial Recovery Unit also plays a role in handling troubled debtors' loans. BNI carries out faster and earlier remedial actions to accelerate the performance improvement of debtors with potential problems and to mitigate potential risks.

The Risk Management Work Unit and the Policy Governance Unit act as the second line of defense in charge of preparing the loan infrastructure such as formulating loan policies and procedures, setting limits on loan decision-making authority, developing and reviewing risk management methodologies, monitoring and reporting loan risk developments (including limits), preparing a rating and scoring system, together with business units to monitor loan portfolios, as well as prepare other tools needed to support loan activities.

The Internal Audit Work Unit (SKAI) as the third line of defense actively participates in maintaining the quality of the loan portfolio through immediate post reviews, by conducting examinations of several

debtors immediately after the loans are disbursed. SAI also checks debtors by sampling to maintain the quality of debtors who have obtained loan facilities

Policies and Procedures

Establishment of Credit Risk Management Policies and Procedures, is aimed at supporting the provision of sound loans, identifying and dealing with problem loans and monitoring and controlling Credit Risk.

The Credit Policies and Procedures are formulated as the basis for implementing the loan process activities, so loan quality can be maintained while considering the business targets set. BNI has a Bank Credit Policy (KPB), which was decided by the Credit Policy Committee Forum (KKP) and approved by the Board of Commissioners, which is the philosophy and basic principles for sound credit.

The policy is structured in a more detailed lending procedure as a guideline that regulates end-to-end loan processing activities so that laon quality can be maintained while taking into account the set business targets.

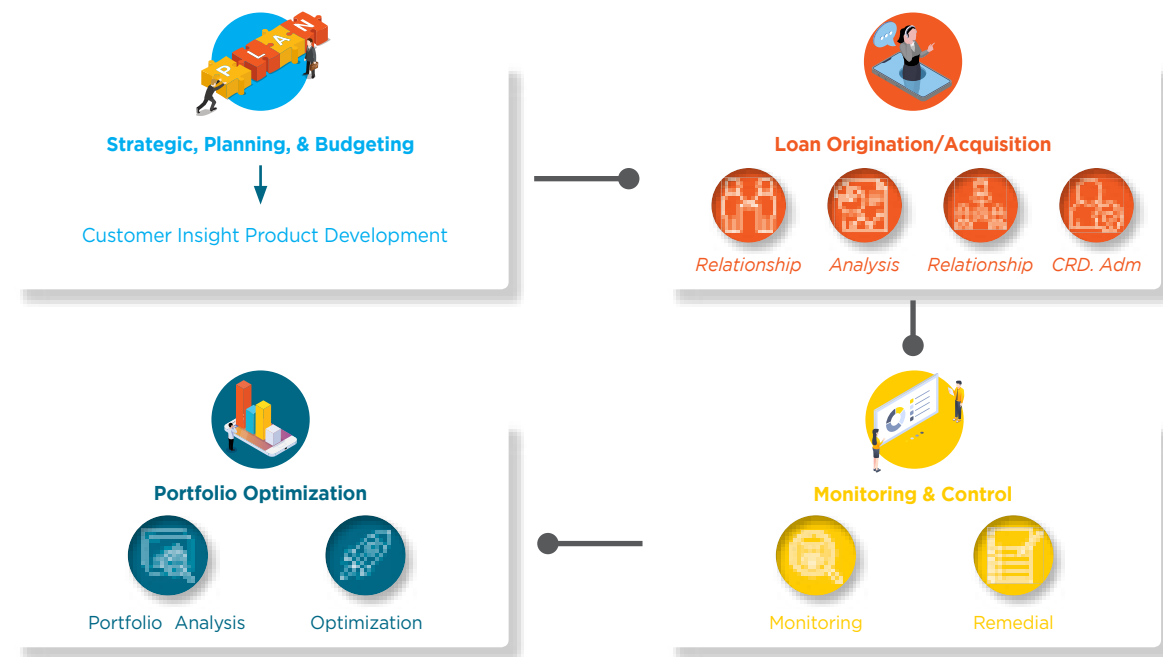
The loan procedures include Business Banking Credit Procedures for the Corporate Segment, Commercial segment, Small segment, Credit Manual for Overseas Branches, Consumer Credit, Trade Finance, Credit Law and Credit Administration Management

In addition, BNI also has a General Risk Management Policy in the form of Credit Risk Management Procedures, and detailed Technical Guidelines such as technical guidelines for setting Loan Exposure Limits, Credit Risk Premium, Credit Risk Stress Testing, Internal Rating Based, Scoring Systems, Calculation of Risk Weighted Assets, Industry Risk Rating and Credit Model Validation.

The Policies and procedures for Credit and Credit Risk Management have been standardized the Company Guidelines. The Company Guidelines used are currently available in the form of online guidelines, namely BNI e-PP (electronic Company Guidelines).

Process

The credit risk management process is implemented for the entire credit process, starting from loan marketing until the loan is paid off. This process takes place continuously in a value chain activity that begins with strategy and planning, customer insight, portfolio planning, product development, loan processing, loan administration, intensive monitoring and portfolio optimization.



For the operational activities for individual customers, the credit risk management process is carried out by the Business Units and the Business Risk Units, including the stages of identification (including verification of data accuracy), measurement (use of credit analysis tools), monitoring (through regular customers visits and review ratings), and control (such as by setting limits, covenants, and mitigant factors).

For the entire portfolio, loan monitoring and reporting is carried out periodically by Management through the Loan Portfolio Report. Also, loan concentration is monitored, whether it is concentrated in certain economic sectors or concentrated in certain segments. Periodically in the Risk Management & Anti-Fraud Committee Forum, the Risk Management Sub Committee (KRA-RMC) evaluates the target achievements, determines steps, and coordinates follow-up improvements, and evaluates the effectiveness of corrective measures.

To improve loan quality, BNI has optimized a number of strategies starting from improving end-to-end loan processes, mitigating more prudent risks, handling non-performing loans earlier and building a strong loan risk culture.

The most basic effort to improve loan quality is through strengthening the risk culture by improving the way of working/behavior in loan extensions and managing credit risk management. The most important risk behaviors to be improved by all employees are increasing the Level of Care, Communication, Openness, Cooperation, and Tolerance.

The end-to-end process improvement is divided into 3 (three) activities, namely:

- Pipeline Management, aims to acquire debtors with good quality and character through a pre-screening process and Risk Acceptance Criteria (RAC) determined according to the industry sector, to direct the loan portfolio to sectors that are stronger and healthier and ensure prospective borrowers comply with BNI's Risk Appetite, to be decided in the Business Acceptance Committee (BAC) forum for approval from a business and risk perspective;
- Underwriting, aims to conduct a comprehensive debtor analysis including first way out and second way out analysis together with risk mitigation by applying sound credit parameters as outlined in the macros excel-based Credit Proposal Memorandum (MPK) that aims to improve the quality of analysis of debtors/prospective debtors using standardizing formats, and to increase data credibility;
- Monitoring, a series of activities to monitor/follow the progress of a debtor's business activities and the development of loans disbursed from the time they are given until they are paid off by building a Single Integrated Monitoring (SIMON) tool as an enhancement to existing monitoring tools such as the Early Warning System (EWS), Watchlist and LaR Zoning aimed at anticipating potential risks that may arise.

Tools and Methods

To support the business process operations and credit risk management, BNI uses credit risk management tools at the individual and portfolio levels. For individual loan exposure in the business banking segment, where BNI already has a rating model in the form of an internal rating system, while for the consumer and retail segments up to Rp3 billion, a debtor scoring system is used to assist in analyzing debtor quality in the loan process.

To prevent the Bank's portfolio from being concentrated on certain debtors and economic sectors, credit limits have been set according to risk appetite and risk tolerance, the ERM Division has also prepared an Industry Risk Appetite (IRA) by taking into account factors including Industry Risk Rating (IRR), Prospective Economic Sector and the Environmental Impact of the economic sector that refers to the Environmental Social and Governance principles in accordance with POJK No. 51 of 2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, issuers and Companies, while to anticipate exceedances in the BMPK BNI has set a house limit with a more prudent limit than the LLL limit set by Regulatory provisions.

To regulate the loan portfolio composition, BNI has a Loan Exposure Limit (LEL) which serves to limit the risk of concentration of loan exposure in each economic sector and each business segment, and serves as a guideline for loan expansion for one year. For industrial risk assessment, BNI implements the Industry Risk Rating (IRR) and financial ratio standards as factors in assessing the quality of debtors from the industry side.

As part of measuring credit risk and anticipating changes in macro factors that may have an impact on the Company, BNI regularly conducts loan risk stress testing using deteriorating scenarios to assess changes in the loan portfolio and the impact on performance and capital for the Bank, as well as the Bank's ability to deal with these conditions.

To integrate documentation in the credit process, BNI uses the e-PAK application for corporate loans to assist in the end-to-end credit processes with documentation carried out by integrating several existing tools.

Establishment of Allowance for Impairment Losses (CKPN)

The establishment of Allowance For Impairment Losses (CKPN) in BNI follows the the Statement of Financial Accounting Standards (PSAK) number 71: Financial Instruments as the accounting standard governing financial instruments that became effective as of January 1, 2020.

PSAK 71 requires the inclusion of information relating to past events, current conditions, and forecasts of future economic conditions. The projected change in loan losses must reflect changes in the related conditions in one period. The calculation for the recognition of Expected Credit Loss- ECL requires a forward-looking estimation of Probability of Default (PD), Loss Given Default (LGD), and Exposure at Default (EAD).

Following these accounting requirements, the coverage of financial assets assessed for the calculation of Expected Loss or Allowance Impairment Losses (CKPN) based on PSAK 71 is as follows:

1. Financial assets, such as debt instruments, are measured at amortized cost or fair value through other comprehensive income (FVOCI) including loans and debt securities;
2. Loan commitments issued are not measured at fair value through profit and loss (FVTPL);
3. Financial guarantee contracts issued that fall within the scope of PSAK 71 and are not measured in FVTPL.

The calculation of impairment value is carried out through two methods, individual or collective impairment.

1. Individual Value Impairment
Based on PSAK 71, ECL for individual credit is calculated using a Discounted Cash Flow method that considers the existing forward-looking scenarios based on 3 (three) scenarios: fair, optimistic and pessimistic economic conditions.
2. Collective Value Impairment
Value Impairment using the collective methodology and is applied to portfolios that not meet the criteria for individual portfolios. The collective value Impairment uses the PD, LGD, and EAD components.

The definition of default used in the calculation of Probability of Default and Loss Given Default for loan portfolios, besides following the regulatory regulations concerning the Assessment of Asset Quality of Commercial Banks and future changes, BNI also uses a definition of default or Past Due of more than 90 days, with an internal rating default, or Collectibility of more than 3. For non-credit portfolios, the definition of default refers to the regulation concerning the Assessment of Asset Quality of Commercial Banks and rating assessments published by external rating agencies.

Based on the general approach to calculating impairment in PSAK 71, financial assets are categorized into 3 (three) stages. Each stage shows the credit quality of the related financial assets, namely:

1. Stage 1: includes financial instruments that do not have a significant increase in credit risk compared to the risk level from the initial recognition, or have a low credit risk at the reporting date. For these assets, ECL calculation will apply for a maximum of 12 months or following the remaining tenor.
2. Stage 2: includes financial instruments that experience an increase in credit risk from the initial recognition (except for credit risks at the reporting date classified as low) but that experience or qualify for default. For these assets, ECL calculation will apply over the remaining tenor, or follow the expected remaining tenor. ECL lifetime is the expected credit loss from all default events that may occur during the estimated life of the financial instrument.
3. Stage 3: includes financial instruments that are shown to be objectively impaired at the reporting date. This stage consists of debtors in default.

Probability of Default (PD)

Probability of Default (PD) is the main component in calculating CKPN and in assessing the potential default of a debtor group based on indicators of earning asset quality for each asset. To fulfill the principles of PSAK 71, PD needs to be established into a transition that has a time dimension known as PD forward-looking.

PD forward-looking defines the potential of default not limited to 1 year but up to the longest tenor held by the bank. PD forward-looking will be distributed each year/month of the projected tenor of the facility. This distribution is known as the PD forward-looking term structure.

PD forward-looking term structure is required for the calculation of CKPN according to the stage in each facility. In generating PD values, BNI uses 3 approaches based on the availability of portfolio data, namely the Vasicek Model, the Bayesian Scalar Model, and the Matrix Transition Model.

Loss Given Default (LGD)

In calculating CKPN PSAK 71, the estimated value of Loss Given Default (LGD) considers BNI recovery data from default accounts. There are 2 (two) LGD segments, namely secured LGD and unsecured LGD. Secured LGD consists of the Appreciated Model, the Depreciation Model, and the Static Model. While the Unsecured LGD consists of the discounted difference in the debit model.

In the LGD calculation, there is a Recovery Secured component, which is a recovery covered by collateral or the LGD portion of the collateral recovery that has been discounted according to the workout period. Unsecured recovery is the recovery derived from cash discounted recoveries according to the workout period. Direct costs are those that arise during the billing or guarantee execution process.

Collateral recovery/recovery secured is divided into 3 types, namely appreciated collateral, depreciated collateral, and static collateral. Determination and management/changing of rules to classify the collateral segmentation into the three types of collateral is carried out periodically.

For the unsecured recovery rate calculation, the population being observed includes accounts that have experienced defaults but are still in default status until the end of the cut-off modeling period and have default ages exceeding the workout period limit.

Exposure at Default (EAD)

Exposure at Default (EAD) is an estimate of the carrying amount at the time of default, considering the cash flows of the relevant financial instrument, as well as the possibility of additional withdrawals from the credit limit up to the date of default. EAD also considers payment and amortization schedules as well as changes in the utilization of outstanding balances before default.

EAD modeling is carried out based on the characteristics of the related financial instruments, divided into several categories, namely installment loans, revolving loans, trade finance products, and treasury.

Some facilities will be subject to a credit conversion factor (CCF) rate in their EAD term structure. CCF will be imposed on facilities that have the following criteria:

1. Has a withdrawal allowance that can be reused if a principal debt is paid;
2. The funding mechanism can be carried out without a credit analysis mechanism.

Expected Credit Loss (ECL)

Broadly speaking, CKPN is measured by the lifetime Expected Credit Loss (ECL) value, if there has been a significant increase in credit risk since initial recognition. If at the reporting date, there has been no significant increase in credit risk since initial recognition, the measurement of allowance for impairment losses on financial assets is carried out for a maximum of ECL 12 months.

Application of PSAK 71 during COVID-19 Pandemic

Referring to the Financial Services Authority (OJK) letter No .S7/D.03/2020 dated April 14, 2020 concerning the Application of PSAK 71 and PSAK 68 during the COVID-19 pandemic, BNI has identified those debtors who have performed well so far but have declined due to the impact of COVID-19, implemented a restructuring scheme referring to the assessment results, classifying debtors who received a restructuring scheme in stage 1, and where no additional CKPN was required, as well as performed identification and monitoring on an ongoing basis, as well as stayed on guard to continue to CKPN form if the Debtors who had received the restructuring facility performed well at first, but were expected to decline due to the impact of COVID-19, and were unable to recover after the restructuring/impact of COVID-19 ends.

Table of Disclosure of Net Receivables by Region, Bank Only

(in million rupiah)														
No.	PORTFOLIO CATEGORY	December 31, 2022							December 31, 2021					
		NET RECEIVABLES BY AREA							NET RECEIVABLES BY AREA					
		Sumatera and Kalimantan	Sulawesi, Bali & Nusa Tenggara and Papua	Jawa (Excl. Jakarta and Banten)	Jakarta & Banten	"OVERSEAS BRANCH OFFICE"	Total		Sumatera and Kalimantan	Sulawesi, Bali & Nusa Tenggara and Papua	Jawa (Excl. Jakarta and Banten)	Jakarta & Banten	"OVERSEAS BRANCH OFFICEI"	Total
1	Government Receivables	-	137	168	248,363,797	19,828,523	268,192,625		-	341	25	249,608,909	19,678,302	269,287,577
2	Public Sector Entities Receivables	7,326,064	1,782,225	23,830,237	66,829,702	791,311	100,559,539		5,717,890	1,468,481	15,733,271	58,722,427	1,089,812	82,731,881
3	Multilateral Development Banks and International Institutions Receivables	-	-	-	-	-	-		-	-	-	-	5,701	5,701
4	Bank Receivables	358,414	449,806	508,606	37,529,380	8,971,403	47,817,609		153,001	41,693	574,286	44,148,413	7,326,208	52,243,601
5	Loans Secured by Residential Property	3,411,984	2,630,604	7,006,014	2,572,329	129	15,621,060		3,129,317	2,645,901	5,978,449	2,588,303	133	14,342,103
6	Loans Secured by Commercial Real Estate	763,004	1,062,620	1,614,158	9,840,144	-	13,279,926		1,764,573	1,399,136	2,097,523	11,266,880	-	16,528,112
7	Employee/ Retiree Loans	27,633	19,299	48,584	14,770	4,004	114,290		37,956	25,854	66,394	25,937	4,857	160,998
8	Micro Business, Small Business, and Retail Portfolio Receivables	31,735,536	27,005,716	51,150,609	28,866,298	5,319	138,763,478		27,523,079	23,103,830	40,142,689	29,866,833	868	120,637,299
9	Corporate Receivables	82,103,688	42,763,352	80,880,530	167,989,522	30,512,760	404,249,852		61,307,685	35,591,772	73,100,329	170,862,613	28,433,077	369,295,476
10	Past Due Receivables	485,806	523,986	1,462,597	675,229	288,861	3,436,479		733,154	376,346	1,667,536	1,512,777	319,759	4,609,572
11	Other Assets	3,299,228	2,430,894	4,750,123	41,428,592	690,138	52,598,975		3,155,582	2,148,529	4,383,858	39,587,882	315,733	49,591,584
TOTAL		129,511,357	78,668,639	171,251,626	604,109,763	61,092,448	1,044,633,833		103,522,237	66,801,883	143,744,360	608,190,974	57,174,450	979,433,904

Table of Disclosure of Net Receivables by Region, Bank Consolidated with Subsidiaries

(in million rupiah)														
No.	PORTFOLIO CATEGORY	December 31, 2022							December 31, 2021					
		NET RECEIVABLES BY AREA							NET RECEIVABLES BY AREA					
		Sumatera and Kalimantan	Sulawesi, Bali & Nusa Tenggara and Papua	Jawa (Excl. Jakarta and Banten)	Jakarta & Banten	"OVERSEAS BRANCH OFFICE"	Total		Sumatera and Kalimantan	Sulawesi, Bali & Nusa Tenggara and Papua	Jawa (Excl. Jakarta and Banten)	Jakarta & Banten	"OVERSEAS BRANCH OFFICE"	Total
1	Government Receivables	-	137	168	256,172,301	19,828,523	276,001,129		-	341	25	249,608,909	19,678,302	269,287,577
2	Public Sector Entities Receivables	7,326,064	1,782,225	23,830,237	66,829,702	791,311	100,559,539		5,717,890	1,468,481	15,733,271	58,722,427	1,089,812	82,731,881
3	Multilateral Development Banks and International Institutions Receivables	-	-	-	-	-	-		-	-	-	-	5,701	5,701
4	Bank Receivables	358,414	449,806	508,606	37,969,428	8,971,403	48,257,657		154,747	41,693	580,383	44,431,242	7,326,208	52,534,273
5	Loans Secured by Residential Property	3,414,259	2,630,604	7,006,257	2,595,563	129	15,646,812		3,129,317	2,645,901	5,978,449	2,588,303	133	14,342,103
6	Loans Secured by Commercial Real Estate	765,744	1,062,620	1,614,158	9,913,390	-	13,355,912		1,764,573	1,399,136	2,097,523	11,266,880	-	16,528,112
7	Employee/ Retiree Loans	27,633	19,299	48,717	15,216	4,004	114,869		38,481	25,854	70,169	21,637	4,857	160,998
8	Micro Business, Small Business, and Retail Portfolio Receivables	31,741,769	27,005,716	51,155,274	29,266,380	5,319	139,174,458		27,524,497	23,103,830	40,151,453	30,713,787	868	121,494,435
9	Corporate Receivables	82,213,784	42,763,352	81,124,228	170,853,951	30,512,760	407,468,075		61,315,814	35,591,773	73,303,657	170,051,250	28,433,077	368,695,571
10	Past Due Receivables	492,128	523,986	1,463,210	709,212	288,861	3,477,397		733,448	376,346	1,667,536	1,512,483	319,759	4,609,572
11	Other Assets	3,307,187	2,430,894	4,765,064	57,129,403	690,138	68,322,686		3,155,583	2,148,528	4,383,858	49,225,463	315,733	59,229,166
TOTAL		129,646,982	78,668,639	171,515,919	631,454,546	61,092,448	1,072,378,534		103,534,350	66,801,883	143,966,324	618,142,381	57,174,450	989,619,389

Table of Disclosure of Net Receivables by Remaining Contract Term, Bank Only

(in million rupiah)													
No.	PORTFOLIO CATEGORY	December 31, 2022						December 31, 2021					
		Net bills are based on the remaining term of the contract						Net bills are based on the remaining term of the contract					
		≤ 1 year	> 1 year until 3 years	> 3 years until 5 years	> 5 years	Non-Contractual	Total	≤ 1 year	> 1 year until 3 years	> 3 years until 5 years	> 5 years	Non-Contractual	Total
1	Government Receivables	74,865,856	24,407,969	39,229,044	44,645,527	85,044,229	268,192,625	118,712,165	22,197,011	30,133,595	96,077,449	2,167,357	269,287,577
2	Public Sector Entities Receivables	37,746,650	15,873,716	12,419,379	31,187,238	3,332,556	100,559,539	29,252,729	11,302,676	12,440,620	22,499,884	7,235,972	82,731,881
3	Multilateral Development Banks and International Institutions Receivables	-	-	-	-	-	-	5,701	-	-	-	-	5,701
4	Bank Receivables	33,616,783	944,022	1,290,994	488,934	11,476,876	47,817,609	34,521,048	5,330,127	53,858	10,747,835	1,590,733	52,243,601
5	Loans Secured by Residential Property	156,416	650,195	1,651,215	13,163,234	-	15,621,060	134,902	714,112	1,260,388	12,232,701	-	14,342,103
6	Loans Secured by Commercial Real Estate	1,498,717	2,172,403	6,720,579	2,888,227	-	13,279,926	2,433,704	1,980,973	5,715,217	6,398,218	-	16,528,112
7	Employee/ Retiree Loans	4,889	11,166	7,089	91,146	-	114,290	4,916	17,263	14,809	124,010	-	160,998
8	Micro Business, Small Business, and Retail Portfolio Receivables	12,135,426	30,540,907	39,750,058	56,138,056	199,031	138,763,478	9,444,948	22,742,206	32,654,264	46,800,855	8,995,026	120,637,299
9	Corporate Receivables	155,318,272	46,903,525	83,999,972	116,127,618	1,900,465	404,249,852	147,477,535	36,353,281	61,858,999	116,706,685	6,898,976	369,295,476
10	Past Due Receivables	1,598,913	446,827	587,291	803,448	-	3,436,479	2,008,836	485,857	550,204	1,546,713	17,962	4,609,572
11	Other Assets	-	-	-	-	52,598,975	52,598,975	-	-	-	816,615	48,774,969	49,591,584
TOTAL		316,941,922	121,950,730	185,655,621	265,533,428	154,552,132	1,044,633,833	343,996,484	101,123,506	144,681,954	313,950,965	75,680,995	979,433,904

**Table of Disclosure of Net Receivables by Remaining Contract Term,
Bank Consolidated Bank with Subsidiaries**

(in million rupiah)													
No.	PORTFOLIO CATEGORY	December 31, 2022						December 31, 2021					
		Net bills are based on the remaining term of the contract						Net bills are based on the remaining term of the contract					
		≤ 1 year	> 1 year until 3 years	> 3 years until 5 years	> 5 years	Non-Contractual	Total	≤ 1 year	> 1 year until 3 years	> 3 years until 5 years	> 5 years	Non-Contractual	Total
1	Government Receivables	82,018,494	24,873,388	39,267,369	44,797,649	85,044,229	276,001,129	118,712,165	22,197,011	30,133,595	96,077,449	2,167,357	269,287,577
2	Public Sector Entities Receivables	37,746,650	15,873,716	12,419,379	31,187,238	3,332,556	100,559,539	29,253,192	11,329,705	12,454,815	22,499,884	7,194,285	82,731,881
3	Multilateral Development Banks and International Institutions Receivables	-	-	-	-	-	-	5,701	-	-	-	-	5,701
4	Bank Receivables	33,665,420	1,150,207	1,297,011	488,934	11,656,085	48,257,657	34,781,314	5,343,429	59,154	10,747,835	1,602,541	52,534,273
5	Loans Secured by Residential Property	156,416	650,395	1,651,808	13,188,193	-	15,646,812	134,902	714,112	1,260,388	12,232,701	-	14,342,103
6	Loans Secured by Commercial Real Estate	1,498,717	2,173,964	6,721,758	2,961,473	-	13,355,912	2,433,704	1,980,973	5,732,125	6,381,310	-	16,528,112
7	Employee/ Retiree Loans	4,889	11,168	7,362	91,450	-	114,869	9,470	59,426	85,014	7,088	-	160,998
8	Micro Business, Small Business, and Retail Portfolio Receivables	12,136,926	30,572,691	39,764,493	56,501,317	199,031	139,174,458	9,448,564	22,755,498	32,656,768	46,800,855	9,832,750	121,494,435
9	Corporate Receivables	157,263,192	47,007,250	84,334,201	116,962,967	1,900,465	407,468,075	147,656,366	36,719,778	62,044,797	116,733,713	5,540,917	368,695,571
10	Past Due Receivables	1,625,470	451,234	588,798	811,895	-	3,477,397	2,008,836	485,857	550,204	1,546,713	17,962	4,609,572
11	Other Assets	-	-	-	-	68,322,686	68,322,686	-	-	-	816,615	58,412,551	59,229,166
TOTAL		326,116,174	122,764,013	186,052,179	266,991,116	170,455,052	1,072,378,534	344,444,214	101,585,789	144,976,860	313,844,163	84,768,363	989,619,389

Table of Disclosure of Net Receivables by Economic Sector, Bank Only

(in million rupiah)													
No.	ECONOMIC SECTOR	Government Receivables	Public Sector Entities Receivables	Multilateral Development Banks and International Institutions Receivables	Bank Receivables	Loans Secured By Residential Property		Commercial Property Loans	Employee/ Pensioned Loans	Receivables for micro businesses, small businesses and retail portfolios	Receivables for corporates	Claims Matured	Other Assets
December 31, 2022													
1	Agriculture, Forestry, and Fisheries	-	4,119,352		-	-		-	-	12,520,612	39,298,184	158,933	-
2	Mining and Extracting	-	315,188		-	-		-	-	20,545	36,439,033	49,097	-
3	Processing Industry	-	12,428,925		-	-		-	-	3,949,099	97,796,786	507,618	-
4	Electricity, Gas, Hot Water and Cold Water	-	4,889,795		-	-		-	-	12,131	19,926,793	543	-
5	Water Management, Waste Management, Garbage Management and Recycling	-	-		-	-		-	-	91,484	378,609	1,354	-
6	Construction	-	26,187,605		-	-		-	-	344,317	21,339,892	340,783	-
7	Wholesale and Retail Trade; Car and Motorcycle Repair & Maintenance	-	6,258,146		-	-		-	-	35,016,090	55,849,763	913,578	-
8	Transportation &Warehousing	-	6,818,064		-	-		-	-	580,777	15,774,446	125,203	-
9	Accommodation and Restaurants	-	-		-	-		180,193	-	3,080,450	13,291,998	272,309	-
10	Information and Communications	-	4,996,033		-	-		-	-	74,694	12,581,034	42,428	-
11	Finance and Insurance Activities	-	2,808,012		47,817,609	-		-	-	11,334	4,133,564	1,472	-
12	Real Estate	-	133,771		-	-		13,042,720	-	493,219	1,216,820	21,706	-
13	Professional, Science, and Technical Activities	-	50,210		-	-		-	-	129,002	2,952,259	7,793	-
14	Lease and Lease without Option Rights, Labor, Travel Agents, and Other Business Support Activities	-	1,531,618		-	-		-	-	574,344	6,420,627	77,455	-
15	Government, Defense, and Mandatory Social Security Administration	268,192,625	40,331		-	-		-	-	60	-	-	-
16	Education	-	-		-	-		-	-	77,187	1,150,512	3,907	-
17	Human Health and Social Activities	-	1,486		-	-		-	-	471,947	1,886,710	987	-
18	Arts, Entertainment, and Recreation	-	-		-	-		-	-	56,448	125,265	272	-
19	Other Services Activities	-	-		-	-		-	-	75,776	388,555	5,945	-
20	Household Activities as Employer	-	-		-	-		-	-	17,244	11,175	17	-
21	International Agencies and Other Extra- International Agencies Activities	-	-		-	-		-	-	8,967	8,165	-	-
22	Non-Business	-	-		-	14,461,986		47,989	99,029	41,422,893	8,099,666	514,514	-
23	Others	-	29,981,003		-	1,159,074		9,024	15,261	39,734,858	65,179,996	390,565	52,598,975
TOTAL		268,192,625	100,559,539	-	47,817,609	15,621,060		13,279,926	114,290	138,763,478	404,249,852	3,436,479	52,598,975

No.	ECONOMIC SECTOR	Government Receivables	Public Sector Entities Receivables	Multilateral Development Banks and International Institutions Receivables	Bank Receivables	Loans Secured By Residential Property		Commercial Property Loans	Employee/ Pensioned Loans	Receivables for micro businesses, small businesses and retail portfolios	Receivables for corporates	Claims Matured	Other Assets
December 31, 2021													
1	Agriculture, Forestry, and Fisheries	-	5,375,259	-	-	-		-	-	10,849,804	39,065,639	368,657	-
2	Mining and Extracting	-	1,072,984	-	-	-		-	-	43,769	13,814,288	107,228	-
3	Processing Industry	-	11,730,732	-	19,284	-		-	-	4,024,186	86,901,208	693,484	-
4	Electricity, Gas, Hot Water and Cold Water	-	4,057,711	-	-	-		-	-	25,427	18,370,970	3,789	-
5	Water Management, Waste Management, Garbage Management and Recycling	-	6,930	-	-	-		-	-	43	31,375	6	-
6	Construction	-	17,268,469	-	-	-		-	-	474,248	31,771,561	316,387	-
7	Wholesale and Retail Trade; Car and Motorcycle Repair & Maintenance	-	5,469,963	-	-	-		267	-	26,284,610	47,071,386	1,118,740	-
8	Transportation & Warehousing	-	8,657,694	-	-	-		-	-	616,967	26,507,512	101,217	-
9	Accommodation and Restaurants	-	-	-	-	-		-	-	2,803,940	13,244,824	411,773	-
10	Information and Communications	-	960,251	-	-	-		-	-	68,430	2,940,028	11,226	-
11	Finance and Insurance Activities	5,560,418	2,044,696	-	52,224,317	-		-	-	5,403	1,140,963	13	-
12	Real Estate	1	264,472	-	-	-		14,042,822	-	1,201,967	11,962,463	423,317	-
13	Professional, Science, and Technical Activities	-	-	-	-	-		-	-	-	-	-	-
14	Lease and Lease without Option Rights, Labor, Travel Agents, and Other Business Support Activities	-	20,573	-	-	-		1,092,350	-	93,497	930,525	32,929	-
15	Government, Defense, and Mandatory Social Security Administration	261,080,777	78,726	-	-	-		-	-	336	1,083,771	-	-
16	Education	25	-	-	-	-		-	-	76,637	1,185,340	1,002	-
17	Human Health and Social Activities	-	3,085	-	-	-		-	-	459,324	1,863,095	3,139	-
18	Arts, Entertainment, and Recreation	-	5,222	-	-	-		-	157	431,511	616,778	10,804	-
19	Other Services Activities	-	30,915	-	-	-		-	931	2,554,843	3,651,751	63,968	-
20	Household Activities as Employer	-	-	-	-	-		-	-	17,987	6,828	711	-
21	International Agencies and Other Extra- International Agencies Activities	-	-	-	-	-		-	-	-	8,164	-	-
22	Non-Business	-	28,118	-	-	14,342,103		1,365,828	157,268	66,247,012	9,095,491	558,920	-
23	Others	2,646,356	25,656,081	5,701	-	-		26,845	2,642	4,357,358	58,031,516	382,262	49,591,584
TOTAL		269,287,577	82,731,881	5,701	52,243,601	14,342,103		16,528,112	160,998	120,637,299	369,295,476	4,609,572	49,591,584

Table of Disclosure of Net Receivables by Economic Sectors,
Bank Consolidated with Subsidiaries

(In Million Rupiah)													
No.	ECONOMIC SECTOR	Government Receivables	Public Sector Entities Receivables	Multilateral Development Banks and International Institutions Receivables	Bank Receivables	Loans Secured By Residential Property		Commercial Property Loans	Employee/ Pensioned Loans	Receivables for micro businesses, small businesses and retail portfolios	Receivables for corporates	Claims Matured	Other Assets
December 31, 2022													
1	Agriculture, Forestry, and Fisheries	-	4,119,352	-	-	-		-	-	12,520,612	39,409,218	158,933	-
2	Mining and Extracting	-	315,188	-	-	-		-	-	20,545	36,455,762	60,207	-
3	Processing Industry	-	12,428,925	-	-	-		-	-	3,954,644	98,434,513	528,843	-
4	Electricity, Gas, Hot Water and Cold Water	-	4,889,795	-	-	-		-	-	13,103	19,926,793	543	-
5	Water Management, Waste Management, Garbage Management and Recycling	-	-	-	-	-		-	-	91,484	378,609	1,354	-
6	Construction	-	26,187,605	-	-	-		-	-	346,435	21,468,376	345,559	-
7	Wholesale and Retail Trade; Car and Motorcycle Repair & Maintenance	-	6,258,146	-	-	-		-	-	35,053,268	56,415,033	880,081	-
8	Transportation &Warehousing	-	6,818,064	-	-	-		-	-	587,801	15,912,460	125,203	-
9	Accommodation and Restaurants	-	-	-	-	-		238,529	-	3,081,320	13,573,796	272,309	-
10	Information and Communications	-	4,996,033	-	-	-		-	-	74,694	12,581,034	42,428	-
11	Finance and Insurance Activities	-	2,808,012	-	48,257,657	-		-	-	11,334	4,319,449	10,508	-
12	Real Estate	-	133,771	-	-	-		13,055,271	-	495,331	2,005,747	47,494	-
13	Professional, Science, and Technical Activities	-	50,210	-	-	-		-	-	129,002	2,952,259	7,793	-
14	Lease and Lease without Option Rights, Labor, Travel Agents, and Other Business Support Activities	-	1,531,618	-	-	-		-	-	574,344	6,420,627	77,455	-
15	Government, Defense, and Mandatory Social Security Administration	276,001,129	40,331	-	-	-		-	-	60	-	-	-
16	Education	-	-	-	-	-		-	-	77,280	1,157,865	3,907	-
17	Human Health and Social Activities	-	1,486	-	-	-		-	-	472,317	1,886,710	987	-
18	Arts, Entertainment, and Recreation	-	-	-	-	-		-	-	56,490	130,956	272	-
19	Other Services Activities	-	-	-	-	-		-	-	75,776	388,555	5,945	-
20	Household Activities as Employer	-	-	-	-	-		-	-	17,309	34,096	2,497	-
21	International Agencies and Other Extra-International Agencies Activities	-	-	-	-	-		-	-	8,967	8,165	-	-
22	Non-Business	-	-	-	-	14,487,738		53,088	99,030	41,777,484	8,099,666	514,514	-
23	Others	-	29,981,003	-	-	1,159,074		9,024	15,839	39,734,858	65,508,386	390,565	68,322,686
TOTAL		276,001,129	100,559,539	-	48,257,657	15,646,812		13,355,912	114,869	139,174,458	407,468,075	3,477,397	68,322,686

No.	ECONOMIC SECTOR	Government Receivables	Public Sector Entities Receivables	Multilateral Development Banks and International Institutions Receivables	Bank Receivables	Loans Secured By Residential Property		Commercial Property Loans	Employee/ Pensioned Loans	Receivables for micro businesses, small businesses and retail portfolios	Receivables for corporates	Claims Matured	Other Assets
December 31, 2021													
1	Agriculture, Forestry, and Fisheries	-	5,375,259	-	-	-		-	6,144	10,850,264	39,079,918	368,657	-
2	Mining and Extracting	-	1,072,984	-	-	-		-	795	44,502	13,922,075	107,228	-
3	Processing Industry	-	11,730,732	-	19,284	-		-	2,316	4,027,620	85,648,550	693,484	-
4	Electricity, Gas, Hot Water and Cold Water	-	4,057,712	-	-	-		-	3,428	25,427	18,390,633	3,789	-
5	Water Management, Waste Management, Garbage Management and Recycling	-	6,930	-	-	-		-	6	43	31,409	6	-
6	Construction	-	17,309,693	-	-	-		16,908	602	476,336	31,908,407	316,387	-
7	Wholesale and Retail Trade; Car and Motorcycle Repair & Maintenance	-	5,470,426	-	-	-		267	355	26,287,627	47,149,919	1,118,446	-
8	Transportation & Warehousing	-	8,657,694	-	-	-		-	1,360	620,710	26,691,618	101,481	-
9	Accommodation and Restaurants	-	-	-	-	-		-	395	2,804,329	13,244,824	411,773	-
10	Information and Communications	-	960,251	-	-	-		-	151	68,845	2,960,447	11,256	-
11	Finance and Insurance Activities	5,560,418	2,044,696	-	52,514,989	-		-	100,998	5,883	1,141,912	13	-
12	Real Estate	1	264,472	-	-	-		14,027,134	86	1,203,737	12,025,132	423,317	-
13	Professional, Science, and Technical Activities	-	-	-	-	-		-	-	-	-	-	-
14	Lease and Lease without Option Rights, Labor, Travel Agents, and Other Business Support Activities	-	20,573	-	-	-		1,091,130	7	93,635	935,400	32,929	-
15	Government, Defense, and Mandatory Social Security Administration	261,080,777	78,726	-	-	-		-	196	336	1,083,770	-	-
16	Education	25	-	-	-	-		-	1,041	76,908	1,195,015	1,002	-
17	Human Health and Social Activities	-	3,085	-	-	-		-	319	460,081	1,863,095	3,139	-
18	Arts, Entertainment, and Recreation	-	5,222	-	-	-		-	170	431,521	618,194	10,804	-
19	Other Services Activities	-	30,915	-	-	-		-	1,005	2,554,901	3,660,137	63,968	-
20	Household Activities as Employer	-	-	-	-	-		-	-	18,325	8,754	711	-
21	International Agencies and Other Extra-International Agencies Activities	-	-	-	-	-		-	-	-	8,164	-	-
22	Non-Business	-	28,118	-	-	14,342,103		1,365,828	38,982	67,084,737	9,095,491	558,920	-
23	Others	2,646,356	25,614,393	5,701	-	-		26,845	2,642	4,358,668	58,032,707	382,262	59,229,166
TOTAL		269,287,577	82,731,881	5,701	52,534,273	14,342,103		16,528,112	160,998	121,494,435	368,695,571	4,609,572	59,229,166

Table of Disclosure of Receivables and Allowances by Region, Bank Only

(in million rupiah)													
No.	Description	December 31, 2022						December 31, 2021					
		Area						Area					
		Sumatera and Kalimantan	Sulawesi, Bali & Nusa Tenggara and Papua	Jawa (Excl. Jakarta and Banten)	Jakarta & Banten	Overseas Branch Office	Total	Sumatera and Kalimantan	Sulawesi, Bali & Nusa Tenggara and Papua	Jawa (Excl. Jakarta and Banten)	Jakarta & Banten	Overseas Branch Office	Total
1	Receivables	136,882,382	81,332,969	187,266,321	641,941,312	61,210,007	1,108,632,991	105,516,966	64,340,420	148,823,972	524,869,184	54,287,331	897,837,873
2	Impaired Receivables (Stage 2 and Stage 3)												
	a. Not Yet Due	132,973,457	79,827,097	179,666,044	632,417,725	60,258,104	1,085,142,427	96,126,215	61,387,330	128,613,676	236,625,425	23,708,373	546,461,020
	b. Already Due	3,908,925	1,505,872	7,600,277	9,523,587	951,903	23,490,564	3,220,042	956,243	7,948,035	10,189,017	263,680	22,577,018
3	Allowances for Impairment Losses - Stage 1	838,638	623,501	1,188,328	1,384,686	214,821	4,249,974	682,055	225,721	1,357,756	2,440,029	37,447	4,743,008
4	Allowances for Impairment Losses - Stage 2	1,484,445	1,123,698	4,352,101	12,769,238	367,038	20,096,520	4,629,542	3,452,412	6,282,091	8,459,097	1,422,603	24,245,745
5	Allowances for Impairment Losses - Stage 3	3,980,977	1,017,108	9,159,439	13,003,254	196,076	27,356,854	4,797,519	3,577,678	6,510,029	8,766,024	1,474,220	25,125,471
6	Written-off receivables	1,418,118	1,008,931	3,767,709	5,426,622	-	11,621,380	1,445,761	816,693	2,272,980	6,687,177	4,665,624	15,888,235

**Table of Disclosure of Receivables and Allowances Based by Bank Regions,
Bank Consolidated with Subsidiaries**

(in million rupiah)														
No.	Description	December 31, 2022							December 31, 2021					
		Area							Area					
		Sumatera and Kalimantan	Sulawesi, Bali & Nusa Tenggara and Papua	Jawa (Excl. Jakarta and Banten)	Jakarta & Banten	Overseas Branch Office	Total		Sumatera and Kalimantan	Sulawesi, Bali & Nusa Tenggara and Papua	Jawa (Excl. Jakarta and Banten)	Jakarta & Banten	Overseas Branch Office	Total
1	Receivables	137,018,008	81,332,969	187,530,614	672,527,000	61,210,007	1,139,618,598		105,530,693	64,340,420	149,080,262	527,414,081	54,287,331	900,652,787
2	Impaired Receivables (Stage 2 and Stage 3)													
	a. Not Yet Due	133,092,900	79,827,097	179,928,767	662,916,431	60,258,104	1,116,023,299		96,126,215	61,387,330	128,613,676	236,625,425	23,708,373	546,461,020
	b. Already Due	3,925,108	1,505,872	7,601,846	9,610,570	951,903	23,595,299		3,220,042	956,243	7,948,035	10,189,017	263,680	22,577,018
4	Allowances for Impairment Losses - Stage 1	841,577	625,245	1,192,350	1,399,110	216,134	4,274,416		689,609	228,221	1,372,792	2,467,051	37,861	4,795,533
5	Allowances for Impairment Losses - Stage 2	1,489,478	1,126,686	4,358,989	12,793,941	369,286	20,138,380		4,636,909	3,457,905	6,292,087	8,472,557	1,424,867	24,284,325
6	Allowances for Impairment Losses - Stage 3	3,991,524	1,023,369	9,173,875	13,055,024	200,788	27,444,580		4,798,543	3,578,441	6,511,417	8,767,894	1,474,535	25,130,830
7	Written-off receivables	1,418,118	1,008,931	3,767,709	5,426,623	-	11,621,381		1,445,761	816,693	2,272,980	6,687,177	4,665,624	15,888,235

**Table of Disclosure of Receivables and Allowances
by Economic Sectors, Bank Only**

(in million rupiah)

No.	Economic Sector	Receivables	Impaired Receivables				Allowances For Impairment Losses - Stage 1	Allowances For Impairment Losses - Stage 2	Allowances For Impairment Losses - Stage 3	Written-Off Receivables
			Not Yet Due	Already Due						
December 31, 2022										
1	Agriculture, Forestry, and Fisheries	57,411,242	56,707,429	703,813			491,355	955,522	558,801	1,062,658
2	Mining and Extracting	37,288,313	36,823,648	464,665			205,058	159,621	515,583	357,695
3	Processing Industry	132,277,905	127,202,775	5,075,130			628,262	3,649,582	14,652,634	1,804,772
4	Electricity, Gas, Hot Water and Cold Water	24,956,196	24,716,430	239,766			138,780	25,830	239,224	283,343
5	Water Management, Waste Management, Garbage Management and Recycling	489,156	486,513	2,643			1,999	16,825	1,289	2,062
6	Construction	55,239,305	53,345,625	1,893,680			244,028	5,351,988	1,743,276	690,162
7	Wholesale and Retail Trade; Car and Motorcycle Repair & Maintenance	103,539,029	98,782,604	4,756,425			664,234	1,851,154	4,103,952	3,456,926
8	Transportation & Warehousing	27,852,693	27,192,832	659,861			111,704	3,464,176	1,154,649	80,073
9	Accommodation and Restaurants	18,137,405	17,181,658	955,747			249,255	485,585	953,031	936,194
10	Information and Communications	17,708,298	17,607,125	101,173			33,055	8,869	64,026	34,794
11	Finance and Insurance Activities	52,746,850	52,619,386	127,464			124,594	1,386	127,760	839,656
12	Real Estate	18,391,793	17,792,218	599,575			60,702	2,899,777	596,129	109,952
13	Professional, Science, and Technical Activities	3,157,750	3,138,500	19,250			26,317	9,188	15,645	46,376
14	Lease and Lease without Option Rights, Labor, Travel Agents, and Other Business Support Activities	9,264,514	8,753,477	511,037			48,027	214,948	474,665	212,184
15	Government, Defense, and Mandatory Social Security Administration	266,432,662	266,432,662	-			26,990	-	-	-
16	Education	1,236,322	1,227,814	8,508			5,582	2,002	4,601	2,392
17	Human Health and Social Activities	2,368,704	2,366,749	1,955			22,410	9,538	968	9,644
18	Arts, Entertainment, and Recreation	189,978	189,253	725			759	7,727	452	-
19	Other Services Activities	478,989	465,354	13,635			3,460	1,861	7,689	16,949
20	Household Activities as Employer	28,443	28,419	24			333	35	8	60
21	International Agencies and Other Extra-International Agencies Activities	17,108	17,108	-			124	-	-	-
22	Non-Business	65,718,238	64,346,952	1,371,286			467,788	251,363	912,713	619
23	Others	213,702,098	207,717,896	5,984,202			695,160	729,541	1,229,759	1,674,870
Total		1,108,632,991	1,085,142,427	23,490,564			4,249,975	20,096,519	27,356,854	11,621,380

No.	Economic Sector	Receivables	Impaired Receivables				Allowances For Impairment Losses - Stage 1	Allowances For Impairment Losses - Stage 2	Allowances For Impairment Losses - Stage 3	Written-Off Receivables
			Not Yet Due	Already Due						
December 31, 2021										
1	Agriculture, Forestry, and Fisheries	58,638,251	57,974,354	663,897			309,768	1,583,502	1,640,957	1,393,103
2	Mining and Extracting	16,045,451	15,326,672	718,779			84,763	433,301	449,023	552,603
3	Processing Industry	121,306,447	101,025,223	7,588,862			640,826	3,275,831	3,394,690	3,492,664
4	Electricity, Gas, Hot Water and Cold Water	23,365,551	21,056,719	525,446			123,433	630,977	653,871	7,782
5	Water Management, Waste Management, Garbage Management and Recycling	34,439	33,601	838			182	930	964	11
6	Construction	55,194,311	53,186,023	1,246,426			291,575	1,490,500	1,544,581	485,710
7	Wholesale and Retail Trade; Car and Motorcycle Repair & Maintenance	86,367,528	78,448,827	4,838,788			456,254	2,332,320	2,416,945	4,755,389
8	Transportation &Warehousing	38,578,359	35,750,785	369,895			203,798	1,041,793	1,079,593	526,470
9	Accommodation and Restaurants	18,454,296	17,370,752	1,075,999			97,489	498,351	516,433	421,889
10	Information and Communications	5,013,229	3,965,227	41,026			26,483	135,380	140,292	68,414
11	Finance and Insurance Activities	34,946,831	5,070,803	139,544			184,614	943,725	977,967	5,410
12	Real Estate	30,565,203	28,987,116	1,578,087			161,467	825,401	855,349	2,071,332
13	Professional, Science, and Technical Activities	-	-	-			-	-	-	-
14	Lease and Lease without Option Rights, Labor, Travel Agents, and Other Business Support Activities	2,774,562	2,631,311	143,251			14,657	74,926	77,645	188,026
15	Government, Defense, and Mandatory Social Security Administration	241,750,403	24,108,148	-			1,277,095	6,528,371	6,765,245	-
16	Education	1,285,520	1,248,245	2,947			6,791	34,715	35,975	2,580
17	Human Health and Social Activities	2,340,623	2,331,069	9,554			12,365	63,208	65,501	5,014
18	Arts, Entertainment, and Recreation	1,071,122	1,011,728	59,394			5,658	28,925	29,975	10,842
19	Other Services Activities	6,629,115	6,261,528	367,587			35,020	179,017	185,512	67,103
20	Household Activities as Employer	26,650	25,235	1,415			141	720	746	76
21	International Agencies and Other Extra-International Agencies Activities	8,149	8,149	-			43	220	228	-
22	Non-Business	93,649,830	83,773,979	2,362,470			494,724	2,528,975	2,620,736	1,706,315
23	Others	59,792,003	7,519,879	188,458			315,863	1,614,659	1,673,244	127,502
Total		897,837,873	547,115,373	21,922,664			4,743,008	24,245,745	25,125,471	15,888,235

Table of Disclosure of Receivables and Allowances by Economic Sector, Bank Consolidated with Subsidiaries

(in million rupiah)

No.	Economic Sector	Receivables	Impaired Receivables				Allowances For Impairment Losses - Stage 1	Allowances For Impairment Losses - Stage 2	Allowances For Impairment Losses - Stage 3	Written-Off Receivables
			Not Yet Due	Already Due						
December 31, 2022										
1	Agriculture, Forestry, and Fisheries	58,980,687	58,271,384	709,303			492,636	958,477	564,993	1,062,658
2	Mining and Extracting	38,272,330	37,804,066	468,264			205,898	161,558	519,643	357,695
3	Processing Industry	135,935,265	130,848,870	5,086,396			630,891	3,655,646	14,665,341	1,804,772
4	Electricity, Gas, Hot Water and Cold Water	25,601,429	25,359,238	242,191			139,346	27,135	241,959	283,343
5	Water Management, Waste Management, Garbage Management and Recycling	501,388	498,699	2,689			2,010	16,850	1,341	2,062
6	Construction	56,629,150	54,730,748	1,898,402			245,130	5,354,530	1,748,602	690,162
7	Wholesale and Retail Trade; Car and Motorcycle Repair & Maintenance	106,730,303	101,937,286	4,793,017			666,481	1,856,338	4,114,815	3,456,926
8	Transportation & Warehousing	28,606,012	27,943,861	662,151			112,238	3,465,408	1,157,232	80,073
9	Accommodation and Restaurants	18,923,808	17,966,384	957,424			249,646	486,487	954,922	936,194
10	Information and Communications	18,167,402	18,064,501	102,901			33,458	9,799	65,975	34,794
11	Finance and Insurance Activities	54,392,333	54,259,458	132,875			125,857	4,299	133,864	839,656
12	Real Estate	19,629,510	19,028,398	601,112			61,061	2,900,604	597,863	109,952
13	Professional, Science, and Technical Activities	3,239,203	3,219,647	19,557			26,389	9,353	15,991	46,376
14	Lease and Lease without Option Rights, Labor, Travel Agents, and Other Business Support Activities	9,487,760	8,975,883	511,877			48,223	215,400	475,613	212,184
15	Government, Defense, and Mandatory Social Security Administration	273,595,008	273,595,008	-			33,281	-	-	-
16	Education	1,275,918	1,267,289	8,629			5,610	2,067	4,737	2,392
17	Human Health and Social Activities	2,430,347	2,428,161	2,186			22,464	9,662	1,228	9,644
18	Arts, Entertainment, and Recreation	200,582	199,838	743			763	7,737	473	-
19	Other Services Activities	491,191	477,510	13,681			3,471	1,886	7,741	16,949
20	Household Activities as Employer	80,948	80,919	29			334	38	14	60
21	International Agencies and Other Extra-International Agencies Activities	17,553	17,553	-			124	-	-	-
22	Non-Business	67,405,586	66,027,949	1,377,637			469,270	254,782	919,877	619
23	Others	219,024,885	213,020,649	6,004,235			699,835	740,324	1,252,356	1,674,870
Total		1,139,618,598	1,116,023,299	23,595,299			4,274,416	20,138,380	27,444,580	11,621,381

No.	Economic Sector	Receivables	Impaired Receivables				Allowances For Impairment Losses - Stage 1	Allowances For Impairment Losses - Stage 2	Allowances For Impairment Losses - Stage 3	Written-Off Receivables
			Not Yet Due	Already Due						
December 31, 2021										
1	Agriculture, Forestry, and Fisheries	58,662,225	57,974,354	663,897			313,199	1,586,022	1,641,307	1,393,103
2	Mining and Extracting	16,158,171	15,326,672	718,779			85,702	433,990	449,118	552,603
3	Processing Industry	121,435,190	101,025,223	7,588,862			647,922	3,281,044	3,395,414	3,492,664
4	Electricity, Gas, Hot Water and Cold Water	23,385,423	21,056,719	525,446			124,800	631,981	654,011	7,782
5	Water Management, Waste Management, Garbage Management and Recycling	39,939	33,601	838			184	931	964	11
6	Construction	55,404,775	53,186,023	1,246,426			294,804	1,492,872	1,544,910	485,710
7	Wholesale and Retail Trade; Car and Motorcycle Repair & Maintenance	86,460,020	78,448,827	4,838,788			461,306	2,336,031	2,417,461	4,755,389
8	Transportation & Warehousing	39,453,785	35,750,785	369,895			206,055	1,043,451	1,079,823	526,470
9	Accommodation and Restaurants	18,455,597	17,370,752	1,075,999			98,568	499,144	516,543	421,889
10	Information and Communications	4,375,938	3,965,227	41,026			26,777	135,596	140,322	68,414
11	Finance and Insurance Activities	36,795,100	5,070,803	139,544			186,658	945,227	978,175	5,410
12	Real Estate	31,003,550	28,987,116	1,578,087			163,255	826,714	855,532	2,071,332
13	Professional, Science, and Technical Activities	-	-	-			-	-	-	-
14	Lease and Lease without Option Rights, Labor, Travel Agents, and Other Business Support Activities	2,411,676	2,631,311	143,251			14,819	75,045	77,661	188,026
15	Government, Defense, and Mandatory Social Security Administration	241,750,621	24,108,148	-			1,291,238	6,538,759	6,766,687	-
16	Education	1,296,590	1,248,245	2,947			6,866	34,770	35,982	2,580
17	Human Health and Social Activities	2,341,782	2,331,069	9,554			12,502	63,308	65,515	5,014
18	Arts, Entertainment, and Recreation	1,114,396	1,011,728	59,394			5,721	28,971	29,981	10,842
19	Other Services Activities	6,597,988	6,261,528	367,587			35,407	179,301	185,551	67,103
20	Household Activities as Employer	28,927	25,235	1,415			142	721	746	76
21	International Agencies and Other Extra-International Agencies Activities	8,149	8,149	-			44	220	228	-
22	Non-Business	93,649,831	83,773,979	2,362,470			500,203	2,533,000	2,621,295	1,706,315
23	Others	59,823,114	7,519,879	188,458			319,361	1,617,228	1,673,601	127,502
Total		900,652,787	547,115,373	21,922,664			4,795,533	24,284,325	25,130,830	15,888,235

Table of Disclosure of Details of Changes in Allowance for Impairment Losses, Bank Only

(in million rupiah)							
No.	DESCRIPTION	December 31, 2022			December 31, 2021		
		Stage 1	Stage 2	Stage 3	Stage 1	Stage 2	Stage 3
1	Beginning Balance of CKPN	4,753,310	24,250,103	25,125,471	4,548,320	13,144,399	28,140,135
2	Establishment (Recovery) of CKPN in the current period (Net)		(3,594,044)	13,638,804	211,867	11,177,976	6,353,885
2.a	Establishment of CKPN in the current period	1,429,119	(1,375,600)	14,664,363	1,142,201	13,195,673	9,973,777
2.b	Recovery of CKPN in the current period	(1,464,252)	(2,218,444)	(1,025,559)	(930,334)	(2,017,697)	(3,619,892)
3	CKPN used for written off receivables in the current period	(29,516)	(53,295)	(10,803,333)	(20,671)	(62,803)	(9,421,329)
4	Other establishment (recovery) in the current period		647,763	475,342	3,492	(13,826)	52,780
Ending Balance of CKPN		4,723,001	21,250,528	28,436,285	4,743,008	24,245,745	25,125,471

Table of Disclosure of Details of Changes in Allowance for Impairment Losses, Bank Consolidated with Subsidiaries

(in million rupiah)							
No.	DESCRIPTION	December 31, 2022			December 31, 2021		
		Stage 1	Stage 2	Stage 3	Stage 1	Stage 2	Stage 3
1	Beginning Balance of CKPN	4,795,533	24,284,325	25,130,830	4,598,689	13,165,314	28,146,137
2	Establishment (Recovery) of CKPN in the current period (Net)	(53,038)	(3,586,404)	13,721,171	214,213	11,195,762	6,355,240
2.a	Establishment of CKPN in the current period	1,477,795	(1,053,699)	14,746,730	1,154,850	13,216,670	9,975,904
2.b	Recovery of CKPN in the current period	(1,530,833)	(2,532,705)	(1,025,559)	(940,637)	(2,020,908)	(3,620,664)
3	CKPN used for written off receivables in the current period	(29,516)	(53,295)	(10,803,333)	(20,900)	(62,903)	(9,423,338)
4	Other establishment (recovery) in the current period	34,341	647,763	475,342	3,531	(13,848)	52,791
Ending Balance of CKPN		4,747,320	21,292,389	28,524,010	4,795,533	24,284,325	25,130,830

Credit Risk Measurement Using Standard Approaches

- Scoring Mechanism using External Rating Agencies
Following the OJK Circular Letter (SEOJK) No. 42/SEOJK.03/2016 dated September 28, 2016, BNI uses External Ratings for the Calculation of Risk-Weighted Assets (RWA), with reference to SEOJK 37/SEOJK.03/2016 concerning Rating Agencies and Ratings Recognized by OJK. The procedure for using ratings in the calculation of RWA is regulated as follows:
 - The Bank only rating, so that even though it is in one business group, the rating of a company cannot be used to determine the risk weight of another company;
 - Domestic ratings (Pefindo and Fitch Indonesia) to determine the risk weighting of receivables in Rupiah, while international ratings (Moody's, S&P Global Ratings, and Fitch) are used to determine the risk weighting of receivables in foreign currencies;
 - The determination of the risk weighting of claims in the form of securities is based on the related securities rating (issue rating). If the securities do not have a rating, the risk weighting shall be based on the risk weighting of the claims without a rating. The determination of risk weighting for claims in the form of other than securities is based on the debtor rating (issue rating). In the case of claims other than securities that do not have a rating, the risk weighting is based on the risk weighting of the claims without a rating;

- Short-term rating is used to determine the risk weighting of short term securities issued by parties included in the scope of Claims on Banks or Claims on Corporations. If the short-term receivables do not have a short-term rating, the risk weighting shall use the long-term rating; and
 - If exposure has more than one qualifying rating, the rating used is the second-lowest risk weighting. In this case, there are only two ranks, so the lowest one is used.
- Portfolio Categorization by Scoring Mechanism
The determination of risk weighting based on the exposure rating as mentioned above is only applied to the following portfolio categories:
 - Claims on the Governments of other countries;
 - Claims on Public Sector Entities;
 - Claims on Multilateral Development Banks and International Institutions;
 - Claims on Banks (Long Term and Short Term);
 - Claims on Corporations (Long Term and Short Term).
 - Rating Agencies Used include recognized rating agencies and ratings as follows:
 - Fitch Ratings
 - Moody's Investor Service
 - S&P Global Ratings
 - PT Fitch Ratings Indonesia
 - PT Pemeringkat Efek Indonesia

**Table of Disclosure of Net Receivables by Portfolio
Category and Rating Scale, Bank only**

(in million rupiah)																		
No	Portfolio Category	Rating Agency	December 31, 2022						December 31, 2022									
			Net Receivables						Net Receivables									
			Long-Term Rating						Long-Term Rating			Short-Term Rating				No Rating	Total	
		Standard and Poor's	AAA	AA+ s.d AA-	A+ s.d A-	BBB+ s.d BBB-			BB+ s.d BB-	B+ s.d B-	Less Than B-	A-1	A-2	A-3	Less Thana-3			
		Fitch Ratings	AAA	AA+ s.d AA-	A+ s.d A-	BBB+ s.d BBB-			BB+ s.d BB-	B+ s.d B-	Less Than B-	F1+ s.d F1	F2	F3	Less Than F3			
		Moody's	Aaa	Aa1 s.d Aa3	A1 s.d A3	Baa1 s.d Baa3			Ba1 s.d Ba3	B1 s.d B3	Less Than B3	P-1	P-2	P-3	Less Than P-3			
		PT. Fitch Ratings Indonesia	AAA (idn)	AA+(idn) s.d AA-(idn)	A+(idn) s.d. A-(idn)	BBB+(idn) s.d BBB-(idn)			BB+(idn) s.d BB-(idn)	B+(idn) s.d B-(idn)	Less Than B-(Idn)	F1+(idn) s.d F1(idn)	F2(idn)	F3(idn)	Less Than F3(Idn)			
		PT Pemeringkat Efek Indonesia	idAAA	idAA+ s.d idAA-	idA+ s.d id A-	id BBB+ s.d id BBB-			id BB+ s.d id BB-	id B+ s.d id B-	Less Than Idb-	idA1	idA2	idA3 s.d id A4	Less Than Ida4			
1	Government Receivables		3,354,396	1,003,028	106,140	109,556,187			-	-	-	-	-	-	-	154,172,874	268,192,625	
2	Public Sector Entities Receivables		18,453,518	17,069,932	6,963,666	11,657,339			221,921	55,882	203,483	-	-	-	-	45,933,798	100,559,539	
3	Multilateral Development Banks and International Institutions Receivables		-	-	-	-			-	-	-	-	-	-	-	-	-	
4	Bank Receivables		3,310,654	1,450,164	2,552,270	2,481,227			70,463	-	-	-	-	-	-	37,952,831	47,817,609	
5	Loans Secured by Residential Property																	
6	Loans Secured by Commercial Real Estate																	
7	Employee/Retiree Loans																	
8	Micro Business, Small Business, and Retail Portfolio Receivables																	
9	Corporate Receivables		2,045,261	2,999,325	5,336,528	3,434,217			2,663,589	-	-	-	-	-	-	387,770,932	404,249,852	
10	Past Due Receivables																	
11	Other Assets																	
TOTAL			27,163,829	22,522,449	14,958,604	127,128,970			2,955,973	55,882	203,483	-	-	-	-	625,830,435	820,819,625	

**Table of Disclosure of Net Receivables by Portfolio
Category and Rating Scale, Bank only**

(in million rupiah)																		
No	Portfolio Category	Rating Agency	December 31, 2021						December 31, 2021									
			Net Receivables						Net Receivables									
			Long-Term Rating						Long-Term Rating			Short-Term Rating				No Rating	Total	
		Standard and Poor's	AAA	AA+ s.d AA-	A+ s.d A-	BBB+ s.d BBB-			BB+ s.d BB-	B+ s.d B-	Less Than B-	A-1	A-2	A-3	Less Thana-3			
		Fitch Ratings	AAA	AA+ s.d AA-	A+ s.d A-	BBB+ s.d BBB-			BB+ s.d BB-	B+ s.d B-	Less Than B-	F1+ s.d F1	F2	F3	Less Than F3			
		Moody's	Aaa	Aa1 s.d Aa3	A1 s.d A3	Baa1 s.d Baa3			Ba1 s.d Ba3	B1 s.d B3	Less Than B3	P-1	P-2	P-3	Less Than P-3			
		PT. Fitch Ratings Indonesia	AAA (idn)	AA+(idn) s.d AA-(idn)	A+(idn) s.d. A-(idn)	BBB+(idn) s.d BBB-(idn)			BB+(idn) s.d BB-(idn)	B+(idn) s.d B-(idn)	Less Than B-(idn)	F1+(idn) s.d F1(idn)	F2(idn)	F3(idn)	Less Than F3(idn)			
		PT Pemeringkat Efek Indonesia	idAAA	idAA+ s.d idAA-	idA+ s.d id A-	id BBB+ s.d id BBB-			id BB+ s.d id BB-	id B+ s.d id B-	Less Than idB-	idA1	idA2	idA3 s.d id A4	Less Than Ida4			
1	Government Receivables		9,222,003	3,061,440	537,313	255,860,778			606,042	-	-	-	-	-	-	-	269,287,576	
2	Public Sector Entities Receivables		11,042,436	10,391,727	4,055,625	2,701,098			175,019	39,419	-	-	-	-	-	54,326,558	82,731,882	
3	Multilateral Development Banks and International Institutions Receivables		-	-	-	-			-	-	-	-	-	-	-	5,701	5,701	
4	Bank Receivables		4,907,972	2,329,064	403,236	2,056,759			67,854	-	-	-	-	-	-	42,478,717	52,243,602	
5	Loans Secured by Residential Property																	
6	Loans Secured by Commercial Real Estate																	
7	Employee/Retiree Loans																	
8	Micro Business, Small Business, and Retail Portfolio Receivables																	
9	Corporate Receivables		-	641,234	326,497	442,509			2,264,115	1,126,072	39,419	-	-	-	-	364,455,630	369,295,476	
10	Past Due Receivables																	
11	Other Assets																	
TOTAL			25,172,411	16,423,465	5,322,671	261,061,144			3,113,030	1,165,491	39,419	-	-	-	-	461,266,606	773,564,237	

Table of Disclosure of Net Receivables by Portfolio Category and Rating Scale,
Bank Consolidated with Subsidiaries

(in million rupiah)																		
No	Portfolio Category	Rating Agency	December 31, 2022						December 31, 2022									
			Net Receivables						Net Receivables									
			Long-Term Rating						Long-Term Rating			Short-Term Rating				No Rating	Total	
		Standard and Poor's	AAA	AA+ s.d AA-	A+ s.d A-	BBB+ s.d BBB-			BB+ s.d BB-	B+ s.d B-	Less Than B-	A-1	A-2	A-3	Less Thana-3			
		Fitch Ratings	AAA	AA+ s.d AA-	A+ s.d A-	BBB+ s.d BBB-			BB+ s.d BB-	B+ s.d B-	Less Than B-	F1+ s.d F1	F2	F3	Less Than F3			
		Moody's	Aaa	Aa1 s.d Aa3	A1 s.d A3	Baa1 s.d Baa3			Ba1 s.d Ba3	B1 s.d B3	Less Than B3	P-1	P-2	P-3	Less Than P-3			
		PT. Fitch Ratings Indonesia	AAA (idn)	AA+(idn) s.d AA-(idn)	A+(idn) s.d A-(idn)	BBB+(idn) s.d BBB-(idn)			BB+(idn) s.d BB-(idn)	B+(idn) s.d B-(idn)	Less Than B-(Idn)	F1+(idn) s.d F1(idn)	F2(idn)	F3(idn)	Less Than F3(Idn)			
		PT Pemeringkat Efek Indonesia	idAAA	idAA+ s.d idAA-	idA+ s.d id A-	id BBB+ s.d id BBB-			id BB+ s.d id BB-	id B+ s.d id B-	Less Than ldb-	idA1	idA2	idA3 s.d id A4	Less Than Ida4			
1	Government Receivables		3,354,396	1,003,028	106,140	109,556,187			-	-	-	-	-	-	-	161,981,378	276,001,129	
2	Public Sector Entities Receivables		18,453,518	17,069,932	6,963,666	11,657,339			221,921	55,882	203,483	-	-	-	-	45,933,798	100,559,539	
3	Multilateral Development Banks and International Institutions Receivables		-	-	-	-			-	-	-	-	-	-	-	-	-	
4	Bank Receivables		3,310,654	1,653,081	2,552,270	2,481,227			70,463	-	-	-	-	-	-	38,189,962	48,257,657	
5	Loans Secured by Residential Property																	
6	Loans Secured by Commercial Real Estate																	
7	Employee/Retiree Loans																	
8	Micro Business, Small Business, and Retail Portfolio Receivables																	
9	Corporate Receivables		2,163,192	2,999,325	5,336,528	3,434,217			2,663,589	-	-	-	-	-	-	390,871,224	407,468,075	
10	Past Due Receivables																	
11	Other Assets																	
TOTAL			27,281,760	22,725,366	14,958,604	127,128,970			2,955,973	55,882	203,483	-	-	-	-	636,976,362	832,286,400	

**Table of Disclosure of Net Receivables by Portfolio Category and Rating Scale,
Bank Consolidated with Subsidiaries**

(in million rupiah)																	
No	Portfolio Category	Rating Agency	December 31, 2021						December 31, 2021								
			Net Receivables						Net Receivables								
			Long-Term Rating						Long-Term Rating			Short-Term Rating				No Rating	Total
		Standard and Poor's	AAA	AA+ s.d AA-	A+ s.d A-	BBB+ s.d BBB-			BB+ s.d BB-	B+ s.d B-	Less Than B-	A-1	A-2	A-3	Less Than A-3		
		Fitch Ratings	AAA	AA+ s.d AA-	A+ s.d A-	BBB+ s.d BBB-			BB+ s.d BB-	B+ s.d B-	Less Than B-	F1+ s.d F1	F2	F3	Less Than F3		
		Moody's	Aaa	Aa1 s.d Aa3	A1 s.d A3	Baa1 s.d Baa3			Ba1 s.d Ba3	B1 s.d B3	Less Than B3	P-1	P-2	P-3	Less Than P-3		
		PT. Fitch Ratings Indonesia	AAA (idn)	AA+(idn) s.d AA-(idn)	A+(idn) s.d A-(idn)	BBB+(idn) s.d BBB-(idn)			BB+(idn) s.d BB-(idn)	B+(idn) s.d B-(idn)	Less Than B-(idn)	F1+(idn) s.d F1(idn)	F2(idn)	F3(idn)	Less Than F3(idn)		
		PT Pemeringkat Efek Indonesia	idAAA	idAA+ s.d idAA-	idA+ s.d id A-	id BBB+ s.d id BBB-			id BB+ s.d id BB-	id B+ s.d id B-	Less Than idB-	idA1	idA2	idA3 s.d id A4	Less Than idA4		
1	Government Receivables		9,222,002	3,061,440	537,313	255,860,776			606,042	-	-	-	-	-	-	-	269,287,573
2	Public Sector Entities Receivables		11,042,436	10,391,727	4,055,625	2,701,098			175,019	39,419	-	-	-	-	-	54,326,558	82,731,882
3	Multilateral Development Banks and International Institutions Receivables		-	-	-	-			-	-	-	-	-	-	-	5,701	5,701
4	Bank Receivables		4,907,972	2,329,064	403,236	2,056,759			67,854	-	-	-	-	-	-	42,769,388	52,534,273
5	Loans Secured by Residential Property																
6	Loans Secured by Commercial Real Estate																
7	Employee/Retiree Loans																
8	Micro Business, Small Business, and Retail Portfolio Receivables																
9	Corporate Receivables		-	641,234	326,497	442,509			2,264,115	1,126,072	39,419	-	-	-	-	363,855,724	368,695,570
10	Past Due Receivables																
11	Other Assets																
TOTAL			25,172,410	16,423,465	5,322,671	261,061,142			3,113,030	1,165,491	39,419	-	-	-	-	460,957,371	773,254,999

Counterparty Credit Risk

Counterparty credit risk is a part of the overall credit risk. Counterparty credit risk is the risk due to the counterparty's failure before the final settlement of cash flows for the transaction. It is influenced by both business conditions and fair value or market value factors, for example in derivatives, repos or reverse repo transactions.

Types of risk mitigation instruments from counterparty credit risk received by the Bank includes:

1. Cash deposited in the bank;
2. Demand deposits, savings, or deposits issued by banks;
3. Indonesian Government securities and State Sharia Securities.

Credit risk due to counterparty failure (counterparty credit risk) arises from the types of transactions that generally have the following characteristics:

1. Transactions affected by movements in fair value or market value;
2. The fair value of transactions is affected by the movement of certain market variables;
3. Transactions result in the exchange of cash flows or financial instruments; And
4. Risk characteristics are bilateral, namely:
 - a. If the fair value of the contract is positive then the Bank is exposed to Credit Risk from the counterparty; or
 - b. If the fair value of the contract is negative, the counterparty is exposed to credit risk from the bank.

For capital adequacy calculation by considering the RWA calculation using the Standard approach, an additional RWA calculation for credit risk from the Counterparty Risk is prepared by including the CVA (Credit Valuation Adjustment) component. Based on SEOJK No. 24/SEOJK.03/2021 concerning the Calculation of Risk-Weighted Assets for Credit Risk Using a Standard Approach for Commercial Banks, the calculation of the CVA component is no longer part of the calculation of Credit Risk RWA. As of January 31, 2023, guidelines for calculating CVA will be regulated in the provisions concerning the calculation of RWA for Market Risk.

1. Derivative Transactions

The scope of derivative transactions calculated for the calculation of RWA Credit Risk for counterparty credit risk includes, Over The Counter (OTC) derivative transactions, exchange traded derivative transactions, and long settlement transactions.

Counterparty Credit Risk Disclosure Table: Derivative Transactions

No	English	Indonesia	a	b	c	d	e	f
			Replacement Cost (RC)	Potential Future Exposure (PFE)	EEPE	Alpha Used For Calculation Of Regulatory Ead	Net Receivables	ATMR
1	SA-CCR (for derivatives)	SA-CCR (untuk derivatif)	8,404,510	891,234		1,4	13,014,041	4,064,151
2	Internal Model Method (for derivatives and SFTs)	Metode Internal Model (untuk derivatif dan SFT)					N/A	N/A
3	Simple Approach for credit risk mitigation (for SFTs)	Pendekatan sederhana untuk mitigasi risiko kredit (untuk SFT)					N/A	N/A
4	Comprehensive Approach for credit risk mitigation (for SFTs)	Pendekatan komprehensif untuk mitigasi risiko kredit (untuk SFT)					0	0
5	VaR for SFTs	VaR untuk SFT					N/A	N/A
6	Total	Total						4,064,151

Counterparty Credit Risk Disclosure Table: Credit Valuation Adjustment (CVA) Capital Charge

No	Indonesia	a	b
		Net Receivables	ATMR
1	Total portfolios subject to the Advanced CVA capital charge	N/A	N/A
	(i) VaR component (including the 3×multiplier)		N/A
	(ii) Stressed VaR component (including the 3×multiplier)		N/A
2	All portfolios subject to the Standardised CVA capital charge		
3	Total subject to the CVA capital charge	13,014,041	54,581

Counterparty Credit Risk Disclosure Table: Derivative Transactions Based on Risk Weighting

Risk Weighting	a	b	c	d	e	f	g	h	i
Portfolio Category	0%	10%	20%	50%	75%	100%	150%	Others	Total of Net Receivables
Sovereigns	-	-	-	-	-	-	-	-	-
Non-central government public sector entities (PSEs)	-	-	-	148,453	-	-	-	-	148,453
Multilateral development banks (MDBs)	-	-	-	-	-	-	-	-	-
Banks	-	-	11,032,383	-	-	-	-	-	11,032,383
Securities firms	-	-	-	-	-	-	-	-	-
Corporates	-	-	-	-	-	1,634,175	-	-	1,634,175
Regulatory retail portfolios	-	-	-	-	199,030	-	-	-	199,030
Other assets	-	-	-	-	-	-	-	-	-
Total	-	-	11,032,383	148,453	199,030	1,634,175	-	-	13,014,041

2. Repo and Reverse Repo Transactions

BNI only conducts Repo and Reverse Repo transactions with the underlying assets of the Republic of Indonesia Government Securities (Government Securities).

Credit Risk Mitigation by Using Standard Approach

In the credit process, the collateral received can be in the form of objects financed by credit (movable objects or immovable objects), as well as objects that are not financed (personal guarantees or corporate guarantees). Credit collateral must meet the criteria, including having economic value, marketable, transferable, and having a juridical value.

Based on SEOJK No.24/SEOJK.03/2021, in calculating RWA for credit risk, the Bank can recognize the existence of collateral, guarantees, guarantees or insurance as a Credit Risk Mitigation Technique. The main principles for the recognition of MRK Techniques are:

1. The results of the calculation of Credit Risk RWA after taking into account the impact of the MRK Technique are at least 0 (zero).
2. The impact of the existence of collateral, guarantees, guarantees, or credit insurance that is recognized as an MRK Technique may not be double calculated in the calculation of RWA for Credit Risk.
3. The validity period of collateral binding, guarantees, and/or guarantees or credit insurance, is at least the same as the remaining exposure period.

Credit Risk Mitigation Application by Using the Standard Approach

The application of the MRK Technique for the calculation of RWA for Credit Risk includes the MRK-Collateral Technique, the MRK-Guarantee Technique and the MRK-Credit Insurance Technique as described below:

1. MRK-Collateral Techniques.

The types of collateral recognized in this MRK Technique are cash, current accounts, savings, time deposits, gold kept at the Bank as well as Government Securities (SUN), State Sharia Securities (SBSN), Bank Indonesia Certificates (SBI) and Bank Indonesia Sharia Certificates (SBIS) as well as Securities rated by Rating companies recognized by OJK.

2. MRK-Guarantee Techniques

A guarantee received from the Government of the Republic of Indonesia, Correspondent Banks, and Insurance Companies. In the credit risk mitigation technique, guarantees counted are only guarantees issued by parties included within the category of Claims to the Government of Indonesia, Claims to Governments of Other Countries, Claims to Banks and guarantee/ insurance institutions by taking into account the fulfillment of warranty requirements and guarantee issuers;

3. MRK-Insurance Techniques

Credit Insurance issued by insurance companies by considering the insurance policy requirements fulfillment, insurance issuers and portfolio categories for insurance recipient.

BNI regulates the policies, procedures and processes to assess and manage collateral based on the type of exposure and financing scheme. The collateral adequacy assessment received considers the cash equivalent value existence. For credit exposure (loan), collateral valuation must be conducted periodically at least every 24 months by an independent appraiser, or carried out by internal appraisal staff who are independent from the loan disbursement process.

In addition to mitigation techniques in the form of collateral, BNI also uses guarantees/collateral and credit insurance. Analysis of main parties providing guarantees/collateral is a part of credit worthiness analysis and credit risk mitigation. The guarantee providers include: (1) Government of the Republic of Indonesia's SOE's in the electricity sector for financing KMK subsidized bailouts and syndicated KI, (2) Credit Insurance Companies which are State-Owned Enterprises for financing of Kredit Usaha Rakyat disbursed by BNI.



**Table of Net Receivables Based on Risk Weighting
After Calculating the Impact of Credit Risk Mitigation, Bank only**

(in million rupiah)																
No.	Portfolio Category	December 31, 2022							December 31, 2022						ATMR	Capital Cost
		Net Receivables After Calculating Credit Risk Mitigation Impact							Net Receivables After Calculating Credit Risk Mitigation Impact							
		0%	20%	25%	35%	40%			45%	50%	75%	100%	150	Others		
A Balance Sheet Exposure																
1	Government Receivables	257,322,459	106,140	-	-	-			-	-	-	-	-	21,228	1,698	
2	Public Sector Entities Receivables	-	22,859,134	-	-	-			-	56,300,049	-	217,844	203,483	33,244,920	2,659,594	
3	Multilateral Development Banks and International Institutions Receivables	-	-	-	-	-			-	-	-	-	-	-	-	
4	Bank Receivables	-	17,825,061	-	-	-			-	8,220,964	-	70,463	-	7,744,497	619,560	
5	Loans Secured by Residential Property	-	1,740,479	2,356,007	11,513,124	-			-	-	-	-	-	4,966,691	397,335	
6	Loans Secured by Commercial Real Estate	-	-	-	-	-			-	-	-	13,241,101	-	13,242,682	1,059,415	
7	Employee/Retiree Loans	-	-	-	-	-			-	114,290	-	-	-	57,145	4,572	
8	Micro Business, Small Business, and Retail Portfolio Receivables	-	-	-	-	-			-	-	89,468,217	-	-	74,602,128	5,968,170	
9	Corporate Receivables	-	5,043,771	-	-	-			-	4,735,068	-	366,294,587	-	369,840,019	29,587,202	
10	Past Due Receivables	-	-	-	-	-			-	-	-	176,192	3,173,322	4,936,174	394,894	
11	Other Assets	13,339,830	-	-	-	-			-	-	-	41,296,805	1,188,299	39,853,294	3,188,264	
Total Balance Sheet Exposures		270,662,289	47,574,585	2,356,007	11,513,124	-			-	69,370,371	89,468,217	421,296,992	4,565,104	548,508,778	43,880,702	
B Commitments/Contingency Liabilities Exposure in Administrative Account Transactions																
1	Government Receivables	679	-	-	-	-			-	-	-	-	-	-	-	
2	Public Sector Entities Receivables	-	4,772,723	-	-	-			-	7,850,918	-	59,959	-	4,939,963	395,197	
3	Multilateral Development Banks and International Institutions Receivables					-			-						-	
4	Bank Receivables	-	1,135,496	-	-	-			-	8,574,841	-	-	-	4,514,520	361,162	
5	Loans Secured by Residential Property	-	-	-	-	-			-	-	-	-	-	-	-	
6	Loans Secured by Commercial Real Estate	-	-	-	-	-			-	-	-	-	-	-	-	
7	Employee/Retiree Loans	-	-	-	-	-			-	-	-	-	-	-	-	
8	Micro Business, Small Business, and Retail Portfolio Receivables	-	-	-	-	-			-	-	642,538	-	-	481,903	38,552	
9	Corporate Receivables	-	815	-	-	-			-	601,460	-	23,276,964	-	23,577,857	1,886,229	
10	Past Due Receivables	-	-	-	-	-			-	-	-	-	-	-	-	
Total Administrative Account Transactions Exposures		679	5,909,034	-	-	-			-	17,027,219	642,538	23,336,923	-	33,514,243	2,681,139	

(in million rupiah)

No.	Portfolio Category	December 31, 2022							December 31, 2022						ATMR	Capital Cost
		Net Receivables After Calculating Credit Risk Mitigation Impact							Net Receivables After Calculating Credit Risk Mitigation Impact							
		0%	20%	25%	35%	40%			45%	50%	75%	100%	150	Others		
C Counterparty Credit Risk Exposure																
1	Government Receivables	107,538	-	-	-	-			-	-	-	-	-	-	-	-
2	Public Sector Entities Receivables	-	-	-	-	-			-	148,453	-	-	-	-	74,227	5,938
3	Multilateral Development Banks and International Institutions Receivables	-	-	-	-	-			-	-	-	-	-	-	-	-
4	Bank Receivables	320,857	11,032,383	-	-	-			-	-	-	-	-	-	2,206,477	176,518
5	Micro Business, Small Business, and Retail Portfolio Receivables	-	-	-	-	-			-	-	199,030	-	-	-	149,273	11,942
6	Corporate Receivables	-	-	-	-	-			-	-	-	1,634,175	-	-	1,634,175	130,734
Total Counterparty Credit Risk Exposure		428,395	11,032,383	-	-	-			-	148,453	199,030	1,634,175	-	-	4,064,152	325,132

(in million rupiah)

No.	Portfolio Category	December 31, 2021							December 31, 2021						ATMR	Capital Cost
		Net Receivables After Calculating Credit Risk Mitigation Impact							Net Receivables After Calculating Credit Risk Mitigation Impact							
		0%	20%	25%	35%	40%			45%	50%	75%	100%	150	Others		
A Balance Sheet Exposure																
1	Government Receivables	247,901,425	72,645	-	-	-			-	877,258	-	257,834	-	710,992	56,879	
2	Public Sector Entities Receivables	-	21,434,163	-	-	-			-	49,831,759	-	175,019	39,419	26,801,684	2,144,135	
3	Multilateral Development Banks and International Institutions Receivables	-	-	-	-	-			-	-	-	-	-	-	-	
4	Bank Receivables	-	10,300,581	-	-	-			-	16,160,511	-	67,854	-	10,204,043	816,323	
5	Loans Secured by Residential Property	-	1,718,903	2,401,978	10,221,222	-			-	-	-	-	-	4,519,017	361,521	
6	Loans Secured by Commercial Real Estate	-	-	-	-	-			-	-	-	16,528,112	-	16,457,457	1,316,597	
7	Employee/Retiree Loans	-	-	-	-	-			-	160,998	-	-	-	80,456	6,436	
8	Micro Business, Small Business, and Retail Portfolio Receivables	-	-	-	-	-			-	-	120,326,470	-	-	66,619,554	5,329,564	
9	Corporate Receivables	-	641,234	-	-	-			-	373,096	-	344,773,662	1,165,491	343,077,421	27,446,194	
10	Past Due Receivables	-	-	-	-	-			-	-	-	167,518	4,442,053	6,681,838	534,547	
11	Other Assets	13,644,153	-	-	-	-			-	-	-	33,677,821	2,269,610	37,082,236	2,966,579	
Total Balance Sheet Exposures		261,545,578	34,167,526	2,401,978	10,221,222	-			-	67,403,622	120,326,470	395,647,820	7,916,573	512,234,698	40,978,775	

(in million rupiah)

No.	Portfolio Category	December 31, 2021							December 31, 2021						ATMR	Capital Cost
		Net Receivables After Calculating Credit Risk Mitigation Impact							Net Receivables After Calculating Credit Risk Mitigation Impact							
		0%	20%	25%	35%	40%			45%	50%	75%	100%	150	Others		
B Commitments/Contingency Liabilities Exposure in Administrative Account Transactions																
1	Government Receivables	4,887	-	-	-	-			-	-	-	-	-	-	-	
2	Public Sector Entities Receivables	-	-	-	-	-			-	10,822,646	-	-	-	-	5,411,323	432,906
3	Multilateral Development Banks and International Institutions Receivables	-	-	-	-	-			-	5,701	-	-	-	-	2,851	228
4	Bank Receivables	-	784	-	-	-			-	8,468,843	-	-	-	-	4,234,578	338,766
5	Loans Secured by Residential Property	-	-	-	-	-			-	-	-	-	-	-	-	-
6	Loans Secured by Commercial Real Estate	-	-	-	-	-			-	-	-	-	-	-	-	-
7	Employee/Retiree Loans	-	-	-	-	-			-	-	-	-	-	-	-	-
8	Micro Business, Small Business, and Retail Portfolio Receivables	-	-	-	-	-			-	-	310,829	-	-	-	233,121	18,650
9	Corporate Receivables	-	-	-	-	-			-	-	-	22,236,585	-	-	22,226,325	1,778,106
10	Past Due Receivables	-	-	-	-	-			-	-	-	-	-	-	-	-
Total Administrative Account Transactions Exposures		4,887	784	-	-	-			-	19,297,190	310,829	22,236,585	-	-	32,108,198	2,568,656
C Counterparty Credit Risk Exposure																
1	Government Receivables	20,173,527	-	-	-	-			-	-	-	-	-	-	-	-
2	Public Sector Entities Receivables	-	-	-	-	-			-	428,876	-	-	-	-	214,438	17,155
3	Multilateral Development Banks and International Institutions Receivables	-	-	-	-	-			-	-	-	-	-	-	-	-
4	Bank Receivables	2,294,351	14,950,677	-	-	-			-	-	-	-	-	-	2,621,779	209,742
5	Micro Business, Small Business, and Retail Portfolio Receivables	-	-	-	-	-			-	-	-	-	-	-	-	-
6	Corporate Receivables	-	-	-	-	-			-	-	-	105,409	-	-	105,409	8,433
Total Counterparty Credit Risk		22,467,878	14,950,677	-	-	-			-	428,876	-	105,409	-	-	2,941,626	235,330

**Table of Net Receivables Based on Risk Weighting
After Calculating the Impact of Credit Risk Mitigation, Bank Consolidated with Subsidiaries**

(in million rupiah)															
No.	Portfolio Category	December 31, 2022							December 31, 2022					ATMR	Capital Cost
		Net Receivables After Calculating Credit Risk Mitigation Impact							Net Receivables After Calculating Credit Risk Mitigation Impact						
		0%	20%	25%	35%	40%			45%	50%	75%	100%	150		
A Balance Sheet Exposure															
1	Government Receivables	265,140,470	106,140	-	-	-			-	-	-	-	-	21,228	1,698
2	Public Sector Entities Receivables	-	22,859,134	-	-	-			-	64,447,024	-	217,844	203,483	33,244,920	2,659,594
3	Multilateral Development Banks and International Institutions Receivables	-	-	-	-	-			-	-	-	-	-	-	-
4	Bank Receivables	-	18,076,614	-	-	-			-	8,403,971	-	70,463	-	7,891,959	631,357
5	Loans Secured by Residential Property	-	1,745,376	2,366,155	11,535,281	-			-	-	-	-	-	4,973,799	397,904
6	Loans Secured by Commercial Real Estate	-	-	-	-	-			-	-	-	13,350,864	-	13,254,486	1,060,359
7	Employee/Retiree Loans	-	-	-	-	-			-	114,869	-	-	-	57,435	4,595
8	Micro Business, Small Business, and Retail Portfolio Receivables	-	-	-	-	-			-	-	138,328,835	-	-	74,904,992	5,992,399
9	Corporate Receivables	-	5,161,702	-	-	-			-	4,735,068	-	371,816,744	-	371,956,545	29,756,524
10	Past Due Receivables	-	-	-	-	-			-	-	-	176,228	3,301,169	4,997,534	399,803
11	Other Assets	13,624,749	-	-	-	-			-	-	-	53,509,638	1,188,299	62,615,251	5,009,219
Total Balance Sheet Exposures		278,765,219	47,948,966	2,366,155	11,535,281	-			-	77,700,932	138,328,835	439,141,781	4,692,951	573,918,149	45,913,452
B Commitments/Contingency Liabilities Exposure in Administrative Account Transactions															
1	Government Receivables	679	-	-	-	-			-	-	-	-	-	-	-
2	Public Sector Entities Receivables	-	4,772,723	-	-	-			-	7,850,918	-	59,959	-	4,939,963	395,197
3	Multilateral Development Banks and International Institutions Receivables	-	-	-	-	-			-	-	-	-	-	-	-
4	Bank Receivables	-	1,137,096	-	-	-			-	8,574,841	-	-	-	4,515,320	361,226
5	Loans Secured by Residential Property	-	-	-	-	-			-	-	-	-	-	-	-
6	Loans Secured by Commercial Real Estate	-	5,047	-	-	-			-	-	-	-	-	5,047	404
7	Employee/Retiree Loans	-	-	-	-	-			-	-	-	-	-	-	-
8	Micro Business, Small Business, and Retail Portfolio Receivables	-	4,055	-	-	-			-	127	642,411	-	-	484,945	38,795
9	Corporate Receivables	-	157,718	-	-	-			-	647,834	-	23,314,834	-	23,734,761	1,898,781
10	Past Due Receivables	-	-	-	-	-			-	-	-	-	-	-	-
Total Administrative Account Transactions Exposures		679	6,076,639	-	-	-			-	17,073,720	642,411	23,374,793	-	33,680,036	2,694,403

(in million rupiah)

No.	Portfolio Category	December 31, 2022							December 31, 2022						ATMR	Capital Cost
		Net Receivables After Calculating Credit Risk Mitigation Impact							Net Receivables After Calculating Credit Risk Mitigation Impact							
		0%	20%	25%	35%	40%			45%	50%	75%	100%	150	Others		
C Counterparty Credit Risk Exposure																
1	Government Receivables	107,538	-	-	-	-			-	-	-	-	-	-	-	
2	Public Sector Entities Receivables	-	-	-	-	-			-	148,453	-	-	-	74,227	5,938	
3	Multilateral Development Banks and International Institutions Receivables	-	-	-	-	-			-	-	-	-	-	-	-	
4	Bank Receivables	320,857	11,032,383	-	-	-			-	-	-	-	-	2,206,477	176,518	
5	Micro Business, Small Business, and Retail Portfolio Receivables	-	-	-	-	-			-	-	199,030	-	-	149,273	11,942	
6	Corporate Receivables	-	-	-	-	-			-	-	-	1,634,175	-	1,634,175	130,734	
Total Counterparty Credit Risk		428,395	11,032,383	-	-	-			-	148,453	199,030	1,634,175	-	4,064,152	325,132	

(in million rupiah)

No.	Portfolio Category	December 31, 2021							December 31, 2021						ATMR	Capital Cost
		Net Receivables After Calculating Credit Risk Mitigation Impact							Net Receivables After Calculating Credit Risk Mitigation Impact							
		0%	20%	25%	35%	40%			45%	50%	75%	100%	150	Others		
A Balance Sheet Exposure																
1	Government Receivables	247,901,425	72,645	-	-	-			-	877,258	-	257,833	-	710,992	56,879	
2	Public Sector Entities Receivables	-	21,434,163	-	-	-			-	49,831,759	-	175,018	39,419	26,801,685	2,144,135	
3	Multilateral Development Banks and International Institutions Receivables	-	-	-	-	-			-	-	-	-	-	-	-	
4	Bank Receivables	-	10,300,581	-	-	-			-	16,160,511	-	358,526	-	10,349,378	827,950	
5	Loans Secured by Residential Property	-	1,718,903	2,401,978	10,221,222	-			-	-	-	-	-	4,519,017	361,521	
6	Loans Secured by Commercial Real Estate	-	-	-	-	-			-	-	-	16,528,112	-	16,457,457	1,316,597	
7	Employee/Retiree Loans	-	-	-	-	-			-	160,998	-	-	-	80,456	6,436	
8	Micro Business, Small Business, and Retail Portfolio Receivables	-	-	-	-	-			-	-	120,326,470	857,136	-	67,262,406	5,380,992	
9	Corporate Receivables	-	641,234	-	-	-			-	373,096	-	344,173,754	1,165,491	342,477,515	27,398,201	
10	Past Due Receivables	-	-	-	-	-			-	-	-	167,518	4,442,053	6,681,838	534,547	
11	Other Assets	13,644,153	-	-	-	-			-	-	-	43,315,408	2,269,610	51,238,968	4,099,117	
Total Balance Sheet Exposures		261,545,578	34,167,526	2,401,978	10,221,222	-			-	67,403,622	120,326,470	405,833,305	7,916,573	526,579,712	42,126,375	

No.	Portfolio Category	December 31, 2021							December 31, 2021						ATMR	Capital Cost
		Net Receivables After Calculating Credit Risk Mitigation Impact							Net Receivables After Calculating Credit Risk Mitigation Impact							
		0%	20%	25%	35%	40%			45%	50%	75%	100%	150	Others		
B Commitments/Contingency Liabilities Exposure in Administrative Account Transactions																
1	Government Receivables	4,887	-	-	-	-			-	-	-	-	-		-	-
2	Public Sector Entities Receivables	-	-	-	-	-			-	10,822,646	-	-	-		5,411,323	432,906
3	Multilateral Development Banks and International Institutions Receivables	-	-	-	-	-			-	5,701	-	-	-		2,851	228
4	Bank Receivables	-	784	-	-	-			-	8,468,843	-	-	-		4,234,578	338,766
5	Loans Secured by Residential Property	-	-	-	-	-			-	-	-	-	-		-	-
6	Loans Secured by Commercial Real Estate	-	-	-	-	-			-	-	-	-	-		-	-
7	Employee/Retiree Loans	-	-	-	-	-			-	-	-	-	-		-	-
8	Micro Business, Small Business, and Retail Portfolio Receivables	-	-	-	-	-			-	-	310,829	-	-		233,122	18,650
9	Corporate Receivables	-	-	-	-	-			-	-	-	22,236,585	-		22,236,585	1,778,927
10	Past Due Receivables	-	-	-	-	-			-	-	-	-	-		-	-
Total Administrative Account Transactions Exposures		4,887	784	-	-	-			-	19,297,190	310,829	22,236,585	-		32,118,459	2,569,477
C Counterparty Credit Risk Exposure																
1	Government Receivables	20,173,527	-	-	-	-			-	-	-	-	-		-	-
2	Public Sector Entities Receivables	-	-	-	-	-			-	428,876	-	-	-		214,438	17,155
3	Multilateral Development Banks and International Institutions Receivables	-	-	-	-	-			-	-	-	-	-		-	-
4	Bank Receivables	2,294,351	14,950,677	-	-	-			-	-	-	-	-		2,990,135	239,211
5	Micro Business, Small Business, and Retail Portfolio Receivables	-	-	-	-	-			-	-	-	-	-		-	-
6	Corporate Receivables	-	-	-	-	-			-	-	-	105,409	-		105,409	8,433
Total Counterparty Credit Risk		22,467,878	14,950,677	-	-	-			-	428,876	-	105,409	-		3,309,982	264,799

Table of Disclosure of Net Receivables and Individual Credit Risk Mitigation Techniques, Bank only

(in million rupiah)															
No.	Portfolio Category	December 31, 2022								December 31, 2021					Portion Unsecured
		Portion Secured	Portion Secured By				Portion Unsecured			Portion Secured	Portion Secured By				
			Collateral	Guarantee	Credit Insurance	Others					Collateral	Guarantee	Credit Insurance	Others	
A Eksposur Laporan Posisi Balance Sheet Exposure															
1	Government Receivables	257,438,106	9,506	-	-		257,428,600		249,109,162	-	-	-		249,109,162	
2	Public Sector Entities Receivables	87,727,486	30,414	8,116,561	-		79,580,511		71,480,360	182,720	-	-		71,297,640	
3	Multilateral Development Banks and International Institutions Receivables	-	-	-	-		-		-	-	-	-		-	
4	Bank Receivables	26,112,601	3,411	-	-		26,109,190		26,528,946	8,365	-	-		26,520,581	
5	Loans Secured by Residential Property	15,621,060	11,450	-	-		15,609,610		14,342,103	8,614	-	-		14,333,489	
6	Loans Secured by Commercial Real Estate	13,279,926	32,748	-	6,078		13,241,100		16,528,112	70,655	-	-		16,457,457	
7	Employee/Retiree Loans	114,290	-	-	-		114,290		160,998	86	-	-		160,912	
8	Micro Business, Small Business, and Retail Portfolio Receivables	137,921,910	10,870,847	-	37,924,041		89,127,022		120,326,470	12,192,948	-	27,309,436		80,824,086	
9	Corporate Receivables	378,652,194	1,793,152	-	785,617		376,073,425		346,953,483	1,697,445	-	604,492		344,651,546	
10	Past Due Receivables	3,436,479	86,965	-	-		3,349,514		4,609,572	99,187	-	-		4,510,385	
11	Other Assets	52,598,975	-	-	-		52,598,975		49,591,583	-	-	-		49,591,584	
	Total Balance Sheet Exposures	972,903,027	12,838,493	8,116,561	38,715,736		913,232,237		899,630,789	14,260,020	-	27,913,928		857,456,842	
B Commitments/Contingency Liabilities Exposure in Administrative Account Transactions															
1	Government Receivables	679	-	-	-		679		4,887	-	-	-		4,887	
2	Public Sector Entities Receivables	12,683,600	-	-	-		12,683,600		10,822,646	-	-	-		10,822,646	
3	Multilateral Development Banks and International Institutions Receivables	-	-	-	-		-		5,701	-	-	-		5,701	
4	Bank Receivables	9,710,337	-	-	-		9,710,337		8,469,627	-	-	-		8,469,627	
5	Loans Secured by Residential Property	-	-	-	-		-		-	-	-	-		-	
6	Loans Secured by Commercial Real Estate	-	-	-	-		-		-	-	-	-		-	
7	Employee/Retiree Loans	-	-	-	-		-		-	-	-	-		-	

(in million rupiah)															
No.	Portfolio Category	December 31, 2022								December 31, 2021					Portion Unsecured
		Portion Secured	Portion Secured By				Portion Unsecured			Portion Secured	Portion Secured By				
			Collateral	Guarantee	Credit Insurance	Others					Collateral	Guarantee	Credit Insurance	Others	
8	Micro Business, Small Business, and Retail Portfolio Receivables	642,538	-	-	-		642,538			310,829	-	-	-		310,829
9	Corporate Receivables	23,963,483	84,244	-	-		23,879,239			22,236,585	-	-	-		22,236,585
10	Past Due Receivables	-	-	-	-		-			-	-	-	-		-
Total Administrative Account Transactions Exposures		47,000,637	84,244	-	-		46,916,393			41,850,275	-	-	-		41,850,275
C Counterparty Credit Risk Exposure															
1	Government Receivables	10,753,840	10,646,302	-	-		107,538			20,173,527	19,940,947	-	-		232,580
2	Public Sector Entities Receivables	148,453	-	-	-		148,453			428,876	-	-	-		428,876
3	Multilateral Development Banks and International Institutions Receivables	-	-	-	-		-			-	-	-	-		-
4	Bank Receivables	11,994,671	711,989	-	-		11,282,682			17,245,028	1,841,783	-	-		15,403,245
5	Micro Business, Small Business, and Retail Portfolio Receivables	199,030	-	-	-		199,030			-	-	-	-		-
6	Corporate Receivables	1,634,175	-	-	-		1,634,175			105,409	-	-	-		105,409
Total Counterparty Credit Risk Exposure		24,730,169	11,358,291	-	-		13,371,878			37,952,840	21,782,730	-	-		16,170,110
TOTAL (A+B+C)		1,044,633,833	24,281,028	8,116,561	38,715,736		973,520,508			979,433,904	36,042,750	-	27,913,928		915,477,227

Table of Disclosure of Net Receivables and Credit Risk Mitigation Techniques, Bank Consolidated with Subsidiaries

(in million rupiah)															
No.	Portfolio Category	December 31, 2022								December 31, 2021					Portion Unsecured
		Portion Secured	Portion Secured By				Portion Unsecured			Portion Secured	Portion Secured By				
			Collateral	Guarantee	Credit Insurance	Others					Collateral	Guarantee	Credit Insurance	Others	
A Balance Sheet Exposure															
1	Government Receivables	265,246,611	9,506	-	-		265,237,105			249,109,161	-	-	-		249,109,161
2	Public Sector Entities Receivables	87,727,486	30,414	8,116,561	-		79,580,511			71,480,359	182,720	-	-		71,297,639
3	Multilateral Development Banks and International Institutions Receivables	-	-	-	-		-			-	-	-	-		-
4	Bank Receivables	26,551,048	3,411	-	-		26,547,637			26,819,618	8,365	-	-		26,811,253
5	Loans Secured by Residential Property	15,646,812	11,894	-	-		15,634,918			14,342,103	8,614	-	-		14,333,489
6	Loans Secured by Commercial Real Estate	13,350,864	91,882	-	6,078		13,252,904			16,528,112	70,655	-	-		16,457,457
7	Employee/Retiree Loans	114,869	-	-	-		114,869			160,998	86	-	-		160,912
8	Micro Business, Small Business, and Retail Portfolio Receivables	138,328,835	10,873,953	-	37,924,041		89,530,841			121,183,606	12,192,948	-	27,309,436		81,681,222
9	Corporate Receivables	381,713,514	2,643,599	-	785,617		378,284,298			346,353,575	1,697,445	-	604,492		344,051,638
10	Past Due Receivables	3,477,397	86,965	-	-		3,390,432			4,609,571	99,187	-	-		4,510,384
11	Other Assets	68,322,686	-	-	-		68,322,686			59,229,171	-	-	-		59,229,171
Total Balance Sheet Exposures		1,000,480,122	13,751,624	8,116,561	38,715,736		939,896,201			909,816,274	14,260,020	-	27,913,928		867,642,326
B Commitments/Contingency Liabilities Exposure in Administrative Account Transactions															
1	Government Receivables	679	-	-	-		679			4,887	-	-	-		4,887
2	Public Sector Entities Receivables	12,683,600	-	-	-		12,683,600			10,822,646	-	-	-		10,822,646
3	Multilateral Development Banks and International Institutions Receivables	-	-	-	-		-			5,701	-	-	-		5,701
4	Bank Receivables	9,711,937	-	-	-		9,711,937			8,469,627	-	-	-		8,469,627
5	Loans Secured by Residential Property	-	-	-	-		-			-	-	-	-		-
6	Loans Secured by Commercial Real Estate	5,047	-	-	-		5,047			-	-	-	-		-
7	Employee/Retiree Loans	-	-	-	-		-			-	-	-	-		-

(in million rupiah)															
No.	Portfolio Category	December 31, 2022								December 31, 2021					Portion Unsecured
		Portion Secured	Portion Secured By				Portion Unsecured			Portion Secured	Portion Secured By				
			Collateral	Guarantee	Credit Insurance	Others					Collateral	Guarantee	Credit Insurance	Others	
8	Micro Business, Small Business, and Retail Portfolio Receivables	646,593	-	-	-		646,593			310,829	-	-	-		310,829
9	Corporate Receivables	24,120,386	84,244	-	-		24,036,142			22,236,585	-	-	-		22,236,585
10	Past Due Receivables	-	-	-	-		-			-	-	-	-		-
Total Administrative Account Transactions Exposures		47,168,242	84,244	-	-	-	47,083,998			41,850,275	-	-	-		41,850,275
C Counterparty Credit Risk Exposure															
1	Government Receivables	10,753,840	10,646,302	-	-		107,538			20,173,527	19,940,947	-	-		232,580
2	Public Sector Entities Receivables	148,453	-	-	-		148,453			428,876	-	-	-		428,876
3	Multilateral Development Banks and International Institutions Receivables	-	-	-	-		-			-	-	-	-		-
4	Bank Receivables	11,994,671	711,989	-	-		11,282,682			17,245,028	1,841,783	-	-		15,403,245
5	Micro Business, Small Business, and Retail Portfolio Receivables	199,030	-	-	-		199,030			-	-	-	-		-
6	Corporate Receivables	1,634,175	-	-	-		1,634,175			105,409	-	-	-		105,409
Total Counterparty Credit Risk Exposure		24,730,169	11,358,291	-	-	-	13,371,878			37,952,840	21,782,730	-	-		16,170,110
TOTAL (A+B+C)		1,072,378,533	25,194,159	8,116,561	38,715,736	-	1,000,352,077			989,619,389	36,042,750	-	27,913,928	-	925,662,711

Asset Securitization

BNI's securitization activities are limited to ownership, however, as of December 31, 2022, there was no asset securitization exposure.

Calculation of RWA Credit Risk Standard Approach

Calculation of RWA for Credit Risk using the standard approach – Bank only and consolidated with Subsidiaries is shown in the table below.

DISCLOSURE OF CREDIT RISK RWA CALCULATIONS USING A STANDARD APPROACH - BANKS INDIVIDUAL

Table 1. Asset Exposure in the Statement of Financial Position, Except for Securitization Exposure

(in million rupiah)							
No	Portfolio Category	December 31, 2022			December 31, 2021		
		Net Receivables	RWA Before CRM	RWA After CRM	Net Receivables	RWA Before CRM	RWA After CRM
1.	Government Receivables	257,438,105	21,228	21,228	249,109,161	710,992	710,992
	a. Government of Indonesia Receivables	252,602,425	-	-	243,196,739	-	-
	b. Other Country Government Receivables	4,835,680	21,228	21,228	5,912,422	710,992	710,992
2.	Public Sector Entities Receivables	87,727,485	34,950,930	33,244,920	71,480,359	29,436,859	26,801,684
3.	Multilateral Development Banks and International Institutions Receivables	-	-	-	-	-	-
4.	Bank Receivables	26,112,601	7,746,203	7,744,497	26,505,603	10,196,554	10,192,371
	a. Short-term Receivables	15,152,539	3,030,508	3,030,508	5,552,098	1,110,420	1,110,420
	b. Long-term Receivables	10,960,062	4,715,695	4,713,990	20,953,505	9,086,134	9,081,952
5.	Loans Secured by Residential Property	15,621,060	4,970,259	4,966,691	14,342,102	4,521,702	4,519,016
6.	Loans Secured by Commercial Real Estate	13,279,926	13,279,926	13,242,682	16,528,112	16,528,112	16,457,457
7.	Employee/Retiree Loans	114,290	57,145	57,145	160,998	80,499	80,456
8.	Micro Business, Small Business, and Retail Portfolio Receivables	137,921,909	103,441,432	74,602,128	120,326,470	90,244,853	66,619,554
9.	Corporate Receivables	378,652,195	372,249,644	369,840,019	346,793,177	346,679,977	342,917,116
10.	Past Due Receivables	3,436,479	5,066,601	4,936,174	4,609,571	6,830,598	6,681,837
	a. Receivables secured by residential property	176,233	176,233	176,192	167,518	167,518	167,478

(in million rupiah)							
No	Portfolio Category	December 31, 2022			December 31, 2021		
		Net Receivables	RWA Before CRM	RWA After CRM	Net Receivables	RWA Before CRM	RWA After CRM
	b. Receivables not secured by residential property	3,260,245	4,890,368	4,759,983	4,442,053	6,663,080	6,514,359
11.	Other Assets	52,598,975		39,853,294	49,591,584		37,082,237
	a. Cash, gold, and commemorative coins	13,339,830		-	13,644,153		-
	b. Equity participation (other than a deduction factor to capital)	115,860	-	173,790	816,615		1,224,923
	1) Temporary equity participation as part of credit restructuring	-		-	-		-
	2) Equity participation in non-listed financial institutions	115,860		173,790	816,615		1,224,923
	3) Equity participation listed financial institutions	-		-	-		-
	c. Fixed assets and inventory - net	25,963,313		25,963,313	26,487,483		26,487,483
	d. Foreclosed Collateral (AYDA)	1,072,440		1,608,659	1,452,995		2,179,493
	e. Inter-Office - net	-		-	10,234		10,234
	f. Others	12,107,532		12,107,532	7,180,104		7,180,104
TOTAL		972,903,025,763	581,636,663	548,508,779	899,447,137,000	542,312,382	512,062,720

Table 2. Commitment/Contingency Liability Exposures in Administrative Account Transactions, Except for Securitization Exposures

(in million rupiah)							
No	Portfolio Category	December 31, 2022			December 31, 2021		
		Net Receivables	RWA Before CRM	RWA After CRM	Net Receivables	RWA Before CRM	RWA After CRM
1.	Government Receivables	679	-	-	4,888	-	-
	a. Government of Indonesia Receivables	679	-	-	4,888	-	-
	b. Other Country Government Receivables	-	-	-	-	-	-
2.	Public Sector Entities Receivables	12,683,600	4,939,963	4,939,963	10,822,646	5,411,323	5,411,323
3.	Multilateral Development Banks and International Institutions Receivables	-	-	-	5,701	2,851	2,851
4.	Bank Receivables	9,710,337	4,514,520	4,514,520	8,469,628	4,234,579	4,234,579
	a. Short-term Receivables	69,428	13,886	13,886	785	157	157
	b. Long-term Receivables	9,640,909	4,500,634	4,500,634	8,468,843	4,234,422	4,234,422
5.	Loans Secured by Residential Property	-	-	-	-	-	-
6.	Loans Secured by Commercial Real Estate	-	-	-	-	-	-
7.	Employee/Retiree Loans	-	-	-	-	-	-
8.	Micro Business, Small Business, and Retail Portfolio Receivables	642,538	481,903	481,903	310,829	233,122	233,122
9.	Corporate Receivables	23,963,483	23,662,101	23,577,857	22,236,585	22,236,585	22,226,325
10.	Past Due Receivables	-	-	-	-	-	-
	a. Receivables secured by residential property	-	-	-	-	-	-
	b. Receivables not secured by residential property	-	-	-	-	-	-
TOTAL		47,000,637	33,598,487	33,514,243	41,850,277	32,118,459	32,108,199

Table 3. Exposures Causing Credit Risk Due to Counterparty Credit Risk

(in million rupiah)							
No	Portfolio Category	December 31, 2022			December 31, 2021		
		Net Receivables	RWA Before CRM	RWA After CRM	Net Receivables	RWA Before CRM	RWA After CRM
1.	Government Receivables	10,753,840	-	-	20,169,185	-	-
	a. Government of Indonesia Receivables	10,753,840	-	-	20,169,185	-	-
	b. Other Country Government Receivables	-	-	-	-	-	-
2.	Public Sector Entities Receivables	-	-	-	-	-	-
3.	Multilateral Development Banks and International Institutions Receivables	-	-	-	-	-	-
4.	Bank Receivables	962,288	288,715	-	4,136,134	1,515,532	-
	a. Short-term Receivables	641,431	128,286	-	1,841,783	368,357	-
	b. Long-term Receivables	320,857	160,428	-	2,294,351	1,147,176	-
5.	Loans Secured by Residential Property	-	-	-	-	-	-
6.	Loans Secured by Commercial Real Estate	-	-	-	-	-	-
TOTAL		11,716,129	288,715	-	24,305,319	1,515,532	-

Table 4. Exposures Causing Credit Risk Due to Settlement Risk

(in million rupiah)							
No	Type Of Transaction	December 31, 2022			December 31, 2021		
		Net Receivables	RWA Before CRM	RWA After CRM	Net Receivables	RWA Before CRM	RWA After CRM
1.	Delivery versus payment	-		-	-		-
	a. Capital Cost 8% (5-15 days)	-		-	-		-
	b. Capital Cost 50% (16-30 days)	-		-	-		-
	c. Capital Cost 75% (31- 45 days)	-		-	-		-
	d. Capital Cost 100% (more than 45 days)	-		-	-		-
2.	Non-delivery versus payment	-	-		-	-	
TOTAL		-	-	-	-	-	

Table 5. Securitization Exposure

(in million rupiah)					
No	Type Of Transaction	December 31, 2022		December 31, 2021	
		Capital Reducing Factors	RWA	Capital Reducing Factors	RWA
1.	RWA on Securitization Exposure calculated using the External Rating Base Approach (ERBA) Method				
2.	RWA on Securitization Exposure calculated using the Standardized Approach (SA) Method				
2.	Securitization Exposure as a Deduction factor to Core Capital				
TOTAL		-	-	-	14,397

Table 6. Derivative Exposure

(in million rupiah)							
No	Portfolio Category	December 31, 2022			December 31, 2021		
		Net Receivables	RWA Before CRM	RWA After CRM	Net Receivables	RWA Before CRM	RWA After CRM
1.	Government Receivables	-	-	-	4,342	-	-
	a. Government of Indonesia Receivables	-	-	-	4,342	-	-
	b. Other Country Government Receivables	-	-	-	-	-	-
2.	Public Sector Entities Receivables	148,453	74,227	74,227	428,876	214,438	214,438
3.	Multilateral Development Banks and International Institutions Receivables	-	-	-	-	-	-
4.	Bank Receivables	11,032,383	2,206,477	2,206,477	13,108,893	2,621,779	2,621,779
	a. Short-term Receivables	11,032,383	2,206,477	2,206,477	13,108,893	2,621,779	2,621,779
	b. Long-term Receivables	-	-	-	-	-	-
5.	Micro Business, Small Business, and Retail Portfolio Receivables	199,030	149,273	149,273	-	-	-
6.	Corporate Receivables	1,634,175	1,634,175	1,634,175	105,409	105,409	105,409

(in million rupiah)							
No	Portfolio Category	December 31, 2022			December 31, 2021		
		Net Receivables	RWA Before CRM	RWA After CRM	Net Receivables	RWA Before CRM	RWA After CRM
7.	Weighted exposure from Credit Valuation Adjustment (CVA risk weighted assets)		54,581	54,581		93,026	93,026
TOTAL		13,014,041	4,118,731	4,118,731	13,647,520	3,034,652	3,034,652

Table 7. Total Credit Risk Measurement (1+2+3+4+5+6)

(in million rupiah)			
		December 31, 2022	December 31, 2021
TOTAL RWA CREDIT RISK	(A)	586,141,753	547,219,967
DEDUCTION FACTORS OF CREDIT RISK RWA: The excess difference between PPKA's general reserve for earning assets that must be calculated and 1.25% RWA for Credit Risk	(B)	-	-
TOTAL RWA CREDIT RISK (A) - (B)	(C)	586,141,753	547,219,967
TOTAL CAPITAL DEDUCTION FACTOR	(D)	-	-

DISCLOSURE OF CREDIT RISK RWA CALCULATIONS USING A STANDARD APPROACH - BANKS CONSOLIDATED WITH SUBSIDIARIES

Table 1. Asset Exposure in the Statement of Financial Position, Except for Securitization Exposure

(in million rupiah)							
No	Portfolio Category	December 31, 2022			December 31, 2021		
		Net Receivables	RWA Before CRM	RWA After CRM	Net Receivables	RWA Before CRM	RWA After CRM
	Government Receivables	265,246,610	21,228	21,228	249,109,161	710,992	710,992
1.	a. Government of Indonesia Receivables	260,410,930	-	-	243,196,739	-	-
	b. Other Country Government Receivables	4,835,680	21,228	21,228	5,912,422	710,992	710,992
2.	Public Sector Entities Receivables	87,727,485	34,950,930	33,244,920	71,480,359	29,436,859	26,801,685
3.	Multilateral Development Banks and International Institutions Receivables	-	-	-	-	-	-
4.	Bank Receivables	26,551,048	7,893,665	7,891,959	26,819,618	10,353,561	10,349,378
	a. Short-term Receivables	15,188,829	3,037,766	3,037,766	5,552,098	1,110,419	1,110,419
	b. Long-term Receivables	11,362,219	4,855,899	4,854,193	21,267,520	9,243,142	9,238,959
5.	Loans Secured by Residential Property	15,646,812	4,977,478	4,973,799	14,342,103	4,521,703	4,519,017
6.	Loans Secured by Commercial Real Estate	13,350,864	13,350,864	13,254,486	16,528,112	16,528,112	16,457,457
7.	Employee/Retiree Loans	114,869	57,435	57,435	160,998	80,499	80,456
8.	Micro Business, Small Business, and Retail Portfolio Receivables	138,328,835	103,746,626	74,904,992	121,183,606	90,887,705	67,262,406
9.	Corporate Receivables	381,713,514	375,216,618	371,956,545	346,353,576	346,240,376	342,477,515
10.	Past Due Receivables	3,477,397	5,127,961	4,997,534	4,609,571	6,830,598	6,681,838
	a. Receivables secured by residential property	176,269	176,269	176,228	167,518	167,518	167,479
	b. Receivables not secured by residential property	3,301,128	4,951,692	4,821,307	4,442,053	6,663,080	6,514,359
11.	Other Assets	68,322,686		62,615,251	59,229,166		51,238,968
	a. Cash, gold, and commemorative coins	13,415,955		-	13,683,476		-
	b. Equity participation (other than a deduction factor to capital)	14,266,860	-	21,400,290	9,903,090		14,854,635

(in million rupiah)

No	Portfolio Category	December 31, 2022			December 31, 2021		
		Net Receivables	RWA Before CRM	RWA After CRM	Net Receivables	RWA Before CRM	RWA After CRM
	1) Temporary equity participation as part of credit restructuring	-		-	-		-
	2) Equity participation in non-listed financial institutions	14,266,860		21,400,290	9,903,090		14,854,635
	3) Equity participation listed financial institutions	-		-	-		-
	c. Fixed assets and inventory - net	26,306,450		26,306,450	26,669,792		26,669,792
	d. Foreclosed Collateral (AYDA)	1,150,178		1,725,268	1,483,466		2,225,199
	e. Inter-Office - net	-		-	10,234		10,234
	f. Others	13,183,244		13,183,244	7,479,108		7,479,108
TOTAL		1,000,480,121	607,958,056	573,918,149	909,816,270		526,579,711

Table 2. Commitment/Contingency Liability Exposures in Administrative Account Transactions, Except for Securitization Exposures

(in million rupiah)							
No	Portfolio Category	December 31, 2022			December 31, 2021		
		Net Receivables	RWA Before CRM	RWA After CRM	Net Receivables	RWA Before CRM	RWA After CRM
	Government Receivables	679	-	-	4,887	-	-
1.	a. Government of Indonesia Receivables	679	-	-	4,887	-	-
	b. Other Country Government Receivables	-	-	-	-	-	-
2.	Public Sector Entities Receivables	12,683,600	4,939,963	4,939,963	10,822,646	5,411,323	5,411,323
3.	Multilateral Development Banks and International Institutions Receivables	-	-	-	5,701	2,851	2,851
4.	Bank Receivables	9,711,937	4,515,320	4,515,320	8,469,628	4,234,578	4,234,578
	a. Short-term Receivables	69,428	13,886	13,886	785	157	157
	b. Long-term Receivables	9,642,509	4,501,434	4,501,434	8,468,843	4,234,422	4,234,422
5.	Loans Secured by Residential Property	-	-	-	-	-	-
6.	Loans Secured by Commercial Real Estate	5,047	5,047	5,047	-	-	-

(in million rupiah)

No	Portfolio Category	December 31, 2022			December 31, 2021		
		Net Receivables	RWA Before CRM	RWA After CRM	Net Receivables	RWA Before CRM	RWA After CRM
7.	Employee/Retiree Loans	-	-	-	-	-	-
8.	Micro Business, Small Business, and Retail Portfolio Receivables	646,593	484,945	484,945	310,829	233,122	233,122
9.	Corporate Receivables	24,120,386	23,819,004	23,734,761	22,236,586	22,236,585	22,226,325
10.	Past Due Receivables	-	-	-	-	-	-
	a. Receivables secured by residential property	-	-	-	-	-	-
	b. Receivables not secured by residential property	-	-	-	-	-	-
TOTAL		47,168,243	33,764,279	33,680,035	41,850,277	32,118,459	32,108,199

Table 3. Exposures Causing Credit Risk Due to Counterparty Credit Risk

(in million rupiah)

No	Portfolio Category	December 31, 2022			December 31, 2021		
		Net Receivables	RWA Before CRM	RWA After CRM	Net Receivables	RWA Before CRM	RWA After CRM
	Government Receivables	10,753,840	-	-	20,169,185	-	-
1.	a. Government of Indonesia Receivables	10,753,840	-	-	20,169,185	-	-
	b. Other Country Government Receivables	-	-	-	-	-	-
2.	Public Sector Entities Receivables	-	-	-	-	-	-
3.	Multilateral Development Banks and International Institutions Receivables	-	-	-	-	-	-
4.	Bank Receivables	962,288	288,715	-	4,136,134	1,515,532	-
	a. Short-term Receivables	641,431	128,286	-	1,841,783	368,357	-
	b. Long-term Receivables	320,857	160,428	-	2,294,351	1,147,176	-
5.	Loans Secured by Residential Property	-	-	-	-	-	-
6.	Loans Secured by Commercial Real Estate	-	-	-	-	-	-
TOTAL		11,716,129	288,715	-	24,305,319	1,515,532	-

Table 4. Exposures Causing Credit Risk Due to Settlement Risk

(in million rupiah)

No	Type Of Transaction	December 31, 2022			December 31, 2021		
		Net Receivables	RWA Before CRM	RWA After CRM	Net Receivables	RWA Before CRM	RWA After CRM
1.	Delivery versus payment	-	-	-	-	-	-
	a. Capital Cost 8% (5-15 days)	-	-	-	-	-	-
	b. Capital Cost 50% (16-30 days)	-	-	-	-	-	-
	c. Capital Cost 75% (31- 45 days)	-	-	-	-	-	-
	d. Capital Cost 100% (more than 45 days)	-	-	-	-	-	-
2.	Non-delivery versus payment	-	-	-	-	-	-
TOTAL		-	-	-	-	-	-

Table 5. Securitization Exposure

(in million rupiah)

No	Type Of Transaction	December 31, 2022		December 31, 2021	
		Capital Reducing Factors	RWA	Capital Reducing Factors	RWA
1.	RWA on Securitization Exposure calculated using the External Rating Base Approach (ERBA) Method	-	-	-	-
2.	RWA on Securitization Exposure calculated using the Standardized Approach (SA) Method	-	-	-	14,397
3.	Securitization Exposure as a Deduction factor to Core Capital	-	-	-	-
TOTAL		-	-	-	14,397

Table 6. Derivative Exposure

(in million rupiah)

No	Portfolio Category	December 31, 2022			December 31, 2021		
		Net Receivables	RWA Before CRM	RWA After CRM	Net Receivables	RWA Before CRM	RWA After CRM
1.	Government Receivables	-	-	-	4,342	-	-
	a. Government of Indonesia Receivables	-	-	-	4,342	-	-
	b. Other Country Government Receivables	-	-	-	-	-	-
2.	Public Sector Entities Receivables	148,453	74,227	74,227	428,876	214,438	214,438

(in million rupiah)						
No	Portfolio Category	December 31, 2022			December 31, 2021	
		Net Receivables	RWA Before CRM	RWA After CRM	Net Receivables	RWA Before CRM RWA After CRM
3.	Multilateral Development Banks and International Institutions Receivables	-	-	-	-	-
4.	Bank Receivables	11,032,383	2,206,477	2,206,477	13,108,893	2,621,779 2,621,779
	a. Short-term Receivables	11,032,383	2,206,477	2,206,477	13,108,893	2,621,779 2,621,779
	b. Long-term Receivables	-	-	-	-	- -
5.	Micro Business, Small Business, and Retail Portfolio Receivables	199,030	149,273	149,273	-	- -
6.	Corporate Receivables	1,634,175	1,634,175	1,634,175	105,409	105,409 105,409
7.	Weighted exposure from Credit Valuation Adjustment (CVA risk weighted assets)		54,581	54,581		93,026 93,026
TOTAL		13,014,041	4,118,731	4,118,731	13,647,520	3,034,652 3,034,652

Table 7. Total Credit Risk Measurement (1+2+3+4+5+6)

(in million rupiah)			
		December 31, 2022	December 31, 2021
TOTAL RWA CREDIT RISK	(A)	611,716,916	561,736,959
DEDUCTION FACTORS OF CREDIT RISK RWA: The excess difference between PPKA's general reserve for earning assets that must be calculated and 1.25% RWA for Credit Risk	(B)	-	-
TOTAL RWA CREDIT RISK (A) - (B)	(C)	611,716,916	561,736,959
TOTAL CAPITAL DEDUCTION FACTOR	(D)	-	-

MARKET RISK

Market risk represents the risk of loss in balance sheet and off-balance sheet positions and derivative transactions due to changes in overall market conditions, Market variables managed by BNI consist of interest rates, exchange rates including derivative transactions and changes in option prices.

Most of the Trading Book's Market Risk is sourced from Domestic and Overseas Branch Offices Treasury business activities, Meanwhile the Banking Book's Market Risk, specifically the Interest Rate Risk in Banking Book and Net Open Position (PDN) is sourced from all company activities, BNI always monitors and manages market risks continuously and closely.

Governance and Organization

To achieve an effective and independent market risk management, Treasury business activities are divided into 3 (three) areas, namely front office, middle office, and back office, Front office acts as a business unit seeking to achieve business targets by executing business activities and dealing with customers, However, as a part of the internal control system, front office also functions as the first line of defense and will try to limit and anticipate market risks due to changes in exchange rates and interest rates in accordance with predetermined limits, In conducting its activities, Treasury business is limited by Risk Appetite and Risk Limit proposed by the Bank's Risk Management Division to the Risk Management Committee and the Anti Fraud Risk Management Sub-Committee (KRA-RMC), Treasury transaction limits are proposed by the Policy Governance Division through the Credit Procedure Committee (CPC) whilst the counterparty limit is assigned by the Business Risk Unit,

The Bank's Risk Management Division as the second line of defense conducts a surveillance function towards market and compliance with risk limits for market, authority and counterparty risk, It also validates fixing prices, checking the fairness of prices for treasury transactions and investigating off-market events and reviewing limit usage, Furthermore, to complement the existing market risk management function, BNI also has a Middle Office that monitors, controls and reports risks on Treasury transactions.

The back office function is in the Banking Operations Division for conducting confirmations, bookkeeping and settlement of Treasury transactions.

Policies and Procedures

To support the business targets, while still paying attention to the precautionary principle, BNI has Corporate Guidelines for Treasury and International Business, In addition, for effective Market Risk management, BNI is guided by the Market Risk Management Company Guidelines. The Company Guidelines contain management and methodologies as well as market risk management models, and are compiled and reviewed and validated periodically by the Bank's Risk Management Division.

Process

Market risk identification, measurement, surveillance and control are executed by units independently from the business unit, Market Risk identification is mainly conducted on every new product or activity, BNI measures Market Risk by using the Standard and Internal Methods, The Standard Method is used to calculate the Minimum Capital Adequacy Requirement (CAR) for Market Risk whilst the daily Market Risk management is used for the Internal Value at Risk Method.

Portfolio coverage calculated within CAR by using the Standard Method is a trading book portfolio for interest rate risk as well as trading and banking book portfolios for domestic exchange rate risk and overseas branch offices.

The Bank's individual market risk exposures, consolidated with its Subsidiaries using the standard method are shown in the following table:

Table of Disclosure of Market Risk Using the Standard Method

(in million rupiah)									
No.	Type Of Risks	December 31, 2022				December 31, 2021			
		Individual	Consolidated			Individual	Consolidated		
		Capital Expense	RWA	Capital Expense	RWA	Capital Expense	RWA	Capital Expense	RWA
1	Interest Rate Risk	13,273	165,909	16,100	201,248	47,361	592,017	54,131	676,633
	a. Specific Risk	128	1,598	1,825	22,813	-	-	5,038	62,970
	b. General Risk	13,145	164,311	14,275	178,435	47,361	592,017	49,093	613,663
2	Exchange Rate Risk	166,269	2,078,366	165,461	2,068,267	90,428	1,130,355	88,985	1,112,314
3	Equity Risk	-	-	-	-	-	-	2,070	25,876
4	Commodity Risk	-	-	-	-	-	-	-	-
5	Option Risk	-	-	-	-	-	-	-	-
Total		179,542	2,244,275	181,561	2,269,514	137,790	1,722,372	145,186	1,814,823

For internal purposes, BNI also conducts calculations using an Internal method. Calculations of CAR using the Internal method is done by calculating the Value at Risk (VaR), which is the value that represents the maximum potential risk of losses on the Bank due to market movements affecting the Bank's risk exposure in normal market conditions. To arrive at the VaR value, the method uses an Parametic Simulation.

Domestic market value exposures (Risk at Risk) and Overseas Branch Offices are monitored daily and results submitted to Management on a weekly and monthly basis. The price valuation policy currently used for actively traded instruments is mark-to-market, whilst the valuation method for lower actively traded instrumwents uses fair prices from independent sources.

The Bank's individual and consolidated market risk exposures using the internal model (value at risk) are shown in the following table:

Table of Market Risk Using the Internal Method

(in million rupiah)					
No	Type Of Risks	December 31, 2022			
		Average VAR	Maximum VAR	Minimum VAR	End of Period VAR
1	Interest Rate Risk	269,649	351,999	187,516	301,467
2	Exchange Rate Risk	8,287	20,486	3,277	10,659
3	Option Risk	-	-	-	-
Total		277,936	372,486	190,793	312,126

(in million rupiah)					
No	Jenis Risiko	December 31, 2021			
		Average VAR	Maximum VAR	Minimum VAR	End of Period VAR
1	Interest Rate Risk	262,989	349,525	208,105	222,667
2	Exchange Rate Risk	17,694	61,618	4,700	20,916
3	Option Risk	-	-	-	-
Total		280,683	411,143	212,805	243,584

Interest Rate Risk in the Banking Book (IRRBB) is the Risk due to movements in market interest rates that are contrary to Banking Book position, and has the potential to impact the Bank's present and future capital and income.

Risks in the overall banking book portfolio are periodically monitored in accordance with the measurement methods set by the regulator, namely monitoring the Net Open Position (NOP) for exchange rate risk and interest rate risk in the banking book, with the results submitted to management through Risk Management and Anti Fraud Committee Forum and Asset & Liability Sub-Committee (KRA-ALCO).

Disclosure Reports of interest rate risk exposure in the Banking Book (IRRBB) individually and consolidated are shown in the following tables:

Table of IRRBB Calculations for Individual Banks for December 2022 in IDR and USD Currency

In Million Rupiah	Δ EVE		Δ NII	
Period	T	T-1	T	T-1
Parallel Up	2,997,186	1,934,479	(1,084,831)	(899,932)
Parallel Down	(4,953,244)	(4,004,107)	1,280,642	1,881,360
Steepener	280,311	(132,086)		
Flattener	(419,920)	(449,169)		
Short Rate Up	902,372	333,295		
Short Rate Down	(2,978,717)	(2,634,698)		
Absolute Negative Maximum Value	4,953,244	4,004,107	1,084,831	899,932
Tier 1 Capital (for Δ EVE) or Projected Income (for Δ NII)	118,936,340	113,039,091	45,275,921	43,564,832
Maximum amount divided by Tier 1 capital (for Δ EVE) or Projected Income (for Δ NII)	4,16%	3,54%	2,40%	2,07%

Application of Risk Management for Interest Rate Risk in the Banking Book - Banks Individual

Qualitative Analysis

	Interest Rate Risk in the Banking Book, hereinafter abbreviated as IRRBB, represents current and future risks against the Bank's capital and profitability, arising from interest rate movements in the market which have an impact on the Banking Book position.
1	The IRRBB includes gap risk arising from the term structure of the banking book instruments; the risk basis that describes the impact of the relative changes in interest rates of financial instruments that are valued using different interest rate curves; option risk arising from financial derivative positions or from the element of option risk inherent in financial instruments.
	The Bank manages IRRBB exposure using economic value and earnings based measures. In the application of segregation of duty, the Treasury Division acts as a unit that functions to manage interest rate risk and the Risk Management Division acts as a unit in monitoring interest rate risks that arise.
2	For the purpose of controlling and mitigating interest rate risk in the banking book, the Bank has determined both quantitative control in the form of the application of limits and risk appetite. The Bank also conducts qualitative risk control such as management strategies, risk transfers through the Funds Transfer Pricing (FTP) mechanism and also a hedging strategy.
	The IRRBB calculation is done quarterly and subsequently becomes part of the Risk Profile, Bank Soundness Self Assessment, Quantitative Information on Risk Exposure, and Disclosure of Risk Management Practices.
	To measure IRRBB exposure, the Bank uses economic value and earnings as a basis for measurement methods. Measurement of economic value of equity, hereinafter referred to as EVE, measures changes in the economic value of assets, liabilities and administrative accounts (off balance sheet) of the Bank caused by interest rate movements. For now, the Bank measures changes in EVE as the maximum decrease of the economic value of banking books in the six standard interest scenarios defined by the Basel Committee on Banking Supervision (BCBS) and OJK as stated in SEOJK IRRBB no SEOJK/12/2018.
3	<p>The measurement of bank earnings (earning-based measure) looks at the estimated changes in net interest income, hereinafter abbreviated as NII (net interest income) which is caused by the movement of interest rates in the market for a certain period. For this reason, the Bank measures the change in NII as a maximum decrease from NII if there is a scenario of an increase or decrease in interest rates in parallel as defined by the Basel Committee on Banking Supervision (BCBS) and SEOJK IRRBB no SEOJK/12/2018, compared to planning Bank finance for a period of 12 months.</p> <p>In measuring EVE, BNI uses the standardized approach of SEOJK IRRBB no SEOJK/12/2018, where the interest rate shock scenario used includes:</p> <ol style="list-style-type: none">Parallel shock up;Parallel shock down;Steepener shock, with a combination of short rates down and long rates up;Flattener shock with a combination of short rates up and long rates down;Short rates shock up; andShort rates shock down. <p>In measuring NII, the Bank uses the standardized approach of SEOJK IRRBB no SEOJK/12/2018, where the interest rate shock scenario used includes:</p> <ol style="list-style-type: none">Parallel shock up;Parallel shock down; <p>Going forward, in controlling risk, BNI will also evaluate IRRBB exposure by using an internal stress scenario to measure EVE and NII.</p>
5	There are no methodological differences or modelling assumptions in the framework of the calculations used in the internal management system. In other words, the Bank uses the Standardized Approach as a reference in the calculation of IRRBB as for internal management purposes.
6	The Bank currently has a hedging instrument in the form of an Interest Rate Swap (IRS) to offset potential losses if there is potential loss on AFS securities. The Bank also conducts daily MTM on the IRS instrument.
7	<ol style="list-style-type: none">For the EVE method, the Bank calculates all cash flows from the principal and interest payments which include the commercial margin (client rate) discounted by the risk free rate at the reporting date;

Qualitative Analysis

- b. Bank uses a portfolio replication model and/or uniform slotting method in determining the slotting and repricing maturities for NonMaturity Deposits (NMDs) by taking into account the caps and provisions for the average time period as stated in the IRRBB SEOJK.
- The bank has interest rate exposure from Non-Maturity Deposits (NMDs) positions that come from wholesale and retail customers. To manage this interest rate risk, BNI carries out a two-stage modeling in accordance with the terms of the SEOJK IRRBB. In the first stage, BNI analyzes the change in volume to determine the portion of NMD that is stable in the sense that it has a small possibility for customers to withdraw. In the second stage, BNI measures the proportion of core deposits from stable NMD that customers will not withdraw even if there is a large market interest change while the Bank does not adjust the intended NMD interest. The main dimensions affecting the maturity of core NMDs are deposit interest elasticity against changes in market interest rates.
- Volatility in deposit volumes and other factors including customer behaviour and macroeconomics. By taking into account the limitations of NMD modelling that apply to the Standardized Approach, the Bank determines the distribution and average maturity of repricing maturity by using a replicating portfolio approach and/or uniform slotting method, depending on the availability and reliability of data for each relevant NMD category, currently consists of wholesale NMD, transactional retail NMD and non-transactional retail NMD. Modelling parameters are based on historical observations, statistical analysis and management judgment.
- c. The Bank carries out risk modelling or estimation to determine the prepayment rate of fixed interest loans and early withdrawal rates for time deposits, if this risk is not adequately mitigated, for example by imposing a fine.
- In estimating prepayment rates, the Bank uses statistical methods based on historical data in analysing accelerated loan repayment rates. Some key dimensions that affect customer repayment rates include: market interest rates, lending rates, nominal loans, and several other factors.
- On the other hand, to estimate the early withdrawal rate, the Bank uses the Exponential Weighted Moving Average (EWMA) method. This model assumes that the results of tomorrow's projections are influenced by current and past data. Some main dimensions that affect the level of customer withdrawals include: deposit rates, nominal deposits and several other factors.
- d. There are no other assumptions used by BNI other than the assumptions set by the FSA Circular on IRRBB.
- e. BNI calculates the IRRBB for each material currency and then aggregates it. The aggregation methodology is done by simple addition.

Quantitative Analysis

- The average term for adjusting interest rates (repricing maturity) for Rupiah includes:
- Wholesale for 1.06 years
 - Transactional Retail for 3.30 years
 - Non-Transactional Retail for 1.56 years
- 1 The average time period for interest rate adjustment (repricing maturity) for USD includes:
- Wholesale for 0.96 years
 - Transactional Retail for 3.66 years
 - Non-Transactional Retail for 1.44 years
- The longest period of interest rate adjustment (repricing maturity) for Rupiah includes:
- Wholesale for a period of 5 years
 - Transactional Retail for a period of 5 years
 - Non-Transactional Retail for a period of 5 years
- 2 The longest period of repricing maturity for USD is:
- Wholesale for a period of 5 years
 - Transactional Retail for a period of 5 years
 - Non-Transactional Retail for a period of 5 years

Table of Calculation of IRRBB Consolidated with Subsidiaries as of December 2022

In Million Rupiah				
Period	Δ EVE		Δ NII	
	T	T-1	T	T-1
Parallel Up	3,744,674	2,099,441	(1,014,561)	(633,902)
Parallel Down	(5,700,152)	(4,161,281)	1,210,372	1,615,330
Steeperer	(217,194)	(191,623)		
Flattener	243,465	(331,195)		
Short Rate Up	1,766,456	490,838		
Short Rate Down	(3,858,195)	(2,812,065)		
Absolute Negative Maximum Value	5,700,152	4,161,281	1,014,561	633,902
Tier 1 Capital (for Δ EVE) or Projected Income (for Δ NII)	133,435,934	118,735,239	46,131,147	44,418,219
Maximum amount divided by Tier 1 capital (for Δ EVE) or Projected Income (for Δ NII)	4,27%	3,50%	2,20%	1,43%

Application of Risk Management for Interest Rate Risk in the Banking Book Consolidated with Subsidiaries

QUALITATIVE ANALYSIS

1	Interest Rate Risk in the Banking Book, hereinafter abbreviated as IRRBB, represents current and future risks against capital and profitability of the Bank and Subsidiary Companies due to the movement of interest rates in the market which affects the position of the Banking Book.
	Included in the IRRBB is the gap risk arising from the term structure of the banking book instruments; the risk basis that describes the impact of the relative changes in interest rates of financial instruments that are valued using different interest rate curves; option risk arising from financial derivative positions or from the element of option risk inherent in financial instruments.
2	BNI and its Subsidiaries manage IRRBB exposures using the economic value approach and earnings-based measures. As a segregation of duty application, there is a separation between the unit that manages interest rate risk and the unit that monitors interest rate risk that arises.
	For the purpose of controlling and mitigating interest rate risk in the banking book, BNI and its Subsidiaries set controls both quantitatively in the form of the application of limits and risk appetite. BNI and its Subsidiaries also carry out qualitative risk control such as management strategies, risk transfers through the Funds Transfer Pricing (FTP) mechanism and also a hedging strategy.
3	The IRRBB calculation is done quarterly which and then become part of the Risk Profile, Bank Soundness Self-Assessment, Quantitative Risk Exposure Information, and Disclosure of Risk Management Practices. In measuring the IRRBB exposure, BNI and its Subsidiaries use economic values and earnings as the basis for the measurement method.
	Measurement of the economic value of equity, hereinafter referred to as EVE, measures changes in the economic value of assets, liabilities and administrative accounts (off balance sheet) of the Bank and Subsidiaries due to movements in interest rates. For now, the Bank and Subsidiaries measure changes in EVE as the maximum reduction of the economic value of banking books in the six standard interest scenarios defined by the Basel Committee on Banking Supervision (BCBS) and OJK as stated in SEOJK IRRBB no SEOJK/12/2018.
	The measurement of bank earnings refers to the estimated changes in net interest income, hereinafter abbreviated as NII (net interest income) which is caused by the movement of interest rates in the market for a certain period. For this, the Bank and Subsidiaries measure the change in NII as a maximum decrease from NII if there is a scenario of an increase or decrease in interest rates in parallel as defined by the Basel Committee on Banking Supervision (BCBS) and SEOJK IRRBB no SEOJK/12/2018, compared to financial planning Bank and Subsidiaries for a period of 12 months.

QUALITATIVE ANALYSIS

4	In measuring EVE, BNI and its Subsidiaries use the standardized approach of SEOJK IRRBB no SEOJK/12/2018, where the interest rate shock scenario used includes: 1. parallel shock up; 2. parallel shock down; 3. steeperer shock, with a combination of short rates down and long rates up; 4. flattener shock, with a combination of short rates up and long rates down; 5. Short rates shock up; and 6. Short rates shock down.
	In measuring NII, the Bank and Subsidiaries use the standardized approach SEOJK IRRBB no SEOJK/12/2018, where the interest rate shock scenario used includes: 1. parallel shock up; 2. parallel shock down;
5	In the future, to control risk, BNI and its Subsidiaries will also evaluate IRRBB exposures by using internal stress scenarios to measure EVE and NII.
	There are no methodological differences or modeling assumptions in the framework of the calculations used in the internal management system. In other words, the Bank and Subsidiary Companies use the Standardized Approach as a reference in the calculation of IRRBB as for internal management purposes.
6	BNI currently has a hedging instrument in the form of an Interest Rate Swap (IRS) to offset potential losses that arise if there are potential losses on AFS securities. The Bank also conducts daily MTM on the IRS instrument.
	a. Regarding the EVE method, BNI and its Subsidiaries calculate all cash flows from the principal and interest payments which include the commercial margin (client rate) discounted by the risk free rate at the reporting date.
7	b. The Bank uses a portfolio replication model and/or uniform slotting method in determining the slotting and repricing maturities for NMDs by taking into account the caps and provisions for the average time period as stated in the IRRBB SEOJK.
	The Bank has interest rate exposure from Non-Maturity Deposits (NMDs) positions that come from wholesale and retail customers. To manage this interest rate risk, BNI carries out a two-stage modeling in accordance with the terms of the SEOJK IRRBB. In the first stage, BNI analyzes the change in volume to determine the portion of NMD that is stable in the sense that it has a small possibility for customers to withdraw. In the second stage, BNI measures the proportion of core deposits from stable NMD that customers will not withdraw even if there is a large market interest change while the Bank does not adjust the intended NMD interest.
c.	The main dimensions affecting the maturity of core NMDs are deposit interest elasticity against changes in market interest rates, volatility in deposit volumes and other factors including customer behaviour and macroeconomics.
	By taking into account the limitations of NMD modelling that apply to the Standardized Approach, the Bank determines the distribution and average maturity of repricing maturity by using a replicating portfolio approach and/or uniform slotting method, depending on the availability and reliability of data for each relevant NMD category, currently consists of wholesale NMD, transactional retail NMD and non-transactional retail NMD. Modelling parameters are based on historical observations, statistical analysis and management judgment.
d.	The Bank and Subsidiaries carry out risk modelling or estimation to determine the prepayment rate of fixed interest loans and early withdrawal rates for time deposits, if this risk is not adequately mitigated, for example by imposing a fine.
	In estimating prepayment rates, the Bank and Subsidiaries use statistical methods based on historical data in analysing accelerated loan repayment rates. Some key dimensions that affect customer repayment rates include: market interest rates, lending rates, nominal loans, and several other factors.
e.	On the other hand, to estimate the early withdrawal rate, the Bank and Subsidiaries use the Exponential Weighted Moving Average (EWMA) method. This model assumes that the results of tomorrow's projections are influenced by current and past data. Some main dimensions that affect the level of customer withdrawals include: deposit rates, nominal deposits and several other factors.
	There are no other assumptions used by BNI and Subsidiaries other than the assumptions set by the FSA Circular on IRRBB.
e.	BNI and subsidiaries calculate the IRRBB for each material currency and then aggregates it. The aggregation methodology is done by simple addition.

QUANTITATIVE ANALYSIS

1	The average term for adjusting interest rates (repricing maturity) for Rupiah includes:
	a. Wholesale for 1.47 years
	b. Transactional Retail for 2.39 years
1	The average time period for interest rate adjustment (repricing maturity) for USD includes:
	a. Wholesale for 1.59 years
	b. Transactional Retail for 1.81 years
2	The longest period of interest rate adjustment (repricing maturity) for Rupiah includes:
	a. Wholesale for a period of 5 years
	b. Transactional Retail for a period of 5 years
2	The longest period of repricing maturity for USD is:
	a. Wholesale for a period of 5 years
	b. Transactional Retail for a period of 5 years
	c. Non-Transactional Retail for 1.61 years
	c. Non-Transactional Retail for 1.34 years
	c. Non-Transactional Retail for a period of 5 years

Devices and Methods

To support business processes and in line with market risk management, BNI uses market risk management tools. The Bank also receives market data from Reuters, Bloomberg and other independent sources. Limits set to manage potential Market Risk losses in the Treasury Division and Overseas Branch Offices include the following:

1. Value at Risk Limit (VaR Limit), the maximum potential loss that might occur at a certain time in the future with a certain confidence level;
2. Stress Value at Risk Limit (Stress VaR Limit), a market risk measurement adjusted to abnormal conditions in the market or maximum potential losses when the market is abnormal;
3. Budget Loss Limit, to limit the realization of losses in business activities;
4. Management Action Trigger (MAT), a limitation to take action on the risk of changes in the value of the loss (early warning signal). MAT supplies the loss limit in the form of a certain percentage of the loss limit;
5. Purchase of securities limit, used to limit the concentration of corporate securities purchases based on rating and type of currency;
6. Asset and liability repricing gap Limit (Interest Rate Risk in Banking Book), to limit interest rate risk in the banking book;
7. Nominal open position limit, the maximum nominal open position that a dealer can hold;
8. Absolute PDN internal limit, the maximum PDN management limit.

Steps to strengthen market risk management to face changes in economic conditions throughout 2022 included closely monitoring movements in market factors with the potential to impact the Bank, including exchange rates, interest rates, stock prices and commodity prices. To determine the potential impact on the Bank, Scenario Analysis and Stress Testing is carried out periodically and incidentally. Periodic Stress Testing uses scenarios that refer to Regulatory provisions and the Bank's internal scenarios. Incidental Stress Testing and Scenario Analysis scenarios adjust to the conditions of macroeconomic factors and market factors at that time. Each Overseas Branch Office also conducts Stress Testing in accordance with internal regulations and local Regulatory provisions. The results of the stress testing are used to prepare a Contingency Plan so that the risks that occur can still be limited and managed properly.

LIQUIDITY RISK

Liquidity risk arises due to the inability to meet obligations due to cash flow funding sources and/ or high quality liquid assets.

Liquidity risk relates to the possibility of the Bank being unable to meet short-term obligations to depositors, investors and creditors, as well as to fulfill of minimum statutory reserves due to limited access to funding or inability to liquidate assets held at reasonable prices.

Liquidity risk management aims to minimize the possibility of the Bank's inability to obtain cash flow funding sources, and to build the strength of structural liquidity in the bank's balance sheet to support sustainable long-term growth.

Governance and Organization

Liquidity Risk Management is executed by the Enterprise Risk Management Division (RMD), Treasury Division (TRS), and Overseas Branch Offices. Liquidity Risk Policies and Procedures are prepared by the ERM Division, and implemented by the TRS Division and all Foreign Branch Offices for their liquidity strategies management. The RMD Division also monitors liquidity management carried out by the TRS Division.

Policies and Procedures

The RMD Division has a Liquidity Risk Policy including the Liquidity Risk Management Guidelines, which are further elaborated into the Liquidity Risk Management Procedures that contain liquidity risk management guidelines including:

1. Availability of Liquid Tools: Cash, Statutory Reserves (GWM), Secondary Reserve, Tertiary Reserve, Early Warning Indicators, Contingency Plans for Head Office and Overseas Branch Offices Liquidity;
2. Liquidity Risk Measurement: Liquidity Ratio Cash Flow Projections, Maturity Profiles, Liquidity Coverage Ratio, Stress testing;
3. Liquidity Risk Monitoring;
4. Liquidity Risk Control;
5. Liquidity Limit Assignment: BNI Wide Cash Limit, Ideal Secondary Reserve limit, Maturity Profile limit, Limit Safety Level, Maturity Profile Limit, and Foreign Currency Credit limit based on Foreign Currency liquidity availability.

Process

In managing liquidity, as well as managing primary reserves (cash and reserve requirements), BNI also maintains secondary reserves to ensure liquidity at a safe level. As a secondary reserve, BNI maintains a tertiary reserve. Limit assignment and surveillance through the BNI Wide Cash limit, the Ideal Secondary Reserve limit, the Maturity Profile limit, and the Foreign Currency Credit limit,), Safety Level limit, Maturity Profile Limit, based on the Availability of Funds conducted periodically by the ERM Division. Whereas the availability of the primary reserve is monitored daily, weekly and monthly by the TRS Division and the ERM Division.

Devices and Methods

For managing liquidity risk, BNI uses daily cash flow projections and monthly maturity profiles, either contractual or behavioral in order to determine appropriate and accurate strategies to anticipate future bank liquidity conditions.

Disclosure of the Bank's individual and consolidated Rupiah and Foreign Exchange Maturity Profile is shown in the following tables.

Disclosure Table of Rupiah Maturity Profile for Bank Only

(in million Rupiah)							
No.	Portfolio Category	December 31, 2022					
		Balance	Maturity Dates				
			≤1 Month	≤1 Month To 3 Month	>3 Month To 6 Month	>6 Month To 12 Month	>12 Month
I Balance Sheet							
A. Assets							
1	Cash	12,583,396	12,583,396	-	-	-	-
2	Placement with Bank Indonesia	82,868,918	82,868,918	-	-	-	-
3	Placement with other banks	789,024	789,024	-	-	-	-
4	Marketable Securities	97,773,796	1,279,474	2,594,602	3,945,824	2,456,256	87,497,639
5	Loans Provided	514,065,288	56,026,318	35,784,614	32,541,949	32,936,778	356,775,629
6	Other Receivables	22,902,587	13,460,109	4,011,097	1,210,316	4,192,542	28,523
7	Others	25,182,984	1,759,781	1,633,903	686,586	-	21,102,714
Total Asset		756,165,993	168,767,020	44,024,217	38,384,674	39,585,576	465,404,505
B. Liabilities							
1	Third Party Fund	623,454,756	123,298,864	43,251,431	24,049,144	26,455,430	406,399,888
2	Liabilities with Bank Indonesia	3,551	-	-	-	-	3,551
3	Liabilities with other banks	729,315	73,265	12,404	-	143,647	500,000
4	Securities Issued	5,097,192	-	-	-	100,000	4,997,192
5	Received Loans	-	-	-	-	-	-
6	Other Liabilities	2,003,078	179,643	116,199	1,637,226	-	70,010
7	Others	20,926,767	120,445	62,979	35,018	38,522	20,669,802
Total Liabilities		652,214,659	123,672,217	43,443,012	25,721,388	26,737,599	432,640,443
Differences of Asset and Liabilities in Balance Sheet		103,951,334	45,094,804	581,204	12,663,286	12,847,978	32,764,062
II Administrative Account							
A. Administrative Account Receivables							
1	Commitment	41,132,465	29,409,448	3,981,365	4,208,410	3,533,242	-
2	Contingency	5,985,505	5,985,505	-	-	-	-
Total Administrative Account Receivables		47,117,970	35,394,953	3,981,365	4,208,410	3,533,242	-
B. Administrative Account Liabilities							
1	Commitment	75,649,297	28,103,755	1,254,854	392,087	6,105,788	39,792,812
2	Contingency	36,089,210	9,790,224	4,274,871	5,293,252	6,358,148	10,372,714
Total Administrative Account Liabilities		111,738,507	37,893,979	5,529,725	5,685,339	12,463,937	50,165,527
Differences of Receivables and Liabilities in Administrative Accounts		(64,620,538)	(2,499,027)	(1,548,360)	(1,476,930)	(8,930,694)	(50,165,527)
Differences [(IA-IB)+(IIA-IIB)]		39,330,796	42,595,777	(967,156)	11,186,356	3,917,283	(17,401,465)
Cumulative Differences			42,595,777	41,628,621	52,814,978	56,732,261	39,330,796

Disclosure Table of Rupiah Maturity Profile for Bank Only

(in million Rupiah)							
No.	PORTFOLIO CATEGORY	December 31, 2021					
		Balance	Maturity Dates				
			≤1 Month	≤1 Month To 3 Month	>3 Month To 6 Month	>6 Month To 12 Month	
I Balance Sheet							
A. Assets							
1	Cash	13,209,873	13,209,873	-	-	-	
2	Placement with Bank Indonesia	91,937,803	91,937,803	-	-	-	-
3	Placement with other banks	337,839	287,839	-	-	50,000	-
4	Marketable Securities	89,525,495	1,653,479	3,794,367	3,139,009	2,298,058	78,640,582
5	Loans Provided	427,983,392	20,797,429	34,843,305	28,846,345	24,662,120	318,834,192
6	Other Receivables	36,643,707	23,511,475	4,821,872	3,547,229	145,375	4,617,756
7	Others	44,370,543	3,473,747	4,170,501	4,396,830	2,105,352	30,224,112
Total Asset		704,008,650	154,871,644	47,630,045	39,929,413	29,260,905	432,316,643
B. Liabilities							
1	Third Party Fund	609,113,027	62,235,142	58,592,491	27,829,541	14,990,158	445,465,695
2	Liabilities with Bank Indonesia	4,809	-	-	-	-	4,809
3	Liabilities with other banks	1,470,248	1,351,939	26,105	1,654	6,081	84,470
4	Securities Issued	2,999,839	-	-	-	2,999,839	-
5	Received Loans	76	-	-	-	-	76
6	Other Liabilities	3,432,944	2,039,304	859,600	534,040	-	-
7	Others	19,184,297	15,176	87,245	41,438	22,320	19,018,117
Total Liabilities		636,205,241	65,641,562	59,565,440	28,406,673	18,018,399	464,573,167
Differences of Asset and Liabilities in Balance Sheet		67,803,409	89,230,082	(11,935,395)	11,522,740	11,242,506	(32,256,524)
II Administrative Account							
A. Administrative Account Receivables							
1	Commitment	41,900,980	17,239,632	13,963,958	5,425,410	5,271,980	-
2	Contingency	14,496,454	14,496,454	-	-	-	-
Total Administrative Account Receivables		56,397,434	31,736,086	13,963,958	5,425,410	5,271,980	-
B. Administrative Account Liabilities							
1	Commitment	72,323,033	21,253,582	7,331,901	3,762,366	2,805,161	37,170,022
2	Contingency	32,852,189	8,021,175	4,739,177	4,770,086	6,338,296	8,983,454
Total Administrative Account Liabilities		105,175,221	29,274,757	12,071,078	8,532,453	9,143,457	46,153,477
Differences of Receivables and Liabilities in Administrative Accounts		(48,777,787)	2,461,329	1,892,880	(3,107,043)	(3,871,477)	(46,153,477)
Differences [(IA-IB)+(IIA-IIB)]		19,025,622	91,691,411	(10,042,515)	8,415,697	7,371,029	(78,410,001)
Cumulative Differences			91,691,411	81,648,896	90,064,593	97,435,623	19,025,622

Disclosure Table of Rupiah Maturity Profile for the Bank Consolidated with Subsidiaries

(in million Rupiah)							
No.	Portfolio Category	December 31, 2022					
		Balance	Maturity Dates				
			≤1 Month	≤1 Month To 3 Month	>3 Month To 6 Month	>6 Month To 12 Month	>12 Month
I Balance Sheet							
A. Assets							
1	Cash	12,689,383	12,689,383	-	-	-	-
2	Placement with Bank Indonesia	84,386,232	84,386,232	-	-	-	-
3	Placement with other banks	1,796,569	1,796,569	-	-	-	-
4	Marketable Securities	119,026,663	1,287,546	3,387,049	3,965,861	2,652,723	107,733,484
5	Loans Provided	517,587,389	57,548,419	35,784,614	32,541,949	34,936,778	356,775,629
6	Other Receivables	28,178,721	18,374,968	4,347,295	1,210,316	4,192,542	53,600
7	Others	23,988,040	1,828,340	1,633,903	686,586	-	19,839,212
Total Asset		787,652,997	177,911,457	45,152,861	38,404,712	41,782,043	484,401,925
B. Liabilities							
1	Third Party Fund	629,416,121	128,381,136	43,772,441	24,160,520	26,769,694	406,332,330
2	Liabilities with Bank Indonesia	3,551	-	-	-	-	3,551
3	Liabilities with other banks	729,315	73,265	12,404	-	143,647	500,000
4	Securities Issued	4,996,869	-	-	-	-	4,996,869
5	Received Loans	410,035	-	-	-	-	410,035
6	Other Liabilities	2,043,213	191,325	131,026	1,637,226	-	83,635
7	Others	42,382,047	331,342	62,979	35,018	38,522	41,914,185
Total Liabilities		679,981,151	128,977,068	43,978,849	25,832,765	26,951,863	454,240,605
Differences of Asset and Liabilities in Balance Sheet		107,671,846	48,934,388	1,174,011	12,571,947	14,830,180	30,161,319
II Administrative Account							
A. Administrative Account Receivables							
1	Commitment	41,132,465	29,409,448	3,981,365	4,208,410	3,533,242	-
2	Contingency	5,985,505	5,985,505	-	-	-	-
Total Administrative Account Receivables		47,117,970	35,394,953	3,981,365	4,208,410	3,533,242	-
B. Administrative Account Liabilities							
1	Commitment	76,371,076	28,103,755	1,254,854	1,113,866	6,105,788	39,792,812
2	Contingency	36,137,317	9,790,224	4,274,871	5,293,252	6,358,148	10,420,821
Total Administrative Account Liabilities		112,508,393	37,893,979	5,529,725	6,407,118	12,463,937	50,213,634
Differences of Receivables and Liabilities in Administrative Accounts		(65,390,424)	(2,499,027)	(1,548,360)	(2,198,709)	(8,930,694)	(50,213,634)
Differences [(IA-IB)+(IIA-IIB)]		42,281,422	46,435,362	(374,349)	10,373,238	5,899,485	(20,052,314)
Cumulative Differences			46,435,362	46,061,013	56,434,251	62,333,736	42,281,422

Disclosure Table of Rupiah Maturity Profile for the Bank Consolidated with Subsidiaries

(in million Rupiah)							
No.	PORTFOLIO CATEGORY	December 31, 2021					
		Balance	Maturity Dates				
			≤1 Month	≤1 Month To 3 Month	>3 Month To 6 Month	>6 Month To 12 Month	>12 Month
I Balance Sheet							
A. Assets							
1	Cash	13,249,214	13,249,214	-	-	-	-
2	Placement with Bank Indonesia	91,937,803	91,937,803	-	-	-	-
3	Placement with other banks	1,277,042	1,187,839	-	-	89,203	-
4	Marketable Securities	109,106,240	10,653,480	3,794,367	3,719,754	2,298,058	88,640,582
5	Loans Provided	428,982,115	20,797,429	34,843,305	29,845,068	24,662,120	318,834,192
6	Other Receivables	36,643,707	23,511,475	4,821,872	3,547,229	145,375	4,617,756
7	Others	33,590,140	3,473,747	4,170,501	4,396,830	1,324,949	20,224,112
Total Asset		714,786,261	164,810,987	47,630,045	41,508,881	28,519,705	432,316,643
B. Liabilities							
1	Third Party Fund	608,772,423	62,235,142	58,592,491	27,829,541	14,990,158	445,125,091
2	Liabilities with Bank Indonesia	4,809	-	-	-	-	4,809
3	Liabilities with other banks	1,470,248	1,351,939	26,105	1,654	6,081	84,470
4	Securities Issued	3,086,515	-	-	-	3,086,515	-
5	Received Loans	781,164	-	-	-	-	781,164
6	Other Liabilities	1,774,162	380,522	859,600	534,040	-	-
7	Others	34,649,211	80,090	487,245	2,041,438	3,022,320	29,018,117
Total Liabilities		650,538,532	64,047,693	59,965,440	30,406,673	21,105,075	475,013,651
Differences of Asset and Liabilities in Balance Sheet		64,247,729	100,763,294	(12,335,395)	11,102,208	7,414,630	(42,697,008)
II Administrative Account							
A. Administrative Account Receivables							
1	Commitment	41,900,980	17,239,632	13,963,958	5,425,410	5,271,980	-
2	Contingency	14,496,454	14,496,454	-	-	-	-
Total Administrative Account Receivables		56,397,434	31,736,086	13,963,958	5,425,410	5,271,980	-
B. Administrative Account Liabilities							
1	Commitment	72,323,033	21,253,582	7,331,901	3,762,366	2,805,161	37,170,022
2	Contingency	32,852,188	8,021,175	4,739,177	4,770,086	6,338,296	8,983,454
Total Administrative Account Liabilities		105,175,221	29,274,757	12,071,078	8,532,452	9,143,457	46,153,477
Differences of Receivables and Liabilities in Administrative Accounts		(48,777,787)	2,461,329	1,892,880	(3,107,042)	(3,871,477)	(46,153,477)
Differences [(IA-IB)+(IIA-IIB)]		15,469,942	103,224,623	(10,442,515)	7,995,166	3,543,153	(88,850,485)
Cumulative Differences			103,224,623	92,782,107	100,777,273	104,320,427	15,469,942

Disclosure Table of Foreign Currency Maturity Profile for Bank Only

(in million Rupiah)							
No.	Portfolio Category	December 31, 2022					
		Balance	Maturity Dates				
			≤1 Month	≤1 Month To 3 Month	>3 Month To 6 Month	>6 Month To 12 Month	>12 Month
I Balance Sheet							
A. Assets							
1	Cash	756,434	756,434	-	-	-	
2	Placement with Bank Indonesia	47,572,357	47,572,357	-	-	-	-
3	Placement with other banks	16,215,403	347,529	163,879	-	15,703,995	-
4	Marketable Securities	39,133,910	1,017,990	3,741,166	1,554,539	2,034,345	30,785,869
5	Loans Provided	128,564,343	7,263,002	6,045,421	3,353,784	5,265,178	106,636,959
6	Other Receivables	9,148,407	6,809,302	990,342	948,590	364,186	35,986
7	Others	-	-	-	-	-	-
Total Asset		241,390,854	63,766,614	10,940,808	5,856,914	23,367,704	137,458,815
B. Liabilities							
1	Third Party Fund	139,339,846	31,958,896	2,359,597	2,673,329	1,086,845	101,261,179
2	Liabilities with Bank Indonesia	572,555	572,555	-	-	-	-
3	Liabilities with other banks	14,037,483	5,775,610	4,647,275	1,314,787	235,614	2,064,196
4	Securities Issued	17,113,156	-	-	-	-	17,113,156
5	Received Loans	34,982,824	1,089,725	778,375	9,835,235	2,252,321	21,027,167
6	Other Liabilities	6,914,839	2,982,032	523,769	311,506	1,112,454	1,985,079
7	Others	604,176	-	-	-	-	604,176
Total Liabilities		213,564,879	42,378,819	8,309,016	14,134,857	4,687,234	144,054,952
Differences of Asset and Liabilities in Balance Sheet		27,825,975	21,387,795	2,631,792	(8,277,943)	18,680,470	(6,596,138)
II Administrative Account							
A. Administrative Account Receivables							
1	Commitment	54,504,939	53,750,787	251,322	191,480	311,350	-
2	Contingency	15,087,249	15,087,249	-	-	-	-
Total Administrative Account Receivables		69,592,187	68,838,035	251,322	191,480	311,350	-
B. Administrative Account Liabilities							
1	Commitment	93,480,995	65,469,601	9,660,101	7,397,894	7,680,382	3,273,018
2	Contingency	27,542,114	1,146,562	1,457,850	4,289,033	8,033,842	12,614,827
Total Administrative Account Liabilities		121,023,109	66,616,163	11,117,950	11,686,927	15,714,224	15,887,845
Differences of Receivables and Liabilities in Administrative Accounts		(51,430,922)	2,221,873	(10,866,629)	(11,495,447)	(15,402,874)	(15,887,845)
Differences [(IA-IB)+(IIA-IIB)]		(23,604,947)	23,609,667	(8,234,837)	(19,773,390)	3,277,596	(22,483,983)
Cumulative Differences			23,609,667	15,374,830	(4,398,560)	(1,120,964)	(23,604,947)

Disclosure Table of Foreign Currency Maturity Profile for Bank Only

(in million Rupiah)							
No.	PORTFOLIO CATEGORY	December 31, 2021					
		Balance	Maturity Dates				
			≤1 Month	≤1 Month To 3 Month	>3 Month To 6 Month	>6 Month To 12 Month	>12 Month
I Balance Sheet							
A. Assets							
1	Cash	434,289	434,289	-	-	-	
2	Placement with Bank Indonesia	47,067,639	46,354,989	712,650	-	-	-
3	Placement with other banks	20,204,554	9,851,488	-	-	16,762	10,336,304
4	Marketable Securities	33,898,680	4,669,725	4,654,474	4,153,452	2,606,774	17,814,255
5	Loans Provided	109,386,729	5,224,152	6,027,237	4,771,135	7,920,520	85,443,685
6	Other Receivables	7,798,985	4,165,183	1,379,576	1,538,782	715,444	-
7	Others	68,289,116	159,306	119,483	43,058	-	67,967,269
Total Asset		287,079,992	70,859,132	12,893,421	10,506,428	11,259,499	181,561,513
B. Liabilities							
1	Third Party Fund	120,245,035	40,348,105	10,450,086	1,766,830	1,579,346	66,100,668
2	Liabilities with Bank Indonesia	1,569,099	1,569,099	-	-	-	-
3	Liabilities with other banks	11,749,218	8,465,897	1,873,129	712,265	123,773	574,154
4	Securities Issued	-	-	-	-	-	-
5	Received Loans	31,593,969	402,861	671,430	2,350,248	7,385,691	20,783,739
6	Other Liabilities	5,752,710	2,522,781	588,136	1,578,235	308,007	755,552
7	Others	65,449,092	336,157	4,188,900	525,964	-	60,398,071
Total Liabilities		236,359,124	53,644,900	17,771,681	6,933,543	9,396,818	148,612,183
Differences of Asset and Liabilities in Balance Sheet		50,720,868	17,214,232	(4,878,260)	3,572,885	1,862,682	32,949,330
II Administrative Account							
A. Administrative Account Receivables							
1	Commitment	29,704,734	25,353,864	3,883,102	467,769	-	-
2	Contingency	14,772,493	14,772,493	-	-	-	-
Total Administrative Account Receivables		44,477,228	40,126,357	3,883,102	467,769	-	-
B. Administrative Account Liabilities							
1	Commitment	66,390,859	33,216,217	15,966,524	9,562,837	6,355,527	1,289,754
2	Contingency	24,809,727	2,273,296	1,561,331	2,374,949	7,236,818	11,363,333
Total Administrative Account Liabilities		91,200,586	35,489,514	17,527,855	11,937,785	13,592,345	12,653,086
Differences of Receivables and Liabilities in Administrative Accounts		(46,723,358)	4,636,843	(13,644,753)	(11,470,016)	(13,592,345)	(12,653,086)
Differences [(IA-IB)+(IIA-IIB)]		3,997,510	21,851,075	(18,523,014)	(7,897,131)	(11,729,663)	20,296,243
Cumulative Differences			21,851,075	3,328,061	(4,569,070)	(16,298,733)	3,997,510

Disclosure Table of Foreign Currency Maturity Profile for the Bank Consolidated with Subsidiaries

(in million Rupiah)							
No.	Portfolio Category	December 31, 2022					
		Balance	Maturity Dates				
			≤1 Month	≤1 Month To 3 Month	>3 Month To 6 Month	>6 Month To 12 Month	>12 Month
I Balance Sheet							
A. Assets							
1	Cash	758,709	758,709	-	-	-	
2	Placement with Bank Indonesia	47,925,201	47,925,201	-	-	-	-
3	Placement with other banks	16,305,205	347,529	163,879	-	15,793,797	-
4	Marketable Securities	39,441,817	1,325,892	3,741,166	1,554,539	2,034,345	30,785,874
5	Loans Provided	128,600,924	7,299,583	6,045,421	3,353,784	5,265,178	106,636,959
6	Other Receivables	9,152,015	6,809,302	990,342	948,590	364,186	39,594
7	Others	-	-	-	-	-	-
Total Asset		242,183,871	64,466,216	10,940,808	5,856,914	23,457,506	137,462,428
B. Liabilities							
1	Third Party Fund	139,852,870	32,213,563	2,359,597	2,673,329	1,086,845	101,519,536
2	Liabilities with Bank Indonesia	572,555	572,555	-	-	-	-
3	Liabilities with other banks	14,114,450	5,775,610	4,647,275	1,314,787	235,614	2,141,163
4	Securities Issued	17,113,156	-	-	-	-	17,113,156
5	Received Loans	35,068,853	1,175,754	778,375	9,835,235	2,252,321	21,027,167
6	Other Liabilities	6,918,447	2,982,684	523,769	311,506	1,112,454	1,988,036
7	Others	2,656,669	-	-	-	-	2,656,669
Total Liabilities		216,297,001	42,720,167	8,309,016	14,134,857	4,687,234	146,445,727
Differences of Asset and Liabilities in Balance Sheet		25,886,870	21,746,049	2,631,792	(8,277,943)	18,770,272	(8,983,299)
II Administrative Account							
A. Administrative Account Receivables							
1	Commitment	54,504,939	53,750,787	251,322	191,480	311,350	-
2	Contingency	15,087,249	15,087,249	-	-	-	-
Total Administrative Account Receivables		69,592,187	68,838,035	251,322	191,480	311,350	-
B. Administrative Account Liabilities							
1	Commitment	93,480,995	65,469,601	9,660,101	7,397,894	7,680,382	3,273,018
2	Contingency	27,542,114	1,146,562	1,457,850	4,289,033	8,033,842	12,614,827
Total Administrative Account Liabilities		121,023,109	66,616,163	11,117,950	11,686,927	15,714,224	15,887,845
Differences of Receivables and Liabilities in Administrative Accounts		(51,430,922)	2,221,873	(10,866,629)	(11,495,447)	(15,402,874)	(15,887,845)
Differences [(IA-IB)+(IIA-IIB)]		(25,544,052)	23,967,922	(8,234,837)	(19,773,390)	3,367,398	(24,871,145)
Cumulative Differences			23,967,922	15,733,085	(4,040,305)	(672,907)	(25,544,052)

Disclosure Table of Foreign Currency Maturity Profile for the Bank Consolidated with Subsidiaries

(in million Rupiah)							
No.	PORTFOLIO CATEGORY	December 31, 2021					
		Balance	Maturity Dates				
			≤1 Month	≤1 Month To 3 Month	>3 Month To 6 Month	>6 Month To 12 Month	>12 Month
I Balance Sheet							
A. Assets							
1	Cash	434,384	434,384	-	-	-	-
2	Placement with Bank Indonesia	47,065,992	46,354,989	711,003	-	-	-
3	Placement with other banks	20,261,722	9,908,656	-	-	16,762	10,336,304
4	Marketable Securities	34,032,474	4,803,519	4,654,474	4,153,452	2,606,774	17,814,255
5	Loans Provided	103,159,229	5,224,152	6,027,237	4,771,135	7,920,520	79,216,185
6	Other Receivables	7,418,884	3,785,082	1,379,576	1,538,782	715,444	-
7	Others	39,079	39,079	-	-	-	-
Total Asset		212,411,764	70,549,861	12,772,291	10,463,370	11,259,499	107,366,744
B. Liabilities							
1	Third Party Fund	120,396,187	40,348,105	10,450,086	1,766,830	1,579,346	66,251,820
2	Liabilities with Bank Indonesia	1,569,060	1,569,060	-	-	-	-
3	Liabilities with other banks	11,416,806	8,133,485	1,873,129	712,265	123,773	574,154
4	Securities Issued	15,664,697	-	-	-	-	15,664,697
5	Received Loans	31,592,858	401,750	671,430	2,350,248	7,385,691	20,783,739
6	Other Liabilities	5,752,507	2,522,578	588,136	1,578,235	308,007	755,552
7	Others	1,387,069	336,157	126,877	525,964	-	398,071
Total Liabilities		187,779,185	53,311,135	13,709,658	6,933,543	9,396,818	104,428,032
Differences of Asset and Liabilities in Balance Sheet		24,632,579	17,238,726	(937,367)	3,529,827	1,862,682	2,938,712
II Administrative Account							
A. Administrative Account Receivables							
1	Commitment	30,121,319	25,770,449	3,883,102	467,769	-	-
2	Contingency	14,771,969	14,771,969	-	-	-	-
Total Administrative Account Receivables		44,893,289	40,542,418	3,883,102	467,769	-	-
B. Administrative Account Liabilities							
1	Commitment	67,003,040	33,216,217	15,966,524	9,562,837	6,355,527	1,901,935
2	Contingency	24,808,858	2,273,296	1,561,331	2,374,949	7,236,818	11,362,464
Total Administrative Account Liabilities		91,811,898	35,489,514	17,527,855	11,937,785	13,592,345	13,264,399
Differences of Receivables and Liabilities in Administrative Accounts		(46,918,610)	5,052,904	(13,644,753)	(11,470,016)	(13,592,345)	(13,264,399)
Differences [(IA-IB)+(IIA-IIB)]		(22,286,031)	22,291,630	(14,582,120)	(7,940,190)	(11,729,663)	(10,325,687)
Cumulative Differences			22,291,630	7,709,509	(230,680)	(11,960,343)	(22,286,031)

The maturity profile calculation is in accordance with the regulator's provisions and does not include the maturity profiles of subsidiaries engaged in insurance. One of the strengths of BNI risk monitoring process is the availability of information on the Bank's liquidity profile. This information is available in the LDAP Executive Information Management (EIS) application, which provides information on funds and loans development on a daily basis, so that daily cash flow profiles and monthly maturity profiles can be generated, and can be used as a system for monitoring and managing bank liquidity risk.

Early Warning Indicators

Early warning indicators are set out in the Secondary Reserve indicators as normal conditions, moderate conditions or tight conditions for both Rupiah and foreign currencies, including trends in the BI 7 Days Reverse Repo Rate, JIBOR, LIBOR, average interest rates of Competitors' Bank Deposits or Credit Default Swap (CDS) spreads that rise significantly according to specified limits, trends in foreign exchange reserves dropping significantly in accordance with established limits, trends in dominant customer funds that tend to decrease significantly based on the established limits. The ideal Safety Level assignment in moderate or tight conditions is considered if one of the conditions/ indicators or parameters is exceeded.

Assignments are conducted by the ERM Division based on the above indicators and data obtained from the TRS Division as a business unit. The assignments will apply a moderate or tight Liquidity Contingency Plan (LCP) of Ideal Safety Level. The indicators above are reviewed periodically according to the development of external and internal conditions in line with national, regional and global economic developments.

Liquidity Stress Testing

To determine the liquidity resilience in a crisis period, periodic liquidity stress testing is executed. Stress testing scenarios are performed by using specific bank scenarios in (Idiosyncratic Scenarios), and stress scenarios in the market (Market Wide Scenarios). Idiosyncratic Scenarios use the assumption that banks are in liquidity problems due to loss of investor/depositor confidence in the banks.

While the Market Wide Scenario uses an assumption that there is a disruption to the market/financial system as a whole that results in bank operations disruption.

The stress testing results of these scenario will be used to develop a liquidity funding plan so that risks can be limited and managed properly.

Liquidity Adequacy Ratio

To improve short-term liquidity resilience, the Bank manages its Liquidity Coverage Ratio (LCR) by maintaining adequate High Quality Liquid Assets (HQLA) to meet liquidity needs for the next 30 (thirty) days in a stress scenario that enable the Bank to maintain the liquidity adequacy ratio at more than 100% both individually (Bank only) or consolidated with subsidiaries.

Table of Liquidity Coverage Ratio Disclosure for Bank Only for the Position as at December 2022

		Value of Outstanding Liabilities and Commitments/ Value of Contractual Claims	Value of HQLA After Deduction of (Haircut), Outstanding Liabilities and Commitment Times Run-Off Rate or Value of Contractual Claims Times Inflow Rate
HIGH QUALITY LIQUID ASSET (HQLA)			
1	Total High Quality Liquid Asset (HQLA)		246,389,582
CASH OUTFLOW			
2	Retail deposits and deposits from Micro and Small Business	383,651,330	27,354,048
a.	Stable deposit/funding	220,221,692	11,011,085
b.	Less Stable deposit/funding	163,429,637	16,342,964
3	Funding from corporate customers,	379,104,693	94,094,794
a.	Operational deposits	270,583,598	55,986,671
b.	Non-operational deposit and/or other non-operational liabilities	108,521,095	38,108,123
c.	Marketable securities (bank issued debt notes)	-	-
4	Secured funding		1,459,295
5	Additional requirement, consisting of:	76,018,105	71,149,925
a.	Cash outflow on derivative transaction	65,995,595	65,995,595
b.	Cash outflow on additional liquidity	-	-
c.	Cash outflow on lost funding	-	-
d.	Cash outflow on withdrawal of commitments of loan and liquidity facility	1,803,666	180,367
e.	Cash outflow on other contractual liability related to lending	-	-
f.	Cash outflow on other lending contingencies	3,345,238	100,357
g.	Other contractual cash outflows	4,873,606	4,873,606
TOTAL CASH OUTFLOW			194,058,063
CASH INFLOW			
6	Secured lending	14,203,652	-
7	Claims from counterparty	21,572,502	12,003,250
8	Other cash inflows	72,907,862	69,553,394
TOTAL CASH INFLOW		108,684,016	81,556,644
TOTAL HQLA			246,389,582
NET CASH OUTFLOWS			112,501,419
LCR (%)			219,01%

¹Adjusted values calculated after application of haircuts, run-off rate, and inflow rate as well as maximum limit of HQLA components, such as maximum limit on HQLA Level 2B and HQLA Level 2 as well as maximum limit on cash inflow that can be calculated in the LCR.

Analysis of Liquidity Coverage Ratio Development for Bank Only

Qualitative Analysis

1	Individual LCR (Bank Only) December 2022 position was 219.01% above the required provisions of 100%.
2	LCR December 2022 compared to LCR November 2022 decreased by 8.53% from 227.54% to 219.01% caused by a decrease in HQLA of 7.00%. The decline in HQLA was dominated by a decrease in securities issued by the Central Government and Bank Indonesia in Rupiah and Foreign Currency by 16.01trillion.
3	The composition of HQLA as of December 2022 was still dominated by HQLA level 1 with 98.68%. Whereas HQLA level 2A was 1.25% and level 2B was 0.07%, still below the required HQLA maximum limit.
4	Outstanding sources of funding are dominated by individual funding with 39.92%, corporate funding with 49.56%, MSME customers with 10.23% and funding with collateral (secured funding) with 0.29%.
5	The average BNI derivative exposure during December 2022 was Net Long Rp203.33 AD
6	The average NOP of BNI during December 2022 was 1.89%.
7	Bank liquidity can be well guarded by fulfilling compliance with regulations and support for bank business activities.
8	There was no cash inflows and cash outflows of LCR calculations not covered in the LCR template, the Bank is considering entering cash inflows and cash outflows as it is relevant to the Bank's liquidity profile.

Table of Liquidity Coverage Ratio Disclosure for Bank Consolidated with Subsidiaries for the Position as at December 2022

in Million Rupiah		
	Value of Outstanding Liabilities and Commitments/ Value of Contractual Claims	Value of HQLA After Deduction of (Haircut), Outstanding Liabilities and Commitment Times Run-Off Rate or Value of Contractual Claims Times Inflow Rate

HIGH QUALITY LIQUID ASSET (HQLA)

1. Total High Quality Liquid Asset (HQLA)	253,664,386
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CASH OUTFLOW

2. Retail deposits and deposits from Micro and Small Business	387,738,980	27,707,041
a. Stable deposit/funding	221,337,146	11,066,857
b. Less Stable deposit/funding	166,401,834	16,640,183
3. Funding from corporate customers, consist of:	380,950,772	94,827,052
a. Operational deposits	271,122,785	56,113,010
b. Non-operational deposit and/or other non-operational liabilities	109,827,987	38,714,042
c. Marketable securities (bank issued debt notes)	-	-
4. Secured funding		1,459,295
5. Additional requirement, consisting of:	76,870,482	71,343,165
a. Cash outflow on derivative transaction	65,995,595	65,995,595
b. Cash outflow on additional liquidity	-	-
c. Cash outflow on lost funding	-	-
d. Cash outflow on withdrawal of commitments of loan and liquidity facility	2,495,302	255,295

in Million Rupiah		
	Value of Outstanding Liabilities and Commitments/ Value of Contractual Claims	Value of HQLA After Deduction of (Haircut), Outstanding Liabilities and Commitment Times Run-Off Rate or Value of Contractual Claims Times Inflow Rate

e. Cash outflow on other contractual liability related to lending	-	-
f. Cash outflow on other lending contingencies	3,388,980	101,669
g. Other contractual cash outflows	4,990,605	4,990,605

TOTAL CASH OUTFLOW	195,336,553
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CASH INFLOW

6. Secured lending	14,870,763	22,805
7. Claims from counterparty	21,646,627	12,041,660
8. Other cash inflows	73,293,936	69,746,432

TOTAL CASH INFLOW	109,811,326	81,810,897
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TOTAL ADJUSTED VALUE¹	
TOTAL HQLA	253,664,386
TOTAL NET CASH OUTFLOWS	113,525,657
LCR (%)	223,44%

¹Adjusted values calculated after application of haircuts, run-off rate, and inflow rate as well as maximum limit of HQLA components, such as maximum limit on HQLA Level 2B and HQLA Level 2 as well as maximum limit on cash inflow that can be calculated in the LCR.

Analysis of Liquidity Coverage Ratio Development for Bank Consolidated with Subsidiaries

Qualitative Analysis

1	Consolidated LCR as at December 2022 was 223.44% above the required stipulation of 100%
2	Consolidated LCR as at December 2022 decreased by 8.99% compared to November 2022 from 232.43% to 223.44%, due to a decrease in HQLA of 18.85 trillion. The decrease in HQLA was mainly due to a decrease in securities issued by the central government and Bank Indonesia of 16.37 trillion.
3	HQLA composition as at December 2022 was still dominated by Level 1 HQLA with 98.72%, HQLA Level 2A with 1.22%, and Level 2B with 0.06%, still below the maximum required HQLA limit, namely a maximum of 40% for HQLA level 2 and a maximum of 15% for HQLA level 2B of the total HQLA.
4	Consolidated bank liquidity can be well maintained to comply with regulatory requirements and to support the Bank's business activities.

In addition, to determine long-term liquidity resilience, the Bank manages the Net Stable Funding Ratio (NSFR). The NSFR aims to reduce liquidity risk related to funding sources for a longer period of time by requiring Banks to fund their activities with adequate stable sources of funds in order to mitigate the risk of funding difficulties in the future. The Bank manages the NSFR ratio in accordance with the provisions of the Regulator, both individually (Bank only) and in consolidation with subsidiary companies, which is at least 100%.

Table Disclosure of Net Stable Funding Ratio PT Bank Negara Indonesia (Persero) Tbk, Bank Only December 2022 Position

dalam Juta Rupiah						
ASF Components	Carrying Value Based On Remaining Tenor				Total Weighted Value	
	No Tenor	< 6 month	month - 1 year	³ 1 year		
	Carrying Value	Carrying Value	Carrying Value	Carrying Value		
1 Capital:	131,061,453	-	-	-	131,061,453	
2 Capital as CAR POJK	131,061,453	-	-	-	131,061,453	
3 Other capital components	-	-	-	-	-	
4 Deposits from individual customers and funding from micro and small business customers:	318,723,238	62,331,704	5,421,168	644,136	387,120,246	
5 Stable deposits	124,734,540	46,406,617	3,891,339	555,805	175,588,302	
6 Less stable deposits	193,988,698	15,925,087	1,529,828	88,330	211,531,943	
7 Funding from corporate customers:	105,308,417	38,902,429	26,987,297	22,051,585	193,249,729	
8 Operational funding	105,308,417	-	-	-	105,308,417	
9 Other funding from corporate customers	-	38,902,429	26,987,297	22,051,585	87,941,312	
10 NSFR for derivative liabilities	-	-	-	-	-	
11 Equity and liability components other than the above category	164,976	-	40,002	-	204,979	
12 NSFR for derivative liabilities	-	-	-	-	-	
13 Equity and liability components other than the above category	164,976	-	40,002	-	204,979	
14 Total ASF					711,636,407	
15 Total HQLA for the calculation of NSFR	-	-	-	4,854,917	4,854,917	
16 Deposit with other financial institutions for operational purposes	7,886,095	530,704	-	-	8,416,799	
17 Loans in Current and Special Mention Category (Performing) and marketable securities	-	35,969,401	58,483,437	215,984,572	310,437,410	
18 To financial institutions secured by HQLA Level 1	-	-	-	-	-	
19 To financial institutions secured by non-HQLA Level 1 and unsecured loan to financial institutions	-	371,686	359,236	10,492,516	11,223,438	

dalam Juta Rupiah						
ASF Components	Carrying Value Based On Remaining Tenor				Total Weighted Value	
	No Tenor	< 6 month	month - 1 year	³ 1 year		
	Carrying Value	Carrying Value	Carrying Value	Carrying Value		
20	To non-financial institutions, individual customers, and micro and small business customers, Government of Indonesia, government of other countries, Bank Indonesia, central banks of other countries, and public sector entities, including those that:	34,851,494	58,085,824	181,227,770	274,165,088	
21	Meet the qualification for 35% or less risk weighted in accordance with SE OJK on RWA Credit Risk	34,851,494	58,085,824	181,227,770	274,165,088	
22	Loans secured with unpledged residential properties, including those that:	41,815	38,377	10,089,310	10,169,502	
23	Meet the qualification for 35% or less risk weighted in accordance with SE OJK on RWA Credit Risk	41,815	38,377	10,089,310	10,169,502	
24	Marketable Securities not under pledge, not in default, and not classified as HQLA, including shares traded at the stock exchange	704,406	-	14,174,975,92	14,879,382	
25	Assets with inter-dependent liability match	-	-	-	-	
26	Other assets:	26,967,897	26,638,959	1,289,678	51,368,053	106,264,588
27	Tradable physical commodities, including gold	-	-	-	-	
28	Cash, marketable securities and other assets recorded as initial margin in derivative contracts and cash or other assets delivered as default fund to the central counterparty (CCP)	-	-	-	-	
29	NSFR of derivative assets	-	-	-	-	
30	NSFR of derivative liabilities before deduction of variation margin	-	-	-	-	
31	All other assets not included in the above categories**)	26,967,897	26,638,959	1,289,678	51,368,053	106,264,588
32	Off-Balance sheets accounts	2,030,044	1,087,447	585,755	3,703,245	
33 Total RSF					433,676,959	
34 Net Stable Funding Ratio (%)					164,09%	

Qualitative Analysis of Net Stable Funding Ratio PT Bank Negara Indonesia (Persero) Tbk individual

Qualitative Analysis

1	The NSFR position as at December 2022 was 164.09%, still above the required condition of 100%.
2	The NSFR position as at December 2022 compared September 2022 increased from 124.17% to 164.09%. The increase in NSFR in December 2022 was due to an increase in Total Available Stable Funding (ASF), while Total Required Stable Funding (RSF) decreased. Total Stable Funding Available (ASF) increased by Rp95.03 trillion. For Total Required Stable Funding (RSF), there was a decrease of Rp62.92 trillion.
3	The increase in Total Available Stable Funding (ASF) was due to an increase in deposits from individual customers and funding from micro and small business customers of Rp82.86 trillion. In addition, there was an increase in funding from corporate customers of Rp6.52 trillion. While the decline in Total Required Stable Funding (RSF) was dominated by a decrease in Loans in the Current and Special Mention (Performing) categories.
4	There are liabilities that are dependent on certain assets of Rp2.54 trillion in the form of repo transactions.

Table Disclosure of Net Stable Funding Ratio PT Bank Negara Indonesia (Persero) Tbk, Consolidated with Subsidiaries December 2022 Position

in Million Rupiah						
ASF Components		Carrying Value Based On Remaining Tenor				Total Weighted Value
		No Tenor	< 6 month	month - 1 year	³ 1 year	
		Carrying Value	Carrying Value	Carrying Value	Carrying Value	
1	Capital:	136,367,508	-	-	-	136,367,508
2	Capital as CAR POJK	136,355,896	-	-	-	136,355,896
3	Other capital components	11,612	-	-	-	11,612
4	Deposits from individual customers and funding from micro and small business customers:	319,629,730	65,736,108	5,476,140	682,980	391,524,958
5	Stable deposits	125,349,384	47,022,996	3,940,212	594,242	176,906,835
6	Less stable deposits	194,280,346	18,713,112	1,535,928	88,737	214,618,124
7	Funding from corporate customers:	105,560,796	39,579,633	27,118,797	22,051,585	194,310,811
8	Operational funding	105,560,796	-	-	-	105,560,796
9	Other funding from corporate customers	-	39,579,633	27,118,797	22,051,585	88,750,015
10	NSFR for derivative liabilities	-	-	-	-	-
11	Equity and liability components other than the above category	233,072	-	213,079	213,842	659,994
12	NSFR for derivative liabilities	-	-	-	-	-
13	Equity and liability components other than the above category	233,072	-	213,079	213,842	659,994
14	Total ASF					722,863,271
15	Total HQLA for the calculation of NSFR	-	4,765	4,345	4,879,948	4,889,059
16	Deposit with other financial institutions for operational purposes	7,891,251	557,052	-	-	8,448,303
17	Loans in Current and Special Mention Category (Performing) and marketable securities	-	36,264,765	59,231,241	217,041,622	312,537,628

in Million Rupiah						
ASF Components		Carrying Value Based On Remaining Tenor				Total Weighted Value
		No Tenor	< 6 month	month - 1 year	³ 1 year	
		Carrying Value	Carrying Value	Carrying Value	Carrying Value	
18	To financial institutions secured by HQLA Level 1	-	-	-	-	
19	To financial institutions secured by non-HQLA Level 1 and unsecured loan to financial institutions	-	372,205	359,589	10,501,291	11,233,084
20	To non-financial institutions, individual customers, and micro and small business customers, Government of Indonesia, government of other countries, Bank Indonesia, central banks of other countries, and public sector entities, including those that:		35,142,649	58,804,987	182,217,202	276,164,839
21	Meet the qualification for 35% or less risk weighted in accordance with SE OJK on RWA Credit Risk		35,142,649	58,804,987	182,217,202	276,164,839
22	Loans secured with unpledged residential properties, including those that:		45,506	66,665	10,148,152	10,260,323
23	Meet the qualification for 35% or less risk weighted in accordance with SE OJK on RWA Credit Risk		45,506	66,665	10,148,152	10,260,323
24	Marketable Securities not under pledge, not in default, and not classified as HQLA, including shares traded at the stock exchange		704,406	-	14,174,976	14,879,382
25	Assets with inter-dependent liability match	-	-	-	-	-
26	Other assets:	27,277,978	26,651,216	1,291,338	51,393,147	106,613,680
27	Tradable physical commodities, including gold	-		-	-	-
28	Cash, marketable securities and other assets recorded as initial margin in derivative contracts and cash or other assets delivered as default fund to the central counterparty (CCP)		-	-	-	-
29	NSFR of derivative assets		-	-	-	-
30	NSFR of derivative liabilities before deduction of variation margin		-	-	-	-
31	All other assets not included in the above categories**)	27,277,978	26,651,216	1,291,338	51,393,147	106,613,680

in Million Rupiah					
ASF Components	Carrying Value Based On Remaining Tenor				Total Weighted Value
	No Tenor	< 6 month	month - 1 year	³ 1 year	
	Carrying Value	Carrying Value	Carrying Value	Carrying Value	
32	Off-Balance sheets accounts	2,033,938	1,087,447	585,755	3,707,140
33	Total RSF				436,195,809
34	Net Stable Funding Ratio (%)				165,72%

Qualitative Analysis of Net Stable Funding Ratio PT Bank Negara Indonesia (Persero) Tbk Consolidated with Subsidiaries

Qualitative Analysis

1	Consolidated NSFR as at December 2022 was 165.72% above the required 100%.
2	The consolidated NSFR as at December 2022 compared to the NSFR as at September 2022 increased from 125.59% to 165.72%. In December 2022, there was an increase of Rp95.63 trillion in Total Available Stable Funding (Total ASF), while Total Stable Funding Required (Total RSF) decreased by Rp63.22 trillion.
3	On the ASF side, the increase in Total Available Stable Funding was dominated by an increase in Deposits originating from individual customers and from micro and small business customers of Rp83.81 trillion. The decrease in Total Stable Funding Required was dominated by a decrease in Loans in the Current category and Under Special Mention (Performing) and Securities amounting to Rp58.30 trillion.

OPERATIONAL RISK

Operational risk occurs due to insufficient or malfunctioning internal processes, human error, system failure, or external interferences that affects the Bank’s operations. Operational Risk Occurrence includes risk events inherent in every business and operational process carried out by the Bank and can drive Reputation Risk, Legal Risk, Compliance Risk, and other Risks if not managed properly.

In tandem with the increasing diversity and complexity of products and banking activities offered to customers, rapid systems development and supporting technologies, as well as increasing customer expectations for services provided by the Bank, operational risk management is of paramount importance.

Governance and Organization

Operational risk management governance has been implemented by BNI with all domestic and overseas business and support units playing the role of Risk Owner or Risk Taker, as the first line of defense. They are supported by the second line of defense carried out by the Enterprise Risk Management Division, Compliance Division, and the Policy Governance Division as the Risk Control Unit, and the third line of defense, the Internal Audit as the Risk Assurance Unit. In addition, the existence of an Internal Control Communication Forum will increase the effectiveness of the line of defense and second line of defense communication, which will improve the quality of Risk Exposure identification.

Policies and Procedures

The Enterprise Risk Division has Guidelines for Operational Risk Management to support the operational risk management application in all domestic and overseas units, including:

- Domestic Operational Risk Management Policy;
- Operational Risk Management Policy for Overseas Branches.

These policies explain in more detail the Standard Operating Procedures as well as prudent technical transaction and operational guidelines to execute daily business activities including:

- Domestic Operational Risk Management Procedures;
- Operational Risk Self Assessment (SA) Procedures;
- Operational Risk Self Assessment Manual for Overseas Branches;
- Loss Event Database (LED) Procedures;
- Procedure for Key Risk Indicators (KRI) Implementation;
- Bookkeeping Operational Risk Expense Accounts (BRO) Guidelines

Process

BNI’s operational risk management comprises 5 (five) main sustainable processes: identification, assessment, measurement, surveillance and control.

1. Risk Identification

The operational risk identification mechanism is conducted by applying a Macro Process Mapping Assessment to each unit’s work processes/activities to capture potential operational risks by using an interview method (one on one meeting).

2. Risk Assessment

Is conducted by each unit risk owner through operational risk self assessment methods including assessing the impact, frequency, risk causes and control mechanisms.

3. Risk Measurement

To calculate the capital charge and RWA for operational risk, the Bank currently uses the Basic Indicator Approach (BIA) method in accordance with OJK Circular Letter No. 24/SEOJK.03/2016 concerning Calculation of RWA for operational risk using the Basic Indicator Approach (PID).

The following tables shows RWA capital charges and operational risk using the Basic Indicator Approach (BIA) method according to the OJK provisions, as mentioned above.

(in million Rupiah)

Disclosure of Operational Risk Quantitative, Bank Only						
Approach Used	December 31, 2022			December 31, 2021		
	Gross Income (Last 3 Year Average)	Capital Cost	ATMR	Gross Income (Last 3 Year Average)	Capital Cost	ATMR
Basic Indicator Approach	49,599,197	7,439,879	92,998,494	46,538,345	6,980,752	87,259,398
Total	49,599,197	7,439,879	92,998,494	46,538,345	6,980,752	87,259,398

(in million Rupiah)

Disclosure of Operational Risk Quantitative, Bank Consolidated with Subsidiaries						
Approach Used	December 31, 2022			December 31, 2021		
	Gross Income (Last 3 Year Average)	Capital Cost	ATMR	Gross Income (Last 3 Year Average)	Capital Cost	ATMR
Basic Indicator Approach	51,500,813	7,725,122	96,564,025	49,063,444	7,359,517	91,993,958
Total	51,500,813	7,725,122	96,564,025	49,063,444	7,359,517	91,993,958

4. Risk Monitoring

Risk Monitoring is carried out by all units as the first line of defense against major risks for ongoing activities. The Enterprise Risk Management Division also conducts evaluations and reports/feedback on risk assessments based on the self-assessment results and the realization of operational risk losses incurred, including:

- Feedback report for all divisions/units/regions/branches;
- Monthly Report on Operational Risk Surveillance for the Board of Directors;
- Operational Risk Profile Report.

5. Risk Management

The operational risk mitigation mechanism is reflected in the internal control process by implementing 4 (four) mitigation strategies, namely avoid, reduce, transfer and receive, with the aim of minimizing losses due to malfunctioning internal processes, human factors, systems and technology, as well as external events. The four mitigation strategies are contained in the Operational Risk mitigation procedures and includes control procedures, transaction settlement, accounting, asset and custodian storage, product supply and fraud prevention.

Devices and Methods

To assist the operational risk management processs in all work units, BNI has developed a web-based Operational Risk Management tool called the New PERISKOP (Operational Risk Toolkit). New PERISKOP plays a very important

role, namely socializing Risk Culture and increasing Risk Awareness of the 4 (four) main processes in operational risk management, and using these tools in Risk Control Self Assessments (RCSA), Loss Event Database (LED) and Key Risk Indicators (KRI), and Business Continuity Management (BCM).

New Periskop

Self Risk Control Self Assessment (RCSA) Module	Risk Control Self Assessment (RCSA) is a series of activities carried out independently by each unit (risk owner) to identify any potential operational risks in the unit, look for causes, measure potential losses (impact and frequency) that may arise and find solutions to resolve them. A control assessment is carried out for risks that affects the Inherent Risk score. The RCSA results provide an overview of the potential risks faced by the unit for the next 6 (six) months based on historical data from the previous 6 (six) months.
Loss Event Database (LED) Module	A database of all financial losses including actual losses and near misses since the event occurred until completion due to operational risks that occurred in all Bank units. Loss data collected through the LED module, in addition to being used for better operational risk management and to prevent similar cases occurring, is also used as the basis for RWA operational risk calculation to calculate capital requirements to cover operational risk using the Revised Standardized Approach method, which will start to be implemented in 2023.
Key Risk Indicator (KRI) Module	Key Risk indicators are a measure to identify potential operational risk losses inherent in products and activities early and provide an early warning signal if they exceed a certain previously assigned threshold to monitor operational risk exposure and the Bank's control effectiveness.

BUSINESS CONTINUITY MANAGEMENT

Disruptions or disasters caused by natural factors, human actions, or system failures can occur in BNI's critical business functions, causing disruptions to BNI's business activities and services.

To anticipate such events, BNI has implemented Business Continuity Management (BCM) in all domestic and overseas units, which is expected to minimize operational risks in the event of an emergency or disaster.

The implementation of this policy is in line with the Regulator's regulations requiring banks to conduct risk control processes to manage risks that could endanger the banks' business continuity as well as in line with the Basel II documents requirements that requires banks to have business continuity management and contingency plans to ensure the banks' ability to continue operating and limit losses in the event of a disruption to its business activities. In addition to Regulator and Basel II regulations, for Overseas Branch Offices, BCM is implemented by complying with BCM regulations in the local country.

Governance and Organization

In disaster conditions, BNI has established a Crisis Management Team (CMT) and Emergency Task Force (ETF) comprising of Senior Executives/ Highest Management Units as the coordinator with the highest level of authority. The CMT will become active if the Executive Management Team (EMT) as the highest leader of the CMT declares a disaster/ emergency situation.

BNI has the infrastructure required to implement BCM in the Disaster Recovery Center (DRC), Dual Center (DC), Alternative Locations to the BCM Building and a Command Center, which are routinely managed for readiness.

Policies and Procedures

For Business Continuity Management (BCM), BNI has established:

1. Domestic Business Continuity Management (BCM) Policy;
2. Domestic Business Continuity Management (BCM) Procedures;
3. Business Continuity Management (BCM) Policy for Overseas Branches;
4. Business Continuity Management (BCM) Procedures;for Overseas Branches;
5. Crisis Management Protocol (CMP) Policy;
6. Business Continuity Management (BCM) Building Governance Procedures.

Process

Each step of the Recovery and Restoration Strategy is monitored and reported to the Crisis Management Team (CMT) until conditions are declared normal again. To ensure a level of readiness and evaluation of Business Continuity Management (BCM), BNI carries out system tests on critical divisions/units every 3 (three) months, and site visits and disaster management simulations for the BCM in all operational units, which are conducted routinely every year to ascertain the readiness level of each unit, in terms of organization and BCM infrastructure.

The routine evaluations and testing results can be seen in the systematic and directed handling to face disasters whether caused by humans, nature, or systems, so that BNI's operational activities at the disaster site remain operational to a certain degree even though some of the facilities and infrastructure supporting business activities may have been disrupted.

The process of implementing BCM is carried out as follows:

1. Formulating a BCM organizational structure in all BNI work units;
2. Assessing potential risks and threats to obtain an overview of disaster events that have the highest likelihood and greatest impact, as well as estimating the actions and facilities that must be prepared;
3. Identifying critical business processes (Business Impact Analysis – BIA) for BNI's business continuity in the event of an emergency/disaster. BIA is a reference for units to develop recovery priorities and strategies as well as recovery timeframes for their main business activities;
4. Preparing a plan for handling emergency conditions as a reference for units in the prevention and handling of emergencies, as well as a reference for implementing building security and safety standards;
5. Preparing a Recovery Strategy with the aim of preparing an organized way to make decisions in the event of an emergency that disrupts the Bank's business activities;
6. Preparing a Return Strategy with the aim of providing ways to return functions and activities to the service levels before a disaster occurs.

Developing these devices in line with Regulatory regulations requires the Bank to carry out a risk control process for managing risks that could endanger the Bank's business continuity, as well as being in line with the Basel II document requirements that requires Banks to have Business Continuity Management and Contingency Plans to ensure the Bank's can continue operating and limit losses in the event of disruption to its business activities. In addition to Regulatory and Basel II regulations, for Overseas Branch Offices, BCM is implemented by complying with BCM regulations in their respective country.

DIGITAL RISK MANAGEMENT

To support the growth of its digital products, BNI has implemented effective digital risk management through the process of identifying, assessing, measuring, monitoring and controlling the risk of digital products for 8 (eight) aspects of digital risk, namely cybersecurity risk, third party risk, process automation risk, data privacy risk, resilience risk, compliance risk, cloud related risk, and workforce risk.

The growth of digital products and innovation in information technology (IT) will have an impact on increasing cyber security risk threats. For this reason, BNI has specifically strengthened its cyber security risk management using standards for cyber security risk management, testing cyber security, and reporting on the cyber security risk management.

LEGAL RISK

Is the risk of lawsuits caused by weaknesses in the juridical aspect.

Governance and Organization

Legal risk management is carried out by the Legal Division under an active supervision of the Human Capital and Compliance Director. In conducting its legal risk management, the Legal Division works closely with the Legal Management Unit or staff handling legal functions in the Divisions/Units/Regional Offices or other organizational units where the Legal Field Work Unit functions as a 'legal watch', and provides analysis/ legal advice to organizational units and/or employees at all organizational levels to minimize the possibility of negative impacts from weaknesses in the legal aspects, absence and/or changes in legislation and litigation processes. For legal risk management, the Legal Division works closely with the Enterprise Risk Management Management Division to regularly assess and monitor the Legal Risk Management implementation.

Policies and Procedures

Legal risk management implementation refers to the Company's Guidelines for Legal Risk Management and other policies relating to legal risk management.

To establish an appropriate Legal Risk Management policy, the Legal Division and the Enterprise Risk Management Division conduct periodic evaluations, and update legal risk control policies and procedures periodically, in accordance with the prevailing laws and regulations.

Process

To carry out its Legal Risk control function, BNI has instigated a legal risk management policy through the following process flow:

1. Identifying legal risks regularly and continuously.
The process of legal risk identification is conducted by analyzing all sources of legal risk, and are carried at least against the legal risks of BNI's products and business activities, as well as the legal risks of new products and activities through a legal risk management control process before being introduced or carried out;
2. Executing Legal Risk measurements by using a comparative parameter between the case value being faced against BNI's capital, indicators of litigation factors, engagement weakness factors and factors of absence or changes in legislation in Legal Risks identification. Legal Risk measurement results are reflected in the Legal Risk Profile;
3. Legal Risk monitoring by evaluating inherent legal risk exposures especially those that are material or have an impact on BNI's capital. The surveillance results, including legal risk exposures evaluations are compiled in the Legal Risk Management Information System (Legal Risk SIM) that produces periodic legal risk exposure reports (monthly, quarterly and annually) including any necessary follow-up;
4. The Legal Risk control process is mainly used for activities that could endanger BNI's business continuity. Legal Risk control process, and is carried out by:
 - a. Conducting assessments in the form of juridical studies in the event there are new products and/or new activities or there are additions/changes to the BNI product features;
 - b. Providing legal advice and/or legal assistance in the event there is a Legal Risk in the operational activities;
 - c. Conducting periodic reviews of the standard agreement format, especially the loan agreement, to ensure compliance with the laws and regulations and other applicable provisions;
 - d. Conducting periodic reviews of contracts and agreements between BNI and other parties, by reassessing the effectiveness of the enforcement process to check the validity of rights in existing contracts and agreements, especially for non- standard agreements or agreements that have not been standardized in the BNI Company Guidelines;

- e. Conducting intensive monitoring of legal issues, especially lawsuits on the basis of Acts Against the Law involving the Bank as a Defendant or Co- defendant.

STRATEGIC RISK

Strategic risk is caused by the incorrect establishment and implementation of the Bank's strategy, incorrect business decision making or the Bank is not responsive to external changes.

Governance and Organization

Strategic Risk Management is carried out by the Corporate Development & Transformation Division, under the active supervision of the President Director and the Corporate Planning & Accounting Division under the active supervision of the Finance Director.

Strategic Risk Management is carried out through a series of strategic planning processes in the form of planning and budgeting including aligning corporate strategy with unit strategies and cascading bank wide targets into unit targets as outlined in the planning document.

Strategic planning documents include:

1. Corporate Plan, compiled once every 5 (five) years;
2. Bank Business Plan (RBB), compiled once a year;
3. Business Plan, compiled once a year.

The mechanism for preparing strategic planning documents begins with preparing a Corporate Plan as a reference for setting targets and strategies that will be used as a guide in preparing the Bank's Business Plan.

The Board of Directors' General Policy and the Bank's Business Plan will also be a reference for the Operational Planning preparation, as outlined in the Business Plan for Divisions, Regions and Branches/Centers. Regiona Business Plans will be a reference for the preparation of Branch/Center Business Plans. This mechanism will ensure that the strategy alignment process is maintained starting from the corporate level to the lowest unit (branch).I

The Corporate Plan documents must be reviewed annually to adjust to business environment changes.

The Bank's Business Plan Documents and Business Plan Units are reviewed in Semester I, or even in a shorter time period if there are significant environmental changes.

Policies and Procedures

Strategic risk management refers to the Strategic Risk Management Guidelines, Policies and Procedures including Procedures for Product Development and New Activities.

Process

For the Strategic Risk control function, BNI has instigated a strategic risk management policy with the following process flows:

1. Identifying Strategic Risk regularly and continuously.
The process of identifying strategic risk is carried out by identifying strategic risk factors inherent in every functional activity that has a potential to harm BNI, for example due to inappropriate policies, lack of responsiveness towards changes that occur, implementation of policies that are not according to plan, or not being implemented in accordance with a predetermined schedule;
2. Conducting Strategic Risk measurements using 4 (four) parameters: suitability with business environment conditions strategy; high risk and low risk strategy; the Bank's business position towards competitors; and achieving the Bank's Business Plan (RBB). The detailed strategic risk profile assessment is outlined in the strategic risk profile report based on the BNI Risk Profile Assessment Policies and Procedures;
3. Monitoring Strategic Risk by observing the experience of past losses caused by strategic risk and/or deviations in the application of the strategic plan.

For the bank wide scope, BNI has established a working unit that analyzes and monitors realization vs. targets in the Corporate Development & Transformation Division for the strategy and Budgeting, and in the Corporate Planning & Accounting Division for financial targets.

For the Divisions/Units, the supporting units and/or other units are appointed to analyze and monitor the realization vs. the target implementation of the Division/Unit strategies periodically.

The mechanism to monitor the achievement of a predetermined business plan is carried out by comparing the following targets to business realization:

- a. Bankwide performance and strategy monitoring, conducted monthly;
- b. Division performance monitoring, conducted is on a quarterly basis;
- c. TheCompanyandallunitsperformancemonitoring is carried out every semester through the Business Meeting forum at the Head Office and Regional Offices.

4. The Strategic Risk control process is carried out by comparing actual results with expected results to ensure that the risks taken are still within tolerance limits, and reporting significant deviations to the Board of Directors. The risk control system is approved and regularly reviewed by the Board of Directors to ensure its suitability on an ongoing basis.

The strategic risk control mechanism is executed on the monitoring results using the following factors:

- a. Achievement of BNI's performance compared to the proportional targets and the current year target monthly in the Board of Directors' meeting (Radisi), who can take strategic actions to manage strategic risk;
- b. Business Plan Realization Strategies for each Division/Unit so that problems can be identified in the application of strategies and work programs, to be immediately corrected so that the financial targets set can be achieved quarterly;
- c. Realization vs. target of the Bank's Business Plan is reported to the Financial Services Authority (OJK) on a quarterly basis;
- d. The Company and all units performance achievements are conducted semi-annually through the Business Meeting forum at the Head Office and Regional Offices.

The Board of Directors regularly monitors the strategies and target achievements in the Bank's Business Plan (RBB). If any are not on target, the Board of Directors requests the relevant unit to instigate improvements.

COMPLIANCE RISK

A risk caused by the Bank not complying with or not implementing the laws and regulations and other applicable provisions. Compliance risk management is carried out through the consistent application of an internal control system.

Governance and Organization

Compliance Risk Management is carried out by the Compliance Division (KPN), under the active supervision of the Managing Director Human Capital and Compliance. Anti-fraud management is carried out in collaboration with the Anti-Fraud Unit (AFR), under the active supervision of the Human Capital & Compliance Director. The whistleblowing system management is carried out in collaboration with the Internal Audit (IAD) under the active supervision of the President Director.

Policies and Procedures

Compliance Risk Management refers to the Compliance Risk Management Guidelines and other related Policies and Procedures including Compliance Policies, Anti- Fraud Policies, Anti-Money Laundering and Prevention of Terrorism Financing Procedures, Compliance Charter, Conflict of Interest Policies, Gratuity Control Program Policies, and Whistleblowing System Policies.

Process

To contribute to a healthy and sustainable growth of in BNI's business, the Compliance Division assists the Human Capital and Compliance Director in implementing the compliance function and conducts compliance of the risk management processes including Compliance Risk Management, through:

1. Compliance risk Identification is carried out to recognize all types of inherent risks in all functional activities that have the potential to harm BNI, including factors that can increase compliance risk exposure such as:
 - a. The type and complexity of BNI's business activities, including new products and activities;
 - b. The amount (volume) and materiality of BNI's non- compliance with internal policies and procedures, provisions and/or regulations as well as sound business ethics and practices.
2. Compliance Risk Measurement is conducted by using indicators/parameters in the form of:
 - a. The type and significance of violations committed;
 - b. Frequency of violations of regulations (BNI compliance track record);
 - c. Violations of certain financial transaction provisions.

As part of compliance risk measurement, indicators/parameters as well as the weighting and ratios used to measure compliance risk profiles are determined by the Compliance Division by considering input from the Board of Directors, Enterprise Risk Management Division (ERM) and other Units as well as the regulator's provisions.

Compliance risk profile assessment details are outlined in the compliance risk profile report based on the BNI Risk Profile Assessment Procedure. Compliance Risk Assessment is carried out by conducting compliance assessments or testing with policies that will be/have been applied, new products/activities, with compliance opinions on transactions to be carried out by BNI.

3. Compliance Risk Monitoring and Compliance Risk reporting is carried out by the Board of Directors at any time whenever a Compliance Risk occurs or periodically on the:
 - a. Maximum Lending Limit;
 - b. Net Open Position;
 - c. Minimum Mandatory Giro in rupiah and foreign exchange;
 - d. Establishment of Allowance for Productive Assets;
 - e. Non-performing loans;
 - f. Minimum Capital Adequacy Ratio;
 - g. Reporting obligations to external parties;
 - h. Implementation of Bank commitments to external parties;
 - i. Compliance Risk Level;
 - j. Bank Composite Risk Rating.
4. Compliance Risk Control is carried out by taking ex- ante (preventive) actions to ensure policies, regulations, systems and procedures, as well as business activities carried out by BNI are in accordance with OJK and Bank Indonesia (BI) provisions and the prevailing laws and regulations, to ensure BNI's compliance with commitments made by the Bank to Regulators (OJK and BI) and/or other authorized supervisory authorities. Compliance Risk Control is carried out on existing domestic and overseas organizational units. BNI must ensure that it has an adequate level of compliance with statutory regulations in the domestic BNI branch offices.

REPUTATION RISK

Reputation risk is a risk caused by negative publications related to the Bank's business activities or negative perceptions of the Bank.

Governance and Organization

Reputation risk management is carried out by the Corporate Secretary Division (CSE) under the active supervision of the Institutional Banking Director. Monitoring news management and communication crisis management and monitoring opinions/ comments in the news media or social media is carried out by the Corporate Secretary Division. The management of customer complaints is carried out in collaboration with the BNI Contact Center (BCC).

Policies and Procedures

Reputation risk management refers to the Reputation Risk Management Guidelines and other related Policies and Procedures.

Process

The Corporate Secretary Division assists the Institutional Banking Director in carrying out the reputation risk management functions and processes including the following:

1. Reputation Risk identification is carried out using several data/or information sources including mass media reporting, BNI's website and analysis of social media networks, customer complaints through customer service or through mass media and social media, and customer satisfaction survey questionnaires.

BNI must record and administer every event related to Reputation Risk, including the amount of potential losses caused by the incident referred to in its data administration. Recording and administering data is arranged in a statistical manner so it can be used to project potential losses in a certain period and activity. Each data and/or information group is handled differently according to the impact of reputational risk it causes.

2. Measurement of Reputation Risk, carried out by using the following indicators:
 - a. Frequency, Materiality and Negative News Exposure on BNI..
Frequency, type of media, and materiality of negative reporting on BNI, including the Bank management, by determining the following measurements and indicators:
 - i) Frequency and scale of negative coverage on BNI and Subsidiaries in print and online media;
 - ii) Materialization of negative coverage assessed based on BNI's follow-up in response to negative coverage.
 - b. For Customer Complaints' frequency and materiality, the measurements and indicators are:
 - i) Frequency of customer complaints;
 - ii) Settlement of Customer Complaints;
 - iii) Materiality of customer complaints.
 - c. Frequency and materiality of Business Ethics Violations/generally accepted business norms, measurements and indicators, including:
 - i) Frequency and scale of negative reporting related to Financial Information Transparency;
 - ii) Frequency and scale of negative reporting related to BNI business cooperation with other stakeholders.
3. Reputation Risk Monitoring, on a bank wide basis, is conducted by the Corporate Secretary Division (CSE), by reporting existing Reputation Risks to the Board of Directors at the incident time of the incident and periodically, and includes the necessary follow-up actions.

Monitoring of news management and communications crisis management, monitoring of opinions/comments on news media or social media, as well as the selection of strategies to respond to opinions emerging in social media are executed in coordination with the Corporate Secretary Division (CSE). Customer complaints are conducted in collaboration with the BNI Contact Center (BCC).

Daily, weekly, monthly, quarterly and yearly evaluation for BNI's reputational risks, set forth in the Media Monitoring Report.

4. Reputation Risk Control
BNI immediately follows up and resolves customer complaints and lawsuits that can increase Reputation Risk exposure, and has also developed mechanisms to execute effective reputation risk control measures.

Generally, reputation risk management is conducted 2 (two) ways, namely:

- a. To prevent events driving a reputation risk;
- b. To restore BNI's reputation post to an event creating reputation risk.

Mitigation of Reputation Risk and events creating Reputation Risk are executed by considering the materiality of the problem and the costs. Nevertheless, the Reputation Risk may be accepted as long as it is still in accordance with the Risk level taken.

Risk control efforts include:

5. Standardizing public relations/media relations staff competence in the Corporate Secretary Division, branch offices/regional offices in gain the ability and sensitivity to respond to developing issues and opinions.
6. Establishing a Service Level Agreement (SLA) as a standard for responding to customer complaints. Reputation Risk Management during crises is conducted through established Crisis Contingency Plan standards that are applied when crises occur from a mild to severe scale. The Crisis Contingency Plan consists of:
 - a. Problems or chronological review;
 - b. Information flow;
 - c. Person in charge assignment;
 - d. Authority and spokesperson establishment;
 - e. Crisis management activities schedule;
 - f. Alternative communication strategies;
 - g. Evaluation.

INTEGRATED RISK MANAGEMENT IN BNI'S FINANCIAL CONGLOMERATE

BNI'S BUSINESS GROUP STRUCTURE

BNI Legal Entity

Based on the share ownership composition, 60% of the shares are owned by the Government of the Republic of Indonesia whilst the remaining 40% are owned by the public, both individual, institutional, domestic and foreign shareholders. Ownership by the Government of the Republic of Indonesia is represented by the Ministry of SOEs, while for foreign public ownership through foreign institutions. Domestic ownership includes mutual funds, pension funds, foundations, companies, insurance, other domestic institutions and individual ownership.

Ultimate Shareholders

The majority ownership of BNI shares is with the Ministry of SOE as a representation of the Government of the Republic of Indonesia in the General Meeting of Shareholders with 60% ownership.

Sister Company

Based on POJK No. 17/POJK.03/2014 dated November 18, 2014 articles 4, 5 and 6 states that sister companies are Financial Services Institutions (FSI) that are institutionally separated and/or legally but are owned and/or controlled by the same controlling shareholder.

BNI's majority controlling shareholder is the Government of the Republic of Indonesia who also acts as the majority owner of other SOE companies engaged in the Financial Services Institution industry. However, based on POJK, the relationship between the FSI owned and controlled directly by the Central Government of the Republic of Indonesia are excluded from the notion of a Financial Conglomerate, so that Himbara banks are not sister companies of BNI.

Subsidiaries

BNI has placements in 6 (six) subsidiary companies with majority ownership and as the controlling entity, and 6 (six) financial services institutions with minority ownership and not as the controlling entity and 2 (two) subsidiary companies. The BNI group and business groups can be found in the Company Profile chapter in this annual report.

In accordance with POJK No. 17/POJK.03/2014 concerning Integrated Risk Management for Financial Conglomerates (FC), Financial Services Institutions (FSI) included in the FC include FSI banks, insurance and reinsurance companies, securities companies and/or financing companies, including the subsidiary of a subsidiary company.

The BNI Financial Conglomerate structure is determined based on the suitability of the Subsidiary's business types with the OJK provisions and the significance of inclusion for each of the FSI Subsidiaries in BNI's FC.

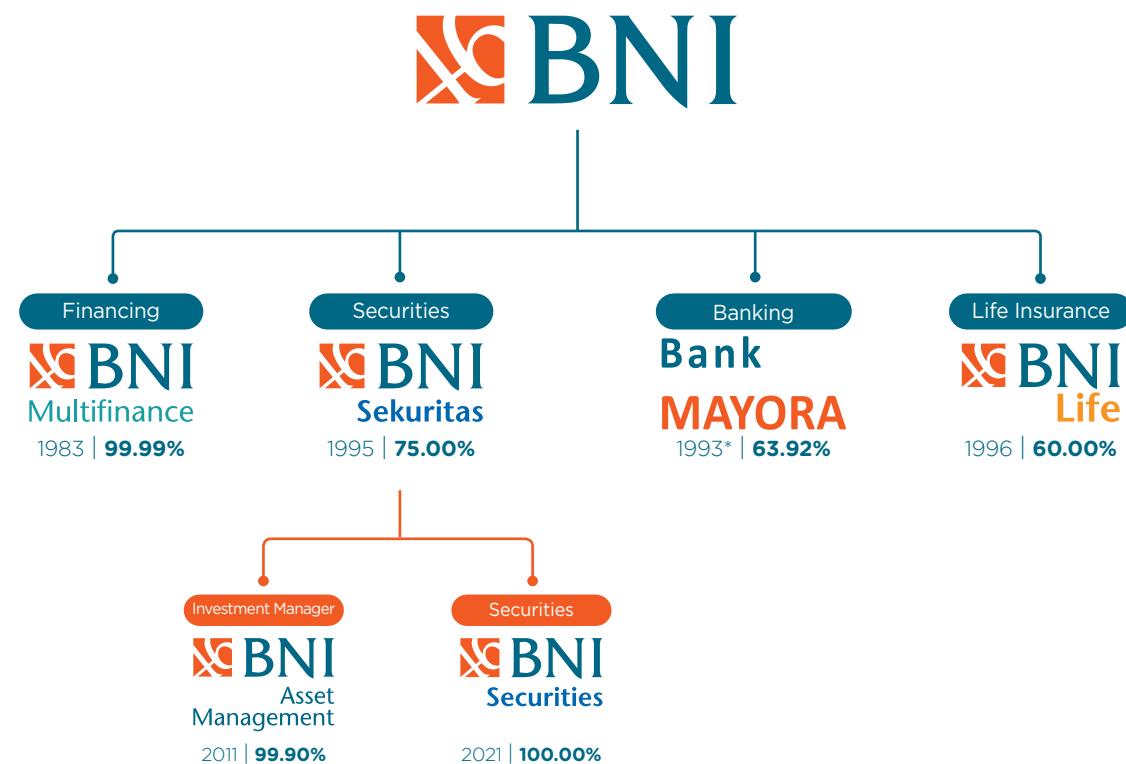
BNI's Financial Conglomerate Structure comprises:

1. Main Entity: PT Bank Negara Indonesia (Persero) Tbk.
2. FSI members of the Financial Conglomerate:
 - a. PT BNI Multifinance;
 - b. PT BNI Sekuritas;
 - c. PT BNI Life Insurance;
 - d. PT BNI Asset Management;
 - e. BNI Securities Pte Ltd;
 - f. PT Bank Mayora.

As of December 31, 2021, BNI's share ownership in each FSI member of BNI FC, was:

1. BNI Multifinance 99.99%;
2. BNI Sekuritas 75.00%;
3. BNI Life 60.00%;
4. BNI Asset Management 99.90%.
5. BNI Securities Pte Ltd 100.00%;
6. Bank Mayora 63.92%;

The following shows the BNI Financial Conglomerate Structure:



Note

*In 2022, BNI officially acquired Bank Mayora as a new subsidiary of the Bank

TRANSACTIONS BETWEEN THE BANK WITH RELATED PARTIES WITHIN BNI'S FINANCIAL CONGLOMERATE

Financial Relations

To assess material financial relationships in the intra-group relationship between FSI in BNI FC, based on the value of BNI's financial transactions with FSI members of BNI FC as well as amongst FSI members in BNI FC, including transactions: investments, bank guarantees, loans, securities, and demand deposits. The contribution of intra- group transaction value between FSI to total transactions is as follows:

Table of Interrelationships of FSI Financial Transactions within the BNI FC

Entity	BNI	BNIMF	BNIL	BNIS	BNIAM	Bank Mayora	BSPL
BNI		0.12%		46.44%	0.48%	0.09%	0.03%
BNIMF	1.26%					0.10%	
BNIL	1.38%	0.09%		0.01%	0.00%		
BNIS	5.13		0.77%				
BNIAM	13.89%		14.33%	8.00%			
Bank Mayora	7.72%	0.01%					
BSPL				0.16%			

Equity Capital

Based on POJK No. 36/POJK.03/2017 dated July 12, 2017 concerning Prudential Principles in Equity Participation Activities, Equity Participation is bank funds investment in the form of shares in companies engaged in finance, including investment in mandatory convertible bonds or certain types of transactions that result in the Bank owning or will own shares in a company engaged in finance.

The Value of Equity Participation between FSI in the BNI Financial Conglomerate as of December 31, 2022 is as follows:

Table of Interrelationships of FSI Financial Transactions within the BNI FC

Company	Date	%	NOMINAL
PT BNI MULTIFINANCE	April 8, 1983	99.9939%	298,413.99
PT BNI SEKURITAS	March 25, 1996	75.00%	324,850.00
PT BNI LIFE INSURANCE	November 28, 1996	60.00%	394,267.10
BNI REMITTANCE LTD.	November 19, 1996	100.00%	10,009.56
PT BANK SYARIAH INDONESIA (Dhi. PT BANK BNI SYARIAH)	June 19, 2010	23.24%	3,419,835.00
PT Bank Mayora	May 18, 2022	63.92%	3,499,999.99
PT BNI MODAL VENTURA	May 12, 2022	99.98%	500,000.00
PT PEMERINGKAT EFEK INDONESIA	April 21, 1999	0.14%	143.00
PT KUSTODIAN SENTRA EFEK INDONESIA	September 24, 1998	1.00%	3,000.00
PT BANK MIZUHO INDONESIA	October 13, 2003	1.00%	75,374.69
PT BANK TABUNGAN PENSUNAN NASIONAL	February 18, 2004	0.15%	19,250.00

Table of Financial Support between FSIs in the BNI Financial Conglomerate

Provider	Receiver	Total Nominal	Rp Billion	%
BNI	BNI Asset Management	6,295,557,290,502	6,295.56	13.89%
BNI	BNI Life	623,537,006,078	623.54	1.38%
BNI	BNI Multifinance	573,054,258,367	573.05	1.26%
BNI	BNI Sekuritas	2,324,950,000,000	2,324.95	5.13%
BNI	BSPL	10,297,174,042	10.30	0.02%
BNI	Mayora	3,500,033,766,154	3,500.03	7.72%
BNI Asset Management	BNI	215,275,434,946	215.28	0.48%
BNI Asset Management	BNI Life	1,349,989,427	1.35	0.00%
BNI Life	BNI Asset Management	6,485,556,333,565	6,485.56	14.31%
BNI Life	BNI Sekuritas	349,042,000,000	349.04	0.77%
BNI Multifinance	BNI	55,594,236,783	55.59	0.12%
BNI Multifinance	BNI Life	42,934,405,727	42.93	0.09%
BNI Multifinance	Mayora	5,228,917,639	5.23	0.01%
BNI Sekuritas	BNI	21,047,581,334,581	21,047.58	46.44%
BNI Sekuritas	BNI Asset Management	3,624,505,304,287	3,624.51	8.00%
BNI Sekuritas	BNI Life	2,394,133,200	2.39	0.01%
BNI Sekuritas	BSPL	72,918,670,164	72.92	0.16%
BSPL	BNI	2,208,315,100	2.21	0.00%
Mayora	BNI	42,709,481,840	42.71	0.09%
Mayora	BNI Multifinance	45,463,726,579	45.46	0.10%

INTEGRATED RISK MANAGEMENT IMPLEMENTATION

BNI's Financial Conglomerate needs to pay attention to all inherent risks in the Financial Conglomerate that can affect the business continuity.

1. Financial Conglomerate Risk Types include

In implementing Integrated Risk Management, BNI as the Main Entity and all FSI members of the BNI's Financial Conglomerate are required to manage 10 (ten) Risk types, namely:

- Credit Risk**
Risk due to the debtor and/or other parties' failure to fulfill obligations to the Financial Conglomerate.
- Market Risk**
Risk arising from adverse movement in market variables from the portfolio held by the Financial Conglomerate.
- Liquidity Risk**
Risk arising due to the inability of the Financial Conglomerate to meet obligations due from cash flow funding sources and/or from high quality liquid assets pledged, without disrupting the financial activities and conditions of the Financial Conglomerate.
- Operational Risk**
Risk resulting from inadequate and/or malfunctioning internal processes, human error, system failures, and/or external events affecting the Financial Conglomerate operations.
- Legal Risk**
Risk due to lawsuits and/or weaknesses in juridical aspects. The weaknesses in the juridical aspects are due to the lack of knowledge/understanding of laws and/or laws and regulations, the absence of supporting legislation, or agreement weaknesses such as non-fulfillment of conditions for the validity of agreements and binding of imperfect collateral.

- f. Strategic Risk
Risk arising due to inaccuracy in making and/or implementing strategic decisions and failure to anticipate changes in the business environment.
- g. Compliance Risk
Risk arising due to not complying with and/or not implementing the provisions and regulations.
- h. Reputation Risk
Risk arising due to stakeholder's declining confidence due to negative perceptions both for the Financial Services Institution in the Financial Conglomerate and for the Financial Conglomerate as a whole.
- i. Intra-Group Transaction Risk
Risk arising due to dependency of an entity directly or indirectly by other entities in a Financial Conglomerate to fulfil obligations of a written or unwritten agreements, followed by a fund transfer or not a fund transfer.
- j. Insurance Risk
Risk arising due to insurance companies' failure to meet obligations to policyholders as a result of an inadequacy in the risk selection process (underwriting), determination of premiums (pricing), the use of reinsurance, and/or claim handling.

2. BNI Financial Conglomerate's Potential Losses

To ascertain the potential losses faced by the BNI Financial Conglomerate, an Integrated Risk Profile assessment was carried out. Based on the Integrated Risk Profile Self-Assessment results of 10 types of Risk position as at the December 31, 2020 position, BNI's Financial Conglomerate risk rating was 2 (Low to Moderate) meaning that the possibility of loss faced by the Financial Conglomerate as a whole was classified as low for a certain period of time in the future. The quality of the Risk Management as a composite is adequate, even though there are minor weaknesses that need attention from management but these weaknesses can be resolved in normal business activities.

3. Risk Mitigation

BNI as the Main Entity conducts integrated risk control, especially risks that could endanger the business continuity of the Financial Conglomerate.

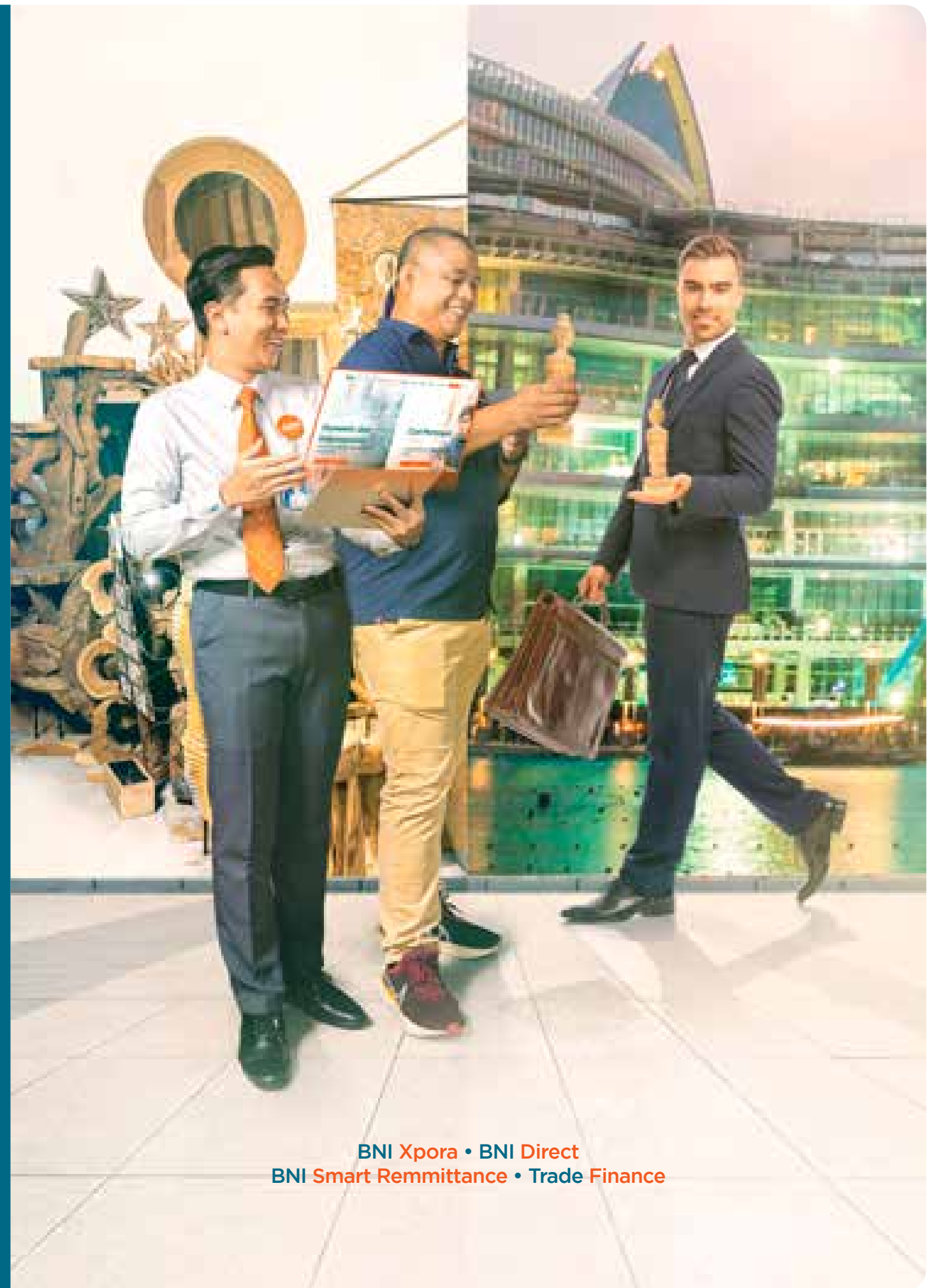
Integrated Risk control methods are conducted by:

- a. Risk limits Setting, namely:
 - i) Overall Risk Limit (integrated limit for the BNI Financial Conglomerate);
 - ii) Limits for each risk type;
 - iii) Risk Limit for each FSI member in the BNI Financial Conglomerate with risk exposure.
- b. Approval or escalation mechanism in case of exceeding the Risk Limit as a whole.
- c. Feedback/corrective action mechanism for the results of monitoring the Integrated Risk Profile.



GOOD CORPORATE GOVERNANCE

Best Achievements in Corporate Governance Implementation	604	Legal Cases	928
Commitment to Sustainable Corporate Governance Implementation	605	Administrative Sanctions	934
Governance Framework	608	Access to Company Information and Data	934
Goal of Corporate Governance Implementation	609	Implementation of Anti-Money Laundering (APU) Programs, Prevention of Terrorism Funding (PPT) and Prevention of Funding for the Proliferation of Weapons of Mass Destruction	996
Foundation for Corporate Governance Implementation	610	Protection of Creditors' Rights	1000
Improving The Quality of Gcg Implementation Sustainability	612	Anti Corruption Program	1001
Corporate Governance Structure and Mechanism	630	Company Code of Ethics	1002
General Meeting of Shareholders	634	Anti-Gratification & Anti- Bribery Policy	1005
Board of Commissioners	652	Violation Reporting System	1008
Independent Commissioner	673	Internal Fraud	1011
Board of Directors	675	Provision of Funds to Related Parties and Large Exposure	1012
Board of Commissioners' Composition Diversity Policy	698	Providing Loans to Related Parties	1013
Board of Commissioners And Board Of Directors Remuneration	717	Provision of Funds for Social and Political Activities	1014
Employees and/or Company Management Stock Allocation Program (MSOP/ESOP)	725	Procurement of Goods and/or Services	1015
Disclosure of Information on Board of Commissioners and Board of Directors Share Ownership and its Application	727	Bank's Strategic Plan	1022
Disclosure of Information on Board of Commissioners and Board of Directors Share Ownership and its Application	736	Reporting Transparency	1025
Board of Commissioners and Board of Directors Meetings	738	Conflict of Interest Policy (Including Insider Trading)	1039
Affiliated Relationships	774	Shares and Bonds Buyback	1040
Organs Under the Board of Commissioners	776	Management of State Officials' Assets Reports (LHKPN)	1041
Board of Directors Supporting Organs	838	Transparency of Financial and Non-Financial Conditions	1042
Committees under the Board of Directors	869	Transparency of Customer Complaints Procedures and Customer Dispute Settlement	1043
External Auditors	890	Bad Corporate Governance Practices	1046
Risk Management	893	Integrated Governance Implementation	1047
Internal Control System	922	Corporate Governance Aspects and Principles Implementation In Accordance With Financial Services Authority Regulations	1057
		Implementation of the ASEAN Corporate Governance Scorecard	1070



BNI Xpora • BNI Direct
BNI Smart Remittance • Trade Finance

BEST ACHIEVEMENTS IN CORPORATE GOVERNANCE IMPLEMENTATION

The consistent and sustainable application and enforcement of the good corporate governance (GCG) principles has had a positive impact on BNI's value creation and business continuity. This is reflected in BNI's achievements in a number of aspects

GCG ASSESSMENT SCORE

ASEAN Corporate Governance Scorecard (ACGS)

Corporate Governance Perception Index (CGPI)

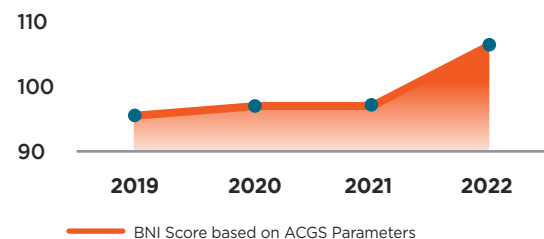
106.02

Significant increased by 8.69 points to become 106,02. With the Predicate "Leadership in Corporate Governance"

91.66

Increased by 0.06 points to become 91,66. With the Predicate "The Most Trusted Companies"

INCREASING GCG ASSESSMENT VALUE WITH ACGS PARAMETERS



In 2022, BNI's ACGS score will increase significantly. This reflects an improvement sustainable in improving governance practices company.

Awards



COMMITMENT TO SUSTAINABLE CORPORATE GOVERNANCE IMPLEMENTATION

PT Bank Negara Indonesia Tbk (BNI) continuously strengthens its commitment to implement and uphold the GCG principles in a consistent and sustainable manner in its day-to-day business activities, to comply with all prevailing laws and regulations, and to continuously improve towards best practices that in line with BNI's goals, vision, and mission to grow in a healthy, sustainable manner and create added value for the Bank's Shareholders and other stakeholders.

BNI considers GCG as an important foundation to establish a long-term business growth through strengthening the GCG structure and mechanisms yet implementing BNI's cultural values, which are

Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative (AKHLAK).

The commitment to consistently and continuously implementing GCG are also reflected in the annual signing of Integrity Pacts and a Gratification and Anti-Bribery Declaration through the DigiHC application, a human capital communication and information platform accessible via mobile phones, tablets, and other similar devices.

The purpose of this program is to emphasize to BNI employees the importance of values in this commitment. Therefore, every BNI employee at every level must understand and deliver on the Governance commitments.

BOARD OF COMMISSIONERS' COMMITMENT



1. Perform duties and work properly and responsible in accordance with the authority granted by the Articles of Association of PT Bank Negara Indonesia (Persero) Tbk (hereinafter referred to as BNI), and comply BNI's Core Values (AKHLAK), Principle 46, BNI Code of Conduct, BNI's internal provisions, applicable laws and regulations as well as the principles of Good Corporate Governance, and bank management principles;
2. Establish a working environment free of corruption, collusion, and nepotism by encouraging and supervising the implementation of the Anti-Bribery Management System and/or Gratification Control, which includes policies, strategies, evaluations, and the sufficiency of HC in SMAP operations;
3. Act objectively, upholding ethical and moral values, fairness, transparency, consistency, and honesty and commitment, and encouraging all working partners to promote ethical, healthy, and transparent business practices;

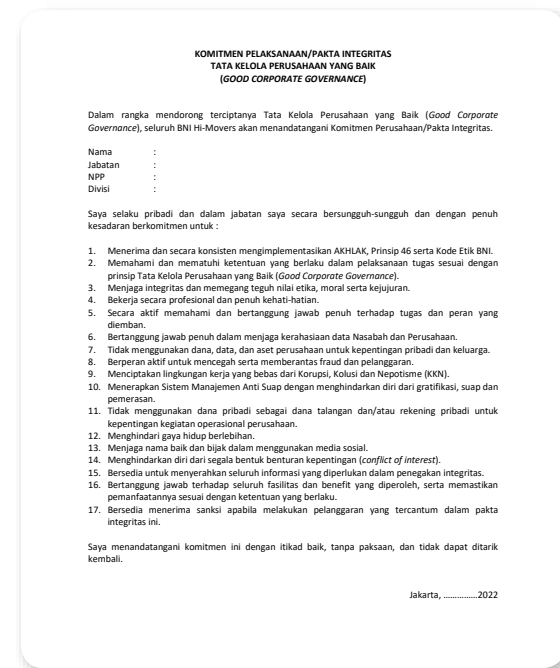
- Avoid all forms of conflict of interest when performing duties, and do not adversely affect the independence of other BNI personnel;
- Play an active role in preventing the possibility of fraud by not committing or tolerating all forms of fraud within the work environment, and be willing to report anything suspected of fraud (occurring within the environment and/or using BNI facilities) through the reporting media in BNI; and
- Being willing to be subject to sanctions if when carrying out their duties and responsibilities as a BNI employee it is proven that they have not carried out the commitments as mentioned above.

BOARD OF DIRECTORS' COMMITMENT



- Carry out duties and work properly and responsibly in accordance with the authority granted by the Articles of Association of PT Bank Negara Indonesia (Persero) Tbk (hereinafter referred to as BNI), and follow BNI's Core Values (AKHLAK), Principle 46, BNI Code of Conduct, BNI's internal provisions, applicable laws and regulations as well as the principles of Good Corporate Governance, and sound bank management principles;
- Create a work environment free from corruption, collusion, nepotism (KKN), by encouraging and supervising the implementation of the Anti-Bribery Management System and/or Gratification Control including the policies, strategies, evaluations and adequacy of HC in SMAP operations, and/or Gratification Control through activities including but not limited to not giving, promising, and/or receiving rewards in any form to or from customers, debtors, vendors, partners, work partners, regulators/supervisors, and/or other parties, both external and internal;
- Act objectively and uphold ethical and moral values, fairness, transparency, consistency and uphold honesty and commitment and always encourage all working partners to promote ethical, healthy and transparent business practices;
- Avoid all forms of conflicts of interest when carrying out duties, and not affect the independence of other BNI personnel;
- Do not use company information and data for personal or other parties' gains where this is prohibited based on internal and external provisions, such as insider trading, misuse of company data etc.;
- Make prudent (duty of care and loyalty) and professional decisions within BNI's operational activities, including procurement of goods and services, HC management, provision of funds, and management of other business activities for the benefit of BNI;
- Play an active role in preventing the possibility of fraud by not committing or tolerating all forms of fraud within the work environment, and be willing to report anything suspected of fraud (occurring within the environment and/or using BNI facilities) through the reporting media in BNI; and
- Being willing to be subject to sanctions if when carrying out their duties and responsibilities as a BNI employee it is proven that they have not carried out the commitments as mentioned above.

BNI HI-MOVERS' COMMITMENT

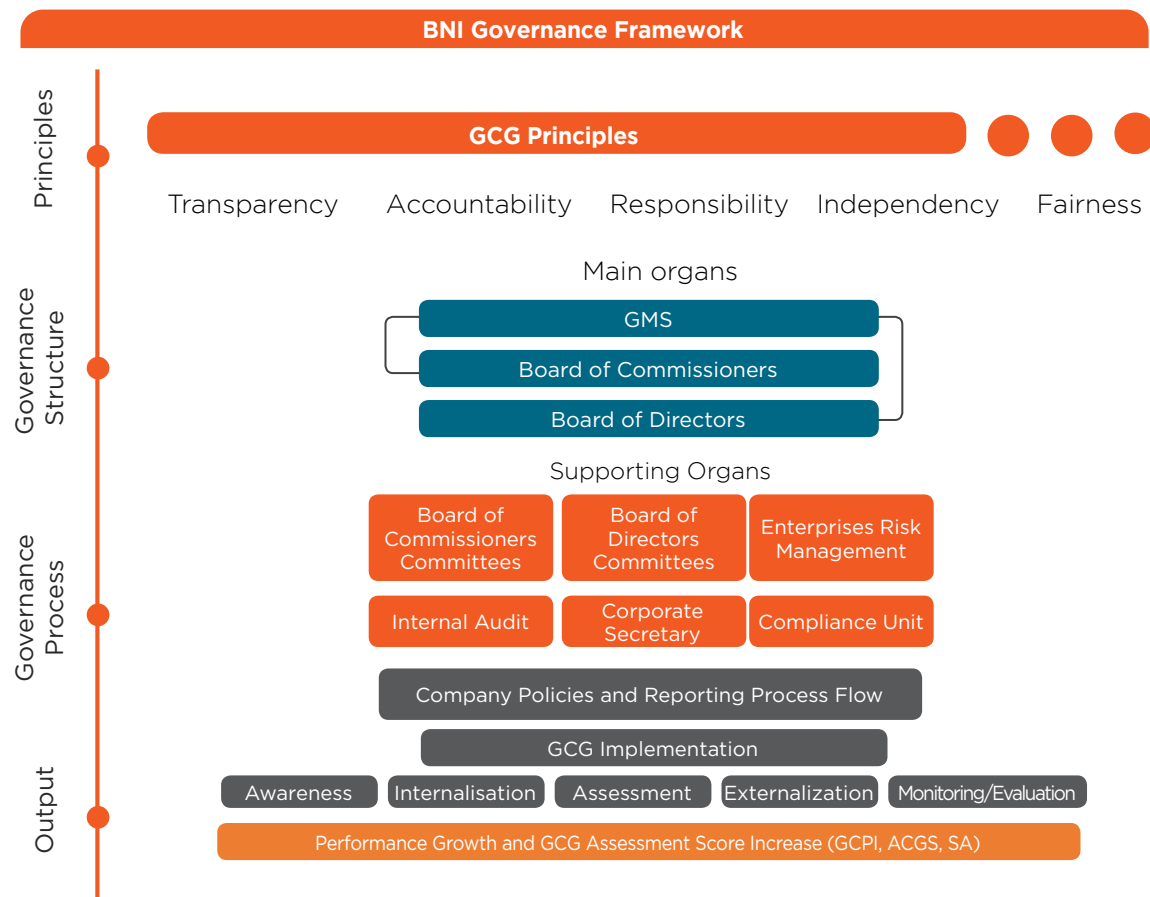


- Accept and consistently implement AKHLAK, Principle 46 and the BNI Code of Ethics;
- Understand and comply with the applicable provisions when carrying out duties in accordance with the Good Corporate Governance principles;
- Maintain integrity and uphold ethical, moral and honest values;
- Work professionally and carefully;
- Actively understand and take full responsibility for the duties and roles;
- Take full responsibility for maintaining the confidentiality of customer and company data;
- Do not use company funds, data and assets for personal and family interests;
- Play an active role in preventing and eradicating fraud and violations;
- Create a work environment free from Corruption, Collusion and Nepotism (KKN);
- Implement an Anti-Bribery Management System by avoiding gratuities, bribes and extortion;
- Do not use personal funds as bailout funds and/or personal accounts for the benefit of the company's operational activities;
- Avoid an excessive lifestyle;
- Maintain a good name and be wise when using social media;
- Avoid all forms of conflict of interest;
- Be willing to submit all information needed to uphold integrity;
- Be responsible for all facilities and benefits obtained, and ensure their use is in accordance with applicable regulations; and
- Be willing to accept sanctions when committing violations listed in this integrity pact.

All levels of BNI's Board of Commissioners, Board of Directors and Employees have signed a Implementation Commitment/Good Corporate Governance Integrity Pact.

GOVERNANCE FRAMEWORK

GCG implementation at BNI refers to the Governance Framework, which is structured through 4 pillars, namely Governance Principles, Governance Structure, Governance Process, and Governance Outcome.



The Governance Structure relates to the adequacy of the Governance Structure and Infrastructure wherein the process of implementing the Good Governance principles produces outcomes that are in line with stakeholder expectations.

The Corporate Governance Structure includes the Board of Commissioners, Board of Directors, Committees and Company Work Units. The governance infrastructure includes policies and procedures, management information systems and the main duties and functions of each level of the organizational structure.

Governance Process is the efficiency of implementing good governance principles, which is supported by the adequacy of the Corporate Governance structure and infrastructure in order

to produce outcomes that meet the expectations of all stakeholders. The resulting Governance Outcome that meets stakeholder expectations is achieved through the process of implementing the Good Governance principles, supported by adequate Governance structures and infrastructure. The Governance Outcome is the final result of the Governance Structure, and it receives adequate support from the Governance Structure. Any flaws in the Governance Structure can lead to weaknesses in the Governance Process.

All BNI Hi-Movers, from management to all employees, are committed to building a sound banking system so that it can grow stronger and sustainably into the future.

GOAL OF CORPORATE GOVERNANCE IMPLEMENTATION



GCG implementation within BNI aims to:

1. Increase BNI's corporate value by implementing the GCG principles of Transparency, Accountability, Responsibility, Independence, and Fairness in its business, so that BNI has a strong national and regional competitiveness and achieves sustainable corporate value;
2. Encourage all BNI organs to always emphasize the GCG culture in all decision making based on applicable values and norms as well as a high level of compliance with prevailing laws and regulations;
3. Improve BNI's performance through corporate efficiency programs created by the implementation of the GCG culture in every BNI organ;
4. Increase investor confidence and place BNI as the first choice for investment.

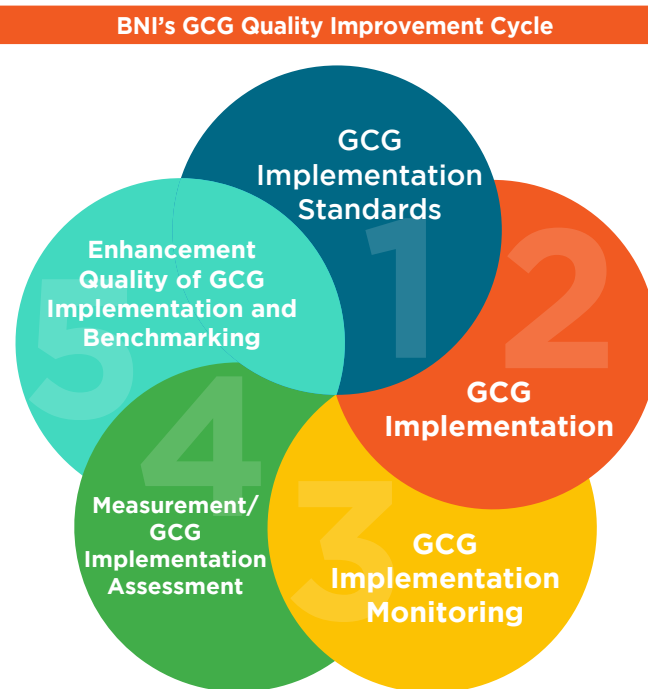
FOUNDATION FOR CORPORATE GOVERNANCE IMPLEMENTATION

GCG implementation at BNI is based on the following provisions and guidelines:

- 1992 Law No. 7 concerning Banking as amended by 1998 Law No. 10;
- 1995 Law No. 8 concerning Capital Markets;
- 2007 Law No. 40 concerning Limited Liability Companies;
- 2022 Law No. 27 concerning Protection of Personal Data;
- Minister of State-Owned Enterprises (SOEs) Regulation No. PER-01/MBU/2011 concerning Good Corporate Governance Implementation in SOEs as amended by the Regulation of the Minister of State for SOEs No. PER-09/MBU/2012;
- Minister of SOEs Regulation No. PER-03/MBU/2012 concerning Guidelines for the Appointment of Members of the Board of Directors and Members of the Board of Commissioners of SOE Subsidiaries, as amended by the Minister of SOEs Regulation No. PER-04/MBU/06/2020;
- Minister of SOEs Regulation No. PER-12/MBU/2012 of 2012 concerning Supporting Organs for the Board of Commissioners or Board of Trustees of SOEs, which has been amended several times, most recently by Minister of SOEs Regulation No. PER-14/MBU/10/2021;
- Minister of SOEs Regulation No. PER-02/MBU/02/2015 concerning Requirements and Procedures for Appointment and Dismissal of Members of the Board of Commissioners or Board of Trustees of SOEs, as amended by Permen BUMN No. PER-10/MBU/10/2020;
- Minister of SOEs Regulation No. PER-11/MBU/11/2020 concerning Management Contracts and Annual Management Contracts for Directors of SOEs;
- Minister of SOEs Regulation No. PER-13/MBU/09/2021 as the Sixth Amendment to the Minister of SOEs Regulation No. PER-04/MBU/2014 concerning Guidelines for Determining Remuneration for Board of Directors, Board of Commissioners, and Supervisory Boards of SOEs.
- Minister of SOEs Regulation No. PER-5/MBU/09/2022 dated September 2, 2022 concerning Implementation of Risk Management in SOEs;
- Minister of SOEs Regulation No. PER-7/MBU/09/2022 dated September 20, 2022, an amendment to the Minister of SOEs Regulation No. PER-11/MBU/07/2021 Concerning Requirements, Procedures for Appointment and Dismissal of Members of the Board of Directors of SOEs;
- Minister of SOEs Circular No. 2/MBU/07/2019 concerning Clean Management of SOEs through Implementation of Prevention of Corruption, Collusion and Nepotism, and Handling Conflicts of Interest and Strengthening Internal Control;
- Minister of SOEs Letter No. S-289/MBU/04/2020 dated April 28, 2020 concerning Arrangement of Board of Directors and Board of Commissioners in Subsidiaries and Affiliates of consolidated SOEs;
- Financial Services Authority Regulation (POJK) No. 17/POJK.03/2014 concerning Implementation of Integrated Risk Management for Financial Conglomerates;
- POJK No. 18/POJK.03/2014 concerning Implementation of Integrated Governance for Financial Conglomerates;
- POJK No. 33/POJK.04/2014 concerning Board of Directors and Board of Commissioners of Issuers or Public Companies;
- POJK No. 35/POJK.04/2014 concerning the Corporate Secretary of Issuers or Public Companies;
- POJK No. 8/POJK.04/2015 concerning Issuer or Public Company Websites;
- POJK No. 21/POJK.04/2015 concerning Implementation of Public Company Governance Guidelines;
- POJK No. 26/POJK.03/2015 concerning Integrated Capital Adequacy Requirements (KPM) for Financial Conglomerates;
- POJK Regulation No. 31/POJK.04/2015 concerning Disclosure of Information or Material Facts by Issuers or Public Companies;
- POJK Regulation No. 56/POJK.04/2015 concerning the Establishment and Guidelines for the Internal Audit Charter;
- POJK No. 4/POJK.03/2016 concerning Assessment of the Soundness Level Assessment for Commercial Banks;
- POJK No. 27/POJK.03/2016 concerning Fit and Proper Test for Main Parties of Financial Services Institutions;
- POJK Regulation No. 29/POJK.04/2016 concerning Annual Reports of Issuers or Public Companies;
- POJK Regulation No. 55/POJK.03/2016 concerning Governance Implementation for Commercial Banks;
- POJK Regulation No. 46/POJK.03/2017 concerning Implementation of the Compliance Function in Commercial Banks;
- POJK No. 1/POJK.03/2019 concerning Implementation of the Internal Audit Function in Commercial Banks;
- POJK Regulation No. 37/POJK.03/2019 concerning Transparency and Publication of Bank Reports;
- POJK No. 15/POJK.04/2020 concerning Planning and Implementing General Meeting of Shareholders in Public Companies;
- POJK Regulation No. 16/POJK.04/2020 concerning Implementation of Electronic General Meeting of Shareholders in Public Companies;
- POJK Regulation No. 45/POJK.03/2020 concerning Financial Conglomerates;
- POJK No. 12/POJK.03/2021 concerning Commercial Banks;
- OJK Circular (SEOJK) No. 14/SEOJK.03/2015 concerning Implementation of Integrated Risk Management for Financial Conglomerates;
- SEOJK No. 15/SEOJK.03/2015 concerning Implementation of Integrated Governance for Financial Conglomerates;
- SEOJK No. 32/SEOJK.04/2015 concerning Public Company Governance;
- SEOJK No. 13/SEOJK.03/2017 concerning Implementation of Governance for Commercial Banks;
- SEOJK No. 16/SEOJK.04/2021 concerning Format and Content of Annual Reports for Issuers or Public Companies;
- Memorandum of Understanding for the Integrated Audit Work Unit on the Development of Audit Quality for the BNI Financial Conglomerate;
- BNI Financial Conglomerate Corporate Charter;
- Various GCG implementation guidelines including the Corporate Governance Principles developed by the Organization for Economic Cooperation and Development (OECD), the ASEAN Corporate Governance Scorecard, and the Principles for Enhancing Corporate Governance issued by the Basel Committee on Banking Supervision.

IMPROVING THE QUALITY OF GCG IMPLEMENTATION SUSTAINABILITY

Efforts to improve the quality of GCG implementation can be seen in the following chart



The cycle for improving the quality of GCG implementation at BNI, includes:

1. Determination of GCG Implementation Quality Standards;
2. GCG Implementation;
3. GCG Monitoring;
4. GCG Measurement/Assessment;
5. GCG Implementation and Benchmarking Quality Improvement.

GCG IMPLEMENTATION STANDARDS AT BNI

As a state-owned enterprise or BUMN, GCG implementation standards at BNI refer to the Minister of SOEs Regulation No. PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in SOEs, as amended by State Minister for SOEs Regulation No. PER-09/MBU/2012 concerning Amendments to the Minister of SOEs Regulation No. PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in SOEs, and the Secretary of the Ministry of SOEs Decree No. SK-16/S.MBU/2012 dated June 6, 2012 concerning Indicators/Parameters for Assessment and Evaluation of the Implementation of Good Corporate Governance in SOEs. The GCG implementation standards include:

1. Commitment to the Implementation of Sustainable Good Corporate Governance Aspect;
2. Shareholders and GMS/Capital Owners Aspect;
3. Board of Commissioners/Supervisory Board Aspect;
4. Board of Directors Aspect;
5. Information Disclosure and Transparency Aspect;
6. Other aspects that includes sustainability reporting and the Company's ability to be a benchmark in its field.

In addition, as a business entity whose shares are listed on the Indonesian Stock Exchange and supervised by the Indonesian Financial Services Authority (OJK), BNI's GCG implementation standards also refers to OJK Regulation No. 21/POJK.04/2015 concerning Implementation of Public Company Governance Guidelines, and OJK Regulation No. 55/POJK.03/2016 Concerning Implementation of Governance for Commercial Banks.

To further improve the quality of its GCG implementation, BNI has also researched and aligned itself with the best practices that apply globally, including

1. The principles of Corporate Governance for Stated Owned Companies developed by the Organization for Economic Cooperation and Development (OECD), namely the ASEAN Corporate Governance Scorecard;
2. The Corporate Governance Perception Index (CGPI) organized by The Indonesian Institute for Corporate Governance (IICG). CGPI is a research and ranking program for GCG implementation in Indonesian companies;
3. Principles for Enhancing Corporate Governance issued by the Basel Committee on Banking Supervision; and
4. ESG or Environment, Social, and Governance.
5. The internalization of these laws and regulations and guidelines for national and international standards into BNI's internal policies is a commitment from the Board of Commissioners and Board of Directors as well as all BNI Hi-Movers. This commitment is embodied in the Company's vision, mission and values and is expected to be integrated into the daily behavior of all BNI Hi-Movers.

GCG PRINCIPLES IMPLEMENTATION

The implementation of the Good Corporate Governance principles involves a series of mechanisms or systems that directs and controls BNI in optimizing its value for Shareholders and other stakeholders, based on the prevailing laws and regulations and in accordance with the business ethics values that are upheld by BNI.

With the development of Best Practices in the banking industry and the financial services industry for the implementation of Corporate Governance, as a state-owned bank registered on the capital market, BNI understands that the implementation and development of GCG brings with it enormous benefits. For the GCG implementation and development, BNI already has guidelines for carrying out its business activities that they are always aligned with the goals and needs of each stakeholder.

The Bank's GCG implementation is carried out based on the basic GCG principles of Transparency, Accountability, Responsibility, Independence and Fairness. The application of these principles within BNI has been agreed upon by the Board of Commissioners, Board of Directors, management and all BNI employees so as to create a strong banking structure, increase competitiveness that continues to grow through innovations in running its business.

BNI GCG Principles



The implementation of BNI's GCG principles is explained in the table below.

GCG principles		Application in BNI
Transparency		<ul style="list-style-type: none">The Bank discloses information in a timely, adequate, clear, accurate and comparable manner and can be accessed by stakeholders according to their rights.The Bank discloses information which includes but is not limited to the vision, mission, business objectives, Bank strategy, financial condition, composition and compensation for the management, Controlling Shareholders, executive officers, risk management, internal supervision and control systems, compliance status, systems and implementation of good corporate governance as well as material information and facts that can influence investors' decisions.The principle of openness shall observe provisions on bank secrecy, position secrets and personal rights in accordance with applicable regulations.Bank policies must be written and communicated to stakeholders and those entitled to obtain information about the policy.
Accountability		<ul style="list-style-type: none">The Bank sets business goals and strategies accountable to stakeholders.The Bank establishes a check and balance system in the management of the Bank.The Bank has performance measures for all organizational organs based on agreed measurements and in line with the Company's values (Corporate Culture Values), the Bank's business goals and strategies and has a rewards and punishment system.The Bank must ensure that all of the Bank's organizational organs are competent in accordance with their responsibilities and understand their role in implementing good corporate governance.
Responsibility		<ul style="list-style-type: none">The Bank adheres to prudential bank practices and ensures compliance with applicable regulations.The Bank as a good corporate citizen cares about the environment and carries out social responsibility fairly
Independence		<ul style="list-style-type: none">The Bank avoids unfair domination by any stakeholder and is not affected by unilateral interests and is free from conflicts of interest.The Bank makes decisions objectively and shall be free from any pressure from any party.
Fairness		<ul style="list-style-type: none">The Bank takes into account the interests of all stakeholders by following the principle of equality and fairness (equal treatment).The Bank provides opportunities for all stakeholders to provide input and convey opinions for the Bank's interest as well as open access to information in accordance with the principle of transparency.

BNI GCG IMPLEMENTATION ROADMAP

Year	Activity
2001	BNI is committed to implementing good corporate governance. This commitment was initiated by BNI's Board of Commissioners and Board of Directors with the signing of the Board of Commissioners' and Board of Directors' Collective Decree no. KEP/001/DK and KP/001/DIR dated January 3, 2001 concerning Good Corporate Governance Principles Implementation included in the PT Bank Negara Indonesia (Persero) Tbk Corporate Governance Handbook, as the guidelines for the Board of Commissioners and Board of Directors in governing BNI.
2002	<p>As a part of the commitment to continuously improve the Good Corporate Governance Implementation, BNI carried out the following activities:</p> <ul style="list-style-type: none">Established a Compliance Unit and Anti Money Laundering Unit under the Legal and Compliance Division's responsibility.Established a Remuneration and nomination Committee, with the role and responsibility in preparing work assessment criteria for each member of the Board of Commissioners and Board of Directors and also in assessing the structure, system, and compensation for the Board of Directors and provide recommendations for amendment to the Board of Commissioners if requested.Established an assessment center to improve the process/system for executive officers selectionImproved the banking information system.The Board of Commissioner established an Audit Committee Charter as a guideline for Audit Committee members in performing their duties.
2003	BNI continued to improve its Corporate Governance, in terms of commitment or compliance. All employees are obliged to sign a statement of compliance to the Code of Conduct.

Year	Activity
	<p>One such governance improvement in 2003 involved BNI establishing an executive committee tasked to assist the Board of Director in specific areas, including:</p> <ul style="list-style-type: none">Asset and Liability Committee (ALCO).Risk Management Committee.Credit Policy Committee.Human Resource Committee.Technology Management Committee.
2004	<p>The following were important achievements in the Corporate Governance implementation in 2004:</p> <ul style="list-style-type: none">BNI management approved the establishment of a Good Corporate Governance Committee tasked with assisting the Board of Directors in evaluating and optimizing corporate governance implementation policy effectiveness in BNI.BNI was recognized as one of the top five public companies with good Corporate Governance practices in a survey conducted by Standard and Poor's Governance Services and Corporate Governance and Financial Reporting Center (CGFRC), headquartered in Singapore.Management implemented a Zero Fraud program to foster healthy and responsible banking practices, risk awareness, and supervision of deviating behavior. Through this program, BNI rewards working units that successfully reached zero fraud in their operations, and vice versa, sanctions workings units that fail to prevent fraud.BNI established a Work ethics Team under the Human Capital Committee. This team periodically evaluates the working ethics in BNI. <p>BNI increased stakeholder access to all information that has a material impact to BNI, including quarterly financial reports, annual report information on the use of funds from corporate actions, information that could influence investors' investment decisions, General Meeting of Shareholders' resolutions, and other material events relating to BNI, either through BNI website, reports to OJK, stock exchange, mass media, public exposes, or analyst meetings</p>
2005	BNI's commitment to Corporate Governance improvement was realized by the establishment of a GCG Monitoring implementation unit, based on Board of Director Decree No. KP/174/DIR/R dated April 26, 2005.
2006	Signing of the "Commitment Statement to Implement Good Corporate Governance" by all members of the Board of Director, Board of Commissioners, and Division Heads in the Company Working Meeting, to be followed by all BNI officials at all organization levels and renewed annually.
2007	<p>As follow-up the previous year's "Commitment Statement to Implement Good Corporate Governance", BNI prepared the following GCG programs:</p> <ul style="list-style-type: none">GCG e-learningBoard of Commissioners and Board of Directors Guidelines and Work ProceduresBehavioral Guidelines Book for BNI officials consisting of Working Culture Values and Main Behaviors for BNI officials, known as PRINSIP 46.BNI achieved the title of Trusted Company in the Corporate Governance Perception Index ranking organized by The Indonesian Institute for Corporate Governance (IICG) and SWA magazine.
2008	Concerning the implementation of the know Your Customer Principle and the Money Laundering Crime Law (UU TPPU), the Compliance Division, with the Information Technology Division, developed and continued to improve the integrated system with the iCONS system to identify suspicious financial transactions.
2009	BNI successfully improved its performance leading to an increase in profits of 103% compared to the previous year. This was mainly due to the consistent implementation of GCG by all BNI people.
2010	Launch of an integrated Whistleblowing System (WBS), to increase transparency and ensure all BNI employees understand its implementation. Improvement of the BNI employees' code of conduct, to improve BNI employee quality. BNI participated in the GCG implementation ranking conducted by independent ranking institutions, the Center for Good Corporate Governance of Universitas Gadjah Mada (CGCG UGM), and the Indonesian Institute for Corporate Directorship (IICD).
2011	<p>BNI won a number of awards from national and international institutions. Some of the major awards were included:</p> <ul style="list-style-type: none">Best of The Best Company BUMN 2011Most Admired ASEAN Enterprise Economics Challenges Award 2011Most Trusted Company from The Indonesian Institute for Corporate Governance (IICG)BNI's Corporate information technology Governance was recognized for its reliability with the IT Governance Award given by the Ministry of SOEs.
2012	<ul style="list-style-type: none">Self-assessment results, in accordance with Bank Indonesia provisions, in 2011 and 2012 reflected the stable trend with a composite predicate of Very Good.Establishment of an Anti-Fraud Unit Committee by the Board of Director Decree No. KP/508/DIR/R dated November 9, 2012 concerning the establishment of an Anti-Fraud Unit Committee (KAF). When carrying out its duties and responsibilities, the KAF is assisted by the Ethics Management Unit under the Compliance Division, whose functions include data and reporting liaison with other divisions/units and external parties related to the Anti-Fraud Strategy and database management related to fraud in BNI.

Year	Activity
	BNI won the following awards:
2013	<ul style="list-style-type: none">• Most Trusted Company Based on Investors and Analysts' assessment Survey at the 2013 Good Corporate Governance Awards.• Most Trusted Company Based on Corporate Governance Index (CGPI) at the 2013 Good Corporate Governance Awards.• Award as The Best Bank in Indonesia for Developing Good Corporate Governance (GCG) from the Asiamoney Magazine.
2014	<ul style="list-style-type: none">• BNI continued to improve and update its Corporate Governance.• BNI continued to support the economic and environmental growth by organizing programs kampoeng BNI, PKBL, CSR activities organized by BNI Syariah, and its commitment to the one billion Indonesian Trees (OBIT) program, and has planted more than 7 million trees over the last 7 years.
2015	BNI won an award as: The Best State Owned Enterprise and Top 50 Public Listed Companies at the Good Corporate Governance Award event organized by The Indonesian Institute for Corporate Directorship (IICD).
2016	BNI again won awards: <ul style="list-style-type: none">• The Best State Owned Enterprise and Top 50 Public Listed Companies at the Good Corporate Governance Award event organized by The Indonesian Institute for Corporate Directorship (IICD).• Most Trusted Company Based on the Corporate Governance Index (CGPI) at the Good Corporate Governance Award 2016.
2017	BNI again achieved awards: <ul style="list-style-type: none">• 1st Place in the Listed SOE Financial Category at the Annual Report Award 2016 Event.• The Best State Owned Enterprise and Top 50 Public Listed Companies at the Good Corporate Governance Award event organized by The Indonesian Institute for Corporate Directorship (IICD).• Most Trusted Company Based on Corporate Governance Index (CGPI) at the Good Corporate Governance Award 2017.
2018	BNI again won awards: <ul style="list-style-type: none">• The Best State Owned Enterprise and Top 50 Public Listed Companies at the Good Corporate Governance Award event organized by the Indonesian Institute for Corporate Directorship (IICD).• Most Trusted Based on Corporate Governance Index (CGPI) on Good Corporate Governance.
2019	For BNI's hard efforts to maintain its GCG implementation in accordance with best practices, provisions and standards BNI won: <ul style="list-style-type: none">• The Best State Owned Enterprise and Top 50 Public Listed Companies at the Good Corporate Governance Award event organized by the Indonesian Institute for Corporate Directorship (IICD).• Most Trusted Based on Corporate Governance Index (CGPI) on Good Corporate Governance.• The Best Good Corporate Governance Issuer from the IDX Channel. <p>In addition, BNI also digitized the Board of Directors Meetings and the GCG commitments for all BNI Hi-Movers. In an effort to improve the GCG implementation, the company is also actively cooperating with external institutions IICD to improve the implementation of GCG at BNI.</p>
2020	BNI continued to make improvements and innovations to realize one of BNI's missions "To become a reference for the implementation of compliance and good Corporate Governance for the industry". These efforts received recognition and awards from external and independent parties in the form of: <ul style="list-style-type: none">• Award as "Most Trusted Company" from The Indonesia Institute for Corporate Governance (IICG).• Predicate as a "Very Good" company in GCG implementation based on the ASEAN Corporate Governance Scorecard (ACGS) standard from the Indonesia Institute for Corporate Directorship (IICD).• The Best GRC Overall for Corporate Governance & Performance 2020 (International Trade & Corporate Banking) at the GRC (Governance, Risk & Compliance) and the 2020 Performance Excellence Award event held by Businessweek Indonesia and the CEO Forum.• Rank I Award for the Gratification Control Unit (UPG) in the State-Owned Enterprises (BUMN)/Regional Owned Enterprises (BUMD) Category from the Corruption Eradication Commission (KPK).

Year	Activity
	BNI continued to improve its performance with maintain the GCG implementation and again won awards, as follows: <ul style="list-style-type: none">• Award as "Most Trusted Company" from The Indonesia Institute for Corporate Governance (IICG).• Predicate as a "Very Good" company in GCG implementation based on the ASEAN Corporate Governance Scorecard (ACGS) standard from the Indonesia Institute for Corporate Directorship (IICD).• Won 2nd place in The Best Indonesia GCG Award VI-2021 in the category of Public Company - Bank Buku IV organized by Economic Review.• Achieved 100 points for the implementation of the 2021 Gratification Control Program from KPK.• In addition, to strengthen GCG management, BNI changed its GCG management to be under the coordination of two divisions or work units: the Compliance Division and Corporate Secretary. This is instigated so that the individual and integrated GCG management could be more effective.
2021	<ul style="list-style-type: none">• The Cooperation Agreement (PKS) signing between BNI and the Corruption Eradication Commission concerning the Handling of Complaints in Efforts to Eradicating Corruption Crimes based on PKS No. 67 of 2021, and No. DIR/153 dated March 2, 2021 with the aim of building and improving the integrated complaint handling effectiveness and efficiency both internally and externally by prioritizing confidentiality to optimize the eradication of corruption in the work environment; and• As a form of GCG implementation, management approved the establishment of an Anti-Fraud Unit based on the Board of Directors' Decree No. KP/291/DIR/R dated June 28, 2021 concerning the establishment of an Anti Fraud Unit Organization (SAF) with the aim of improving the implementation of the Anti Fraud Strategy at BNI through prevention, detection, investigation, reporting and sanctions, monitoring and evaluation activities.
	Corporate Governance implementation awards for 2022 included: <ul style="list-style-type: none">• Award as "The Most Trusted Companies" from The Indonesia Institute for Corporate Governance (IICG).• Award as "Leadership in Corporate Governance" from the Indonesian Institute for Corporate Directorship (IICD).
2022	<ul style="list-style-type: none">• Achieved 100 points for the implementation of the 2021 Gratification Control Program from KPK.• Signing of the Integrity Pact by all BNI Hi-Movers as a manifestation of the implementation of AKHLAK, Principle 46 and RACE.• Formation of the ESG Implementation Coordinator Group at BNI based on Decree No. REN/2/173/R dated June 30, 2022, and Appointment of a Consultant to assist the process of preparing the ESG framework, roadmap and Implementation at BNI.

GCG IMPLEMENTATION IN 2022

In 2022, BNI carried out the following programs and activities to improve the quality of its GCG implementation:

JANUARY

- Signed the Integrity Pact as a form of compliance and Good Corporate Governance;
- Displayed and completed the Gratification and Anti-Bribery Declaration for all BNI Hi-Movers;
- Socialized the Gratification and Anti-Bribery theme at Regional Offices;
- Socialized the Compliance Index theme at Regional Offices.

FEBRUARY

- Submitted the position report of December 30, 2021 to the Financial Services Authority:
 - a. Good Corporate Governance Self Assessment (part of Bank's Health Level) on February 4, 2022;
 - b. Integrated Governance Self Assessment on February 15, 2022.
- Socialized the Implementation of APU and PPT, KYC On Board, SAV and WIC theme at Regional Offices;
- Socialized the Introduction to Anti-Fraud Strategy and Lesson Learned Cases for 2021 theme at Regional Offices;
- Conducted Good Corporate Governance (GCG) & Gratification Control Training for new employees/Officer Development Program (ODP);
- BNI Corpu TV Knowledge Supplement with the theme "Internal Violation Prevention and Case Handling".

MARCH

- Workshop with material on Risk Culture Awareness;
- Talk show 2 Decades of APU PPT with the theme "Synergy to Build the Nation: Preventing Crime from Dominating the Nation";
- Good Corporate Governance (GCG) & Gratification Control Training for new employees (ODP);
- BNI Corpu TV Knowledge Supplement with the theme "Fraud as a Problem for Professional Ethics and Integrity";
- Socialized video via reels on KPN BNI's Instagram and WhatsApp Group for employees and leaders with the material "Tax Deposit & Reporting Time Schedule".

APRIL

- Issuance of “CORE” Compliance Reminder with the theme “Consumer Protection”;
- Appeal regarding Acceptance/Giving of Gratification related to Eid al-Fitr 2022 to All Divisions/Units and Regional Offices uploaded via the BNI website and to all stakeholders via Investor Daily;
- Socialized “Information on Customers of Unlicensed Investment Businesses” at Regional Offices;
- Held Good Corporate Governance (GCG) & Gratification Control Training for new employees (ODP).

MAY

- Issuance of “CORE” Compliance Reminder with the theme “Bank Products”;
- Socialized “Whistle Blowing System (WBS) Campaign to Debtor Customers and Business Partners” at Regional Offices;
- Socialized “APU - PPT Material and Gratification Control” to all Regional Office Employees;
- Socialized “Gratification and SMAP” to all Regional Office Employees;
- Held Good Corporate Governance (GCG) & Gratification Control Training for new employees (ODP).

JUNE

- Organized Tree Planting in the 2 Decade APU PPT Movement in Indonesia with the theme “Indonesia Advances Without Money Laundering and Terrorism Funding to Create a Strong, Integrity and Sustainable Financial System” with the Financial Transaction Reporting & Analysis Center (PPATK);
- Posted Tax Reminder through DigiHC for depositing and reporting taxes (PPh and VAT) to all BNI employees.

JULY

- Socialized New CIX Calculations, Submission of e-PP, Awareness of Bank Secrets and Settlement of Fraud at Regional Offices;
- Socialized APU-PPT to participants at the 2022 BUMN Joint Recruitment Program at Regional Offices;
- Submitted the Individual BNI Governance Self Assessment Report for the position as at June 30, 2022 to the Financial Services Authority on July 28, 2022;
- Held Good Corporate Governance (GCG) & Gratification Control Training for new employees (ODP).

AUGUST

- Socialized Updating Compliance Index Parameters with Moving Averages to all staff members at Regional Offices;
- Socialized Lesson Learned, Gratification and APU PPT to participants at all Branch Office staff;
- Submitted the Integrated Governance Self Assessment Report for the position as at June 30, 2022 to the Financial Services Authority on August 15, 2022;
- Held Good Corporate Governance (GCG) & Gratification Control Training for new employees (ODP).

SEPTEMBER

- Held Webinar on the Anti-Bribery Management System (SMAP) for all external parties with sources from PT. Robere Management Indonesia;
- Held Good Corporate Governance (GCG) & Gratification Control Training for new employees (ODP);
- Conducted Mandatory e-learning through BNI Smarter, with material including: Anti Fraud Awareness, APU PPT, Sustainability Finance, Risk Culture and Work Culture;
- Renewed the administrative sanctions for violations in critical activities;
- Held Sharing sessions on the Compliance Function (GCG, Gratification & Anti-Bribery, APU PPT, Compliance Culture) for all Subsidiaries.

OCTOBER

- Issued Compliance Reminder “CORE” with the theme “Leading Limits for Lending and Provision of Large Funds for Commercial Banks” and “Groups of Borrowers”;
- Held Good Corporate Governance (GCG) & Gratification Control Training for new employees (ODP);
- Held Webinar on Anti Fraud Awareness Series “Ethics Enforcement as an Effort to Prevent Violations Leading to Corruption”;
- Held Webinar on Risk Management Refreshment Series “Know Your Employee as Fraud Prevention”.

NOVEMBER

- Held Online training for Batch 4 Bina BNI employees, Administrative Assistants at Head Office with material on Good Corporate Governance, Know Your Customer, Anti-Money Laundering and Prevention of Terrorism Funding;
- Held Benchmark with Employment BPJS on the implementation of Good Corporate Governance (GCG) and Governance, Risk and Compliance (GRC);
- Implemented ISO 37001:2016 SMAP Certification for the 2nd year Surveillance Audit stage for Goods and Services Procurement and Corporate Credit;
- Updated and implemented Mandatory Good Corporate Governance and Gratification e-learning through BNI Smarter.

DECEMBER

- Participated in the 2022 World Anti-Corruption Day (HAKORDIA) Integrity Expo with the theme “Indonesia Recovers Together Against Corruption”;
- Held Focus Group Discussion (FGD) on the Implementation of Governance for Commercial Banks by the Financial Services Authority (OJK);
- Held Special Batch Corporate Governance Leadership Program and ASEAN CG Scorecard;
- Ran Appeals for the prevention of gratification related to Christmas and New Year’s Day in Investor Daily;
- Signing of the Integrity Pact by all BNI Hi-Movers as a form of joint commitment and implementation of the AKHLAK, Principle 36 and RACE programs.

GCG IMPLEMENTATION PLAN FOR 2023

1. BNI’s participation in the Corporate Governance Perception Index (CGPI) ranking program;
2. Fulfill the implementation of the ASEAN Corporate Governance Scorecard (ACGS);
3. Implement the Individual Governance Self Assessment and Integrated Governance Self Assessment (TKT);
4. Implement ISO 37001:2016 Anti-Bribery Management System (SMAP) certification in the scope of Goods and Services Procurement and Corporate Credit;
5. Conduct Evaluation of Good Corporate Governance (GCG) Guidelines;
6. Implement Compliance Index (CIX) in all Divisions;
7. Implement the Fraud Detection System to strengthen the detection of transaction anomalies in Card-Based Payment Instruments (APMK) products;
8. Socialize and raise awareness of Good Corporate Governance (GCG), Governance, Risk and Compliance (GRC), Anti Gratification and Anti Fraud Programs.

MONITORING OF GCG IMPLEMENTATION

PERSON IN CHARGE OF GCG IMPLEMENTATION

The Planning, coordination, monitoring, implementation and evaluation of GCG implementation is managed by the Compliance Division and the Corporate Secretary Division who were appointed by the Board of Directors through Board of Directors Decree No. KP/133/DIR/R dated April 7, 2021.

The monitoring carried out is as follows:

Monitoring Good Corporate Governance Implementation	
1	Optimizing the supervisory function of all employees’ duties and responsibilities, carried out in each unit by their direct supervisors, unit heads, and the Internal Audit.
2	Preparing and monitoring the Key Performance Indicators (KPI). The unit head has an active role in the KPI monitoring process.
3	Branch Performance Reward, a reward given to branch offices after assessing their operations, business and improvement efforts. Application of boom and booster in the operations and business assessments as well as the Compliance Index (CIX) to measure compliance with divisions/units/regions/branches/centers.
4	Know Your Employee (KYE), an effort to closely monitor employees. The direct superiors are required to supervise their subordinates to ensure that fraud does not occur by taking into account any indications that need further attention (irregularities).
5	Monitoring and evaluating the implementation of GCG and Internal Control
6	Encouraging a more consistent implementation of Governance, Risk and Compliance (GRC) at all levels, in the parent and subsidiary companies.

GCG IMPLEMENTATION ASSESSMENT

Each year, BNI carries out a GCG implementation Assessment with the aim of measuring the quality of the implementation of GCG principles. This assessment is carried out to ensure the level of GCG implementation within BNI, and to identify appropriate steps to ensure the Bank’s infrastructure and structure are conducive for the effective implementation of GCG. Therefore, BNI carries out GCG Assessments to determine the level of adequacy of its GCG implementation. GCG assessments are carried out periodically and consistently every year, using Self Assessments in accordance with OJK regulations, and Third Party Assessments, as follows:

SELF ASSESSMENT

The GCG self-assessment in BNI is carried out using parameters that refer to SEOJK No. 13/SEOJK.03/2017 concerning Governance for Commercial Banks, POJK No. 55/POJK.03/2016 concerning Governance for Commercial Banks, POJK No. 21/POJK.04/2015 concerning Implementation of Corporate Governance Guidelines for Public Companies, OJK Circular Letter No. 32/SEOJK.04/2015 concerning Corporate Governance for Public Companies, and POJK No. 4/POJK.03/2016 concerning the Health Level Assessment for Commercial Banks, as well as the Bank Indonesia Regulation concerning the Health Level Assessment for Banks, where one of the Health Level

Rating points refers to a self-assessment on the implementation of Good Corporate Governance (GCG) principles in the Bank. The Self Assessment is conducted periodically every semester, in June and December in the current year.

The GCG assessments are also intended to produce a Governance Rating, a factor in determining the Bank's Health Level. This assessment is carried out on 3 (three) aspects in the Governance system, namely the Governance structure, process and results of 11 (eleven) Governance Implementation Assessment Factors. These three aspects are as follows:

1. Governance Structure

The Governance structure assessment is aimed at assessing the adequacy of Bank's GCG governance structures and infrastructures so that the implementation process produces outcomes that match the expectations of the Bank's stakeholders. Included in the Bank's governance structure is the GMS, the Board of Commissioners, the Board of Directors, and Committees and work units at the Bank. The Bank's governance infrastructure, includes the organizational structure of Bank policies and procedures, management information systems and the main duties and functions of each organizational structure. The Governance Structure is an assessment aspect on the fulfillment of the corporate structure and infrastructure in applying GCG as measured through the governance structures which includes:

- Composition of Shareholders and Company Organs; the structure and function of the person in charge for the GCG implementation; the structure of the person in charge of ethics enforcement; structures responsible for information disclosure; structures in charge of supervision and audit; structures in charge of HC management; the structure of the person in charge of operations/production; the structure of the person in charge of marketing; the structure of the person in charge of finance; the risk management structure, structure in charge of information technology management; structure responsible for stakeholder relations; the structure of the person in charge of the procurement of goods and services; and the structure of the person in charge of change management;
- Fulfillment of Company policies, especially related to enforcing the GCG function in carrying out the Company's operations, includes the guidelines and policies related to GCG, ethics enforcement, information disclosure, supervision and audit as well as compliance, HC management, operations/production, marketing, finance and accounting, risk management, information technology governance, relations with stakeholders.

2. Governance Process

The governance process assessment aims to assess the effectiveness of the process of implementing GCG principles supported by the adequacy of the Bank's governance structure and infrastructure so as to produce outcomes that are in line with the expectations of the Bank's stakeholders. The Governance Process is an assessment aspect on the implementation of company systems and mechanisms in applying GCG as measured by:

- The process of implementing GCG implementation, ethics enforcement, information disclosure, supervision and audit as well as compliance, HC management, operations/production, marketing, finance and accounting, risk management, information technology governance, relations with stakeholders etc; and
- The Corporate governance mechanism including the GCG implementation mechanism and process, ethics enforcement, information disclosure, supervision and audit as well as compliance, HC management, operations/production, marketing, finance and accounting, risk management, information technology management, stakeholder relations etc.

3. Governance Outcome

The Governance Outcome aspect is an assessment on the results of the implementation of the Company's systems and mechanisms in applying GCG as measured through the GCG Implementation Results, including outputs and results of the ethical enforcement of the GCG implementation process, information disclosures, supervision and audit as well as compliance, HC management, operations/production, marketing, finance and accounting, risk management, information technology governance, relations with stakeholders etc. For the GCG implementation evaluation, BNI has conducted an assessment of the GCG implementation through a self-assessment based on OJK Regulation No. 55/POJK.03/2016 concerning Implementation of Governance for Commercial Banks, which measures the implementation of GCG from 11 (eleven) aspects consisting of:

- Board of Commissioners' duties and responsibilities Implementation;
- Board of Directors' duties and responsibilities Implementation;
- Committees' duties completeness and implementation;
- Conflicts of interest Handling;
- Compliance function Implementation;
- Internal audit function Implementation;
- External audit function Implementation;
- Risk management Implementation, including internal control systems;

- Provision of funds to related parties and large exposures;
- Bank's financial and non-financial condition transparency, reports on the implementation of Good Corporate Governance and internal reporting;
- Bank Strategic Plan.

The Bank is required to conduct self-assessments on the GCG implementation in line with OJK regulations. The GCG Self Assessment results for the last 3 (three) years can be seen in the table below:

Description	2022	2021	2020
Composite Score	2	2	2

Assessment Result

In semester I 2022, BNI conducted a self-assessment and submitted it to OJK, with the following assessment results:

GCG Implementation Self Assessment Results for Semester I/June 2022		
Rating	Rating Definition	Trend
2	Showing the Bank's management has implemented a governance that in generally good as reflected in the adequate compliance with the Governance principles. In the event there are weaknesses in the application of the Governance principles, generally these weaknesses are insignificant and can be resolved by normal actions by the Bank's management.	Stable

In semester II 2022, BNI conducted a self-assessment and submitted it to OJK, with the following assessment results:

GCG Implementation Self Assessment Results for Semester II/December 2022		
Rating	Rating Definition	Trend
2	Showing the Bank's management has implemented a governance that in generally good as reflected in the adequate compliance with the Governance principles. In the event there are weaknesses in the application of the Governance principles, generally these weaknesses are insignificant and can be resolved by normal actions by the Bank's management.	Stable

These rankings are based on the following strengths and weaknesses of BNI's GCG implementation in 2022:

1. Strengths of the Corporate Governance implementation

- Governance Structure
 - The completeness of the BNI Governance structure having met the established requirements so as to support the implementation of Governance in every unit in BNI;
 - The implementation of good governance at BNI is also supported by the structure of the Internal Audit, the Enterprise Risk Management Division, and the independent and professional Compliance Division;
 - All BNI Personnel are committed to implementing good governance in BNI, which is manifested in the establishment of BNI's sixth mission, "to become a reference in implementing compliance and good corporate governance for the industry".

b. Governance Process

- In general, the GCG implementation process has been implemented well as reflected in the fulfillment of BNI's obligations as a Bank and Issuer to all BNI stakeholders;
- The decision making process for both business and non-business has been carried out based on the Governance principles so as to increase efficiency and achieve the company's targets;
- The Annual GMS for Fiscal Year 2021 dated March 15, 2022 appointed the Public Accounting Firm of Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC's global network) to audit the Company's Consolidated Financial Statements, Report on the Micro and Small Business Funding Program (PUMK), as well as other reports for Fiscal Year 2022.

c. Governance Outcome

- i) BNI has fully applied the good governance principles when carrying out its business activities at all organizational levels, as reflected in the BNI's CGPI score that increased from 91,60 in 2021 to 91,66 in 2022 with the title "The Most Trusted Company", as well as BNI's ACGS score that increased from 97,32 in 2021 to 106,02 in 2022 with the title "Leadership in Corporate Governance";
- ii) The internal audit function is adequate and has met the stakeholders' expectations (Board of Commissioners), and this is reflected in the implementation of audit programs, active inspections, reports submitted to the Board of Commissioners through the Audit Committee, and their regular encouragement to complete follow-ups;
- iii) Bank BNI submitted a complete Annual Report in accordance with prevailing regulations on time and submitted it to OJK through letter No. KMP/7/0682 dated February 21, 2022.

2. Weaknesses in the Corporate Governance implementation

a. Governance Structure

BNI's Governance structure and infrastructure is fully in place in accordance with prevailing regulations, however, BNI continues to improve the structure and infrastructure by adjusting to business developments/ conditions and prevailing regulations.

b. Governance Process

Overall the governance process has been well implemented in every activity/business and Bank Operations, however for the implementation of the Internal Control System there are still matters that need attention including internal control improvement, fraud prevention, minimizing warnings/fines, as well as automation & digitalization of the credit process to improve loan quality and operations.

c. Governance Outcome

- i) During 2022, sanctions were still being imposed in the form of reprimands or fines by regulators, showing the need for increased risk awareness, and an effective internal control system in all lines of business and operations.
- ii) Based on the results of the Risk Profile position assessment as at December 31, 2022, Credit Risk and Operational Risk were still ranked 3 or Moderate. This shows that the Bank must continue to pay attention to the implementation of risk management for these two risks, as they still need improving.

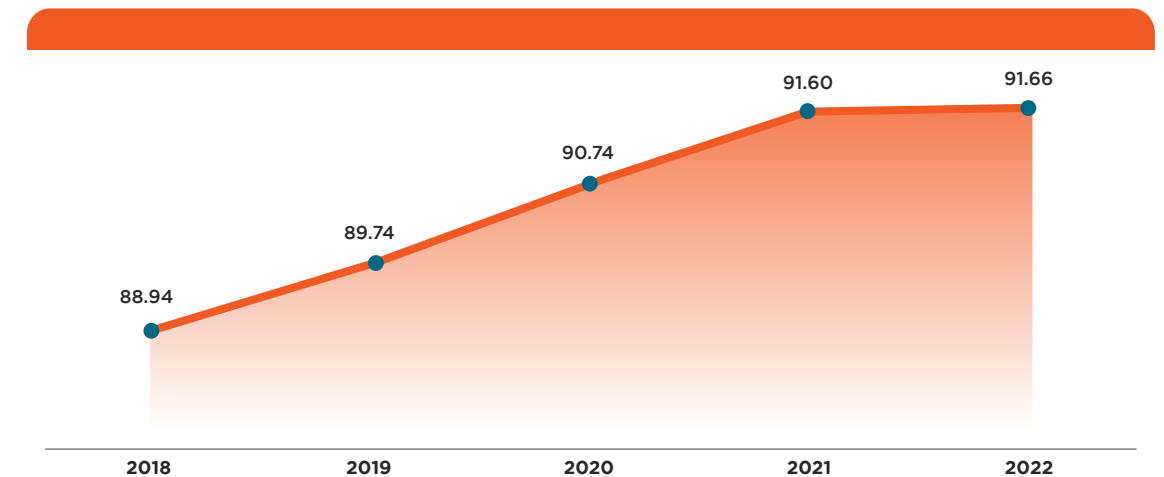
CORPORATE GOVERNANCE PERCEPTION INDEX (CGPI)

In 2022, BNI participated in the Corporate Governance Perception Index (CGPI) organized by The Indonesian Institute for Corporate Governance (IICG) with the aim evaluating GCG implementation at BNI. The evaluation results will become a reference for BNI to improve its GCG implementation in the future.

The 2021 CGPI, carried out in 2022 covered the assessment aspects including governance structure, governance process, and governance outcome.

The CGPI assessment uses the mandatory GCG implementation references and generally accepted best practices as well as an approach with a stakeholder perspective where relationships with all stakeholders are increasingly important in maintaining the Company's business continuity over the long term.

Thus, BNI has completed all the requirements and stages of the CGPI assessment for the Fiscal Year 2021, showing very good results and receiving the title "The Most Trusted Company". The CGPI assessment results for the 2018-2022 Fiscal Years are as follows:



CGPI Assessment Results for Fiscal Years 2018-2022			
Indicator	2022	2021	2020
Governance Structure	25.69	32.48	24.59
Governance Process	35.00	33.20	33.01
Governance Outcome	30.97	25.92	33.14
CGPI Score	91.66	91.60	90.74

The CGPI assessment results by IICG show that the GCG implementation at BNI is showing improved results, as reflected in the results that continues to increase from year to year.

The recommendations received by BNI from CGPI for fiscal year 2021 carried out in 2022 and followed up are as follows:

CGPI Assessment Recommendations and Follow-up		
No	Recommendation	Follow-up
	Governance Structure Aspect	
1	<ul style="list-style-type: none"> BNI needs to optimize the succession policy for members of the Board of Directors and Commissioners by taking into account the internal company talent who are competent, competitive, adaptive and agile in dealing with the dynamics of change so as to support corporate resilience. 	<ul style="list-style-type: none"> To prepare for future leadership regeneration, internally the Company has a program aligned with the Minister of SOEs Regulation. Potential employees included in the Talent Pool will have the opportunity to take part in training programs or activities related to management, business strategy, strategic planning, risk analysis and business potential, operational and financial performance analysis, and other similar programs. To support this, BNI conducts a series of internal Talent selection processes by considering capacity, performance and track record. BNI also has a career development program aimed at encouraging young talent to occupy strategic positions. For employees with superior competence and performance, BNI has prepared a structured capability development and leadership development program.

CGPI Assessment Recommendations and Follow-up

No	Recommendation	Follow-up
	<ul style="list-style-type: none">BNI needs to make regular and careful adjustments to company policies and strategies for every dynamic change that occurs by exploring emerging challenges, managing vulnerabilities, adapting to managing change, and taking opportunities by optimizing potential so that it can achieve its goals based on the best results.	<ul style="list-style-type: none">BNI prepared a Bank Business Plan (RBB) and strategic policies adapted to changing external and internal conditions and challenges that occurred during 2022 to maintain business continuity and resilienceThe Bank's 2023-2025 Business Plan is used as a reference when carrying out BNI's operational activities in the short term in accordance with the Company's Vision, Mission and Directives listed in the 2019-2023 Revision of the Long Term Plan (Corporate Plan).
Governance Process Aspect		
	<ul style="list-style-type: none">BNI needs to optimize all resources to build corporate resilience through programs to strengthen corporate fundamentals and resilience, and integrate them with the corporate group.	<ul style="list-style-type: none">To address challenging conditions and prepare to accelerate future financial performance improvements, BNI has made efforts to change and improve through initiatives carried out in the BNI Corporate Transformation. This transformation is BNI's form of responding to challenges, as well as being an effort to improve in achieving the 2021-2025 Corporate Plan.In the context of efficiency and optimization of IT resources, BNI has carried out a synergy program with Subsidiaries for implementing information technology development by adopting IT Agile and Lean Organizations, thus increasing effectiveness and cost efficiency for providing added value to support service and business activities.
2	<ul style="list-style-type: none">BNI needs to develop and update policies and guidelines for disclosure and transparency of company information, especially concerning the use of electronic social media with reference to developments in applicable regulations and guidelines.	<ul style="list-style-type: none">BNI already has a policy for disclosure and transparency of Company information in accordance with applicable regulatory provisions, and has uploaded it to the IDX and OJK Electronic Reporting systems, the BNI website, or through BNI's media channels, which are always updated.
	<ul style="list-style-type: none">BNI needs to optimize the a comprehensive risk culture throughout the corporate group so that it can become a strong foundation for optimizing potential and achieving good performance and sustainable business growth.	<ul style="list-style-type: none">BNI strives to implement a risk culture as a whole, including in its Subsidiaries (BNI Group). One of these efforts involves implementing a risk culture that BNI has socialized through sharing sessions and reviews on the application of a risk culture so as to increase employee awareness of risk.Individual and conglomerate Risk Maturity Index (RMI) assessments have been carried out, accompanied by recommendations and a roadmap for future improvements.
	<ul style="list-style-type: none">BNI needs to optimize the ESG (Environmental, Social, and Governance) concept, integrated into all business lines and consolidated throughout the corporate group so as to provide sustainable added value.	<p>BNI has implemented an integrated ESG (Environmental, Social, and Governance) concept through the following:</p> <ul style="list-style-type: none">Implemented the 2022 Sustainable Finance Action Plan (RAKB).ESG infrastructure strengthening project with ESG companion consultant, PT Surveyor Indonesia.Increased employee awareness and understanding of ESG aspects.Strengthened the Risk Acceptance Criteria (RAC) by takes into account ESG aspects in 4 main sectors, namely Palm Oil Plantations, Mining, Construction and Electricity/Energy.

CGPI Assessment Recommendations and Follow-up

No	Recommendation	Follow-up
	<ul style="list-style-type: none">BNI needs to optimize the company's digital capabilities policies, strategies and programs to support efficient business development and sustainable business growth, and make the company a major part of the digital ecosystem.	<ul style="list-style-type: none">BNI has increased the Company's digital capabilities by increasing the capabilities of solutions, infrastructure, security, and has conducted assessment processes using international frameworks related to IT Maturity (Cobit 5 and Cobit 2019), Cybersecurity (ISO 27001), and is constantly adopting new technologies including AI, Cloud, Robotic Process Automation, Big Data etc.), as well as has a digital business strategy that makes BNI a major part of the digital ecosystem, as well as Open Banking & Partnership.
Governance Outcome Aspect		
	<ul style="list-style-type: none">BNI needs to increase the amount of dividends proportionally and consistently for all shareholders.	<ul style="list-style-type: none">BNI consistently reviews dividend policies so they are aligned with profitability, business plans and capital on an ongoing basis and the Company has achieved a good level of capital adequacy to anticipate future economic volatility
3	<ul style="list-style-type: none">BNI needs to foster a culture of resilience with the ability to quickly adapt and respond to change and manage challenges so that they become opportunities to compete.	<ul style="list-style-type: none">BNI has fostered a work culture by carrying out the Culture Transformation process, as well as activated the theme of the RACE cultural program that focuses on Risk Culture, Agility, Collaboration and Execution Oriented.BNI Corporate Culture with an internalization program based on AKHLAK core values (Trustworthy, Competent, Harmonious, Loyal, Adaptive and Collaborative) and RACE business values (Risk Culture, Agile, Collaborative and Execution Oriented) that were instigated to improve service quality to customers, respond to the needs of the community, as well as strengthen BNI's vision in international and digital banking.
	<ul style="list-style-type: none">BNI needs to develop a culture of AKHLAK values aligned with the Company's vision, mission and DNA to achieve the established strategic goals.	<ul style="list-style-type: none">Strengthening AKHLAK as BNI's Core Values is aligned with the BNI PRINSIP46 belief through work culture thematic programs for each value to be applied in all BNI Units. Furthermore, internalization has been strengthened by activating RACE Champion as a Change Agent who actively disseminated an understanding of BNI's values and work culture programs in each unit throughout BNI.

ASEAN CORPORATE GOVERNANCE SCORECARD (ACGS)

BNI continues to implement GCG in accordance with the standards implemented by the ASEAN Corporate Governance Scorecard, one of the initiatives of the ASEAN Capital Market Forum, to improve the corporate governance standards and practices in public companies in ASEAN , to enhance the global viability for ASEAN listed public companies with good corporate governance, and to demonstrate to the global community that ACGS participating companies are good places to invest.

The ASEAN CG Scorecard uses parameters based on corporate governance principles issued by The Organization for Economic Cooperation and Development (OECD) as follows:

1. Shareholders Rights;
2. Equal Treatment of Shareholders;
3. The Role of Stakeholders;
4. Disclosure and Transparency; and
5. Responsibilities of the Board of Commissioners.

The ASEAN CG Scorecard assessment results for 2022 show that the Company’s overall weighted score was 106.02 points with a predicate of “Leadership in Corporate Governance” or Level 5. This shows that the practices carried out by BNI as a whole have adopted international standards.

No	Assessment Component	Fiscal Year 2022	Fiscal Year 2021
1	Shareholders Rights	9.05	9.52
2	Equal Treatment of Shareholders	9.29	6.67
3	The Role of Stakeholders	15.00	13.85
4	Disclosure and Transparency	23.44	22.66
5	Responsibilities of the Board of Commissioners	36.25	35.63
6	Bonus	15	11
7	Penalty	(2)	(2)
Total Score		106.03 (Leadership in Corporate Governance)	97.33 (Very Good)

For the BNI 2022 ASEAN CG Scorecard assessment, there were several recommendations for future improvements. These recommendations included:

No	Recommendation	Follow-up
1	The Company is expected to not only disclose information concerning the number of questions that occurred during the AGMS, but is also expected to provide details concerning the questions and answers to these questions, both in the Minutes or Summary of Minutes of the AGMS results that are easily accessible to the public.	Follow-up recommendations will be implemented by the next AGMS.
2	The Company is expected to be able to announce the results of the AGMS to the public as soon as possible within 1 working day. In order for the announcement of the AGMS results to be carried out immediately, the Company can use the website (while still informing the date or time of uploading the information).	Follow-up recommendations will be implemented by the next AGMS.
3	Identify and disclose the identity or names of the external auditor who will be appointed to audit the current period's financial statements. For the identity or name of the external auditor, what is meant here is the name of a person, not the name of the KAP.	Disclosures to be made in the publication of summons or other AGMS documents by the next AGMS.
4	Apart from ensuring the fulfillment of the required practices, the Company must also ensure that the value of other non-audit services cannot exceed the value of the audit services paid by the Company to a third party (KAP or External Auditor).	The cost of other non-audit services in 2022 does not exceed the cost of the audit services paid by the company to third parties (KAP or External Auditor).
5	Regarding the audit committee, it is recommended to add a role or function, which is not only recommending the appointment of an external auditor, but also providing recommendations for the dismissal of the Company's external auditor. The roles or functions should be clearly stated or defined in the audit committee charter.	Has become part of the Audit Committee duties and responsibilities as stated in the Audit Committee documents
6	The Company needs to encourage members of the Board of Commissioners to attend at least 75% of the total meetings held during a year, or needs to consider developing a policy that sets a minimum level of attendance of members of the Board of Commissioners meetings (minimum 75% of the total board meetings held in a year).	The overall attendance rate for each member of the Board of Commissioners in 2022 reached more than 75% of the total Board of Commissioners and Board of Directors meetings held in 2022
7	Formulate a remuneration policy by setting measurable standards that link the Board of Directors performance with the long-term interests of the Company, such as claw back provisions, rewards or deferred bonuses using measurements, such as ROE, Cumulative Free Cash Flow, Operating Profit or others. In Indonesia, banking is regulated in POJK 45/2015.	In 2022, the Remuneration policy for Board of Directors, Board of Commissioners and Employees has considered measurable standards that link the Board of Directors performance with the long-term interests of the company, such as claw back provision, rewards or deferred bonuses

No	Recommendation	Follow-up
8	The Company is also advised to conduct an annual assessment of each the Board of Commissioners individually (not only collegially assessing the performance of the Board of Commissioners) and disclose the process carried out during the performance appraisal, as well as the criteria used in the performance appraisal.	<p>In an effort to continue to ensure the Board of Commissioners performance achievement as part of the Good Corporate Governance implementation, the Board of Commissioners has prepared an annual work plan for the Board of Commissioners, as an integral part of the Company's Work Plan and Budget (RKAP). The Board of Commissioners then conducts a collegial performance appraisal to assess the Board of Commissioners performance in the Fiscal Year using the self-assessment method.</p> <p>Collegial performance evaluations are carried out by measuring the achievement of the Board of Commissioners Annual collegial Key Performance Indicators (KPI), which have been prepared and determined at the beginning of the year.</p>

IMPROVING THE QUALITY OF GOVERNANCE IMPLEMENTATION

STRATEGIC INITIATIVE TO STRENGTHEN GCG IMPLEMENTATION

The Bank continues to make efforts to improve the quality of GCG implementation on an ongoing basis by continuing to create, develop and improve itself so that the Bank's GCG implementation is in line with GCG principles.

The Bank has developed a Roadmap as a reference in supporting the GCG practices. BNI evaluates the Corporate Governance implementation on an ongoing basis, so that the Corporate Governance implementation will always experience improvement. In an effort to increase GCG implementation, BNI has instigated the following strategies:

1. Reviewing the Corporate Governance guidelines/policies for BNI and the BNI financial conglomerate to comply with regulatory provisions, guidelines and the latest best practices.
2. Developing new Corporate Governance implementation initiatives, including updating provisions, and GCG campaign programs, etc;
3. Improving the quality of GCG implementation, through the Compliance Index including the calculation method, the Gratification Control Program and the Anti-Bribery Management System (SMAP), and implementing a Governance, Risk and Compliance (GRC) Forum in all Units, monitoring Key Performance Indicators (KPI) and Know Your Employee (KYE), and boom and booster implementation in operational and business assessments;
4. BNI's participating in GCG assessments by independent external parties, including IICG and ACGS, as a means to strengthening GCG implementation at BNI;
5. Facilitating External Complaints regarding GCG to encourage BNI Hi-Movers cultural awareness to always behave in accordance with GCG principles, by providing a Whistleblowing System (WBS) reporting facilities, through websites, telephone, email, letters, SMS/Whatsapp for the general public (public) to submit grievances and complaints on violations of Corporate Governance committed by BNI employees. BNI also provides security protection for WBS reporters while still paying attention to the principle of confidentiality and related provisions that apply at BNI.

Complaints or grievances received through BNI's WBS channel can be used as material for review/ input and evaluation by BNI to make continuous improvements and improve the quality of GCG implementation at BNI to suppress acts of irregularities or violation of GCG principles by BNI employees.

AWARENESS

GCG Socialization and Internalization

During 2022, GCG socialization was carried out at the Head Office and Regional Offices and Subsidiaries. The socialization included presentations on GCG principles, examples of implementation, the latest provisions related to GCG, including socialization to new BNI employees (ODP and Bina), through knowledge supplement webinars (Anti-Bribery Management System, Anti-Fraud Awareness Series, AKHLAK Series, RACE Talks Series, ESG Trends & Market Outlook). Through this socialization, it is hoped that BNI Hi-Movers will have a shared determination and commitment to realize GCG implementation at BNI.

New Employee Induction Program

New employees are the future BNI Hi-Movers who will learn, grow and develop at BNI. As newcomers, instilling the corporate values is essential, as this program will instill the GCG values and Code of Conduct to be followed during the course of their career path at BNI.

Internalisation

For BNI, Corporate Culture is a system that can play a role in developing attitudes that will shape the personality of each individual in the Company, with a set of attitudes forming the interactions between individuals, with integrity that will bring out the character that exists in the Company. Internalization of Corporate Culture including the application of the Corporate Governance principles at BNI is carried out through various tools, which facilitate the process of adopting values that can later be applied in carrying out daily work. The tools used include:

1. Reading Prinsip 46 and the BNI Code of Conduct on every quality day in each unit and at the morning briefing;
2. Self-education methods through GCG e-learning and DEEP 46 (Daily Exercise Employee Program) through BNI Smarter and DigiHC that provide easy GCG learning for BNI Hi-Movers;
3. Online training and webinars with speakers involving internal and external professionals, including:
 - a. Operational Risk Training;
 - b. Execution Discipline Cultural Brevet;
 - c. International Banking Literacy Training.

4. Distribution and installation of anti-gratification and GCG enforcement posters and e-leaflets in each unit, BNI Forum, and through the website so that employees can be aware at any time;
5. Easy access to the Code of Ethics and Corporate Culture through the BNI website, which can be accessed anytime and anywhere;
6. Anti Gratification and Anti Fraud Commitments conveyed by the Board of Directors via video;
7. Learning modules in various formats such as e-books, podcasts, bite size video learning, and gamification; and
8. BNI Learning Wallet (BLW), the freedom to determine learning through individual learning budgets.

Externalization

GCG externalization is closely related to the transparency and fairness principles, whereby the transparency principle means to always observe the Bank secrecy provisions and position secrets and treat stakeholders and the public in a fair and equal manner. BNI delivers GCG externalization to stakeholders and the wider community through the following:

1. GMS

The GMS is a communication media for stakeholders to the Company and is an embodiment of the GCG principles implementation, as in the GMS the Company's Management explains their responsibilities in many aspects. A more detailed explanation of the GMS can be seen in the GMS Section in the Corporate Governance Chapter of this Annual Report. Shareholders' Rights and Ownership rights are always protected and facilitated, and in BNI Shareholders' rights are implemented through dividend payments, the right to ask questions at the GMS, the right to obtain information, and the right to approve/disapprove GMS resolutions through a sound card given at the GMS.
2. Disclosure and Transparency

As a form of the transparency pillar in the GCG principles, BNI continues to provide information disclosure to stakeholders and the wider community through various means including the Annual Report, BNI website, mass media, Electronic Reporting System portal for IDX Issuers, and to regulators through hardcopy or electronic reporting facilities. Given BNI's status as an issuer, this information disclosure is considered very important as a medium of communication as a transparent company. Information disclosure is carried out based on the prevailing capital market regulations.

3. Equal Treatment

All BNI Shareholders including Minority Shareholders and Foreign Shareholders are treated equally. All Shareholders are given the same opportunity to obtain information. This treatment is applied at BNI by providing information on Corporate Actions, and other information disclosure as stipulated in the capital market regulations. Everyone is given the same opportunity to gain information and submit criticisms/suggestions to the Bank. Information, criticism and/or suggestions can be reported through the BNI website and BNI Call 1500046 service.

4. Building a Positive Image of the Bank

Sound GCG practices by all internal parties and stakeholders improves the Company's image in the wider public over the long term so that trust in the Company can be maintained. In the digital era, BNI looks to use different tools to enhance the Company's positive image through different media including print media (newspapers, tabloids, magazines), electronic media (radio and television) and cyber media (website, twitter, instagram, email, etc. news portals, facebook, blogs and other social media). The use of media to support GCG practices is carried out to disseminate anti-fraud, WBS, GCG awareness, including appeals not to give gifts in any form that can be categorized as gratuities/bribes but are not limited to religious holidays.

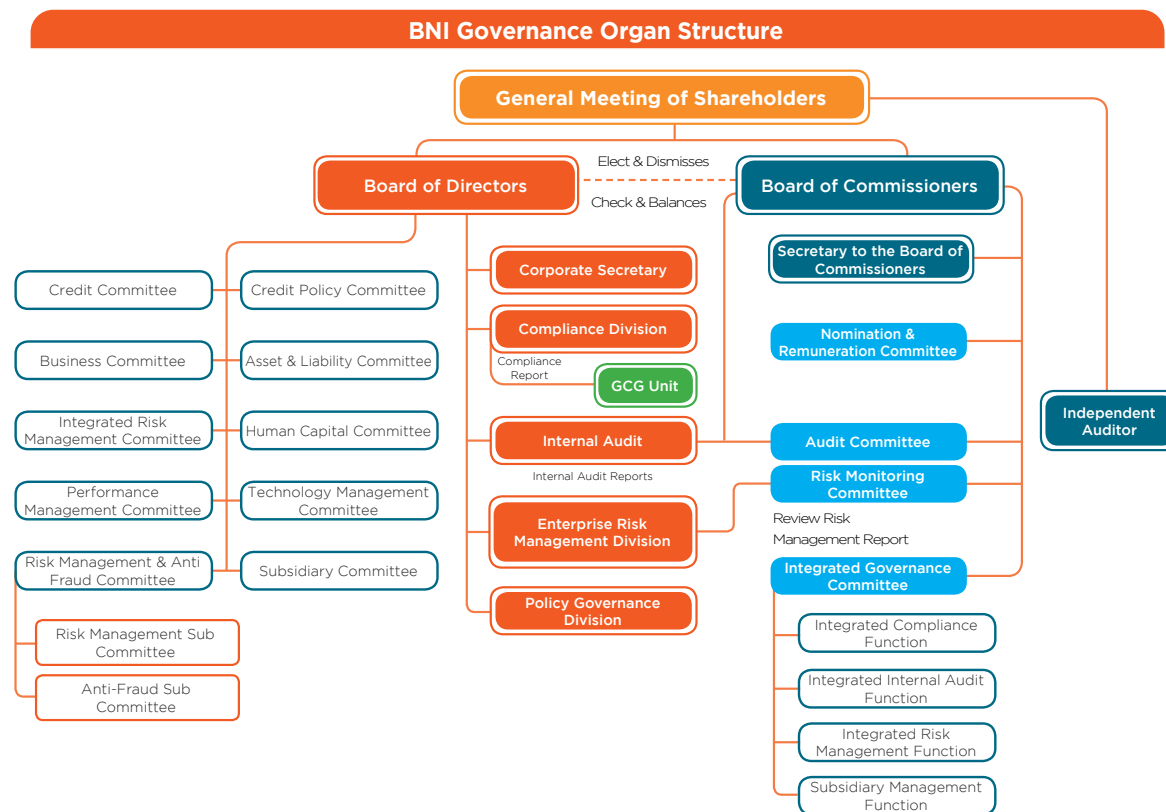
CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

BNI GOVERNANCE ORGAN STRUCTURE

BNI's governance structure consists of three main organs, the General Meeting of Shareholders (GMS), Board of Commissioners and Board of Directors, as well as supporting organs including committees below the Board of Commissioners, Committees below the Board of Directors, Risk Management Work Unit, Internal Audit Work Unit, Compliance Unit, Policy Governance Division and Corporate Secretary.

Each Bank organ plays an important role in implementing effective GCG with the obligation to carry out their functions in accordance with the provisions in the Bank's Articles of Association, with the aim of improving performance, protecting stakeholder expectations, and increasing compliance with prevailing laws and regulations.

For BNI, the GCG implementation and development for the Bank and its Subsidiaries is important in maintaining the Company's business continuity. By following these principles, BNI believes that it can increase its contribution and encourage sustainable growth.



BNI GOVERNANCE INFRASTRUCTURE

GCG implementation carried out by the Bank's organs is supported by various policies/guidelines referred to as the GCG infrastructure. BNI's GCG infrastructure includes:

1. The Company Articles of Association No. 23 dated April 20, 2021 as received and recorded in the Republic of Indonesia Ministry of Law and Human Rights Legal Entity Administration System through No. AHU-AH.01.03-0264697 Year 2021 dated April 26, 2021. The Articles of Association can be accessed and downloaded on the Company's website: <https://www.bni.co.id/id-id/perseroan/tata-kelola/anggaran-dasar-bni>;
2. BNI's Code of Ethics as the BNI Hi-Movers Code of Conduct. The code of conduct can be accessed and downloaded on the Company's website through: <https://www.bni.co.id/id-id/perseroan/tata-kelola/kode-etik>;
3. Board of Commissioners updated Board Manual, as validated by Board of Commissioners' Decision Letter No. KEP/0049/ DK/2017 dated October 26, 2017. These guidelines can be accessed and downloaded on the Company's website through: <https://www.bni.co.id/id-id/perseroan/tata-kelola/pedoman-dan-tata-tertib>;
4. Board of Directors updated Board Manual, as validated by Board of Directors' Decisions Letter No. KP/228/DIR/R dated June 29, 2018. These guidelines can be accessed and downloaded on the Company's website through: <https://www.bni.co.id/id-id/perseroan/tata-kelola/pedoman-dan-tata-tertib>;
5. Audit Committee Charter and Audit Committee Code of Ethics, approved by the Board of Commissioners through the Board of Commissioners Decree No. KEP/007/DK/2021 dated April 15, 2021. The charter can be accessed and downloaded on the Company's website through: <https://www.bni.co.id/id-id/perseroan/tata-kelola/komite-dewan-komisaris>;
6. The Risk Monitoring Committee Charter, approved by the Board of Commissioners through the Board of Commissioners Decree No. KEP/007/DK/2022 dated June 2, 2022. The Charter can be accessed and downloaded on the Company's website through: <https://www.bni.co.id/id-id/perseroan/tata-kelola/komite-dewan-komisaris>;
7. The Remuneration and Nomination Committee Charter, approved by the Board of Commissioners Decree No. KEP/006/DK/2022 dated June 2, 2022. The Charter can be accessed and downloaded on the Company's website through: <https://www.bni.co.id/id-id/perseroan/tata-kelola/komite-dewan-komisaris>;
8. The Integrated Governance Committee Charter, approved by the Board of Commissioners through BNI Board of Commissioners Decree No. KEP/005/ DK/2022 dated June 2, 2022. The Charter can be accessed and downloaded on the Company's website through: <https://www.bni.co.id/id-id/perseroan/tata-kelola/komite-dewan-komisaris>;
9. Corporate Governance Handbook (Implementation of Good Corporate Governance Principles). These principles can be accessed and downloaded on the Company's website through: <https://www.bni.co.id/id-id/perseroan/tata-kelola/panduan-kebijakan>;
10. Updating the Integrated Governance Guidelines for the BNI Financial Conglomerate, approved through Board of Commissioners No. DK/221 December 29, 2022 and approved through Board of Directors No. DIR/1179 dated December 22, 2022. These guidelines can be accessed and downloaded on the Company's website through: <https://www.bni.co.id/id-id/perseroan/tata-kelola/pedoman-dan-tata-tertib>;
11. Integrated Risk Management General Policy as approved by the Board of Commissioners through the Board of Commissioners Letter No. DK/26 dated February 24, 2021 and stated in e-PP No. IN/787/ERM/005 dated September 06, 2022;
12. The updated Internal Audit Charter, through the BNI Board of Directors Decree No. KP/139/DIR/R dated April 14, 2021. The charter can be accessed and downloaded on the Company's website through: <https://www.bni.co.id/id-id/perseroan/tata-kelola/pedoman-dan-tata-tertib>;
13. Conflict of Interest Guidelines as outlined in the Online Company Guidelines (ePP) No. IN/13/KPN/002 dated January 3, 2023;
14. Corporate Secretary Guidelines, approved by the Board of Directors Decree No. KP/356/DIR/R dated September 2, 2016;
15. Company Guidelines for Prohibited and Non-Prohibited Securities Transactions for Insiders, as outlined in the Online Company Guidelines (ePP) No. IN/500/KMP/001 dated September 23, 2019;
16. Anti-Money Laundering and Combating the Financing of Terrorism (APU-PPT) Company Guidelines, as outlined in the Online Company Guidelines (e-PP) No. IN/10/KPN/002 dated January 5, 2021;
17. Procurement Company Guidelines, as outlined in the Online Company Guidelines (ePP) No. IN/911/PGV/013 dated October 20, 2022;
18. Corporate Compliance Guidelines, as outlined in the Online Company Guidelines (e-PP) No. IN/963/KPN/002 dated December 14, 2021;
19. Whistleblowing System Guidelines, as outlined in the Online Company Guidelines (e-PP) No. IN/604/KPN/003 dated October 16, 2020;
20. Anti-Fraud Strategy Guidelines, as outlined in the Online Company Guidelines (e-PP) No. IN/283/KPN/003 dated May 18, 2020;
21. Anti-Bribery Management System Guidelines, as outlined in the Online Company Guidelines (e-PP) No. IN/725/KPN/003 dated September 24, 2021;
22. Gratification Control Guidelines, as outlined in the Online Company Guidelines (e-PP) No. IN/726/KPN/002 dated September 24, 2021;
23. Company Guidelines for Investor Relations Activities, as outlined in the Online Company Guidelines (e-PP) No. IN/41/KMP/001 dated January 26, 2015;
24. Strategic Planning Company Guidelines: Bank Business Plans, as outlined in the Online Company Guidelines (e-PP) No. IN/401/REN/002 dated August 30, 2017;

25. Company Guidelines for Quality Management of Published Financial Reports, as outlined in Online Company Guidelines (e-PP) No. IN/749/PKU/002 dated September 28, 2021;
26. GCG Monitoring Activities and Self-Assessment Reports Guidelines contained in e-PP No. IN/462/KMP/001 dated October 22, 2015;
27. For the Asset & Liability Committee (ALCO) Work Guidelines, approved by the Board of Directors through the Board of Directors Decree No. KP/437/DIR/DIR/R dated September 22, 2021 concerning Structuring the Asset & Liability Committee (ALCO);
28. Work Guidelines for the Risk Management & Anti-Fraud Capital Committee, approved by the Board of Directors through the Board of Directors Decree No. KP/484/DIR/DIR/R dated October 26, 2021 concerning Structuring the Risk Management and Anti-Fraud Committee;
29. Performance Management Committee Guidelines, approved by the Board of Directors through the Board of Directors Decree No. KP/353/DIR/R dated June 21, 2017 concerning the BNI Performance Management Committee (PMC);
30. Business Committee Guidelines (KBI), approved by the Board of Directors through Board of Directors Decree No. KP/439/DIR/R dated October 27, 2022 concerning the Arrangement of the Business Committee (KBI);
31. Technology Management Committee Guidelines, approved by the Board of Directors through Board of Directors Decree No. KP/364/DIR/R dated August 13, 2021 concerning Arrangement of the Technology Management Committee.

GOOD CORPORATE GOVERNANCE MECHANISM

The Good Corporate Governance mechanism includes the Governance principles implementation process, supported by the Bank's governance structure and infrastructure adequacy, to produce outcomes in line with stakeholder expectations. For Governance implementation, it is not enough just to rely on the governance structure pillars, it also requires a clear soft structure in the mechanism process. The process of implementing corporate governance is inherent in the corporate governance structure as seen in the Bank's Governance Organizational Structure.



GENERAL MEETING OF SHAREHOLDERS



The General Meeting of Shareholders (GMS) is the highest Company corporate governance organ with authorities not given to the Board of Directors or the Board of Commissioners within the limits specified in the Limited Liability Company Law and/or the Company's Articles of Association. The GMS is a forum for Shareholders to exercise their rights by expressing opinions and obtaining Company information so long as it is related to the meeting agenda, and does not conflict with the Company interests, and pays attention to the provisions of the Company's Articles of Association and laws and regulations. Decisions taken at the GMS are based on the interests of the Bank, and are carried out fairly and transparently.

BNI GMS are held with reference to the following provisions:

1. 2003 Law No. 19 concerning State-owned enterprises;
2. 2007 Law No. 40 concerning Limited Liability Companies;

3. OJK Regulation No. 15/POJK.04/2020 concerning Planning and Implementing General Meeting of Shareholders in Public Companies;
4. OJK Regulation No. 16/POJK.04/2020 concerning Electronic Implementation of the General Meeting of Shareholders in Public Companies;
5. PT Kustodian Sentral Efek Indonesia Board of Directors Decree No. KEP-0016/DIR/KSEI/0420 of 2020 concerning Implementation of the KSEI electronic General Meeting System (eASY.KSEI) Facility as an Electronic Authorization Mechanism in the Process of Organizing a GMS for Securities Issuers who are Public Companies and whose shares are kept in KSEI Collective Custody; and
6. Company's Articles of Association.

SHAREHOLDERS

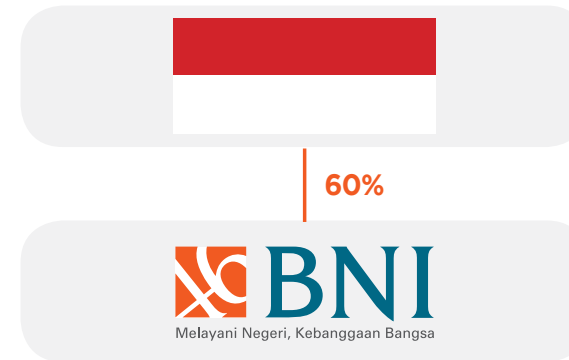
In the Company's Articles of Association, what is meant by "Shareholders" are Series A Dwiwarna shareholders, Series B shareholders and Series C shareholders, unless expressly stated otherwise. The Company shares consist of:

1. Series A Dwiwarna shares that can only be owned by the Republic of Indonesia; and

2. Series B and C Series shares as ordinary shares that can be owned by the Republic of Indonesia and the public.

INFORMATION ON MAJORITY AND CONTROLLING SHAREHOLDERS

The Republic of Indonesia is a Series A Dwiwarna shareholder and is the majority and controlling shareholder of BNI with 60% share ownership. So that there are no Majority Shareholders and Individual Controllers.



EQUAL TREATMENT POLICY FOR ALL SHAREHOLDERS

BNI always provides equal treatment and opportunities for all Shareholders, including Minority Shareholders and Foreign Shareholders. When making timely and accurate disclosures, BNI does this by looking at all material aspects of the Company, including the Company's financial situation, performance, ownership and governance (the 2022 Information Disclosure List has been disclosed in the Corporate Secretary discussion).

BNI protects the rights of Shareholders as referred to in the Capital Market provisions. The rights of stakeholders must be recognized in accordance with applicable laws and regulations, and active cooperation between the Bank and stakeholders must be developed in a joint effort to create wealth, jobs and the sustainability of the Bank.

SHAREHOLDERS' RIGHTS, AUTHORITIES AND RESPONSIBILITIES

So long as the Articles of Association do not stipulate otherwise, Series A Dwiwarna shareholders, Series B shareholders and Series C shareholders have the same rights and for every 1 (one) share, are given 1 (one) voting right.

In accordance with the Company's Articles of Association, Series A Dwiwarna shares are shares that are specially owned by the Republic of Indonesia, which grants the holders special rights as holders of Series A Dwiwarna shares.

The Shareholders' rights, authorities and responsibilities include:

1. The right to request the Company holds a GMS;
2. The right to agree at the GMS on the following matters:
 - a. Approval for amendments to the Articles of Association;
 - b. Approval for changes in Capital;
 - c. Approval for the appointment and dismissal of members of the Board of Directors and Board of Commissioners;
 - d. Approval for mergers, consolidations, acquisition, splits and dissolutions;
 - e. Approval for remuneration for members of the Board of Directors and Board of Commissioners;
 - f. Approval for the transfer of assets based on the Articles of Association, requiring the approval of the GMS;
 - g. Approval for participation and reduction in the percentage of equity participation in other companies based on the Articles of Association, requiring the approval of the GMS;
 - h. Approval for the use of profits;
 - i. Approval for non-operational investment and long-term financing based on the Articles of Association, requiring the approval of the GMS;
 - j. Approval of the Annual Report and Ratification of the Company's Consolidated Financial Statements; and
 - k. Approval of the Board Supervision Report.
3. The right to propose Candidates for Members of the Board of Directors and Candidates for Members of the Board of Commissioners;
4. The right to propose GMS agenda; and
5. The right to request and access company data and documents in which the mechanism to use such rights is in accordance with the provisions in the Articles of Association and laws and regulations.

As well as other matters as stipulated in the Company's Articles of Association. The Company's Articles of Association regulates the privileges of Series A Dwiwarna Shareholders.

SHAREHOLDER RELATIONSHIP POLICY

To maximize the Company value through the implementation of good governance principles, especially for the transparency aspect, BNI strives to ensure transparency of Company financial and non-financial information, in a fair and timely manner to all shareholders, including minority shareholders and foreign shareholders.

To realize such information transparency, the Corporate Secretary plays an active role in the implementation of the bank's information disclosure to shareholders as stipulated in Article 5 of OJK Regulation No. 35/POJK.04/2014 concerning Corporate Secretary of Issuers or Public Companies; the Corporate Secretary serves as a liaison between the Bank and shareholders, including OJK and other stakeholders.

As well as complying with the OJK provisions, in order to foster intensive, systematic, and planned Shareholder relationships, the Bank has internal Company policies as stipulated in Company Regulation No. IN/794/KMP/001 dated December 23, 2014.

SHAREHOLDERS ACCESS TO INFORMATION

BNI provides access to Company information, and presents relevant information in a timely manner, enabling Shareholders to exercise their rights and responsibilities. For access to information provided by the Company, includes:

Information Access for Shareholders	
Media	Explanation
GMS	Media for delivering reports and information to enable shareholders to participate in decision making
Print Media	Print media through national and international news/newspapers, magazines, etc. to convey the latest information about the Company.
Electronic Media	Electronic media through national and international news TV, radio, news portals, etc. to convey the latest information about the Company.
Social Media	<ul style="list-style-type: none"> Twitter: @bni Facebook: BNI Youtube channel: BNI - Bank Negara Indonesia Instagram: @bni46
Website	Company (www.bni.co.id) IDX (www.idx.co.id) KSEI (www.ksei.co.id)

GMS IMPLEMENTATION

DATE AND VENUE OF THE GMS

GMS consists of Annual GMS and other GMS. Public Companies are required to hold an Annual GMS no later than 6 (six) months after the fiscal year end, or under certain conditions OJK may set another time. A Public Company may hold other GMS at any time as needed for the interests of the Public Company. In accordance with the provisions, the GMS must be held in the territory of the Republic of Indonesia. The location for holding the GMS must be:

1. At the domicile of the Public Company;
2. Where the Public Company conducts its main business activities;
3. In the Provincial Capital where the Public Company is located or where it conducts its main business activities; or
4. The Province where the stock exchange is located and where the shares of the Public Company are listed.

During 2022, BNI held 2 (two) GMS, the Annual GMS and an Extraordinary GMS as explained below:

No.	GMS	Day/Date, Time, and Place of Execution	Agenda
1	Annual GMS	Day/Date : Tuesday, March 15 2022 Time: 14.00 until finished Place: Ballroom-Menara BNI, 6th Floor, Jln. Pejompongan Raya No. 7, Bendungan Hilir, Central Jakarta	<ol style="list-style-type: none"> 1. Approval of the Annual Report and Ratification of the Company's Consolidated Financial Statements, Approval of the Board of Commissioners' Supervisory Duties Report and Ratification of the Annual Report on the Implementation of the Company's Social and Environmental Responsibility Program for Fiscal Year 2021, as well as granting full release and discharge (volledig acquit et de charge) to the Company's Board of Directors and Board of Commissioners for the management and supervisory actions carried out during Fiscal Year 2021. 2. Approval of the use of the Company's Net Profit for Fiscal Year 2021. 3. Determination of remuneration (salaries/honorarium, facilities and allowances) for Fiscal Year 2022 and tantiem for the Fiscal Year 2021 for the Company's Board of Directors and Board of Commissioners. 4. Appointment of a Public Accounting Firm to audit the Company's Consolidated Financial Statements and the Annual Report on the Implementation of the Social and Environmental Responsibility Programs for Fiscal Year 2022. 5. Approval of the Company's Acquisition of Shares in PT Bank Mayora. 6. Approval of the Transfer of Shares from the Buyback of Shares in 2021 held as Treasury Shares. 7. Confirmation of Enforcement: <ol style="list-style-type: none"> a. Minister of SOEs Regulation No. PER-05/MBU/04/2021 concerning Social and Environmental Responsibility Programs for SOEs; b. Minister of SOEs Regulation No. PER-11/MBU/07/2021 concerning Requirements, Procedures for Appointment and Dismissal of Members of the Board of Directors of SOEs; and c. Minister of SOEs Regulation No. PER-13/MBU/09/2021, as the Sixth Amendment to the of the Minister of SOEs Regulation No. PER-04/MBU/2014 concerning Guidelines for Determining Remuneration for the Board of Directors, Board of Commissioners, and Supervisory Boards of SOEs.
2	Extraordinary GMS	Day/Date: Wednesday, August 31, 2022 Time: 14.00 until finished Place: Ballroom-Menara BNI, 6th Floor, Jln. Pejompongan Raya No. 7, Bendungan Hilir, Central Jakarta	<ol style="list-style-type: none"> 1. Presentation of the Company's Performance up to Semester I of 2022 (Audited); 2. Changes in the Company's Management Composition

PROCEDURES FOR HOLDING GMS

In accordance with OJK Regulations, when holding a GMS, a Public Company must comply with the following conditions:

1. Notify the meeting agenda to OJK, no later than 5 (five) working days before the announcement of the GMS, excluding the date of the announcement of the GMS;
2. Announce the GMS to the shareholders, no later than 14 (fourteen) days prior to the invitation for the GMS, excluding the date of the announcement and the date of the invitation; and
3. Deliver the GMS invitation to the shareholders, no later than 21 (twenty one) days prior to the date of the GMS, excluding the date of the invitation and the date of the GMS.

With reference to:

1. OJK Regulation No. 15/POJK.04/2020 concerning Planning and Implementation of General Meeting of Shareholders in Public Companies;

2. OJK Regulation No. 16/POJK.04/2020 concerning Implementation of Electronic General Meeting of Shareholders in Public Companies;
3. Article 23 paragraph (5) letter d and Article 23 paragraph (7) letter c of the Company's Articles of Association.

Announcements and invitations to shareholders are made at least through:

1. Website of the e-GMS provider
2. Stock Exchange website; and
3. Public Company website, in Indonesian and foreign languages, provided that the foreign language used is at least English.

The GMS BNI held in 2022 complied with the Notification, Announcement and Invitation for GMS, as follows:

GMS	Notification to OJK	Announcement		Invitation	
		Date	Through	Date	Through
Annual GMS March 15, 2022	January 28, 2022	February 4, 2022	<ul style="list-style-type: none"> Indonesian Stock Exchange website Company website KSEI website 	February 21, 2022	<ul style="list-style-type: none"> Indonesian Stock Exchange website Company website KSEI website
Extraordinary GMS August 31, 2022	July 18, 2022	July 25, 2022	<ul style="list-style-type: none"> Indonesian Stock Exchange website Company website KSEI website 	August 8, 2022	<ul style="list-style-type: none"> Indonesian Stock Exchange website Company website KSEI website

GMS AGENDA MATERIAL

1. GMS Agenda Material documents contain the Meeting Agenda accompanied by the legal basis and explanations related to the GMS Agenda;
2. The Company shall provide meeting agenda material that can be accessed and downloaded through the Company's website and/or e-RUPS. The meeting agenda material must be available from the date of the invitation to the GMS until the GMS is held;
3. In the event of Changes to the Company's Management, curriculum vitae for candidates as members of the Board of Commissioners and Board of Directors of a Public SOE as proposed to be appointed at the GMS, will be available and announced at the time of the GMS, before making a decisions regarding the appointment of the candidates as a member of the Board of Commissioners and Board of Directors. This is as stipulated in the of the Minister of SOEs Regulation No. PER02/MBU/02/2015 concerning the Requirements and Procedures for Appointment and Dismissal of Members of the Board of Commissioners and Supervisory Board of SOEs, and the Minister of SOEs Regulation No. PER-11/MBU/07/2021 concerning Requirements and Procedures for Appointment and Dismissal of the Board of Directors of SOEs;

4. At the time of the GMS, Shareholders are entitled to receive information on meeting agenda and material related to agendas as long as they do not conflict with the interests of the Company.

GMS CONDUCT

1. The GMS Rules are carried out by referring to OJK Regulation No. 15/POJK.04/2020 concerning Planning and Implementing General Meeting of Shareholders in Public Companies;
2. The GMS Conduct is distributed to the shareholders/proxies at the time of registration;
3. The GMS Conduct regulates meeting participants who have the right to attend the GMS, the Meeting Chairperson, the language used in the GMS, the meeting quorum and decision making, mechanism for questioning and responding, mechanism for decision making, and voting procedures;
4. The GMS Conduct principles are read out prior to the GMS starting;
5. In accordance with the GMS Conduct provisions as stipulated in the Company's Articles of Association, at the opening of the GMS, the Chairperson of the GMS provides an explanation to the shareholders on:

- a. The Company's general condition in brief;
- b. GMS agenda;
- c. Decision making mechanism related to the GMS agenda; and
- d. Procedures for exercising shareholder rights to raise questions and/or share opinions.

SHAREHOLDERS AND OTHER PARTIES ATTENDANCE AT THE GMS

Shareholders, either in person or represented based on a power of attorney, are entitled to attend the GMS. Shareholders who are entitled to attend the GMS are shareholders whose names are registered in the list of shareholders of the Public Company 1 (one) working day prior to the invitation to the GMS.

In the Company's GMS in 2022, the Shareholders entitled to attend or be represented at the GMS were shareholders whose names were registered in the Company's Register of Shareholders on the date:

Recording Date of Shareholders Eligible to Attend	
Annual GMS March 15, 2022	Shareholders entitled to attend/represent and vote at the Meeting were the Company's Shareholders whose names were recorded in the Register of Company Shareholders or Shareholders in securities accounts at PT Kustodian Sentral Efek Indonesia (KSEI) on Friday, February 18, 2022 at 16.15 WIB.
Extraordinary GMS August 31, 2022	Shareholders entitled to attend/represent and vote at the Meeting were the Company's Shareholders whose names were recorded in the Register of Company Shareholders or Shareholders in securities accounts at PT Kustodian Sentral Efek Indonesia (KSEI) on Monday, August 8, 2022 at 16.15 WIB.

GRANTING POWER OF ATTORNEY, ELECTRONIC POWER OF ATTORNEY AND PROVISION OF OPPORTUNITIES TO SUBMIT QUESTIONS AND/OR RESPONSES

Based on OJK Regulation No. 15/POJK.04/2020 concerning Planning and Implementing General Meeting of Shareholders in Public Companies, Shareholders either alone or represented based on a power of attorney are entitled to attend the GMS. In voting, the votes cast by shareholders apply to all shares they own and shareholders are not entitled to give power of attorney to more than one proxy for a portion of the total shares they own with different votes.

At the Annual GMS on March 15, 2022 and the Extraordinary GMS on August 31, 2022, Shareholders unable to attend were given the right to be represented by their proxies by submitting a valid Power of Attorney. In addition, in an effort to prevent and control COVID-19, Shareholders could give their power of attorney to the Proxy through the Electronic General Meeting System (eASY.KSEI) facility provided by PT Kustodian Sentral Efek Indonesia.

Based on OJK Regulation No. 15/POJK.04/2020 concerning Planning and Implementing General Meeting of Shareholders in Public Companies, it regulates the obligation for Public Companies to provide an alternative electronic power of attorney for shareholders to attend and vote at the GMS.

Shareholders' Rights to Raise Questions and/or Provide Responses:

1. The only shareholders or their proxies who have the right to raise questions and/or provide responses at the GMS are shareholders or their proxies who have been registered at the GMS;
2. Using a questions and/or responses form submitted to shareholders or their proxies during the registration at the GMS
3. After the GMS Chairperson, or party appointed by the GMS Chairperson, submits a proposal regarding the matters to be decided in the GMS, the GMS Chairperson will provide an opportunity for the Company's shareholders or their proxies to ask questions and/or provide responses before a vote is held on the matter; and
4. For Shareholders or their proxies who wish to raise questions and/or provide responses, the GMS Chairperson will invite the shareholders/their proxies to ask questions and/or responses to the GMS Chairperson in writing by writing their names and the number of shares owned or represented. Questions and/or responses submitted must be directly related to the GMS Agenda being discussed.

In the Annual GMS held on March 15, 2022 and the Extraordinary GMS held on August 31, 2022, eligible Shareholders were granted the opportunity to ask questions and/or responses.

COMPANY’S EFFORTS TO INCREASE SHAREHOLDER ATTENDANCE AT THE GMS

In an effort by the Bank to facilitate Shareholders in exercising their rights and authority at the GMS, BNI has carried out the following:

1. The Company announces and delivered the Invitation to the GMS in a timely manner, in Indonesian and English, and published both in 2 (two) newspapers with national circulation, the Company’s website, and the Indonesia Stock Exchange website;
2. In the GMS Announcement and Invitation, the Company clearly explains the authorized shareholders who could attend/be represented and vote in the GMS, namely the Company’s Shareholders whose names were registered in the Company’s Shareholders Register or Shareholders in the securities accounts at PT Kustodian Sentral Efek Indonesia on the day of the Invitation;
3. On the website, the Company provided contacts for shareholders to communicate in connection with holding a GMS; and
4. The Company provided services to shareholders requiring information and/or who would ask questions related to the GMS plan and/or GMS agenda through either direct meetings or correspondence via e-mail.

GMS ATTENDANCE QUORUM AND RESOLUTIONS

Attendance Quorum

In accordance with OJK Regulations, a GMS can be held if more than 1/2 (one half) of the total shares with voting rights are present or represented, unless the Articles of Association of the Public Company specify a larger quorum. Based on the Company’s Articles of Association, the GMS can make changes to the Board of Directors and the Board of Commissioners, where it is regulated that the GMS must be attended by Series A Dwiwarna shareholders and other shareholders and/or their legal representatives who together represent at least 1/2 (one half) of the total number of shares with valid voting rights. This applies also to GMS for amending the Articles of Association, where it is regulated that the GMS must be attended by the Series A Dwiwarna shareholders and other shareholders and/or their legal representatives who together represent at least 2/3 (two thirds) of the total shares with valid voting rights.

GMS RESOLUTIONS

GMS resolutions are made based on deliberation to reach consensus. In the event that a resolution based on deliberation to reach a consensus is not reached, the resolution is decided by voting. Resolution by voting must be made with due observance of the GMS attendance quorum and resolution quorum.

The quorum for GMS resolutions is regulated so that resolutions must be approved by more than 1/2 (one half) of the total number of shares present. The GMS to approve amendments to the articles of association must be approved by the Series A Dwiwarna shareholder and other shareholders and/or their legal representatives who jointly represent more than 2/3 (two thirds) of the total shares with valid voting rights present at the GMS, as well as the GMS to approve changes to the Board of Directors and the Board of Commissioners composition must be approved by the Series A Dwiwarna shareholder and other shareholders and/or their legal representatives who jointly represent more than 1/2 (one half) of the total number of shares with voting rights present at the GMS.

At the Annual GMS held on March 15, 2022 and the Extraordinary GMS held on August 31, 2022, all resolutions on the agenda discussed at the GMS were taken based on voting with due egard to the provisions of the GMS attendance quorum and quorum resolution quorum.

With due observance of OJK Regulation No. 15/POJK.04/2020 of 2020 concerning Plans and Implementation of General Meeting of Shareholders of Public Companies and OJK Regulation No. 16/POJK.04/2020 of 2020 concerning Implementation of Electronic General Meeting of Shareholders of Public Companies, in connection with the holding of the Annual GMS on 15 March 2022 and the Extraordinary GMS on 31 August 2022, the Company published a summary of the minutes of the GMS since the closing of the GMS, namely through the KSEI website, the Company website, and Indonesia Stock Exchange website, in Indonesian and foreign languages (English).

APPLICATION OF THE ONE SHARE ONE VOTE PRINCIPLE

At the Annual GMS held on March 15, 2022 and the Extraordinary GMS held on August 31, 2022, the One Share One Vote Principle was applied for decision making and voting procedures. These provisions were contained in the Rules for the 2020 Annual GMS, and among other matters stipulate that each share gave the owner the right to cast 1 (one) vote.

In accordance with OJK Regulation No. 15/POJK.04/2020 concerning the Planning and Implementing of Public Company GMS, in the Fiscal Year 2021 Annual GMS, the GMS Rules were given to shareholders present, and the Principal Rules of the GMS were read out before the GMS started.

PARTIES VALIDATING VOTING RESULTS

During the GMS, the Company engages Independent and professional parties to support the reasonableness and validity of the GMS’s conduct and decisions. The Independent Parties are:

1. Notary
A Notary is a public official authorized to prepare an authentic deed with other authorities as referred to in Notorial Law, and who is registered with OJK as a capital market supporting profession. The Notary’s role is to examine the validity of supporting documents, and the formality requirements for the GMS, to ensure they do not conflict with the laws and regulations and articles of association.
2. Share Register Bureau
The Share Register Bureau is a party contracted with the company/issuer to record the securities ownership and distribution of rights related to securities. The Share Register Bureau assists the company/issuer in concening the GMS, by:
 - a. Preparing proxies from minority shareholders;
 - b. Publishing Written Confirmation for Meetings (KTUR);
 - c. Validating shareholders who are entitled to attend the GMS and registering them;
 - d. Calculating shareholders presence in connection with the GMS quorum;
 - e. Providing voting cards for shareholders;
 - f. Helping the Notary in calculating votes using a barcode scanner

GMS RESOLUTIONS

The resolutions made at the Company’s GMS held in 2022 were as follows:

Resolutions of the Annual GMS for Fiscal Year 2021 held on March 15, 2022

Agenda I	Approval of the Annual Report and Ratification of the Company’s Consolidated Financial Statements, Approval of the Board of Commissioners’ Supervisory Duties Report and Ratification of the Annual Report on the Implementation of the Company’s Social and Environmental Responsibility Program for Fiscal Year 2021, as well as granting full release and discharge (volledig acquit et de charge) to the Company’s Board of Directors and Board of Commissioners for the management and supervisory actions carried out during Fiscal Year 2021.		
	Voting Result		
Resolution	Agree Disagree Abstain		
	15,708,171,244 shares or 99.3458830% of all shares with voting rights present at the Meeting	103,426,341 shares or 0.6541170% of all shares with voting rights present at the Meeting	113,834,591 shares or 0.0874965% of all shares with voting rights present at the Meeting
Meeting Resolution	<ul style="list-style-type: none">• Approved the Company’s Annual Report including the Board of Commissioners Supervisory Duties Report for the 2021 Fiscal Year, and ratified the Company’s Consolidated Financial Statements for Fiscal Year 2021, which were audited by the Public Accounting Firm, Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) according to Report No. 00026/2.1025/AU.1/07/0222-1/1/1/2022 dated January 21, 2022 with a fair opinion in all material respects in accordance with Indonesian Financial Accounting Standards.• Approved and Ratified the Micro and Small Business Funding Program (PUMK) Report for Fiscal Year 2021, which were audited by the Public Accounting Firm Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) according to Report No. 00077/2.1025/AU.2/07/0222-1/1/11/2022 dated 14 February 2022 with a fair opinion in all material respects in accordance with Indonesian Financial Accounting Standards.• Granted full release and discharge (volledig acquit et de charge) to all members of the Board of Directors and the Board of Commissioners for the management and supervisory actions they carried out during Fiscal Year 2021, so long as such actions were not criminal acts and such actions are reflected in Company’s Annual Report and Consolidated Financial Statements, as well as the and Report on the Micro and Small Business Funding Program (PUMK) for Fiscal Year 2021.		
Follow Up	Resolution Realized		

Agenda II	Approval of the use of the Company's Net Profit for Fiscal Year 2021.		
Resolution	Voting Result		
	Agree	Disagree	Abstain
	15,776,851,593 votes or 99.7802500% of all shares with voting rights present at the Meeting.	34,745,992 votes or 0.2197500% of all shares with voting rights present at the Meeting.	1,821,600 votes or 0.0115207% of all shares with voting rights present at the Meeting.
Meeting Resolution	<p>Approved the use of the Company's Net Profit for Fiscal Year 2021, which amounted to Rp10,898,517,592,729.00 (ten trillion eight hundred ninety-eight billion five hundred seventeen million five hundred ninety-two thousand seven hundred and twenty-nine rupiahs) as follows:</p> <ul style="list-style-type: none">A Dividend of 25% or Rp2,724,629,398,182.00 (two trillion seven hundred twenty four billion six hundred twenty nine million three hundred ninety eight thousand one hundred and eighty two rupiah) designated as a cash dividends to be distributed to the Shareholders to be paid under the following provisions:<ol style="list-style-type: none">A Dividend for the State's share of 60% ownership or Rp1,636,944,231,460.00 (one trillion six hundred thirty six billion nine hundred forty four million two hundred thirty one thousand four hundred and sixty rupiah) to be paid to the State General Treasury account.While for the ownership of 40% of public shares or Rp1,087,685,166,716.00 (one trillion eighty seven billion six hundred eighty five million one hundred sixty six thousand seven hundred and sixteen rupiah) to be given to Shareholders in accordance with their respective ownership.Granting power and authority to the Company's Board of Directors with the right of substitution to set the schedule and procedures for distributing dividends for Fiscal Year 2021 in accordance with prevailing regulations.An sum of 75% or Rp8,173,888,194,547.00 (eight trillion one hundred seventy three billion eight hundred eighty eight million one hundred ninety four thousand five hundred and forty seven rupiah) to be used as Retained Earnings		
Follow Up	The decision has been implemented, with the Company paying Cash Dividends on April 14, 2022 to shareholders who were recorded on the Recording Date in the Shareholders Register and who were entitled to Cash Dividends.		

Agenda III	Determination of remuneration (salaries/honorarium, facilities and allowances) for Fiscal Year 2022 and tantiem for the Fiscal Year 2021 for the Company's Board of Directors and Board of Commissioners.		
Resolution	Voting Result		
	Agree	Disagree	Abstain
	15,231,682,383 votes or 96.3323428% of all shares with valid voting rights present at the Meeting.	579,915,202 votes or 3.6676572% of all shares with valid voting rights present at the Meeting.	38,045,300 votes or 0.2406164% of all shares with valid voting rights present at the Meeting.
Meeting Resolution	<ul style="list-style-type: none">Granted authority and power of attorney to Series A Dwiwarna Shareholders to determine the Tantiem for Fiscal Year 2021, as well as to determine the salaries/honorarium, benefits, facilities and other incentives, for members of the Board of Commissioners for Fiscal Year 2022.Granted authority and power of attorney to the Board of Commissioners by first obtaining written approval from the Series A Dwiwarna Shareholder to determine the amount of Tantiem for 2021 Fiscal Year, as well as determine the salaries/honorarium, benefits, facilities and other incentives, for members of the Board of Directors for Fiscal Year 2022.		
Follow Up	Resolution Realized		

Agenda IV	Appointment of a Public Accounting Firm to audit the Company's Consolidated Financial Statements and the Annual Report on the Implementation of the Social and Environmental Responsibility Programs for Fiscal Year 2022.		
Resolution	Voting Result		
	Agree	Disagree	Abstain
	15,385,834,360 shares or 97.3072726% of all shares with voting rights present at the Meeting	425,763,225 shares or 2.6927274% of all shares with voting rights present at the Meeting	1,861,600 shares or 0.0117736% of all shares with voting rights present at the Meeting
Meeting Resolution	<ul style="list-style-type: none">Approved the appointment of the Tanudiredja, Wibisana, Rintis & Rekan Public Accounting Firm (a member firm of the PwC global network), as the Public Accounting Firm that will audit the Company's Consolidated Financial Statements, the Micro and Small Business Funding Program Report (PUMK), as well as other reports for Fiscal Year 2022.Granted power and authority to the Company's Board of Commissioners to determine the honorarium and other requirements for the Public Accountant and/or Public Accounting Firm Tanudiredja, Wibisana, Rintis & Rekan — (a member firm of the PwC global network), and to dismiss and appoint a Public Accountant and/or Substitute Public Accountant Office in the event that the appointed Public Accounting Office for any reason is unable to complete the audit of the Company's Consolidated Financial Statements, the Micro and Small Business Funding Program Report (PUMK) and other reports for Fiscal Year 2022, including determining the honorarium and other requirements for the Substitute Public Accountant and/or Public Accounting Firm.		
Follow Up	Resolution Realized		

Agenda V	Approval of the Company's Acquisition of Shares in PT Bank Mayora.		
Resolution	Approval of the Transfer of Shares from the Buyback of Shares in 2021 held as Treasury Shares.		
	Agree	Disagree	Abstain
	13,769,704,990 shares or 86.0861083% of all shares with voting rights present at the Meeting	2,041,892,595 shares or 12.9138917% of all shares with voting rights present at the Meeting	63,618,859 shares or 0.4023557% of all shares with voting rights present at the Meeting
Meeting Resolution	<ul style="list-style-type: none">Approved the Company's actions to take over the shares of PT Bank Mayora.Approved the plan to take over the shares of PT Bank Mayora, with a summary of the takeover plan announced through the Bisnis Indonesia daily newspaper, The Jakarta Post daily newspaper, the Indonesian Stock Exchange website and the Company website on January 22, 2022.Approved the concept of Deed of Acquisition by taking into account the prevailing laws and regulations.Approved and granted power and authority to the Company's Board of Directors, with the right of substitution, effective from the Meeting resolution, to take all and any actions required or deemed necessary in the context of carrying out the takeover by the Company of PT Bank Mayora shares in accordance with the Meeting resolution, including but not limited to:<ol style="list-style-type: none">Determine the terms and conditions for the takeover;Prepare, compile, make, request, and sign the necessary documents including the Deed of Acquisition;Submit the application, approval and/or deliver notification of meeting resolution to the competent authorities;Compile and restate the decisions of this Agenda in a Notary Deed; In accordance with the prevailing laws and regulations.		
Follow Up	The resolution has taken effect, based on Company Letter No. KMP/7/2158 dated May 19, 2022, whereby the Company has submitted a Material Information or Fact Report to OJK, IDX, and the Public to inform them that the Company had completed the takeover of PT Bank Mayora by depositing funds for new shares issued by PT Bank Mayora and purchasing old shares owned by the International Finance Corporation.		

Agenda VI	Approval of the Transfer of Shares from the Buyback of Shares in 2021 held as Treasury Shares.		
Resolution	Voting Result		
	Agree	Disagree	Abstain
	13,681,715,077 shares or 86.5296186% of all shares with voting rights present at the Meeting	2,129,882,508 shares or 13.4703815% of all shares with voting rights present at the Meeting	53,791,300 shares or 0.3402016% of all shares with voting rights present at the Meeting
Meeting Resolution	<ol style="list-style-type: none">Approved the transfer of 24,682,600 (twenty four million six hundred eighty two thousand six hundred) shares in the framework of the Share Ownership Program for Employees and/or Share Ownership Program for Directors and Commissioners.Approved and granted power and authority to implement the Share Ownership Program for Employees and/or the Share Ownership Program for Directors and Commissioners, both from treasury stock and other sources to:<ol style="list-style-type: none">The Company's Board of Directors, with the approval of the Series A Dwiwarna Shareholders, to carry out the Share Ownership Program for the Directors and Commissioners; andThe Company's Board of Directors to carry out the Share Ownership Program for Employees; With due observance of the prevailing laws and regulations.		
Follow Up	The resolution has taken effect, based on Company Letter No. KMP/7/2704 dated June 20, 2022, whereby the Company submitted a Material Information or Fact Report to OJK, IDX, and the Public concerning the transfer of shares resulting from the buyback of shares held as Treasury shares (Treasury Stock) as a follow-up to the Fiscal Year 2021 Annual GMS held on March 15, 2022.		

Agenda VII	Confirmation of Enforcement: <ul style="list-style-type: none">Minister of SOEs Regulation No. PER-05/MBU/04/2021 concerning Social and Environmental Responsibility Programs for SOEs;Minister of SOEs Regulation No. PER-11/MBU/07/2021 concerning Requirements, Procedures for Appointment and Dismissal of Members of the Board of Directors of SOEs; andMinister of SOEs Regulation No. PER-13/MBU/09/2021, as the Sixth Amendment to the of the Minister of SOEs Regulation No. PER-04/MBU/2014 concerning Guidelines for Determining Remuneration for the Board of Directors, Board of Commissioners, and Supervisory Boards of SOEs.		
Resolution	Voting Result		
	Total Agreed	Disagree	Abstain
	15,804,377,385 shares or 99.9534361% of all shares with voting rights present at the Meeting	7,220,200 shares or 0.0456640% of all shares with voting rights present at the Meeting	1,821,300 shares or 0.0115188% of all shares with voting rights present at the Meeting
Meeting Resolution	Agreed to confirm the enforcement of: <ul style="list-style-type: none">Minister of SOEs Regulation No. PER-05/MBU/04/2021 concerning the Social and Environmental Responsibility Program for SOEs, including any future amendments;Minister of SOEs Regulation No. PER-11/MBU/07/2021 concerning Requirements, Procedures for Appointment and Dismissal of Members of the Board of Directors of SOEs, including any future amendments; andMinister of SOEs Regulation No. PER-13/MBU/09/2021, as the Sixth Amendment to the Minister of SOEs Regulation No. PER04/MBU/2014 Concerning Guidelines for Determining Remuneration for the Board of Directors, Board of Commissioners, and Supervisory Boards of SOEs, including any future amendments.		
Follow Up	Resolution Realized		

Results of Resolutions Made at the Extraordinary GMS held on August 31, 2022

Agenda I	Presentation of the Company's Performance up to semester 1 of 2022 (Audited)
Explanation	The first agenda item was a presentation of the Company's Performance, there was no question and answer session or submission of responses and no decision making session.

Agenda II	Changes in the Composition of the Company's Management																									
Resolution	Voting Result																									
	Total Agreed	Disagree	Abstain																							
	12,581,079,494 votes or 80.3410582% of all shares with voting rights present at the Meeting.	3,078,509,489 votes or 19.6589418% of all shares with voting rights present at the Meeting.	233,624,724 votes or 1.4918956% of all shares with voting rights present at the Meeting.																							
Meeting Resolution	<p>Approved the Changes in the Company's Management Composition, including:</p> <p>1. Confirmed the dismissal with honor of Bob Tyasika Ananta as the Company's Human Capital & Compliance Director who was appointed based on the 2019 AGMS resolution for the 2019 Fiscal Year, dated May 27 2022, with thanks for the contribution of energy and thoughts given while serving as a Member of the Company's Board of Directors.</p> <p>2. Dismissed with honor the following members of the Company's Board of Commissioners and Board of Directors:</p> <p>a. Ratih Nurdianti as Commissioner;</p> <p>b. Henry Panjaitan as Managing Director Treasury and International; and</p> <p>c. Y.B. Hariantono as Managing Director IT and Operations;</p> <p>Each of whom was appointed based on the 2018 Annual GMS Resolution, the 2020 Extraordinary GMS Resolution, and the 2019 Annual GMS Resolution, as of the closing of the Meetings, with thanks for their contribution of energy and thoughts given while serving as the Company's management.</p> <p>3. Changed the nomenclature of the positions of members of the Company's Board of Directors as follows:</p>																									
	<table><tr><th>Previous</th><th>To Become</th></tr><tr><td>Managing Director Finance</td><td>Finance Director</td></tr><tr><td>Managing Director Risk Management</td><td>Risk Management Director</td></tr><tr><td>Managing Director Treasury & International</td><td>Treasury Director</td></tr><tr><td>Managing Director Consumer Business</td><td>Consumer Banking Director</td></tr><tr><td>Managing Director MSME</td><td>Enterprise and Commercial Banking Director</td></tr><tr><td>Managing Director IT and Operationd</td><td>Technology and Operations Director</td></tr><tr><td>Managing Director Human Capital and Compliance</td><td>Human Capital and Compliance Director</td></tr><tr><td>Managing Director Institutional Banking</td><td>Institutional Banking Director</td></tr><tr><td>Managing Director Network and Services</td><td>Network and Services Director</td></tr><tr><td>Managing Director Corporate Banking</td><td>Corporate and International Banking Director</td></tr></table>			Previous	To Become	Managing Director Finance	Finance Director	Managing Director Risk Management	Risk Management Director	Managing Director Treasury & International	Treasury Director	Managing Director Consumer Business	Consumer Banking Director	Managing Director MSME	Enterprise and Commercial Banking Director	Managing Director IT and Operationd	Technology and Operations Director	Managing Director Human Capital and Compliance	Human Capital and Compliance Director	Managing Director Institutional Banking	Institutional Banking Director	Managing Director Network and Services	Network and Services Director	Managing Director Corporate Banking	Corporate and International Banking Director	
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Managing Director Network and Services	Network and Services Director																									
Managing Director Corporate Banking	Corporate and International Banking Director																									
<p>4. Transferred the assignments for the following names as members of the Company's Board of Directors:</p>																										
<table><tr><th>Name</th><th>Previous</th><th>To Become</th></tr><tr><td>Novita Widya Anggraini</td><td>Managing Director Finance</td><td>Finance Director</td></tr><tr><td>David Pirzada</td><td>Managing Director Risk Management</td><td>Risk Management Director</td></tr><tr><td>Corina Leyla Karnalies</td><td>Managing Director Consumer Business</td><td>Consumer Banking Director</td></tr><tr><td>Muhammad Iqbal</td><td>Managing Director MSME</td><td>Enterprise and Commercial Banking Director</td></tr><tr><td>Sis Apik Wijayanto</td><td>Managing Director Institutional Banking</td><td>Institutional Banking Director</td></tr><tr><td>Ronny Venir</td><td>Managing Director Network and Services</td><td>Network and Services Director</td></tr><tr><td>Silvano Winston Rumantir</td><td>Managing Director Corporate Banking</td><td>Corporate and International Banking Director</td></tr></table>			Name	Previous	To Become	Novita Widya Anggraini	Managing Director Finance	Finance Director	David Pirzada	Managing Director Risk Management	Risk Management Director	Corina Leyla Karnalies	Managing Director Consumer Business	Consumer Banking Director	Muhammad Iqbal	Managing Director MSME	Enterprise and Commercial Banking Director	Sis Apik Wijayanto	Managing Director Institutional Banking	Institutional Banking Director	Ronny Venir	Managing Director Network and Services	Network and Services Director	Silvano Winston Rumantir	Managing Director Corporate Banking	Corporate and International Banking Director
Name	Previous	To Become																								
Novita Widya Anggraini	Managing Director Finance	Finance Director																								
David Pirzada	Managing Director Risk Management	Risk Management Director																								
Corina Leyla Karnalies	Managing Director Consumer Business	Consumer Banking Director																								
Muhammad Iqbal	Managing Director MSME	Enterprise and Commercial Banking Director																								
Sis Apik Wijayanto	Managing Director Institutional Banking	Institutional Banking Director																								
Ronny Venir	Managing Director Network and Services	Network and Services Director																								
Silvano Winston Rumantir	Managing Director Corporate Banking	Corporate and International Banking Director																								
<p>Appointed based on the 2020 Extraordinary GMS Resolution, 2020 Extraordinary GMS Resolution, Fiscal Year 2019 Annual GMS Resolution, 2020 Extraordinary GMS Resolution, Fiscal Year 2019 Annual GMS Resolution, 2020 Extraordinary GMS Resolution, and 2020 Extraordinary GMS Resolution with their term of office continuing for the remaining term of office of each, in accordance with the Resolution of the GMS for the appointment concerned.</p>																										

5. Appointed the following to the Management of the Company:
- Fadlansyah Lubis as Commissioner;
 - Putrama W. Setyawan as Treasury Director;
 - Toto Prasetyo as Technology and Operations Director;
 - Mucharom as Human Capital and Compliance Director.
6. The term of office of the appointed members of the Company's Board of Commissioners and Board of Directors as referred to in number 5, is in accordance with the provisions of the Company's Articles of Association, with due observance of laws and regulations in the Capital Market sector and without prejudice to the right of the GMS to dismiss them at any time.
7. With the dismissal and appointment of members of the Company's Board of Commissioners as referred to in number 2 and number 5, as well as the confirmation of dismissal, change in position nomenclature, transfer of duties, and appointment of members of the Company's Board of Directors as referred to in numbers 1, 2, 3, 4, and 5, the members composition of the Company's Board of Commissioners and Board of Directors is as follows:
- Board of Commissioners:
 - President Commissioner/Independent Commissioner: Agus Dermawan Wintarto Martowardojo
 - Vice President Commissioner/Independent Commissioner: Pradjoto
 - Commissioner: Askolani
 - Commissioner: Susyanto
 - Commissioner: Fadlansyah Lubis
 - Independent Commissioner: Erwin Rijanto Slamet
 - Independent Commissioner: Sigit Widyawan
 - Independent Commissioner: Asmawi Syam
 - Independent Commissioner: Septian Hario Seto
 - Independent Commissioner: Iman Sugema
 - Board of Directors:
 - President Director: Royke Tumilaar
 - Vice President Director: Adi Sulistyowati
 - Corporate and International Banking: Silvano Winston Rumanthir Director
 - Consumer Banking Director: Corina Leyla Karnalies
 - Enterprise and Commercial Banking Director: Muhammad Iqbal
 - Finance Director: Novita Widya Anggraini
 - Risk Management Director: David Pirzada
 - Institutional Banking Director: Sis Apik Wijayanto
 - Network and Services Director: Ronny Venir
 - Treasury Director: Putrama W. Setyawan
 - Technology and Operations Director: Toto Prasetyo
 - Human Capital and Compliance Director: Mucharom
8. Members of the Company's Board of Commissioners and Board of Directors who were appointed as referred to in number 5, can only carry out their duties as members of the Company's Board of Commissioners and Board of Directors after obtaining approval from OJK for their Fit and Proper Test, and comply with the prevailing laws and regulations. In the event that any members of the Company's Board of Commissioners and Board of Directors are later disapproved in the OJK Fit and Proper Test, they shall be honorably dismissed from the date of the OJK's Fit and Proper Test results.
9. Members of the Company's Board of Commissioners and Board of Directors appointed as referred to in number 5 who are still serving in other positions that are prohibited by laws and regulations from concurrently serving as a Member of a State-Owned Enterprise Board of Commissioners and Board of Directors, then the person concerned must resign or be dismissed from their other position.
10. Requested members of the Company's Board of Commissioners and Board of Directors to submit a written application to OJK for the implementation of a Fit and Proper Test for the appointed members of the Company's Board of Commissioners and Board of Directors as referred to in number 5.
11. Granted power of attorney with the right of substitution to the Company's Board of Directors to declare this GMS resolution in a Notary Deed and to appear before a Notary or authorized official and make necessary adjustments or improvements if required by them for the purpose of implementing the Meeting's resolutions.

Follow Up

Resolution Realized

CHAIRMAN OF THE MEETING AND ATTENDANCE OF THE COMPANY'S BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

ANNUAL GMS FOR FISCAL YEAR 2021, MARCH 15, 2022

The meeting was chaired by Agus Martowardojo (President Commissioner/Independent Commissioner) in accordance with the Board of Commissioners letter No. DK/29 dated February 25, 2022, and was attended by the following members of the Company's Board of Commissioners and Board of Directors:

The Annual GMS for Fiscal Year 2021 dated March 15, 2022

Board of Commissioners		Board of Directors	
President Commissioner/ Independent Commissioner	Agus Dermawan Wintarto Martowardojo	President Director	Royke Tumilaar
Vice President Commissioner/Independent Commissioner	Pradjoto	Vice President Director	Adi Sulistyowati
Independent Commissioner	Asmawi Syam	Finance Director	Novita Widya Anggraini
Independent Commissioner	Sigit Widyawan	Human Capital and Compliance Director	Bob Tyasika Ananta
Independent Commissioner	Septian Hario Seto	Institutional Banking Director	Sis Apik Wijayanto
Independent Commissioner	Iman Sugema	Consumer Banking Director	Corina Leyla Karnalies
Independent Commissioner	Erwin Rijanto Slamet	Technology and Operations Director	Hariantono
Commissioner	Askolani*	Network and Services Director	Ronny Venir
Commissioner	Ratih Nurdianti*	Risk Management Director	David Pirzada
Commissioner	Susyanto	Treasury Director	Henry Panjaitan
		Enterprise and Commercial Banking Director	Muhammad Iqbal
		Corporate and International Banking Director	Silvano Winston Rumanthir

*Present Electronically

EXTRAORDINARY GMS 2022, 31 AUGUST 2022

The meeting was chaired by Agus Dermawan Wintarto Martowardojo (President Commissioner/Independent Commissioner) in accordance with the Board of Commissioners letter No. DK/119 dated August 4, 2022, and was attended by the following members of the Company's Board of Commissioners and Board of Directors:

The Extraordinary GMS 2022 dated August 31, 2022

Board of Commissioners		Board of Directors	
President Commissioner/ Independent Commissioner	Agus Dermawan Wintarto Martowardojo	President Director	Royke Tumilaar
Vice President Commissioner/Independent Commissioner	Pradjoto	Vice President Director	Adi Sulistyowati
Independent Commissioner	Asmawi Syam	Finance Director	Novita Widya Anggraini
Independent Commissioner	Sigit Widyawan	Institutional Banking Director	Sis Apik Wijayanto
Independent Commissioner	Septian Hario Seto	Consumer Banking Director	Corina Leyla Karnalies
Independent Commissioner	Iman Sugema	Technology and Operations Director	Hariantono
Independent Commissioner	Erwin Rijanto Slamet	Network and Services Director	Ronny Venir
Commissioner	Susyanto	Risk Management Director	David Pirzada
		Treasury Director	Henry Panjaitan
		Enterprise and Commercial Banking Director	Muhammad Iqbal
		Corporate and International Banking Director	Silvano Winston Rumanthir

GMS RESOLUTIONS AND FOLLOW-UP IN 2021

In 2021, BNI held 1 (one) GMS, namely the 2020 Annual GMS, on March 29, 2021 with the following results and follow-up:

Results of Annual GMS Resolutions for Fiscal Year 2020 (March 29, 2021)

Agenda I	Approval of the Annual Report and Ratification of the Company's Consolidated Financial Statements, Approval of the Board of Commissioners' Supervisory Duties Report and Ratification of the Annual Report on the Implementation of the Company's Social and Environmental Responsibility Program for Fiscal Year 2020, as well as granting full release and discharge (volledig acquit et de charge) to the Company's Board of Directors and Board of Commissioners for the management and supervisory actions carried out during Fiscal Year 2020.		
	Voting Result		
Resolution	Agree	Disagree	Abstain
	14,857,107,687 shares or 99.8776481% of all shares with voting rights present at the Meeting	0 shares or 0% of all shares with voting rights present at the Meeting	18,200,218 shares or 0.1223519% of all shares with voting rights present at the Meeting
Meeting Resolution	<ul style="list-style-type: none">Approved the Company's Annual Report including the Board of Commissioners Supervisory Duties Report for the Fiscal Year 2020, and ratified the Company's Consolidated Financial Statements for Fiscal Year 2020, as audited by the Public Accounting Firm of Purwantono, Sungkoro & Surja – member firm of the global network Ernst & Young based on Report No. 00022/2.1032/ AU.1/07/0240-1/1/I/2021 dated January 22, 2021 with a fair in all material respects opinion.Approved the Annual Report on the Implementation of the Partnership & Community Development Program for Fiscal Year 2020, as audited by the Public Accounting Firm of Purwantono, Sungkoro & Surja – a member firm of the global network of Ernst & Young based on Report No. 00100/2.1032/ AU.2/10/0240-1/1/II/2021 dated February 9, 2021 with a fair in all material respects opinion.Granted full release and discharge (volledig acquit et de charge) to all members of the Board of Directors and members of the Board of Commissioners for the management and supervision actions carried out during the Fiscal Year 2020, so long as their actions were not a criminal act and their actions are reflected in the Annual Report, the Company's Consolidated Financial Statements, and Annual Report on the Implementation of the Partnership and Community Development Program for Fiscal Year 2020.		
Follow Up	Resolution Realized		
Agenda II	Approval of the use of the Company's Net Profit for Fiscal Year 2020		
Resolution	Voting Result		
	Agree	Disagree	Abstain
	14,855,929,205 votes or 99.8697257% shares of all shares with voting rights present at the Meeting	19,341,400 votes or 0.1300235% of all shares with voting rights present at the Meeting	37,300 votes or 0.0002508% of all shares with voting rights present at the Meeting
Meeting Resolution	<p>Approved the use of Net Profit for Fiscal Year 2020 as follows:</p> <ul style="list-style-type: none">Dividends in the amount of 25% or Rp820,100,820,494.00 (eight hundred twenty billion one hundred million eight hundred twenty thousand four hundred ninety four Rupiah) shall be determined as cash dividends to be distributed to shareholders to be paid with the following conditions:<ol style="list-style-type: none">The Government's share of dividends on ownership of 60% shares in the amount of Rp492,577,663,633.03 (four hundred ninety-two billion five hundred seventy-seven million six hundred sixty-three thousand six hundred thirty-three Rupiahs point zero three cents) will be paid to the State General Treasury account.While the ownership of 40% public shares in the amount of Rp327,523,159,322.46 (three hundred twenty seven billion five hundred twenty three million one hundred fifty nine thousand three hundred twenty two point four six cents Rupiah) will be paid to the shareholders in accordance with with their respective ownership.Granting power and authority to the Company's Board of Directors with right of substitution to determine the schedule and procedures for distribution of dividends for the Fiscal Year 2020 in accordance with applicable regulations.75% or Rp2,460,302,461,482.00 (two trillion four hundred sixty billion three hundred two million four hundred sixty-one thousand four hundred and eighty-two Rupiah) to be used as Retained Earnings		
Follow Up	Resolution Realized		

Agenda III	Determination of Remuneration (salaries/honorarium, facilities and allowances) for Fiscal Year 2021 and Tantiem for Fiscal Year 2020 for the Company's Board of Directors and Board of Commissioners		
Resolution	Voting Result		
	Agree	Disagree	Abstain
	14,373,904,904 votes or 96.6292933% shares of all shares with voting rights present at the Meeting	466,194,901 votes or 3.1340185% of all shares with voting rights present at the Meeting	35,208,100 votes or 0.2366882% of all shares with voting rights present at the Meeting
Meeting Resolution	<p>Approved:</p> <ul style="list-style-type: none">Granting power and authority to the Series A Dwiwarna Shareholder to determine the amount of Tantiem for Fiscal Year 2020, as well as to determine the salaries/honorarium, allowances, facilities and other incentives for Fiscal Year 2021, for members of the Board of Commissioners.Granting power and authority to the Board of Commissioners after first obtaining written approval from the Series A Dwiwarna Shareholder to determine the amount of Tantiem for the Fiscal Year 2020, as well as to determine the salaries/honorarium, allowances, facilities and other incentives for the Fiscal Year 2021, for members of the Board of Directors.		
Follow Up	Resolution Realized		

Agenda IV	Appointment of a Public Accounting Firm to audit the Company's Consolidated Financial Statements and the Annual Report on the Implementation of the Partnership & Community Development Program for Fiscal Year 2021		
Resolution	Voting Result		
	Agree	Disagree	Abstain
	14,136,135,759 votes or 95.0308784% of all shares with voting rights present at the Meeting	633,823,146 votes or 4.2609077% of all shares with voting rights present at the Meeting	105,349,000 votes or 0.7082139% of all shares with voting rights present at the Meeting
Meeting Resolution	<p>Approved:</p> <ul style="list-style-type: none">Appointing the Public Accounting Firm of Tanudiredja, Wibisana, Rintis & Partners-(firma anggota jaringan global PwC), as the Public Accounting Firm to audit the Company's Consolidated Financial Statements, BNI's Annual Report on the Implementation of the Partnership and Community Development Program, as well as Other Reports for Fiscal Year 2021.Approved the granting of power and authority to the Company's Board of Commissioners to appoint a Public Accountant and/or Public Accounting Firm to audit the Company's Consolidated Financial Statements for other periods in Fiscal Year 2021 for the purposes and interests of the Company.Granted power of attorney to the Company's Board of Commissioners to determine the honorarium and other requirements for the Public Accounting Firm of Tanudiredja, Wibisana, Rintis & Partners(firma anggota jaringan global PwC), and to dismiss and appoint a Substitute Public Accounting Firm in the case the Public Accounting Firm of Tanudiredja, Wibisana, Rintis & Partners (firma anggota jaringan global PwC) for whatever reason is unable to complete the audit of the Company's Consolidated Financial Statements, the Annual Report on the Implementation of the Partnership and Community Development Program and other reports for the Fiscal Year 2021, and to determine the honorarium and other requirements for the Substitute Public Accounting Firm.		
Follow Up	Resolution Realized		

Agenda V	Approval of Amendments to the Company's Articles of Association		
Resolution	Voting Result		
	Agree	Disagree	Abstain
	12.329.805.060 votes or 82,8877301% of all shares with voting rights present at the Meeting	2.529.757.345 votes or 17,0064200% of all shares with voting rights present at the Meeting	15.745.500 votes or 0,1058499% of all shares with voting rights present at the Meeting
Meeting Resolution	<ul style="list-style-type: none">Approved the amendment of the Company's Articles of Association, in the context of adjustment to POJK No. 32/POJK.04/2015 concerning Increase of Public Company Capital by Granting Preemptive Rights, as amended by POJK No. 14/POJK.04/2019; POJK No. 15/POJK.04/2020 concerning the Plan and Implementation of the GMS in a Public Company; and POJK No.16/ POJK.04/2020 concerning the Electronic Implementation of Public Company GMS.Approved the rearrangement all Company Articles of Association provisions in relation to the changes as referred to in point 1 (one) above.Granting power and authority to the Board of Directors with right of substitution to take all necessary actions related to this Meeting Agenda resolution. The power and authority includes compiling and restating all of the Company's Articles of Association in a Notary Deed and submitting it to the competent authority to obtain a receipt of notification of changes to the Company's Articles of Association, and doing everything deemed necessary and useful for these purposes with nothing being excluded, as well as making additions and/or changes to the amendments in the Company 's Articles of Association if required by the competent authority.		
Follow Up	Resolution Realized		

Agenda VI	Approval of the Transfer of Shares from the Buyback of Shares held as Treasury Shares (Treasury Stock)		
Resolution	Voting Result		
	Agree	Disagree	Abstain
	12,605,996,460 votes or 84.7444405% of all shares with voting rights present at the Meeting	2,263,697,745 votes or 15.2178211% of all shares with voting rights present at the Meeting	5,613,700 votes or 0.0377384% of all shares with voting rights present at the Meeting
Meeting Resolution	<ul style="list-style-type: none">Approved the buyback of shares in 2020 currently held as 19,579,700 treasury shares as part of the employee share ownership program and/or the share ownership program by the Board of Directors and the Board of Commissioners.Granted power of attorney to the Company's Board of Directors to determine the share ownership program for employees and/or share ownership program for Board of Directors and Board of Commissioners is in accordance with applicable regulations.		
Follow Up	Resolution Realized		

Agenda VII	Approval of the Company's Recovery Plan		
Resolution	Voting Result		
	Agree	Disagree	Abstain
	14,875,270,605 votes or 99.9997492% of all shares with voting rights present at the Meeting	0 votes or 0% share of all shares with voting rights present at the Meeting	37,300 votes or 0.0002508% share of all shares with voting rights present at the Meeting
Meeting Resolution	Approved the Company's Recovery Plan Update for 2020 to comply with POJK regulation No. 14/POJK.03/2017 concerning Recovery Plan for Systemic Banks.		
Follow Up	Resolution Realized		

Agenda VIII	Enforcement Confirmation of the Republic of Indonesia Minister of SOEs Regulation No. PER-11/ MBU/11/2020 dated November 12, 2020 concerning Management Contracts and Annual Management Contracts for Directors of SOEs		
Resolution	Voting Result		
	Agree	Disagree	Abstain
	14,875,270,505 votes or 99.9997485% of all shares with voting rights present at the Meeting	100 votes or 0.0000007% share of all shares with voting rights present at the Meeting	37,300 votes or 0.0002508% share of all shares with voting rights present at the Meeting
Meeting Resolution	Approved the implementation of the Minister of SOE Regulation No. PER-11/MBU/11/2020 dated November 12, 2020 concerning Management Contracts and Annual Management Contracts for Directors of SOEs and their amendments for the Company.		
Follow Up	Resolution Realized		

Agenda IX	Changes in the Company's Management Composition		
Resolution	Voting Result		
	Agree	Disagree	Abstain
	12,116,088,144 votes or 81.4510074% of all shares with voting rights present at the Meeting	2,529,940,745 votes or 17.0076530% of all shares with voting rights present at the Meeting	229,279,016 votes or 1.5413396% of all shares with voting rights present at the Meeting
Meeting Resolution	<p>Approved:</p> <ul style="list-style-type: none">To honorably dismiss Joni Swastanto as Commissioner of the Company who was appointed based on the 2015 Annual GMS Decision, effective as of the closing of this GMS, with gratitude for the contribution of energy and thoughts given during his tenure as a Member of the Company's Board of Commissioners.Appointed Erwin Rijanto Slamet as the Company's Independent Commissioner.The Independent Commissioner appointed term of office referred to in number 2, is in accordance with the provisions of the Company's Articles of Association, taking into account the Capital Market sector laws and regulations and without prejudicing the right of the GMS to dismiss at any time.Following the dismissal and appointment of the Board of Commissioners members in number 1and number 2, the Company's Board of Commissioners membership composition is as follows:<ul style="list-style-type: none">a. President Commissioner/Independent Commissioner: Bapak Agus Dermawan Wintarto Martowardojob. Wakil Vice President Commissioner/Independent Commissioner: BapakPradjotoc. Commissioner: Ibu Ratih Nurdiantid. Commissioner: Bapak Askolanie. Commissioner: Bapak Susyantof. Independent Commissioner: Bapak Erwin Rijanto Slametg. Independent Commissioner: Bapak Sigit Widyawanh. Independent Commissioner: Bapak Asmawi Syami. Independent Commissioner: Bapak Septian Hario Setoj. Independent Commissioner: Bapak Iman SugemaMembers of the Board of Commissioners appointed as referred to in number 2 can only carry out their duties after obtaining approval from OJK for their the Fit and Proper Test and comply with the applicable laws and regulations. In the event that a member of the Company's Board of Commissioners is later disapproved in the OJK Fit and Proper Test, they shall be honorably dismissed from the date of the OJK Fit and Proper Test results.Members of the Board of Commissioners appointed as referred to in number 2 who are still serving in other positions, and prohibited by laws and regulations from concurrently serving as a member of a State-Owned Enterprise Board of Commissioners, then the person concerned must resign or be dismissed from their other position.Requesting the Board of Directors submit a written application to OJK for the implementation of the Fit and Proper Test of the appointed members of the Board of Commissioners as referred to in number 2.Granting power of attorney with right of substitution to the Company's Board of Directors to declare this GMS resolution in a Notary Deed and to appear before a Notary or authorized official and make necessary adjustments or improvements if required by them for the purpose of implementing the Meeting's resolutions.		
Follow Up	Resolution Realized		

BOARD OF COMMISSIONERS

The Board of Commissioners is the Company organ charged with supervising the policies and management by the Board of Directors, the management and business activities of the Bank, and provides advice to the Board of Directors when carrying out such management. The Board of Commissioners' duties and responsibilities are carried out for the benefit of BNI and in accordance with the Bank's aims and objectives.

LEGAL BASIS

The legal basis for the establishment and appointment of the Bank's Board of Commissioners refers to several provisions, including the 2007 Republic of Indonesia Law No. 40 concerning Limited Liability Companies, as amended in part by 2020 Law No. 11 concerning Job Creation, and the 2003 Republic of Indonesia Law No. 19 dated June 19, 2003 concerning State-Owned Enterprises and other statutory regulations, specifically OJK No. 33/POJK.04/2014 dated December 8, 2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies, and the OJK Regulation No. 55/POJK.03/2016 dated December 7, 2016 concerning Implementation of Governance for Commercial Banks.

BOARD OF COMMISSIONERS' STRUCTURE AND COMPOSITION

1. The BNI Board of Commissioners membership structure consists of a President Commissioner, Vice President Commissioner, and Commissioners;
2. The BNI Board of Commissioners composition consists of Non-Independent Commissioners and Independent Commissioners;
3. The Board of Commissioners is an assembly, and therefore each member of the Board of Commissioners cannot act individually, as they shall be based on resolutions by the Board of Commissioners.

BOARD OF COMMISSIONERS' GUIDELINES AND PROCEDURES

The BNI Board of Commissioners Guidelines and Procedures are stipulated in the BNI Board of Commissioners Decree No. KEP/49/DK/2017 dated October 26, 2017, which regulates the following matters:

1. Legal Basis;
2. Structure;
3. Requirements for Members of the Board of Commissioners;
4. Independent Commissioners;
5. Board of Commissioners' Duties, Authorities, Obligations and Responsibilities;
6. Appointment and Dismissal of Members of the Board of Commissioners;
7. Term of Office of the Board of Commissioners and Vacant Positions;
8. Board of Commissioners' Meetings and Joint Meetings of the Board of Commissioners and Board of Directors;
9. Board of Commissioners' Division of Work and Working Time;
10. Secretariat of the Board of Commissioners and Secretary to the Board of Commissioners;
11. Corporate values;
12. Board of Commissioners' Work Ethics and Prohibitions;
13. Transparency.

BOARD OF COMMISSIONERS' DUTIES AND RESPONSIBILITIES

The Board of Commissioners is tasked and responsible for supervising management policies, the general management of both the Company and the Company's business carried out by the Board of Directors and providing advice to the Board of Directors, including supervising the implementation of the Company's Long Term Plan, the Company's Annual Work Plan and Budget, and the provisions in the Articles of Association, Resolutions of the General Meeting of Shareholders (GMS), as well as the prevailing laws and regulations, for the benefit of the Company and in accordance with the purposes and objectives of the Company. This is in line with the 2007 Republic of Indonesia Law No. 40 of concerning Limited Liability Companies, as partially amended by 2020 Law No. 11 concerning Job Creation, and BNI's Articles of Association.

In carrying out their duties, each member of the Board of Commissioners is obliged to:

1. Comply with the Articles of Association and laws and regulations, as well as the principles of professionalism, efficiency, transparency, independence, accountability, responsibility, as well as fairness and equality;

2. Have good faith, prudence and responsibility when carrying out their supervisory duties and providing advice to the Board of Directors for the interests of the Company and in accordance with the purpose and objectives of the Company.

To maintain objectivity and independency in performing the functions and duties of supervision, as stipulated in the POJK that regulates the implementation of governance for Commercial Banks, the Board of Commissioners is prohibited from participating in making decisions in the Bank's operational activities, except for:

1. Provision of funds to related parties as stipulated in the provisions on a legal lending limit for commercial banks; and
2. Other matters set forth in the Bank's Articles of Association or Laws and Regulations.

The decision making of the Bank's operational activities by the Board of Commissioners is part of the Board of Commissioners' supervisory duties, which does not negate the Board of Directors' responsibilities for the Bank's management activities.

BOARD OF COMMISSIONERS' AUTHORITIES

In accordance with the Bank's Article of Association, the Board of Commissioners' authorities include:

1. Examining books, letters, and other documents, examining the cash for verification purposes and other securities, and examining the Bank's assets;
2. Entering the yards, buildings, and offices used by the Bank;
3. Requesting explanations from the Board of Directors and/or other officials on any issues related to the Bank's management;
4. Understanding all policies and actions that have been and will be carried out by the Board of Directors;
5. Requesting the Board of Directors and/or other officials under the Board of Directors, with the consent of the Board of Directors attend the Board of Commissioners' Meeting;
6. Appointing and dismissing a Secretary to the Board of Commissioners;
7. Temporarily dismissing a member of the Board of Directors in accordance with the provisions stipulated in the Articles of Association;
8. Establishing an Audit Committee, Remuneration and Nomination Committee, Risk Monitoring Committee, Integrated Governance Committee, and other committees if deemed necessary with due observance of the Bank's capability;
9. Involving experts on certain matters and for a certain time period at the Bank's expense, whenever deemed necessary;
10. Performing Bank management in certain circumstances for a certain time period in accordance with the provisions stipulated in the Articles of Association;
11. Approving the appointment and dismissal of the Corporate Secretary and/or Head of the Internal Audit;

12. Attending Meetings of the Board of Directors and providing insights on matters discussed;
13. Carrying out other supervisory authority as long as it is not in contrary to the laws and regulations, Articles of Association, and/or GMS resolutions.

BOARD OF COMMISSIONERS' OBLIGATIONS

Based on BNI's Articles of Association, the Board of Commissioners is obliged to:

1. Provide advice to the Board of Directors in conducting the management of the Bank;
2. Provide opinions and approval for the Bank's Annual Work Plan and Budget, as well as other work plans prepared by the Board of Directors, in accordance with the provisions of the Articles of Association;
3. Follow the Bank's development, provide opinions and suggestions to the GMS on any matters deemed necessary for the management of the Bank;
4. Report to the Dwiwarna Series A Shareholders in the event of any decline in the Bank's performance;
5. Propose to the GMS the appointment of a Public Accounting Firm to audit the Bank's books;
6. Examine and review the periodic reports and Annual Reports prepared by the Board of Directors, including signing the Annual Report;
7. Provide explanations, opinions, and suggestions to the GMS on the Annual Report, if requested;
8. Prepare Minutes of the Board of Commissioners' Meetings and maintain a copy
9. Report to the Bank on any personal and/or familial share ownership in the Bank and any other Companies;
10. Provide a report on the supervisory duties that were performed in the previous fiscal year to the GMS;
11. Provide an explanation on all matters questioned or requested by Dwiwarna Series A Shareholders with due observance of the laws and regulations particularly those applicable in Capital Market sector;
12. Perform other obligations in the framework of supervisory and advisory duties as long as they do not violate the laws and regulations, Articles of Association, and/or GMS resolutions;
13. Grant approval in writing for legal acts performed by the Board of Directors as required in BNI's Articles of Association with regard to the laws and regulations in the Capital Market sector:
 - a. Release/transfer and/or pledge the Bank's assets with criteria and values exceeding certain amounts stipulated by the Board of Commissioners, except assets that are recorded as inventories, with due observance of the provisions in the capital market and banking sector;
 - b. Cooperate with other business entities or parties, in the form of joint operations (KSO), business cooperatives (KSU), license agreements, Build, Operate, and Transfer (BOT), Build, Transfer,

and Operate (BTO), Build, Operate, and Own (BOO), and other agreements that have the same nature, same time period, or value exceeding those set by the Board of Commissioners;

- c. Establish and change the Company's logo;
- d. Establish an organizational structure 1 (one) level below the Board of Directors;
- e. Undertake capital participation with a specified value as stipulated by the Board of Commissioners of other companies, subsidiaries, and joint ventures that is not in the framework of rescuing receivables with due observance of the provisions in the Capital Market sector;
- f. Establish subsidiaries and/or joint venture companies with a certain value as stipulated by the Board of Commissioners with due observance of the provisions in the Capital Market sector;
- g. Propose the Bank's representative as a candidate member of the Board of Directors and Board of Commissioners in a subsidiaries that make a significant contribution to the Bank, and/or has strategic value as stipulated by the Board of Commissioners;
- h. Perform mergers, consolidations, acquisitions, spinoffs, and liquidation of subsidiaries or joint-ventures with a certain value as stipulated by the Board of Commissioners with due observance of the provisions in the Capital Market sector;
- i. Perform actions included in material transactions as stipulated by the laws and regulations in the capital market sector with certain values as determined by the Board of Commissioners, except if such actions are included in material transactions excluded by the laws and regulations applicable in the Capital Market sector;
- j. Actions that are not stipulated in the RKAP;
- k. Actions to transfer including selling, releasing the right to charge and/or not to charge again for:
 - i) The principal of non-performing receivables which have been written off in the framework of credit settlement, either partially or entirely; and
 - ii) The difference between the principal value of non-performing receivables that has been written off with a transfer value including sales or with the value of disposal of right; to be carried out based on the Board of Directors' policies that have been approved by the Board of Commissioners and in the

amount of debt-cancelled limit set by the GMS that shall remain in force until any new limit has been determined by the GMS.

The Board of Commissioners' approval regarding letters a, b, e, f, g, and h above, with certain limits and/or criteria, is determined after obtaining the approval from the Dwiwarna Series A Shareholders. The determination of limits and/or criteria by the Board of Commissioners for the matters referred to in letters a, b, e, f, g, and h above is achieved after obtaining the approval of the Dwiwarna Series A Shareholders, and stated in a Board of Commissioners' Decree.

BOARD OF COMMISSIONERS' TERM OF OFFICE

The Board of Commissioners' term of office is at most 2 (two) consecutive periods, with the following conditions:

1. Members of the Board of Commissioners are appointed for a term of office from the date of the GMS appointing them until the closing of the 5th (fifth) Annual GMS after the date of their appointment, on condition that they do not exceed 5 (five) years with regards to the Capital Market laws and regulations, without prejudice to the right of GMS to dismiss them at any time prior to the end of their term of office; and
2. After their term of office ends, the members of the Board of Commissioners may be reappointed by the GMS for 1 (one) more term of office.

BOARD OF COMMISSIONERS' CRITERIA

Members of the Board of Commissioners shall be obliged to comply with the Law on Limited Liability Companies, legislation in the Capital Market and other applicable regulations and those related to the Company's business activities.

Based on BNI's Articles of Association, individuals who can be appointed as members of the Board of Commissioners are individuals who meet the requirements upon the appointment date and during their tenure:

1. Having good character, morals, and integrity;
2. Competent in carrying out legal actions;
3. Within 5 (five) years before appointment and during their tenure:
 - a. Has not been declared bankrupt;
 - b. Never been a member of a Board of Directors and/or Board of Commissioners found guilty in causing a company to become bankrupt;

- c. Never been convicted of any criminal offense that is detrimental to a country's or financial sector's financial position; and
- d. Never been a member of the Board of Directors and/or Board of Commissioners which during the terms of office:
 - i) Did not hold an AGMS;
 - ii) Their accountability as a member of the Board of Directors and/or Board of Commissioners was not accepted by the GMS or they did not submit their accountability as a member of the Board of Directors and/or Board of Commissioners to the GMS; and
 - iii) Caused a company to obtain a license, approval, or registration from the Financial Services Authority when not complying with its obligation to submit the annual report and/or financial report to the Financial Services Authority.
4. Has the commitment to comply with laws and regulations;
5. Has the knowledge and/or expertise in the fields required by the Company;
6. Meets other requirements as regulated in applicable laws and regulations;
7. Members of the Board of Commissioners and members of the Board of Directors are prohibited from having blood relations to the third degree, either in a straight line or sideways or a relationship that arises due to marriage ties including in-laws; and
8. In addition to meeting the above criteria, appointment of the Board of Commissioners members is carried out by taking into account integrity, dedication, understanding of the company's management issues related to the management function, having adequate knowledge in the Company's line of business, and being able to provide sufficient time to carry out their duties and other requirements based on statutory regulations.

BOARD OF COMMISSIONERS' APPOINTMENT PROCESS

The appointment process of the candidates of the Board of Commissioners is carried out by referring to laws and regulations stipulating the appointment procedures for members of Board of Commissioners for the Bank and SOE sectors, particularly:

1. Minister of SOEs Regulation No. Per-02/MBU/02/2015 dated February 17, 2015 concerning Requirements and Procedures for Appointment and Dismissal of Members of the Board of Commissioners and Supervisory Board of State-Owned Enterprises, as amended by Minister of SOEs Regulation No. PER-10/MBU/10/2020 dated October 16, 2020;

2. Minister of SOEs Regulation No. PER-01/MBU/2011 dated August 01, 2011 concerning Implementation of Good Corporate Governance in SOEs, as amended by Minister of SOEs Regulation No. PER-09/MBU/2012 dated July 6, 2012;
3. Financial Services Authority Regulation No. 27/POJK.03/2016 dated July 22, 2016 concerning Fit and Proper Test for Main Parties of Financial Services Institutions, and Financial Services Authority Circular Letter No. 39/SEOJK.03/2016 dated September 13, 2016 concerning Fit and Proper Test for Prospective Controlling Shareholders, Prospective Members of the Board of Directors and Prospective Members of the Board of Commissioners of the Bank;
4. Financial Services Authority Regulation No. 55/POJK.03/2016 dated December 7, 2016 concerning Implementation of Governance for Commercial Banks;
5. Financial Services Authority Regulation No. 33/POJK.04/2014 concerning Board of Directors and Board of Commissioners of Issuers or Public Companies;
6. BNI's Articles of Association that regulates the appointment of members of the Board of Commissioners.

Members of the Board of Commissioners are appointed at the GMS attended and approved by Dwiwarna Series A Shareholders, and the meeting resolutions shall be approved by Dwiwarna Series A Shareholders with due observance to the provisions of the Articles of Association. GMS resolutions on appointment of members of Board of Commissioners also determine the effectiveness of the appointment. In the event that GMS does not adopt a resolution, then the appointment as member of the Board of Commissioners will effectively start from the close of the GMS. Submission of the proposal for candidate members of Board of Commissioners to the GMS through Dwiwarna Series A Shareholders is carried out by observing the recommendations of the Nomination and Remuneration Committee.

OJK Regulation No. 27/POJK.03/2016 dated July 22, 2016, concerning Fit and Proper Test for the Primary Parties of Financial Services Institutions, regulates that candidate members of Board of Commissioners, who are included as BNI's Primary Party, which is a Financial Services Institution, must obtain approval from OJK before carrying out actions, duties, and functions as a member of the Board of Commissioners. In order to provide such approval, OJK conducts a fit and proper test of candidate members of the Board of Commissioners.

Members of the Board of Commissioners who have passed the fit and proper test without notes and have obtained approval from OJK indicates that such members of the Board of Commissioners have and fulfill the requirements of integrity, competency, and financial reputation in an adequate manner.

BOARD OF COMMISSIONERS' NUMBER AND COMPOSITION

In 2022, the Board of Commissioners composition and number underwent 1 (one) change. More detailed information on the changes and the reasons for the changes are presented in the Board of Commissioners Profile, Profile of Changes Chapter, in this Annual Report. In summary, the Board of Commissioners changes in the number and composition were as follows:

Period January 1 – August 31, 2022

For the period January 1 – August 31, 2022, the Board of Commissioners consists of 10 (ten) members, consisting of 1 (one) President Commissioner who is also an Independent Commissioner, 1 (one) Vice President Commissioner, 5 (five) Independent Commissioners and 3 (three) Commissioners.

Name	Position	Domicile	Basis For Appointment	Effective Date of Office
Agus Dermawan Wintarto Martowardojo	President Commissioner/Independent Commissioner	Jakarta	AGMS Decision on February 20, 2020	June 17, 2020
Pradjoto	Vice President Commissioner/Independent Commissioner	Jakarta	AGMS Decision on February 20, 2020	June 17, 2020
Sigit Widyawan	Independent Commissioner	Solo	AGMS Decision on March 20, 2018	September 7, 2018
Askolani	Commissioner	Jakarta	AGMS Decision on August 30, 2019	December 20, 2019
Ratih Nurdianti ¹⁾	Commissioner	Jakarta	AGMS Decision on May 13, 2019	March 16, 2020
Asmawi Syam	Independent Commissioner	Jakarta	AGMS Decision on February 20, 2020	March 16, 2020
Iman Sugema	Independent Commissioner	Bogor	AGMS Decision on February 20, 2020	June 17, 2020
Susyanto	Commissioner	Bogor	AGMS Decision on February 20, 2020	August 14, 2020
Septian Hario Seto	Independent Commissioner	Jakarta	AGMS Decision on February 20, 2020	June 27, 2020
Erwin Rijanto Slamet	Independent Commissioner	Jakarta	AGMS Decision on March 29, 2021	August 14, 2020
Note: ¹⁾ Ceased serving as Commissioner on August 31, 2022				

Period August 31 – December 31, 2022

For the period August 31 – December 31, 2022, the Board of Commissioners consists of 10 (ten) members, consisting of 1 (one) President Commissioner who is also an Independent Commissioner, 1 (one) Vice President Commissioner, 5 (five) Independent Commissioners and 3 (three) Commissioners.

Name	Position	Domicile	Basis For Appointment	Effective Date of Office*
Agus Dermawan Wintarto Martowardojo	President Commissioner/Independent Commissioner	Jakarta	AGMS Decision on February 20, 2020	June 17, 2020
Pradjoto	Vice President Commissioner/Independent Commissioner	Jakarta	AGMS Decision on February 20, 2020	June 17, 2020
Sigit Widyawan	Independent Commissioner	Solo	AGMS Decision on March 20, 2018	September 7, 2018
Askolani	Commissioner	Jakarta	AGMS Decision on August 30, 2019	December 20, 2019
Fadlansyah Lubis	Commissioner	Jakarta	EGMS Decision on August 31, 2020	December 23, 2022
Asmawi Syam	Independent Commissioner	Jakarta	AGMS Decision on February 20, 2020	March 16, 2020
Iman Sugema	Independent Commissioner	Bogor	AGMS Decision on February 20, 2020	June 17, 2020
Susyanto	Commissioner	Bogor	AGMS Decision on February 20, 2020	August 14, 2020

Name	Position	Domicile	Basis For Appointment	Effective Date of Office*
Septian Hario Seto	Independent Commissioner	Jakarta	AGMS Decision on February 20, 2020	July 27, 2020
Erwin Rijanto Slamet	Independent Commissioner	Jakarta	AGMS Decision on March 29, 2021	August 14, 2020
Note: ¹⁾ The Board of Commissioners becomes effective after obtaining OJK approval for the Fit and Proper Test. This is in accordance with OJK Regulation No. 27/POJK.03/2016 dated 22 July 2016 concerning Fit and Proper Test for Main Parties of Financial Services Institutions.				

FIT AND PROPER TEST AND BASIS FOR BOARD OF COMMISSIONERS' APPOINTMENT AS MEMBERS

All members of the BNI Board of Commissioners have good integrity, competence and reputation. This is proven by passing the fit and proper test as shown in the table below:

Period January 1, 2022 – August 31, 2022				
Name	Position	Organizer	Effective Date of Office	Result
Agus Dermawan Wintarto Martowardojo	President Commissioner/Independent Commissioner	Indonesia Financial Services Authority	June 23, 2020	Passed
Pradjoto	Vice President Commissioner/Independent Commissioner	Indonesia Financial Services Authority	June 23, 2020	Passed
Sigit Widyawan	Independent Commissioner	Indonesia Financial Services Authority	September 7, 2018	Passed
Askolani	Commissioner	Indonesia Financial Services Authority	December 20, 2019	Passed
Ratih Nurdianti ¹⁾	Commissioner	Indonesia Financial Services Authority	March 16, 2020	Passed
Asmawi Syam	Independent Commissioner	Indonesia Financial Services Authority	June 23, 2020	Passed
Iman Sugema	Independent Commissioner	Indonesia Financial Services Authority	August 19, 2020	Passed
Susyanto	Commissioner	Indonesia Financial Services Authority	August 3, 2020	Passed
Septian Hario Seto	Independent Commissioner	Indonesia Financial Services Authority	August 19, 2020	Passed
Erwin Rijanto Slamet	Independent Commissioner	Indonesia Financial Services Authority	August 6, 2021	Passed
Note: ¹⁾ Ceased serving as Commissioner on August 31, 2022				

Period August 31, 2022 – December 31, 2022				
Name	Position	Organizer	Effective Date of Office	Result
Agus Dermawan Wintarto Martowardojo	President Commissioner/Independent Commissioner	Indonesia Financial Services Authority	June 23, 2020	Passed
Pradjoto	Vice President Commissioner/Independent Commissioner	Indonesia Financial Services Authority	June 23, 2020	Passed
Sigit Widyawan	Independent Commissioner	Indonesia Financial Services Authority	September 7, 2018	Passed
Askolani	Commissioner	Indonesia Financial Services Authority	December 20, 2019	Passed
Fadlansyah Lubis	Commissioner	Indonesia Financial Services Authority	December 23, 2022	Passed
Asmawi Syam	Independent Commissioner	Indonesia Financial Services Authority	June 23, 2020	Passed
Iman Sugema	Independent Commissioner	Indonesia Financial Services Authority	August 19, 2020	Passed

Period August 31, 2022 – December 31, 2022

Name	Position	Organizer	Effective Date of Office	Result
Susyanto	Commissioner	Indonesia Financial Services Authority	August 3, 2020	Passed
Septian Hario Seto	Independent Commissioner	Indonesia Financial Services Authority	August 19, 2020	Passed
Erwin Rijanto Slamet	Independent Commissioner	Indonesia Financial Services Authority	August 6, 2021	Passed

All members of the Board of Commissioners are appointed at the GMS as outlined in the Minutes of the GMS. In detail, the basis for appointment of each member of the Board of Commissioners is as follows:

Period January 1, 2022 – August 31, 2022

Name	Position	Basis For Appointment
Agus Dermawan Wintarto Martowardojo	President Commissioner/Independent Commissioner	AGMS Decision on February 20, 2020
Pradjoto	Vice President Commissioner/Independent Commissioner	AGMS Decision on February 20, 2020
Sigit Widyawan	Independent Commissioner	AGMS Decision on March 20, 2018
Askolani	Commissioner	AGMS Decision on August 30, 2019
Ratih Nurdianti ¹⁾	Commissioner	AGMS Decision on May 13, 2019
Asmawi Syam	Independent Commissioner	AGMS Decision on February 20, 2020
Iman Sugema	Independent Commissioner	AGMS Decision on February 20, 2020
Susyanto	Commissioner	AGMS Decision on February 20, 2020
Septian Hario Seto	Independent Commissioner	AGMS Decision on February 20, 2020
Erwin Rijanto Slamet	Independent Commissioner	AGMS Decision on March 29, 2021

Note:
¹⁾ Ceased serving as Commissioner on August 31, 2022

Period August 31, 2022 – December 31, 2022

Name	Position	Basis For Appointment
Agus Dermawan Wintarto Martowardojo	President Commissioner/Independent Commissioner	AGMS Decision on February 20, 2020
Pradjoto	Vice President Commissioner/Independent Commissioner	AGMS Decision on February 20, 2020
Sigit Widyawan	Independent Commissioner	AGMS Decision on March 20, 2018
Askolani	Commissioner	AGMS Decision on August 30, 2019
Fadlansyah Lubis ¹⁾	Commissioner	EGMS Decision on August 31, 2022
Asmawi Syam	Independent Commissioner	AGMS Decision on February 20, 2020
Iman Sugema	Independent Commissioner	AGMS Decision on February 20, 2020
Susyanto	Commissioner	AGMS Decision on February 20, 2020
Septian Hario Seto	Independent Commissioner	AGMS Decision on February 20, 2020
Erwin Rijanto Slamet	Independent Commissioner	AGMS Decision on March 29, 2021

Note:
¹⁾ Served as Commissioner since August 31, 2022 and effective based on OJK approval on December 23, 2022

BOARD OF COMMISSIONERS' DIVISION OF SUPERVISORY ROLES AND RESPONSIBILITIES

PRESIDENT COMMISSIONERS' DUTIES

- Coordinating the implementation of Board of Commissioners' duties;
- Chairing the Board of Commissioners' Meetings;
- Signing written documents including correspondence with other Commissioners;
- Representing the Board of Commissioners by attending forums, meetings and events organized by the authorities, Dwiwarna Series A Shareholders and other institutions;
- Representing the Board of Commissioners in chairing the Company's General Meeting of Shareholders.

In addition to the above duties and responsibilities, each member of the Bank's Board of Commissioners has additional roles and responsibilities. The division of work for members of the BNI Board of Commissioners is carried out by determining the distribution of the positions of the Board of Commissioners' members in Committees established by the Board of Commissioners to assist with the smooth running of their duties, namely in the Audit Committee, the Risk Monitoring Committee, the Nomination and Remuneration Committee and the Integrated Governance Committee. The appointment of each Board of Commissioners member as a committee member is regulated through a Board of Commissioners Decree.

In 2022, there was a change in the Board of Commissioners composition so the Board of Commissioners division of duties and responsibilities was adapted to the latest needs and developments. The changes in the Board of Commissioners' membership composition as committee members during 2021 were as follows:

Period January 1, 2022 – August 31, 2022

Name	Position	Period	Division of Duties
Agus Dermawan Wintarto Martowardojo	President Commissioner/Independent Commissioner	<ul style="list-style-type: none">January 1, 2022-PresentJanuary 1, 2022-Present	<ul style="list-style-type: none">Chairperson of the Nomination and Remuneration CommitteeChairperson of the Integrated Governance Committee
Pradjoto	Vice President Commissioner/Independent Commissioner	<ul style="list-style-type: none">January 1, 2022-PresentJanuary 1, 2022-Present	<ul style="list-style-type: none">Chairperson of the Risk Monitoring CommitteeMember of the Nomination and Remuneration Committee
Sigit Widyawan	Independent Commissioner	<ul style="list-style-type: none">January 1, 2022-PresentJanuary 1, 2022-Present	<ul style="list-style-type: none">Member of the Nomination and Remuneration CommitteeMember of the Audit Committee
Askolani	Commissioner	<ul style="list-style-type: none">January 1, 2022-PresentJanuary 1, 2022-Present	<ul style="list-style-type: none">Member of the Nomination and Remuneration CommitteeMember of the Integrated Governance Committee
Ratih Nurdianti ¹⁾	Commissioner	<ul style="list-style-type: none">January 1, 2022-August 31, 2022January 1, 2022-August 31, 2022	<ul style="list-style-type: none">Member of the Nomination and Remuneration CommitteeMember of the Risk Monitoring Committee
Asmawi Syam	Independent Commissioner	<ul style="list-style-type: none">January 1, 2022-PresentJanuary 1, 2022-Present	<ul style="list-style-type: none">Chairperson of the Audit CommitteeMember of the Nomination and Remuneration Committee
Iman Sugema	Independent Commissioner	<ul style="list-style-type: none">January 1, 2022-PresentJanuary 1, 2022-Present	<ul style="list-style-type: none">Member of the Nomination and Remuneration CommitteeMember of the Audit Committee
Susyanto	Commissioner	<ul style="list-style-type: none">January 1, 2022-PresentJanuary 1, 2022-Present	<ul style="list-style-type: none">Member of the Nomination and Remuneration CommitteeMember of the Integrated Governance Committee
Septian Hario Seto	Independent Commissioner	<ul style="list-style-type: none">January 1, 2022-PresentJanuary 1, 2022-Present	<ul style="list-style-type: none">Member of the Nomination and Remuneration CommitteeMember of the Risk Monitoring Committee
Erwin Rijanto Slamet	Independent Commissioner	<ul style="list-style-type: none">January 1, 2022-PresentJanuary 1, 2022-Present	<ul style="list-style-type: none">Member of the Nomination and Remuneration CommitteeMember of the Risk Monitoring Committee

Note:
¹⁾ Ceased serving as Commissioner on August 31, 2022

Period August 31, 2022 - December 31, 2022

Name	Position	Period	Division of Duties
Agus Dermawan Wintarto Martowardojo	President Commissioner/ Independent Commissioner	<ul style="list-style-type: none">January 1, 2022-PresentJanuary 1, 2022-Present	<ul style="list-style-type: none">Chairperson of the Nomination and Remuneration CommitteeChairperson of the Integrated Governance Committee
Pradjoto	Vice President Commissioner/ Independent Commissioner	<ul style="list-style-type: none">January 1, 2022-PresentJanuary 1, 2022-Present	<ul style="list-style-type: none">Chairperson of the Risk Monitoring CommitteeMember of the Nomination and Remuneration Committee
Sigit Widyawan	Independent Commissioner	<ul style="list-style-type: none">January 1, 2022-PresentJanuary 1, 2022-Present	<ul style="list-style-type: none">Member of the Nomination and Remuneration CommitteeMember of the Audit Committee
Askolani	Commissioner	<ul style="list-style-type: none">January 1, 2022-PresentJanuary 1, 2022-Present	<ul style="list-style-type: none">Member of the Nomination and Remuneration CommitteeMember of the Integrated Governance Committee
Fadlansyah Lubis ¹⁾	Commissioner	<ul style="list-style-type: none">Desember 29, 2022 - PresentDesember 29, 2022 - Present	<ul style="list-style-type: none">Member of the Nomination and Remuneration CommitteeMember of the Risk Monitoring Committee
Asmawi Syam	Independent Commissioner	<ul style="list-style-type: none">January 1, 2022-PresentJanuary 1, 2022-Present	<ul style="list-style-type: none">Chairperson of the Audit CommitteeMember of the Nomination and Remuneration Committee
Iman Sugema	Independent Commissioner	<ul style="list-style-type: none">January 1, 2022-PresentJanuary 1, 2022-Present	<ul style="list-style-type: none">Member of the Nomination and Remuneration CommitteeMember of the Audit Committee
Susyanto	Commissioner	<ul style="list-style-type: none">January 1, 2022-PresentJanuary 1, 2022-Present	<ul style="list-style-type: none">Member of the Nomination and Remuneration CommitteeMember of the Integrated Governance Committee
Septian Hario Seto	Independent Commissioner	<ul style="list-style-type: none">January 1, 2022-PresentJanuary 1, 2022-Present	<ul style="list-style-type: none">Member of the Nomination and Remuneration CommitteeMember of the Risk Monitoring Committee
Erwin Rijanto Slamet	Independent Commissioner	<ul style="list-style-type: none">January 1, 2022-PresentJanuary 1, 2022-Present	<ul style="list-style-type: none">Member of the Risk Monitoring CommitteeMember of the Risk Monitoring Committee

Note:
¹⁾ Served as Commissioner since August 31, 2022 and effective based on OJK approval on December 23, 2022

ORIENTATION AND INDUCTION PROGRAM FOR NEW COMMISSIONERS

The orientation and induction program for new commissioners is carried out through documents, presentations or providing explanations from the Board of Directors, Corporate Secretary, related Divisions or units, which generally include information/matters pertaining to:

1. Vision, mission, the organizational structure of the bank, business activities and operational network;
2. Annual Report, the Bank's Work Plan and Budget (RKAP), and the Bank's Business Plan (RBB), Bank's Code of Ethics, BNI's Corporate Cultures, the Boards of Commissioners Manual, Corporate Governance Handbook, and the Articles of Association;
3. Good Corporate Governance (concurrent positions, share ownership, and independent commissioners);
4. The Board of Commissioners and the Board of Directors' duties, authority, and responsibilities, the Board of Commissioners' delegation of authority and limits of authority in conducting supervisory duties on the bank based on the applicable laws and regulations;
5. Committees under the Board of Commissioners, which are established and directly responsible to the Board of Commissioners, Secretary of the Board of Commissioners, and Secretariat of the Board of Commissioners, which facilitates the duties of the Board of Commissioners;
6. Remuneration and facilities provided to members of the Board of Commissioners.

BOARD OF COMMISSIONERS' CONCURRENT POSITIONS

The Board of Commissioners does not have concurrent positions that are prohibited based on the applicable laws and regulations. The Board of Commissioners' concurrent positions that are allowed are based on the applicable Laws and Regulations and are executed by the related members of the Board of Commissioners whilst not ignoring the implementation of duties and responsibilities as members of the Bank's Board of Commissioners.

As of December 31, 2022, the concurrent positions for each member of the Bank's Board of Commissioners, are as follows:

Name	Member Of The Board Of Directors Of State Owned Enterprises, Regional Owned Enterprises, Private Owned Enterprises	Management Board Of Political Parties And/ Or Candidates/ Members Of DPR, DPD, DPRD Level I, And DPRD Level II And/ Or Candidates For Regional Head/ Deputy Regional Head	Other Positions In Accordance With The Provisions Of Laws And Regulations	Other Positions That Can Cause A Conflict Of Interest
Agus Dermawan Wintarto Martowardojo	No	No	No	No
Pradjoto	No	No	No	No
Sigit Widyawan	No	No	No	No
Askolani	No	No	No	No
Asmawi Syam	No	No	No	No
Iman Sugema	No	No	No	No
Susyanto	No	No	No	No
Septian Hario Seto	No	No	No	No
Erwin Rijanto Slamet	No	No	No	No
Ratih Nurdianti ¹⁾	No	No	No	No
Fadlansyah Lubis ²⁾	No	No	No	No

Note:
¹⁾ Ceased serving on August 31, 2022
²⁾ Served as Commissioner since August 31, 2022 and effective based on OJK approval on December 23, 2022

BOARD OF COMMISSIONERS' CONFLICT OF INTEREST MANAGEMENT

A Conflict of Interest is a situation where the Bank's economic interests contradict with personal economic interests. Regarding such matters, members of the Board of Commissioners are obliged to:

1. Prioritize the Bank's interests and not decrease the Bank's financial in the event of any conflict of interest;
2. Refrain from making decisions in situations and conditions of conflict of interest;
3. Disclose familial relationships, financial relationships, management relationships, ownership relationships with other members of the Board of Commissioners and/or members of the Board of Directors and/or the bank's controlling shareholders and/or other parties in the framework of the Bank's business;
4. Disclose decisions that may have been made in a condition of a conflict of interest.

IMPLEMENTATION OF THE BOARD OF COMMISSIONERS' DUTIES

Implementation of the Board of Commissioners' duties refers to the Board of Commissioners' Work Plan and Budget (RKA) that is prepared and submitted to the Board of Directors at the beginning of the year. The preparation of the RKA is as required based on:

1. Minister of SOEs Regulation No. PER-01/ MBU/2011 dated August 1, 2011 concerning Good Corporate Governance Implementation in State-Owned Enterprises as amended by Minister of SOEs Regulation Number PER-09/ MBU/2012 dated July 6, 2012 Article 12 paragraph (5) which regulates that the Board of Commissioners/ Supervisory Board must prepare a work plan and annual budget of the Board of Commissioners/Supervisory Board which is an integral part and RKAP; and

2. Article 17 paragraph (2) of BNI's Articles of Association that regulates that the Board of Commissioners must prepare a work program for the Board of Commissioners as an inseparable part of the Company's Annual Work Plan and Budget prepared by the Board of Directors.

MECHANISM FOR THE BOARD OF COMMISSIONERS' SUPERVISORY DUTIES IMPLEMENTATION

BNI's Board of Commissioners carries out its functions, duties and obligations through the following mechanisms:

1. Board of Commissioners' Meetings, including internal Board of Commissioners' Meetings, or Meetings by inviting Sectoral Director or Senior Executive Vice Presidents related to the Meeting agenda, or regular joint meetings between the Board of Commissioners and the Board of Directors.
2. The Committees under the Board of Commissioners active roles are to assist and support the duties of the Board of Commissioners, are conducted through the Committee meetings, evaluations, studies or reviews of matters that are part of the duties of the Board of Commissioners.
3. Providing directives and opinions in writing to the Board of Directors as:
 - a. Follow up on the resolutions of the Board of Commissioners Meeting or the joint meetings of the Board of Commissioners and the Board of Directors;
 - b. Responses to reports on the implementation of the Board of Directors duties or requests for approval, consultations or proposals submitted by the Board of Directors to the Board of Commissioners, as well as information on strategic and significant issues, based on the results of the evaluations and reviews of the Board of Commissioners in written reports on the implementation of the Board of Directors' duties to the Board of Commissioners.
4. Visiting the BNI work units, as well as providing directives and opinions of the Board of Commissioners to the Board of Directors based on the results of the Work visits.

BOARD OF COMMISSIONERS' SUPERVISORY DUTIES REALIZATION

Throughout 2022, the Board of Commissioners carried out their duties, obligations and responsibilities to supervise the management policies and management of the Bank in line with the prevailing laws and regulations, the Bank's Articles of Association and the Work Plan set at the beginning of the year, which included the following:

1. Performing the supervisory function of the Bank's Business Plan (RBB), including:

- a. Directing, monitoring and evaluating the implementation of the Bank's 2022 strategic policies, including evaluation of the Corporate Plan and RBB as well as financial performance in 2022 every month;
- b. Supervising efforts to achieve RBB, in particular achieving important aspects in the business plan such as loan distribution, asset quality improvement, third party fund collection, productivity and efficiency;
- c. Reviewing the Revised RBB for 2022-2024;
- d. Evaluating the RBB as reported to the Financial Services Authority every semester and submitting the RBB supervision report to the Financial Services Authority; and
- e. Reviewing and giving approval for the 2023-2025 RBB.
2. Evaluating the Consolidated Financial Performance of BNI every month and submitting a Performance Report to the Ministry of SOEs on a quarterly basis;
3. Reviewing the financial information to be issued by the Company;
4. Reviewing the financial statements audit for the fiscal year 2021 conducted by the Public Accounting Firm (KAP) or other external parties;
5. Proposing the appointment of an External Auditor to conduct an examination of PT BNI (Persero) Tbk for the Fiscal Year 2022;
6. Performing supervisory functions on the implementation of internal controls in BNI, including:
 - a. Ensuring that BNI's internal control system is running well;
 - b. Ensuring the Board of Directors are monitoring the effectiveness of the Internal Audit Work Unit (SKAI) or the BNI Internal Audit;
 - c. Supervising the BNI Internal Supervision Unit duties including:
 - i) Evaluating internal control or BNI Internal Audit;
 - ii) Reviewing the audit plan and implementation as well as monitoring the follow-up audit results on the implementation of the BNI Internal Audit duties;
 - iii) Ensuring that the Board of Directors has followed up on audit findings and recommendations from the BNI Internal Audit, the supervision results by OJK and/or other supervisory authorities, the Supreme Audit Agency findings, external auditors or public accountants audits results, by ensuring the Board of Directors follow up on audit findings both in writing and orally;

- iv) Reviewing the main points of audit results from the BNI Internal Audit as reported to the Financial Services Authority every semester.
7. Supervising, monitoring and evaluating the Bank Health Level for Semester II-2021 and Semester I-2022, and supporting the Board of Directors in taking necessary steps to maintain and/or improve the Bank Health Level;
8. Performing supervisory functions on BNI Risk Management and Integrated Risk Management, including:
 - a. Evaluating the Board of Directors duties on the application of Risk Management policies and providing directives for improvements on the application of Risk Management policies on a regular basis to ensure that the Bank's risk and activity management has been implemented effectively;
 - b. Evaluating BNI's Risk Management policies and Risk Management strategies;
 - c. Reviewing and evaluating the Risk Profile and Minimum Capital on a quarterly basis, as well as evaluating the position and development of BNI's risk on a regular basis;
 - d. Ensuring that Risk Management policies and processes are implemented effectively and integrated into the overall Risk Management process;
 - e. Evaluating and providing directives for improvement of the Integrated Risk Management Policy on a regular basis;
 - f. Approving the Risk Management General Policy and the Integrated Risk Management General Policy;
 - g. Ensuring the Integrated Risk Management in accordance with the characteristics and complexity of the Financial Conglomerate business, and ensuring Risk Management in each FSI in the BNI Financial Conglomerate supports the Integrated risk management effectively.
9. Monitoring the implementation of compliance in BNI, including:
 - a. Evaluating the BNI compliance function, and ensuring it has been carried out properly, and providing advice to the Board of Directors to improve the quality of the compliance function;
 - b. Reviewing reports on the compliance function and the implementation of the Director of Compliance duties, submitted by the Board of Directors on a regular basis.
10. Performing the supervisory function on the application of the Anti-Fraud Strategy at BNI;
11. Performing the supervisory function on the application of the Anti-Money Laundering and Combating the Financing of Terrorism (APU-PPT) Program at BNI;
12. With regard to the application of Good Corporate Governance (GCG) principles and practices and application of Integrated Governance:

- a. Ensuring the application of the GCG principles and practices at all levels of the BNI organization, as well as at FSI within the BNI Financial Conglomerate;
- b. Supervising the implementation of Integrated Governance in the BNI Financial Conglomerate and evaluating/reviewing the Integrated Governance Guidelines for improvement;
- c. Encouraging improvement in GCG practices with reference to applicable laws and regulations and international best practices;
- d. Reviewing the GCG implementation report submitted by the Board of Directors;
- e. Monitoring the GCG self-assessment results, as well as conducting a self-assessment to assess the effectiveness of the GCG implementation by the Board of Commissioners, including the committees under the Board of Commissioners, every semester as required by the OJK Regulation concerning GCG implementation in Commercial Banks.
13. Monitoring and evaluating the Subsidiaries performance and the Board of Directors policies related to creation of synergies and strengthening the subsidiaries business;
14. Evaluating, directing and monitoring strategic plans, implementation of Information Technology and Bank policies related to BNI Information Technology;
15. Conducting a review of the development of material cases report on a regular basis;
16. Monitoring and evaluating the Evaluation of Recovery Plan implementation at BNI;
17. Supervising the implementation of the prudential principle in the provision of loan facilities by the Board of Directors, including:
 - a. Supervising the lending and financing plans set out in the RBB;
 - b. Providing advice and opinions on the Board of Directors' decision related to provision of loan facilities above a certain amount that must be consulted with the Board of Commissioners;
 - c. Giving approval for the granting of loan facilities to related parties based on applicable laws and regulations that must obtain the Board of Commissioners' approval;
 - d. Conducting regular and periodic reviews on the development and follow-up of loans in consultation with the Board of Commissioners;
 - e. Evaluating and approving credit policies and strategies in accordance with the obligations regulated by the prevailing laws and regulations;
 - f. Conducting regular reviews on the development and quality of the overall lending or financing portfolio, including Non-Performing Loans (NPLs).
18. Monitoring and evaluating the Human Capital (HC) development and management, especially with regard to the strategic function of HC in supporting the Bank's performance achievements;

19. Providing consultation on granting of and write-offs of loans in accordance with the provisions requiring consultation with the Board of Commissioners;
20. Evaluating the implementation of the Sector Director duties and responsibilities on a regular basis including the work plan achievement by the Sector Director, particularly related to strategic and significant issues;
21. Reviewing the Financial Institution Pension Fund (DPLK) Performance in 2021 as the Supervisory Board of the DPLK and submitting the Supervisory Report on the BNI Financial Institution Pension Fund (DPLK) Business Plan for Semester II of 2021 and Semester I of 2022 to OJK;
22. Conducting regular monitoring and evaluation of the implementation of BNI remuneration and outsourcing management policies and system, including remuneration for the Board of Directors, Board of Commissioners, and employees;
23. Approving matters that must be approved by the Board of Commissioners based on the prevailing laws and regulations and the Company's Articles of Association, including:
 - a. Equity Participation Approval;
 - b. BNI Organizational Arrangement Approval;
 - c. Approval of the 2021-2024 Bank BNI Business Plan Revision;
 - d. Approval of the 2023-2025 Bank BNI Business Plan;
 - e. Approval of the 2023 BNI Corporate Budget and Work Plan;
 - f. Approval of the Bank Credit Policy;
 - g. Approval of the 2022/2023 BNI Recovery Plan Document;
 - h. Approval of the 2022 Resolution Plan Document
 - i. Approval of the BNI Sustainable Finance Action Plan for 2023
 - j. Approval of the Management of the BNI Subsidiary Companies;
 - k. Approval of the Updating Policy on Anti-Money Laundering and Prevention of Terrorism Financing (APU & PPT) BNI;
 - l. Approval of the Updating Policy on Anti-Money Laundering and Prevention of Terrorism Financing (APU & PPT) DPLK BNI;
 - m. Approval of the General Policy on Risk Management and Capital Management, General Policy on Internal Control System, and General Policy on Integrated Risk Management and Integrated Capital Policy;
 - n. Approval of the Anti-Bribery Policy;
 - o. Approval of the Human Capital Policy
 - p. Approval of the 2022 BNI DPLK Business Plan;
 - q. Approval of Company policies or guidelines based on OJK Regulations that must obtain approval from the Board of Commissioners;

- r. Approval of Changes to the Internal Audit (IAD) Head;
- s. Approval of the Integrated Governance Guidelines for the BNI Financial Conglomerate.
24. Submitting a report to the Ministry of SOEs in the form of responses from the Board of Commissioners on the BNI performance report every quarter as a follow-up to the Minister of SOEs Letter in 2014 to the BNI Board of Commissioners to streamline the supervision and guidance of the SOEs performance, where the Board of Commissioners were requested to provide opinions and responses on BNI performance reports for the quarterly period;
25. Holding Board of Commissioners Meetings, both internal Board of Commissioners meetings and by inviting members of the Board of Directors or related Sector Directors as well as regular Board of Commissioners and Board of Directors meetings to discuss aspects related to business, organization, risk management, legal internal control and compliance aspects, human capital, technology and others matters, held regularly through 57 (fifty seven) meetings;
26. Conducting offline and/or online visits to Regional Offices, Branch Offices including Overseas Branch Offices to carry out the supervisory function.

BOARD OF COMMISSIONERS' DECISIONS

During 2022, the Board of Commissioners' decisions to support the implementation of its duties and responsibilities, were as follows:

1. Termination of Indrayeti as an Independent Member of the Integrated Governance Committee;
2. Adjustment of Honorarium Allowances and Facilities for Independent Members of Committees under the Board of Commissioners;
3. Adjustment of Honorarium Allowances and Facilities for Pasu Donaria as an Expert Staff for the Board of Commissioners;
4. Appointment of Dandy Perwandi Sjamsudin as Member of the Nomination and Remuneration Committee;
5. Integrated Governance Committee Charter;
6. Nomination and Remuneration Committee Charter;
7. Risk Monitoring Committee Charter;
8. Termination of Nurani Raswindriati as an Independent Member of the Risk Monitoring Committee;
9. Termination of Bambang Setyogroho as an Independent Member of the Integrated Governance Committee;
10. Appointment of Nurani Raswindriati as an Independent Member of the Integrated Governance Committee;
11. Appointment of Bambang Setyogroho as an Independent Member of the Risk Monitoring Committee;

12. Appointment of Rufina Tinawati Mariantanto as a Member of the Integrated Governance Committee;
13. Confirmation of Termination of Rosa Lima Dwi Mutiari as a Member of the Integrated Governance Committee;
14. Confirmation of Termination of Boyke Wibowo Mukiyat as a Member of the Integrated Governance Committee;
15. Appointment of Pasu Donnaria as Expert Staff to the Board of Commissioners;
16. Confirmation of Termination of Ratih Nurdianti as a Member of the Nomination and Remuneration Committee;
17. Confirmation of Termination of Ratih Nurdianti as a Member of the Risk Monitoring Committee;
18. Confirmation of Termination of Eddy Siswanto as a Member of the Integrated Governance Committee;
19. Confirmation of Termination of Utang Ranuwijaya as a Member of the Integrated Governance Committee;
20. Appointment of Eko Priyo Pratomo as a Member of the Integrated Governance Committee;
21. Appointment of Siti Haniatunnisa as a Member of the Integrated Governance Committee;
22. Appointment of Fadlansyah Lubis as a Member of the Nomination and Remuneration Committee;
23. Appointment of Fadlansyah Lubis as a Member of the Risk Monitoring Committee.

DECISIONS REQUIRING BOARD OF COMMISSIONERS' APPROVAL

Descriptions of Board of Directors' decisions that require approval from the Board of Commissioners are contained in the Company's Articles of Association document, as determined by the Board of Commissioners in a Board of Commissioners' Decree in accordance with certain limitations and/or criteria that have been approved by the Series A Dwiwarna Shareholders. Board of Directors Decisions that require written approval from the Board of Commissioners are in accordance with the Articles of Association, and the above Board of Commissioners Decree with due observance of laws and regulations and provisions in the field of Capital Markets, including:

1. Releasing/transferring and/or pledging the Company's assets with criteria and values exceeding a certain amount determined by the Board of Commissioners, except for assets recorded as inventory, taking into account the provisions in the capital market and banking sector;
2. Establishing cooperation with business entities or other parties, in the form of Operational Cooperation (KSO), Business Cooperation (KSU), License Cooperation, Build, Operate and Transfer (BOT), Build and Transfer (Build), Transfer and Operate/BTO), Build, Operate and Own/BOO and other agreements of the same nature with a term or value exceeding that determined by the Board of Commissioners;

3. Establishing and changing the Company's logo;
4. Establishing an organizational structure 1 (one) level below the Board of Directors;
5. Instigating equity participation, releasing equity participation including changes in the capital structure with a certain value determined by the Board of Commissioners in other companies, subsidiaries and joint ventures that are not in the context of saving receivables with due observance to provisions in the Capital Market sector;
6. Establishing a subsidiary and/or joint venture company with a certain value determined by the Board of Commissioners with due observance of provisions in the Capital Market sector;
7. Proposing representatives of the Company to become candidates for Members of the Board of Directors and Board of Commissioners in subsidiaries that make a significant contribution to the Company and/or have strategic value determined by the Board of Commissioners
8. Performing mergers, consolidations, acquisitions, separations and dissolutions of subsidiaries and joint ventures with a certain value determined by the Board of Commissioners with due observance of provisions in the field of Capital Markets;
9. Carrying out actions that are included in material transactions as stipulated by laws and regulations in the field of capital markets with a certain value determined by the Board of Commissioners, unless these actions are included in material transactions that are excluded by the laws and regulations that apply in the field of capital markets;
10. Carrying out actions that have not been determined in the RKAP;
11. Carrying out actions to transfer include selling, releasing the right to collect and/or not collect again for:
 - a. Principal bad debts that have been written off in the context of loan settlement, either in part or in whole; and
 - b. The difference between the value of the principal bad debts that has been written off and the value of the transfer including sales or the value of the disposal of rights; carried out based on the policy of the Board of Directors, which has been approved by the Board of Commissioners, and in the amount of the limit (limit) for write off as determined by the GMS, which will remain in effect until a new limit is determined by the GMS.

The Board of Commissioners approval concerning points 1, 2, 5, 6, 7 and 8 above with certain limits and/or criteria, is determined after compliance with the limits and/or criteria as approved by the Dwiwarna Series A Shareholders. Determination of limits and/or criteria by the Board of Commissioners for the matters referred to in points 1, 2, 5, 6, 7 and 8 above is determined by the Board of Commissioners in accordance with obtaining certain limits and/or criteria that have received approval from Series Shareholders A Dwiwarna, and has been stated in a Board of Commissioners Decree.

BOARD OF COMMISSIONERS' COMPETENCY DEVELOPMENT

The Board of Commissioners' competency development can be seen in the discussion section on the Company Profile in this Annual Report.

RISK MANAGEMENT CERTIFICATION

Name	Position	Certification
Agus Dermawan Wintarto Martowardojo	President Commissioner/Independent Commissioner	Level 5
Pradjoto	Vice President Commissioner/Independent Commissioner	Level 2
Sigit Widyawan	Independent Commissioner	Level 2
Askolani	Commissioner	Level 1
Ratih Nurdia ¹⁾	Commissioner	Level 1
Asmawi Syam	Independent Commissioner	Level 5
Iman Sugema	Independent Commissioner	Level 2
Susyanto	Commissioner	Level 1
Septian Hario Seto	Independent Commissioner	Level 2
Erwin Rijanto Slamet	Independent Commissioner	Level 2
Fadlansyah Lubis ²⁾	Commissioner	Level 1

Note:

¹⁾ Ceased serving on August 31, 2022

²⁾ Served as Commissioner since August 31, 2022 and effective based on OJK approval on December 23, 2022

BOARD OF COMMISSIONERS' DISMISSAL AND RESIGNATION MECHANISM

The mechanism for dismissal and resignation of the Board of Commissioners is based on BNI's Articles of Association as follows:

- Members of the Board of Commissioners are appointed and dismissed by the GMS, where the GMS is attended by Dwiwarna Series A shareholders and the Meeting's resolution shall be approved by Dwiwarna Series A shareholders, by observing the provisions in the Articles of Association;
- Members of the Board of Commissioners may at any time be dismissed based on a GMS resolution by stating the reasons. The reason for dismissal of the related member of the Board of Commissioners is carried out in the event that it is based on fact that the member of the Board of Commissioners, among others:
 - Failed to perform the duties properly;
 - Violated the provisions of the Articles of Association and/or laws and regulations;
 - Engaged in actions that harms the Company and/or the State;
 - Committed an action that violated the ethics and/or properness that shall be respected as member of the Board of Commissioners;
 - Has been found guilty by a Court decision that has permanent legal force; or
 - Resigns.

- In addition to the aforementioned reasons for the dismissal of member of the Board of Commissioners, members of the Board of Commissioners may be dismissed by the GMS based on other reasons that are deemed appropriate by the GMS for the interests and objectives of the Company.
- The decision to dismiss due to reasons as stated in point 2 letter a, b, c, and d is carried out after the relevant member is given opportunity to defend themselves in the GMS.
- Dismissal as referred to in letter c and e is a dishonorable discharge.
- For members of the Board of Commissioners and among members of the Board of Commissioners and members of the Board of Directors, there must be no blood relationship up to the third degree, either in a straight line or side line, or a marriage relationship/familial relationship arising from marital ties, including son/daughter in law or brother/sister-in-law). In the event of such situation, the GMS has the authority to dismiss one of them.
- A member of the Board of Commissioners has the right to resign from the position before the term of office ends by notifying in writing of the intention to the Company.
- The Company must convene a GMS to resolve the resignation request of a member of the Board of Commissioners no longer than 90 (sixty) days after receiving the resignation letter.

- The Company must disclose the information to public and submit to OJK no later than 2 (two) business days after receiving such resignation request from the member of the Board of Commissioners as referred to in point 7 and the results of the GMS convention as referred to in point 8 above.
- Before the resignation becomes effective, the relevant member of Board of Commissioners will remain obligated to complete the duties and responsibilities in accordance with the Articles of Association and applicable Laws and Regulations.
- The member of the Board of Commissioners who resigns as mentioned above can still be held accountable as a member of the Board of Commissioners since appointment until the approval date of the resignation at the GMS.
- The release of the responsibilities of the resigning members of the Board of Commissioners is given after the Annual GMS releases them.
- In the event that a member of Board of Commissioners resigns and this causes the total number of Board of Commissioners to be less than 3 (three) people, then the resignation becomes valid if it has been resolved by GMS and a new member of Board of Commissioners has been appointed, therefore, the minimum requirements of the number of members of Board of Commissioners is satisfied.
- The position of a member of the Board of Commissioners shall end in the event that:
 - The resignation has become effective as referred to in point 8 above.
 - They pass away;
 - Their term of office ends;
 - They are dismissed based on the GMS; or
 - They are declared bankrupt by a Commercial Court which has legal binding force; permanent or underguarded based on a court decision; and
 - They can no longer fulfill the requirements as a member of the Board of Commissioners based on Articles of Association and other laws and regulations.
- Members of the Board of Commissioners who resign before or after the term of office ends, unless due to death, shall still be responsible for actions whose accountability has not been received by the GMS.

COMPLETENESS OF THE BOARD OF COMMISSIONERS' ORGANS

To support the Board of Commissioners' supervisory duties, supporting organs have been established consisting of committees under the Board of Commissioners and the Secretariat of the Board of Commissioners.

The establishment and implementation of the Secretariat of the Board of Commissioners and the Committees under the Board of Commissioners is carried out by taking into account the applicable laws and regulations, including the Financial Services Authority (POJK) Regulations and the Minister of SOEs (BUMN) regulations, in particular:

- Minister of SOEs Regulation No. PER-12/MBU/2012 dated August 24, 2012 concerning Supporting Organs for the Board of Commissioners/Supervisory Board of SOEs, as amended by Minister of SOEs Regulation No. PER-06/MBU/2021 dated April 13, 2021, and Minister of SOEs Regulation No. PER-14/MBU/10/2021 dated October 29, 2021, whereby the organs of the Board of Commissioners may consist of the Audit Committee, Nomination and Remuneration Committee, Risk Monitoring Committee and Integrated Governance Committee and the Secretariat of the Board of Commissioners;
- OJK Regulation No. 18/POJK.03/2014 dated November 18, 2014 concerning the Implementation of Integrated Governance for Financial Conglomerates, in order to support the effectiveness of carrying out their duties, the Main Entity Board of Commissioners is required to establish an Integrated Governance Committee;
- OJK Regulation No. 45/POJK.03/2015 dated December 23, 2015 concerning the Implementation of Governance in the Provision of Remuneration for Commercial Banks, in carrying out supervisory duties on the implementation of Remuneration policies and periodic evaluation of Remuneration policies, the Board of Commissioners is required to form a Remuneration Committee;
- OJK Regulation No. 55/POJK.04/2015 dated December 23, 2015 concerning the Establishment and Guidelines for the Implementation of Work of Audit Committees, Issuers or Public Companies are required to have an Audit Committee.
- POJK No. 55/POJK.03/2016 dated December 7, 2016 concerning the Implementation of Good Corporate Governance for Commercial Banks, and to support the effectiveness of the implementation of their duties and responsibilities, the Board of Commissioners is required to establish at least an Audit Committee, a Risk Monitoring Committee and a Nomination and Remuneration Committee;
- Minister of SOEs Regulation No. PER-5/MBU/09/2022 dated September 1, 2022 concerning Implementation of Risk Management in SOEs, risk management organs for the implementation of risk management, which consist of the Board of Commissioners, Audit Committee, Risk Monitoring Committee and Integrated Governance Committee.

COMMITTEES UNDER THE BOARD OF COMMISSIONERS

Committees under the Board of Commissioners consist of the Audit Committee (KA), the Risk Monitoring Committee (KPR), the Nomination and Remuneration Committee (KNR), and the Integrated Governance Committee (TKT).

The Board of Commissioners establishes guidelines that regulate the procedures for appointment, dismissal, arrangement of duties and honorarium for members of the Committees under the Board of Commissioners, which are continuously refined and updated in accordance with developments/amendments in the applicable laws

regulations and current conditions. The latest update was made in 2018, which are stipulated in the Board of Commissioners Decision Letter No. KEP/002/DK/2018 dated February 8, 2018, concerning “General Provisions for Appointment, Dismissal, Arrangement of Duties, and Honorarium of Members of Committees Under the Board of Commissioners” which includes the following matters:

1. Procedures for Appointment of Committee Members
2. The principal material that needs to be regulated in the work agreement of the committee members who come from independent parties with BNI
3. Concurrent positions that regulate positions which are permitted and which are prohibited for members of the Committee based on the applicable laws and regulations;
4. The period of appointment/term of office of committee members;
5. Division of duties and scope of duties of the Committee;
6. Committee members' obligation to be present at the Company;
7. Honorarium for Committee members from independent parties;
8. Evaluation/assessment of the performance of Committee members by independent parties;
9. Termination of Appointment of Committee members;
10. Resignation of Committee members.

WORKING MECHANISM FOR COMMITTEES UNDER THE BOARD OF COMMISSIONERS

The Committees under the Board of Commissioners carry out their duties and responsibilities are guided by previously prepared Committee Charters for each Committee, which are continuously refined and updated in accordance with developments/changes in applicable legal regulations and current conditions. The Committee Charter of each Committee under the Board of Commissioners has also been stipulated in a Board of Commissioners Decree and published on the Company's official website, namely:

1. Board of Commissioners Decree No. KEP/007/DK/2021 dated April 15, 2021 concerning “The Audit Committee Charter and Code of Ethics for the Audit Committee of PT Bank Negara Indonesia (Persero) Tbk.”;
2. Board of Commissioners Decree No. KEP/005/DK/2022 dated June 1, 2022 concerning the “Integrated Governance Committee Charter”;
3. Board of Commissioners Decree No. KEP/006/DK/2022 dated June 1, 2022 concerning the “Nomination and Remuneration Committee Charter”;
4. Board of Commissioners Decree No. KEP/007/DK/2022 dated June 1, 2022 concerning the “Risk Monitoring Committee Charter”.

The preparation of the Work Plan Program, which is carried out at the beginning of each year by each Committee under the Board of Commissioners, is used as a reference in carrying out duties that are realized in assisting the implementation of the Board of Commissioners' duties, through monitoring, reviewing and providing advice or recommendations to the Board of Commissioners on matters related to the functions and duties of the committees concerned through the following mechanism:

1. The Committees conduct meetings either internally or by inviting related Directors, units and/or divisions and/or related units;
2. The Committees conduct studies/evaluations/reviews as well as discussions/talks outside the meeting forum which if necessary include discussions with the related units or divisions/units;
3. The results of meetings or evaluations/reviews and discussions/talks outside the meeting forum are submitted by the Committee Chairperson to the Board of Commissioners as a report either in writing or in a meeting of the Board of Commissioners that discusses the related agenda
4. Committees under the Board of Commissioners submit realization reports of work programs/activities every quarter to the Board of Commissioners.

Information concerning each Committee is presented in a separate sub chapter.

PERFORMANCE ASSESSMENT FOR COMMITTEES UNDER THE BOARD OF COMMISSIONERS

The Board of Commissioners periodically evaluates the committees under the Board of Commissioners, consisting of the Audit Committee, Nomination and Remuneration Committee, Risk Monitoring Committee and Integrated Governance Committee.

During 2022, the Board of Commissioners considers that these committees carried out their functions, duties and responsibilities properly as seen from:

1. The achievement of all Committees' Work Plans/Programs set at the beginning of 2022; as well as
2. Implementation of Committee Meetings and level of attendance of Committee members.

These committees have work programs/plans that are realized through a committee meeting mechanism, including by inviting the relevant Sector or divisions/work units, as well as conducting in-depth evaluations/reviews by each committee outside the meeting forum, the results of which are submitted in writing to Board of Commissioners.

The Audit Committee has carried out its functions, duties and responsibilities including reviewing the financial information to be released by the Bank to the public and/or the Authorities. The Audit Committee also reviews compliance with laws and regulations related to the Bank's activities, and evaluated the effectiveness of conducting audits/services provided by the Public Accounting Firm (KAP), including examining the independence and objectivity of the KAP, as well as reviewing the implementation of audits by internal and external auditors including supervising the follow-up of the auditor's findings.

The Nomination and Remuneration Committee has carried out its supervisory functions, duties and responsibilities, including conducting evaluations and preparing and providing recommendations to the Board of Commissioners concerning the systems/policies, including conducting evaluations and compiling and providing recommendations to the Board of Commissioners concerning the nomination and remuneration systems/policies for Commissioners, Directors, executive officers and employees as a whole, including conducting reviews and evaluating the company's talent management systems and policies, as well as evaluating the organizational development proposed by the Board of Directors, in accordance with prevailing regulations.

The Risk Monitoring Committee also evaluated the suitability of the risk management policies and the implementation of Bank policies as well as monitored and evaluated the implementation of the duties of the risk management committee and the risk management work unit, in order to provide recommendations to the Board of Commissioners. The risk management implementation evaluation was carried out on 8 (eight) main risks in the Bank, namely Credit Risk, Market Risk, Liquidity Risk, Operational Risk, Strategic Risk, Legal Risk, Compliance Risk, Reputation Risk, as well as 2 (two) other additional risks, included for integrated risk management, namely Insurance Risk and Intragroup Transaction Risk.

The Integrated Corporate Governance Committee also evaluated the Integrated Governance implementation by assessing the adequacy of internal controls, implementation of the compliance function in an integrated manner, and implementation of the Integrated Governance Guidelines. The Integrated Governance Committee also provides recommendations to the Main Entity's Board of Commissioners concerning the results of the Integrated Governance implementation evaluation, with improvements to the Integrated Governance Guidelines, and evaluated the suitability of the Integrated Governance Policy with the implementation of these policies, and provided recommendations to the Main Entity Board of Commissioners concerning the Integrated Governance policies and their implementation to ensure that Integrated Governance management has been carried out adequately in all Financial Services Institutions in the BNI Financial Conglomerate.

In 2022, the work programs/plans carried out by committees under the Board of Commissioners are reflected in the frequency and attendance rate of meetings, as well as reports on the implementation of the activities of the Audit Committee, Nomination and Remuneration Committee, Risk Monitoring Committee and Integrated Governance Committee, which have demonstrated that the implementation of their duties and responsibilities has been carried out properly.

PERFORMANCE ASSESSMENT OR EVALUATION OF INDEPENDENT COMMITTEE MEMBERS

The committee chairperson evaluates the performance of committee members who come from independent parties. The Performance Appraisal Indicators, include but not limited to competence and expertise, output quality, discipline and attendance of the relevant committee members in the company, as well as the implementation of duties and obligations in accordance with the committee's charter and work procedures that apply to independent committee members under the Board of Commissioners.

The results of the evaluation and assessment referred to are submitted as recommendations to the Board of Commissioners to extend or continue or end the appointment of the relevant committee members to the Company.

The evaluation of Committees under the Board of Commissioners members by Independent Parties (not the Board of Commissioners). The assessment factors are:

1. Duties according to Committee Charter (25%);
2. Competence and Skill (30%);
3. Output quality (30%);
4. Attendance rate (15%).

MANDATORY ATTENDANCE OF COMMITTEE MEMBERS WHO ARE INDEPENDENT PARTIES

Committee members coming from outside the company (independent members) have the obligation to regularly attend on working days and office hours based on the days, number of days, and schedules set by the Board of Commissioners and/or the committee chairperson, and include attending Committee Meetings and carrying out other duties, and completing the attendance list at the Company in order to carry out duties other than attending committee meetings. If necessary, at the request of the Board of Commissioners and/or committee chairperson, Committee members from outside the company must also attend at the company or at Board of Commissioners' Meetings or committee meetings, or at activities that must be attended by the Board of Commissioners in accordance with the requirements outside the frequency and routine attendance schedule.

Information on the Committees under the Board of Commissioners and the Secretary to the Board of Commissioners is presented in a separate sub chapter.

BOARD OF COMMISSIONERS' PERFORMANCE ASSESSMENT

- The Board of Commissioners' performance assessment is based on the achievement of the Board of Commissioners' Work Plan

The Board of Commissioners' Performance Assessment is carried out collegially and reported to Shareholders at the Annual General Meeting of Shareholders (GMS) by submitting the Board of Commissioners' performance in the Board of Commissioners' Monitoring Report. Based on this report, the GMS will subsequently grant full release and discharge (volledig acquit et de charge) to the Company's Board of Commissioners for the supervisory actions carried out in the Fiscal Year ending at the end of the year.

In an effort to continue to ensure the Board of Commissioners' performance achievement, as part of the Good Corporate Governance implementation in line with the Minister of SOEs Regulation No. PER-01/MBU/2011 dated August 1, 2011 concerning Good Corporate Governance Implementation in SOEs, as amended by the Minister of SOEs Regulation No. PER-09/MBU/2012 dated July 6, 2012, at the beginning of the year the Board of Commissioners prepares an annual work plan for the Board of Commissioners, as an integral part of the Company's Work Plan

and Budget (RKAP). To measure the work plan's implementation, the Board of Commissioners then conducts a collegial performance assessment of the Board of Commissioners' performance in the Fiscal Year using the self-assessment method. Collegial performance assessments are carried out by measuring the achievement of the Annual collegial Key Performance Indicator (KPI) for the Board of Commissioners, which are prepared and determined at the beginning of the year.

The 2022 collegial KPI for the Board of Commissioners, which were prepared and determined at the beginning of the year by the Board of Commissioners, were divided into 4 aspects with an individual weight, namely:

- Planning aspect, with a weight of 10%;
- Supervisory and advisory aspect, with a weight of 55%;
- Reporting aspect, with a weight of 15%; and
- Dynamic aspect, with a weight of 20%.

The Board of Commissioners' Performance Assessment is reflected in the Board of Commissioners' KPI for 2022 self-assessment results, which showed that the Board of Commissioners fully implemented the work programs contained in the Board of Commissioners' 2022 work plan in accordance with the targets set, with details of the Board of Commissioners' KPI achievement as follows:

No.	Aspect and Parameter	Weight	Achievement
I.	Planning Aspect Conducted discussions and provided recommendations/approval on the preparation of the Board of Commissioners' work plan for the coming year	10%	100%
II.	Supervisory and Advisory Aspect a. Provided approval/response/recommendation to Shareholders on the Bank's Business Plan for the coming year, and Revisions to the Bank's Business Plan for the current year, Annual Report, and Quarterly Performance Analysis. b. Provided approval and advice to the Board of Directors in accordance with the Board of Commissioners' duties. c. Board of Commissioners' meetings d. Committee meetings of the Board of Commissioners with related Directors/ Units e. Board of Commissioners working visits f. Realization of the Committees under the Board of Commissioners' Work Plan	55%	221%
III.	Reporting Aspect a. Board of Commissioners' KPI Realization Reports b. Board of Commissioners' Supervision Reports to the Authorities and Ministry of SOEs.	15%	100%
IV.	Dynamic Aspect a. External Auditor's proposals to Shareholders b. Competency Improvement through Seminars, Workshops etc c. Board of Commissioners' GCG Assessment Results	20%	155%

- Board of Commissioners' performance assessment through a Self Assessment of the Good Corporate Governance Implementation.
 - Board of Commissioners' performance assessments are also reflected in self-assessments of the Board of Commissioners' implementation of their duties and responsibilities, as part of the Self Assessment on the Bank Governance that must be submitted to OJK every semester as required in OJK Regulation No. 55/POJK.03/2016 dated December 7, 2016 concerning Implementation of Governance for Commercial Banks, as well as OJK Circular No. 13/SEOJK.03/2017 dated March 17, 2017 concerning Implementation of Governance for Commercial Banks. Furthermore, OJK will conduct an assessment or evaluation of the self-assessment report on the application of the said Bank Governance.
 - Self-assessment reports on the Bank Governance implementation are carried out to ensure the implementation of the 5 (five) basic principles of Good Corporate Governance, namely Transparency, Accountability, Responsibility, Independency, and Fairness.
 - For the Bank Governance implementation self-assessment, the Board of Commissioners' duties and responsibilities implementation forms part of the assessment, and is measured based on 3 main parameters namely Government Structure, Governance Process and Governance Outcome. The parameter assessment for the Board of Commissioners' duties and responsibilities implementation is carried out based on a governance structure that consists of 16 (sixteen) indicators, a governance process that consists of 17 (seventeen) indicators, and a governance outcome that consists of 6 (six) assessment indicators.
 - The Good Corporate Governance Implementation self-assessment for the results of the 2022 period overall received a rating of 2 ("Good"). Based on the Governance Factor Rating matrix in Appendix II of SEOJK No. 13/SEOJK.03/2017 dated March 17, 2017 concerning Governance Implementation in Commercial Banks, rating 2 ("Good") is defined by

OJK as "Reflecting that the Bank's management has implemented Governance which is generally good. This is reflected in the adequate fulfillment of the Governance principles. In the event that there are weaknesses in the implementation of the Governance principles, in general these weaknesses are insignificant and can be resolved by normal actions by the Bank's management.

- In assessing the governance implementation quality, BNI also follows the Corporate Governance Perception Index (CGPI) organized by The Indonesian Institute for Corporate Governance (IICG) with the aim of evaluating the GCG implementation at BNI. The results of the 2021 CGPI assessment at BNI showed a score of 91.66, with a "Highly Trusted" predicate. BNI's CGPI results achievement of "Highly Trusted" stated that the company's organs and all members of the company have been committed and consistent in implementing the principles of Good Corporate Governance, and are able to optimize their resources to build a system resilient to the dynamics of change in line with the values, principles and rules of Good Corporate Governance.

PROCEDURES FOR BOARD OF COMMISSIONERS' PERFORMANCE ASSESSMENT Penilaian kinerja The Board of Commissioners' performance Assessment was carried out using the self-assessment method on the performance of the Board of Commissioners and was reported at the GMS.

APPRAISAL PARTY

The Board of Commissioners evaluated the Board of Commissioners' performance in 2022 using the self-assessment method.

INDEPENDENT COMMISSIONERS

CRITERIA AND NUMBER OF INDEPENDENT COMMISSIONERS

Independent Commissioners at BNI are in compliance with the provisions of the OJK Regulation No. 55/POJK.03/2016 dated December 7, 2016 concerning the Implementation of Good Corporate Governance for Commercial Banks. This regulation states that Independent Commissioners in commercial banks must be at least 50% (fifty percent) of the total members of the Board of Commissioners. The composition of BNI Commissioners as of December 31, 2021 was 10 (ten) people consisting of 1 (one) President Commissioner/Independent Commissioner, 1 (one) Vice President Commissioner/Independent Commissioner, 5 (five) Independent Commissioners and 3 (three) Commissioners. Thus, the composition of BNI's Independent Commissioners is more than 50% of the total number of the Board of Commissioners and has complied with the OJK Regulation.

The determination of BNI's Independent Commissioner is carried out by observing and following the provisions governing the requirements and criteria of the Independent Commissioner in the applicable Laws and Regulations particularly:

- 2007 Law No. 40 concerning Limited Liability Companies, as amended by 2020 Law No. 11 concerning Job Creation which stipulated that:
 - The Company's Articles of Association may stipulate the presence of 1 (one) or more independent commissioners and 1 (one) delegated commissioner; and
 - Independent commissioners are appointed based on GMS resolutions from parties that are not affiliated with the majority shareholders, members of the Board of Directors and/or other members of the Board of Commissioners.
- OJK Regulation (POJK) No. 33/POJK.04/2014 dated December 8, 2014 concerning the Board of Directors and Board of Commissioners or Independent Commissioners of Public Companies, which stipulate that:
 - Independent Commissioners are members of the Board of Commissioners from outside the issuer or public company and fulfill the requirements as an Independent Commissioner as referred to in POJK; and

- Independent Commissioner must meet the following requirements:

- Not a person who worked or had the authority and responsibility to plan, lead, control, or supervise activities of the Issuer or Public Company within the last 6 (six) months, except for reappointment as an Independent Commissioner of Issuer or Public Company in the next period;
- Does not own shares either directly or indirectly with the Issuer or Public Company;
- Has no Affiliated relationship with the Issuer or Public Company, members of the Board of Commissioners, members of the Board of Directors, or the main shareholders of the Issuer or Public Company; and
- Does not have a business relationship either directly or indirectly that is related to the business activities of the Issuer or Public Company.

- OJK Circular No. 13/SEOJK.03/2017 dated March 17, 2017 concerning Implementation of Governance for Commercial Banks which stipulates that:

- Independent Commissioners are members of the Board of Commissioners who have no financial relationship, management relationship, ownership relationship, and/or familial relationship with members of the Board of Directors, other members of the Board of Commissioners, and/or controlling shareholder, or relationship with the Bank that may affect the ability to act independently;
- The definition of having a financial relationship, management relationship, ownership relationship, and/or familial relationship with members of the Board of Directors, other members of the Board of Commissioners, and/or controlling shareholder, or relationship with a bank that may affect the ability to act independently is guided by the definitions set forth in the prevailing Laws and Regulations, specifically the OJK Circular Letter concerning Implementation of Governance for Commercial Banks.

- OJK Circular No. No. 28/SEOJK.03/2022 dated December 22, 2022 concerning Risk Management Certification for Human Resources for Commercial Banks stipulates that Ownership of a Risk Management Certificate is one aspect of assessing competency factors in the fit and proper test for prospective members of the Board of Directors and prospective members of the Board of Commissioners in accordance with OJK provisions concerning the fit and proper test for the main parties of financial service institutions.

INDEPENDENT COMMISSIONERS' STATEMENT OF INDEPENDENCE

All Independent Commissioners do not have financial, management, share ownership and/or familial relationships with members of the Board of Directors, other members of the Board of Commissioners and/or the controlling shareholders, or relationships with the Bank that may affect their ability to act independently.

Independence Independent Commissioner				
Name	Has no financial relationship with the Board of Commissioners and Board of Directors	Has no management relationship with BNI, subsidiary companies, or affiliated companies	Has no share ownership relationship in BNI	Has no familial relationship with the Board of Commissioners, Board of Directors, and/or other members of the Nomination and Remuneration Committee
Agus Dermawan Wintarto Martowardojo	✓	✓	✓	✓
Pradjoto	✓	✓	✓	✓
Sigit Widyanawan	✓	✓	✓	✓
Asmawi Syam	✓	✓	✓	✓
Iman Sugema	✓	✓	✓	✓
Septian Hario Seto	✓	✓	✓	✓
Erwin Rijanto Slamet	✓	✓	✓	✓

Each member of the Independent Commissioner has made a statement of independence and has submitted it to OJK as one of the requirements to take part in the fit and proper test process at OJK. During 2022, the serving Independent Commissioners were as follows:

INDEPENDENCE APPENDIX

Attachment to the Statement of Independence of Independent Commissioners



BOARD OF DIRECTORS

The Board of Directors is the Company organ with collegial duties and responsibilities in managing BNI for the interests and objectives of BNI, as well as represents the Company both inside and outside the court in accordance with the Articles of Association.

In carrying out their duties and obligations, the Board of Directors is obliged to devote their full energy, mind, attention and dedication to the duties, obligations and achievement of BNI's goals. In addition, members of the Board of Directors must comply with the Articles of Association of the Company and laws and regulations and must implement the principles of professionalism, efficiency, transparency, independence, accountability, responsibility and fairness. Each member of the Board of Directors must carry out their duties and responsibilities in good faith, with full responsibility and prudently, with due observance of the prevailing laws and regulations.

LEGAL BASIS

Based on 2007 Law No. 40 concerning Limited Liability Companies, as partially amended by 2020 Law No. 11 concerning Job Creation, and OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies, the Board of Directors is authorized and fully responsible for the Company and represents the Company, both inside and outside the court in accordance with the provisions of the Articles of Association.

BOARD OF DIRECTORS' GUIDELINES AND WORK CONDUCT

The BNI Board of Directors' Guidelines and Work Conduct were ratified through the BNI Board of Directors Decree No. KP/228/DIR/R dated June 29, 2018.

The Board of Directors Charter regulates, the Legal Basis, Structure, Requirements, Duties, Authorities and Responsibilities of the Board of Directors, Appointment and Dismissal of Members of the Board of Directors, Term of Office of the Board of Directors, Establishment of Committees under the Board of Directors, Board of Directors Meetings and Joint Meetings with the Board of Commissioners, Working Time of the Board of Directors, Company Values, Work Ethics of the Board of Directors, Transparency, and Reporting and Responsibility.

In addition to issues related to the work rules set out above, several key points of the Board of Directors work guidelines set out in the Board of Directors Work Guidelines and Procedures are described as follows.

BOARD OF DIRECTORS' DUTIES AND RESPONSIBILITIES

The Board of Directors is tasked with carrying out all activities related to the management of and is responsible for the management of BNI for the benefit of the Company in accordance with the aims and objectives of the Company and represents the Company both inside and outside the court on all matters and events with restrictions as stipulated in the laws and regulations. invitation, Articles of Association and/or Resolution of the GMS.

BOARD OF DIRECTORS' AUTHORITIES

In performing its duties, the Board of Directors has the authority to:

1. Establish policies deemed appropriate for the management of the Company;
2. Arrange the transfer of power of the Board of Directors to represent the Company inside and outside the court to a person or several persons who are specifically designated for such reason including the Company's employee, either individually or jointly, and/or other entity;
3. Manage provisions on the Company's employment affairs including determining salary, retirement, pension plan, and other income for the Company's employees based on the applicable laws and regulations;
4. Appoint, reward or sanction and dismiss the Company's employees based on the Company's employment regulations and applicable laws and regulations;
5. Appoint and dismiss the Corporate Secretary and/or Head of the Internal Audit with the approval of the Board of Commissioners;
6. Write off bad debts based on provisions stipulated in the Articles of Association and subsequently report them to the Board of Commissioners, which shall subsequently be reported and accounted for in the Annual Report;

- No longer collect interest receivables, fines, fees, and other receivables other than the principal that is carried out in the framework of restructuring and/or settlement of receivables and other actions in order to settle the Company's receivables, with the obligation to report to the Board of Commissioners, in which the provisions and procedures for reporting are determined by the Board of Commissioners.
- Perform any actions and other activities regarding the management or ownership of the Company's assets, bind the Company to other parties and/or other parties to the Company, as well as represent the Company inside or outside court in all matters and occurrences with limitations as stipulated under the laws and regulations, the Articles of Association, and/or GMS Resolutions.

BOARD OF DIRECTORS' OBLIGATIONS

The Board of Directors' obligations include:

- Promoting and ensuring the implementation of the Company's business and activities in accordance with its purposes and objectives as well as its business activities;
- Establishing on time the Company's Long-Term Plan, the Company's Annual Work Plan and Budget, and other work plans, and any amendments to be submitted to the Board of Commissioners for approval.
- Preparing the Shareholders Register, Special Register, GMS Minutes, and Minutes of the Board of Directors' meetings.
- Preparing the Annual Report, which contains the Financial Statements, as a form of accountability of the Company's management as well as the Company's financial documents as referred to in Law on Company Documents;
- Preparing the Financial Statements based on the Financial Accounting Standards and submit them to Public Accountant to be audited;
- Delivering the Annual Report after review by the Board of Commissioners within a maximum period of 5 (five) months after the Company's fiscal year ends to the GMS for approval and ratification;
- Providing explanation to the GMS on the Annual Report;
- Delivering the Balance Sheet and Income Statement after approval by the GMS to the Minister in charge of Law in accordance with the provisions of laws and regulations;
- Preparing other reports mandated by the provisions of laws and regulations;
- Maintaining a Shareholders Register, Special Register, GMS Minutes, Minutes of Board of Commissioners' Meeting, and Minutes of Board of Directors' Meeting, Annual Report, and Company's financial documents and other Company's documents.

- Maintaining the following matters in the Company's domicile: Shareholders Register, Special Register, GMS Minutes, Minutes of Board of Commissioners' Meeting, and Minutes of Board of Directors' Meeting, Annual Report, and Company's financial documents as well as other Company's documents;
- Procuring and maintaining the Company's bookkeeping and administration according to norms applicable to a company;
- Preparing an accounting system in accordance with the Financial Accounting Standards and based on the principles of internal control, especially the functions of handling, recording, storing, and supervising;
- Providing periodic reports in the manner and time in accordance with the applicable provisions, as well as other reports anytime at the request of the Board of Commissioners and/or Shareholders of Dwiwarna Series A; by observing the laws and regulations particularly the regulations in Capital Market sector;
- Preparing the Company's organizational structure complete with the details and duties;
- Providing explanations on all matters questioned or requested by members of the Board of Commissioners and Shareholders of Dwiwarna Series A, by observing the laws and regulations particularly in Capital Market sector.
- Carrying out other obligations in accordance with the provisions stipulated in the laws and regulations, Articles of Association and/or as determined by the GMS.

BOARD OF DIRECTORS' CRITERIA

Those who can be appointed as members of the Board of Directors are individuals who are capable of carrying out legal actions and meet the following requirements:

- Integrity, at least including:
 - Proficient in performing legal actions in the 5 (five) years before appointment and during their term of office:
 - Has never been declared bankrupt; or
 - Has never been a member of the Board of Directors or a member of the Board of Commissioners found guilty of causing a company to be declared bankrupt based on a court decision.
 - Has good character and morals;
 - Has the commitment to comply with prevailing laws and regulations;
 - Has the commitment to develop sound Bank operations;
 - Has not been included in the list of those failing to pass the fit and proper test;

- Has a commitment to not take and/or repeat certain actions and/or actions, for candidates for members of the Board of Directors or candidates for members of the Board of Commissioners who have not passed the fit and proper test and have undergone sanctions;
- Competencies, at least including:
 - Sufficient knowledge in banking relevant to the position;
 - Has the experience and expertise in banking and/or finance; and
 - The ability to carry out strategic management in the context of developing the company and its subsidiaries;
 - Has a good financial reputation with no bad loans;
 - Complies with the laws and regulations in the field of Banking, Capital Market, other laws and regulations and the Company's Articles of Association;
 - Between fellow members of the Board of Directors, and between members of the Board of Directors and members of the Board of Commissioners, it is prohibited to have blood relationship up to the third degree either in a straight line or a sideways line or an affair (son-in-law or brother-in-law).

BOARD OF DIRECTORS TERM OF OFFICE

The Board of Directors term of office is at most 2 (two) consecutive periods, with the following conditions:

- The Board of Directors members are appointed for a period commencing from the date determined by the GMS that appoints them and ends at the closing of the 5 (fifth) Annual GMS after the date of appointment on condition that it should not exceed a period of 5 (five) years, by observing the laws and regulations in the Capital Market sector, but without reducing the right of the GMS to dismiss at any time any members of the Board of Directors before their term of office ends.
- Dismissal is effective from the closing of the GMS, unless otherwise determined by the GMS.

BOARD OF DIRECTORS' NUMBER AND COMPOSITION

In 2022, there were no changes in the number of Directors but there was a change in the nomenclature of the Directors, which was approved at the 2022 Extraordinary GMS held on August 31, 2022. Thus the BNI Board of Directors composition is as follows:

Period January 1, 2022 - August 31, 2022

For the period January 1, 2022 - August 31, 2022, the Board of Directors totaled 12 (twelve) people consisting of 1 (one) President Director, 1 (one) Vice President Director, and 10 (ten) Directors.

Board of Directors Composition Table for the Period January 1, 2022-August 31, 2022

Name	Position	Domicile	Date of Appointment	Effective Date
Royke Tumilaar	President Director	Jakarta	September 2, 2020	November 19, 2020
Adi Sulistyowati	Vice President Director	Jakarta	<ul style="list-style-type: none"> March 17, 2015 (Appointed Institutional Relations Director) September 2, 2020 (Transfer to become Vice President Director) 	<ul style="list-style-type: none"> May 22, 2015 November 6, 2020
Novita Widya Anggraini	Finance Director	Jakarta	September 2, 2020	November 19, 2020
Corina Leyla Karnalies	Consumer Business Director	Jakarta	February 20, 2020	June 26, 2020
Sis Apik Wijayanto	Institutional Relations Director	Jakarta	February 20, 2020	June 26, 2020
David Pirzada	Risk Management Director	Jakarta	September 2, 2020	December 1, 2020
Silvano Winston Rumanir	Corporate Banking Director	Jakarta	September 2, 2020	December 1, 2020
Ronny Venir	Network and Services Director	Jakarta	September 2, 2020	November 6, 2020
Muhammad Iqbal	MSME Business Director	Jakarta	September 2, 2020	November 19, 2020
Bob Tyasika Ananta*	Human Capital & Compliance Director	Jakarta	<ul style="list-style-type: none"> March 17, 2015 (Appointed Risk Management Director) February 20, 2020 (Transfer to become Human Capital & Compliance Director) 	May 22, 2020
Y.B. Hariantono	IT & Operation Director	Jakarta	February 20, 2020	August 12, 2020
Henry Panjaitan	Treasury & International Director	Jakarta	September 2, 2020	November 12, 2020

Note:
*) Ceased serving as a Member of the Board of Directors on May 27, 2022

Period August 31, 2022 - December 31, 2022

For the period August 31, 2022 - December 31, 2022, the Board of Directors totaled 12 (twelve) people consisting of 1 (one) President Director, 1 (one) Vice President Director, and 10 (ten) Directors.

Board of Directors Composition Table for the Period August 31, 2022- December 31, 2022				
Name	Position	Domicile	Date of Appointment	Effective Date
Royke Tumilaar	President Director	Jakarta	September 2, 2020	November 19, 2020
Adi Sulistyowati	Vice President Director	Jakarta	<div><ul style="list-style-type: none">March 17, 2015 (Appointed Institutional Relations Director)September 2, 2020 (Transfer to become Vice President Director)</div>	<div><ul style="list-style-type: none">May 22, 2015November 6, 2020</div>
Novita Widya Anggraini	Finance Director	Jakarta	September 2, 2020	November 19, 2020
Corina Leyla Karnalies	Consumer Banking Director	Jakarta	February 20, 2020	June 26, 2020
Sis Apik Wijayanto	Institutional Banking Director	Jakarta	February 20, 2020	June 26, 2020
David Pirzada	Risk Management Director	Jakarta	September 2, 2020	December 1, 2020
Silvano Winston Rumantir	Corporate & International Banking Director	Jakarta	September 2, 2020	December 1, 2020
Ronny Venir	Network & Services Director	Jakarta	September 2, 2020	November 6, 2020
Muhammad Iqbal	Enterprise & Commercial Banking Director	Jakarta	September 2, 2020	November 19, 2020
Putrama Wahju Setyawan	Treasury & International Director	Jakarta	August 31, 2022	December 23, 2022
Mucharom	Human Capital & Compliance Director	Jakarta	August 31, 2022	January 6, 2023
Toto Prasetyo	Technology and Operations Director	Jakarta	August 31, 2022	January 31, 2023

BASIS FOR MEMBERS' APPOINTMENT TO THE BOARD OF DIRECTORS

Members of the Board of Directors are appointed and dismissed by the GMS based on the Company's Articles of Association Article 11 paragraph (10). The appointment of each member of the Board of Directors was as follows.

No.	Name	Position	Basis For Appointment
1	Royke Tumilaar	President Director	EGMS decision dated September 2, 2020
2	Adi Sulistyowati	Vice President Director	At the Annual GMS on March 17, 2015 was dismissed and reappointed as Services and Network Director at the Annual GMS on February 20, 2020, and then transferred to be Vice President Director at the Extraordinary GMS on September 2, 2020
3	Novita Widya Anggraini	Finance Director	EGMS dated September 2, 2020
4	Corina Leyla Karnalies	Consumer Banking Director	AGMS decision dated February 20, 2020
5	Sis Apik Wijayanto	Institutional Banking Director	EGMS dated February 20, 2020
6	David Pirzada	Risk Management Director	EGMS dated September 2, 2020
7	Silvano Winston Rumantir	Corporate & International Banking Director	EGMS dated September 2, 2020
8	Ronny Venir	Network & Services Director	EGMS dated September 2, 2020
9	Muhammad Iqbal	Enterprise & Commercial Banking Director	EGMS dated September 2, 2020
10	Putrama Wahju Setyawan ¹⁾	Treasury Director	EGMS dated August 31, 2020

No.	Name	Position	Basis For Appointment
11	Mucharom ¹⁾	Human Capital & Compliance Director	EGMS dated August 31, 2020
12	Toto Prasetyo ¹⁾	Technology & Operations Director	EGMS dated August 31, 2020
13	Bob Tyasika Ananta ²⁾	Human Capital & Compliance Director	EGMS dated February 20, 2020
14	Y.B. Hariantono ³⁾	IT & Operations Director	EGMS dated February 20, 2020
15	Henry Panjaitan ³⁾	Treasury & International Director	EGMS dated September 2, 2020

Note:
¹⁾ Appointed as a Member of the Board of Directors on August 31, 2022
²⁾ Ceased serving as a Member of the Board of Directors on May 27, 2022
³⁾ Ceased serving as a Member of the Board of Directors on August 31, 2022

FIT AND PROPER TEST

The appointment of members of the Board of Directors is effective after obtaining approval from the Financial Services Authority on the Fit and Proper Test in accordance with Financial Services Authority Regulation Number 27/ POJK.03/2016 concerning the Fit and Proper Test for Primary Parties of Financial Services Institutions, and compliance with prevailing laws and regulations. In order to participate in the Fit and Proper Test process, the Company submits an application for approval of its Board of Directors candidates to the Financial Services Authority.

Fit and Proper Test				
No.	Name	Position	Organizer	Effective Date Based on OJK Letter
1	Royke Tumilaar	President Director	Indonesia Financial Services Authority	November 19, 2020
2	Adi Sulistyowati	Vice President Director	Indonesia Financial Services Authority	November 6, 2020
3	Novita Widya Anggraini	Finance Director	Indonesia Financial Services Authority	November 19, 2020
4	Corina Leyla Karnalies	Consumer Banking Director	Indonesia Financial Services Authority	June 30, 2020
5	Sis Apik Wijayanto	Institutional Banking Director	Indonesia Financial Services Authority	June 30, 2020
6	David Pirzada	Risk Management Director	Indonesia Financial Services Authority	December 1, 2020
7	Silvano Winston Rumantir	Corporate & International Banking Director	Indonesia Financial Services Authority	December 1, 2020
8	Ronny Venir	Network & Services Director	Indonesia Financial Services Authority	November 6, 2020
9	Muhammad Iqbal	Enterprise & Commercial Banking Director	Indonesia Financial Services Authority	November 19, 2020
10	Putrama Wahju Setyawan ¹⁾	Treasury Director	Indonesia Financial Services Authority	December 23, 2023
11	Mucharom ¹⁾	Human Capital & Compliance Director	Indonesia Financial Services Authority	January 6 , 2023
12	Toto Prasetyo ¹⁾	Technology & Operations Director	Indonesia Financial Services Authority	January 31 , 2023
13	Bob Tyasika Ananta ²⁾	Human Capital & Compliance Director	Indonesia Financial Services Authority	May 22, 2020
14	Y.B. Hariantono ³⁾	IT & Operations Director	Indonesia Financial Services Authority	August 14, 2020
15	Henry Panjaitan ³⁾	Treasury & International Director	Indonesia Financial Services Authority	November 13, 2020

Note:
¹⁾ Appointed as a Member of the Board of Directors on August 31, 2022
²⁾ Ceased serving as a Member of the Board of Directors on May 27, 2022
³⁾ Ceased serving as a Member of the Board of Directors on August 31, 2022

NEW DIRECTORS' ORIENTATION AND INDUCTION PROGRAM

The orientation and introduction program for new members of the Board of Directors is carried out through:

1. Discussions on the Annual Report, the Company's Work Plan and Budget (RKAP), and the Company's Long-term Plan (RJPP), Code of Ethics, Board of Directors' Guidelines for Work Conduct, Corporate Governance Handbook, and the Articles of Association;
2. Explanations relating to delegated authority, internal and external audits, internal control systems and policies, as well as duties and roles of the Audit Committee and other committees under the Board of Directors and the Board of Commissioners; and
3. Description on duties, authority, and responsibilities of the Board of Commissioners and the Board of Directors.

These explanations are given by way of a presentation by the related Units to the members of the Board of Directors as well as by conducting visits to BNI Regional/Branch Offices.

BOARD OF DIRECTORS' DISTRIBUTION OF DUTIES

Throughout 2022, there was a change in the nomenclature of the Board of Directors, which was stipulated at the 2021 Extraordinary GMS held on August 31, 2022. The work assignments or sectors for each Director is determined based on Board of Directors' SK No. KP/395/DIR/R dated September 30, 2022.

In carrying out their duties and responsibilities, each Director has full authority over the SEVP or the work unit they manage and is authorized to act for and on behalf of the Board of Directors, as long as they do not deviate from:

1. General Meeting of Shareholders Resolutions;
2. The Company's Articles of Association;
3. Corporate Plan;
4. The Board of Directors General Policy (KUD);
5. The Board of Directors specific policies as stipulated in the Board of Directors Meeting or in a Board of Directors Decree or in other written form; and
6. The Board of Directors or in a Board of Directors Decree or in any other written form.

Board of Directors Distribution of Duties and Authorities for the period January 1 – December 31, 2022

No.	Name	Position	Sector
1	Royke Tumilaar	President Director	<ul style="list-style-type: none"> Internal Audit Strategic Planning Division Company Communication & Secretariat Division SEVP Corporate Transformation
2	Adi Sulistyowati	Vice President Director	<ul style="list-style-type: none"> Policy Governance Division Anti -Fraud Unit SEVP Digital Business Wholesale Solutions Division Retail Solution Division
3	Novita Widya Anggraini	Finance Director	<ul style="list-style-type: none"> Budgeting & Financial Control Division Asset Management & Procurement Division Data Management & Analytics Division Subsidiary Development Division Investor Relations Division Office of Chief Economist
4	Corina Leyla Karnalies	Consumer Banking Director	<ul style="list-style-type: none"> Consumer Product Management Division Card Business Division Wealth Management Division Marketing Communication Division
5	Sis Apik Wijayanto	Institutional Banking Director	<ul style="list-style-type: none"> Institutional Relations Division 1 Institutional Relations Division 2 Small Business & Programs Division
6	David Pirzada	Risk Management Director	<ul style="list-style-type: none"> Bank Risk Management Division Corporate Credit Risk Division Commercial & SME Risk Division Consumer Credit Collection & Processing Division SEVP Remedial & Recovery Corporate Remedial & Recovery Division Commercial & DME Remedial & Recovery Division

Board of Directors Distribution of Duties and Authorities for the period January 1 – December 31, 2022

No.	Name	Position	Sector
7	Silvano Winston Rumantir	Corporate & International Banking Director	<ul style="list-style-type: none"> Corporate Business Division 1 Corporate Business Division 2 Corporate Business Division 3 Syndication & Corporate Solutions Division
8	Ronny Venir	Network & Services Director	<ul style="list-style-type: none"> Network Management Division Sales Division Service Quality Division Customer Service Center Unit Region 01-17 Business Optimization
9	Muhammad Iqbal	Enterprise & Commercial Banking Director	<ul style="list-style-type: none"> Commercial Business Division 1 Commercial Business Division 2 SME Business Division
10	Y.B. Hariantono	Information Technology and Operations Director	<ul style="list-style-type: none"> IT Strategy & Architecture Division IT Development Division Digital Development Division IT Operations Division Information Security Division SEVP Operational Operational Division Digital OperationsDivision Credit Operations Division
11	Bob Tyasika Ananta*	Human Capital & Compliance Director	<ul style="list-style-type: none"> Compliance Division Legal Division Human Capital Strategy Division Human Capital Services Division BNI Corporate University
12	Henry Panjaitan	Treasury & International Director	<ul style="list-style-type: none"> International Division SEVP Treasury Treasury Division

Note:

* Ceased serving as a Member of the Board of Directors on May 27, 2022

At an Extraordinary GMS in 2022 held on August 31, 2022 it was decided to change the nomenclature for members of the Board of Directors, as follows:

Board of Directors Nomenclature Change

No.	Original Position	Position After Change
1	Managing Director Finance	Finance Director
2	Managing Director Risk Management	Risk Management Director
3	Managing Director Treasury & International	Treasury Director
4	Managing Director Consumer Business	Consumer Banking Director
5	Managing Director MSME Business	Enterprise & Commercial Banking Director
6	Managing Director Information Technology and Operations	Technology & Operations Director
7	Managing Director Human Capital and Compliance	Human Capital & Compliance Director
8	Managing Director Institutional Relations	Institutional Banking Director
9	Managing Director Services and Network	Network & Services Director
10	Managing Director Corporate Banking	Corporate & International Banking Director

Followed by the dismissal, appointment and assignment of members of the Board of Directors, namely as follows:

Dismissal and Appointment of Members of the Board of Directors

Dismissed	Appointed
Bob Tyasika Ananta as Human Capital & Compliance Director	Mucharom as Human Capital & Compliance Director
Henry Panjaitan as Treasury and International Director	Putrama W. Setyawan as Treasury Director
Y.B. Hariantono as IT and Operations Director	Toto Prasetyo as Technology and Operations Director

Transfer of Assignment of Members of the Board of Directors

No.	Name	Original Position	Position After Change
1	Novita Widya Anggraini	Managing Director Finance	Finance Director
2	David Pirzada	Managing Director Risk Management	Risk Management Director
3	Corina Leyla Karnalies	Managing Director Consumer Business	Consumer Banking Director
4	Muhammad Iqbal	Managing Director MSME	Enterprise and Commercial Banking Director
5	Sis Apik Wijayanto	Managing Director Institutional Relations	Institutional Banking Director
6	Ronny Venir	Managing Director Service and Network	Network and Services Director
7	Silvano Winston Rumantir	Managing Director Corporate Banking	Corporate and International Banking Director

Note: With the term of office continuing for the remaining term of office in accordance with the relevant GMS resolution.

Following the dismissal, appointment, and transfer of the duties of the members of the Board of Directors, the division of the duties and authorities of the Board of Directors was as follows:

Division of Duties and Authorities of the Board of Directors for the period August 31, 2022-present

No.	Name	Position	Sector
1	Royke Tumilaar	President Director	<ul style="list-style-type: none">Internal AuditSEVP Corporate TransformationDivisi Corporate Development & TransformationStrategic Project
2	Adi Sulistyowati	Vice President Director	<ul style="list-style-type: none">SEVP Digital BusinessWholesale Solutions DivisionRetail Solution Division
3	Novita Widya Anggraini	Finance Director	<ul style="list-style-type: none">Corporate Planning & Accounting DivisionProcurement & Fixed Asset DivisionInvestor Relations DivisionSubsidiaries Development DivisionData & Management Analytics DivisionOffice of Chief Economist Division
4	Corina Leyla Karnalies	Consumer Banking Director	<ul style="list-style-type: none">Consumer Product DivisionCard Business DivisionWealth Management DivisionMarketing Communication Division
5	Sis Apik Wijayanto	Institutional Banking Director	<ul style="list-style-type: none">Institutional Relations 1 DivisionInstitutional Relations 2 DivisionSmall Business & Programs DivisionCorporate Secretary Division
6	David Pirzada	Risk Management Director	<ul style="list-style-type: none">Corporate & Enterprise Credit Risk DivisionCommercial & SME Credit Risk DivisionConsumer Loan Processing & Collection DivisionEnterprise Risk Management DivisionSEVP Remedial & RecoveryCorporate & Enterprise Remedial & Recovery DivisionCommercial & SME Remedial & Recovery Division
7	Silvano Winston Rumantir	Corporate and International Banking Director	<ul style="list-style-type: none">Corporate Banking 1 DivisionCorporate Banking 2 DivisionCorporate Banking 3 DivisionSyndication & Corporate Solutions DivisionInternational Division
8	Ronny Venir	Network and Services Director	<ul style="list-style-type: none">Channel Management DivisionSales Distribution DivisionService Quality DivisionBNI Contact Center DivisionRegional Office 01-17
9	Muhammad Iqbal	Enterprise and Commercial Banking Director	<ul style="list-style-type: none">Enterprise Banking DivisionCommercial Business DivisionSME Banking Division

Division of Duties and Authorities of the Board of Directors for the period August 31, 2022-present

No.	Name	Position	Sector
12	Putrama Wahyu Setyawan	Treasury Director	<ul style="list-style-type: none">SEVP TreasuryTreasury DivisionPension Fund Division
11	Mucharom	Human Capital & Compliance Director	<ul style="list-style-type: none">Human Capital Strategy DivisionHuman Capital Services DivisionBNI Corporate University DivisionCompliance DivisionLegal DivisionPolicy Governance DivisionAnti Fraud Unit
10	Toto Prasetyo	Technology & Operations Director	<ul style="list-style-type: none">IT Strategy & Architecture DivisionIT Development DivisionDigital Development DivisionIT Operations DivisionInformation Security DivisionSEVP OperationsBanking Operations DivisionDigital Operations DivisionCredit Operations Division

BOARD OF DIRECTORS' ACTIONS THAT MUST RECEIVE WRITTEN APPROVAL FROM THE BOARD OF COMMISSIONERS

- The following actions by the Board of Directors must obtain prior written approval from the Board of Commissioners:
 - Releasing/transferring and/or pledging the Company's assets with criteria and value exceeding a certain amount determined by the Board of Commissioners, except for assets recorded as inventory, with due observance of provisions in the capital market and banking sector;
 - Establishing cooperation with business entities or other parties, in the form of operational cooperation (KSO), business cooperation (KSU), license cooperation, Build, Operate and Transfer (BOT), Build, Transfer and Operate/BTO), Build, Operate and Own (BOO) and other agreements of the same nature whose term or value exceeds that set by the Board of Commissioners;
 - Establishing and changing the Company's logo;
 - Determining the organizational structure of 1 (one) level below the Board of Directors;
 - Making equity participation, releasing equity participation including changes in capital structure of a certain value determined by the Board of Commissioners in other companies, subsidiaries and joint ventures that are not in the context of saving receivables by taking into account the provisions in the Capital Market sector;
 - Establishing a subsidiary and/or joint venture of a certain value determined by the Board of Commissioners with due observance of the provisions in the Capital Market sector;
 - Proposing representatives of the Company to become candidates as members of the Board of Directors and Board of Commissioners in subsidiaries that provide significant contributions to the Company and/or have strategic value as determined by the Board of Commissioners;
 - Merging, consolidating, taking over, separating, and dissolving subsidiaries and joint ventures of a certain value determined by the Board of Commissioners with due observance of the provisions in the Capital Market sector;
 - Performing actions included in material transactions as stipulated by legislation in the field of capital markets of a certain value set by the Board of Commissioners, unless such actions are included in material transactions that are exempted by applicable laws in the field of Capital Markets;
 - Actions not yet specified in the RKAP;
 - The act of transferring includes selling, forfeiting the right to collect and/or no longer charging for:
 - Bad receivables principal that have been written off in order to settle the credit, either in part or in whole;
 - The difference between the value of bad receivables principal that have been written off with the value of the transfer including sales or with the value of the disposal; and
 - Implemented based on a Board of Directors policy as approved by the Board of Commissioners with a ceiling (limit) amount for write-offs as determined by the GMS, which will remain in effect until a new ceiling (limit) is determined by the GMS.

- The approval of the Board of Commissioners regarding letters a, b, e, f, g, and h for certain limitations and/or criteria, is determined after obtaining approval from the Series A Dwiwarna Shareholder.
- Determination of limits and/or criteria by the Board of Commissioners for the matters referred to in letters a, b, e, f, g, and h, is carried out after obtaining approval from the Series A Dwiwarna Shareholder.
- The actions of the Board of Directors as referred to in letter b, as long as they are necessary in the context of carrying out the main business activities that are commonly carried out in the relevant business field with due observance of the provisions of laws and regulations, do not require the approval of the Board of Commissioners and/or GMS.
- Within a maximum period of 30 (thirty) days from the receipt of the application or explanation and complete documents from the Board of Directors, the Board of Commissioners must provide the decision as referred to in number 1.

BOARD OF DIRECTORS' ACTIONS THAT MUST RECEIVE GMS APPROVAL

- The Board of Directors is required to seek GMS approval for:
 - Transferring the Company's assets; or
 - Collateral for the Company's assets debt that constitutes more than 50% (fifty percent) of the total Company net assets in 1 (one) or more transactions, whether related to each other or not, except as the implementation of the Company's business activities as referred to in the Articles of Association.
- Actions carried out without the approval of the GMS remain binding on the Company as long as the other party in the legal act has good intentions; and
- The GMS may reduce restrictions on the Board of Directors actions as regulated in the Articles of Association or determine other restrictions on the Board of Directors other than those stipulated in the Articles of Association.

BOARD OF DIRECTORS' ACTIONS THAT MUST RECEIVE A WRITTEN RESPONSE FROM THE BOARD OF COMMISSIONERS AND APPROVAL AT THE GMS

- The actions below can only be carried out by the Board of Directors after obtaining a written response from the Board of Commissioners and obtaining approval from the GMS for:
 - Performing actions that are included as material transactions as stipulated by legislation in the field of capital markets

with a value above 50% (fifty percent) of the Company's equity, unless such actions are included in material transactions that are exempted by applicable Laws in the field of Capital Markets;

- Conducting transactions that contain a conflict of interest as specified in the Legislation in force in the capital market;
 - Performing other transactions in order to comply with the Laws and Regulations in force in the capital market.
- If within 30 (thirty) days from the receipt of the application or explanation and complete documents from the Board of Directors, the Board of Commissioners does not provide a written response, the GMS may issue a decision without a written response from the Board of Commissioners.
 - Actions carried out without the approval of the GMS remain binding on the Company as long as the other party in the legal act has good intentions.

DIRECTOR IN CHARGE OF THE COMPLIANCE FUNCTION

As the complexity of the Bank's business activities as a bank and a public company increases, mitigation of risks faced by the Bank is needed. To mitigate the risk of such business activities, preventive (exante) and curative (expost) efforts become necessary. As part of preventive efforts, the Bank always adheres to applicable banking rules to reduce or minimize the risk of the bank's business activities.

In this regard, the Board of Directors has an obligation to develop and realize a Compliance Culture at all organizational levels and the Bank's business activities.

To enforce the Bank's compliance function, the Bank has a Director in charge of compliance, whose function is guided by OJK Regulation No. 46/POJK.03/2017 concerning Implementation of Compliance Function of Commercial Bank and Board of Directors Work Conduct.

DIRECTOR IN CHARGE OF THE COMPLIANCE FUNCTION REQUIREMENTS

In relation to its function, the candidate for Director in charge of compliance function shall fulfill the following requirements:

- Candidate for Director in charge of compliance function must have sufficient integrity and knowledge on the provisions of the Financial Services Authority, Bank Indonesia, and applicable laws and regulations.

- The Director in charge of the Compliance Function must fulfill the independence requirement. The "independence requirement" means not having financial, management, share ownership, and/or familial relationships up to second degree with members of Board of Commissioners, Board of Directors, and/or Controlling Shareholders or relationships with the Bank, which may affect their ability to act independently as stipulated in the provisions of Good Corporate Governance Implementation for Commercial banks.

STRUCTURE

- The President Director and/or Vice President Director are not permitted to hold a concurrent position as Director in charge of Compliance Function.
- The Director in charge of Compliance Function is prohibited from being in charge of the following functions:
 - Business and operations;
 - Risk management related to decision making for the Bank's business activities;
 - Treasury;
 - Finance and accounting;
 - Logistics and goods/services procurement;
 - Information Technology; and
 - Internal audit.
- Replacement of Director in charge of compliance function:
 - In the event that the Director in charge of the Compliance function is unable to carry out their duties for more than 7 (seven) consecutive working days, the relevant duties must be temporarily replaced by another Director until the Director in charge of the Compliance function is able to carry out their duties again;
 - In the event that the Director in charge of the Compliance function is permanently unable to, resigns, or their term of office has expired, the Bank must immediately appoint a replacement Director in charge of the Compliance function, no later than 6 (six) months after the Director in charge of the Compliance function is permanently absent, resigns, or their term of office ends;
 - During the process of replacing the Director in charge of the Compliance function, the Bank is required to appoint or assign another Director to temporarily carry out the duties of the Director in charge of the Compliance function;
 - The Director who performs the temporary duties as the Director in charge of the Compliance function, must meet the above requirements, except when there is no Director who meets the requirements in the Company;
 - The temporary replacement of the Director's position in charge of the Compliance function must be reported to the Financial Services Authority.

DIRECTOR IN CHARGE OF COMPLIANCE FUNCTION DUTIES AND RESPONSIBILITIES

The Director in charge of the Compliance function duties and responsibilities, shall at least include:

- Formulating strategies to encourage the creation of the Bank's Compliance Culture.
- Proposing compliance policies or compliance principles to be stipulated by the Board of Directors.
- Establishing compliance systems and procedures to be used to develop the Bank's internal rules and guidelines.
- Ensuring all policies, regulations, systems, and procedures, as well as business activities conducted by the Bank are in accordance with provisions of the Financial Services Authority, Bank Indonesia, and the prevailing laws and regulations.
- Minimizing the Bank's Compliance Risk.
- Taking precautionary measures so that the Bank's Board of Directors policies and/or decisions do not deviate from the provisions of the Financial Services Authority, Bank Indonesia, and the applicable laws and regulations.
- In the context of implementing the Anti Money Laundering (APU) and Prevention of Terrorism Funding (PPT) Program, the Compliance Director has at least the duties and responsibilities to:
 - Proposing strategic written policies and procedures concerning the APU and PPT programs implementation to the Board of Commissioners;
 - Ensuring there are discussions related to money laundering and/or terrorism financing in the Board of Directors and Board of Commissioners meetings;
 - Determining the necessary steps to ensure the Bank has complied with the provisions of the Financial Services Authority concerning APU and PPT and other relevant laws and regulations;
 - Ensuring the scope of active supervision of the Board of Directors has been adequately met;
 - Monitoring and maintaining the Bank's compliance with all commitments made by the Bank to the Financial Services Authority, including commitments in the Action Plan, the Data Update Activity Plan Report, and the results of Bank Indonesia supervision related to the implementation of the APU and PPT Programs;
 - Monitoring the implementation of the Special Work Unit and/or Bank officials duties responsible for the implementation of APU and PPT;
 - Providing recommendations to the President Director concerning the official to lead the Special Work Unit or the official responsible for the implementation of the APU and PPT Programs;
 - Approving the Suspicious Financial Transaction Report (LTKM);
 - Proposing Action Plan Reports and Data Update Plan Reports prior to submission to the Financial Services Authority.

8. The Director in charge of Compliance Function must submit reports to Financial Services Authority on their duties implementation covering:
- Compliance Work Plan contained in the Bank's Business Plan;
 - Compliance Report; and
 - Special Report on Board of Director policies and/or decisions for the Director in charge of Compliance Function that deviate from Financial Services Authority regulations and/or the prevailing laws and regulations, as part of the Director in charge of Compliance Function duties.
9. Reporting the implementation of the President Director duties and responsibilities with copies to the Board of Commissioners at least in a quarterly manner.
10. Performing other duties related to Compliance Function.

BOARD OF DIRECTORS' CONCURRENT POSITIONS

Members of the BNI Board of Directors do not hold concurrent positions that are prohibited under the prevailing laws and regulations. The concurrent positions of members of the Board of Directors that are allowed under the prevailing laws and regulations are carried out by the members of the Board of Commissioners concerned without neglecting the implementation of their duties and responsibilities as a member of the Bank's Board of Commissioners.

The provisions on concurrent position for the Board of Directors are stipulated in the following regulations:

- Minister of SOEs Regulation No. PER-11/MBU/07/2021 concerning Requirements, Procedures for Appointment and Dismissal of Members of the Board of Directors of SOEs, members of the Board of Directors are prohibited from holding concurrent positions as:

- Directors in SOEs, regionally-owned enterprises, private-owned enterprises;
- Board of Commissioners/Supervisory Board of SOEs and other companies;
- Other structural and functional positions in central and/or regional government agencies/institutions;
- Other positions in accordance with the provisions of the legislation;
- Political party administrators, members of the legislature and/or regional heads/deputy regional heads;
- Other positions that may cause a conflict of interest; and/or
- Standing as a legislative candidate or a candidate for regional head/deputy regional head.

In addition to these concurrent positions, members of the Board of Directors are prohibited from holding concurrent positions as members of the Board of Commissioners in other companies, except:

- The Board of Commissioners in a subsidiary of the BUMN/SOE affiliated company concerned, provided that they are only entitled to the highest income from the positions they hold, unless stipulated otherwise by the Minister; and
- Board of Commissioners in other companies that represent/fight for the interests of SOEs as long as they obtain permission from the Minister of SOEs.

Based on OJK Regulation No. 55/POJK.03/2016, members of the Board of Directors are prohibited from holding concurrent positions as members of the Board of Directors, members of the Board of Commissioners or Executive Officers at other banks, companies and/or institutions. However, this does not include concurrent positions in the case of the Board of Directors responsible for supervising the Bank's participation in a Subsidiary Companies, carrying out functional duties as a member of the Board of Commissioners in a non-Bank Subsidiary Companies controlled by the Bank, as long as it does not result in the persons concerned neglecting the implementation of their duties and responsibilities as members of the Board of Directors of the Bank.

Name	Member Of The Board Of Directors Of State Owned Enterprises, Regional Owned Enterprises, Private Owned Enterprises	Management Board Of Political Parties And/Or Candidates/ Members Of DPR, DPD, DPRD Level I, And DPRD Level II And/Or Candidates For Regional Head/ Deputy Regional Head	Other Positions In Accordance With The Provisions Of Laws And Regulations	Other Positions That Can Cause A Conflict Of Interest
Royke Tumilaar	No	No	No	No
Adi Sulistyowati	No	No	No	No
Novita Widya Anggraini	No	No	No	No
Corina Leyla Karnalies	No	No	No	No
Sis Apik Wijayanto	No	No	No	No
David Pirzada	No	No	No	No
Silvano Winston Rumanthir	No	No	No	No
Ronny Venir	No	No	No	No
Muhammad Iqbal	No	No	No	No
Putrama Wahju Setyawan ¹⁾	No	No	No	No
Mucharom ¹⁾	No	No	No	No
Toto Prasetyo ¹⁾	No	No	No	No
Bob Tyasika Ananta ²⁾	No	No	No	No
Y.B. Hariantono ³⁾	No	No	No	No
Henry Panjaitan ³⁾	No	No	No	No

Note:

¹⁾ Appointed as a Member of the Board of Directors on August 31, 2022

²⁾ Ceased serving as a Member of the Board of Directors on May 27, 2022

³⁾ Ceased serving as a Member of the Board of Directors on August 31, 2022

MANAGEMENT OF BOARD OF DIRECTORS' CONFLICTS OF INTEREST

Management of the Board of Directors' conflict of interest is stipulated in the Guidelines for Handling Conflict of Interest No. IN/695/KMP/001 dated October 29, 2014. A Conflict of Interest is a condition whereby the Company's economic interests contradict with personal economic interests. Regarding the above matter, members of the Board of Directors:

- Must prioritize the Company's economic interest over personal economic interest or family or other parties;
- Must never use their position for personal interest or for other person's or party's interest that is contrary to the Company's interest.
- Must complete a Special Register containing their own and/or their family's share ownership that reaches 5% (five percent) or more in the Bank or other companies located inside and outside the country.
- Must disclose financial relationships and familial relationships with other members of the Board of Commissioners, members of the Board of Directors, and/or the Company's controlling shareholders.
- Are prohibited from taking actions that may harm the Company or reduce the Company's profit and must disclose conflicts of interest in any decision in the event that a conflict of interest occurs.
- Shall not participate in any discussion and decision making that contains a potential conflict of interest.

BOARD OF DIRECTORS' INDEPENDENCY

Each member of the Board of Directors prepares a statement of independence in the form of a Statement of Acting Independently in the Implementation of the Company's Operational Management at the beginning of each year to state their independence status, and at the end of each year to state whether during the last year there has been a conflict of interest situation by the Board of Directors, and the actions taken.

Members of the Board of Directors are obliged to report if there is a change in status that affects their independence, including if there is a change in share ownership, both personal and familial, in BNI and or in other banks, non-bank financial institutions, and other companies.

Statement of Independent Commissioners																		
No.	Statement	Royke Tumilaar	Adi Sulistyowati	Novita Widya Anggraini	Corina Leyla Karnalies	Sis Apik Wijayanto	David Pirzada			Silvano Winston Rumantir	Ronny Venir	Muhammad Iqbal	Putrama W. Setyawan ¹⁾	Mucharom ¹⁾	Toto Prasetyo ¹⁾	Bob Tyasika Ananta ²⁾	Y.B. Hariantono ³⁾	Henry Panjaitan ³⁾
1	Is a party independent to the owner of the bank or PSP	√	√	√	√	√	√			√	√	√	√	√	√	√	√	√
2	Does not have financial, management, share ownership and/or familial relationships with other members of the Board of Commissioners, members of the Board of Directors and/or controlling shareholders or other relationships that may affect their ability to act independently	√	√	√	√	√	√			√	√	√	√	√	√	√	√	√

Note:
¹⁾ Appointed as a Member of the Board of Directors on August 31, 2022
²⁾ Ceased serving as a Member of the Board of Directors on May 27, 2022
³⁾ Ceased serving as a Member of the Board of Directors on August 31, 2022

IMPLEMENTATION OF THE BOARD OF DIRECTORS' DUTIES AND RESPONSIBILITIES IN 2022

During 2022, the Board of Directors carried out their management duties in accordance with the applicable laws and regulations as well as the Company's Articles of Association, including:

1. Preparation of the Company's plans including the Corporate Plan and RBB/RKAP;
2. Fulfillment of the Company's performance targets;
3. Asset and financial management;
4. Organizing Board of Directors Meetings;
5. Attending Board of Commissioners meetings;
6. Organizing the General Meeting of Shareholders;
7. Supervision and improvement of internal business processes;
8. Implementation of other duties related to the management of the Company.

BOARD OF DIRECTORS' DECISIONS IN 2022

During 2022, the BNI Board of Directors issued the following decisions

No.	Subject
1	Addendum I to the Appointment Agreement for Independent Members of the Audit Committee of PT Bank BNI (Persero) Tbk
2	Addendum I to the Appointment Agreement for Independent Members of the Nomination & Remuneration Committee of PT Bank BNI (Persero) Tbk
3	Addendum I to the Appointment Agreement for Independent Members of the Risk Monitoring Committee of PT Bank BNI (Persero) Tbk
4	Addendum I to the Appointment Agreement for Independent Members of the Integrated Governance Committee of PT Bank BNI (Persero) Tbk
5	Addendum I Agreement on the Appointment of Experts for the Board of Commissioners of PT Bank BNI (Persero) Tbk
6	Investment Directive of Bank Negara Indonesia Pension Fund Board of Directors of PT Bank Negara Indonesia Persero Tbk
7	PUMK Audit
8	Decision on the Yudisum Employee Performance Assessment for 2021 for C-1 Employees
9	Individual Authority to Decide on Credits
10	Individual Authority to Decide on Temporary Credits
11	Authority to Decide
12	Authority to Decide on Individual Credits
13	Authority to Decide on Temporary Credits
14	Retirement Preparation Period
15	Rotations
16	Rotations/Changes
17	Head Office Crisis Management Team (CMT) Organization
18	Work Incoming Calls
19	BNI's 76th Anniversary Committee
20	Cancellation of Temporary Substitute Decree
21	Formation of the BNI Annual Report for Fiscal Year 2022
22	Formation of the 2022 BNI Global Trade Forum Committee
23	Formation of Team for Use of Domestic Products
24	Formation of the 2022 BNI Sustainability Report Compilation Team
25	Formation of the 2022 BNI Enterprise Financial System Assessment Task Force Team
26	Business Committee Setup
27	Credit Policy Committee Arrangement
28	Integrated Risk Management Committee Arrangement
29	BNI Board of Directors Organization Arrangement
30	SK INT & OPR Organization Arrangement
31	Bank's Risk Management Division Organization Arrangement
32	Revocation of Power of Attorney for Regional Office 09

No.	Subject
33	Grade Determination
34	Position Grade Determination
35	Regional Grade Determination
36	Termination of Employment Relations
37	Termination of Temporary Substitute Decree
38	Reappointment of BNI Pension Fund Manager
39	Employee Appointment
40	Appointment of Permanent Employees
41	Appointment of Members of the Bank Negara Indonesia Pension Fund Supervisory Board
42	Temporary Substitute
43	Employee Service Period Award
44	Employee Resignation
45	Management of the BNI Jakarta Volley ball Team 46 Proliga for the 2022-2023 period
46	Pensions
47	Assignment of Project Manager
48	Temporary Assignments
49	Appointment of Co-Project Manager Assignment - BNI Transformation Implementation Team - Wave 3
50	Appointment of Project Wave 3 Team
51	Appointment/Assignment of Co-Project Manager Program Implementation Team of BNI Corporate Transformation Wave 3
52	Appointment/Assignment of Employees as Project Manager and Co-Project Manager of BNI Corporate Transformation Wave 3 Program Implementation Team
53	Appointment/Assignment of Employees as Project Manager & Team Project Manager for the Regional Transformation Implementation
54	Submission of Concept Letter for Establishment of Subsidiary Committees
55	Submission of SOE Commitment Targets for Implementation of the 2022 INDI 4.0 Assessment
56	Position Grade Adjustments
57	Adjustments to the 2022 Salary Increases, and the 2022-2023 BNI Salary Range
58	Pension Fund Regulations from the Bank Negara Indonesia Pension Fund
59	Application for Signing Power of Attorney for Regional Office 09
60	Founder's Written Statement
61	Resignation Program
62	Project Review and Revamp overseas branch offices (KCLN)
63	WHS GM Appointment Decree
64	SK Project and Adhoc Crash Cleansing Data 2022 Team
65	SK Project and Adhoc Crash Team goAML Data Repair Program 2022
66	SK Strategic Project - Digital Bank Transformation
67	Decree for Regional Transformation Implementation Team
68	Decree for the BNI Risk Maturity Index (RMI) Assessment Implementation Team
69	Letter of Assignment and Statement of Transfer Decision for the Board of Directors
70	Board of Directors Assignment Letter
71	2022 Collective Labor Agreement negotiating team

BOARD OF DIRECTORS' COMPETENCY DEVELOPMENT

Information related to Board of Directors competency development in 2022 can be seen in the Company Profile section of this Annual Report.

RISK MANAGEMENT CERTIFICATION

All BNI Directors have passed Level 5 Risk Management Certification as one of the requirements for taking the OJK fit and proper test.

BOARD OF DIRECTORS' DISMISSAL AND RESIGNATION MECHANISM

The mechanism for the Board of Directors dismissal and resignation is stipulated in the Company's Articles of Association, which refers to OJK Regulation No. 33/POJK.04/2014 and OJK Regulation No. 15/POJK.04/2014, stating that:

1. The GMS may dismiss members of the Board of Directors at any time by stating the reasons.
2. The reasons for dismissing a member of the Board of Directors is based on fact that the concerned member of the Board of Directors:
 - a. Did not perform/under performed in fulfilling the obligations agreed upon in the management contract.
 - b. Did not perform their duties properly.
 - c. Violated the provisions of Articles of Association and/or laws and regulations.
 - d. Engaged in actions that harmed the Company and/or the State
 - e. Committed actions that violated ethics and/or properness that must be upheld as Board of Directors.
 - f. Convicted by a Court decision that has permanent legal force.
 - g. Resigned.
 - h. Other reasons considered appropriate by the GMS in the interests and objectives of the Company.
3. A decision for dismissal shall be made after the related person has had the opportunity to defend themselves, except for reasons as referred to in item 2 letter f and g.
4. Dismissal for reasons as referred to in item 2, letter d and f shall constitute dishonorable dismissal.
5. A member of the Board of Directors may resign from their post before their term of office expires. In this matter, the member of the

Board of Directors who resigns must submit a resignation request to the Company.

6. BNI must convene a GMS to resolve the resignation proposal of members of the Board of Commissioners no longer than 90 (ninety) days after receipt of the resignation letter.
7. Members of the Board of Directors who resign before or after their term of office ends, unless due to death, the person concerned shall still be responsible to submit accountability for actions not yet received by the GMS.
8. Members of Board of Directors may be dismissed temporarily by the Board of Commissioners by stating the reasons in the event that such a member acts in contrary to the Articles of Association or there is an indication of doing an action that harms the Company or is neglect in performing obligations or there are compelling reasons for the Company by considering the following provisions:
 - a. Such temporary dismissal shall be notified in writing to the concerned member of the Board of Directors together with the reasons causing such action with a copy to the Board of Directors;
 - b. The notification as referred to in item 8 letter a shall be delivered no later than 2 (two) business days after the determination of such temporary dismissal;
 - c. The temporarily dismissed member of the Board of Directors is not authorized to perform Company management in the Company's interest in accordance with the Company's purposes and objectives nor represent the Company, either inside or outside court;
 - d. Within a period of no later than 90 (ninety) days after such temporary dismissal, the Board of Commissioners shall convene a GMS to withdraw or enforce such temporary dismissal resolution;
 - e. In the event that the time period to convene the GMS as referred to in item 8 letter d has passed or the GMS cannot adopt a resolution, then such temporary dismissal shall become void
 - f. The limitation of authority in item 8 letter c shall be effective from the decision of temporary dismissal by the Board of

Commissioners until:

- i) There is a GMS decision confirming or revoking the temporary dismissal in item 8 letter d; or
- ii) The time period in item 8 letter d has passed.
- g. In the GMS as referred to in item 8 letter d, the related members of the Board of Directors are given an opportunity to defend themselves.
- h. Such temporary dismissals cannot be extended or reestablished for the same reasons, in the event that such temporary dismissal is declared void as referred to in item 8 letter e.
- i. In the event that the GMS cancels a temporary dismissal or there are circumstances as referred to in item 8 letter e, then the related member of the Board of Directors must resume their duties properly.
- j. In the event that the GMS reaffirms the temporary dismissal resolution, then the related member of the Board of Directors shall be dismissed going forward.
- k. In the event that the temporary dismissed member of the Board of Directors is not present at the GMS after being summoned in writing, then the temporary dismissed member of the Board of Directors shall be deemed not to have exercised their right to defend themselves in the GMS and has accepted the GMS resolution.

PERFORMANCE ASSESSMENT FOR COMMITTEES UNDER THE BOARD OF DIRECTORS

In carrying out its management duties, the Board of Directors has established committees at Board of Directors' level based on BNI's business needs and regulatory requirements, who are expected to create operational effectiveness and efficiency, including:

1. Credit Committee;
2. Credit and Business Policy Committee;
3. Product Committee;
4. Asset & Liability (ALCO) Committee;
5. Human Capital Committee (HC);
6. Performance Management Committee;
7. Risk Management and Anti Fraud Committee;
8. Technology Management Committee;
9. Integrated Risk Management Committee.

During 2022, the Board of Directors assessed that the performance of the Committees under the Board of Directors, and they carried out their respective functions well, according to the purpose of their formation. This is based on the fulfillment of each committee duties in accordance with the Committee Charter, Competence and Skills as well as Meeting Attendance Level of the Committee members.

BOARD OF DIRECTORS PERFORMANCE ASSESSMENT

The performance appraisal of the Board of Directors in 2021 refers to the Minister of SOE Regulation No. PER-11/MBU/11/2020 dated November 12, 2020 regarding Management Contracts and Annual Management Contracts for SOE Directors and KBUMN Letter No. S-63/MBU/01/2021: January 29, 2021.

BOARD OF DIRECTORS' PERFORMANCE ASSESSMENT PROCEDURES

The 2022 Board of Directors Performance Assessment refers to the Minister of SOEs Regulation No. PER-11/MBU/11/2020 dated November 12, 2020 concerning Management Contracts and Annual Management Contracts for Board of Directors of SOEs and Letter of KBUMN No. S-157/MBU/03/2022 dated March 4, 2022.

BOARD OF DIRECTORS' PERFORMANCE ASSESSMENT CRITERIA

The criteria for assessing the Board of Directors performance consists of collegial Board of Directors' Key Performance Indicators (KPI) and individual Directors' KPIs, which are prepared based on the Company's strategy and focus in the current period as stated in the Bank's Business Plan (RBB)/Work Plan and Corporate Budget (RKAP).

1. Collegial KPI
Collegial KPI are translated into five priority programs, namely:
 - a. Economic and social value for Indonesia including financial and social aspects;
 - b. Business Model Innovation;
 - c. Technology Leadership;
 - d. Increased Investment;
 - e. Talent Development.Each priority program includes several KPI that reflect the financial and non-financial performance targets that are aligned with the established strategic initiatives.
2. Individual KPI
The individual Directors' KPI are prepared according to the duties, main functions and responsibilities of each member of the Board of Directors.

APPRAISAL PARTY

KPI achievements for the Board of Directors collegially and individually are reported in periodic reports to the Board of Commissioners. Also, the calculation of the Board of Directors' KPI achievements is collegially and individually reviewed by the Public Accounting Firm (KAP) that audits the Company's financial statements to be submitted to Shareholders, in this case the Indonesian Ministry of SOEs.

BOARD OF DIRECTORS PERFORMANCE ASSESSMENT RESULTS

1. Achievement of Collegial KPI

The Board of Directors' performance assessment for 2022 for the Collegial KPI was 106.42%.

Perspective	No	KPI	Weight	Measurement	Consolidated 2022 Achievement
Social Economic Value	Profitable expansion				
	1	a. PPOP	6%	Better than the previous year or meeting the minimum target	100.4%
		b. PPO Growth	6%		103.9%
	Creating Economic Value Add				
	2	a. Relative Stock Performance Againts Peers	4%	Better than the previous year or meeting the minimum target	110.0%
		b. Market Cap	4%		110.0%
		c. ROE	6%		110.0%
	3	CAR	4%	Better than the previous year or meeting the minimum target	103.7%
	Loan growth quality				
	4	a. LaR	3,50%		110.0%
		b. CKPN to LaR (LaR Coverge)	3,50%	Better than the previous year or meeting the minimum target	110.0%
		c. Cost of Credit (CoC)	3,50%		110.0%
		d. BOPO	3,50%		103.9%
Business Model Innovation	Strengthening Financial Capacity for Indonesian people				
	5	a. Realization of KUR Disbursement	3%	Better than the previous year or meeting the minimum target	101.5%
		b. Recovery Rate Subrogation	3%		110.0%
	Increasing Competitiveness in terms of Acquiring Cheap Funds:				
	6	a. Cheap Funds Average Balance	4%	Better than the previous year or meeting the minimum target	102.6%
		b. CASA Ratio	4%		102.6%
Technology Leadership	Innovative and financial inclusion-oriented financing industry leader:				
	7	a. Growth in the volume of digital service transactions (both retail and wholesale)	5%		102.6%
		b. Increasing loan distribution for wholesale banking product services through a value chain approach	5%	According to Terms	102.6%
Increased Investments	8	Implementation of ATM integration (Project Jalin) and EDC Payment	5%	According to Terms	110.0%
	9	IT Maturity Level	3%	According to Terms	110.0%
	10	Cyber Security Breach (Zero incident)	3%	According to Terms	100.0%
	11	Rating Environment, Social, Government (ESG)	4%	Better than the previous year or meeting the minimum target	110.0%
	12	Risk Management Maturity Index	3%	Better than the previous year or meeting the minimum target	110.0%
	13	Strengthening International Network and Capability (BNI Go Global)	4%	According to RJPP/RKAP	100.0%

Perspective	No	KPI	Weight	Measurement	Consolidated 2022 Achievement
Talent Development	14	Implementation of programs related to Talent Development & Career Path System within the Holding/Cluster	4%	Better than the previous year or meeting the minimum target	110.0%
		Development of Millennial Talent and Females			
		a. Millennials (<= 42 years) in nominated talent	3%	Better than the previous year or meeting the minimum target	110.0%
		b. Females in nominated talent	3%		102.6%
Total Achievement					106.42%

3. Individual KPI achievement

The assessment of individual KPIs is based on achieving the KPI targets for each Directorate as explained below:

President Director

- Maintained the Bank's Health level;
- Achieve Business Plan Realization in accordance with RKAP/RBB;
- Implement planned corporate actions;
- Fulfill the implementation of internal control in each line of defense;
- Implement Company Compliance as a Public Company;
- Achieve increase in asset quality;
- Achieve satisfaction of all stakeholders.

Vice President Director

- Maintained the Bank's Health level;
- Achieve Business Plan Realization in accordance with RKAP/RBB;
- Fulfill implementation of internal control in each line of defense;
- Achieve increase in asset quality;
- Achieve increase in the volume of digital transactions by customers;
- Achieve satisfaction of all stakeholders.

Corporate & International Banking Director

- Achieve increase in business volume for the Corporate Banking & International segment;
- Achieve increase in asset quality for the Corporate Banking and International segments;
- Achieve operational cost efficiency;
- Achieve increase in the number of top tier debtors.

Institutional Banking Director

- Achieve increase in business volume for the Institutional Banking segment and programs;
- Achieve increase in the Institutional Banking segment asset quality;
- Achieve operational cost efficiency;
- Achieve implementation of support for government programs.

Enterprise & Commercial Banking Director

- Achieve increase in business volume for the Enterprise & Commercial Banking segment including Xpora.
- Achieve increase asset quality for the Enterprise & Commercial Banking segment.
- Achieve operational cost efficiency.

Consumer Banking Director

- Achieve increase in business volume for the Consumer Banking segment;
- Achieve increase in asset quality of the Consumer Banking segment;
- Achieve operational cost efficiency;
- Achieve increase in the volume of digital transactions by customers and Brand Image.

Network & Services Director

- Achieve increase in business volume in the Region;
- Achieve increase in funding/Fee Based Income in the Regions;
- Achieve improvement in asset quality in the Region;
- Achieve operational cost efficiency;
- Achieve increase in the volume of digital transactions by customers;
- Achieve satisfaction of all customers and resolution of complaints.

Treasury Director

- Achieve increase in Treasury and Pension Fund & Financial Institution business volume;
- Maintain Company's liquidity;
- Achieve operational cost efficiency.

Risk Management Director

- Ensure implementation of risk management is running well in accordance with the articles of association, risk management policies, internal control system policies, standard procedures and external regulations;
- Achieve increase in asset quality;
- Achieve Loan Restructuring;
- Achieve End to End Debtor Monitoring;
- Achieve operational cost efficiency;
- Maintain ESG rating.

Finance Director

- Achieve Company's Business in accordance with the RKAP/RBB;
- Achieve Subsidiaries' business performance;
- Achieve Procurement Process Effectiveness;
- Achieve operational cost efficiency;
- Maintained ESG rating.

Technology & Operations Director

- Implement effective technology and information governance;
- Complete Information Technology Projects;
- Reach Zero incident target for IT security (cybersecurity) breaches.

Human Capital & Compliance Director

- Achieve Human Capital management strategies and targets;
- Achieve Compliance with Suspicious Financial Transaction Reports (LTKM), APU PPT, PPATK, KYC;
- Achieve better settlement of cases than the previous year;
- Achieve reduction in the ratio of the number of fines imposed by the regulator;
- Fulfill the needs of business policies and procedures.



BOARD OF COMMISSIONERS’ AND BOARD OF DIRECTORS COMPOSITION DIVERSITY POLICY

BOARD OF COMMISSIONERS’ COMPOSITION DIVERSITY POLICY

BNI's Board of Commissioners composition diversity reflects the implementation of Good Corporate Governance, and it is also in accordance with the OJK recommendations concerning Public Company Governance, as stated in the Appendix to the OJK Circular No. 32/SEOJK.04/2015 dated November 27, 2015 concerning Guidelines for Public Company Governance. In the OJK Circular it states that the Board of Commissioners composition should be a combination of characteristics both in terms of the organs of the Board of Commissioners, and the individual members of the Board of Commissioners, in accordance with the needs of a Public Company. These characteristics can be reflected in the expertise, knowledge and experience needed in carrying out supervisory and advisory duties by the Board of Commissioners of a Public Company. A composition that takes into account the needs of the Public Company is a positive thing, especially regarding decision making for implementing the supervisory function, which has to be carried out after considering a wider range of aspects.

In accordance with Article 5 paragraph (4) letter c.2 of the Company's Articles of Association, Series A Dwiwarna Shareholders have the privilege to nominate candidates as members of the Company's Board of Commissioners. Based on Article 14 paragraph (12) of the Articles of Association, members of the Board of Commissioners are appointed and dismissed by the GMS, where the GMS is attended by the Series A Dwiwarna Shareholder and the meeting resolution must be approved by the Series A Dwiwarna Shareholder with due observance of the provisions in the Articles of Association.

Determination of the Board of Commissioners membership composition takes into account the combination of characteristics in terms of the organs of the Board of Commissioners and members of the Board of Commissioners individually, based on the recommendations made by OJK in their Circular Letter No. 32/SEOJK.04/2015 concerning Guidelines for Public Company Governance, which has been fulfilled by Series A Dwiwarna Shareholders as Shareholders with are entitled to nominate candidates for members of the Board of Commissioners. Thus, the current the Board of Directors diversity composition reflecting the education, work experience, age and gender, as presented in the following table:

Diversity Policy Composition of the Board of Commissioners						
Name	Position	Age (Years)	Gender	Education	Work Experience	Expertise
Agus Dermawan Wintarto Martowardojo	President Commissioner/ Independent Commissioner	66 years as of December 31, 2022	Male	Bachelor's degree in Economics	<ul style="list-style-type: none">• International Loan Officer, Bank of America NT & SA• Assistance Vice President of Business & Risk Management Division Head, Corporate Banking Group Bank Niaga• Area II of East Java-Bali Vice President, Corporate Banking Head of Surabaya Bank Niaga• Area II of East Java-Bali Vice President, Regional Commercial Banking Head Area II Surabaya Bank Niaga• Vice President Corporate Banking Group Head of Bank Niaga• Deputy CEO of Maharani Holding• President Director of PT Bank Bumiputera• President Director of PT Bank Export Impor Indonesia (Persero)• Managing Director of Risk Management and Credit Restructuring PT Bank Mandiri (Persero)	Economics
					<ul style="list-style-type: none">• Managing Director of Retail Banking and Operation Coordinator of PT Bank Mandiri (Persero)• Managing Director of Human Resources and Support Services PT Bank Mandiri (Persero)• Advisor to Chairman of IBRA• President Director of PT Bank Permata Tbk• President Director of PT Bank Mandiri (Persero) Tbk• Minister of Finance of the Ministry of Finance of the Republic of Indonesia• Governor of Bank Indonesia• Commissioner of PT AKR CORPRINDO Tbk• President Commissioner of PT Tokopedia• President Commissioner of PT Sarana Multi Infrastruktur (Persero)• President Commissioner/ Independent Commissioner of PT Bank Negara Indonesia (Persero) Tbk	

Diversity Policy Composition of the Board of Commissioners

Name	Position	Age (Years)	Gender	Education	Work Experience	Expertise
Pradjoto	Vice President Commissioner/ Independent Commissioner	69 years as of December 31, 2022	Male	<ul style="list-style-type: none">Bachelor's degree in LawMaster's degree in Economics	<ul style="list-style-type: none">Professional Staff of PT Bank Pembangunan Indonesia (Bapindo)Research Associate Institute of Economic Research Kyoto UniversityFounder/Leader of Pradjoto & Associates Advocates and Legal ConsultantPostgraduate Management Program Management Lecturer, Atmajaya University, YogyakartaMember of Sub Commission E of the Republic of Indonesia National Law CommissionMember of the National Ombudsman CommissionMembers of the Capital Market Legal Consultant Association (HKHPM)Members of the Corruption Criminal Act Team (TGTPK)Chairman of the Ombudsman IBRAIndependent Commissioner of Bank International IndonesiaMembers of the Indonesian Advocate Association (Peradi)Board of Ethics Code of Risk Management Certification Agency (BSMR)Independent Commissioner of PT Bank Mandiri (Persero) TbkChairperson of the National Bank Bank Association Code of Ethics (Perbanas)Indonesian Banker Association Council (IBI)Indonesian International Bank Senior AdvisorChairman of the Banking Business Ethics Supervisory Board of the National Bank-Bank Association (Perbanas)Member of the Indonesian Banker Association Supervisory Agency (IBI)Vice President Commissioner/ Independent Commissioner of PT Bank Negara Indonesia	<ul style="list-style-type: none">LawEconomics
					<ul style="list-style-type: none">Head of Taxation Section - Concrete Product Division of PT Wijaya Karya (Persero)Head of Finance Section of PT Wijaya Karya BetonDirector of Jati Roda Finance GroupDirector of PT Roda Pembangunan JayaIndependent Commissioner of PT Jasamarga (Persero) TbkIndependent Commissioner of PT Bank Negara Indonesia (Persero) Tbk	<ul style="list-style-type: none">Economic accountingFinance

Diversity Policy Composition of the Board of Commissioners

Name	Position	Age (Years)	Gender	Education	Work Experience	Expertise
Askolani	Commissioner	56 years as of December 31, 2022	Male	<ul style="list-style-type: none">Bachelor's Degree in Economics & Development StudiesMaster's Degree in Economics	<ul style="list-style-type: none">Head of Routine Expenditure Analysis Division of State Expenditure Analyst Center, Fiscal Analysis Agency for the Ministry of FinanceLecturer in the Masters Program and Public Policy Planning, Postgraduate Faculty of Economics, University of IndonesiaHead of Sub Directorate of the Preparation of the Central Government Budget of the Directorate of APBN Preparation, Directorate General of Budget and Financial Balance of the Ministry of FinanceHead of Formulation of State Expenditure Policy Recommendations Center for State Expenditures, Fiscal Policy Agency for the Ministry of FinanceHead of PNB Policy Division of APBN Policy Center, Ministry of Finance Fiscal Policy AgencyHead of APBN Policy Center, Ministry of Finance Fiscal Policy AgencyDirector of PNPB Directorate of PNPB, Directorate General of Budget of the Ministry of FinanceAlternate Governor of the OPEC Fund for Indonesia OPEC Fund for International Development (OFID), Austria.Governor of the OPEC Fund for Indonesia OPEC Fund for International Development (OFID), AustriaCommissioner of PT Pertamina GasCommissioner of PT Angkasa Pura I (Persero)Commissioner of PT Bank Mandiri (Persero) TbkDirector General of Budget of the Directorate General of Budget of the Ministry of FinanceDirector General of Customs and Excise Directorate General of Customs and Excise of the Ministry of FinanceIndependent Commissioner of PT Bank Negara Indonesia (Persero) Tbk	<ul style="list-style-type: none">Economics

Diversity Policy Composition of the Board of Commissioners

Name	Position	Age (Years)	Gender	Education	Work Experience	Expertise
Ratih Nurdianti ¹⁾	Commissioner	61 years as of December 31, 2022	Female	<ul style="list-style-type: none">Bachelor's Degree in Constitutional LawMaster's Degree in Commercial Law	<ul style="list-style-type: none">Head of Industry & Trade Section of the PUU Bureau for the Economy & Industry, RI Cabinet SecretariatHead of Industry, Trade and Business Economic & Industry Bureau Business Entity, RI Cabinet SecretariatHead of the Economic and Industry Bureau of Deputy Seskab in the Legal Secretariat of the Republic of Indonesia CabinetAssistant Deputy for Small and Medium Enterprises Industry Trade and employment Secretariat of the Republic of Indonesia CabinetDeputy for the Economy of the Republic of Indonesia Cabinet SecretariatDeputy for Maritime Secretariat of the Republic of Indonesia CabinetDeputy Secretary of the Cabinet Secretariat of the Republic of Indonesia CabinetCommissioner of PT Bank Negara Indonesia (Persero) Tbk	Law
					<ul style="list-style-type: none">Bachelor's Degree in LawMaster's Degree in LawDoctorate in Law	
Fadlansyah Lubis ²⁾	Commissioner	55 years as of December 31, 2022	Male		<ul style="list-style-type: none">Expert Staff for Law and International RelationsDeputy for Politics, Law and Security, RI Cabinet SecretariatDeputy Secretary of the Cabinet, RI Cabinet SecretariatCommissioner of PT Bank Negara Indonesia (Persero) Tbk	Law
Asmawi Syam	Independent Commissioner	67 years as of December 31, 2022	Male	<ul style="list-style-type: none">Bachelor's Degree in EconomicsMaster's Degree in Economics	<ul style="list-style-type: none">Corporate Division Leader of PT Bank Rakyat Indonesia (Persero) TbkBRI Denpasar Regional Leader PT Bank Rakyat Indonesia (Persero) TbkBRI Bandung Regional Leader PT Bank Rakyat Indonesia (Persero) TbkHead of Consumer Banking Division of PT Bank Rakyat Indonesia (Persero) TbkHead of PT Bank Rakyat Indonesia (Persero) Tbk Public Business DivisionDirector of the Institutional Business and BUMN PT Bank Rakyat Indonesia (Persero) TbkPresident Director of PT Bank Rakyat Indonesia (Persero) TbkPresident Director of PT Askrindo (Persero)President Director of PT Asuransi Jiwasraya (Persero)Special Staff of the Minister of BUMN, Ministry of SOEsNon-Independent President Commissioner PT Bank Tabungan Negara (Persero) TbkIndependent Commissioner of PT Bank Negara Indonesia (Persero) Tbk	Economics

Diversity Policy Composition of the Board of Commissioners

Name	Position	Age (Years)	Gender	Education	Work Experience	Expertise
Iman Sugema	Independent Commissioner	58 years as of December 31, 2022	Male	<ul style="list-style-type: none">Bachelor's Degree in AgribusinessMaster's Degree in EconomicsDoctorate in Economics	<ul style="list-style-type: none">Senior Lecturer (Head Lecturer) at the Bogor Agricultural InstitutionPresident Commissioner/ Independent Commissioner of PT Perusahaan Gas Negara (Persero) TbkCommissioner of PT Bank Tabungan Negara (Persero) TbkIndependent Commissioner of PT Bank Negara Indonesia (Persero) Tbk	<ul style="list-style-type: none">AgribusinessEconomics
Susyanto	Commissioner	60 years as of December 31, 2022	Male	<ul style="list-style-type: none">Bachelor's Degree in Civil LawMaster's Degree in Law	<ul style="list-style-type: none">Head of Subdivision of Law Documentation of the Directorate General of Oil and GasHead of Subdivision of the Formulation of the Directorate General of Oil and Gas Directorate GeneralHead of Sub Division of Consideration of the Directorate General of Oil and GasHead of Legal and Legislation Section of the Directorate General of Oil and GasHead of State Property Management Center Secretariat General of the Ministry of Energy and Mineral ResourcesHead of the Legal and Public Relations Bureau of the Ministry of Energy and Mineral ResourcesHead of Legal Bureau of Secretariat General of the Ministry of Energy and Mineral ResourcesSecretary of the Directorate General of Oil and Gas Directorate General of Oil and GasHead of State Property Management Center Secretariat General of the Ministry of Energy and Mineral ResourcesSecretary of the Ministry of State -Owned EnterprisesCommissioner of PT Bank Negara Indonesia (Persero) Tbk	Law

Diversity Policy Composition of the Board of Commissioners

Name	Position	Age (Years)	Gender	Education	Work Experience	Expertise
Septian Hario Seto	Independent Commissioner	38 years as of December 31, 2022	Male	<ul style="list-style-type: none">Bachelor's Degree in AccountingMaster's Degree in International Finance	<ul style="list-style-type: none">Teachers and Researchers of the Department of Accounting, Faculty of Economics and Business, University of IndonesiaCiptadana Asset Management Investment AnalystJunior Pricewaterhousecopers (PWC) Indonesia auditorsPrincipia Management Group AnalystFinancial Manager of PT Toba Bara Sejahtera TbkDirector/Echelon II Staff Office of the President of the Republic of IndonesiaExperts Coordinating Minister for Politics, Legal and Security Affairs Coordinating Ministry for Politics, Legal and SecurityExperts Coordinating Minister for Maritime Affairs Coordinating Ministry for Maritime AffairsSpecial Staff of the Coordinating Minister for Maritime Affairs and Investment in the Coordinating Ministry for Maritime Affairs and InvestmentDeputy for Investment and Mining Coordinating Ministry for Coordinating Ministry for Maritime Affairs and InvestmentIndependent Commissioner of PT Bank Negara Indonesia (Persero) Tbk	<ul style="list-style-type: none">AccountancyFinance

Diversity Policy Composition of the Board of Commissioners

Name	Position	Age (Years)	Gender	Education	Work Experience	Expertise
Erwin Rijanto Slamet	Independent Commissioner	64 years as of December 31, 2022	Male	<ul style="list-style-type: none">Bachelor's Degree in EconomicsMaster's Degree in Economics	<ul style="list-style-type: none">Head of Bank Indonesia's Non -Foreign Exchange Supervision SectionDeputy Head of the Department of Foreign Affairs/Indra Bank IndonesiaHead of Bank Indonesia Audit Affairs Affairs SectionExecutive Analyst of the Department of Research and Regulation of the Bank, Bank IndonesiaHead of Public Relations of the Governor of Bank Indonesia BureauDeputy Head of Bureau of Governor of Bank IndonesiaMain Researcher of the Department of Research and Regulation of the Bank, Bank IndonesiaDeputy Director of Bank Supervision Department 3, Bank IndonesiaDirector of Bank Supervision Department 3, Bank IndonesiaDirector of the Singapore Bank Indonesia Representative OfficeExecutive Director of the Bank Indonesia Financial System Surveillance DepartmentExecutive Director of Bank Indonesia Macroprudential Policy DepartmentMembers of the Board of Commissioners of the Ex Officio Deposit for Bank Indonesia Depositors of the Deposit Insurance CorporationDeputy Governor of Bank IndonesiaPresident Commissioner LintasartaIndependent Commissioner of PT Bank Negara Indonesia (Persero) Tbk	Economics

Note:

¹⁾ No longer served as a Member of the Board of Directors on August 31, 2022

²⁾ Appointed as Commissioner since August 31, 2022 and effective based on OJK approval since December 23, 2022

BOARD OF DIRECTORS' COMPOSITION DIVERSITY POLICY

BNI's Board of Directors diversity policy refers to the recommendations of OJK as outlined in the Appendix to the OJK Circular Letter No. 32/SEOJK.04/2015 concerning Guidelines for Public Company Governance. The regulation states that the Board of Directors membership composition should take into account the composition diversity of the Board of Directors members. The composition diversity of the Board of Directors members should be a combination of desired characteristics both in terms of the organs of the Board of Directors, and the individual members of the Board of Directors, in accordance with the needs of a Public Company. Thus, considering the combination of characteristics referred to will have an impact on the accuracy of the nomination process and appointment of individual members of the Board of Directors or the collegial Board of Directors.

In accordance with Article 5 paragraph (4) letter c.2 of the Company's Articles of Association, Series A Dwiwarna Shareholders have the privilege to nominate candidates as members of the Company's Board of Directors. Based on Article 11 paragraph (10) of the Articles of Association, members of the Board of Directors are appointed and dismissed by the GMS, where the GMS is attended by the Series A Dwiwarna Shareholder and the meeting resolution must be approved by the Series A Dwiwarna Shareholder with due observance of the provisions in the Articles of Association.

Determination of the Board of Directors membership composition takes into account the diversity of skills, knowledge and experience required as referred to in the OJK Recommendation in the Appendix to the OJK Circular Letter No. 32/SEOJK.04/2015 concerning Guidelines for Public Company Governance, which has been fulfilled by Series A Dwiwarna Shareholders as Shareholders with are entitled to nominate candidates for members of the Board of Directors. Thus, the Board of Directors composition in 2022 has met the aspects of diversity, as reflected in the education, work experience, age and gender, as presented in the following table.

Diversity Policy Composition of the Board of Directors						
Name	Position	Age (Years)	Gender	Education	Work Experience	Expertise
Royke Tumilaar	President Director	58 years as of December 31, 2022	Male	• Bachelor's degree in Economics • Master degree in Finance	• Credit Analyst PT Bank Mandiri (Persero) Tbk • Corporate Dealer of PT Bank Mandiri (Persero) Tbk • Relationship Manager - Treasury Division of PT Bank Mandiri (Persero) Tbk • Senior Officer Manager of PT Bank Mandiri (Persero) Tbk • Department Head (Vice President) Corporate Banking PT Bank Mandiri (Persero) Tbk • Holder of authority to decide credit (Group Head level) Commercial Banking) PT Bank Mandiri (Persero) Tbk • Group Head of Regional Commercial Sales II PT Bank Mandiri (Persero) Tbk • President Commissioner of PT Staco Jasapratama (General Insurance) • Commissioner of PT Mandiri Sekuritas • Group Head of Regional Commercial Sales I PT Bank Mandiri (Persero) Tbk • Director of Tresury, FI & Special Asset Management of PT Bank Mandiri (Persero) Tbk • Director of Corporate Banking of PT Bank Mandiri (Persero) Tbk • Director of Wholesale Banking PT Bank Mandiri (Persero) Tbk • Director of Corporate Banking of PT Bank Mandiri (Persero) Tbk. • President Director of PT Bank Mandiri (Persero) Tbk • President Director of PT Bank Negara Indonesia (Persero) Tbk	Management, Credit, Risk, Marketing, Treasury, International, Procurement, Special Asset, Finance, Strategic Planning

Diversity Policy Composition of the Board of Directors						
Name	Position	Age (Years)	Gender	Education	Work Experience	Expertise
Adi Sulistyowati	Vice President Director	55 years as of December 31, 2022	Female	Bachelor's degree in Economics	• Assistant for the Management of Funds and Services of BNI Main Menteng Branch Office of PT Bank Negara Indonesia (Persero) Tbk • BNI Marketing Manager Menteng Main Branch Office PT Bank Negara Indonesia (Persero) Tbk • Marketing Manager of BNI Institutional Funds for Institutional Relations and Financial Services Division and Institutional Funds of PT Bank Negara Indonesia (Persero) Tbk • AVP Marketing and Sales BNI Financial Services and Institutional Funds Division of PT Bank Negara Indonesia (Persero) Tbk • VP Marketing and Sales BNI Financial Services and Institutional Funds Division of PT Bank Negara Indonesia (Persero) Tbk • Jakarta Senayan Regional Leader PT Bank Negara Indonesia (Persero) Tbk • Director of Network and Services of PT Bank Negara Indonesia (Persero) Tbk • Director of Institutional & Transactional Relations of Banking of PT Bank Negara Indonesia (Persero) Tbk • Director of Institutional Relations of PT Bank Negara Indonesia (Persero) Tbk • Director of Service and Network of PT Bank Negara Indonesia (Persero) Tbk • Vice President Director of PT Bank Negara Indonesia (Persero) Tbk	Marketing & Networking; Transactional banking, Loans; Operation Network
					• Starting a career at PT Bank Mandiri (Persero) Tbk as SR PS Reporting Regulatory • Team Leader Statutory Reporting PT Bank Mandiri (Persero) Tbk • Department Head Financial Reporting PT Bank Mandiri (Persero) Tbk • Department Head Performance Management PT Bank Mandiri (Persero) Tbk • Group Head Accounting PT Bank Mandiri (Persero) Tbk • Group Head Strategy & Performance Management of PT Bank Mandiri (Persero) Tbk • Finance Director of PT Bank Negara Indonesia (Persero) Tbk	Strategic and Corporate Plan; Performance Management (Planning & Budgeting); Finance & Accounting; Risk Management

Diversity Policy Composition of the Board of Directors

Name	Position	Age (Years)	Gender	Education	Work Experience	Expertise
Corina Leyla Karnalies	Consumer Banking Director	54 years as of December 31, 2022	Female	Bachelor's degree in Physics	<ul style="list-style-type: none">Citibank Senior Collector/ LeaderCollection Head Standard Chartered BankUniversal Bank Collection & Recovery HeadUniversal Bank Credit Department ManagerUniversal Bank Deputy Card ManagementOperation Credit Card Division Head of Bank PermataCredit Support & Risk Management Division Head of Bank NiagaRetail Collection & Recovery Group Head of Bank NiagaCollection & Recovery Head Consumer Banking ABN Amro BankCollection & Recovery Head RBS/A Amro BankVP Deputy Division Head Operations Credit Card & Acquiring Business PT Bank Negara Indonesia (Persero) TbkVP Deputy Division Head Collection Management PT Bank Negara Indonesia (Persero) TbkSVP - Head of PT Bank Negara Indonesia (Persero) Tbk's Card Business DivisionSVP - Leader of Product Development Management Division of PT Bank Negara Indonesia (Persero) TbkSVP - Data Management and Analytic Division Leader of PT Bank Negara Indonesia (Persero) TbkConsumer Banking Director of PT Bank Negara Indonesia (Persero) Tbk	Consumer Banking; Product Management; Collections; Portfolio Management

Diversity Policy Composition of the Board of Directors

Name	Position	Age (Years)	Gender	Education	Work Experience	Expertise
Sis Apik Wijayanto	Institutional Banking Director	61 years as of December 31, 2022	Male	<ul style="list-style-type: none">Bachelor's degree in State AdministrationMaster's degree in ManagementDoctorate in Administrative Sciences	<ul style="list-style-type: none">Staff I Surabaya Branch Office Kalliasin PT Bank Rakyat Indonesia (Persero) TbkStaff II Jakarta Kebayoran Baru Branch Office PT Bank Rakyat Indonesia (Persero) TbkMarketing and Lending Officer of Kediri Branch Office PT Bank Rakyat Indonesia (Persero) TbkMamuju Branch Leader PT Bank Rakyat Indonesia (Persero) TbkKendari Branch Leader PT Bank Rakyat Indonesia (Persero) TbkLumajang Branch Leader PT Bank Rakyat Indonesia (Persero) TbkKediri Branch Leader PT Bank Rakyat Indonesia (Persero) TbkJakarta Veteran Branch Leader PT Bank Rakyat Indonesia (Persero) TbkDeputy Leader of Padang Regional PT Bank Rakyat Indonesia (Persero) TbkDeputy Leader of Pekanbaru Regional PT Bank Rakyat Indonesia (Persero) TbkDeputy Leader of Yogyakarta Region PT Bank Rakyat Indonesia (Persero) TbkSpecial Branch Leader of PT Bank Rakyat Indonesia (Persero) TbkBanjarmasin Regional Leader PT Bank Rakyat Indonesia (Persero) TbkJakarta Regional Leader 2 PT Bank Rakyat Indonesia (Persero) TbkDirector of Funding & Distribution of a State Savings BankConsumer Director of PT Bank Rakyat Indonesia (Persero) TbkDirector of Institutional & BUMN Relations of PT Bank Rakyat Indonesia (Persero) TbkInstitutional Banking Director of PT Bank Negara Indonesia (Persero) Tbk	Strategic Management; Institutional Relations; Operational

Diversity Policy Composition of the Board of Directors

Name	Position	Age (Years)	Gender	Education	Work Experience	Expertise
David Pirzada	Risk Management Director	54 years as of December 31, 2022	Male	<ul style="list-style-type: none"> Bachelor of Science degree in Electrical Engineering Master Management degree in Business 	<ul style="list-style-type: none"> Account Officer The Bank of Tokyo – Mitsubishi UFJ Ltd Senior Analyst The Bank of Tokyo – Mitsubishi UFJ Ltd Co-Head of Commercial Portfolio Administration The Bank of Tokyo – Mitsubishi UFJ Ltd Head of Commercial Portfolio Administration The Bank of Tokyo Head of Credit and Market Middle Department The Bank of Tokyo Head of Risk Administration Departement The Bank of Tokyo Country Chief Risk Officer The Bank of Tokyo SEVP Wholesale Risk PT Bank Mandiri (Persero) Tbk Risk Management Director PT Bank Negara Indonesia (Persero) Tbk 	Risk, Credit
Silvano Winston Rumantir	Corporate & International Banking Director	44 years as of December 31, 2022	Male	<ul style="list-style-type: none"> Bachelor's degree Master's degree in Finance 	<ul style="list-style-type: none"> Graduate Analyst Anz Melbourne Program Senior Analyst, Bank & Country Risk Management Anz Melbourne Structured Export Finance Australia Anz Sydney Manager Senior Manager of Structured Export Finance Asia Pacific Anz Singapore Associate Director Project & Export Finance Asia Pacific HSBC Hong Kong Director & Head of Debt Capital Market Indonesia HSBC Indonesia President Director of PT Deutsche Securities Indonesia Director, Corporate Finance Indonesia Coverage Deutsche Bank Singapore President Director of PT Mandiri Sekuritas Senior Executive Vice President Corporate Banking of PT Bank Mandiri (Persero) Tbk Finance and Strategy Director of PT Bank Mandiri (Persero) Tbk Corporate & International Banking Director of PT Bank Negara Indonesia (Persero) Tbk 	Finance, Capital Market, Corporate Banking

Diversity Policy Composition of the Board of Directors

Name	Position	Age (Years)	Gender	Education	Work Experience	Expertise
Ronny Venir	Network and Services Director	55 years as of December 31, 2022	Male	<ul style="list-style-type: none"> Bachelor's degree in Animal Husbandry Master's degree in Agribusiness 	<ul style="list-style-type: none"> Business Marketing Manager of Tebet Branch Office PT Bank Negara Indonesia (Persero) Tbk Supervisor of Marketing Products of the Pecenongan Branch Office of PT Bank Negara Indonesia (Persero) Tbk PT Bank Negara Indonesia (Persero) Tbk's Business Service Coordination Service Partnership & Program Marketing Manager of PT Bank Negara Indonesia (Persero) Tbk Relationship Manager of Small Business Marketing Small Business Division PT Bank Negara Indonesia (Persero) Tbk AVP Small Business Marketing Small Business Division PT Bank Negara Indonesia (Persero) Tbk Leaders of the Small Business Division Business Development Group PT Bank Negara Indonesia (Persero) Tbk Leader of Graha Pangeran Surabaya Small Credit Center PT Bank Negara Indonesia (Persero) Tbk Deputy Leader of the Small Business Division of PT Bank Negara Indonesia (Persero) Tbk Deputy Leader of the Commercial & Small Business Division of PT Bank Negara Indonesia (Persero) Tbk Palembang Regional Office Banking Business Leader PT Bank Negara Indonesia (Persero) Tbk Regional Office Leader 02 (West Sumatra, Riau, Kepri) PT Bank Negara Indonesia (Persero) Tbk Regional Office Leader 12 (Jakarta City) PT Bank Negara Indonesia (Persero) Tbk Leaders of the Small Business Business Division of PT Bank Negara Indonesia (Persero) Tbk Medium Business SEVP PT Bank Negara Indonesia (Persero) Tbk SEVP Network PT Bank Negara Indonesia (Persero) Tbk Network & Services Director of PT Bank Negara Indonesia (Persero) Tbk 	Management, Credit and Risk

Diversity Policy Composition of the Board of Directors

Name	Position	Age (Years)	Gender	Education	Work Experience	Expertise
Muhammad Iqbal	Enterprise and Commercial Banking Director	49 years as of December 31, 2022	Male	<ul style="list-style-type: none">Bachelor's degree in EngineeringMaster's degree in General ManagementMaster's degree in Business	<ul style="list-style-type: none">Coca Cola Business Analyst Indonesian amateurAccenture Senior ConsultantsMarketing Planning & Analysis Bantoel Prima ManagerGeneral Manager Business Insights Planning &Development Charoen PokphandAssistant Vice President Head of Co-Brand Products Citibank IndonesiaSenior Vice President Cards HSBC Segments & Products IndonesiaSenior Vice President Consumer Credit Policy &Portfolio Management Senior Vice PresidentConsumer Credit Policy & Portfolio ManagementTask Team Project Manager Force Consumer & Retail Business Risk of PT Bank Negara Indonesia (Persero) TbkHead of Business Risk Division Consumer & Retail PT Bank State of Indonesia (Persero) TbkManagement Division Leader PT Bank Consumer Products State of Indonesia (Persero) TbkHead of Consumer Banking Business PT Bank Muamalat (Persero) TbkSenior Vice President Group Head Retail Products& Transaction Risk PT Bank Mandiri (Persero) TbkSenior Vice President Group Head Small Medium Enterprise & Micro Risk PT Bank Mandiri (Persero) TbkSenior Vice President Group Head Small Medium Enterprise Banking PT Bank Mandiri (Persero) TbkEnterprise & Commercial Banking Director at PT Bank State of Indonesia (Persero) Tbk	Strategic Management, Risk Management, Credit Underwriting, Customer Relationship Management, Consulting, Product Management, Business Banking, Consumer Retail Banking
					<ul style="list-style-type: none">Medium Business SEVP PT Bank Negara Indonesia (Persero) TbkMedium Business Director of PT Bank Negara Indonesia (Persero) TbkCorporate Business Director of PT Bank Negara Indonesia (Persero) TbkDirector of Treasury and International PT Bank Negara Indonesia (Persero) TbkPresident Director of PT Indonesian Credit GuaranteeTreasury Director of PT Bank Negara Indonesia (Persero) Tbk	
Putrama Wahyu Setyawan ¹⁾	Treasury Director	53 years as of December 31, 2022	Male	<ul style="list-style-type: none">Bachelor's degree in ForestryMaster's degree in Accounting, Universitas Gadjah Mada, Indonesia	<ul style="list-style-type: none">Medium Business SEVP PT Bank Negara Indonesia (Persero) TbkMedium Business Director of PT Bank Negara Indonesia (Persero) TbkCorporate Business Director of PT Bank Negara Indonesia (Persero) TbkDirector of Treasury and International PT Bank Negara Indonesia (Persero) TbkPresident Director of PT Indonesian Credit GuaranteeTreasury Director of PT Bank Negara Indonesia (Persero) Tbk	Special Asset Management, Credit, Treasury

Diversity Policy Composition of the Board of Directors

Name	Position	Age (Years)	Gender	Education	Work Experience	Expertise
Mucharom ¹⁾	Human Capital & Compliance Director	53 years as of December 31, 2022	Male	<ul style="list-style-type: none">Bachelor's degree in EconomicsMaster's degree in Management	<ul style="list-style-type: none">Deputy Head of the Division of Operational RiskHead of Network & Service of the Makassar Regional OfficeMakassar Regional Office LeaderGeneral Manager of BNI Hong KongLeaders of the Policy Governance DivisionLeader of Strategic Planning DivisionSenior Vice President of Corporate Communication & Secretariat DivisionDirector of Human Capital & Compliance PT Bank Negara Indonesia (Persero)	Human Capital, Risk Management, Banking Operations, International Banking, Corporate Finance and Strategic Management, Corporate Communication.
Toto Prasetyo ¹⁾	Technology & Operations Director	56 years as of December 31, 2022	Male	<ul style="list-style-type: none">Vordiplom Mechanical EngineeringDipl.-ing Mechanical Engineering	<ul style="list-style-type: none">Head of IT Project Management PT Bank Mega TbkGroup Head It Application Support PT Bank Mandiri (Persero) TbkSEVP Information Technology PT Bank Mandiri (Persero) TbkTechnology & Operations Director of PT Bank Negara Indonesia (Persero) Tbk	Information Technology (IT Strategy, Solution Architect, IT Project Management, IT Project Delivery, IT Applications Support, IT Security, IT Infrastructure), Banking Operations (Business Process Reengineering, Operation Transformation, Transaction Banking & Operation, Credit Administration)
Bob Tyasika Ananta ²⁾	Human Capital & Compliance Director	59 years as of December 31, 2022	Male	<ul style="list-style-type: none">Bachelor's degree in AccountingMaster's degree in Finance	<ul style="list-style-type: none">General Manager of BNI Foreign Branch Office in Hong KongInternational Division LeaderLeader of Strategic Planning DivisionOperational and Information Technology Director of PT Bank Negara Indonesia (Persero) TbkDirector of Planning and Operations of PT Bank Negara Indonesia (Persero) TbkDirector of Risk Management of PT Bank Negara Indonesia (Persero) TbkDirector of Treasury & International PT Bank Negara Indonesia (Persero) TbkHuman Capital & Compliance Director of PT Bank Negara Indonesia (Persero) Tbk	Human Capital, International Banking, Treasury, Corporate Finance and Strategic Management

Diversity Policy Composition of the Board of Directors

Name	Position	Age (Years)	Gender	Education	Work Experience	Expertise
Y.B. Hariantono ³⁾	IT & Operations Director	56 years as of December 31, 2022	Male	Bachelor's degree in Electrical Engineering	<ul style="list-style-type: none">Bank Bali Junior System ProgrammerBank Bali Data Center ManagerMainframe & Central Support Manager of Bank BaliGM System & Networking Bank BaliGM IT Operation & Support Bank BaliGM ApplicationDevelopment HeadVice President Group Head It Bank BaliIT Integration Integration Coordinator Merger Integration Team 5 Banks, Bank PermataSVP IT HEAD BANK PERMATASVP, Consumer Credit Underwriting Bank PermataSVP, IT Head of Bank PermataEVP, Head Special Project Bank PermataEVP, Bank Permata Network HeadEVP, IT Head BII - maybankDirector of Bank Mega Information TechnologyHead of Information Technology Bank BTPNInformation Technology Director of PT Bank Negara Indonesia (Persero) Tbk	Information Technology and Operations

Diversity Policy Composition of the Board of Directors

Name	Position	Age (Years)	Gender	Education	Work Experience	Expertise
Henry Panjaitan ³⁾	Treasury and International Director	53 years as of December 31, 2022	Male	<ul style="list-style-type: none">Bachelor's degree in EconomicsMaster's degree in CommerceMaster's degree in Management	<ul style="list-style-type: none">Starting a career as a medium credit analyst I Regional Office 10 PT Bank Negara Indonesia (Persero) TbkSmall Credit Analyst Gambir Branch Office PT Bank Negara Indonesia (Persero) TbkMarketing Manager of Gambir Branch Office PT Bank Negara Indonesia (Persero) TbkRegional Office Credit Analyst 10 PT Bank Negara Indonesia (Persero) TbkAnalyst of the Settlement of Bad Credit Special Credit Division of PT Bank Negara Indonesia (Persero) TbkManager of Control of Information Technology Problems Information Technology Division PT Bank Negara Indonesia (Persero) TbkManager of Advisory & Sekuritis Investment & Financial Services Division of PT Bank Negara Indonesia (Persero) TbkCredit Analyst Manager of Corporate Division Two PT Bank Negara Indonesia (Persero) TbkBusiness Manager of Business Marketing Corporate Division Two PT Bank Negara Indonesia (Persero) TbkRelationship Manager of Corporate Division of PT Bank Negara Indonesia (Persero) TbkPersonal Assistant Directors of Corporate Communication Division and Secretariat of PT Bank Negara Indonesia (Persero) Tbk	Management, Risk, Credit, Marketing

Diversity Policy Composition of the Board of Directors

Name	Position	Age (Years)	Gender	Education	Work Experience	Expertise
					<ul style="list-style-type: none">Leader of the Trade Finance Group International Division of PT Bank Negara Indonesia (Persero) TbkDeputy GM Operation Hong Kong Branch PT Bank Negara Indonesia (Persero) TbkHong Kong Branch General Manager PT Bank Negara Indonesia (Persero) TbkHead of Business & Banking of Jakarta Senayan Regional Office PT Bank Negara Indonesia (Persero) TbkLeader of the BIN Division of PT Bank Negara Indonesia (Persero) TbkInternational Division Leader of PT Bank Negara Indonesia (Persero) TbkJakarta Regional Leaders BSD PT Bank Negara Indonesia (Persero) TbkJakarta Senayan Regional Leader PT Bank Negara Indonesia (Persero) TbkTreasury and International Director PT Bank Negara Indonesia (Persero) Tbk	

Note:
¹⁾ Appointed as a Member of the Board of Directors since August 31, 2022
²⁾ No longer served as a Member of the Board of Directors on May 27, 2022
³⁾ No longer served as a Member of the Board of Directors on August 31, 2022

BOARD OF COMMISSIONERS
AND BOARD OF DIRECTORS
REMUNERATION

BOARD OF COMMISSIONERS REMUNERATION POLICY

REMUNERATION GOVERNANCE

The remuneration for the BNI Board of Commissioners refers to OJK Regulation No. 45/POJK.03/2015 dated December 23, 2015, and OJK Circular Letter No. 40/SEOJK.03/2016 concerning Governance Implementation when Providing Remuneration in Commercial Banks, as well as Minister of SOEs Regulation No. PER-04/MBU/2014 dated March 10, 2014 concerning Guidelines for Determining Remuneration for the Board Directors, Board of Commissioners and Supervisory Boards of SOEs, as amended several times, most recently by Minister of SOEs Regulation No. PER13/MBU/09/2021 dated September 24, 2021.

The Board of Commissioners’ Remuneration Governance Policy states that the remuneration given can be fixed and variable. The provision for fixed and variable remuneration is based on business scale, business complexity, peer group, inflation rate, the Company’s condition and financial capability, and does not conflict with laws and regulations.

The determination of fixed remuneration also takes into account differences (gaps) in remuneration between position levels, to prevent potential internal conflicts and operational risks such as fraud or other operational risks.

For the determination of variable remuneration, the Company has based it on prudent risk taking, which refers to the OJK provisions that regulate the Implementation of Risk Management in Commercial Banks.

Based on BNI’s Articles of Association, members of the Board of Commissioners receive an honorarium and benefits/ facilities including bonuses and retirement benefits, the types and amounts of which are determined by the GMS with due observance of the prevailing laws and regulations.

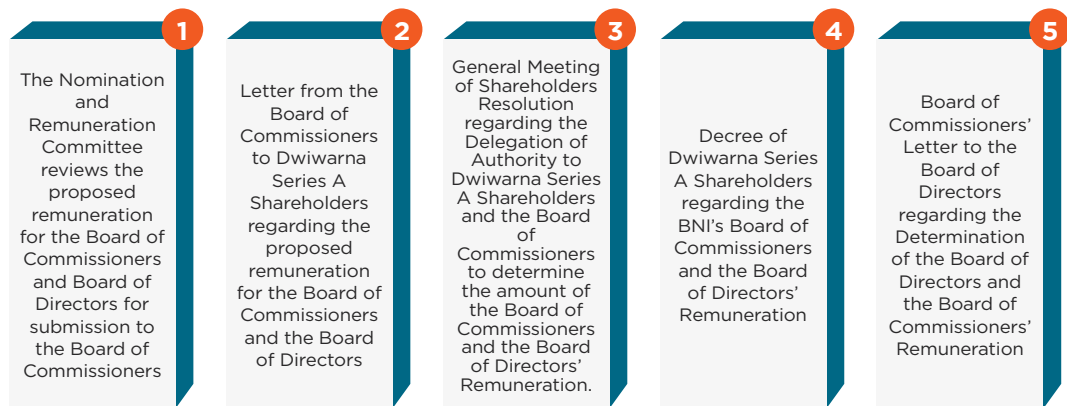
The Board of Commissioners supervises the implementation of the remuneration policy and conducts periodic evaluations through the Nomination and Remuneration Committee. The Nomination and Remuneration Committee evaluates the Remuneration policy based on performance, risk, fairness with peer groups, and the Bank’s goals and long-term strategy, fulfillment of reserves, as stipulated in the laws and regulations, and the Bank’s potential future income.

PROCEDURE FOR REMUNERATION DETERMINATION

In general, the procedure for determining the remuneration of the Board of Commissioners is carried out in the following stages:

1. The Nomination and Remuneration Committee evaluates the remuneration policies applicable to the Board of Commissioners;
2. Then the Nomination and Remuneration Committee provides recommendations to the Board of Commissioners regarding the remuneration policy for the Board of Commissioners;
3. The Board of Commissioners submits the remuneration recommendations for salaries/honorarium and tantiem to the Dwiwarna Series A Shareholder for approval from the GMS.

Procedure of Determining the Board of Commissioners Remuneration



MEMBERS OF THE BOARD OF COMMISSIONERS REMUNERATION STRUCTURE

The remuneration structure for members of the Board of Commissioners is based on Minister of SOEs Regulation No. PER-04/MBU/2014 dated March 10, 2014 concerning Guidelines for Determining the Remuneration for Board of Directors, Board of Commissioners and Supervisory Board of State-Owned Enterprises as amended several times, most recently by the Minister of SOEs Regulation No. PER-13/MBU/09/2021 dated September 24, 2021, and the Minister of SOEs Letter No. SR-33/Wk2.MBU.A/10/2021 dated October 1, 2021 concerning Determining the Remuneration for the BNI Board of Directors and Board of Commissioners in 2021, as follows:

Members of the Board of Commissioners Remuneration Structure

Type of Remuneration/Facility	Description
Honorarium	<ul style="list-style-type: none">President Commissioner is 45% of the salary of the President Director.Vice President Commissioner is 42.5% of the salary of the President Director.Commissioner is 90% of the honorarium of the President Commissioner.
Allowances	
Religious Holiday	Board of Commissioners is given allowances for Religious Holiday for 1 (one) time honorarium
Transportation	Board of Commissioners is given transportation for 20 (twenty) percent of the honorarium.
Post- Employment Insurance	<ul style="list-style-type: none">During the term of office (effective from appointment until it ceases)Premium borne by the Company is 25% (twenty-five percent) of the honorarium in one year.Selecting the program for post-employment insurance is determined by the Board of Directors and the Board of Commissioners, coordinated by the unit managing the facilities and allowances for members of the Board of Directors and the Board of Commissioners.Provision of premium, fee, or other terms relevant to post-employment insurance already includes premium for accident and death insurance.
Facilities	
Health	<ul style="list-style-type: none">Health facilities are given to members of the Board of Commissioners in the forms of health insurance or reimbursement of medical expenses.Health facilities are given to members of the Board of Commissioners, the wife/husband, and maximum 3 (three) children who have not reached the age of 25 (twenty five) provided that in the event that the child is not yet 25 years but had been married or had previously worked, the said child is not entitled to receive health facilities. Health facilities are provided in the forms of:<ul style="list-style-type: none">a. Outpatient and medicines;b. Inpatient and medicines;c. Medical check up subject to 1 (one) time every year and done inside the country.d. In the event that the treating doctor provides referrals for treatment overseas, the health facility is provided in full.

Members of the Board of Commissioners Remuneration Structure

Type of Remuneration/Facility	Description
Legal Aid	<ul style="list-style-type: none">Legal Aid facility to members of the Board of Commissioners is given in the event of any action/activity for and on behalf of a position of members of the Board of Commissioners that is related to the purpose and objective as well as the company's business activities.Legal aid facility is at cost.Legal aid facility is budgeted at the Bank's expense as stated in the Bank's Work Plan and Budget (RKAP).Legal aid facility can only be used during the term of office or no longer in office on the policies taken during the term of office and cannot be given directly to the person concerned.In the event that members of the Board of Commissioners use lawyers/legal consultants of their own choice, either at level of preliminary investigation/ investigation, first-level court, appeal, cassation, and judicial review, then, the lawyer/legal consultant fee is not borne/compensated by the Bank.Procedures for the Board of Commissioners' legal aid facility are carried out by referring to the applicable Laws and Regulations, specifically the Minister of State-Owned Enterprises Regulation which regulates the Guidelines for Determining the Income of the Board of the Directors, the Board of Commissioners, and Supervisory Board of State-Owned Enterprises.

INDICATORS FOR DETERMINING BOARD OF COMMISSIONERS REMUNERATION

The indicators for determining the Board of Commissioners and Board of Directors, the Company refers to Minister of SOEs Regulation No. PER-04/MBU/2014 concerning Guidelines for Determination of Income of Board of Directors, the Board of Commissioners, and Supervisory Board of SOE, as amended several times, lastly by Minister of SOEs Regulation No. PER-13/MBU/09/2021, and includes:

1. Business scale factor;
2. Business complexity factor;
3. Inflation Rate;
4. Company's condition and financial capability;
5. Other relevant factors, so long as not in violation of the laws and regulations.

TOTAL REMUNERATION NOMINAL/COMPONENT FOR THE BOARD OF COMMISSIONERS

The disclosure of the Board of Commissioners remuneration components refers to OJKCircular Letter No. 40/SEOJK.03/2016 concerning Governance Implementation in Providing Remuneration for Commercial Banks.

The following shows the total remuneration nominal/component for the Board of Commissioners in 2022:

Total Remuneration And Other Facilities	Amount Received In 1 (One) Year	
	Persons	Rp Million
Remuneration		
Honorarium	10	19,850
Housing Allowance	-	-
Transportation Allowance	10	3,970
Religious Holiday Allowance	10	1,654
Tantien	10	77,480
Other Natura Facilities		
Housing (cannot be owned)	-	-
Transportation (cannot be owned)	-	-
Post-Employment Insurance (can be owned)	10	3,570
Health (cannot be owned)	10	1,063

The honorarium composition for members of the Board of Commissioners is determined as follows:

1. President Commissioner, 45% of the salary of the President Director.
2. Vice President Commissioner, 42.5% of the salary of the President Director.
3. Commissioner, 90% of the President Commissioner.

The annual remuneration grouped by range of income levels is as follows:

Total Remuneration for Board of Commissioners		
Total Remuneration	Number Of Commissioners	Rp Million
Above Rp2 billion	10	106,525
Above Rp1 billion - Rp2 billion	-	-
Above Rp500 million - Rp1 billion	-	-
Bellow Rp500 million	-	-

TANTIEM

The Tantiem paid in 2022 equated to 2.6% of the Company's net profit for the period January 1, 2021-December 31, 2021, and was given to members of the Board of Commissioners proportionately to the President Director, with the President Commissioner receiving 45%, the Vice President receiving received 42.5%, and other members of the Board of Commissioners receiving 90% of the President Commissioner's tantiem.

As a form of fulfillment of Article 23 of OJK Regulation No. 45/POJK.03/2015 concerning Governance Implementation when Providing Remuneration in Commercial Banks, the 2021 Performance will be paid in 2022 in the amount of 10% (ten percent) of the total Tantiem, paid as deferred Variable Remuneration to parties who become Material Risk Takers (MRT).

Tantiem in the form of deferred Variable Remuneration to Non-Independent Members of the Board of Commissioners is given in the form of BNI shares, while members of the Independent Board of Commissioners it is given in cash, which is kept in the form of deposits.

The Company may postpone the payment of Variable Deferred Remuneration (Malus) or withdraw the Variable Remuneration that has been paid (clawback) to parties who become Material Risk Takers under certain conditions.

BOARD OF DIRECTORS' REMUNERATION POLICY

REMUNERATION GOVERNANCE

Providing remuneration for BNI Directors, refers to OJK Regulation No. 45/ POJK.03/2015 dated December 23, 2015, and the OJK Circular No. 40/SEOJK.03/2016 concerning Governance Implementation when Providing Remuneration n Commercial Banks, as well as the Minister of SOEs Regulation that regulates the Guidelines for determining the remuneration for the Board of Directors, Board of Commissioners and Supervisory Board of SOEs. The Board of Directors' Remuneration Governance Policy states that the remuneration given can be fixed and variable. The provision for fixed and variable remuneration is based on business scale, business complexity, peer group, inflation rate, the Company's condition and financial capability, and does not conflict with laws and regulations.

Regarding the determination of Fixed Remuneration, it observes the difference (gap) of remuneration between position levels, to prevent potential internal conflicts and operational risks such as fraud or other operational risks. For the determination of variable remuneration, the Bank uses the basis of prudent risk taking that refers to the provisions of the Financial Services Authority regulating Risk Management Implementation for Commercial Banks.

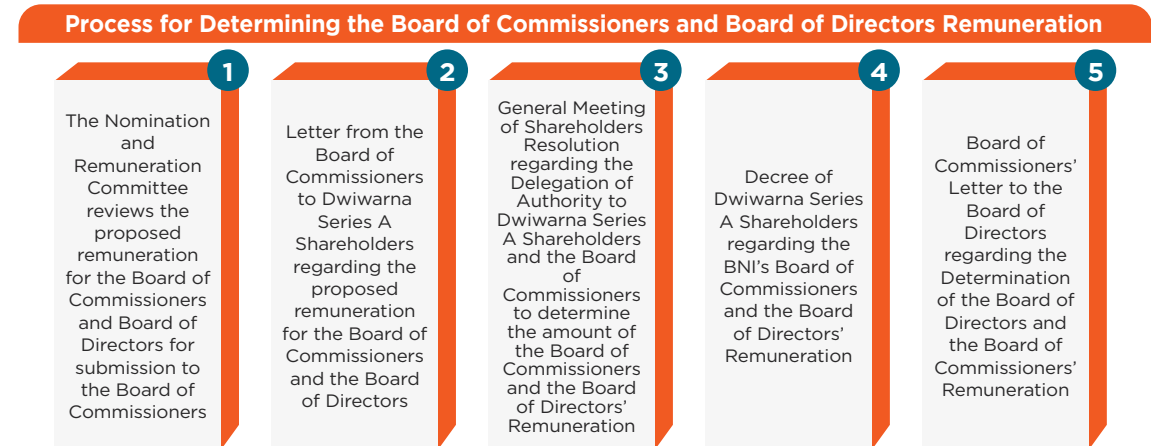
Based on BNI's Articles of Association, members of the Board of Directors are given salaries and allowances/facilities including tantiem and post-retirement benefits, the types and the amounts of which are determined by the GMS with due observance to the prevailing laws and regulations.

The Board of Commissioners supervises the remuneration policies implementation and conducts regular evaluations through the Nomination and Remuneration Committee. The Nomination and Remuneration Committee conducts evaluations on the Remuneration Policy based on performance, risk, fairness with peer group, targets, and the Bank's long term strategy, as well as fulfillment of reserves as regulated in laws and regulations, and the Bank's potential future revenue.

REMUNERATION DETERMINATION PROCEDURE

In general, the procedure for determining the Board of Directors' remuneration is carried out through the following stages:

1. The Nomination and Remuneration Committee evaluates the remuneration policy applicable to the Board of Directors;
2. The Nomination and Remuneration Committee provides recommendations to the Board of Commissioners on the remuneration policy for the Board of Directors;
3. The Board of Commissioners submits proposals on the remuneration recommendation in the form of salaries/honorarium and tantiem to be approved by the GMS.



REMUNERATION STRUCTURE FOR MEMBERS OF THE BOARD OF DIRECTORS

Determination of the remuneration structure for the BNI Board of Directors members refers to the Minister of SOEs Regulation No. PER-04/MBU/2014 dated March 10, 2014 concerning Guidelines for determining remuneration for the Board of Directors, Board of Commissioners and Supervisory Board of SOEs, as amended several times, most recently by Minister of SOEs Regulation No. PER13/MBU/09/2021 dated September 24, 2021, and Minister of SOEs Letter No. SR-23/Wk2.MBU.A/07/2022 dated July 25, 2022 concerning determining remuneration for the Board of Directors and Board of Commissioners of PT Bank Negara Indonesia (Persero) Tbk for 2022, and are as follows:

Remuneration Structure for Members of Board of Directors in 2022	
Type of Remuneration/Facility	Description
Salary	<ul style="list-style-type: none"> President Director is 100%. Vice President Director is 95% of the Salary of President Director. Other Directors is 85% of the salary of the President Director
Allowances	
Religious Holidays	Members of the Board of Directors are given allowance for Religious Holiday for 1 (one) time salary each year.
Housing	Members of the Board of Directors are given housing allowances of Rp27,500,000 per month.
Post-Employment Insurance	<ul style="list-style-type: none"> Given during term of office The premium borne by the company is maximum 25% (twenty five percent) of the annual salary Selecting the post-employment insurance program is determined by each member of the Board of Directors that is coordinated by the unit managing the facilities and allowances for members of the Board of Directors and members of the Board of Commissioners. Provision of premiums, fees, or other terms relevant to post-employment insurance already includes premiums for accident and life insurance

Remuneration Structure for Members of Board of Directors in 2022

Type of Remuneration/Facility

Description

Facilities

Vehicles	<ul style="list-style-type: none">Members of the Board of Directors are provided with 1 (one) unit of official vehicle and 1 (one) driver who can be used full time by members of the Board of Directors with overtime paid by the Company.The brand and type of vehicle are determined by the Company.Maintenance costs and vehicle operating costs as well as other costs incurred in connection with official vehicle facilities shall be borne by the Company at cost.Members of the Board of Directors who are no longer in office shall return the official vehicle to the Company within 30 (thirty) days.In the event that a member of the Board of Directors holds concurrent positions as a member of the Board of Commissioners in a subsidiary/ joint venture, and the person concerned chooses to use the vehicle facility/transportation allowance from the subsidiary/joint venture (if any), then the person concerned is not given the vehicle facility and transportation allowance from the relevant BUMN.
Health	<ul style="list-style-type: none">Health facilities are given in the forms of health insurance or reimbursement of medical expenses.Health facilities are given to members of the Board of Directors and a wife/husband as well as maximum 3 (three) children who have not reached the age of 25 (twenty-five) provided in the event that the child is not yet 25 (twenty-five) years but had been married or had previously worked, the said child is not entitled to receive health facilities. Health facilities are provided in the forms of:<ul style="list-style-type: none">Outpatient and medicine;Inpatient and medicine,Medical check-up, 1 (one) time every year and taken domestically.In the event that the doctor recommends overseas treatment, the health facility may be covered fully.
Legal Aid	<ul style="list-style-type: none">Legal Aid facility to members of the Board of Directors is given in the event of any action/deeds for and on behalf of a position of members of the Board of Directors with the intention and objective as well as the company's business activities.Legal aid facility is at cost.Legal aid facility to members of the Board of Directors is budgeted at the Bank's expense as stated in the Bank's Work Plan and Budget (RKAP).Legal aid facility can only be used in the event of a claim from third party, either during term of office or no longer in office on the policies taken during the term of office and cannot be given directly to the person concerned.In the event that members of the Board of Directors use lawyers/ legal consultants of their own choice, either at level of preliminary investigation/investigation, first-level court, appeal, cassation, and judicial review, then the attorney/legal consultant fee is not borne/ compensated by the Bank.Procedures for the Board of Directors' legal aid facility are carried out by referring to the applicable laws and regulations, specifically the Minister of State-Owned Enterprises Regulation which regulates the Guidelines for Determining the Remuneration of the Board of Directors, the Board of Commissioners, and Supervisory Board of State-Owned Enterprises.
Housing Facilities	<ul style="list-style-type: none">In the event that the Bank provides office-house for the Board of Directors, the Director must use the house as a housing facility and is not provided with housing allowance.In the event that the Bank does not provide office-house, then the Director will receive housing allowance.The housing facility received by the Board of Directors include utilities and maintenance of the house of residence.Details of utility amount (electricity, water, telephone, etc.) as mentioned above refer to the policies stipulated in the Company.

INDICATORS FOR DETERMINING THE BOARD OF DIRECTORS' REMUNERATION

For determining the Board of Directors' indicators, BNI refers to the Minister of SOEs Regulation No. PER-04/MBU/2014 concerning Guidelines for Determining the Board of Directors, Board of Commissioners, and Supervisory Boards of SOEs Remuneration, as amended several times, most recently by Minister of SOEs Regulation No. PER-13/MBU/09/2021, and are as follows:

- Business scale factor;
- Business complexity factor;
- Inflation Rate;
- Company's condition and financial capability;
- Other relevant factors, so long as it is not in contradiction to the laws and regulations.

TOTAL REMUNERATION NOMINAL/COMPONENT FOR THE BOARD OF DIRECTORS

The disclosure of the Board of Commissioners and Board of Directors remuneration components refers to OJK Circular Letter No. 40/SEOJK.03/2016 concerning Governance Implementation in Providing Remuneration for Commercial Banks.

Type Of Remuneration And Other Facilities	Amount Received In 1 (One) Year	
	Persons	Rp Million
Remuneration		
Salary	12	49,100
Housing Allowances	12	2,310
Transportation Allowances	-	-
Religious Allowances	12	3,839
Tantiem	12	195,819
Other Natura Facilities		
Housing (cannot be owned)	-	-
Transportation (cannot be owned)	12	9,695
Post-Employment Insurance (can be owned)	12	8,414
Health (cannot be owned)	12	3,228

The annual remuneration grouped by income level range is as follows:

Board of Directors Remuneration by Group		
Total Remuneration	Amount Received In 1 (One) Year	
	Number Of Directors	Rp Million
Above Rp2 billion	12	259,483
Above Rp1 billion - Rp2 billion	-	-
Above Rp500 million - Rp1 billion	-	-
Below Rp500 million	-	-

TANTIEM

The Tantiem paid in 2022 equated to 2.6% of the Company's net profit for the period January 1, 2021-December 31, 2021, and was given to members of the Board of Directors proportionately to the President Director, with the President Director receiving 100%, the Vice President Director receiving 90%, and other members of the Board of Directors receiving 85%.

As a form of fulfillment of Article 23 of OJK Regulation No. 45/POJK.03/2015 concerning Governance Implementation when Providing Remuneration in Commercial Banks, the 2021 Performance will be paid in 2022 in the amount of 10% (ten percent) of the total Tantiem, paid as deferred Variable Remuneration to parties who become Material Risk Takers (MRT). Tantiem in the form of deferred Variable Remuneration to all members of the Board of Directors is given in the form of BNI shares.

The Company may postpone the payment of Variable Deferred Remuneration (Malus) or withdraw the Variable Remuneration that has been paid (clawback) to parties who become Material Risk Takers under certain conditions.

EMPLOYEES' REMUNERATION

The remuneration given to BNI employees aims to attract, retain and motivate employees to perform optimally. BNI regularly compares market positions to ensure the competitiveness of its remuneration scheme offered to employees. The employee remuneration components consist of fixed and variable remuneration. Fixed remuneration is given based on the position level and the employee position. The variable remuneration is given based on performance associated with the Bank's performance achievement, unit performance and the performance of the employee concerned.

To implement the remuneration strategy so that it is always competitive in the market, several matters are taken into account when developing the reward management strategy in 2022, including the Employee Stock Allocation (ESA) Program, to increase employee motivation and sustainable performance, increase employee ownership, employees' sense of belonging to the company, as well as efforts to retain and increase employee risk awareness. In addition, to motivate and retain BNI's top talent to continue their careers and contribute to BNI, there is a Retention Program and Discretionary Bonus given to selected top BNI talent, as decided by the Board of Directors.

HIGHEST AND LOWEST EMPLOYEE SALARY RATIO

A salary is an employee's right, a compensation in the form of money, given by the Company or employer for the services rendered by the employee, which is determined and paid based on a work agreement, arrangement, or laws and regulations.

1. Ratio of highest and lowest employee's salary is 40.29:1;
2. Ratio of highest and lowest Director's salary ratio is 1.18:1;
3. Ratio of highest and lowest Commissioners' salary ratio is 1.11:1;
4. Ratio of Director's highest salary and employee's highest salary is 2.22:1

EMPLOYEES AND/OR COMPANY MANAGEMENT STOCK ALLOCATION PROGRAM (MSOP/ESOP)

MANAGEMENT SHARE OWNERSHIP PROGRAM

To uphold the prudential element in managing the Bank and mitigate excessive risk taking by decision makers, BNI complies with and implements the principles set out in OJK Regulation No. POJK 45/POJK.03/2015 concerning application of Governance when Providing Remuneration for Commercial Banks ("POJK 45"), which includes the implementation of Variable Remuneration given in the form of Company shares (BBNI).

Based on POJK 45, Remuneration is the predetermined compensation given to members of the Board of Directors, members of the Board of Commissioners and/or Employees, which can be fixed and variable in nature. Fixed Remuneration is remuneration unrelated to performance and risk, and includes basic salaries, facilities, housing allowance, health allowance, education allowance, holiday allowance, and pension. Whereas Variable Remuneration is Remuneration associated with performance and risk, including bonuses or other equivalent forms.

The Fixed Remuneration Policy must at least pay attention to the business scale, business complexity, peer group, inflation rate, condition and financial capacity, and not conflict with the applicable laws and regulations. Specifically for Variable Remuneration, in addition to paying attention to these matters, its application is also required to encourage prudent risk taking.

By taking into account the above-mentioned matters, in 2022, a Share Ownership Program was established for the Board of Directors, Board of Commissioners and Employees. The program's establishment was based on an Annual General Meeting of Shareholders resolution for the 2021 Fiscal Year, held on March 15, 2022. The total shares used for the Share Ownership Program for Employees and the Share Ownership Program for Board of Directors and Board of Commissioners amounted to 24,682,600 shares. The source of the shares used came from the 2021 buyback shares.

In accordance with Article 18 POJK 45, Variable Remuneration in the form of shares for Independent Commissioners is converted and given in cash. In 2022, the Company's Independent Commissioners did not own Company shares.

EMPLOYEE SHARE OWNERSHIP PROGRAM

In 2022, BNI established an Employee Stock Allocation (ESA) Program, a program for providing share allocations to employees who meet certain criteria and requirements as stipulated in the Program Implementation Guidelines.

The ESA program objectives include:

1. Long term employee retention strategy;
2. Efforts to motivate employees to always provide their best performance;
3. Increasing employees' sense of belonging to the Bank.

DISTRIBUTION OF SHARE EMPLOYEE STOCK ALLOCATION PROGRAM (ESA PROGRAM)

The source of the shares used in the ESA Program were buyback shares obtained by PT Bank Negara Indonesia (Persero) Tbk. Participants in the ESA Program are permanent employees as of December 31, 2021 satisfy the criteria and requirements for allocation, and vesting in accordance with predetermined criteria.

The ESA Program allocation and vesting of was carried out on June 2, 2022, with a lock up period according to a predetermined timeframe. The opening of the lock up period was carried out in stages based on the employee's position level. The opening of the lock up period for employees at the Manager level and below will be carried out in one stage on June 2, 2023. The opening of the lock up for Assistant Vice President (AVP) levels and above will be carried out in stages over a period of 3 (three) years from June 2, 2023 to June 2, 2025. Employees who have received an allocation and vesting must fulfill the requirements for opening a lock up at a predetermined time.

Participants declared eligible for allocation, vesting and lock up opening will be notified through a Human Capital application that can be accessed by all employees. The information conveyed to employees includes the number of shares acquired during the allocation, vesting, and opening of the lock up period. At the opening date of the last lock up period, on June 2, 2025, all shares allocated for the ESA Program will be completely divided among the participants.

SHARE DISTRIBUTION FOR EMPLOYEES THAT ARE MATERIAL RISK TAKER (MRT)

Based on POJK No.45/POJK.03/2015 concerning application of Governance when Providing Remuneration for Commercial Banks, it is stipulated that banks are required to determine parties who become Material Risk Takers (MRT), and at least meet the following criteria:

- Board of Directors and/or other employees who due to their duties and responsibilities make decisions that have a significant impact on the risk profile of the Bank; or
- Board of Directors, Board of Commissioners and/or Employees who receive Variable Remuneration of a large value.

Bank Negara Indonesia (BNI) has applied the Governance for providing remuneration by determining employees who meet the criteria as Material Risk Taker (MRT), namely employees at the Senior Executive Vice President (SEVP) position in accordance with the Board of Directors Meeting Decision on December 20, 2016.

In addition, the Bank is required to defer a certain percentage of the variable remuneration payments to the parties who are Material Risk Takers (MRT). For the 2021 performance payment, the SEVP's Annual Bonus that was paid in 2022, referred to the BNI Board of Commissioners and Board of Directors meeting decision that determined the percentage for the variable remuneration. The suspended (Malus) Annual Bonus for SEVP level employees was in the form of shares from the 2021 buyback.

DISCLOSURE OF INFORMATION ON BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS SHARE OWNERSHIP AND ITS APPLICATION

Based on OJK Regulation No. 11/POJK.04/2017 concerning Reports of Ownership or Any Changes in Ownership of Public Company Shares, Members of the Board of Directors or members of the Board of Commissioners must report to OJK any ownership and any change in ownership of Public Company shares, either directly or indirectly. The said report must be submitted no later than 10 (ten) days after the occurrence of ownership or change.

In addition to the OJK reporting requirements, members of the Board of Directors and members of the Board of Commissioners are also required to submit information to the Public Company regarding ownership and any changes in their ownership of Public Company shares. This information should be submitted no later than 3 (three) working days after the occurrence of ownership or any change in ownership of Public Company shares. Within the Company, members of the Board of Directors and members of the Board of Commissioners convey this information to the Corporate Secretary no later than 3 (three) working days after the ownership occurs.

The policy regarding the obligations of members of the Board of Directors and members of the Board of Commissioners to submit information regarding ownership and any changes in share ownership of the Company's shares is regulated in the Board of Commissioners Decree No. KEP/049/DK/2017 dated October 26, 2017 concerning Guidelines and Work Procedures for the PT Bank Negara Indonesia (Persero) Tbk. Board of Commissioners, and the Board of Directors Decree No. KP/228DIR/R dated June 29, 2018 concerning Improvement to the Board of Directors' Work Guidelines and Rules.

In 2022, there were/were no changes in the ownership of the Company's shares by members of the Board of Directors and Non-Independent members of the Board of Commissioners that had been submitted to the OJK in accordance with the provisions of OJK Regulation No. 11/POJK.04/2017 concerning Reports of Ownership, or Any Changes in Ownership of Public Company Shares.

Information concerning reports on share ownership of members of the Board of Directors and members of the Board of Commissioners in 2022 can be seen as follows:

Name	Position	Share Ownership December 31, 2021	Share Ownership December 31, 2022		Change Of Share Ownership							
					Transaction Description	Number Of Shares	Transaction Purpose	Price	Transaction Date	Date Of Reporting To The Company	Date Of Reporting To OJK	Share Ownership Status
Board of Commissioners												
Agus Dermawan Wintarto Martowardojo	President Commissioner/ Independent Commissioner	0	0		-	-	-	-	-	-	-	-
Pradjoto	Vice President Commissioner/Independent Commissioner	0	0		-	-	-	-	-	-	-	-
Sigit Widyawan	Independent Commissioner	0	0		-	-	-	-	-	-	-	-
Septian Hario Seto	Independent Commissioner	0	0		-	-	-	-	-	-	-	-
Asmawi Syam	Independent Commissioner	0	0		-	-	-	-	-	-	-	-
Erwin Rijanto Slamet	Independent Commissioner	0	0		-	-	-	-	-	-	-	-
Iman Sugema	Independent Commissioner	0	0		-	-	-	-	-	-	-	-
Askolani	Commissioner	244,205 shares/0.0013095%	340,063 shares /0.0018235%		Transfer	95,858 shares	In the context of implementing OJK Regulation Number 45/ POJK.03/2015 concerning Governance Implementation concerning Remuneration in Commercial Banks	Rp5,187.00	July 29, 2022	July 29, 2022	August 5, 2022	Direct
Ratih Nurdianti ¹⁾	Commissioner	299,000 shares/0.0016033%	-		-	-	-	-	-	-	-	-
Fadlansyah Lubis ²⁾	Commissioner	-	0		-	-	-	-	-	-	-	-
Susyanto	Commissioner	156.959 shares/0,0008417%	252.817 shares/0,0013557%		Transfer	95.858 shares	In the context of implementing OJK Regulation Number 45/ POJK.03/2015 concerning Governance Implementation concerning Remuneration in Commercial Banks	Rp5,187.00	July 29, 2022	July 29, 2022	August 5, 2022	Direct

Name	Position	Share Ownership December 31, 2021	Share Ownership December 31, 2022		Change Of Share Ownership							
					Transaction Description	Number Of Shares	Transaction Purpose	Price	Transaction Date	Date Of Reporting To The Company	Date Of Reporting To OJK	Share Ownership Status
Board Of Directors												
Royke Tumilaar	President Director	163,584/0.0008772 %	399,539/0.0021425		Transfer	235.955 shares	In the context of implementing OJK Regulation Number 45/ POJK.03/2015 concerning Governance Implementation concerning Remuneration in Commercial Banks	Rp5,187.00	July 29, 2022	July 29, 2022	August 5, 2022	Direct
Adi Sulistyowati	Vice President Director	1,007,373 shares /0.0054019%	641.532 lembar/0,0034401%		Transfer	578.200 shares	In the context of the purchase of fixed assets	Rp8,967.00	November 16, 2022	November 16, 2022	November 21, 2022	Direct
					Transfer	212.359 shares	In the context of implementing OJK Regulation Number 45/ POJK.03/2015 concerning Governance Implementation concerning Remuneration in Commercial Banks	Rp5,187.00	July 29, 2022	July 29, 2022	August 5, 2022	Direct
Novita Widya Anggraini	Finance Director	139,046 shares/0.0007456%	339,607 shares/0.0018211%		Transfer	200,561 shares	In the context of implementing OJK Regulation Number 45/ POJK.03/2015 concerning Governance Implementation concerning Remuneration in Commercial Banks	Rp5,187.00	July 29, 2022	July 29, 2022	August 5, 2022	Direct
Corina Leyla Karnalies	Consumer Banking Director	365,041 shares /0.0019575%	565,602 shares /0.0030329%		Transfer	200,561 shares	In the context of implementing OJK Regulation Number 45/ POJK.03/2015 concerning Governance Implementation concerning Remuneration in Commercial Banks	Rp5,187.00	July 29, 2022	July 29, 2022	August 5, 2022	Direct
Sis Apik Wijayanto	Institutional Banking Direc- tor	454,997 shares/0.0024398%	655,558 shares/0.0035153%		Transfer	200,561 shares	In the context of implementing OJK Regulation Number 45/ POJK.03/2015 concerning Governance Implementation concerning Remuneration in Commercial Banks	Rp5,187.00	July 29, 2022	July 29, 2022	August 5, 2022	Direct

Change Of Share Ownership												
Name	Position	Share Ownership December 31, 2021	Share Ownership December 31, 2022		Transaction Description	Number Of Shares	Transaction Purpose	Price	Transaction Date	Date Of Reporting To The Company	Date Of Reporting To OJK	Share Ownership Status
David Pirzada	Risk Management Director	139,046 shares/0.0007456%	305,607 shares/0.0016388%		Transfer	200,561 shares	In the context of implementing OJK Regulation Number 45/ POJK.03/2015 concerning Governance Implementation concerning Remuneration in Commercial Banks	Rp5,187.00	July 29, 2022	July 29, 2022	August 5, 2022	Direct
Silvano Winston Rumantir	Corporate and International Banking Director	139,046 shares/0.0007456%	339,607 shares/0.0018211%		Transfer	200,561 shares	In the context of implementing OJK Regulation Number 45/ POJK.03/2015 concerning Governance Implementation concerning Remuneration in Commercial Banks	Rp5,187.00	July 29, 2022	July 29, 2022	August 5, 2022	Direct
Ronny Venir	Network and Services Director	172,746 shares/0.0009263%	645,413 shares/0.0034609%		Transfer	200,561 shares	In the context of implementing OJK Regulation Number 45/ POJK.03/2015 concerning Governance Implementation concerning Remuneration in Commercial Banks	Rp5,187.00	July 29, 2022	July 29, 2022	August 5, 2022	Direct
Muhammad Iqbal	Enterprise and Commercial Banking Director	139,046 shares/0.0007456%	339,607 shares/0.0018211%		Transfer	200,561 shares	In the context of implementing OJK Regulation Number 45/ POJK.03/2015 concerning Governance Implementation concerning Remuneration in Commercial Banks	Rp5,187.00	July 29, 2022	July 29, 2022	August 5, 2022	Direct
Putrama Wahyu Setyawan ²⁾	Treasury Director	0	798,265 shares/0.0042805%		-	-	-	-	-	-	-	-
Mucharom ²⁾	Human Capital & Compliance Director	-	129,076 shares/0,0006921%		-	-	-	-	-	-	-	-
Toto Prasetyo ²⁾	Technology & Operations Director	-	0		-	-	-	-	-	-	-	-

Name	Position	Share Ownership December 31, 2021	Share Ownership December 31, 2022		Change Of Share Ownership							Date Of Reporting To The Company	Date Of Reporting To OJK	Share Ownership Status
					Transaction Description	Number Of Shares	Transaction Purpose	Price	Transaction Date					
Bob Tyasika Ananta ³⁾	Human Capital & Compliance Director	1.088.761 shares/0,0058383%	-		-	-	-	-	-			-	-	-
Y.B. Hariantono ¹⁾	IT & Operations Director	364.997 shares/0,0019572%	-		-	-	-	-	-			-	-	-
Henry Panjaitan ¹⁾	Treasury & International Director	149.890 shares/0,0008038%	-		-	-	-	-	-			-	-	...

Note:
¹⁾ No longer served since August 31, 2022
²⁾ Appointed on August 31, 2022: Mr. Fadlansyah has effectively served as Commissioner since January 23, 2023; Mr. Toto Prasetyo effectively served as Director of the Company on January 31, 2023; Mr. Mucharom has effectively served as Director of the Company since January 6, 2023; Mr. Putrama Wahyu Setyawan has effectively served as Director of the Company since December 23, 2022
³⁾ No longer served as a Member of the Board of Directors since May 27, 2022

BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS SHARE OWNERSHIP IN BANKS OR OTHER COMPANIES

BNI always discloses the members of the Board of Commissioners and Board of Directors share ownership in other banks, non-bank financial institutions, and other companies domiciled at home and abroad. This is realized to maintain the independence of each member of the Board of Commissioners and Board of Directors. At the end of December 31, 2022, the entire Board of Commissioners and Board of Directors did not own shares in other banks, non-bank financial institutions and other companies domiciled inside or outside the country.

Share Ownership as at December 31, 2022				
Name/Position	BNI	Other Bank	Non Bank Financial Institution	Other Company
Board of Commissioners				
Agus Dermawan Wintarto Martowardojo	-	-	-	-
Pradjoto	-	-	-	-
Sigit Widyawan	-	-	-	-
Septian Hario Seto	-	-	-	-
Asmawi Syam	-	-	-	-
Erwin Rijanto Slamet	-	-	-	-
Iman Sugema	-	-	-	-
Askolani	340.063 shares/0,0018235%	-	-	-
Ratih Nurdianti ¹⁾	-	-	-	-
Fadlansyah Lubis ²⁾	-	-	-	-
Susyanto	252.817 shares/0,0013557%	-	-	-
Board of Directors				
Royke Tumilaar	399.539 shares/0,0021425%	-	-	-
Adi Sulistyowati	641.532 shares/0,0034401%	-	-	-
Novita Widya Anggraini	339.607 shares/0,0018211%	-	-	-
Corina Leyla Karnalies	565.602 shares/0,0030329%	-	-	-
Sis Apik Wijayanto	655.558 shares/0,0035153%	-	-	-
David Pirzada	305.607 shares/0,0016388%	-	-	-
Silvano Winston Rumantir	339.607 shares/0,0018211%	-	-	-
Ronny Venir	645.413 shares/0,0034609%	-	-	-

Share Ownership as at December 31, 2022				
Name/Position	BNI	Other Bank	Non Bank Financial Institution	Other Company
Muhammad Iqbal	339.607 shares/0,0018211%	-	-	-
Putrama Wahyu Setyawan ²⁾	798.265 shares/0,0042805%	-	-	-
Mucharom ²⁾	129.076 shares/0,0006921%	-	-	-
Toto Prasetyo ²⁾	-	-	-	-
Bob Tyasika Ananta ³⁾	-	-	-	-
Y.B. Hariantono ¹⁾	-	-	-	-
Henry Panjaitan ¹⁾	-	-	-	-

Note:

¹⁾ No longer served since August 31, 2022.

²⁾ Appointed on August 31, 2022: Mr. Fadlansyah has effectively served as Commissioner since January 23, 2023; Mr. Toto Prasetyo effectively served as Director of the Company on January 31, 2023; Mr. Mucharom has effectively served as Director of the Company since January 6, 2023; Mr. Putrama Wahyu Setyawan has effectively served as Director of the Company since December 23, 2022.

³⁾ No longer served as a Member of the Board of Directors since May 27, 2022.

BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS MEETINGS

BOARD OF COMMISSIONERS MEETINGS

MECHANISM FOR THE BOARD OF COMMISSIONERS MEETINGS AND THE BOARD OF COMMISSIONERS MEETINGS WITH THE BOARD OF DIRECTORS

In accordance with the OJK Regulations and the Company's Articles of Association No. 33/POJK.04/2014 dated December 8, 2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies, the Company's Articles of Association states that the Board of Commissioners is required to hold meetings at least 1 (one) time in 2 (two) months, and hold joint meetings with the Directors regularly, at least 1 (one) time in 4 (four) months. The Board of Commissioners may also hold meetings at any time at the request of 1 (one) or several members of the Board of Commissioners or the Board of Directors, by specifying the matters to be discussed.

The Board of Commissioners may also make valid decisions without holding a Board of Commissioners Meeting provided all members of the Board of Commissioners have been notified in writing and all members of the Board of Commissioners give their approval regarding the proposal submitted in writing and sign the agreement.

The Board of Commissioners has established procedures and mechanisms and guidelines for holding Board of Commissioners and Board of Directors meetings. This procedure is regulated in the Board of Commissioners Decree No. Kep/049/DK/2017 dated October 26, 2017 concerning Guidelines and Work Procedures for the Board of

Commissioners, which was further elaborated in the Board of Commissioners Decree No. KEP/010/DK/2018 dated July 12, 2018 concerning Rules for Board of Commissioners Meetings, and Board of Commissioners and Board of Directors Meetings at PT Bank Negara Indonesia (Persero) Tbk, which contain provisions concerning:

1. Meeting Schedule;
2. Meeting agenda;
3. Meeting Venue;
4. Meeting Participants;
5. Power and Representation;
6. Meeting Summons;
7. Meeting Attendance and Decision Making;
8. Documentation of the implementation of the Meeting and administration of Minutes of Meeting;
9. Decisions of the Board of Commissioners outside the meeting;
10. Meeting of the Board of Commissioners through Teleconference Media;
11. Format and materials for Meeting Presentations.

The Board of Commissioners' meetings consist of:

1. Internal Meetings of the Board of Commissioners;
2. Board of Commissioners meetings by inviting the Field/Sectoral Director or Senior Executive Vice President (SEVP);
3. Joint Meetings of the Board of Directors and the Board of Commissioners, Board of Commissioners Meeting with the Board of Directors, attended by the Corporate Secretary and the Secretary to the Board of Commissioners.

AGENDA, DATE AND PARTICIPANTS OF THE BOARD OF COMMISSIONERS MEETINGS IN 2022

During 2022, the agenda, date and participants of the Board of Commissioners' Meetings were as follows:

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
1	January 06, 2022	Board of Commissioners' Internal Meeting Board of Commissioners' meeting inviting the relevant Directors regarding Credit Consultation to the Board of Commissioners	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAskolaniRatih Nurdianti¹⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresent	Video Conference
2	January 13, 2022	Board of Commissioners' Meeting inviting the relevant Directors regarding Approval of the Acquisition Plan and Equity Participation in PT Bank Mayora Board of Commissioners' Internal Meeting Board of Commissioners' Approval for the Review of Bank Credit Policy (KPB), General Policy on Risk Management, General Policy on Internal Control Systems, and General Policy on Integrated Risk Management and Integrated Capital	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAskolaniRatih Nurdianti¹⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresent	Video Conference
3	January 19, 2022	Board of Commissioners' Meeting inviting the relevant Directors regarding Closing Meeting Audit of Consolidated Financial Statements and Other Reports of PT Bank Negara Indonesia (Persero) Tbk For the Financial Year Ending December 31, 2021	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAskolaniRatih Nurdianti¹⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentPresentPresentAbsentPresentPresentAbsent	Video Conference
4	January 20, 2022	Board of Commissioners' Meeting inviting the relevant Directors regarding Bank BNI Health Index Position as of December 31, 2021	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAskolaniRatih Nurdianti¹⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresent	Video Conference

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
5	January 27, 2022	Board of Commissioners' Meeting inviting the relevant Directors regarding The DPLK Semester Business Plan Supervision Report and Approval of Policy Updating Implementation of Anti-Money Laundering and Prevention of Terrorism Funding Programs (APU and PPT)	<ul style="list-style-type: none">Agus Dermawan WintartoMartowardojoPradjotoSigit WidyawanAskolaniRatih Nurdianti¹⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresent	Video Conferencev
		Board of Commissioners' Internal Meeting regarding Approval of General Risk Management Policy Review, General Policy of Internal Control System, and General Policy of Integrated Risk Management and Integrated Capital			
6	February 03, 2022	Board of Commissioners' Meeting inviting the relevant Directors, regarding <ul style="list-style-type: none">Policies, Systems and Procedures for the Management of the Board of Directors' PerformanceThe Board of Directors' Performance in 2021Board of Directors' KPI 2022Subsidiaries' Management BoardsPolicies, Systems and Procedures for the Nomination/ replacement of Directors and/or Board of CommissionersCompany Talent Management Policies, Systems and ProceduresCapacity Development Program for Members of the Board of Directors and/or the Board of Commissioners in 2022Capacity Development Program for Members of the Board of Directors and or the Board of Commissioners in 2021Appointment of BOC and BOD Remuneration Independent ConsultantsCredit Consultation to the Board of CommissionersApproval of Anti-Bribery Management System Policy (SMAP)	<ul style="list-style-type: none">Agus Dermawan WintartoMartowardojoPradjotoSigit WidyawanAskolaniRatih Nurdianti¹⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentAbsentPresentAbsent	Video Conference
		Board of Commissioners meeting inviting the relevant Directors <ul style="list-style-type: none">BNI Selected Talent Interview with the Board of CommissionersPresentation of the Board of Directors' Evaluation of BNI's Selected Talent Board of Commissioners Internal Meeting	<ul style="list-style-type: none">Agus Dermawan WintartoMartowardojoPradjotoSigit WidyawanAskolaniRatih Nurdianti¹⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresent	

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
8	February 10, 2022	Board of Commissioners meeting inviting the relevant Directors KPI Direksi	<ul style="list-style-type: none">Agus Dermawan WintartoMartowardojoPradjotoSigit WidyawanAskolaniRatih Nurdianti¹⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresent	Video Conference
		Board of Commissioners' Meeting inviting the relevant Directors, regarding <ul style="list-style-type: none">Approval of BNI DPLK Business Plan AdjustmentsAppointment of KAP for BNI's annual audit for the 2022 financial year Board of Commissioners' Internal Meeting <ul style="list-style-type: none">Appointment of BNI GMS ChairmanApproval, General Policy of Internal Control System, and General Policy of Integrated Risk Management and Integrated Capital	<ul style="list-style-type: none">Agus Dermawan WintartoMartowardojoPradjotoSigit WidyawanAskolaniRatih Nurdianti¹⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresent	
10	February 24, 2022	Board of Commissioners' Meeting inviting the relevant Directors, regarding <ul style="list-style-type: none">Independent Remuneration Consultant ReportReport on the Preparation of the Annual General Meeting of Shareholders for the 2021 Financial Year Board of Commissioners' Internal Meeting <ul style="list-style-type: none">Board of Commissioners' KPI 2021Evaluation of Committee Members under the Board of Commissioners	<ul style="list-style-type: none">Agus Dermawan WintartoMartowardojoPradjotoSigit WidyawanAskolaniRatih Nurdianti¹⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresent	Video Conference
		Board of Commissioners meeting inviting the relevant Directors Credit Consultation to the Board of Commissioners	<ul style="list-style-type: none">Agus Dermawan WintartoMartowardojoPradjotoSigit WidyawanAskolaniRatih Nurdianti¹⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresent	
11	March 04, 2022	Board of Commissioners Internal Meeting	<ul style="list-style-type: none">Agus Dermawan WintartoMartowardojoPradjotoSigit WidyawanAskolaniRatih Nurdianti¹⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresent	Video Conference

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
12	March 10, 2022	Board of Commissioners' Meeting inviting the relevant Directors, regarding <ul style="list-style-type: none">Signing of the 2022 Board of Directors Annual Management ContractProposal of GMS ResolutionsCredit Consultation to the Board of CommissionersClassification of Debtors	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAskolaniRatih Nurdianti¹⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresent	Video Conference
13	March 17, 2022	Board of Commissioners' Meeting inviting the relevant Directors, regarding <ul style="list-style-type: none">Progress Report on the Issuance of Eco-Friendly Bonds2022 SAI Work Plan	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAskolaniRatih Nurdianti¹⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresent	Video Conference
14	March 22, 2022	Board of Commissioners meeting inviting the relevant Directors Credit Consultation to the Board of Commissioners	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAskolaniRatih Nurdianti¹⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentAbsentPresentPresentPresentPresentPresent	Video Conference
15	March 24, 2022	Board of Commissioners' Meeting inviting the relevant Directors, regarding <ul style="list-style-type: none">Credit Consultation to the Board of CommissionersEvaluation of the Information Technology Strategic Plan Internal Meetings of the Board of Commissioners' Board of Commissioners KPI for 2022	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAskolaniRatih Nurdianti¹⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresent	Video Conference

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
16	March 31, 2022	Board of Commissioners' meeting inviting the relevant Directors, regarding <ul style="list-style-type: none">2021 Baseline and 2022 Target of Macroprudential Inclusive Financing in the Framework of Achieving the Macroprudential Inclusive Financing Ratio (RPIM)Credit Consultation to the Board of Commissioners	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAskolaniRatih Nurdianti¹⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresent	Video Conference
17	April 7, 2022	Board of Commissioners' Joint Meeting with the Board of Directors <ul style="list-style-type: none">BNI's Consolidated Financial Performance for the Period of February 2022 and March 2022 and BNI Corporate Transformation Progress UpdateCredit Consultation to the Board of CommissionersFollow up on the Report of the Internal Audit (IAD)	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAskolaniRatih Nurdianti¹⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresent	Video Conference
18	April 14, 2022	Board of Commissioners' Meeting inviting the relevant Directors, regarding <ul style="list-style-type: none">Review of Employee Remuneration and Human Capital PolicyManagement of SubsidiariesChanges in Members of the Nomination and Remuneration Committee	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAskolaniRatih Nurdianti¹⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentPresentAbsentPresentPresentPresentPresent	Video Conference
19	April 21, 2022	Board of Commissioners' Meeting inviting the relevant Directors, regarding <ul style="list-style-type: none">Evaluation of BNI's Loan at Risk (LaR) for the position of March 31, 2022Risk Profile for the position of March 31, 2022Credit Consultation to the Board of Commissioners	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAskolaniRatih Nurdianti¹⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentAbsentPresentPresentPresentPresentPresentPresentPresent	Video Conference

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
20	April 28, 2022	Board of Commissioners' Meeting inviting the relevant Directors, regarding <ul style="list-style-type: none">Management Reports and Board of Commissioners Supervision Results on Payment Service ProvidersCorporate Transformation UpdateCredit Consultation to the Board of Commissioners	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAskolaniRatih Nurdianti¹⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentPresentAbsentPresentPresentPresentPresentAbsent	Video Conference
21	May 12, 2022	Board of Commissioners' Meeting inviting the relevant Directors, regarding <ul style="list-style-type: none">BNI Right Issue PlanCredit Policy Approval	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAskolaniRatih Nurdianti¹⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentPresentAbsentPresentPresentPresentAbsentPresent	Video Conference
22	May 19, 2022	Board of Commissioners meeting inviting the relevant Directors <ul style="list-style-type: none">Credit Consultation to the Board of CommissionersBNI Human Capital Policy Board of Commissioners Internal Meeting	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAskolaniRatih Nurdianti¹⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresent	Video Conference
23	May 25, 2022	Board of Commissioners meeting inviting the relevant Directors <ul style="list-style-type: none">Discussion on Annual Supervision Report on the Performance Evaluation of the 2021 Financial Institution Pension Funds (DPLK)Discussion on Subsidiary Management Proposals Board of Commissioners Internal Meeting <p>Discussion on the Approval of the Committee Charters</p>	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAskolaniRatih Nurdianti¹⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentAbsentPresentPresentPresent	Video Conference

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
24	May 27, 2022	Board of Commissioners meeting inviting the relevant Directors <p>Credit Consultation to the Board of Commissioners</p>	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAskolaniRatih Nurdianti¹⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentPresentAbsentPresentPresentPresentPresentPresent	Video Conference
25	June 2, 2022	Board of Commissioners meeting inviting the relevant Directors <ol style="list-style-type: none">Discussion on BNI Risk AppetiteCredit Consultation to the Board of Commissioners	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAskolaniRatih Nurdianti¹⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentAbsentPresentPresentAbsentPresentPresentPresent	Video Conference
26	June 7, 2022	Board of Commissioners' Meeting inviting the relevant Directors regarding <p>Credit Consultation to the Board of Commissioners</p>	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAskolaniRatih Nurdianti¹⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentAbsentPresentPresentAbsentPresentPresentPresent	Video Conference
27	June 16, 2022	Board of Commissioners meeting inviting the Board of Directors <ol style="list-style-type: none">Financial Performance of BNI and its Subsidiaries on a consolidated basis up to May 2022 and Report on the Implementation of Synergy between BNI and SubsidiariesCredit Consultation to the Board of Commissioners	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAskolaniRatih Nurdianti¹⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentAbsentPresentPresentPresentPresentPresentPresentPresentPresent	Video Conference

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
28	June 23, 2022	Board of Commissioners meeting inviting the Board of Directors <ul style="list-style-type: none">Revision of the 2022-2024 BNI RBBCredit Consultation to the Board of Commissioners	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAskolaniRatih Nurdianti¹⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresent	Video Conference
29	June 30, 2022	Board of Commissioners' Meeting inviting the relevant Directors regarding <ul style="list-style-type: none">Remedial & Recovery, including AYDA Management effortsSubsidiaries' ManagementRealization of Acquisition and Equity Participation in PT Bank Mayora	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAskolaniRatih Nurdianti¹⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentAbsent	Video Conference
30	July 7, 2022	Board of Commissioners' Meeting inviting the relevant Directors regarding <ul style="list-style-type: none">Financing Plan for DebtorsEvaluation on the Implementation of Anti-Fraud Strategy, Whistleblowing System (WBS) and Material Case Development ReportsEtc	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAskolaniRatih Nurdianti¹⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresent	Video Conference
31	July 14, 2022	Board of Commissioners meeting inviting the relevant Directors <ul style="list-style-type: none">Organizational Improvement of the Procurement and Fixed Assets (PFA) Division and Procurement PolicyProposals for the 2022 Extraordinary GMS of PT Bank Negara Indonesia (Persero) TbkCredit Consultation to the Board of Commissioners	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAskolaniRatih Nurdianti¹⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresent	Video Conference

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
32	July 21, 2022	Board of Commissioners meeting inviting the relevant Directors <ul style="list-style-type: none">Closing Meeting Audit of Consolidated Financial Statements and Other Reports for the fiscal year ending June 30, 2022Discussion on Bank Health Level as of June 30, 2022Changes in the structure of the BNI financial conglomerate	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAskolaniRatih Nurdianti¹⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresent	Video Conference
33	July 28, 2022	Board of Commissioners meeting inviting the relevant Directors <ul style="list-style-type: none">Determination of BNI Directors and Board of Commissioners remunerationRealization for DPLK Semester I 2022 business plan and the APU & PPT DPLK BNI Quarter II 2022 Program Report	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAskolaniRatih Nurdianti¹⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresent	Video Conference
34	August 04, 2022	Board of Commissioners meeting inviting the relevant Directors <ul style="list-style-type: none">LAR CreditsCommercial CreditCorporate CreditOverseas Branch Office Loans (KCLN)Consumer Credit	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAskolaniRatih Nurdianti¹⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresent	Video Conference
35	August 08, 2022	Board of Commissioners meeting inviting the relevant Directors Credit Consultation to the Board of Commissioners	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAskolaniRatih Nurdianti¹⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentAbsentPresentPresent	Video Conference

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
36	August 09, 2022	Board of Commissioners meeting inviting the relevant Directors <ul style="list-style-type: none"> Changes in BNI Organization and Board of Directors' Nomenclature BNI Directors' KPI Semester I 2022 	<ul style="list-style-type: none"> Agus Dermawan Wintarto Martowardojo 	<ul style="list-style-type: none"> Present 	Video Conference
			<ul style="list-style-type: none"> Pradjoto Sigit Widyawan Askolani Ratih Nurdianti¹⁾ Asmawi Syam Susyanto Iman Sugema Erwin Rijanto Slamet Septian Hario Seto 	<ul style="list-style-type: none"> Present Present Absent Present Present Present Present Present 	
37	August 11, 2022	Board of Commissioners' Meeting inviting the relevant Directors regarding BNI Directors' KPI Semester I 2022	<ul style="list-style-type: none"> Agus Dermawan Wintarto Martowardojo 	<ul style="list-style-type: none"> Present 	Video Conference
			<ul style="list-style-type: none"> Pradjoto Sigit Widyawan Askolani Ratih Nurdianti¹⁾ Asmawi Syam Susyanto Iman Sugema Erwin Rijanto Slamet Septian Hario Seto 	<ul style="list-style-type: none"> Present Present Present Present Present Present Present Present 	
38	August 18, 2022	Board of Commissioners meeting inviting the relevant Directors <ul style="list-style-type: none"> Bank Credit Policy (KPB) and Evaluation of its implementation Evaluation on Implementation of APU PPT BNI 	<ul style="list-style-type: none"> Agus Dermawan Wintarto Martowardojo 	<ul style="list-style-type: none"> Present 	Video Conference
			<ul style="list-style-type: none"> Pradjoto Sigit Widyawan Askolani Ratih Nurdianti¹⁾ Asmawi Syam Susyanto Iman Sugema Erwin Rijanto Slamet Septian Hario Seto 	<ul style="list-style-type: none"> Present Present Present Present Present Present Present Present 	
39	August 25, 2022	Board of Commissioners meeting inviting the relevant Directors <ul style="list-style-type: none"> Credit Consultation to the Board of Commissioners Consultation on Plans to Write Off Loans 	<ul style="list-style-type: none"> Agus Dermawan Wintarto Martowardojo 	<ul style="list-style-type: none"> Present 	Video Conference
			<ul style="list-style-type: none"> Pradjoto Sigit Widyawan Askolani Ratih Nurdianti¹⁾ Asmawi Syam Susyanto Iman Sugema Erwin Rijanto Slamet Septian Hario Seto 	<ul style="list-style-type: none"> Absent Present Present Present Present Present Present Present Absent 	

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
40	September 01, 2022	Board of Commissioners Internal Meeting <ul style="list-style-type: none"> Internal Consolidation of the Board of Commissioners Report on the 2022 Audit Committee Working Visit Others 	<ul style="list-style-type: none"> Agus Dermawan Wintarto Martowardojo 	<ul style="list-style-type: none"> Present 	Video Conference
			<ul style="list-style-type: none"> Pradjoto Sigit Widyawan Askolani Fadlansyah Lubis²⁾ Asmawi Syam Susyanto Iman Sugema Erwin Rijanto Slamet Septian Hario Seto 	<ul style="list-style-type: none"> Present Present Present Absent Present Present Present Present Present 	
41	September 08, 2022	Board of Commissioners Internal Meeting <ul style="list-style-type: none"> Board of Commissioners' KPI Semester I 2022 Etc Board of Commissioners' Meeting inviting the relevant Directors regarding The Evaluation on the Implementation of the Compliance Function for Semester 1 2022	<ul style="list-style-type: none"> Agus Dermawan Wintarto Martowardojo 	<ul style="list-style-type: none"> Present 	Video Conference
			<ul style="list-style-type: none"> Pradjoto Sigit Widyawan Askolani Fadlansyah Lubis²⁾ Asmawi Syam Susyanto Iman Sugema Erwin Rijanto Slamet Septian Hario Seto 	<ul style="list-style-type: none"> Present Present Present Absent Present Present Present Present Present 	
42	September 15, 2022	Board of Commissioners meeting inviting the relevant Directors <ul style="list-style-type: none"> Evaluation of BNI Internal Control including the Effectiveness of the BNI Internal Audit Organization Arrangement of the BNI Board of Directors Discussion on Application for Approval of Corporate Secretary Appointment Discussion on Subsidiary Management Proposals 	<ul style="list-style-type: none"> Agus Dermawan Wintarto Martowardojo 	<ul style="list-style-type: none"> Present 	Video Conference
			<ul style="list-style-type: none"> Pradjoto Sigit Widyawan Askolani Fadlansyah Lubis²⁾ Asmawi Syam Susyanto Iman Sugema Erwin Rijanto Slamet Septian Hario Seto 	<ul style="list-style-type: none"> Present Present Present Present Present Present Present Present Present 	

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
43	September 29, 2022	Board of Commissioners meeting inviting the Board of Directors <ul style="list-style-type: none">Kick off meeting of BNI Consolidated Financial Statement Audit for 2022 Financial YearBNI's Consolidated Financial Performance for the July and August 2022 periodsApproval of Equity Participation, Provision of Funds to Related Parties and Changes in BNI's Share Ownership Structure in BSIManagement of Subsidiaries	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAskolaniFadlansyah Lubis²⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentPresentAbsentPresentPresentPresentPresentPresent	Video Conference
		Board of Commissioners Internal Meeting <ul style="list-style-type: none">Application for Principle Permit and KAP Determination for Fiscal Year 2023Approval of the Board of Commissioners' Business Travel			
		Board of Commissioners meeting inviting the relevant Directors <ul style="list-style-type: none">Credit Consultation to the Board of CommissionersDiscussion on Approval for Updating the Anti-Money Laundering and Prevention of Terrorism Funding Policies (APU PPT)Evaluation of Good Corporate Governance (GCG Implementation) in BNI	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAskolaniFadlansyah Lubis²⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresent	
44	October 06, 2022				Video Conference
45	October 13, 2022	Board of Commissioners meeting inviting the relevant Directors <ul style="list-style-type: none">Human Capital PolicyTreasury Development and PerformanceCorporate Transformation - Initiative 1	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAskolaniFadlansyah Lubis²⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentAbsentPresent	Video Conference

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
46	October 20, 2022	Board of Commissioners meeting inviting the Board of Directors <ul style="list-style-type: none">BNI's Financial Performance on September 30, 2022 and BNI's Risk Profile on September 30, 2022IT and Operations	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAskolaniFadlansyah Lubis²⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresent	Video Conference
47	October 27, 2022	Board of Commissioners' Meeting inviting the relevant Directors regarding <ul style="list-style-type: none">Corporate Transformation Initiative 1 (end to end credit process)Credit Consultation to the Board of Commissioners	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAskolaniFadlansyah Lubis²⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresent	Video Conference
		Board of Commissioners Internal Meeting <ul style="list-style-type: none">Recommendations regarding BoC and BoD Fit & Proper TestsReplacement of TKT Committee Members			
48	November 03, 2022	Board of Commissioners meeting inviting the relevant Directors <ul style="list-style-type: none">Credit Consultation to the Board of CommissionersDiscussion on Implementation Plan for the Troubled Assets Portfolio Sales Transaction SchemeDiscussion on Implementation Readiness and Follow-Up of Minister of SOEs Regulation Number PER-5/MBU/09/2022	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAskolaniFadlansyah Lubis²⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresent	Video Conference
49	November 10, 2022	Board of Commissioners meeting inviting the relevant Directors <ul style="list-style-type: none">Discussion on 2022/2023 BNI Recovery Plan Document ApprovalCredit Consultation to the Board of Commissioners	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAskolaniFadlansyah Lubis²⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentAbsentPresent	Video Conference

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
50	November 17, 2022	Board of Commissioners meeting inviting the Board of Directors <ul style="list-style-type: none">Approval of Company Guidelines (PP) Management Review of Company GuidelinesApproval of the 2023 BNI RBB-RKAP	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAskolaniFadlansyah Lubis²⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresent	Video Conference
51	November 22, 2022	Board of Commissioners' Joint Meeting with the Board of Directors on the Approval of the 2023 BNI RBB-RKAP	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAskolaniFadlansyah Lubis²⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentAbsentAbsentPresentAbsentPresentPresentPresent	Video Conference
52	November 24, 2022	Board of Commissioners' Meeting inviting the relevant Directors, regarding <ul style="list-style-type: none">Approval of BNI Board of Directors and Board of Commissioners Tantiem Budget for 2023Evaluation on the development of BOC BOD, Internal Talent, and Human Capital PolicyApproval of the 2022 BNI Resolution Plan Document and Discussion of the Submission of the SOE Ministerial DecreeApproval of the 2023 BNI DPLK Business Plan Report Board of Commissioners Internal Meeting Approval of the Nomination & Remuneration Committee Work Plan for 2023	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAskolaniFadlansyah Lubis²⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentAbsentPresentPresentPresentPresentPresentPresent	Video Conference

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
53	December 01, 2022	Board of Commissioners meeting inviting the relevant Directors Credit Consultation to the Board of Commissioners	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAskolaniFadlansyah Lubis²⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentAbsentPresentPresentPresentPresentPresentPresent	Video Conference
54	December 08, 2022	Board of Commissioners meeting inviting the relevant Directors Credit Consultation to the Board of Commissioners	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAskolaniFadlansyah Lubis²⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentAbsent	Video Conference
55	December 15, 2022	Board of Commissioners meeting inviting the relevant Directors Credit Consultation to the Board of Commissioners	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAskolaniFadlansyah Lubis²⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentAbsentAbsentPresentPresentPresentPresentPresent	Video Conference
56	December 22, 2022	Board of Commissioners meeting inviting the relevant Directors Credit Consultation to the Board of Commissioners	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAskolaniFadlansyah Lubis²⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresent	Video Conference

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
57	December 29, 2022	Board of Commissioners meeting inviting the relevant Directors <ul style="list-style-type: none"> Approval of General Risk Management Policy (KUMR) and General Policy of Integrated Risk Management & Integrated Capital (KUMRT) Approval of the 2022 BNI Financial Conglomerate Integrated Governance Guidelines Review 	<ul style="list-style-type: none"> Agus Dermawan Wintarto Martowardojo Pradjoto Sigit Widyawan Askolani Fadlansyah Lubis³⁾ Asmawi Syam Susyanto Iman Sugema Erwin Rijanto Slamet Septian Hario Seto 	<ul style="list-style-type: none"> Present Present Present Present Present Present Present Present Present Present 	Video Conference

Note:
¹⁾ Ceased serving as Commissioner on August 31, 2022
²⁾ Served as Commissioner since August 31, 2022, but not yet effective (waiting for OJK fit & proper test)
³⁾ Effectively served as BNI Commissioner based on OJK approval on December 23, 2022

JOINT BOARD OF COMMISSIONERS WITH THE BOARD OF DIRECTORS MEETINGS

JOINT BOARD OF COMMISSIONERS MEETINGS WITH THE BOARD OF DIRECTORS AGENDA, DATE, AND PARTICIPANTS

During 2022, the Board of Commissioners held joint meetings with the Board of Directors with the following agenda, dates and participation:

Board of Commissioners and The Board of Directors Meetings							
No.	Date	Meeting Agenda	Board of Commissioners Participants	Attendance	Board of Directors Participants	Attendance	Note
1	April 07, 2022	Board of Commissioners' Joint Meeting with the Board of Directors <ul style="list-style-type: none"> BNI's Consolidated Financial Performance for the Period of February 2022 and March 2022 and BNI Corporate Transformation Progress Update Credit Consultation to the Board of Commissioners Follow-up on Fraud with Significant Impact 	<ul style="list-style-type: none"> Agus Dermawan Wintarto Martowardojo Pradjoto Sigit Widyawan Askolani Ratih¹⁾ Asmawi Syam Susyanto Iman Sugema Erwin Rijanto Slamet Septian Hario Seto 	<ul style="list-style-type: none"> Present Present Present Present Present Present Present Present Present Present 	<ul style="list-style-type: none"> Royke Tumilaar Adi Sulistyowati Corina Leyla Karnalies Novita Widya Anggraini Y.B. Hariantono Bob Tyasika Ananta Silvano Winston Rumanthir David Pirzada Sis Apik Wijayanto Ronny Venir Muhammad Iqbal Henry Panjaitan 	<ul style="list-style-type: none"> Absent Absent Present Present Present Present Present Present Present Present Present Present Present 	Video Conference

Board of Commissioners and The Board of Directors Meetings							
No.	Date	Meeting Agenda	Board of Commissioners Participants	Attendance	Board of Directors Participants	Attendance	Note
2	June 16, 2022	Board of Commissioners' Joint Meeting with the Board of Directors <ul style="list-style-type: none"> Consolidated Financial Performance of BNI and Subsidiaries up to the period of May 2022 and Report on the Implementation of the Synergy of BNI and Subsidiaries Credit Consultation to the Board of Commissioners 	<ul style="list-style-type: none"> Agus Dermawan Wintarto Martowardojo Pradjoto Sigit Widyawan Askolani Ratih¹⁾ Asmawi Syam Susyanto Iman Sugema Erwin Rijanto Slamet Septian Hario Seto 	<ul style="list-style-type: none"> Present Absent Present Present Present Present Present Present Present Present 	<ul style="list-style-type: none"> Royke Tumilaar Adi Sulistyowati Corina Leyla Karnalies Novita Widya Anggraini Y.B. Hariantono Silvano Winston Rumanthir David Pirzada Sis Apik Wijayanto Ronny Venir Muhammad Iqbal Henry Panjaitan 	<ul style="list-style-type: none"> Absent Absent Present Present Present Present Present Present Present Present Absent 	Video Conference
3	June 23, 2022	Board of Commissioners' Joint Meeting with the Board of Directors <ul style="list-style-type: none"> Revision of BNI RBB 2022-2024 Credit Consultation to the Board of Commissioners 	<ul style="list-style-type: none"> Agus Dermawan Wintarto Martowardojo Pradjoto Sigit Widyawan Askolani Ratih¹⁾ Asmawi Syam Susyanto Iman Sugema Erwin Rijanto Slamet Septian Hario Seto 	<ul style="list-style-type: none"> Present Present Present Present Present Present Present Present Present Present 	<ul style="list-style-type: none"> Royke Tumilaar Adi Sulistyowati Corina Leyla Karnalies Novita Widya Anggraini Y.B. Hariantono Silvano Winston Rumanthir David Pirzada Sis Apik Wijayanto Ronny Venir Muhammad Iqbal Henry Panjaitan 	<ul style="list-style-type: none"> Absent Absent Absent Present Absent Present Present Present Present Present Present 	Video Conference

Board of Commissioners and The Board of Directors Meetings

No.	Date	Meeting Agenda	Board of Commissioners Participants	Attendance	Board of Directors Participants	Attendance	Note
4	September 29, 2022	Board of Commissioners' Meeting inviting the relevant Directors, regarding <ul style="list-style-type: none">Kick off meeting of BNI Consolidated Financial Statement Audit for 2022 Fiscal YearBNI Consolidated Financial Performance for the period of July and August 2022Approval of Equity Participation, Provision of Funds to Related Parties and Changes in BNI's Share Ownership Structure in BSIManagement of Subsidiaries	<ul style="list-style-type: none">Agus DermawanWintarto MartowardojoPradjotoSigit WidyawanAskolaniFadlansyah Lubis²⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentPresentAbsentPresentPresentPresentPresentPresentPresent	<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiCorina Leyla KarnaliesNovita Widya AnggrainiToto PrasetioMucharomSilvano Winston RumantirDavid PirzadaSis Apik WijayantoRonny VenirMuhammad IqbalPutrama Wahju Setyawan	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresent	Video Conference
5	20 Oktober 2022	Board of Commissioners' Joint Meeting with the Board of Directors <ul style="list-style-type: none">BNI's Financial Performance on September 30, 2022 and BNI's Risk Profile on September 30, 2022IT and Operations	<ul style="list-style-type: none">Agus DermawanWintarto MartowardojoPradjotoSigit WidyawanAskolaniFadlansyah Lubis²⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresent	<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiCorina Leyla KarnaliesNovita Widya AnggrainiToto PrasetioMucharomSilvano Winston RumantirDavid PirzadaSis Apik WijayantoRonny VenirMuhammad IqbalPutrama Wahju Setyawan	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresent	Video Conference

Board of Commissioners and The Board of Directors Meetings

No.	Date	Meeting Agenda	Board of Commissioners Participants	Attendance	Board of Directors Participants	Attendance	Note
6	November 17, 2022	Board of Commissioners with the Board of Directors Meeting <ul style="list-style-type: none">Approval of Review of Company Guidelines (PP) Management of Company GuidelinesApproval of the 2023 BNI RBB-RKAP	<ul style="list-style-type: none">Agus DermawanWintarto MartowardojoPradjotoSigit WidyawanAskolaniFadlansyah Lubis²⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentAbsentPresent	<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiCorina Leyla KarnaliesNovita Widya AnggrainiToto PrasetioMucharomSilvano Winston RumantirDavid PirzadaSis Apik WijayantoRonny VenirMuhammad IqbalPutrama Wahju Setyawan	<ul style="list-style-type: none">AbsentAbsentPresentPresentPresentPresentPresentAbsentAbsentPresentPresentPresent	
7	November 22, 2022	Board of Commissioners' Joint Meeting with the Board of Directors on the Approval of the 2023 BNI RBB, RKAP	<ul style="list-style-type: none">Agus DermawanWintarto MartowardojoPradjotoSigit WidyawanAskolaniFadlansyah Lubis²⁾Asmawi SyamSusyantoIman SugemaErwin Rijanto SlametSeptian Hario Seto	<ul style="list-style-type: none">PresentPresentPresentAbsentAbsentPresentPresentPresentPresentPresent	<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiCorina Leyla KarnaliesNovita Widya AnggrainiToto PrasetioMucharomSilvano Winston RumantirDavid PirzadaSis Apik WijayantoRonny VenirMuhammad IqbalPutrama Wahju Setyawan	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresent	

Note:

¹⁾ Ceased serving as Commissioner on August 31, 2022

²⁾ Appointed as Commissioner on August 31, 2022, but not yet effective (waiting for OJK fit & proper test)

BOARD OF COMMISSIONERS' MEETINGS AND BOARD OF COMMISSIONERS' MEETINGS WITH THE BOARD OF DIRECTORS FREQUENCY

In 2022, the Board of Commissioners held 57 (fifty seven) Board of Commissioners meetings and 7 (seven) Board of Commissioners with the Board of Directors meetings. The meetings attendance frequency for each member of the Board of Commissioners are as follows:

Name	Position	Board of Commissioners Meetings			Board of Commissioners with the Board of Directors meetings		
		Number and % Attendance			Number and % Attendance		
		Number of Meetings	Number Attended	%	Number of Meetings	Number Attended	%
Agus Dermawan Wintarto Martowardojo	President Commissioner/ Independent Commissioner	57	57	100.00	7	7	100,00
Pradjoto	Vice President Commissioner/Independent Commissioner	57	54	94.74	7	6	85,71
Sigit Widyawan	Independent Commissioner	57	57	100.00	7	7	100,00
Askolani	Commissioner	57	51	89.47	7	6	85,71
Ratih Nurdianti ¹⁾	Commissioner	39	37	94.87	3	3	100,00
Fadlansyah Lubis ²⁾	Commissioner	1	1	100.00	-	-	-
Asmawi Syam	Independent Commissioner	57	57	100.00	7	7	100,00
Iman Sugema	Independent Commissioner	57	54	94.74	7	7	100,00
Susyanto	Commissioner	57	53	92.98	7	6	85,71
Septian Hario Seto	Independent Commissioner	57	51	89.47	7	7	100,00
Erwin Rijanto Slamet	Independent Commissioner	57	53	92.98	7	6	85,71

Note:

¹⁾ Ceased serving as Commissioner on August 31, 2022

²⁾ Appointed as Commissioner on August 31, 2022, and effective based on OJK approval on December 23, 2022

THE BOARD OF COMMISSIONERS' MEETING PLAN FOR 2023

The Board of Commissioners and Board of Directors Plan for 2023, was based on the Board of Commissioners' Work Plan, as determined in early 2023 with due observance of the applicable laws and regulations specifically governing the Board of Commissioners duties, obligations and responsibilities:

- Board of Commissioners with the Board of Directors Meetings:
 - To evaluate Consolidated Business and Financial Performance per quarter;
 - To approve Corporate Plans, Bank Business Plans (RBB), Company Work Plan & Budget (RKAP), and Sustainable Finance Action Plans (RAKB), as well as to monitor the implementation of the Bank's Business Plan and BNI's Financial Performance;
 - Strategic issues.
- Board of Commissioners Meetings consist of Internal Board of Commissioners Meetings, Board of Commissioners Meetings by inviting the Sector/Field Directors, which include:
 - Credit granting decision report that

needs to be consulted with the Board of Commissioners;

- BNI Bank Health Level for Semester II-2022 and Semester I-2023, and BNI Risk Profile per quarter;
- Implementation of BNI Risk Management and Integrated Risk Management in the BNI Financial Conglomerate;
- Evaluation of the Internal Control System and the Effectiveness of the BNI Internal Control Unit;
- Findings and recommendations submitted by OJK, internal auditors, and external auditors;
- Implementation of the BNI Compliance Function;
- Implementation of Anti-Money Laundering (APU) and Combating the Funding of Terrorism (PPT) Programs in the Financial Services Sector, Implementation of Anti-Fraud Strategies, Whistleblowing Systems, and Know Your Customer BNI Principles;
- BNI Human Capital strategic issues;
- Implementation of Good Corporate Governance in BNI;

- Implementation of Integrated Governance in the BNI Financial Conglomerate;
- The quality of BNI's lending or financing portfolio;
- BNI Information Technology Governance and strategic issues;
- Sector Director's performance related to BNI's strategic issues;
- BNI material cases report;
- Loan consultation with the Board of Commissioners;
- Consultation write-off to the Board of Commissioners;
- Proposed Appointment of Public Accounting Firm;
- Evaluation of Remuneration Policy Implementation, HC Management, and Outsourcing Risk Management;
- Evaluation of BNI's DPLK, including the Business Plans, Governance, Internal Control, Internal Audit, and Management Duties;
- Evaluation of Consumer Protection;
- Evaluation of BNI Payment Services, including policies, governance, risk management, ownership and control structures, as well as information system security standards in BNI Payment Services;
- Approval of matters based on statutory regulations, and BNI's Articles of Association that must obtain approval from the Board of Commissioners, including:
 - Approval for the provision of Bank funds to related parties;
 - Approval of Company Policy/Guidelines;
 - Approval of the DPLK Business Plan;
 - Approval of Updated Recovery Plan;
 - Approval of Updated Resolution Plan;
 - Approval of Risk Tolerance Level Determination (Risk Appetite);
 - Approval of annual credit plan including plans for extend loans to parties related to the Bank and loans to certain large debtors as stated in the RBB submitted to OJK;
 - Approval of the annual audit plan and budget allocation for the internal audit function.

BOARD OF DIRECTORS' MEETING

The Board of Directors Meetings are held with reference to the provisions of OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and the Board of Commissioners of Issuers or Public Companies and Article 13 of the Company's Articles of Association.

Board of Directors Meeting are held with the following provisions:

Organizing Meetings	<ul style="list-style-type: none">The Board of Directors must hold a Board of Directors' meeting at least 1 (one) time every month.The Board of Directors must hold a joint meeting of the Board of Directors with the Board of Commissioners periodically at least 1 (one) time in 4 (four) months.The Board of Directors' Meetings may be held at any time in the event that<ol style="list-style-type: none">It is deemed necessary by one or more members of the Board of Directors;Upon a written request from one or more members of the Board of Commissioners;Board of Directors meeting materials are available for meetings in 5 (five) working days prior to the meeting.
Meeting Summons	<ul style="list-style-type: none">Meetings can be held at the Bank's domicile or elsewhere in the territory of the Republic of Indonesia or at the place of business of the Company.The summons of Board of Directors' Meeting shall be made by the member of Board of Directors who is entitled to represent the Board of Directors.The summons of the Board of Directors' Meeting shall be made in writing and submitted or delivered directly to each member of the Board of Directors with an adequate receipt or by registered mail or by courier or telex, facsimile, or e-mail no later than 5 (five) days before the meeting is held by not including the Calling Date and the meeting date or in a shorter time if in an urgent situation.The summons of meeting shall state the agenda, date, time, and place of the meeting.Such calling is not required for meetings that have been scheduled based on the decisions of the Board of Directors' Meeting held previously or if all members of the Board of Directors are present at the meeting.

Chair of the Board of Directors' Meeting	<ul style="list-style-type: none">All Board of Directors' Meetings are chaired by the President Director. In the event that the President Director is absent or unavailable, the Vice President Director will chair the Board of Directors' meeting or a Director who is appointed in writing by the President Director will chair the Board of Directors' Meeting in the event that at the same time the Vice President Director is also absent or unavailable or the Director appointed by the Vice President Director who will chair the Board of Directors' Meeting in the event that at the same time the President Director is absent or unavailable and does not appoint anyone.If the GMS does not appoint a Vice President Director, then in the event that the President Director is absent or unavailable, one of the Directors who is appointed in writing by the President Director will chair the Board of Directors' Meeting.In the event that the President Director does not appoint anyone, one of the Directors with the longest term of office as member of Board of Directors will chair the Board of Directors' Meeting.In the event that there is more than 1 (one) member of the Board of Directors who has the longest term of office as a member of the Bank's Board of Directors, then the Director as stated in point 3 above who is the oldest in age will act as the chair of the Board of Directors' Meeting.
Attendance	<ul style="list-style-type: none">Members of the Board of Directors may be represented at the Board of Directors' Meeting only by another member of the Board of Directors based on a Power of Attorney. A member of the Board of Directors may only represent one other member of the Board of Directors.Members of the Board of Directors who are unable to attend a Board of Directors' Meeting can submit their opinions in writing and sign, then submit it to the President Director or Vice President Director or to other members of the Board of Directors who will chair the Board of Directors' Meeting, whether or not they support the matters will be discussed and this opinion will be deemed as a vote legally issued at the Board of Directors' Meeting.In the event that a member of the Board of Directors is unable to attend a meeting physically, then such member of the Board of Directors may attend the meeting through teleconferencing, video conferencing, or other electronic media facilities, in accordance with the applicable regulations.Each member of the Board of Directors who personally in anyway, directly or indirectly, has an interest in a transaction, contract, or proposed contract, in which the Bank is one of the parties shall state the nature of interest in a Board of Directors' Meeting, and therefore, has no right to take part in voting on matters related to such transaction or contract.
Decision Making	<ul style="list-style-type: none">The Board of Directors' Meeting is valid and entitled to make binding decisions if attended and/or represented by more than 1/2 (one half) from the total members of the Board of Directors.In the event that there is more than one proposal, a re-election is conducted so that one of the proposals gets votes more than 1/2 (one half) part of the total votes cast.The Board of Directors' Meeting Decisions shall be made based on deliberation to reach a consensus. In the event that decision based on deliberation to reach a consensus is not reached, then the decision shall be taken by voting based on the agreed votes that are more than 1/2 (one half) part of the total valid votes cast at the related meeting.In Board of Directors' Meetings, each member of the Board of Directors is entitled to cast 1 (one) vote and 1 (one) additional vote for each other member of the Board of Directors represented.Blank votes (abstention) are considered as approving the proposal submitted at the meeting. Void votes are considered non-existent and not counted in determining the number of votes cast at the meeting.Voting concerning an individual shall be in folded ballots without signature, while voting concerning other matters shall be conducted orally, unless otherwise determined by the Chair of the Meeting, without any objection being raised by those present.
Minutes of Meeting	<ul style="list-style-type: none">The results of the Board of Directors' Meeting must be stated in Minutes of Meeting. Minutes of Meeting shall be made by a person present at the meeting who is appointed by the Chair of the Meeting, and then signed by all members of the Board of Directors present and delivered to all members of the Board of Directors.Results of Board of Directors' Meetings with the Board of Commissioners must be stated in Minutes of Meeting. Minutes of Meeting shall be made by a person present at the meeting who is appointed by the Chair of the Meeting, and then signed by all members of the Board of Directors and members of the Board of Commissioners present and delivered to all members of the Board of Directors and members of the Board of Commissioners.In the event that there are members of the Board of Directors and/or members of the Board of Commissioners who do not sign the meeting results as referred to in number 1 and 2 above, such member must state the reason in writing in a separate letter attached to the minutes of meeting.Minutes of Meeting as referred to in number 1 and number 2 above must be documented by the Bank.Minutes of the Board of Directors' Meeting are legitimate evidence for members of Board of Directors and third parties regarding the decisions taken in the related Meeting.
Decisions Outside the Board of Directors Meeting	<ul style="list-style-type: none">The Board of Directors may also make valid decision without holding the Board of Director's Meeting, provided that all members of Board of Directors have been notified in writing and all members of Board of Directors have approved the related proposal submitted in writing and have signed such approvals.Decisions made by such way have the same binding power as that of made validly in the Board of Director's Meeting.

AGENDA, DATE AND PARTICIPANTS IN BOARD OF DIRECTORS' MEETINGS IN 2022

During 2022, the agenda, date and participants of the Board of Directors' Meetings were as follows:

Board of Directors' Meetings					
No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
1	January 5, 2022	General	<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaHenry PanjaitanCorina Leyla KarnaliesMuhammad IqbalY.B. HariantonoBob Tyasika AnantaSis Apik WijayantoSilvano W. RumantirRonny Venir	<ul style="list-style-type: none">PresentPresentPresentPresentLeaveLeavePresentPresentPresentLeavePresent	BNI Meeting Room
2	January 10, 2022	<ul style="list-style-type: none">GeneralApproval of Project Corporate ActionDiscussion on the 2022 Business Meeting	<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaHenry PanjaitanCorina Leyla KarnaliesMuhammad IqbalY.B. HariantonoBob Tyasika AnantaSis Apik WijayantoSilvano W. RumantirRonny Venir	<ul style="list-style-type: none">PresentLeavePresentPresentLeaveLeavePresentPresentPresentLeavePresent	BNI Meeting Room
3	January 17, 2022	Classification of Regional Offices, KC, KCP, and Sentra	<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaHenry PanjaitanCorina Leyla KarnaliesMuhammad IqbalY.B. HariantonoBob Tyasika AnantaSis Apik WijayantoSilvano W. RumantirRonny Venir	<ul style="list-style-type: none">PresentPresentPresentOfficial DutiesPresentPresentPresentPresentPresentPresentPresentPresent	BNI Meeting Room
4	January 24, 2022	<ul style="list-style-type: none">GeneralUpdate on Analyst Meeting Implementation for FY 2021Update on Business Meeting 2022 including Material Discussion	<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaHenry PanjaitanCorina Leyla KarnaliesMuhammad IqbalY.B. HariantonoBob Tyasika AnantaSis Apik WijayantoSilvano W. RumantirRonny Venir	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentLeavePresentPresentPresentPresent	Video Conference
5	9 Februari 2022	<ul style="list-style-type: none">General, including Financial DiscussionBNI Branding ProposalOverseas Branch Establishment Report	<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaHenry PanjaitanCorina Leyla KarnaliesMuhammad IqbalY.B. HariantonoBob Tyasika AnantaSis Apik WijayantoSilvano W. RumantirRonny Venir	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresent	Video Conference

Board of Directors' Meetings					
No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
6	February 14, 2022	General	<ul style="list-style-type: none"> Royke Tumilaar Adi Sulistyowati Novita Widya Anggraini David Pirzada Henry Panjaitan Corina Leyla Karnalies Muhammad Iqbal Y.B. Hariantono Bob Tyasika Ananta Sis Apik Wijayanto Silvano W. Rumantir Ronny Venir 	<ul style="list-style-type: none"> Present Present Present Present Present Present Present Present Present Present Present Present 	Video Conference
7	February 21, 2022	<ul style="list-style-type: none"> General, Discussion on the 2021 TB Annual GMS and Presentation of the Study Discussion on IT 	<ul style="list-style-type: none"> Royke Tumilaar Adi Sulistyowati Novita Widya Anggraini David Pirzada Henry Panjaitan Corina Leyla Karnalies Muhammad Iqbal Y.B. Hariantono Bob Tyasika Ananta Sis Apik Wijayanto Silvano W. Rumantir Ronny Venir 	<ul style="list-style-type: none"> Present Present Present Present Present Present Present Present Present Present Present Present 	Video Conference
8	1 Maret 2022	<ul style="list-style-type: none"> General Update on Project Corporate Action 	<ul style="list-style-type: none"> Royke Tumilaar Adi Sulistyowati Novita Widya Anggraini David Pirzada Henry Panjaitan Corina Leyla Karnalies Muhammad Iqbal Y.B. Hariantono Bob Tyasika Ananta Sis Apik Wijayanto Silvano W. Rumantir Ronny Venir 	<ul style="list-style-type: none"> Present Present Present Present Present Present Present Leave Present Present Present Present 	Video Conference
9	March 7, 2022	<ul style="list-style-type: none"> General Update on Project Corporate Action 	<ul style="list-style-type: none"> Royke Tumilaar Adi Sulistyowati Novita Widya Anggraini David Pirzada Henry Panjaitan Corina Leyla Karnalies Muhammad Iqbal Y.B. Hariantono Bob Tyasika Ananta Sis Apik Wijayanto Silvano W. Rumantir Ronny Venir 	<ul style="list-style-type: none"> Present Present Present Present Present Present Present Present Present Present Present Present 	Video Conference
10	March 14, 2022	<ul style="list-style-type: none"> General Update on BNI Products 	<ul style="list-style-type: none"> Royke Tumilaar Adi Sulistyowati Novita Widya Anggraini David Pirzada Henry Panjaitan Corina Leyla Karnalies Muhammad Iqbal Y.B. Hariantono Bob Tyasika Ananta Sis Apik Wijayanto Silvano W. Rumantir Ronny Venir 	<ul style="list-style-type: none"> Present Present Present Present Present Present Present Present Present Present Present Present 	Video Conference

Board of Directors' Meetings					
No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
11	March 21, 2022	<ul style="list-style-type: none"> General Financial Update Update on Executive Education 	<ul style="list-style-type: none"> Royke Tumilaar Adi Sulistyowati Novita Widya Anggraini David Pirzada Henry Panjaitan Corina Leyla Karnalies Muhammad Iqbal Y.B. Hariantono Bob Tyasika Ananta Sis Apik Wijayanto Silvano W. Rumantir Ronny Venir 	<ul style="list-style-type: none"> Present Present Present Present Present Present Present Present Present Present Present Present 	BNI Meeting Room
12	March 28, 2022	<ul style="list-style-type: none"> General IT Committee Discussion on Realization 	<ul style="list-style-type: none"> Royke Tumilaar Adi Sulistyowati Novita Widya Anggraini David Pirzada Henry Panjaitan Corina Leyla Karnalies Muhammad Iqbal Y.B. Hariantono Bob Tyasika Ananta Sis Apik Wijayanto Silvano W. Rumantir Ronny Venir 	<ul style="list-style-type: none"> Present Present Present Present Present Present Present Present Present Present Present Present 	BNI Meeting Room
13	April 4, 2022	General	<ul style="list-style-type: none"> Royke Tumilaar Adi Sulistyowati Novita Widya Anggraini David Pirzada Henry Panjaitan Corina Leyla Karnalies Muhammad Iqbal Y.B. Hariantono Bob Tyasika Ananta Sis Apik Wijayanto Silvano W. Rumantir Ronny Venir 	<ul style="list-style-type: none"> Present Official Duties Present Present Present Official Duties Present Present Present Present Present Present 	Video Conference
14	April 11, 2022	<ul style="list-style-type: none"> General Financial Discussion Update on BNI's Business Growth Plan BNI Credit Development Progress Proposed HC Program 	<ul style="list-style-type: none"> Royke Tumilaar Adi Sulistyowati Novita Widya Anggraini David Pirzada Henry Panjaitan Corina Leyla Karnalies Muhammad Iqbal Y.B. Hariantono Bob Tyasika Ananta Sis Apik Wijayanto Silvano W. Rumantir Ronny Venir 	<ul style="list-style-type: none"> Present Present Present Official Duties Present Present Present Present Present Present Present Present 	BNI Meeting Room
15	April 18, 2022	<ul style="list-style-type: none"> General BNI Credit Development Progress Update BNI Credit Criteria Discussion on BNI Risk Management 	<ul style="list-style-type: none"> Royke Tumilaar Adi Sulistyowati Novita Widya Anggraini David Pirzada Henry Panjaitan Corina Leyla Karnalies Muhammad Iqbal Y.B. Hariantono Bob Tyasika Ananta Sis Apik Wijayanto Silvano W. Rumantir Ronny Venir 	<ul style="list-style-type: none"> Present Present Present Present Present Present Present Present Present Present Present Present 	BNI Meeting Room

Board of Directors' Meetings

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
16	April 19, 2022	Continuation of BNI Risk Management Discussion	<ul style="list-style-type: none">Royke TumilaarAdi Sulistyowati	<ul style="list-style-type: none">PresentOfficial Duties	BNI Meeting Room
			<ul style="list-style-type: none">Novita Widya AnggrainiDavid PirzadaHenry PanjaitanCorina Leyla KarnaliesMuhammad IqbalY.B. HariantonoBob Tyasika AnantaSis Apik WijayantoSilvano W. RumantirRonny Venir	<ul style="list-style-type: none">PresentPresentPresentPresentOfficial DutiesOfficial DutiesPresentPresentPresentOfficial Duties	
17	April 25, 2022	<ul style="list-style-type: none">GeneralUpdate on BNI Credit CriteriaUpdate on BNI TransformationUpdate on Risk Management	<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaHenry PanjaitanCorina Leyla KarnaliesMuhammad IqbalY.B. HariantonoBob Tyasika AnantaSis Apik WijayantoSilvano W. RumantirRonny Venir	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresent	BNI Meeting Room
			<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaHenry PanjaitanCorina Leyla KarnaliesMuhammad IqbalY.B. HariantonoBob Tyasika AnantaSis Apik WijayantoSilvano W. RumantirRonny Venir	<ul style="list-style-type: none">PresentPresentOfficial DutiesPresentPresentPresentOfficial DutiesPresentOfficial DutiesPresentOfficial DutiesPresent	
18	May 10, 2022	<ul style="list-style-type: none">GeneralDiscussion on BNI Risk ManagementUpdate on Corporate Action Progress	<ul style="list-style-type: none">David PirzadaHenry PanjaitanCorina Leyla KarnaliesMuhammad IqbalY.B. HariantonoBob Tyasika AnantaSis Apik WijayantoSilvano W. RumantirRonny Venir	<ul style="list-style-type: none">PresentPresentPresentOfficial DutiesPresentPresentOfficial DutiesOfficial DutiesOfficial Duties	BNI Meeting Room
			<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaHenry PanjaitanCorina Leyla KarnaliesMuhammad IqbalY.B. HariantonoBob Tyasika AnantaSis Apik WijayantoSilvano W. RumantirRonny Venir	<ul style="list-style-type: none">PresentPresentPresentOfficial DutiesPresentPresentPresentPresentPresentPresentPresentPresent	
19	May 24, 2022	<ul style="list-style-type: none">GeneralUpdate on BNI Credit CriteriaUpdate on BNI Transformation	<ul style="list-style-type: none">Henry PanjaitanCorina Leyla KarnaliesMuhammad IqbalY.B. HariantonoBob Tyasika AnantaSis Apik WijayantoSilvano W. RumantirRonny Venir	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresent	BNI Meeting Room
			<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaHenry PanjaitanCorina Leyla KarnaliesMuhammad IqbalY.B. HariantonoSis Apik WijayantoSilvano W. RumantirRonny Venir	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresent	
20	May 30, 2022	General	<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaHenry PanjaitanCorina Leyla KarnaliesMuhammad IqbalY.B. HariantonoSis Apik WijayantoSilvano W. RumantirRonny Venir	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresent	BNI Meeting Room
			<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaHenry PanjaitanCorina Leyla KarnaliesMuhammad IqbalY.B. HariantonoSis Apik WijayantoSilvano W. RumantirRonny Venir	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresent	

Board of Directors' Meetings

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
21	6 Juni 2022	General	<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaHenry PanjaitanCorina Leyla KarnaliesMuhammad IqbalY.B. HariantonoSis Apik WijayantoSilvano W. RumantirRonny Venir	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresent	BNI Meeting Room
			<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaHenry PanjaitanCorina Leyla KarnaliesMuhammad IqbalY.B. HariantonoSis Apik WijayantoSilvano W. RumantirRonny Venir	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresent	
22	June 20, 2022	<ul style="list-style-type: none">Update on BNI RBBGeneral	<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaHenry PanjaitanCorina Leyla KarnaliesMuhammad IqbalY.B. HariantonoSis Apik WijayantoSilvano W. RumantirRonny Venir	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresent	BNI Meeting Room
			<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaHenry PanjaitanCorina Leyla KarnaliesMuhammad IqbalY.B. HariantonoSis Apik WijayantoSilvano W. RumantirRonny Venir	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresent	
23	June 21, 2022	<ul style="list-style-type: none">Update on BNI Corporate ActionsIT Committee	<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaHenry PanjaitanCorina Leyla KarnaliesMuhammad IqbalY.B. HariantonoSis Apik WijayantoSilvano W. RumantirRonny Venir	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentOfficial DutiesPresentPresent	Video Conference
			<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaHenry PanjaitanCorina Leyla KarnaliesMuhammad IqbalY.B. HariantonoSis Apik WijayantoSilvano W. RumantirRonny Venir	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentOfficial DutiesPresentPresent	
24	June 27, 2022	<ul style="list-style-type: none">HC ProgramGeneral	<ul style="list-style-type: none">Henry PanjaitanCorina Leyla KarnaliesMuhammad IqbalY.B. HariantonoSis Apik WijayantoSilvano W. RumantirRonny Venir	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresent	BNI Meeting Room
			<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaHenry PanjaitanCorina Leyla KarnaliesMuhammad IqbalY.B. HariantonoSis Apik WijayantoSilvano W. RumantirRonny Venir	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresent	
25	June 28, 2022	BNI Financial Update	<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaHenry PanjaitanCorina Leyla KarnaliesMuhammad IqbalY.B. HariantonoSis Apik WijayantoSilvano W. RumantirRonny Venir	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresentOfficial Duties	Video Conference
			<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaHenry PanjaitanCorina Leyla KarnaliesMuhammad IqbalY.B. HariantonoSis Apik WijayantoSilvano W. RumantirRonny Venir	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresentOfficial Duties	
26	July 4, 2022	<ul style="list-style-type: none">GeneralCulture TransformationDelivery of BNI Training	<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaHenry PanjaitanCorina Leyla KarnaliesMuhammad IqbalY.B. HariantonoSis Apik WijayantoSilvano W. RumantirRonny Venir	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresent	BNI Meeting Room
			<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaHenry PanjaitanCorina Leyla KarnaliesMuhammad IqbalY.B. HariantonoSis Apik WijayantoSilvano W. RumantirRonny Venir	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresent	

Board of Directors' Meetings

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
27	July 11, 2022	<ul style="list-style-type: none">Loan DiscussionGeneral	<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaHenry PanjaitanCorina Leyla KarnaliesMuhammad IqbalY.B. HariantonoSis Apik WijayantoSilvano W. RumantirRonny Venir	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresent	BNI Meeting Room
			<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaHenry PanjaitanCorina Leyla KarnaliesMuhammad IqbalY.B. HariantonoSis Apik WijayantoSilvano W. RumantirRonny Venir	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresent	
28	July 18, 2022	<ul style="list-style-type: none">Bank Health LevelFinancial UpdateGeneral	<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaHenry PanjaitanCorina Leyla KarnaliesMuhammad IqbalY.B. HariantonoSis Apik WijayantoSilvano W. RumantirRonny Venir	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresent	BNI Meeting Room
			<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaHenry PanjaitanCorina Leyla KarnaliesMuhammad IqbalY.B. HariantonoSis Apik WijayantoSilvano W. RumantirRonny Venir	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresent	
29	July 25, 2022	<ul style="list-style-type: none">GeneralUpdate on Analyst MeetingDiscussion on BNI Corporate Action Project	<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaHenry PanjaitanCorina Leyla KarnaliesMuhammad IqbalY.B. HariantonoSis Apik WijayantoSilvano W. RumantirRonny Venir	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentOfficial DutiesPresentPresentPresentPresent	Video Conference
			<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaHenry PanjaitanCorina Leyla KarnaliesMuhammad IqbalY.B. HariantonoSis Apik WijayantoSilvano W. RumantirRonny Venir	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresent	
30	August 1, 2022	General	<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaHenry PanjaitanCorina Leyla KarnaliesMuhammad IqbalY.B. HariantonoSis Apik WijayantoSilvano W. RumantirRonny Venir	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresent	BNI Meeting Room
			<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaHenry PanjaitanCorina Leyla KarnaliesMuhammad IqbalY.B. HariantonoSis Apik WijayantoSilvano W. RumantirRonny Venir	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresent	
31	August 8, 2022	<ul style="list-style-type: none">GeneralUpdate on BNI Compliance	<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaHenry PanjaitanCorina Leyla KarnaliesMuhammad IqbalY.B. HariantonoSis Apik WijayantoSilvano W. RumantirRonny Venir	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentOfficial DutiesPresentPresentPresent	BNI Meeting Room
			<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaHenry PanjaitanCorina Leyla KarnaliesMuhammad IqbalY.B. HariantonoSis Apik WijayantoSilvano W. RumantirRonny Venir	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresent	
32	August 10, 2022	General	<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaHenry PanjaitanCorina Leyla KarnaliesMuhammad IqbalY.B. HariantonoSis Apik WijayantoSilvano W. RumantirRonny Venir	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresent	BNI Meeting Room
			<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaHenry PanjaitanCorina Leyla KarnaliesMuhammad IqbalY.B. HariantonoSis Apik WijayantoSilvano W. RumantirRonny Venir	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresent	

Board of Directors' Meetings

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
33	August 15, 2022	<ul style="list-style-type: none">GeneralRegional Optimization	<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaHenry PanjaitanCorina Leyla KarnaliesMuhammad IqbalY.B. HariantonoSis Apik WijayantoSilvano W. RumantirRonny Venir	<ul style="list-style-type: none">PresentPresentLeavePresentPresentPresentPresentPresentPresentPresentPresent	BNI Meeting Room
			<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaHenry PanjaitanCorina Leyla KarnaliesMuhammad IqbalY.B. HariantonoSis Apik WijayantoSilvano W. RumantirRonny Venir	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresent	
34	August 24, 2022	<ul style="list-style-type: none">GeneralDiscussion on BNI Corporate Actions	<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaHenry PanjaitanCorina Leyla KarnaliesMuhammad IqbalY.B. HariantonoSis Apik WijayantoSilvano W. RumantirRonny Venir	<ul style="list-style-type: none">PresentPresentPresentPresentLeavePresentOfficial DutiesPresentPresentPresentOfficial Duties	BNI Meeting Room
			<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaHenry PanjaitanCorina Leyla KarnaliesMuhammad IqbalY.B. HariantonoSis Apik WijayantoSilvano W. RumantirRonny Venir	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresent	
35	August 29, 2022	<ul style="list-style-type: none">GeneralUpdate on HC	<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaHenry PanjaitanCorina Leyla KarnaliesMuhammad IqbalY.B. HariantonoSis Apik WijayantoSilvano W. RumantirRonny Venir	<ul style="list-style-type: none">PresentPresentPresentPresentLeavePresentPresentPresentPresentPresentPresent	BNI Meeting Room
			<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaHenry PanjaitanCorina Leyla KarnaliesMuhammad IqbalY.B. HariantonoSis Apik WijayantoSilvano W. RumantirRonny Venir	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresent	
36	August 31, 2022	General	<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaCorina Leyla KarnaliesMuhammad IqbalSis Apik WijayantoSilvano W. RumantirRonny VenirMucharom*Putrama W. Setyawan*Toto Prasetyo*	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresentOfficial DutiesPresent	BNI Meeting Room
			<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaCorina Leyla KarnaliesMuhammad IqbalSis Apik WijayantoSilvano W. RumantirRonny VenirMucharom*Putrama W. Setyawan*Toto Prasetyo*	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresent	
37	September 1, 2022	<ul style="list-style-type: none">Introduction and Discussion on BNI ManagementDiscussion on Internal Audit	<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaCorina Leyla KarnaliesMuhammad IqbalSis Apik WijayantoSilvano W. RumantirRonny VenirMucharom*Putrama W. Setyawan*Toto Prasetyo*	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresent	BNI Meeting Room
			<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaCorina Leyla KarnaliesMuhammad IqbalSis Apik WijayantoSilvano W. RumantirRonny VenirMucharom*Putrama W. Setyawan*Toto Prasetyo*	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresent	

Board of Directors' Meetings

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
38	September 5, 2022	Continuation of Board of Directors' Discussion	<ul style="list-style-type: none"> Royke Tumilaar Adi Sulistyowati Novita Widya Anggraini 	<ul style="list-style-type: none"> Present Sick Official Duties 	BNI Meeting Room
			<ul style="list-style-type: none"> David Pirzada Corina Leyla Karnalies Muhammad Iqbal Sis Apik Wijayanto Silvano W. Rumantir Ronny Venir Mucharom* Putrama W. Setyawan* 	<ul style="list-style-type: none"> Present Present Present Present Present Present Official Duties Present 	
39	September 12, 2022	<ul style="list-style-type: none"> General IT Committee 	<ul style="list-style-type: none"> Royke Tumilaar Adi Sulistyowati Novita Widya Anggraini David Pirzada Corina Leyla Karnalies Muhammad Iqbal Sis Apik Wijayanto Silvano W. Rumantir Ronny Venir Mucharom* Putrama W. Setyawan* Toto Prasetyo* 	<ul style="list-style-type: none"> Present Present Present Present Present Present Present Present Present Present Present Present 	BNI Meeting Room
			<ul style="list-style-type: none"> Royke Tumilaar Adi Sulistyowati Novita Widya Anggraini David Pirzada Corina Leyla Karnalies Muhammad Iqbal Sis Apik Wijayanto Silvano W. Rumantir Ronny Venir Mucharom* Putrama W. Setyawan* Toto Prasetyo* 	<ul style="list-style-type: none"> Official Duties Present Present Present Present Present Present Present Present Present Present Present 	
40	September 14, 2022	Discussion on BNI Corporate Action	<ul style="list-style-type: none"> Royke Tumilaar Adi Sulistyowati Novita Widya Anggraini David Pirzada Corina Leyla Karnalies Muhammad Iqbal Sis Apik Wijayanto Silvano W. Rumantir Ronny Venir Mucharom* Putrama W. Setyawan* Toto Prasetyo* 	<ul style="list-style-type: none"> Official Duties Present Present Present Present Present Present Present Present Present Present Present 	Video Conference
			<ul style="list-style-type: none"> Royke Tumilaar Adi Sulistyowati Novita Widya Anggraini David Pirzada Corina Leyla Karnalies Muhammad Iqbal Sis Apik Wijayanto Silvano W. Rumantir Ronny Venir Mucharom* Putrama W. Setyawan* Toto Prasetyo* 	<ul style="list-style-type: none"> Official Duties Present Present Present Present Present Present Present Present Present Present Present 	
41	September 15, 2022	Continuation of Discussion on Corporate Action	<ul style="list-style-type: none"> Royke Tumilaar Adi Sulistyowati Novita Widya Anggraini David Pirzada Corina Leyla Karnalies Muhammad Iqbal Sis Apik Wijayanto Silvano W. Rumantir Ronny Venir Mucharom* Putrama W. Setyawan* Toto Prasetyo* 	<ul style="list-style-type: none"> Official Duties Present Present Present Present Present Present Present Present Present Present Present 	Video Conference
			<ul style="list-style-type: none"> Royke Tumilaar Adi Sulistyowati Novita Widya Anggraini David Pirzada Corina Leyla Karnalies Muhammad Iqbal Sis Apik Wijayanto Silvano W. Rumantir Ronny Venir Mucharom* Putrama W. Setyawan* Toto Prasetyo* 	<ul style="list-style-type: none"> Official Duties Present Present Present Present Present Present Present Present Present Present Present 	
42	September 19, 2022	General	<ul style="list-style-type: none"> Royke Tumilaar Adi Sulistyowati Novita Widya Anggraini David Pirzada Corina Leyla Karnalies Muhammad Iqbal Sis Apik Wijayanto Silvano W. Rumantir 	<ul style="list-style-type: none"> Official Duties Present Present Present Present Present Official Duties Present 	BNI Meeting Room
			<ul style="list-style-type: none"> Ronny Venir Mucharom* Putrama W. Setyawan* Toto Prasetyo* 	<ul style="list-style-type: none"> Present Present Present Present 	

Board of Directors' Meetings

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
43	September 28, 2022	General	<ul style="list-style-type: none"> Royke Tumilaar Adi Sulistyowati Novita Widya Anggraini David Pirzada Corina Leyla Karnalies Muhammad Iqbal 	<ul style="list-style-type: none"> Present Present Present Present Present Official Duties 	BNI Meeting Room
			<ul style="list-style-type: none"> Sis Apik Wijayanto Silvano W. Rumantir Ronny Venir Mucharom* Putrama W. Setyawan* Toto Prasetyo* 	<ul style="list-style-type: none"> Present Present Present Present Present Present 	
44	October 18, 2022	<ul style="list-style-type: none"> Discussion on BNI Risk Management Discussion on BNI Recovery Plan and Resolution Plan Discussion of BNI Remedial Recovery 	<ul style="list-style-type: none"> Royke Tumilaar Adi Sulistyowati Novita Widya Anggraini David Pirzada Corina Leyla Karnalies Muhammad Iqbal 	<ul style="list-style-type: none"> Present Present Present Present Present Official Duties 	Video Conference
			<ul style="list-style-type: none"> Sis Apik Wijayanto Silvano W. Rumantir Ronny Venir Mucharom* Putrama W. Setyawan* Toto Prasetyo* 	<ul style="list-style-type: none"> Present Present Present Present Present Present 	
45	October 19, 2022	<ul style="list-style-type: none"> Discussion on BNI Corporate Action Project Discussion on BNI Risk Management Update on Analyst Meeting 	<ul style="list-style-type: none"> Royke Tumilaar Adi Sulistyowati Novita Widya Anggraini David Pirzada Corina Leyla Karnalies Muhammad Iqbal Sis Apik Wijayanto Silvano W. Rumantir Ronny Venir Mucharom* Putrama W. Setyawan* Toto Prasetyo* 	<ul style="list-style-type: none"> Present Present Present Present Present Present Present Present Present Present Present Present 	Video Conference
			<ul style="list-style-type: none"> Royke Tumilaar Adi Sulistyowati Novita Widya Anggraini David Pirzada Corina Leyla Karnalies Muhammad Iqbal Sis Apik Wijayanto Silvano W. Rumantir Ronny Venir Mucharom* Putrama W. Setyawan* Toto Prasetyo* 	<ul style="list-style-type: none"> Present Present Present Present Present Present Present Present Present Present Present Present 	
46	October 24, 2022	IT Project	<ul style="list-style-type: none"> Royke Tumilaar Adi Sulistyowati Novita Widya Anggraini David Pirzada Corina Leyla Karnalies Muhammad Iqbal Sis Apik Wijayanto 	<ul style="list-style-type: none"> Present Present Present Present Present Present Official Duties 	BNI Meeting Room
			<ul style="list-style-type: none"> Silvano W. Rumantir Ronny Venir Mucharom* Putrama W. Setyawan* Toto Prasetyo* 	<ul style="list-style-type: none"> Official Duties Present Present Present Present 	
47	October 31, 2022	General	<ul style="list-style-type: none"> Royke Tumilaar Adi Sulistyowati Novita Widya Anggraini 	<ul style="list-style-type: none"> Present Present Official Duties 	BNI Meeting Room
			<ul style="list-style-type: none"> David Pirzada Corina Leyla Karnalies Muhammad Iqbal Sis Apik Wijayanto Silvano W. Rumantir 	<ul style="list-style-type: none"> Present Present Present Present Official Duties 	
			<ul style="list-style-type: none"> Ronny Venir Mucharom* Putrama W. Setyawan* Toto Prasetyo* 	<ul style="list-style-type: none"> Present Present Present Present 	

Board of Directors' Meetings

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
48	November 7, 2022	<ul style="list-style-type: none">Discussion on BNI Resolution Plan DocumentDiscussion on BNI Credit	<ul style="list-style-type: none">Royke Tumilaar	<ul style="list-style-type: none">Official Duties	Video Conference
			<ul style="list-style-type: none">Adi SulistyowatiNovita Widya Anggraini	<ul style="list-style-type: none">PresentOfficial Duties	
49	November 15, 2022	<ul style="list-style-type: none">GeneralDiscussion on RBB	<ul style="list-style-type: none">David PirzadaCorina Leyla KarnaliesMuhammad IqbalSis Apik WijayantoSilvano W. RumantirRonny VenirMucharom*Putrama W. Setyawan*Toto Prasetyo*	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresent	Video Conference
			<ul style="list-style-type: none">Corina Leyla KarnaliesMuhammad IqbalSis Apik Wijayanto	<ul style="list-style-type: none">PresentPresentOfficial Duties	
50	November 21, 2022	<ul style="list-style-type: none">Evaluation of BNI TransformationUpdate on HC Program	<ul style="list-style-type: none">Silvano W. RumantirRonny VenirMucharom*Putrama W. Setyawan*Toto Prasetyo*	<ul style="list-style-type: none">PresentOfficial DutiesPresentPresentPresent	BNI Meeting Room
			<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaCorina Leyla KarnaliesMuhammad IqbalSis Apik WijayantoSilvano W. RumantirRonny VenirMucharom*Putrama W. Setyawan*Toto Prasetyo*	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresent	
51	November 28, 2022	<ul style="list-style-type: none">GeneralUpdate on Regional OptimizationPrinciple Asset PermitUpdate on BNI Product Market Share	<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaCorina Leyla KarnaliesMuhammad IqbalSis Apik WijayantoSilvano W. RumantirRonny VenirMucharom*Putrama W. Setyawan*Toto Prasetyo*	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresentPresent	BNI Meeting Room
			<ul style="list-style-type: none">Corina Leyla KarnaliesMuhammad IqbalSis Apik WijayantoSilvano W. RumantirRonny VenirMucharom*Putrama W. Setyawan*Toto Prasetyo*	<ul style="list-style-type: none">PresentPresentPresentPresentPresentPresentPresentPresent	
52	December 5, 2022	<ul style="list-style-type: none">Principle Asset PermitHC strategyImplementation of the BNI Transformation Program	<ul style="list-style-type: none">Royke TumilaarAdi Sulistyowati	<ul style="list-style-type: none">PresentOfficial Duties	BNI Meeting Room
			<ul style="list-style-type: none">Novita Widya AnggrainiDavid PirzadaCorina Leyla KarnaliesMuhammad IqbalSis Apik WijayantoSilvano W. RumantirRonny VenirMucharom*Putrama W. Setyawan*Toto Prasetyo*	<ul style="list-style-type: none">PresentPresentOfficial DutiesOfficial DutiesPresentPresentPresentPresentPresentPresent	

Board of Directors' Meetings

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
53	December 13, 2022	<ul style="list-style-type: none">Discussion on BNI TransformationPreparation for discussion with stakeholders	<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaCorina Leyla Karnalies	<ul style="list-style-type: none">PresentLeavePresentPresentOfficial Duties	Video Conference
			<ul style="list-style-type: none">Muhammad IqbalSis Apik Wijayanto	<ul style="list-style-type: none">LeaveOfficial Duties	
54	December 20, 2022	<ul style="list-style-type: none">GeneralDiscussion on BNI TransformationUpdate on FinanceUpdate and Review of BNI ProductsReview of BNI LoansUpdate on HC Program	<ul style="list-style-type: none">Silvano W. RumantirRonny VenirMucharom*Putrama W. Setyawan*Toto Prasetyo*	<ul style="list-style-type: none">PresentPresentPresentPermissionPresentPresent	BNI Meeting Room
			<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaCorina Leyla KarnaliesMuhammad IqbalSis Apik WijayantoSilvano W. Rumantir	<ul style="list-style-type: none">PresentLeavePresentPresentPresentPresentOfficial Duties	
55	December 26, 2022	<ul style="list-style-type: none">GeneralUpdate on BNI Corporate University Program	<ul style="list-style-type: none">Ronny VenirMucharom*Putrama W. Setyawan*Toto Prasetyo*	<ul style="list-style-type: none">PresentPresentPresentPresent	BNI Meeting Room
			<ul style="list-style-type: none">Royke TumilaarAdi SulistyowatiNovita Widya AnggrainiDavid PirzadaCorina Leyla KarnaliesMuhammad IqbalSis Apik WijayantoSilvano W. RumantirRonny VenirMucharom*Putrama W. SetyawanToto Prasetyo*	<ul style="list-style-type: none">PresentPresentPresentPresentLeavePresentPresentPresentPresentPresentPresent	

*) Currently in the OJK Fit and Proper Process

FREQUENCY AND ATTENDANCE OF THE BOARD OF DIRECTORS MEETINGS

During 2022, the Board of Directors held 55 (fifty five) Board of Directors' Meetings and 7 (seven) Board of Directors' Joint meetings with the Board of Commissioners. The frequency and attendance of meetings for each Board of Directors' member was as follows:

Name	Position	Board of Directors' Meetings			Board of Commissioners with the Board of Directors Meetings		
		Number and % attended			Number and % attended		
		Number of Meetings	Number Attended	%	Number of Meetings	Number Attended	%
Royke Tumilaar	President Director	55	51	92,7	7	4	57%
Adi Sulistyowati	Vice President Director	55	48	87,3	7	3	43%
Novita Widya Anggraini	Finance Director	55	50	90,9	7	7	100%
Corina Leyla Karnalies	Consumer Banking Director	55	48	87,3	7	6	86%
Sis Apik Wijayanto	Institutional Banking Director	55	49	89,1	7	6	86%
David Pirzada	Risk Management Director	55	50	90,9	7	6	86%

Name	Position	Board of Directors' Meetings			Board of Commissioners with the Board of Directors Meetings		
		Number and % attended			Number and % attended		
		Number of Meetings	Number Attended	%	Number of Meetings	Number Attended	%
Silvano Winston Rumantir	Corporate and International Banking Director	55	46	83.6	7	6	86%
Ronny Venir	Network & Services Director	55	50	90.9	7	6	86%
Muhammad Iqbal	Enterprise and Commercial Director	55	44	80	7	7	100%
Putrama Wahyu Setyawan ¹⁾	Treasury Director	20	18	90	4	4	100%
Mucharom ¹⁾	Human Capital & Compliance Director	20	19	95	4	4	100%
Toto Prasetyo ¹⁾	Technology & Operations Director	20	20	100	4	4	100%
Bob Tyasika Ananta ²⁾	Human Capital & Compliance Director	19	19	100	1	1	100%
Y.B. Hariantono ³⁾	IT & Operations Director	35	32	91.4	3	3	100%
Henry Panjaitan ³⁾	Treasury & International Director	35	33	94.3	3	2	67%

Note:
¹⁾ Appointed on August 31, 2022: Mr. Mucharom has effectively served as Director of the Company since January 06, 2023;
Mr. Putrama Wahyu Setyawan has effectively served as Director of the Company since December 23, 2022;
Mr. Toto Prasetyo effectively served as Director of the Company on January 31, 2023
²⁾ Ceased serving as Member of Director on August 31, 2022
³⁾ Appointed as Director on August 31, 2022

MEETINGS SCHEDULED FOR 2023

Article 13 of the Articles of Association states that the Board of Directors is required to hold regular Board of Directors meetings at least 1 (one) time every month. Meetings of the Board of Directors can be held at any time if deemed necessary by one or more members of the Board of Directors, or at the written request of one or more members of the Board of Commissioners.

The Board of Directors meetings are scheduled to be held 12 (twelve) times. The Board of Directors meeting schedule for 2023 is as follows:

No.	Month	Agenda
1	January	<ul style="list-style-type: none">• Discussion on the 2023 Business Meeting• Financial statements• Performance and Financial evaluation• Operational and Business Evaluation Transformation• ESG implementation evaluation
2	February	<ul style="list-style-type: none">• Corporate Plan dan RBB• Business Continuity Management• Investor Relations & BNI Shares• MSME Business Strategy & Review
3	March	<ul style="list-style-type: none">• IT Architecture and Digitization• Banking Operations• Human Capital Evaluation & Strategy• Corporate Banking Business Review & Strategy
4	April	<ul style="list-style-type: none">• Risk management• Internal Control• Consumer Business Review & Strategy• Credit, Funding & Services Policy evaluation• ESG implementation evaluation

No.	Month	Agenda
5	May	<ul style="list-style-type: none">• Equity Participation• Subsidiary Performance evaluation• Integrated Risk Management & Governance• Remedial Recovery Evaluation & Strategy
6	June	<ul style="list-style-type: none">• Government, Risk & Compliance• Review of Anti-Gratification & Anti-Bribery Policy• Office Network & Service Digitization evaluation• COVID-19 Impact Recovery Strategy• Banking Ratios• RBB Realization Review
7	July	<ul style="list-style-type: none">• Performance and Financial evaluation• International Business and Performance Review• Treasury Business Review• Transformation• Big Data Evaluation and Strategy• ESG implementation evaluation
8	August	<ul style="list-style-type: none">• Bank Capital• Assets & Liabilities• Company Organizational Effectiveness Review• Institutional & Transactional Relations Business Review & Strategy
9	September	<ul style="list-style-type: none">• Bank Income Evaluation and Strategy• Performance and Financial Evaluation• Digitalization Strategy and Anti Cyber Crime
10	October	<ul style="list-style-type: none">• HumanCapitalManagementStrategy• Banking Ratios• ESG implementation evaluation
11	November	<ul style="list-style-type: none">• Bank Assets Management• Business Innovations• Bank Products & Services evaluation
12	December	<ul style="list-style-type: none">• Performance & Financial evaluation• Target Achievement evaluation• Strategy & Transformation evaluation• BNI Shares Performance evaluation• ESG implementation evaluation

AFFILIATED RELATIONSHIPS

BOARD OF COMMISSIONERS AFFILIATED RELATIONSHIPS

All members of the Board of Commissioners and between members of the Board of Commissioners and members of the Board of Directors are prohibited from having familial relationships up to the third degree, either vertically or horizontally, including relationships arising from marriage. The entire Board of Commissioners does not have financial, family and management relationships with fellow members of the Board of Commissioners or with the Board of Directors

Board Of Commissioners Affiliated Relationships															
Name	Position	Financial, Familial, and Management Relationship of the Board of Commissioners													
		Financial Relationship With						Familial Relationship With						Management Relationship With Other Company	
		Board of Commissioners		Board of Directors		Shareholders		Board of Commissioners		Board of Directors		Shareholders			
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No		Yes
Agus Dermawan Wintarto Martowardojo	President Commissioner/ Independent Commissioner		✓		✓		✓		✓		✓		✓		✓
Pradjoto	Vice President Commissioner/ Independent Commissioner		✓		✓		✓		✓		✓		✓		✓
Sigit Widyawan	Independent Commissioner		✓		✓		✓		✓		✓		✓		✓
Askolani	Commissioner		✓		✓		✓		✓		✓		✓		✓
Ratih Nurdianti ¹⁾	Commissioner		✓		✓		✓		✓		✓		✓		✓
Fadlansyah Lubis ²⁾	Commissioner		✓		✓		✓		✓		✓		✓		✓
Asmawi Syam	Independent Commissioner		✓		✓		✓		✓		✓		✓		✓
Iman Sugema	Independent Commissioner		✓		✓		✓		✓		✓		✓		✓
Susyanto	Commissioner		✓		✓		✓		✓		✓		✓		✓
Septian Hario Seto	Independent Commissioner		✓		✓		✓		✓		✓		✓		✓
Erwin Rijanto Slamet	Independent Commissioner		✓		✓		✓		✓		✓		✓		✓

Note:

¹⁾ No longer served since August 31, 2022

²⁾ Appointed as Commissioner since August 31, 2022 and effective based on OJK approval since December 23, 2022

BOARD OF DIRECTORS' AFFILIATED RELATIONSHIPS

The Board of Directors always acts independently, in the sense that it does not have any conflicts of interest that could interfere with their ability to carry out their duties independently and critically, both in relation to each other and to the Board of Commissioners.

The Board of Directors has no financial relationship, management relationship, share ownership, and/or familial relationship with other members of the Board of Commissioners, the Board of Directors, and/or Controlling Shareholders or relationship with the Bank, therefore, the Board can perform the duties and responsibilities independently.

Affiliated relationships between members of the Board of Directors, Board of Commissioners, and Majority and/or Controlling Shareholders includes:

1. Affiliated relationship between member of the Board of Directors and other member of Board of Directors;
2. Affiliated relationship between members of the Board of Directors and members of Board of Commissioners;
3. Affiliated relationship between members of the Board of Directors and Majority and/or Controlling Shareholders.

The Board of Directors Independence and affiliated relationships can be seen in the table below.

Board of Directors' Affiliated Relationships															
Name	Position	Financial, Familial and Management Relationship of the Board of Directors													
		Financial Relationship With						Familial Relationship With						Management Relationship With Other Company	
		Board of Commissioners		Board of Directors		Shareholders		Board of Commissioners		Board of Directors		Shareholders			
		Ya	No	Ya	No	Ya	No	Ya	No	Ya	No	Ya	No	Ya	No
Royke Tumilaar	President Director		✓		✓		✓		✓		✓		✓		✓
Adi Sulistyowati	Vice President Director		✓		✓		✓		✓		✓		✓		✓
Novita Widya Anggraini	Finance Director		✓		✓		✓		✓		✓		✓		✓
Corina Leyla Karnalies	Consumer Banking Director		✓		✓		✓		✓		✓		✓		✓
Sis Apik Wijayanto	Institutional Banking Director		✓		✓		✓		✓		✓		✓		✓
David Pirzada	Risk Management Director		✓		✓		✓		✓		✓		✓		✓
Silvano Winston Rumanthir	Corporate and International Banking Director		✓		✓		✓		✓		✓		✓		✓
Ronny Venir	Network and Services Director		✓		✓		✓		✓		✓		✓		✓
Muhammad Iqbal	Enterprise and Commercial Banking Director		✓		✓		✓		✓		✓		✓		✓
Putrama Wahyu Setyawan ¹⁾	Treasury Director		✓		✓		✓		✓		✓		✓		✓
Mucharom ¹⁾	Human Capital & Compliance Director		✓		✓		✓		✓		✓		✓		✓
Toto Prasetyo ¹⁾	Technology & Operations Director		✓		✓		✓		✓		✓		✓		✓
Bob Tyasika Ananta ²⁾	Human Capital & Compliance Director		✓		✓		✓		✓		✓		✓		✓
Y.B. Hariantono ³⁾	IT & Operations Director		✓		✓		✓		✓		✓		✓		✓
Henry Panjaitan ³⁾	Treasury & International Director		✓		✓		✓		✓		✓		✓		✓

Note:

¹⁾ Appointed as Member of the Board of Directors since August 31, 2022

²⁾ No longer served as Member of the Board of Directors on May 27, 2022

³⁾ No longer served as a Member of the Board of Directors on August 31, 2022

ORGANS UNDER THE BOARD OF COMMISSIONERS

In carrying out its supervisory duties and responsibilities for the Company's management by the Board of Directors, the Board of Commissioners has supporting organs consisting of the Secretary to the Board of Commissioners, Audit Committee, Remuneration and Nomination Committee, Risk Monitoring Committee, and Integrated Governance Committee.

SECRETARY TO THE BOARD OF COMMISSIONERS

The Secretary to the Board of Commissioners is a supporting organ for the Board of Commissioners who is appointed and reports directly to the Board of Commissioners based on BNI's Articles of Association. The Secretary to the Board of Commissioners of BNI comes from outside the Company, and is appointed and dismissed by the Board of Commissioners based on a Board of Commissioners Decree and reports directly to the Board of Commissioners.

The Secretary to BNI's Board of Commissioners oversees the Board of Commissioners' Secretariat, which is formed and tasked with assisting and supporting the smooth activities and duties of the Board of Commissioners. In carrying out its duties, the Secretary to the Board of Commissioners, who is from outside the Company, is assisted by the Board of Commissioners Secretarial Staff, and Staff who are internal staff of the Bank.

LEGAL BASIS FOR FORMATION

The Secretary to the Board of Commissioners and the Secretariat to the Board of Commissioners duties is guided by the Minister of SOEs Regulation No. PER-12/MBU/2012 dated August 24, 2012 concerning Supporting Organs for the Board of Commissioners/Supervisory Board of State-Owned Enterprises, as amended by the Minister

of SOEs Regulation No. PER-06/MBU/04/2021 dated April 13, 2021 and No. PER-14/MBU/10/2021 dated October 29, 2021, which includes regulations relating to the Secretariat to the Board of Commissioners and the Secretary to the Board of Commissioners.

GUIDELINES AND WORK CONDUCT

The Board of Commissioners issued a Decision Letter No. KEP/041/DK/2017 dated September 28, 2017, concerning Guidelines and Work Conduct of the Board of Commissioners Secretariat that regulates the following matters:

1. Appointment and Position of Secretary to the Board of Commissioners;
2. Term of Office of the Secretary to the Board of Commissioners, who is from outside the bank, and the Board of Commissioners' Secretariat Staff;
3. Requirements for Secretary to the Board of Commissioners;
4. Remuneration of the Secretary to the Board of Commissioners, who is from outside the bank, and the Board of Commissioners' Secretariat Staff;
5. Duties of the Secretariat and Secretary to the Board of Commissioners;
6. Access to and confidentiality of information;
7. Working time of the Secretary to the Board of Commissioners, who is from outside the bank, and the Board of Commissioners' Secretariat Staff;
8. Performance assessment of the Board of;
9. Prohibition of concurrent positions;
10. Mechanism for Coordinating the Board of Commissioners' Secretariat with the Corporate Secretary and committees under the Board of

Commissioners.

SECRETARY TO THE BOARD OF COMMISSIONERS PROFILE

Period January 1, 2021-December 31, 2022

Anas Puji Istanto
Secretary to the BNI Board of Commissioners
(November 1, 2019-Present)

Anas Puji Istanto, appointed as Secretary to the BNI Board of Commissioners on November 1, 2019, based on the Board of Commissioners Decree No. KEP/015/DK/2019 dated October 24, 2019.

Indonesian citizen. Born in Malang in 1986. Holds a Bachelor's degree (S1) in Law from Universitas Gadjah Mada (2008), a Bachelor's degree (S2) in Masters in Business Law (2014) from Universitas Gadjah Mada.

Currently serving as Coordinator of Corporate Law I at the Ministry of BUMN (2020-Present), and Secretary of the BNI Nomination and Remuneration Committee (2020-Present). Previously served as Head of Sub-Division of Laws and Regulations I (2014-2017), Head of Sub-Sector of Legal Services IIb (2017-2019), Acting Head of Legal Services I (2019-2020), experience outside the Structural Position as Staff of the Board of Commissioners of PT Perkebunan Nusantara XII (Persero) (2012-2014), Staff of the Board of Commissioners of PT Bank Mandiri (Persero), Tbk (2014-2017), Secretary of the Board of Commissioners of PT Jasa Marga (Persero), Tbk (2017-2019), Secretary of the Forum Supervisory Board BUMN Law (2017-present).

SECRETARY TO THE BOARD OF COMMISSIONERS REQUIREMENTS

The Secretary of the Board of Commissioners shall fulfill the following requirements:

1. Understand SOE management, monitoring, and development systems;
2. Has good integrity;
3. Understand the secretariat function;
4. Has the ability to communicate and coordinate properly;
5. Has sufficient time to perform the duties at the Bank.

SECRETARY TO THE BOARD OF COMMISSIONERS DUTIES AND RESPONSIBILITIES

The Secretary to the Board of Commissioners duties and responsibilities include facilitating the Board of Commissioners duties implementation. The Secretary to the Board of Commissioners Duties and Responsibilities include:

1. Coordinating the Board of Commissioners Secretariat duties in performing the following duties:
 - a. Preparing meetings, including briefing sheets for the Board of Commissioners;
 - b. Preparing Minutes of the Board of Commissioners' Meeting according to the Bank's Articles of Association, including attending and preparing Minutes of joint meetings of the Board of Commissioners and the Board of Directors;
 - c. Administering the Board of Commissioner's documents either incoming letters, outgoing letters, minutes of meetings, or any other documents;
 - d. Drafting the Board of Commissioners Work Plan and Budget;
 - e. Drafting the Board of Commissioners' Reports.

2. In addition to performing duties stated in number 1 above, the Secretary of the Board of Commissioners as the head of the Board of Commissioners Secretariat performs the following duties:
 - a. Ensuring that the Board of Commissioners complies with the laws and regulations and implements Good Corporate Governance principles;
 - b. Providing information needed by the Board of Commissioners periodically or at any time when requested;
 - c. Coordinating Committee members, if necessary, to ensure the ease of the Board of Commissioners' duties;
 - d. Becoming the liaison officer between the Board of Commissioners and other parties;
 - e. Performing other duties given by the Board of Commissioners, among others but not limited to:
 - i) Coordinating the studies/reviews required by the Board of Commissioners;
 - ii) Accompanying the Board of Commissioners on work visits/official trips to work units within the Company, and coordinating with committees under the Board of Commissioners in preparing the Board of Commissioners reports on the work visits/official trips; and
 - iii) Accompanying the Board of Commissioners in meetings with the regulators or the Bank supervisors related to the Board of Commissioners duties and obligations as the Company's supervisor.
3. In the framework of administrative order and good corporate governance implementation, the Board of Commissioners Secretariat must ensure that documents reflect the Board of Commissioners' activities, and are well-kept at the Bank.

SECRETARY TO THE BOARD OF COMMISSIONERS PROHIBITION OF CONCURRENT POSITIONS

The Secretary and Board of Commissioners Secretariat staff who come from outside the Bank may not concurrently serve as:

1. Members of the Board of Commissioners/Supervisory Board of another BUMN/Company;
2. Secretary/Staff Secretary to the Board of Commissioners in State-Owned Enterprises (BUMN) or other companies;
3. Other committee members in the Company; and/or
4. Committee members in BUMN/other companies.

IMPLEMENTATION OF THE SECRETARY TO THE BOARD OF COMMISSIONERS DUTIES IN 2022

In carrying out its function as a supporting organ for the Board of Commissioners, the Secretary to the Board of Commissioners assists and supports the Board of Commissioners' duties by providing information, studies and reports needed by the Board of Commissioners.

The Secretary to the Board of Commissioners' duties in 2022 included:

1. Assisting in preparing the Board of Commissioners 2023 Work Plan and 2022 Work Plan Realization Report.
2. Assisting in preparing the Board of Commissioners draft report, which a mandatory obligation for the Board of Commissioners in accordance with the prevailing regulatory provisions, including:
 - a. Quarterly reports to the Republic of Indonesia Ministry of SOEs;
 - b. Financial Services Authority reports;
 - c. Board of Commissioners working visit reports.
3. Monitoring, reviewing and reporting the latest laws and regulations development to be submitted to the Board of Commissioners, including preparing, updating/adjusting the Board of Commissioners Decrees based on the prevailing laws and regulations.
4. Coordinating and organizing Board of Commissioners Meetings and Board of

Commissioners Meetings with the Board of Directors, including preparing meeting schedules, meeting materials, compiling and administering the Board of Commissioners meeting minutes, submitting Board of Commissioners suggestions and opinions based on the Board of Commissioners meeting results to the Board of Directors and monitoring the Board of Commissioners suggestions and opinions follow-up.

5. Assisting and supporting the Committees under the Board of Commissioners duties that support the Board of Commissioners duties based on prevailing regulations, including:
 - a. Coordinating the division of duties for the committees under the Board of Commissioners;
 - b. Coordinating and preparing for committees under the Board of Commissioners meetings, including preparing meeting materials, compiling and administering minutes of meetings, as well as submitting suggestions and opinions on the results of evaluations and committee meetings to the Board of Commissioners as input;
 - c. Monitoring the implementation of the Work Plan of committees under the Board of Commissioners;
 - d. Ensuring the completion of the committees under the Board of Commissioners reports.
6. Carrying out administrative duties to assist the smooth running of the Board of Commissioners duties, including the management, storage and administration of Minutes for Board of Commissioners Meetings, Board of Commissioners with the Board of Directors Meetings, and for Committees under the Board of Commissioners Meetings, and documents/letters from the Board of Commissioners to the Board of Directors and other parties, including preparing draft approval letters as well as strategic input/suggestions from the Board of Commissioners to be submitted to the Board of Directors.
7. Accompanying the Board of Commissioners on work visits/office trips (online) to Company work units, and at meetings with regulators or bank supervisors related to the Board of Commissioners duties and obligations.

AUDIT COMMITTEE

The Board of Commissioners has an Audit Committee, responsible to the Board of Commissioners, to assist in carrying out the Board of Commissioners supervisory duties and functions in supporting the implementation of good corporate governance in every aspect of the Bank's business.

BASIS FOR AUDIT COMMITTEE ESTABLISHMENT

BNI'S Audit Committee was established in 2000 based on the Board of Commissioners' Decree No. Kep/05/DK/2000 dated July 28, 2000 concerning the Establishment of the Audit Committee. When carrying out its duties, obligations and authorities, the BNI Audit Committee is guided by the prevailing laws and regulations, including:

1. Minister of SOEs Regulation No. PER-12/MBU/2012 dated August 24, 2012 concerning Supporting Organs for the Board of Commissioners/Supervisory Board of SOEs, as amended by Minister of SOEs Regulation No. PER-14/MBU/10/2021, as the Second Amendment to the Minister of SOEs Regulation No. PER-12/

- MBU/2012 concerning Supporting Organs for the Board of Commissioners/Supervisory Board of SOEs;
2. Financial Services Authority (OJK) Regulation No. 55/POJK.04/2015 dated December 23, 2015 concerning the Establishment and Work Guide-lines of the Audit Committee;
3. Financial Services Authority Regulation No. 55/POJK.03/2016 dated December 7, 2016 concerning Implementation of Governance for Commercial Banks;
4. Financial Services Authority Regulation No. 13/POJK.03/2017 dated March 27, 2017 concerning the Use of Public Accountant Services and Public Accounting Firms in Financial Service activities;
5. Financial Services Authority Regulation No. 1/POJK.03/2019 dated January 28, 2019 concerning Internal Audit Function for Commercial Banks; and
6. Minister for SOEs Regulation No. PER-5/MBU/09/2022 dated September 2, 2022 concerning Implementation of Risk Management in SOEs.

AUDIT COMMITTEE CHARTER

The Company has an Audit Committee Charter containing the Work Guidelines and Rules, which are continuously being refined and updated in accordance with developments in applicable legal regulations and current conditions. The last revision of the BNI Audit Committee Charter was carried out in 2021 as stipulated in the Board of Commissioners Decree No. KEP/007/DK/2021 dated April 15, 2021 concerning the Audit Committee Charter and Code of Ethics for the Audit Committee of PT Bank Negara Indonesia (Persero).

The Audit Committee Charter stipulates the structure and requirements for members' term of office, duties and responsibilities, authorities, Audit Committee meetings, and reporting obligations on the implementation of the Audit Committee's duties or activities. The Audit Committee's Code of Ethics includes integrity, objectivity and independence, competency and confidentiality.

AUDIT COMMITTEE DUTIES AND RESPONSIBILITIES

In carrying out its function, the Audit Committee duties and responsibilities include:

1. Reviewing the financial information to be published by the Company to the public and/or authorities, such as financial statements, projections, and other statements relating to the Company's financial information;
2. Reviewing the adherence to laws and regulations relating to the Company's activities;
3. Providing independent opinions in the case of:
 - a. Disagreements between management and the Accountant for services rendered; and/or
 - b. Non-compliance of the public accounting firm's audit with applicable auditing standards.
4. Providing recommendations to the Board of Commissioners on the appointment of Public Accountants and Public Accounting Firms to be

submitted to the General Meeting of Shareholders as regulated by the regulator.

The Audit Committee must ensure that a report on the appointment of a Public Accountant and/or Public Accounting Firm for auditing the annual historical financial information is reported by the Company to OJK no later than 10 working days after the appointments, and must be accompanied by the Audit Committee's recommendations and considerations used in providing their recommendations.

5. Evaluating the audit services for annual historical financial information by Public Accountant and/or Public Accounting Firm, at least through:
 - a. The suitability of the audit performed by the Public Accountant and/or Public Accounting Firm with the applicable audit standards;
 - b. Adequacy of fieldwork time;
 - c. Assessment of the scope of services provided and the adequacy of the quotation test; and
 - d. Recommendations for improvements provided by the Public Accountant and/or Public Accounting Firm.
- The Audit Committee must ensure that the Audit Committee's evaluation report on the conduct of providing audit services on annual historical financial information by the Public Accountant and/or Public Accounting Firm, the Company reports to the Financial Services Authority periodically every year no later than 6 (six) months after the fiscal year ends.
6. Reviewing the execution of audits by internal auditors and external auditors, and oversee the implementation of follow-up actions by the Board of Directors on the auditor findings, in order to provide recommendations to the Board of Commissioners;
7. Reviewing complaints relating to the Company's accounting and reporting process;
8. Reviewing and advising the Board of Commissioners regarding potential conflict of interest;
9. The Audit Committee provides recommendations to the Board of Commissioners concerning the appointment and dismissal of the Head of the Internal Audit (IAD), and must ensure that the Head of IAD appointment or dismissal report is signed by the President Director and the Chief Commissioner to the Financial Services Authority no later than 10 (ten) working days after the date of appointment or dismissal of the Head of IAD;
10. Providing recommendations to the Board of Commissioners regarding the stipulation of Internal Audit Charter. The Audit Committee must ensure that the Internal Audit Charter is reviewed at least once in 3 (three) years;
11. In carrying out the internal audit function, the Audit Committee is responsible for:
 - a. Monitoring and reviewing the Bank's internal audit implementation effectiveness;
 - b. Evaluating IAD Performance;
 - c. Ensuring IAD communicates with the Board of Directors, the Board of Commissioners, external

- auditors, and the Financial Services Authority;
- Ensuring IAD works independently;
 - Providing recommendations to the Board of Commissioners concerning the preparation and determination the IAD audit plan, scope, and budget;
 - Reviewing audit reports and ensuring the Board of Directors takes the necessary corrective actions quickly to anticipate control weaknesses, fraud, compliance issues with policies, laws and regulations, or other issues identified and reported by IAD;
 - Providing recommendations to the Board of Commissioners Concerning the IAD annual remuneration as a whole and performance awards; and
 - Ensuring IAD upholds integrity in carrying out its duties.
- Providing recommendations to the Board of Commissioners regarding the appointment of an independent quality controller from an external party to conduct a review of the IAD's performance. The Audit Committee must ensure that the report on the results of an independent external review party signed by the President Director and the President Commissioner is submitted to the Financial Services Authority no later than 2 (two) months after the review period ends;
 - The Audit Committee must ensure that special reports regarding any internal audit findings that are expected to endanger the business continuity of the Bank, signed by the President Director and the Head of Audit Committee, are submitted to the Financial Services Authority no later than 3 (three) working days after they are discovered;
 - The Audit Committee is obliged to ensure that the report on the implementation of the main results of the internal audit, which is signed by the President Director and the Chair of the Audit Committee, is submitted to the Financial Services Authority semi-annually at the latest:
 - July 31 of the current year for the first semester;
 - January 31 of the following year for the second semester.
 - Maintaining the confidentiality of Company documents, data and information. In carrying out its duties and responsibilities, the Audit Committee takes into account the Audit Committee Code of Conduct as follows:
 - Integrity
Audit Committee Members are committed to always being consistent in thoughts, sayings and actions based on conscience and belief in essential truth principles. In performing their duties Audit Committee Members:
 - Shall carry out their duties honestly, diligently and responsibly;
 - Shall be subject to the law and make

- disclosures in accordance with the rules of law and profession;
- Shall practice and encourage others to act in a professional manner;
 - Shall respect and support the established Vision and Mission of BNI;
 - Shall be prohibited from intentionally becoming part of illegal activities, or engaging in acts that undermine the credibility of the Audit Committee; and
 - Shall be prohibited from deliberate misrepresentation or manipulation in carrying out the duties, responsibilities and authorities given.
- Objective and Independent
The Audit Committee Members provides a fair and balanced assessment of all relevant conditions and are not influenced by personal or other parties' interests when expressing their opinions. In performing their duties, Audit Committee Members:
 - Shall pay attention to balance, and place the interests of stakeholders above other interests;
 - Shall disclose all material facts which, if not disclosed, may obscure the result reporting;
 - Shall disclose if there is a relationship that has the potential to affect explicit judgment and cause a conflict of interest;
 - Shall be prohibited from accepting anything that may, or may potentially, affect professional judgement.
 - Competency
Audit Committee Members use their knowledge, expertise, and experience necessary to perform the tasks, responsibilities, and authorities provided. In performing their duties, Audit Committee Member:
 - Shall perform the duties, responsibilities, and authorities given in accordance with their competences;
 - Shall maintain and improve their knowledge and expertise sustainably.
 - Confidentiality
Audit Committee Members shall always keep the confidentiality of information that is secret and confidential to the Bank in accordance with the Bank's policies and prevailing regulations. In performing their duties, Audit Committee Members:
 - Shall be prudent in the use and safeguard information obtained;
 - Shall be prohibited from using information for personal or other purposes unless there is a legal obligation or professional

obligation.

AUDIT COMMITTEE AUTHORITIES

For carrying out its duties, the Audit Committee has the following authorities:

- Access to Company documents, data, and information regarding employees, funds, assets, and necessary Company resources, including access to information regarding all of the Company's activities;
- Communicating directly with employees, including the Board of Directors and those carrying out the functions of internal audit, risk management, and accountants related to the Audit Committee duties and responsibilities;
- Involving independent parties other than members of the Audit Committee as needed to assist in carrying out their duties (if needed); and
- Carrying out other authorities assigned by the Board of Commissioners.

AUDIT COMMITTEE MEMBERS' TERM OF OFFICE

- Audit Committee members' term of office who are members of the Board of Commissioners may not be longer than the Board of Commissioners term of office as stipulated in the Articles of Association and can be re-elected only for the next 1 (one) period;
- If a member of the Board of Commissioner who is the Audit Committee Chairman ceases their term of office before their term of office as a Commissioner of the Company is over, another Independent Commissioner shall replace the Audit Committee Chairman;
- The term of office for Audit Committee members who come from independent parties is a maximum of 3 (three)

will act as the Audit Committee Chairman.

In 2022, the Audit Committee membership composition did not change. So, the Audit Committee membership composition remained the same as last year.

Period January 1, 2022 - December 31, 2022			
Name	Position	Description	Expertise
Asmawi Syam	Chairman	Independent Commissioner	Banking and Finance
Sigit Widyanan	Member	Independent Commissioner	Accounting and Finance
Iman Sugema	Member	Independent Commissioner	Economics and Finance
Human Brillianto	Member	Independent Party	Banking and Finance
Suhendi Muharam	Member	Independent Party	Banking and Technology

In compliance with OJK Regulation No. 55/POJK.04/2015 dated December 23, 2015 concerning the Establishment and Guidelines for the Implementation of Work of the Audit Committee, information concerning the appointment and dismissal of the Audit Committee has been submitted to the Financial Services Authority within a maximum period of 2 (two) working days after the appointment or dismissal, and has been published on the Stock Exchange website and/or the Company's website.

AUDIT COMMITTEE PROFILES

Brief profiles of the BNI Audit Committee Chairman and Members are as follows:

Audit Committee Chairman

Asmawi Syam
Audit Committee Chairman

years and can be extended once for 2 (two) years of service so that the Audit Committee members' tenure from independent parties is a maximum of 5 (five) years, which does not reduce the right of the Board of Commissioners to terminate the members of the committee at any time before the term of its appointment ends.

AUDIT COMMITTEE STRUCTURE, MEMBERSHIP, AND EXPERTISE

The Audit Committee structure is set forth in the Audit Committee Charter set by the Board of Commissioners, as follows:

- The Audit Committee is established by and responsible to the Board of Commissioners;
- The Audit Committee members are appointed and dismissed by the Board of Commissioners;
- The Audit Committee members shall consist of at least:
 - An independent commissioner;
 - One independent party with expertise in finance or accounting; and
 - One independent party with expertise in law or banking.
- Independent Commissioners and independent parties who are members of the Audit Committee make up at least 51% (fifty one percent) of the total members of the Audit Committee;
- The Audit Committee Chairman may only hold the position of Committee Chairman in no more than 1 (one) other committee;
- Audit Committee memberships comprise an Independent Commissioner as Audit Committee Chairman. In the case of more than one Independent Commissioner being members of the Audit Committee, then one of them

The profile of the Audit Committee Chairman Asmawi Syam can be found in the Board of Commissioners' profile section in the Company Profile chapter of this Annual Report.

Audit Committee Members

Sigit Widyawan Audit Committee Member

Audit Committee Member, Sigit Widyawan, profile can be found in the of the Board of Commissioners Profiles in this Annual Report.

Iman Sugema Audit Committee Member

Audit Committee Member, Iman Sugema, profile can be found in the of the Board of Commissioners Profiles in this Annual Report.

Human Brillianto Audit Committee Independent Member

Indonesian citizen, domiciled in Jakarta. Born in 1963, currently 59 years old. Appointed as a member of the BNI Audit Committee since January 2021 based on Board of Commissioners Decree No. KEP/004/DK/2021/ dated January 25, 2021.

Previously served at PT Bank Rakyat Indonesia (BRI) as Branch Manager in several regions (1993-2000), Middle Staff of Retail Business Division (2000-2002), Group Head of General Business Division (2002-2005), Senior Internal Audit Auditor (2005-2009), Group Head of Internal Audit (2009-2018), and finally as Deputy Inspector of BRI Makassar (2018-2019).

Suhendi Muharam Audit Committee Independent Member

Indonesian citizen, domiciled in Jakarta. Born in 1962, currently 60 years old. Obtained a Bachelor's degree (S1) in Industrial Engineering from Institut Teknologi Bandung, and a Master's degree (S2) Master of Management from Universitas Gadjah Mada. Appointed as a member of the BNI Audit Committee in July 2021 based on the Board of Commissioners Decree No. KEP/012/ DK/2021/ dated July 5, 2021.

Previously served at Bank Niaga (Bank CIMB Niaga) for more than 27 years, with14 years in the field of Internal Audit. Positions held included Head of Operations for Bandung Buah Batu Branch, Operational Audit staff, Head of Audit Policy and Administration, Head of Operational Audit Division, Head of Information System Technology Audit Division, Information Security and System Group Head, System Operation and Assurance Group Head, Process Quality Improvement Group Head, Business Process Management Group Head, and was involved in the Operational Merger Project of Bank Niaga – Bank Lippo as Organization and Method Head, and the Core Banking System Replacement Project as Change Management and Training

AUDIT COMMITTEE QUALIFICATIONS, EDUCATION, AND WORK EXPERIENCE

In general, the requirements for membership of the Company's Audit Committee are as follows:

1. Must have high integrity, good character and morals, ability, knowledge, experience in accordance with the field of work, and be able to communicate well;
2. Not a person who worked or had the authority and responsibility to plan, lead, control, or supervise the Company's activities within the last 6 (six) months, except for an Independent Commissioner;
3. Not a internal person of a Public Accounting Firm, Legal Consulting Firm, Public Appraisal Service Office or any other party providing assurance services, non- assurance services, appraisal services and/or other consulting services to the Company within the last 6 (six) months;
4. Must understand financial reports, the company's business, especially those related to the services or business activities of the Company, the audit process, risk management, and laws and regulations in the Capital Market sector as well as other related laws and regulations;
5. Must comply with the Audit Committee code of conduct established by the Company;
6. Willing to continuously improve competencies through education and training;
7. Does not have direct or indirect shares in the Company;
8. In the event that a member of the Audit Committee acquires shares of the Company either directly or indirectly as a result of a legal event, the shares must be transferred to another party within a maximum period of 6 (six) months after the shares were acquired;
9. Has no affiliation with members of the Board of Commissioners, members of the Board of Directors, or the Company's Major Shareholders; and
- 10.Has no business relationship, either directly or indirectly, relating to the Company's business activities.

As of December 31, 2022, the educational qualifications and work experience of the Chairman and Members of the Audit Committee were as follows:

Educational Qualifications and Work Experience of the Audit Committee			
Name	Position	Education	Work Experience
Asmawi Syam	Chairman	Educational history can be found in the Board of Commissioners Composition Diversity Section	Work experience can be found in the Board of Commissioners Composition Diversity Section
Sigit Widyawan	Member	Educational history can be found in the Board of Commissioners Composition Diversity Section	Work experience can be found in the Board of Commissioners Composition Diversity Section
Iman Sugema	Member	Educational history can be found in the Board of Commissioners Composition Diversity Section	Work experience can be found in the Board of Commissioners Composition Diversity Section
Human Brillianto	Member	Master's degree in Management	Deputy Inspector of BRI Makassar, Group Head of Internal Audit, Senior Internal Audit Auditor, Group Head of General Business Division, Middle Staff of Retail Business Division, Branch Manager in several regions at PT Bank Rakyat Indonesia (BRI)
Suhendi Muharam	Member	Master's degree in Management	Head of Operations for Bandung Buah Batu Branch, Operational Audit staff, Head of Audit Policy and Administration, Head of Operational Audit Division, Head of Information System Technology Audit Division, Information Security and System Group Head, System Operation and Assurance Group Head, Process Quality Improvement Group Head, Business Process Management Group Head, and was involved in the Operational Merger Project of Bank Niaga – Bank Lippo as Organization and Method Head, and the Core Banking System Replacement Project as Change Management and Training at Bank Niaga (Bank CIMB Niaga)

AUDIT COMMITTEE INDEPENDENCY

The Audit Committee members' independency is regulated in the BNI Code of Ethics. Audit Committee members provide a fair and balanced assessment of all relevant conditions without being influenced by personal interests or other parties in expressing their opinions.

All Audit Committee members coming from independent parties have no relationship in terms of finance, management, share ownership and/or familial relationships with all members of the Board of Commissioners, the Board of Directors and/or Controlling Shareholders or relationship with the Bank, which may affect their ability to act independently. There are no members of the Audit Committee who haves concurrent positions as other Committee members.

Audit Committee Independency					
Independency Aspect	Asmawi Syam	Sigit Widyawan	Iman Sugema	Human Brillianto	Suhendi Muharam
No financial relationships with the Board of Commissioners and the Board of Directors	√	√	√	√	√
No management relationships in the company, subsidiaries or affiliated companies	√	√	√	√	√
No share ownership relationship in the company	√	√	√	√	√
No familial relationships with the Board of Commissioners, the Board of Directors, and/or fellow members of the Audit Committee	√	√	√	√	√
Not serving on the board of political party or government official	√	√	√	√	√

AUDIT COMMITTEE MEETINGS

1. The Audit Committee must hold a meeting at least once in 1 (one) month;
2. The Audit Committee Meeting may make decisions if attended by at least 51% (fifty one percent) of the total members, including Independent Commissioner and Independent Party;
3. Decisions made in the committee meetings are based on deliberation to reach consensus. In the event that consensus agreement does not occur, decision making shall be carried out by majority votes;

- The meeting is chaired by the Audit Committee Chairman or a member of the Audit Committee from an Independent Commissioner if the Audit Committee Chairman is unable to attend;
- Each Audit Committee meeting must be stated in the minutes of the meeting and signed by all Audit Committee members present. Dissenting opinions that occur in committee meetings must be clearly stated in the minutes of the meeting along with the reasons for such differences;
- Meetings can be held physically or via video conference or other media facilities that allow all Audit Committee Meeting participants to see and hear each other directly and participate in the meeting.

In 2022, the Audit Committee held 41 (forty one) meetings, both internal Committee meetings, joint meetings with related Sector and Divisional Directors, as well as through Board of Commissioners Meetings attended by members of the Audit Committee with the aim that substantive matters be immediately reported to the Board of Commissioners.

The following shows the Audit Committee Meetings frequency and attendance rate:

Attendance at Audit Committee Meetings				
Name	Position	Number of Meetings	Attended	Percentage
Asmawi Syam	Chairman	41	41	100%
Sigit Widyawan	Member	41	41	100%
Iman Sugema	Member	41	41	100%
Human Brillianto	Independent Member	41	41	100%
Suhendi Muharam	Independent Member	41	41	100%

AUDIT COMMITTEE MEETING AGENDA

During 2022, the Audit Committee Meetings dates, agenda and participants were as follows:

Audit Committee Meetings Agenda				
No.	Date of Meeting	Meeting Agenda	Meeting Participants	Invited
1	January 18, 2022	Closing Meeting for Consolidated Financial Statements and Other Reports for Fiscal Year 2021	<ul style="list-style-type: none"> Asmawi Syam Sigit Widyawan Iman Sugema Human Brillianto Suhendi Muharam 	<ul style="list-style-type: none"> Finance Director KAP Tanudiredja Wibisono Rintis & Partners Related Divisions
2	January 28, 2022	Discussion on 2022 Semester II/2021 Audit Principal Results Report for Reporting to OJK, as well as Follow-Up of Internal and External Audit Examinations	<ul style="list-style-type: none"> Asmawi Syam Sigit Widyawan Iman Sugema Human Brillianto Suhendi Muharam 	Internal Audit
3	February 15, 2022	Discussion on Internal Audit Annual Audit Work Plan & Consultation (RAT) for 2022	<ul style="list-style-type: none"> Asmawi Syam Sigit Widyawan Iman Sugema Human Brillianto Suhendi Muharam 	Internal Audit
4	March 8, 2022	Discussion on BNI Quarter IV/2021 Compliance Function, including: <ul style="list-style-type: none"> Realization of Compliance Division Review and Follow Up Anti Fraud Strategy Program Management of Whistleblowing System (WBS) Program Development of Employee Case Settlement 	<ul style="list-style-type: none"> Asmawi Syam Sigit Widyawan Iman Sugema Human Brillianto Suhendi Muharam 	<ul style="list-style-type: none"> Human Capital & Compliance Director Related Divisions
5	March 22, 2022	<ul style="list-style-type: none"> Audit Committee Internal Meeting Discussion on Internal Audit Follow-Up Reports 	<ul style="list-style-type: none"> Asmawi Syam Sigit Widyawan Iman Sugema Human Brillianto Suhendi Muharam 	-

Audit Committee Meetings Agenda				
No.	Date of Meeting	Meeting Agenda	Meeting Participants	Invited
6	March 29, 2022	<ul style="list-style-type: none"> The Audit Committee meeting inviting the Board of Directors Discussion on Internal Audit Follow-Up Reports 	<ul style="list-style-type: none"> Asmawi Syam Sigit Widyawan Iman Sugema Human Brillianto Suhendi Muharam 	<ul style="list-style-type: none"> Human Capital & Compliance Director Service & Network Director SEVP Operations Related Divisions
7	April 5, 2022	<ul style="list-style-type: none"> Audit Committee Internal Meeting Discussion on OJK BNI Audit Review results for the position at September 2021 	<ul style="list-style-type: none"> Asmawi Syam Sigit Widyawan Iman Sugema Human Brillianto Suhendi Muharam 	-
8	April 5, 2022	Discussion on the Realization Review for 2021 Directors and Commissioners Remuneration Package	<ul style="list-style-type: none"> Asmawi Syam Sigit Widyawan Iman Sugema Human Brillianto Suhendi Muharam 	<ul style="list-style-type: none"> Corporate Communication & Secretariat Division
9	April 12, 2022	<ul style="list-style-type: none"> Audit Committee Internal Meeting Discussion on Material Invitation to the Ministry of SOEs regarding Financial Performance, KPI Realization, Bank Health Level, and Compliance with Legislation and Internal Control 	<ul style="list-style-type: none"> Asmawi Syam Sigit Widyawan Iman Sugema Human Brillianto Suhendi Muharam 	-
10	April 12, 2022	<ul style="list-style-type: none"> Audit Committee Internal Meeting Discussion on Case Resolution Follow-up 	<ul style="list-style-type: none"> Asmawi Syam Sigit Widyawan Iman Sugema Human Brillianto Suhendi Muharam 	-
11	April 20, 2022	<ul style="list-style-type: none"> The Audit Committee meeting inviting the Board of Directors Discussion on Case Settlement Follow-up 	<ul style="list-style-type: none"> Asmawi Syam Sigit Widyawan Iman Sugema Human Brillianto Suhendi Muharam 	<ul style="list-style-type: none"> Human Capital & Compliance Director Risk Monitoring Committee Related Divisions
12	April 20, 2022	<ul style="list-style-type: none"> Audit Committee Internal Meeting Discussion on Audit Committee Work Visit Plans to Branches/ Centra/Regions 	<ul style="list-style-type: none"> Asmawi Syam Sigit Widyawan Iman Sugema Human Brillianto Suhendi Muharam 	-
13	April 20, 2022	Discussion on Internal Audit Results Report	<ul style="list-style-type: none"> Asmawi Syam Sigit Widyawan Iman Sugema Human Brillianto Suhendi Muharam 	Internal Audit
14	April 27, 2022	Discussion on RAT Internal Audit Quarter I/2022: <ul style="list-style-type: none"> Main Results of the Audit Follow up on Internal Audit and External Auditor Examination Results 	<ul style="list-style-type: none"> Asmawi Syam Sigit Widyawan Iman Sugema Human Brillianto Suhendi Muharam 	Internal Audit
15	May 10, 2022	Discussion of BNI Quarter I/2022 Compliance Function, including: <ul style="list-style-type: none"> Realization of Compliance Division Review and Follow Up Anti Fraud Strategy Program Management of Whistleblowing System (WBS) Program Development of Employee Case Settlement 	<ul style="list-style-type: none"> Asmawi Syam Sigit Widyawan Iman Sugema Human Brillianto Suhendi Muharam 	<ul style="list-style-type: none"> Human Capital & Compliance Director Related Divisions
16	May 31, 2022	Discussion on Independence Considerations related to Consulting Services	<ul style="list-style-type: none"> Asmawi Syam Sigit Widyawan Iman Sugema Human Brillianto Suhendi Muharam 	<ul style="list-style-type: none"> Human Capital & Compliance Director Related Divisions

Audit Committee Meetings Agenda

No.	Date of Meeting	Meeting Agenda	Meeting Participants	Invited
17	May 31, 2022	<ul style="list-style-type: none">Audit Committee Internal MeetingDiscussion on Audit Committee Work Visit Plans to Branches/Centra/RegionsDiscussion on BNI Financial Performance for April 2022 period	<ul style="list-style-type: none">Asmawi SyamSigit WidyawanIman SugemaHuman BrilliantoSuhendi Muharam	-
18	June 7, 2022	<ul style="list-style-type: none">Audit Committee Internal MeetingContinuation of Discussion on Audit Committee Work Visit Plans to Branches/Centra/RegionsContinuation of Discussion on Financial Performance for April 2022 period	<ul style="list-style-type: none">Asmawi SyamSigit WidyawanIman SugemaHuman BrilliantoSuhendi Muharam	-
19	June 9, 2022	<ul style="list-style-type: none">Audit Committee Internal MeetingTechnical Discussion on Audit Committee Work Visits to Branches/Centra/Regions	<ul style="list-style-type: none">Asmawi SyamSigit WidyawanIman SugemaHuman BrilliantoSuhendi Muharam	-
20	June 17, 2022	<ul style="list-style-type: none">Audit Committee Internal MeetingEvaluation of Batch 1 Audit Committee Work Visits and Batch 2 Audit Committee Work Visit Plans	<ul style="list-style-type: none">Asmawi SyamSigit WidyawanIman SugemaHuman BrilliantoSuhendi Muharam	-
21	July 1, 2022	<ul style="list-style-type: none">Audit Committee Internal MeetingEvaluation of Batch 2 and 3 Audit Committee Work Visits, and Audit Committee Work Visit Plans to BNI Jakarta Regional Offices	<ul style="list-style-type: none">Asmawi SyamSigit WidyawanIman SugemaHuman BrilliantoSuhendi Muharam	-
22	July 4, 2022	Discussion on Problems in Debtor Collateral Auctions	<ul style="list-style-type: none">Asmawi SyamSigit WidyawanIman SugemaHuman BrilliantoSuhendi Muharam	<ul style="list-style-type: none">SEVP Remedial & RecoveryRelated Divisions
23	July 12, 2022	Discussion on RAT Internal Audit Semester I/2022: <ul style="list-style-type: none">Main Results of the AuditFollow up on Internal Audit and External Auditor Examination Results	<ul style="list-style-type: none">Asmawi SyamSigit WidyawanIman SugemaHuman BrilliantoSuhendi Muharam	Internal Audit
24	July 19, 2022	Closing Meeting for Consolidated Financial Statements and Other Reports for Fiscal Year Ending June 30, 2022	<ul style="list-style-type: none">Asmawi SyamSigit WidyawanIman SugemaHuman BrilliantoSuhendi Muharam	<ul style="list-style-type: none">Finance DirectorKAP Tanudiredja Wibisana Rintis & PartnersRelated Divisions
25	July 26, 2022	Discussion on BNI Q II/2022 Compliance Function, including: <ul style="list-style-type: none">Compliance Division Review and Follow Up RealizationAnti Fraud Strategy ProgramManagement of Whistleblowing System (WBS) ProgramDevelopment of Employee Case Settlement	<ul style="list-style-type: none">Asmawi SyamSigit WidyawanIman SugemaHuman BrilliantoSuhendi Muharam	<ul style="list-style-type: none">Human Capital & Compliance DirectorRelated Divisions
26	July 28, 2022	Discussion on Audit Committee Review Results and Input on Plans to Write Off Loans with Limits above Rp100 billion to Rp200 billion	<ul style="list-style-type: none">Asmawi SyamSigit WidyawanIman SugemaHuman BrilliantoSuhendi Muharam	<ul style="list-style-type: none">Risk Management DirectorSEVP Remedial & RecoveryRelated Divisions
27	August 9, 2022	<ul style="list-style-type: none">Audit Committee Internal MeetingDiscussion on Audit Committee Work Visit Results to Branches/Centra/Regions	<ul style="list-style-type: none">Asmawi SyamSigit WidyawanIman SugemaHuman BrilliantoSuhendi Muharam	-

Audit Committee Meetings Agenda

No.	Date of Meeting	Meeting Agenda	Meeting Participants	Invited
28	August 16, 2022	Discussion on write-off and restructuring for Semester I/2022 period	<ul style="list-style-type: none">Asmawi SyamSigit WidyawanIman SugemaHuman BrilliantoSuhendi Muharam	<ul style="list-style-type: none">SEVP Remedial & RecoveryRelated Divisions
29	August 16, 2022	Discussion on Problem Asset Sales Plan	<ul style="list-style-type: none">Asmawi SyamSigit WidyawanIman SugemaHuman BrilliantoSuhendi Muharam	<ul style="list-style-type: none">SEVP Remedial & RecoveryRelated Divisions
30	August 22, 2022	Audit Committee Internal Meeting Continuation of Discussion on Audit Committee Work Visit Results to Branches/Centra/Regions where Fraud occurred	<ul style="list-style-type: none">Asmawi SyamSigit WidyawanIman SugemaHuman BrilliantoSuhendi Muharam	-
31	August 22, 2022	Discussion on IAD Report Follow-Up Progress	<ul style="list-style-type: none">Asmawi SyamSigit WidyawanIman SugemaHuman BrilliantoSuhendi Muharam	Internal Audit
32	September 27, 2022	Kick Off Meeting for BNI Consolidated Financial Statement Audit for Fiscal Year 2022	<ul style="list-style-type: none">Asmawi SyamSigit WidyawanIman SugemaHuman BrilliantoSuhendi Muharam	<ul style="list-style-type: none">Finance DirectorKAP Tanudiredja Wibisana Rintis & PartnersRelated Divisions
33	September 27, 2022	Discussion on Compiling List of Potential Fraud Procedure Violations and Imposition of Sanctions	<ul style="list-style-type: none">Asmawi SyamSigit WidyawanIman SugemaHuman BrilliantoSuhendi Muharam	<ul style="list-style-type: none">Network & Services DirectorHuman Capital & Compliance DirectorRisk Monitoring CommitteeInternal Audit
34	October 11, 2022	Discussion on Anti-Fraud Strategy for QIII 2022 <ul style="list-style-type: none">Implementation of Anti-Fraud StrategyManagement of Whistleblowing System (WBS)Significant Fraud Report to OJK	<ul style="list-style-type: none">Asmawi SyamSigit WidyawanIman SugemaHuman BrilliantoSuhendi Muharam	<ul style="list-style-type: none">Vice President DirectorHuman Capital & Compliance DirectorRelated Divisions
35	October 18, 2022	<ul style="list-style-type: none">Audit Committee Internal MeetingDiscussion on BNI Financial Performance for the September 2022 period	<ul style="list-style-type: none">Asmawi SyamSigit WidyawanIman SugemaHuman BrilliantoSuhendi Muharam	-
36	October 18, 2022	Discussion on RAT Internal Audit QIII/2022 <ul style="list-style-type: none">Main Results of the AuditFollow up on Internal Audit and External Auditor Examination Results	<ul style="list-style-type: none">Asmawi SyamSigit WidyawanIman SugemaHuman BrilliantoSuhendi Muharam	Internal Audit
37	October 25, 2022	Discussion of BNI QIII/2022 Compliance Function, including: <ul style="list-style-type: none">Realization of Compliance Division Review and Follow UpDevelopment of Employee Case Settlement	<ul style="list-style-type: none">Asmawi SyamSigit WidyawanIman SugemaHuman BrilliantoSuhendi Muharam	<ul style="list-style-type: none">Human Capital & Compliance DirectorRelated Divisions
38	November 1, 2022	Discussion on Tax Compliance Service Independence Approval for Overseas Branch Offices (KCLN)	<ul style="list-style-type: none">Asmawi SyamSigit WidyawanIman SugemaHuman BrilliantoSuhendi Muharam	<ul style="list-style-type: none">Finance DirectorCorporate Banking & International Banking Director

Audit Committee Meetings Agenda

No.	Date of Meeting	Meeting Agenda	Meeting Participants	Invited
39	December 6, 2022	<ul style="list-style-type: none">Audit Committee Internal MeetingDiscussion on 2023 Audit Committee Work Plan	<ul style="list-style-type: none">Asmawi SyamSigit WidyanawanIman SugemaHuman BrilliantoSuhendi Muharam	-
40	December 21, 2022	Progress Meeting for BNI Consolidated Financial Report Audit for Fiscal Year 2022	<ul style="list-style-type: none">Asmawi SyamSigit WidyanawanIman SugemaHuman BrilliantoSuhendi Muharam	<ul style="list-style-type: none">Finance DirectorKAP Tanudiredja Wibisana Rintis & PartnersRelated Divisions
41	December 21, 2022	In-Depth IAD Audit Results	<ul style="list-style-type: none">Asmawi SyamSigit WidyanawanIman SugemaHuman BrilliantoSuhendi Muharam	Internal Audit

The Audit Committee also provided input in Committee in Board of Commissioners Committee meetings that invited the Audit Committee. During 2022, the Audit Committee attended 11 (eleven) other Committee meetings.

BRIEF REPORT ON THE AUDIT COMMITTEE'S ACTIVITIES IN 2022

The Audit Committee was established to assist the Board of Commissioners in its supervisory function. For this reason, the Audit Committee's duties and responsibilities are guided by the applicable provisions. The Audit Committee duties and responsibilities and its Code of Ethics have been included in the Audit Committee Charter and Code of Ethics, as stipulated by the Board of Commissioners.

To fulfill the OJK Regulation No. 55/POJK.04/2015 dated December 23, 2015, BNI has posted the Audit Committee Charter and other information required in the OJK Regulation on the Company's website.

During 2022, the Audit Committee carried out the following duties and responsibilities:

1. Reviewing the financial information to be issued by the Company to the public and/or the authorities;
2. Reviewing compliance with laws and regulations related to the Company's activities;
3. Evaluating the effectiveness of the audit/services provided by the Public Accounting Firm (KAP), including reviewing its independence and objectivity;
4. Providing recommendations to the Board of Commissioners on the appointment of Public Accountants and Public Accounting Firm for the fiscal year 2022 audit;
5. Preparing a report on the KA evaluation results on the provision of KAP audit services for fiscal year 2021;

6. Reviewing the audit by the internal and external auditors, and supervising the follow-up actions by the Board of Directors on the auditors' findings.

- a. Reviewing the planning and implementation of the IAD audit and consultation, as well as supervising the follow-up to the IAD audit results.
- b. Reviewing the planning and implementation of the Compliance Division review, as well as supervising the follow-up of the Compliance Division review results.
- c. Reviewing the implementation of the OJK Examination, as well as supervising the follow-up to the OJK examination results.
- d. Reviewing the implementation of the BPK Audit, as well as supervising the follow-up to the BPK audit results.
- e. Reviewing the implementation of the KAP Audit, as well as supervising the follow-up to the of the KAP audit results (Management Letter).
- f. Monitoring the preparation of reports from the Board of Directors and Board of Commissioners on the main points of the audit results.
- g. Monitoring the progress of the settlement of employee cases, and follow up on cases related to fraud.

7. Conducting an assessment of the BNI Internal Control System.
 - a. Evaluating the implementation of the Whistleblowing System (WBS);
 - b. Evaluating the implementation of the Anti Fraud Strategy Program.
8. Reviewing the Company's monthly performance reports;
9. Reviewing the Company's Good Corporate Governance (GCG) implementation;
10. Reviewing the Financial Institution Pension Fund Investment Performance (DPLK);
11. Reviewing the Supervision of Business Realization of Financial Institution Pension Funds (DPLK);
12. Reviewing the Supervision of Governance of Financial Institution Pension Funds (DPLK);

13. Reviewing the 2021 Baseline Proposal and the 2022 Target of Macprudential Inclusive Financing in order to Achieve BNI's Macprudential Inclusive Financing Ratio (RPIM);
14. Reviewing Management's proposals that require the approval of the Board of Commissioners;
15. Conducting Audit Committee Work Visits to Branches/Centra/Regions;
16. Preparing reports related to the Audit Committee duties.
 - a. Audit Committee Report for the Annual Report;
 - b. Report on the realization of the Audit Committee work program.
17. Remedial & Recovery progress review;
18. Reviewing and Input the Audit Committee Write-Off Plans with a Limit of Rp100 billion up to Rp200 billion;
19. Reviewing Frauds that Occurred;
20. Coordinating committees;
21. Carry out dispositions from the Board of Commissioners.

Through Committee meetings held throughout 2021, the Audit Committee also held discussions with related parties regarding the following matters:

Management

The Audit Committee reviews the audited and unaudited financial statements to be published in 2022, to ensure the information content and disclosure is in accordance with accounting standards and prevailing regulations. Evaluations of the audit effectiveness, independence, objectivity, and adequacy of the audit scope by external auditors is also carried out by the Audit Committee through discussions with Management. The Audit Committee also discusses and monitors the follow-up completion of the internal and external audit findings, monitors the follow-up to the settlement of cases that occur in order to encourage the acceleration of settlement as well as the necessary administrative sanction steps.

To improve the quality of the Bank's lending, the Audit Committee through the Board of Commissioners has recommended Management conduct a thorough review of BNI's loan process.

External Auditor

Regarding the audit process of the company's financial statements as of December 31, 2022 carried out by the Public Accounting Firm (KAP), the Audit Committee discussed the audit plan, monitored the audit progress including findings that required adjustments, evaluated internal control including internal control over the Company's financial reporting, as well as the quality of the Company's overall financial reporting.

In the monitoring function of the audit results conducted by external auditors, namely Bank Indonesia (BI), the Financial Services Authority (OJK), the Supreme Audit Agency (BPK), the Financial Transaction Reports and Analysis Center (PPATK), and KAP, the Audit Committee evaluated the follow-up actions taken by the Management

on the audit results of the said external auditor. The review and evaluation of the results of external audits conducted by the Audit Committee until the end of 2022 were as follows:

1. The progress of completing the BI audit results was 96.36%, with 2 (two) commitments pending;
2. The progress of completing the OJK audit results was 98.29%, with of 17 (seventeen) findings pending;
3. The progress of completing the BPK audit was 83.12%, with 118 (one hundred and eighteen) recommendations pending;
4. The progress of completing the Management Letter from KAP Tanudiredja, Wibisana, Rintis & Partners (member of PricewaterhouseCoopers) was 42.85%, with 4 (four) recommendations pending.

The Audit Committee prepared a Report on the Audit Services Evaluation Results for Annual Historical Financial Information for Fiscal Year 2022 by KAP Tanudiredja Wibisana Rintis & Rekan (member of PricewaterhouseCoopers) to comply with OJK Regulation Number 13/POJK.03/2017 dated March 27, 2017 concerning the Use of Public Accountant Services and Public Accounting Firms in Financial Services Activities, the Company reported the Audit Committee Evaluation Results Report to OJK in June 2022.

Internal Audit

The Audit Committee reviews the annual internal audit plan, monitors the inspection results, as well as the follow-up on its completion by the Company's Management. The Audit Committee also held discussions with the Internal Audit (IAD), in an effort to encourage the effectiveness and strengthening of the functions of the IAD.

Based on the IAD's 2022 Annual Work Plan and Budget (RKAT), the realization of the planned activities carried out by IAD were as follows:

No.	Type of Activity	Plan	Realization
1	Delivery Channel Audit	111	112
2	KCLN Audit	5	5
3	Mandatory Audit	12	12
4	Divisions Audit	5	7
5	Subsidiaries Audit	4	4
6	IT Thematics/Activities including IT and Non-IT Applications Audit	73	68
7	Independent Review	6	12
8	Consultation/Review/Surprise	-	14
Total		216	234

The Internal Audit activities carried out realized 108.33% of the plan determined based on the 2022 Annual Work Plan and Budget (RKAT).

From the results of the review and evaluation of the Internal Audit's follow-up up to the end of 2022, the IAD audit follow-up progress reached 99.71%. There were 49 follow-ups still in the process of completion, including 3 pending follow-ups from 2020, 13 pending follow-ups from 2021, and 33 pending follow-ups from 2022.

Based on the results of the review and evaluation of the Whistleblowing System (WBS) reports, during 2022 there were 178 reports submitted through the WBS, consisting of 43 reports outside the scope of the WBS and 135 reports within the scope of the WBS. Of the 135 reports, 54 reports were not proven to be true/insufficient evidence, 53 follow-up reports are still in the process of completion, and 28 reports have been proven. Of the proven reports, there were 4 proven reports related to unethical behavior, 8 proven reports related to fraud, 13 proven reports related to violations of regulations/laws, and 3 proven reports related to conflicts of interest.

To further optimize the functions of IAD, the Audit Committee has recommended implementing Risk Based Audits as the audit method and approach used by IAD in conducting audits.

Compliance Director

Based on the results of the Audit Committee's review of the Compliance Report on Banking provisions and other relevant legislation, the results are submitted in the form of a Compliance Director's Duties Implementation Report. During 2022, the Company routinely submitted these reports to OJK in accordance with OJK Regulation No. 46/POJK.03/2017 concerning Implementation of Compliance Function for Commercial Banks. In addition to this, the Audit Committee also conducted reviews and discussions on the Compliance Division work plan, employee case processes, implementation of the Whistleblowing System (WBS), and the implementation of the Anti-Fraud Strategy Program.

In this case, the work plan from the Compliance Division is carried out to encourage the effectiveness of the synergy between the Compliance Division and Internal Audit in carrying out the supervisory function, especially the Company's compliance with applicable regulations.

The results of the examination and evaluation of the process of resolving employee cases in 2022 showed there were 158 (one hundred and fifty eight) cases. Consisting of 122 (one hundred and twenty two) cases that were processed, with 36 (thirty six) cases still in the process of being resolved.

For cases processed, employees who were proven to have committed violations and/or fraud, were followed up by imposing administrative sanctions in the form of:

- Termination of Employment (PHK) for 84 (eighty four) employees;
- Demotion for 23 (twenty three) employees;
- Letter of Reprimand (STK) for 49 (forty nine) employees;
- Letters of Reprimand (STE) for 118 (one hundred and eighteen) employees; and
- Guidance Letters (SP) for 94 (ninety four) employees.

The Anti-Fraud Strategy for semester II of 2022 was reported to the OJK in January 2023, and the Anti-Fraud Strategy for semester I 2022 was reported to the OJK in July 2022. In 2022 the number of internal frauds that occurred was 81 incidents (3 being significant fraud that was reported incidentally to the OJK), while the number of external outlet frauds was 20 incidents.

Board of Commissioners

The Audit Committee Duties and responsibilities, as well as recommendations, have been periodically reported to the Board of Commissioners, as follows:

1. Review of the proposed KAP appointment and the Audit Committee recommendations to the Board of Commissioners to appoint KAP Tanudiredja, Wibisana, Rintis & Rekan (member of PricewaterhouseCoopers) to audit the BNI Consolidated Financial Statements ending December 31, 2022, and review of the effectiveness of the Public Accounting Firm Audit Services including aspects of independence and objectivity;
2. Review of the Bank's Published Financial Statements;
3. Review of the effectiveness of the Internal Audit function related to the RKAT, audit findings and recommendations including compliance with Internal Control, risk management processes and implementation of corporate governance (GCG);
4. Review of the follow-up effectiveness on the completion of the findings of the Internal Auditors and External Auditors (OJK, BPK, PPATK);
5. Review of the monthly performance report of the Company, the proposed revision of the RBB for the Year 2022-2024, and the proposed RBB for the year 2023-2025 submitted by the Management;
6. Review and providing input on plans to write off loans with a limit of Rp100 billion to Rp200 billion;
7. Review of the Management's proposals requiring the approval of the Board of Commissioners;

8. Prepared the main points of the Audit Committee advice and opinions based on the Audit Committee Meeting results, and recommended to the Board of Commissioners to submit the main points of Audit Committee advice and opinions to the Management for follow-up.

AUDIT COMMITTEE COMPETENCY DEVELOPMENT

In create superior and competitive HC, the Bank organizes competency development programs to support the implementation of supervisory and management duties, especially when providing input to the Board of Commissioners. Information on the Audit Committee competency development activities that they participated in throughout 2022 can be found in the Company Profile chapter in this annual report.

NOMINATION AND REMUNERATION COMMITTEE

The Nomination and Remuneration Committee assists the Board of Commissioners regarding the nomination and remuneration policies at the Board of Commissioners, Board of Directors, Board of Commissioners Committee members' levels, and all Bank employees based on applicable regulations.

BASIS FOR ESTABLISHMENT OF THE NOMINATION AND REMUNERATION COMMITTEE

BNI's Nomination and Remuneration Committee was established in 2002 based on the Board of Commissioners Decree No. Kep/01/DK/2002 dated December 2, 2002 concerning the Establishment of the Nomination and Remuneration Committee. The Nomination and Remuneration Committee was established by the Board of Commissioners and carries out their duties according to the following regulations:

1. OJK Regulation No. 34/POJK.04/2014 dated December 8, 2014 concerning the Nomination and Remuneration Committee of Issuers or Public Companies;
2. OJK Regulation No. 45/POJK.03/2015 dated December 23, 2015 concerning the Implementation of Remuneration Corporate Governance in Commercial Banks;
3. OJK Circular Letter No. 40/ SEOJK.03/2016 dated September 26, 2016 concerning the Implementation of Remuneration Corporate Governance in Commercial Banks;
4. OJK Regulation No. 55/POJK.03/2016 dated December 7, 2016 concerning the Implementation of Corporate Governance in Commercial Banks;
5. OJK Circular Letter No. 13/SEOJK.03/2017 dated March 17, 2017 concerning the Implementation of Corporate Governance in Commercial Banks;
6. Minister of SOEs Regulation No. PER-12/MBU/2012 dated August 24, 2012 concerning Supporting Organs for the Board of Commissioners/Supervisory Board of SOEs as amended several times by:

- a. Minister of SOEs Regulation No. PER-06/MBU/04/2021 dated April 13, 2021 concerning amendment to the Minister of SOEs Regulation No. PER-12/MBU/2012 Supporting Organs for the Board of Commissioners/Supervisory Board of SOEs.
- b. Minister of SOEs Regulation No. PER-14/MBU/10/2021 dated October 29, 2021 concerning the Second Amendment to the Minister of SOEs Regulation No. PER-12/MBU/2012 concerning Supporting Organs for the Board of Commissioners/Supervisory Board of SOEs.

NOMINATION AND REMUNERATION COMMITTEE CHARTER

The Nomination and Remuneration Committee has a Committee Charter that is continuously refined and updated in accordance with the development of prevailing laws and regulations and current conditions. The latest update/improvement of the Nomination and Remuneration Committee Charter was carried out in 2022 as stipulated in the PT Bank Negara Indonesia (Persero) Tbk Board of Commissioners Decree No. KEP/006/DK/2022 dated June 2, 2022 concerning the Nomination and Remuneration Committee Charter.

The Nomination and Remuneration Committee Charter contains:

1. Legal Basis;
2. Nomination and Remuneration Organizational structure and Committee membership;
3. Remuneration and Nomination Committee Membership requirements;
4. Remuneration and Nomination Committee responsibilities;
5. Remuneration and Nomination Committee duties;
6. Remuneration and Nomination Committee authorities, rights and obligations;
7. Remuneration and Nomination Committee Meetings;
8. Remuneration and Nomination Committee members Term of Office.

NOMINATION AND REMUNERATION COMMITTEE STRUCTURE, MEMBERSHIP AND EXPERTISE

The Nomination and Remuneration Committee structure and membership is set forth in the Nomination and Remuneration Committee Charter as follows:

1. The Nomination and Remuneration Committee is established by the Board of Commissioners. The Board of Commissioners may establish a separate Nomination and Remuneration Committee;
2. The Nomination and Remuneration Committee shall act in an independent and responsible manner reporting directly to the Board of Commissioners;
3. Appointment of Nomination and Remuneration Committee members for the Board of Directors is based on a Board of Commissioners' Meeting Decision;
4. The Nomination and Remuneration Committee consists of at least three (3) members, namely 1 (one) Independent Commissioner serving as Chairman,

1 (one) Commissioner and 1 (one) company executive officer in charge of human resources, or those who occupy managerial positions below the Board of Directors in charge of human resources at BNI;

5. Nomination and Remuneration Committee Members, other than those mentioned in point 4 above may come from other Board of Commissioners members and those from outside BNI;

6. In the event that the membership of the Nomination and Remuneration Committee is more than 3 (three) persons, committee members who are Independent Commissioners shall be at least 2 (two) persons;

7. Other Nomination Committee members as referred to in point 5 cannot come from managerial parties under the Board of Directors in charge of human resources;

8. The Nomination and Remuneration Committee Chairman will be an Independent Commissioner at BNI;

9. The Nomination and Remuneration Committee Chairman shall not concurrently serve as chairman in more than 1 (one) other committee, and may only concurrently serve as Committee Chairman in at most 1 (one) other committee in BNI;

10. Nomination and Remuneration Committee Members shall not be allowed from the Board of Directors, either in BNI or other Banks;

11. If deemed necessary, the Committee may appoint a Secretary to the Committee with the assignment, rights, powers and responsibilities established by the Chairman of the Committee.

In 2022, the membership composition of the Nomination and Remuneration Committee changed as follows:

Period January 1-April 18, 2022				
No.	Name	Position	Description	Expertise
1	Agus Dermawan Wintarto Martowardojo	Chairman	President Commissioner/Independent Commissioner	Economics
2	Pradjoto	Member	Vice President Commissioner/Independent Commissioner	• Law • Economics
3	Sigit Widyawan	Member	Independent Commissioner	• Ekonomi Akuntansi • Keuangan
4	Askolani	Member	Commissioner	Economics
5	Ratih Nurdianti	Member	Commissioner	Law
6	Asmawi Syam	Member	Independent Commissioner	Economics
7	Susyanto	Member	Commissioner	Law
8	Iman Sugema	Member	Independent Commissioner	• Agribusiness • Economics
9	Septian Hario Seto	Member	Independent Commissioner	• Accountancy • Finance
10	Erwin Rijanto Slame	Member	Independent Commissioner	Economics
11	Efita Praharani ¹⁾	Member	Head of Human Capital Management Division	• Psychology • Administrative Science
12	Danni Tri Suryani	Member	Independent Party	• Economics • HR Management

Note:
¹⁾ Ceased serving as a member of the KNR as of April 18, 2022

Period April 18-August 31, 2022				
No.	Name	Position	Description	Expertise
1	Agus Dermawan Wintarto Martowardojo	Chairman	President Commissioner/Independent Commissioner	Economics
2	Pradjoto	Member	Vice President Commissioner/Independent Commissioner	• Law • Economics
3	Sigit Widyawan	Member	Independent Commissioner	• Economic accounting • Finance
4	Askolani	Member	Commissioner	Economics
5	Ratih Nurdianti ¹⁾	Member	Commissioner	Law
6	Asmawi Syam	Member	Independent Commissioner	Economics

Period April 18-August 31, 2022				
No.	Name	Position	Description	Expertise
7	Susyanto	Member	Commissioner	Law
8	Iman Sugema	Member	Independent Commissioner	• Agribusiness • Economics
9	Septian Hario Seto	Member	Independent Commissioner	• Accountancy • Finance
10	Erwin Rijanto Slame	Member	Independent Commissioner	Economics
11	Dandy Perwandi Sjamsudin ²⁾	Member	Head of Human Capital Management Division	Economics
12	Danni Tri Suryani	Member	Independent Party	• Economics • HR Management

Note:
¹⁾ Ceased serving as a member of the KNR as of August 31, 2022
²⁾ Appointed as a member of the KNR on April 18, 2022

Period August 31 - December 31, 2022				
No.	Name	Position	Description	Expertise
1	Agus Dermawan Wintarto Martowardojo	Chairman	President Commissioner/Independent Commissioner	Economics
2	Pradjoto	Member	Vice President Commissioner/Independent Commissioner	• Law • Economics
3	Sigit Widyawan	Member	Independent Commissioner	• Economic accounting • Finance
4	Askolani	Member	Commissioner	Economics
5	Asmawi Syam	Member	Independent Commissioner	Law
6	Susyanto	Member	Commissioner	Economics
7	Iman Sugema	Member	Independent Commissioner	Law
8	Septian Hario Seto	Member	Independent Commissioner	• Agribusiness • Economics
9	Erwin Rijanto Slame	Member	Independent Commissioner	• Accountancy • Finance
10	Fadlansyah Lubis ¹⁾	Member	Commissioner	Economics
11	Dandy Perwandi Sjamsudin	Member	Head of Human Capital Management Division	Economics
12	Danni Tri Suryani	Member	Independent Party	• Economics • HR Management

Note:
¹⁾ Appointed at the Extraordinary GMS on August 31, 2022 as Commissioner of BNI, obtained approval from OJK on December 23, 2022, and appointed as a member of the KNR on December 29, 2022.

NOMINATION AND REMUNERATION COMMITTEE PROFILES

Profiles for the Chairman and Members of the BNI Nomination and Remuneration Committee as follows:

Nomination and Remuneration Committee Chairman

Agus Dermawan Wintarto Martowardojo Nomination and Remuneration Committee Chairman

Profile can be found in the Board of Commissioners Profiles

Nomination and Remuneration Committee Members

Pradjoto
Nomination and Remuneration Committee Member

Profile can be found in the Board of Commissioners Profiles

Sigit Widyawan
Nomination and Remuneration Committee Member

Profile can be found in the Board of Commissioners Profiles

Askolani
Nomination and Remuneration Committee Member

Profile can be found in the Board of Commissioners Profiles

Asmawi Syam
Nomination and Remuneration Committee Member

Profile can be found in the Board of Commissioners Profiles

Susyanto
Nomination and Remuneration Committee Member

Profile can be found in the Board of Commissioners Profiles

Iman Sugema
Nomination and Remuneration Committee Member

Profile can be found in the Board of Commissioners Profiles

Septian Hario Seto
Nomination and Remuneration Committee Member

Profile can be found in the Board of Commissioners Profiles

Erwin Rijanto Slamet
Nomination and Remuneration Committee Member

Profile can be found in the Board of Commissioners Profiles

Fadlansyah Lubis¹⁾
Nomination and Remuneration Committee Member

Profile can be found in the Board of Commissioners Profiles

Dandy Perwandi Sjamsudin²⁾
Nomination and Remuneration Committee Member

Indonesian citizen, domiciled in Jakarta, born in 1971. Currently 51 years old. Appointed as Member of the Company's Nomination and Remuneration Committee on April 18, 2022 based on Decree No. KEP/004/DK/2022 dated April 18, 2022.

Holds a Bachelor's degree (S1) in Engineering from Universitas Padjadjaran and an MBA from the University of Monash.

Previously served as Head of the Asset Management & Procurement Division at PT Bank Negara Indonesia (Persero), Tbk (2017-2019), Head of the Manado Regional Office (2019-2020), and Head of the Jakarta Kemayoran Regional Office (2020-2021). Currently serves as Head of the Human Capital Strategy Division at PT Bank Negara Indonesia (Persero), Tbk (October 2021-present).

Danni Tri Suryani
Nomination and Remuneration Committee Independent Member

Indonesian citizen, domiciled in Jakarta. Born in 1966. Currently 56 years old. Appointed as Member of the Company's Nomination and Remuneration Committee in September 2018 based on the Board of Commissioners Resolution No. KEP/032/DK/2020 dated August 10, 2020.

Holds a Bachelor's Degree in Economics Management from Universitas Indonesia, and a Master of Science in Human Resources Development from the University of Stirling, Scotland, UK.

Served as Learning and Knowledge Management Group Head at PT Bank Niaga (Persero) Tbk (2006-2009), Executive Vice President of Human Capital at Bank Mutiara/J Trust (2014-2015), Human Capital Director at Sucorinvest Securities company (2015 -2016), Head of Human Capital and Corporate Secretary of Mandiri Manajemen Investasi (2017-2020) and Human Capital Advisor in several financial companies, both banking and non-banking.

Note:
¹⁾ Appointed at the Extraordinary GMS on August 31, 2022 as Commissioner of BNI, and obtained approval from OJK on December 23, 2022, received assignment as member of KNR on December 29, 2022.
²⁾ Served as a member of the KNR since April 18, 2022

NOMINATION AND REMUNERATION COMMITTEE EDUCATION QUALIFICATIONS AND WORK EXPERIENCE

Requirements for members of the Nomination and Remuneration Committee, include:

- Members of the Nomination and Remuneration Committee must have the following requirements:
 - High integrity, ability, knowledge and adequate work experience in the Nomination and Remuneration Committee's duties, as well as have an understanding of banking;
 - Has no personal interests/relationships that may have a negative impact and conflict of interest on the Company;
 - Can provide sufficient time to complete the duties;
 - Is able to work with others and communicate well and effectively.
- In addition to the requirements as stated in point 1 above, members of the Nomination and Remuneration Committee from an Independent Party must meet the following requirements:
 - Has no affiliated or financial relationship, management relationship, ownership relationship and/or familial relationship with members of the Board of Commissioners, members of the Board of Directors and/or Series A Dwiwarna Shareholders or any relationship with BNI that may affect their ability to act independently. The meaning of Independent Party in this charter is guided by the provisions governing the Independent Parties of committees under the Board of Commissioners in the prevailing laws and regulations, in particular the OJK Circular that regulates the Implementation of Governance for Commercial Banks and the OJK Regulations governing the Nomination and Remuneration Committee of Issuers or Public Companies;
 - Has experience related to nominations and/or remuneration;
 - Is not an employee of BNI;
 - Does not have any concurrent position as:
 - Member a the Board of Commissioners/Supervisory Board in State-Owned Enterprises (BUMN)/other companies;
 - Secretary/staff Secretary to the Board of Commissioners/Supervisory Board in BUMN/other companies;
 - Other committee member in the Company.
 - The executive officer in charge of human resources must have knowledge of the remuneration and/or nomination system as well as the Bank's succession plan;
 - BNI must examine the correctness of all documents or data supporting the fulfillment of Independent Party requirements, including a personal statement regarding the integrity of the Independent Party.

As of December 31, 2022, the educational qualifications and work experience of the Nomination and Remuneration Committee Chairman and Members were as follows:

Nomination And Remuneration Committee Education Qualifications And Work Experience as of December 31, 2022			
Name	Position	Education	Work Experience
Agus Dermawan Wintarto Martowardjo	Committee Chairman/ President Commissioner/ Independent Commissioner	Educational history can be found in the Board of Commissioners Composition Diversity Section	Work experience can be found in the Board of Commissioners Composition Diversity Section
Pradjoto	Committee Member/Vice President Commissioner/ Independent Commissioner	Educational history can be found in the Board of Commissioners Composition Diversity Section	Work experience can be found in the Board of Commissioners Composition Diversity Section

Nomination And Remuneration Committee Education Qualifications And Work Experience as of December 31, 2022

Name	Position	Education	Work Experience
Sigit Widyawan	Committee Member/ Commissioner	Educational history can be found in the Board of Commissioners Composition Diversity Section	Work experience can be found in the Board of Commissioners Composition Diversity Section
Askolani	Committee Member/ Commissioner	Educational history can be found in the Board of Commissioners Composition Diversity Section	Work experience can be found in the Board of Commissioners Composition Diversity Section
Asmawi Syam	Committee Member/ Commissioner	Educational history can be found in the Board of Commissioners Composition Diversity Section	Work experience can be found in the Board of Commissioners Composition Diversity Section
Susyanto	Committee Member/ Commissioner	Educational history can be found in the Board of Commissioners Composition Diversity Section	Work experience can be found in the Board of Commissioners Composition Diversity Section
Iman Sugema	Committee Member/ Independent Commissioner	Educational history can be found in the Board of Commissioners Composition Diversity Section	Work experience can be found in the Board of Commissioners Composition Diversity Section
Septian Hario Seto	Committee Member/ Independent Commissioner	Educational history can be found in the Board of Commissioners Composition Diversity Section	Work experience can be found in the Board of Commissioners Composition Diversity Section
Erwin Rijanto Slamet	Committee Member/ Independent	Educational history can be found in the Board of Commissioners Composition Diversity Section	Work experience can be found in the Board of Commissioners Composition Diversity Section
Fadlansyah Lubis ¹⁾	Committee Member/ Commissioner	Educational history can be found in the Board of Commissioners Composition Diversity Section	Work experience can be found in the Board of Commissioners Composition Diversity Section
Danni Tri Suryani	Independent Party	<ul style="list-style-type: none"> Bachelor's degree in Economics Management Master of Science degree in Human Resources 	<ul style="list-style-type: none"> Learning and Knowledge Management Group Head at PT Bank Niaga (Persero) Tbk Executive Vice President of Human Capital at Bank Mutiara/J Trust Human Capital Director at Sekuritas Sucorinvest Head of Human Capital and Corporate Secretary at Mandiri Manajemen Investasi Human Capital Advisor at several financial companies, both banking and non-banking
Dandy Perwandi Sjamsudin ²⁾	Committee Member/Head of Human Capital Strategy Division	<ul style="list-style-type: none"> Bachelor's degree in Engineering MBA at Monash University 	<ul style="list-style-type: none"> Head of Asset Management & Procurement Division at PT Bank Niaga (Persero) Tbk Head of Manado Regional Office Head of the Jakarta Kemayoran Regional Office Head of the Human Capital Strategy Division at PT Bank Negara Indonesia (Persero), Tbk

Note:

¹⁾ Appointed at the Extraordinary GMS on August 31, 2022 as Commissioner of BNI, and obtained approval from OJK on December 23, 2022, received assignment as member of KNR on December 29, 2022.

²⁾ Served as a member of the KNR since April 18, 2022

NOMINATION AND REMUNERATION COMMITTEE MEMBERS' TERM OF OFFICE

- The term of office for Nomination and Remuneration Committee members who are Board of Commissioners members is equal to the period of their appointment as a Commissioner as determined by the General Meeting of Shareholders;
- Nomination and Remuneration Committee Members who are Board of Commissioners member shall cease if the term of office as a member of the Board of Commissioners ends;
- If a Board of Commissioners member appointed as a member of the Nomination and Remuneration Committee resigns from their position as a Board of Commissioners member before their term of office is completed, then they said Committee member may be replaced by another member of the Board of Commissioners;
- If a member of the Board of Commissioners serving as the Nomination and Remuneration Committee Chairman resigns from their position as a member of the Board of Commissioners, the Nomination and Remuneration Committee Chairman shall be replaced by another member from the Independent Board of Commissioners within 30 (thirty) days at the latest;
- Are placement of Nomination and Remuneration Committee member who is not from the Board of Commissioners shall take place no later than 60 (sixty) days after the Nomination and Remuneration Committee member ceases performing their functions; and
- The term of office for Nomination and Remuneration Committee independent party members is 3 (three) years and this can be extended once for 2 (two) years, so the accumulation tenure in the company is for a maximum of 5 (five) years, but not prejudicing the rights of the Board of Commissioners to discharge any member of the Committee at any time.

NOMINATION AND REMUNERATION COMMITTEE INDEPENDENCY

Nomination and Remuneration Committee members shall provide fair and balanced assessments on all relevant conditions and shall not be influenced by personal or any other parties interests when conveying their opinions.

Nomination and Remuneration Committee Independency					
Name	No financial relationships with the Board of Commissioners and the Board of Directors	No management relationships in BNI, subsidiaries or affiliated companies	No share ownership relationship in BNI	No familial relationships with the Board of Commissioners, the Board of Directors, and/or fellow members of the Nomination and Remuneration Committee	Not serving on the board of political party or government official
Agus Dermawan Wintarto Martowardojo	√	√	√	√	√
Pradjoto	√	√	√	√	√
Sigit Widyawan	√	√	√	√	√
Askolani	√	√	√	√	√
Asmawi Syam	√	√	√	√	√
Susyanto	√	√	√	√	√
Iman Sugema	√	√	√	√	√
Septian Hario Seto	√	√	√	√	√
Erwin Rijanto Slamet	√	√	√	√	√
Fadlansyah Lubis ¹⁾	√	√	√	√	√
Danni Tri Suryani	√	√	√	√	√
Dandy Perwandi Sjamsudin ²⁾	√	√	√	√	√

Note:

¹⁾ Appointed at the Extraordinary GMS on August 31, 2022 as Commissioner of BNI, and obtained approval from OJK on December 23, 2022, received assignment as member of KNR on December 29, 2022

²⁾ Served as a member of the KNR since April 18, 2022

NOMINATION AND REMUNERATION COMMITTEE DUTIES AND RESPONSIBILITIES

To evaluate and compile and provide recommendations to the Board of Commissioners regarding nomination and remuneration systems/policies for Commissioners, Directors, executive officers and employees as a whole, including in this case reviewing and evaluating the company's talent management systems and policies, as well as evaluating the organization development proposed by the Board of Directors.

1. Related to nomination:
 - a. Provides recommendations to the Board of Commissioners on:
 - i) Membership Composition for the Board of Directors and/or members of the Board of Commissioners;
 - ii) Policies and criteria required in the Nomination process; and
 - iii) Performance evaluation policies for Members of the Board of Directors and/or members of the Board of Commissioners.
 - b. Assists the Board of Commissioners to assess the Board of Directors and/or Board of Commissioners members performance based on benchmarks that had been developed as an evaluation;
 - c. Provides recommendations to the Board of Commissioners regarding the capacity building program for Board of Directors and/or Board of Commissioners members;
 - d. Provides proposals/recommendations for candidates who qualify as Board of Directors and/or Board of Commissioners members to the Board of Commissioners to be submitted to the General Meeting of Shareholders;
 - e. Develops and provides recommendations to the Board of Commissioners regarding the systems and procedures for replacement of Board of Commissioners and/or Board of Directors members to the Board of Commissioners to be submitted to the General Meeting of Shareholders;
 - f. Prepares and provides recommendations to the Board of Commissioners regarding the process of managing and implementing talent development for the executives of State Owned Enterprises (Directors and one level below the Board of Directors);
 - g. Provides recommendations to the Board of Commissioners on Independent parties who will become members of the Audit Committee and the Risk Monitoring Committee.

2. Related to remuneration
 - a. Evaluates remuneration system/policy based on performance, risk, fairness against peer groups, target, and long term Bank strategy, fulfillment of reserves as regulated in rules and regulations and future potential of Bank earnings.
 - b. Develops and provides recommendations to the Board of Commissioners regarding:
 - i) Remuneration structure;
 - ii) Remuneration policy; and
 - iii) Amount of remuneration.
 - iv) Structure, policy and amount of remuneration for the Board of Commissioners and the Board of Directors mentioned above to be evaluated by the Nomination and Remuneration Committee at least once a year.
 - c. Deliver evaluation results and provide recommendations to the Board of Commissioners on:
 - i) Remuneration policy for the Board of Directors and the Board of Commissioners to be submitted to the General Meeting of Shareholders;
 - ii) Remuneration policy for executive officers and employees overall to be submitted to the Board of Directors.
 - d. Ensure the remuneration policy is in accordance with prevailing regulations.
 - e. Conduct regular evaluations of the Implementation of remuneration policies.
 - f. Assist the Board of Commissioners in conducting performance appraisals in accordance with the remuneration received by each of the Board of Directors and/or the Board of Commissioners members.
3. Related to Talent Management
 - a. Evaluate the Talent Classification systems and procedures carried out by the Board of Directors;
 - b. Conduct regular reviews of the Company's Talent Management System and monitor and evaluate its implementation;
 - c. Validate and calibrate the Talent proposed by the Board of Directors to the Board of Commissioners/Supervisory Board (Selected Talent), to produce a list of Talent to be nominated by the Board of Commissioners/Supervisory Board to the GMS/Minister (Nominated Talent).

4. Carry out other duties assigned by the Board of Commissioners related to the nomination and remuneration functions.
5. The procedure for carrying out the Nomination and Remuneration Committee duties and functions is carried out in accordance with the OJK Regulations that regulates the Nomination and Remuneration Committee for Commercial Banks, the OJK Regulations that regulates the Nomination and Remuneration Committee of Issuers or Public Companies and the OJK Regulations that regulates the implementation of corporate governance. management in the provision of remuneration for commercial banks.

NOMINATION AND REMUNERATION COMMITTEE AUTHORITIES, RIGHTS, AND OBLIGATIONS

1. Based on a written assignment from the Board of Commissioners, Nomination and Remuneration Committee may access the records or information about employees, funds, assets, and other resources owned by the company relating to the performance of its duties. The Committee shall report in writing the results of the assignment to the Board of Commissioners;
2. To carry out its duties, the Nomination and Remuneration Committee shall cooperate with the Human Capital Division and other relevant Divisions;
3. The Nomination and Remuneration Committee, with the approval of the Board of Commissioners, reserves the right to appoint a third party (person or entity) to assist their duties;
4. The Nomination and Remuneration Committee Members shall perform their duties properly and maintain the confidentiality of all documents, data and company information from both internal and external parties and use them only for the benefit of the Committee's duties;
5. The Nomination and Remuneration Committee, related to the remuneration policy, shall take into account at least:
 - a. Financial performance and fulfillment of reserves as regulated in applicable legislation;
 - b. Individual work performance;
 - c. Appropriateness with peer groups; and
 - d. Consideration of the Bank's long-term targets and strategies.
6. Before the end of the current fiscal year, the Nomination and Remuneration Committee shall prepare and submit work plan and annual budget to the Board of Commissioners to be set, with a copy delivered by the Board of Commissioners to the Board of Directors. The implementation of Nomination and Remuneration Committee work plan and annual budget will be reported to the Board of Commissioners;

7. The Nomination and Remuneration Committee shall prepare and submit reports on their tasks, responsibilities and procedures to the Board of Commissioners.

NOMINATION AND REMUNERATION COMMITTEE MEETINGS

1. Nomination and Remuneration Committee meetings shall be held in accordance with the needs of the Company, at least four (4) times a year;
2. Nomination and Remuneration Committee meetings may only be held if attended by a majority of members, with the majority there being the Chairman and 1 (one) Executive Officer in charge of Human Resources, or the party occupying a managerial position under the Board of Directors in charge of Human Capital;
3. The meetings shall be chaired by the Chairman, and if they are unable to attend the meeting, it shall be chaired by a senior committee member appointed/agreed upon in the meeting;
4. Decision making in the meetings shall be conducted based on consensus agreement. In the absence of consensus, decisions shall be made on the basis of a majority vote with the principle of 1 (one) person 1 (one) vote;
5. If the result of voting is a tie, then the decision shall be made on the basis of a majority vote with the principle of 1 (one) person 1 (one) vote, excluding the votes from the Executive Officer of Human Capital, or the party occupying a managerial position under the Board of Directors in charge of Human Capital;
6. The results of meetings will be recorded in the meeting minutes and signed by all members of the Committee and properly documented;
7. Any dissenting opinions that occurred in the meeting shall be clearly detailed in the meeting minutes;
8. The meeting minutes, as referred to in item 6 above, shall be submitted in writing by the Nomination and Remuneration Committee to the Board of Commissioners;
9. Members attendance at meetings will be reported in a quarterly report and the annual report of the Nomination and Remuneration Committee.

NOMINATION AND REMUNERATION COMMITTEE MEETINGS AGENDA

In 2022, the Nomination and Remuneration Committee Meeting dates, agenda and participants were as follows:

Nomination and Remuneration Committee Meeting Agenda			
No.	Date of Meeting	Meeting Agenda	Meeting Participants
1	February 3, 2022	Agenda 1 KNR meeting with the Director of Finance A. (i) Policies, systems and procedures for managing the Board of Directors performance (ii) Board of Directors Collegial and individual performance achievements in 2021 (iii) Establishment of collegial and individual Directors KPI targets for 2022 B. Discussion on Appointment of BNI Modal Ventura (PMV) Company Management	<ul style="list-style-type: none">Agus DermawanWintartoMartowardojoPradjotoSigit WidyawanAsmawi SyamErwin Rijanto SlametAskolaniRatih Nudiaty¹⁾SusyantoEfita Praharani²⁾Danni Tri Suryani
		Agenda 2 KNR meeting with the Director of Human Capital and Compliance A. (i) Policies, systems and procedures for the Nomination/replacement of Directors and/or Board of Commissioners (ii) Company Talent Management Policies, Systems and Procedures (iii) Proposed capacity building program for members of the Board of Directors and/or Board of Commissioners in 2022 (iv) Implementation of capacity building programs for members of the Board of Directors and/or Board of Commissioners for 2021 B. Discussion on Appointment of BOC and BOD Remuneration Independent Consultants	
		Interview with 2022 PT Bank Negara Indonesia (Persero) Tbk Selected Talent	<ul style="list-style-type: none">Agus DermawanWintartoMartowardojoPradjotoSigit WidyawanAsmawi SyamSeptian Hario SetoIman SugemaErwin Rijanto SlametAskolaniRatih Nudiaty¹⁾SusyantoDanni Tri Suryani
		Board of Directors Performance and Competency Evaluation	<ul style="list-style-type: none">Agus DermawanWintartoMartowardojoPradjotoSigit WidyawanAsmawi SyamSeptian Hario SetoIman SugemaErwin Rijanto SlametAskolaniRatih Nudiaty¹⁾SusyantoDanni Tri Suryani
4	February 24, 2022	1. Review of 2022 BOD and BOC Remuneration by Independent Consultant Willis Towers Watson 2. Update on applicable policies/regulations, system and amount of BOD and BOC remuneration and benefits 3. Board of Commissioners KPI Achievement Report for 2021	<ul style="list-style-type: none">Agus DermawanWintartoMartowardojoPradjotoSigit WidyawanAsmawi SyamSeptian Hario SetoIman SugemaErwin Rijanto SlametAskolaniRatih Nudiaty¹⁾SusyantoDanni Tri Suryani

Nomination and Remuneration Committee Meeting Agenda

No.	Date of Meeting	Meeting Agenda	Meeting Participants
5	April 14, 2022	1. (i) Review of BNI Employee Remuneration based on the WTW survey results, and strategies and plans for future improvements; (ii) Review of Human Capital Policy and its problems, as well as the compliance plans policy 2. Interview with Prospective Management of PT BNI Modal Ventura Letter of Discussion DIR/062/R dated April 12, 2022 concerning Proposed Changes to KNR Members representing HCT Executives	<ul style="list-style-type: none">Agus DermawanWintartoMartowardojoSigit WidyawanAsmawi SyamSeptian Hario SetoIman SugemaErwin Rijanto SlametAskolaniSusyantoDandy PerwandiSjamsudin³⁾Danni Tri Suryani
6	May 19, 2022	1. Review of Human Capital Policy and its problems, as well as plans for compliance with the policy 2. BOC Individual Development Program and membership plans for 2021, and Board of Commissioners KPI Achievement Report	<ul style="list-style-type: none">Agus DermawanWintartoMartowardojoSigit WidyawanAsmawi SyamSeptian Hario SetoIman SugemaRatih Nudiaty¹⁾SusyantoDandy PerwandiSjamsudin³⁾Danni Tri Suryani
7	May 25, 2022	Discussion on Subsidiary Management Proposals (PT BNI Multifinance, PT BNI Life Insurance, PT BNI Sekuritas)	<ul style="list-style-type: none">Agus DermawanWintartoMartowardojoPradjotoAsmawi SyamSeptian Hario SetoErwin Rijanto SlametAskolaniRatih Nudiaty¹⁾SusyantoDandy PerwandiSjamsudin³⁾Danni Tri Suryani
8	June 30, 2022	Study of PT BNI Multifinance Management Appointments	<ul style="list-style-type: none">Agus DermawanWintartoMartowardojoPradjotoSigit WidyawanAsmawi SyamIman SugemaErwin Rijanto SlametAskolaniRatih Nudiaty¹⁾SusyantoDanni Tri Suryani
9	July 21, 2022	Appointment of PT BNI Multifinance Management	<ul style="list-style-type: none">Agus DermawanWintartoMartowardojoPradjotoSigit WidyawanAsmawi SyamSeptian Hario SetoIman SugemaErwin Rijanto SlametAskolaniRatih Nudiaty¹⁾SusyantoDandy PerwandiSjamsudin³⁾Danni Tri Suryani

Nomination and Remuneration Committee Meeting Agenda

No.	Date of Meeting	Meeting Agenda	Meeting Participants
10	July 28, 2022	Determination of Remuneration for Board of Directors and Board of Commissioners of PT Bank Negara Indonesia (Persero) Tbk	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAsmawi SyamSeptian Hario SetoIman SugemaErwin Rijanto SlametAskolaniRatih Nudiaty¹⁾SusyantoDanni Tri Suryani
11	August 09, 2022	<ol style="list-style-type: none">Changes in BNI Organization and Board of Directors NomenclatureBNI Directors Realization KPI in Semester 1 of 2022	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAsmawi SyamSeptian Hario SetoIman SugemaErwin Rijanto SlametRatih Nudiaty¹⁾SusyantoDanni Tri Suryani
12	August 11, 2022	Board of Directors Performance and Competency Evaluation in Semester I of 2022	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAsmawi SyamSeptian Hario SetoIman SugemaErwin Rijanto SlametAskolaniRatih Nudiaty¹⁾SusyantoDanni Tri Suryani
13	August 25 2022	Interview with Candidate Members for the Board of Directors of PT Bank Negara Indonesia (Persero) Tbk	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAsmawi SyamSeptian Hario SetoIman SugemaErwin Rijanto SlametRatih Nudiaty¹⁾SusyantoDandy Perwandi Sjamsudin³⁾Danni Tri Suryani
14	August 31, 2022	Discussion on Proposed PT Bank Negara Indonesia (Persero) Tbk Management	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAsmawi SyamSeptian Hario SetoIman SugemaErwin Rijanto SlametAskolaniSusyantoDanni Tri Suryani

Nomination and Remuneration Committee Meeting Agenda

No.	Date of Meeting	Meeting Agenda	Meeting Participants
15	September 08, 2022	Discussion on Board of Commissioners KPI achievements in Semester I of 2022	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAsmawi SyamSeptian Hario SetoIman SugemaErwin Rijanto SlametAskolaniSusyantoDandy Perwandi Sjamsudin³⁾ <p>Also invite:</p> <ul style="list-style-type: none">Fadlansyah Lubis⁴⁾
16	September 15, 2022	<ol style="list-style-type: none">Organizational Arrangement for the BNI Board of DirectorsDiscussion on Requests for Appointment of Head of Corporate Communication and Secretariat DivisionDiscussion on PT Bank Mayora Management ProposalsInterviews with PT Bank Mayora management	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAsmawi SyamSeptian Hario SetoIman SugemaErwin Rijanto SlametAskolaniSusyantoDandy Perwandi Sjamsudin³⁾Danni Tri Suryani <p>Also invite:</p> <ul style="list-style-type: none">Fadlansyah Lubis⁴⁾
17	September 29, 2022	Discussion on BNI Sekuritas Management	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAsmawi SyamSeptian Hario SetoIman SugemaErwin Rijanto SlametAskolaniSusyantoDandy Perwandi Sjamsudin³⁾Danni Tri Suryani <p>Also invite:</p> <ul style="list-style-type: none">Fadlansyah Lubis⁴⁾
18	October 13, 2022	Human Capital Policy	<ul style="list-style-type: none">Agus Dermawan Wintarto MartowardojoPradjotoSigit WidyawanAsmawi SyamSeptian Hario SetoIman SugemaAskolaniSusyantoDandy Perwandi Sjamsudin³⁾Danni Tri Suryani <p>Also invite:</p> <ul style="list-style-type: none">Fadlansyah Lubis⁴⁾

Nomination and Remuneration Committee Meeting Agenda

No.	Date of Meeting	Meeting Agenda	Meeting Participants
19	October 27, 2022	<ol style="list-style-type: none">Discussion on KNR Recommendation Documents regarding FnP BOC BODDiscussion on the Board of Directors' proposal for the replacement of TKT Committee Members from BNI Life and BNI AMDiscussion on the Board of Commissioners 2022 Work Visits	<ul style="list-style-type: none">Agus Dermawan WintartoMartowardojoPradjotoSigit WidyawanAsmawi SyamSeptian Hario SetoIman SugemaErwin Rijanto SlametAskolaniSusyantoDanni Tri Suryani <p>Also invite:</p> <ul style="list-style-type: none">Fadlansyah Lubis⁴⁾
20	November 24, 2022	<p>Agenda:</p> <ol style="list-style-type: none">Approval of the 2023 BNI Board of Directors and Board of Commissioners Tantiem Budget ProposalEvaluation of BOC and BOD development, Internal Talent Development, and Human Capital Policy ProgressApproval of the 2023 KNR Work PlanKNR Internal Agenda	<ul style="list-style-type: none">Agus Dermawan WintartoMartowardojoPradjotoSigit WidyawanAsmawi SyamSeptian Hario SetoIman SugemaErwin Rijanto SlametAskolaniSusyantoDandy Perwandi Sjamsudin³⁾Danni Tri Suryani <p>Also invite:</p> <ul style="list-style-type: none">Fadlansyah Lubis⁴⁾

Note:

¹⁾ Ceased serving as a member of the KNR on August 31, 2022

²⁾ Ceased serving as a member of the KNR on April 18, 2022

³⁾ Served as a member of the KNR since April 18, 2022

⁴⁾ Appointed at the Extraordinary GMS on August 31, 2022 as Commissioner of BNI, and obtained approval from OJK on December 23, 2022, received assignment as member of KNR on December 29, 20222

NOMINATION AND REMUNERATION COMMITTEE MEETINGS FREQUENCY AND ATTENDANCE LEVEL

The Nomination and Remuneration Committee meetings frequency and attendance level can be seen in the table below:

Attendance at Nomination and Remuneration Committee Meetings

Name	Position	Number of Meetings	Attended	Percentage
Agus Dermawan Wintarto Martowardojo	Committee Chairman/President Commissioner/Independent Commissioner	20	20	100%
Pradjoto	Committee Member/Vice President Commissioner/Independent Commissioner	20	18	90%
Sigit Widyawan	Committee Member/Independent Commissioner	20	19	95%
Askolani	Committee Member/Commissioner	20	17	85%
Ratih Nudiati	Committee Member/Commissioner	14	12	86%
Asmawi Syam	Committee Member/Independent Commissioner	20	19	95%
Susyanto	Committee Member/Commissioner	20	20	100%
Iman Sugema	Committee Member/Independent Commissioner	20	18	90%

Attendance at Nomination and Remuneration Committee Meetings

Name	Position	Number of Meetings	Attended	Percentage
Septian Hario Seto	Committee Member/Independent Commissioner	20	18	90%
Erwin Rijanto Slamet	Committee Member/Independent	20	18	90%
Fadlansyah Lubis ²⁾	Committee Member/Commissioner	-	-	-
Efita Praharani ²⁾	Member/SVP Business Partner Commissioner	1	1	100%
Danni Tri Suryani	Independent Member	20	19	95%
Dandy Perwandi Sjamsudin ³⁾	Committee Member/Head of Human Capital Strategy Division	13	10	77%

Note:

¹⁾ Ceased serving as a member of the KNR on August 31, 2022

²⁾ Ceased serving as a member of the KNR on April 18, 2022

³⁾ Served as a member of the KNR since April 18, 2022

⁴⁾ Appointed at the Extraordinary GMS on August 31, 2022 as Commissioner of BNI, and obtained approval from OJK on December 23, 2022, received assignment as member of KNR on December 29, 2022

BRIEF REPORT ON THE NOMINATION AND REMUNERATION COMMITTEE ACTIVITIES IN 2022

During 2022, the Nomination and Remuneration Committee (KNR) Committee carried out all programs/ Work Plans set at the beginning of 2022 in order to assist the implementation of the duties of the Board of Commissioners. The mechanism of implementing KNR activities/tasks is carried out through:

- Implementation of the KNR Meeting;
- Studies/evaluations/reviews outside the meeting forum.

The results of the KNR Meeting and monitoring, reviews/evaluations of the KNR were submitted to the Board of Commissioners as reports and recommendations both in writing and in the Board of Commissioners' Meeting forum.

The implementation of KNR activities in general covered the following matters:

- Implementation of nomination tasks
 - Conducting a review of prospective BNI management from internal BNI parties as well as providing suggestions/recommendations regarding prospective BNI administrators who meet the requirements to be proposed at the BNI GMS through Series A Dwiwarna Shareholders;
 - Reviewing the completeness of requirements for prospective BNI management for the purpose of submitting a fit and proper test to OJK as candidates for BNI management;
 - Conducting a review of the candidates for the management of BNI's subsidiary companies who must obtain approval from the Board of Commissioners and who will be proposed to the Series A Dwiwarna Shareholders (Ministry of SOEs);
 - Making recommendations regarding the Capability Development Program for members of the Board of Directors and the Board of Commissioners;
 - Preparing recommendations on the Nomination System for Members of the Board of Directors and Board of Commissioners;
 - Conducting performance appraisal for members of the Board of Directors and members of the Board of Commissioners, followed up by submitting input from the Board of Commissioners to each individual member of the Board of Directors through the President Director. The Board of Commissioners' input letters covered performance improvement as well as input for competency improvement for each individual member of the Board of Directors;
 - Reviewing the HC management nomination system as a whole;
 - Conducting discussions with the Board of Directors regarding
 - Human Capital policies and problems encountered related to Human Capital
 - Human Capital policy improvement plans, which were followed up with a letter from the Board of Commissioners with directives for the Human Capital policies
 - Human Capital policy proposals
 - Progress of completeness of Human Capital policies
 - Evaluating the HC development in accordance with the Corporate Plan;
 - Evaluating the transfer, promotion and employee sanctions system;
 - Evaluating the Talent Management System;
 - Evaluating the Board of Directors' recommendation regarding the Company's organization structure.

2. Implementation of remuneration duties
 - a. Evaluating the remuneration system/policy for members of the Board of Directors and Board of Commissioners, executive officers and employees as a whole;
 - b. Reviewing the Board of Directors and Board of Commissioners remuneration for 2021 and tantiem for 2020;
 - c. Evaluating and making recommendations regarding the remuneration structure, remuneration policy and amount of remuneration for members of the Board of Directors and Board of Commissioners to be submitted to the GMS through the Series A Dwiwarna Shareholders, including a review of the proposed remuneration for the Board of Directors related to the allocation of Long Term Incentives;
 - d. Ensuring the employee remuneration policy is in accordance with applicable regulations by conducting periodic evaluations of the implementation of the employee remuneration policy.
3. Other Duties
 - a. Conducted 2 (two) working visits by the Chairman and Members of KNR, as well as Members of the Non-Commissioner Committee at the BNI Corporate University Division to Slipi, and a visit to the Human Capital Strategy Division at Graha BNI. During the two visits, discussions were held regarding the organization, strategies and work programs for the Division, including the problems faced and concerns for building a superior organization.

NOMINATION AND REMUNERATION COMMITTEE OBLIGATIONS RELATED TO THE BOARD OF DIRECTORS SUCCESSION POLICY

BNI has developed a Board of Directors succession policy program, aligned with Minister of SOEs Regulation No. PER-11/MBU/07/2021 dated August 24, 2021 concerning Requirements, Procedures for Appointment and Dismissal of Members of the Board of Directors of SOEs, as amended by Minister of SOEs Regulation No. PER-7/MBU/09/2022 dated September 20, 2022. This program included criteria, namely potential employees to be included in the Talent Pool will have the opportunity to attend training programs or activities related to management, business strategy, strategic planning, risk analysis and business potential, operational and financial performance analysis and other similar programs.

Through this program, if the Bank requires leadership replacements, BNI will propose internal candidates from the program participants, facilitated by the Board of Commissioners, after considering recommendations from the Nomination and Remuneration Committee. Furthermore, the results of the internal candidates selection will be submitted to the Ministry of SOEs to undergo a fit and proper test.

NOMINATION AND REMUNERATION COMMITTEE MEMBERS COMPETENCY DEVELOPMENT

To create superior and competitive HC, the Bank organizes competency development programs to support the supervisory and management duties, especially for when providing input to the Board of Commissioners. Information on the competency development activities that the Nomination and Remuneration Committee participated in throughout 2022 can be seen in the Company Profile chapter in this annual report.

RISK MONITORING COMMITTEE

The Risk Monitoring Committee was established by the Board of Commissioners to support the effective implementation of the Board of Commissioners duties and responsibilities, related to risk management in the Bank and the application of the principles of Good Corporate Governance.

BASIS FOR THE ESTABLISHMENT OF THE RISK MONITORING COMMITTEE

BNI's Risk Monitoring Committee was established in 2004 based on the Board of Commissioners Decree No. Kep/002/DK/2004 dated March 1, 2004 concerning Establishment of the Risk and Compliance Committee. BNI established the Risk Monitoring Committee to carry out the following duties in accordance with laws and regulations:

1. OJK Regulation No. 55/POJK.03/2016 dated December 7, 2016 concerning Good Corporate Governance for Commercial Banks;
2. OJK Circular No. 13/SEOJK.03/2017 dated March 17, 2017 concerning Governance Implementation for Commercial Banks;
3. Minister of SOEs Regulation No. PER-12/MBU/2012 dated August 24, 2012 concerning Supporting Organs for the Board of Commissioners/Supervisory Board of SOEs, as amended several times, most recently by Minister of SOEs Regulation No. PER-14/MBU/04/2021 dated April 13, 2021;
4. Regulations of Bank Indonesia and the Financial Services Authority governing the Implementation of Risk Management for Commercial Banks and the Application of Integrated Risk Management for Financial Conglomerates;
5. OJK Regulations governing Risk Management for Commercial Banks and Integrated Risk Management for Financial Conglomerates;
6. PT Bank Negara Indonesia (Persero) Tbk. Articles of Association.

RISK MONITORING COMMITTEE CHARTER

The Risk Monitoring Committee has a Risk Monitoring Committee Charter, which is continuously refined and updated in accordance with developments/changes in prevailing laws and regulations as well as current conditions. The last update/improvement of the BNI Risk Monitoring Committee Charter was carried out in 2022, which was stipulated in the Board of Commissioners Decree No. KEP/007/DK/2022 dated June 02, 2022 concerning the "Risk Monitoring Committee Charter".

The Risk Monitoring Committee Charter includes:

1. Basis for establishing and carrying out the duties of the Risk Monitoring Committee;
2. The Risk Monitoring Committee purpose and objectives;
3. Risk Monitoring Committee Structure and membership;
4. Risk Monitoring Committee membership requirements;
5. Risk Monitoring Committee Duties;
6. Risk Monitoring Committee Authorities;
7. Risk Monitoring Committee Rights and obligations;
8. Risk Monitoring Committee Meetings;
9. Risk Monitoring Committee members Term of office.

RISK MONITORING COMMITTEE STRUCTURE AND MEMBERSHIP

1. The Risk Monitoring Committee was established based on the Board of Commissioners meeting decision and in a Board of Commissioners Decree;
2. The Risk Monitoring Committee is under the coordination of the Board of Commissioners and is directly responsible to the Board of Commissioners;
3. Appointment of the Risk Monitoring Committee members is carried out by the Board of Directors based on the Board of Commissioners meeting decision;
4. The Risk Monitoring Committee Membership shall be at least:
 - a. 1 (one) Independent Commissioner who concurrently serves as chairman;
 - b. 1 (one) person from an independent party who has expertise in risk management;
 - c. 1 (one) person from an independent party who has expertise in finance.
5. Independent commissioners and independent parties who are members of the Risk Monitoring Committee shall make up at least 51% (fifty one percent) of the total members of the Risk Monitoring Committee;
6. The Risk Monitoring Committee Chairman is an Independent Commissioner concurrently serving as a member as stipulated in the Board of Commissioners meeting decision, and determined in a Board of Commissioners Decree;

7. The Risk Monitoring Committee Chairman can only hold concurrent positions as Chair of the Committee in at most 1 (one) other Committee at BNI;
8. Former members of BNI Board of Directors and former executive officers or parties with links to BNI that may influence their ability to act independently, who may become an independent member of Risk Monitoring Committee, shall be subject to a 6 (six) month long cooling off period. The cooling off provision shall not apply to former members of the Board of Directors and former BNI executive officer whose duties are only to perform supervisory function for at least 6 (six) months. The term "cooling off" refers to the cooling off period as stipulated in OJK Regulations and Circular on the Implementation of Governance for Commercial Banks;
9. Members of the Risk Monitoring Committee who come from independent parties are not allowed to have concurrent positions as:
 - a. Member of the Board of Commissioners/Supervisory Board at SOEs/other companies;
 - b. Secretary/Secretariat staff to the Board of Commissioners/Supervisory Board in SOEs/other companies.
10. The Board of Directors shall appoint and dismiss independent parties members of the Risk Monitoring Committee based on a Board of Commissioners' meetings decision and a Board of Commissioners' Decree;
11. The Risk Monitoring Committee Chairman shall have the right to propose a replacement for members of the Risk Monitoring Committee to the Board of Commissioners if one of the members of the Risk Monitoring Committee ends their term of office, resigns or is dismissed;
12. Risk Monitoring Committee Members are prohibited from being members of the Board of Directors of BNI or other banks;
13. The Risk Monitoring Committee shall work collectively when performing its duties to assist the Board of Commissioners;
14. The Risk Monitoring Committee is independent both in performing its duties and in reporting, and is directly responsible to the Board of Commissioners; and
15. In performing the Committee's daily tasks, staff from outside BNI or the Committee secretary can assist it. The Committee staff or Secretary is appointed based on a Board of Commissioners Meeting decision and is determined in the Board of Commissioners Decree.

In 2022, the Risk Monitoring Committee membership composition changed as follows:

Period January 1–June 1, 2022				
No.	Name	Position	Description	Expertise
1	Pradjoto	Chairman	Vice President Commissioner/Independent Commissioner	• Law • Economics
2	Ratih Nurdianti	Member	Commissioner	Law
3	Septian Hario Seto	Member	Independent Commissioner	• Accounting • Finance
4	Erwin Rijanto Slamet	Member	Independent Commissioner	Economics
5	Dwita Suherlina	Member	Independent Member	• Agriculture • Finance
6	Nurani Raswindriati ¹⁾	Member	Independent Member	• Accounting • Finance

Note:
¹⁾ Ceased serving as a member of KNR on June 1, 2022

Period June 31–August 31, 2022				
No.	Name	Position	Description	Expertise
1	Pradjoto	Chairman	Vice President Commissioner/Independent Commissioner	• Law • Economics
2	Ratih Nurdianti ²⁾	Member	Commissioner	Law
3	Septian Hario Seto	Member	Independent Commissioner	• Accounting • Finance
4	Erwin Rijanto Slamet	Member	Independent Commissioner	Economics
5	Dwita Suherlina	Member	Independent Member	• Agriculture • Finance
6	Bambang Setyogroho ¹⁾	Member	Independent Member	Banking (Credit)

Note:
¹⁾ Appointed as KPR member on June 1, 2022
²⁾ Ceased serving as a KPR member on August 31, 2022

Period August 31–December 28, 2022				
No.	Name	Position	Description	Expertise
1	Pradjoto	Chairman	Vice President Commissioner/Independent Commissioner	• Law • Economics
2	Septian Hario Seto	Member	Independent Commissioner	• Accounting • Finance
3	Erwin Rijanto Slamet	Member	Independent Commissioner	Economics
4	Dwita Suherlina	Member	Independent Member	• Agriculture • Finance
5	Bambang Setyogroho	Member	Independent Member	Banking (Credit)

Period December 29–December 31, 2022				
No.	Name	Position	Description	Expertise
1	Pradjoto	Chairman	Vice President Commissioner/Independent Commissioner	• Law • Economics
2	Septian Hario Seto	Member	Independent Commissioner	• Accounting • Finance
3	Erwin Rijanto Slamet	Member	Independent Commissioner	Economics

Period December 29–December 31, 2022				
No.	Name	Position	Description	Expertise
4	Fadlansyah Lubis ¹⁾	Member	Commissioner	Law
5	Dwita Suherlina	Member	Independent Member	• Agriculture • Finance
6	Bambang Setyogroho	Member	Independent Member	Banking (Credit)

Note:
¹⁾ Appointed as KPR member on December 29, 2022

RISK MONITORING COMMITTEE PROFILES

Pradjoto
Head of the Risk Monitoring Committee

Profile can be found in the Board of Commissioners Profile section

Septian Hario Seto
Risk Monitoring Committee Member

Profile can be found in the Board of Commissioners Profile section

Erwin Rijanto Slamet
Risk Monitoring Committee Member

Profile can be found in the Board of Commissioners Profile section

Fadlansyah Lubis²⁾
Risk Monitoring Committee Member

Profile can be found in the Board of Commissioners Profile section

Dwita Suherlina
Independent Member of the Risk Monitoring Committee

Indonesian citizen, domiciled in Jakarta. Currently 58 years old. Appointed as a member of the Company's Risk Monitoring Committee on January 18, 2021 based on Board of Commissioners Decree No. KEP/001/DK/2021 dated January 18, 2021.

Holds a Bachelor's degree in Agriculture Agronomy from Institut Pertanian Bogor in 1986, and a Master's degree in Financial Management from Universitas Padjadjaran in 2003. Previously served as Assistant Vice President Regional Risk Management Bandung PT Bank Mandiri (Persero) Tbk (2006-2012), Vice President Regional Risk Management Bandung PT Bank Mandiri (Persero) Tbk (2012), Vice President Regional Risk Management Jakarta Kelapa Gading PT Bank Mandiri (Persero) Tbk (2012-2016), Vice President Department IV Corporate Risk Group PT Bank Mandiri (Persero) Tbk (2016- 2020)

Bambang Setyogroho¹⁾
Risk Monitoring Committee Member

Born in 1958. Holds a Bachelor's degree in Geological Engineering, Universitas Padjadjaran (1985), and a Master's degree in Business Administration, Universitas Indonesia (2001), and a Doctoral degree in Environmental Science, Universitas Padjadjaran (2022).

Became a member of the Risk Monitoring Committee on June 1, 2022 based on the Board of Commissioners Decree No. KEP/011/DK/2022 dated June 02, 2021. Previously served as Independent Commissioner and Chairman of the Audit Committee at PT Sarana Multi Infrastructure (Persero) (2014-2017), experience in banking since 1990, at PT Bank Mandiri (Persero) Tbk and PT Bank Dagang Negara (Persero) with various positions including EVP Corporate Banking, SVP Commercial Risk, SVP Central Operations Group, VP Corporate Credit Risk Management Group and RM Corporate & Commercial Credit.

Note:
¹⁾ Appointed as KPR member on June 1, 2022
²⁾ Served as a KPR member since December 29, 2022

RISK MONITORING COMMITTEE MEMBERSHIP REQUIREMENTS

- General Requirements
 - Have good integrity, character and morals as well as sufficient work experience related to the duties in other committees; and
 - Has no personal interests/relationships that could have a negative impact and conflict of interest on BNI.
- Competency Requirements
 - Has adequate expertise, ability, knowledge and experience in the fields of economics, finance and banking or risk management in accordance with the requirements stipulated by the OJK Regulation which regulates the requirements for members of the Risk Monitoring Committee;
 - Able to work together and has the ability to communicate properly and effectively and provide sufficient time to carry out their duties;
 - Has adequate knowledge and understanding of banking, capital market laws and regulations, BUMN and other laws and regulations, especially those related to BNI's operational activities, implementation of Good Corporate Governance and risk management.
- Requirements for Risk Monitoring Committee Independent Members who come from independent parties:
 - Is a party outside of BNI who has no financial, management, share ownership and/or familial relationship with the Board of Commissioners, Board of Directors and/or Series A Dwiwarna shareholder, or relationship with a bank that may affect their ability to act independently, based on prevailing laws and regulations;
 - Has no direct or indirect business relationship related to BNI's business activities;
 - In the last 1 (one) year before being appointed as a member of the Risk Monitoring Committee, was not a member of a Public Accounting Firm or a consultant who provided audit services, risk management services and/or non-audit consulting to BNI;
 - Not a party originating from company employees; and
 - The Committee is required to sign an integrity pact which is a statement and commitment to comply with all statutory provisions and the principles of Good Corporate Governance.

RISK MONITORING COMMITTEE QUALIFICATIONS, EDUCATION AND WORK EXPERIENCE

The Risk Monitoring Committee chairman and members educational qualifications and work experience as at the end of December 31, 2022, were as follows:

Name	Position	Education	Work Expertise
Pradjoto	Committee Chairman/ Vice President Commissioner/ Independent Commissioner	Educational history can be found in the Board of Commissioners Composition Diversity Section	Work experience can be found in the Board of Commissioners Composition Diversity Section
Erwin Rijanto Slamet	Committee Member/ Independent Commissioner	Educational history can be found in the Board of Commissioners Composition Diversity Section	Work experience can be found in the Board of Commissioners Composition Diversity Section
Septian Hario Seto	Committee Member/ Independent Commissioner	Educational history can be found in the Board of Commissioners Composition Diversity Section	Work experience can be found in the Board of Commissioners Composition Diversity Section
Fadlansyah Lubis ²⁾	Committee Member/ Commissioner	Educational history can be found in the Board of Commissioners Composition Diversity Section	Work experience can be found in the Board of Commissioners Composition Diversity Section
Dwita Suherlina	Independent Member	<ul style="list-style-type: none"> Bachelor's degree in Agriculture Master of Financial Management 	<ul style="list-style-type: none"> Assistant Vice President Regional Risk Management Bandung at PT Bank Mandiri (Persero) Tbk Vice President Regional Risk Management Bandung at PT Bank Mandiri (Persero) Tbk Vice President Regional Risk Management Jakarta Kelapa Gading at PT Bank Mandiri (Persero) Tbk Vice President of Department IV Corporate Risk Group at PT Bank Mandiri (Persero) Tbk

Name	Position	Education	Work Expertise
Bambang Setyogroho ¹⁾	Independent Member	<ul style="list-style-type: none"> Bachelor's degree in Geological Engineering Master of Business Administration Doctorate in Environmental Science 	<ul style="list-style-type: none"> Independent Commissioner/Audit Committee at PT Sarana Multi Infrastructure EVP Corporate Banking at PT Bank Mandiri (Persero) Tbk SVP Commercial Risk at PT Bank Mandiri (Persero) Tbk. SVP Central Operations Group at PT Bank Mandiri (Persero) Tbk. VP Corporate Credit Risk Management Group at PT Bank Mandiri (Persero) Tbk.

Note:

¹⁾ Appointed as KPR member on June 1, 2022

²⁾ Served as a KPR member since December 29, 2022

RISK MONITORING COMMITTEE MEMBERS TERM OF OFFICE

- Risk Monitoring Committee Members who are member of the Board of Commissioners, their term of office as a member of the committee is the same as his term of office as a member of the Board of Commissioners determined by the GMS;
- Risk Monitoring Committee Members who are members of the Board of Commissioners automatically cease being members of the committee when their term of office as a member of the Board of Commissioners ends;
- If a Board of Commissioners member becomes the Risk Monitoring Committee Chairman ceases before their term of office as a member of the Board of Commissioners, the Risk Monitoring Committee Chairman will be replaced by another Independent Commissioner;
- The term of office for Risk Monitoring Committee members from independent parties is a maximum of 3 (three) years and can be extended once for 2 (two) years so the total term of office for members of the Risk Monitoring Committee in the company is a maximum of 5 (five) years without prejudice to the right of the Board of Commissioners to dismiss the members of the Committee concerned at any time;

- The Board of Commissioners, by taking into account the proposal from the Risk Monitoring Committee Chairman, may dismiss at any time a Risk Monitoring Committee independent party member if they are deemed not to have carried out their duties and obligations as a member of the committee as stipulated in the appointment/appointment Decree for the committee member concerned and/or Work Agreement between the relevant committee member and BNI, as well as based on prevailing regulations;
- In the event that a member of the Board of Commissioners serving as Chairman of the Risk Monitoring Committee ceases to be a member of the Board of Commissioners, the Chairman of the Committee concerned must be replaced by another member of the Board of Commissioners within 30 (thirty) days at the latest.

RISK MONITORING COMMITTEE INDEPENDENCE

All members of the Risk Monitoring Committee who come from independent parties shall have no financial, management, share ownership and/or familial relationships with the Board of Commissioners, Board of Directors and/or controlling shareholders or relationships with the Bank, which may affect their ability to act independently.

Risk Monitoring Committee Independence					
Name	No Financial Relationship With The Board Of Commissioners And The Board Of Directors	No Management Relationship In BNI, Subsidiaries Or Affiliated Companies	No Shares In BNI	No Familial Relationship With The Board Of Commissioners, The Board Of Directors And/Or Fellow Members Of Risk Monitoring Committee	Not Serving On Boards Of Political Parties, Government Officials
Pradjoto	✓	✓	✓	✓	✓
Erwin Rijanto Slamet	✓	✓	✓	✓	✓
Septian Hario Seto	✓	✓	✓	✓	✓

Risk Monitoring Committee Independence

Name	No Financial Relationship With The Board Of Commissioners And The Board Of Directors	No Management Relationship In BNI, Subsidiaries Or Affiliated Companies	No Shares In BNI	No Familial Relationship With The Board Of Commissioners, The Board Of Directors And/Or Fellow Members Of Risk Monitoring Committee	Not Serving On Boards Of Political Parties, Government Officials
Fadlansyah Lubis ²⁾	✓	✓	✓	✓	✓
Dwita Suherlina	✓	✓	✓	✓	✓
Bambang Setyogroho ¹⁾	✓	✓	✓	✓	✓

Note:

¹⁾ Appointed as KPR member on June 1, 2022

²⁾ Served as a KPR member since December 29, 2022

RISK MONITORING COMMITTEE DUTIES

The Risk Monitoring Committee duties include the following:

- Evaluating the suitability of risk management policies and the implementation of Bank policies, which include:
 - Evaluating the conformity between the Bank's risk management policies and the implementation of these policies, which consist of credit risk, market risk, liquidity risk, operational risk, strategic risk, legal risk, compliance risk and reputation risk;
 - Evaluating the conformity between the integrated risk management policies with the implementation of these policies, consisting of the 8 (eight) risks in point 1.a above, as well as insurance risk and intra-group transaction risk;
 - Providing recommendations to the Board of Commissioners on the suitability of risk management and integrated risk management policies to ensure that BNI manages risks adequately; and
 - Reviewing and providing opinions to the Board of Commissioners on the General Credit Policy and other policies required by regulators, and submitted by the Board of Directors for approval by the Board of Commissioners.
- Monitoring and evaluating the implementation of the Risk Management Committee and risk management work unit duties, in order to provide recommendations to the Board of Commissioners, including:
 - Monitoring the implementation of the Risk Management Work Unit work plans and the Risk Management Committee duties;

- Monitoring the implementation of the Integrated Risk Management Work Unit work plans and the Integrated Risk Management Committee duties;
 - Providing recommendations to the Board of Commissioners to enhance the effectiveness of risk management at BNI, including the implementation of integrated risk management in the Subsidiaries; and
 - Providing evaluation results on risk-related regulator assessments to the Board of Commissioners.
- Carrying out certain other tasks related to the Risk Oversight Committee function and scope of duties as assigned by the Board of Commissioners.

MONITORING COMMITTEE AUTHORITIES

- Based on written assignments from the Board of Commissioners, the Risk Monitoring Committee can access records or information about employees, funds, assets and other resources owned by BNI relevant to the performance of its duties. The Committee shall report in writing the results of the assignments to the Board of Commissioners;
- Risk Monitoring Committee is authorized to conduct testing and perform inspections of BNI branches/representatives/regions and business units, if necessary;
- Members of the Risk Monitoring Committee are authorized to communicate directly with parties related to the Risk Monitoring Committee duties, including communicating matters related to financial and management information; and

- In carrying out its duties the Risk Monitoring Committee may cooperate with the Risk Management Committee, Integrated Risk Management Committee, Risk Management Work Unit and other relevant work units.

RISK MONITORING COMMITTEE RIGHTS AND OBLIGATIONS

- Members of the Risk Monitoring Committee must carry out their duties properly in accordance with the Risk Monitoring Committee Charter;
- Members of the Risk Monitoring Committee from independent parties have the right to receive an honorarium from BNI, the amount of which is determined by the Board of Commissioners based on the prevailing laws and regulations;
- Members of the Risk Monitoring Committee must maintain the confidentiality of all documents, data, information and everything related to the implementation of the Risk Monitoring Committee duties;
- Before the current fiscal year, the Risk Monitoring Committee must prepare and submit an Annual Work Plan and Budget to the Board of Commissioners for determination, with copies submitted by the Board of Commissioners to the Board of Directors for information. Implementation of the Risk Monitoring Committee Annual Work Plan and Budget is reported to the Board of Commissioners;
- Members of the Risk Monitoring Committee must prepare and submit a report to the Board of Commissioners, signed by the Committee Chair and Committee Members as follows:
 - Reports on each duty implementation accompanied by recommendations if necessary;
 - Quarterly reports and annual reports.
- Every year, the Committee through the Board of Commissioners reports to the General Meeting of Shareholders on their responsibilities and achievements as well as other information that needs to be submitted;
- Members of the Risk Monitoring Committee are prohibited from accepting gifts or gifts in kind related to their position;
- Members of the Risk Monitoring Committee must provide sufficient time to carry out their duties and responsibilities optimally;
- Committee members from independent parties must attend the Company's working days and hours under the following conditions:
 - At least 1 (one) day every week according to the day and attendance schedule determined by the Board of Commissioners and/or Committee Chairman, attend the Committee Meetings and carry out other duties according to assigned duties and obligations; as well as;

- If necessary, at the request of the Board of Commissioners and/or Committee Chairman, Committee members from independent parties must attend the Board of Commissioners' Meetings or Committee Meetings, or activities that must be attended by the Board of Commissioners in accordance with the requirements outside the daily or routine attendance schedule.

- In order to avoid overlapping duties among the Committees under the Board of Commissioners and cooperation in the duties' implementation, the Risk Monitoring Committee must coordinate with other Committees under the Board of Commissioners.

RISK MONITORING COMMITTEE MEETINGS

- The Risk Monitoring Committee shall meet at least 1 (one) time in 1 (one) month;
- Risk Monitoring Committee Meetings shall only be conducted if attended by at least 51% (fifty one percent) of the total number of members including an Independent Commissioner and Independent Party members;
- Risk Monitoring Committee meeting shall be led by the Risk Monitoring Committee Chairman or most senior Risk Monitoring Committee Member, if absent;
- If deemed necessary, the Risk Monitoring Committee may invite other parties related to the meeting to attend the Risk Monitoring Committee Meeting;
- Committee meeting decisions shall be made on the basis of consensus;
- In the absence of consensus, decision-making shall be based on majority votes with the principle of 1 (one) person 1 (one) vote;
- Risk Monitoring Committee meetings decisions shall be considered valid if approved by more than (one-half) of the Risk Monitoring Committee members present. The principle of votes for members shall be 1 (one) person 1 (one) vote;
- The Committee meeting results shall be recorded in the meeting minutes signed by all members of the Committee present and documented in accordance with the laws and regulations;
- Any dissenting opinions that occur in committee meetings shall be clearly stated in the meeting minutes together with the reasons for these differences of opinion;
- Minutes of Committee Meetings shall be prepared by the Secretary of the Committee;
- Minutes of Committee Meetings shall be submitted in writing by the Risk Monitoring Committee to the Board of Commissioners;
- Committee Members Attendance in meetings shall be reported in the Committee's quarterly report and annual report.

RISK MONITORING COMMITTEE MEETING AGENDA

For 2022, the Risk Monitoring Committee meeting date, agenda, and participants were as follows:

Risk Monitoring Committee Meetings Agenda				
No.	Date of Meeting	Meeting Agenda	KPR Members	Participants
1.	January 25, 2022	Risk Appetite Statement (RAS) BNI	<ul style="list-style-type: none">PradjotoRatih Nurdianti²⁾Septian Hario SetoErwin Rijanto SlametDwita SuherlinaNurani Raswindriati¹⁾	Audit Committee, Risk Management Director, and related divisions
2.	February 15, 2022	Credit Risk Evaluation (LaR) - BNI Surabaya Region	<ul style="list-style-type: none">PradjotoRatih Nurdianti²⁾Erwin Rijanto SlametDwita SuherlinaNurani Raswindriati¹⁾	Audit Committee, Risk Management Director, MSME Business Director, Services & Network Director, Surabaya Region, SCO LaR, and related divisions
3.	February 16, 2022	Information Technology Risk Management	<ul style="list-style-type: none">PradjotoRatih Nurdianti²⁾Septian Hario SetoErwin Rijanto SlametDwita SuherlinaNurani Raswindriati¹⁾	IT & Operations Director, Risk Management Director, and related divisions
4.	March 08, 2022	Credit Risk Evaluation (LaR) - BNI Denpasar Region	<ul style="list-style-type: none">PradjotoRatih Nurdianti²⁾Dwita SuherlinaNurani Raswindriati¹⁾	Audit Committee, Risk Management Director, Service & Network Director, Consumer Business Director, SEVP Remedial & Recovery, Denpasar Region, SCO LaR, and related divisions
5.	March 09, 2022	Credit Risk Evaluation (LaR) - BNI Jakarta Senayan Region	<ul style="list-style-type: none">PradjotoRatih Nurdianti²⁾Septian Hario SetoErwin Rijanto SlametDwita SuherlinaNurani Raswindriati¹⁾	Audit Committee, Risk Management Director, Services & Network Director, Institutional Relations Director, SEVP Remedial & Recovery, Jakarta Senayan Region, SCO LaR, and related divisions
6.	March 16, 2022	Credit Risk Evaluation (LaR) - BNI Jakarta Kemayoran Region	<ul style="list-style-type: none">PradjotoRatih Nurdianti²⁾Septian Hario SetoErwin Rijanto SlametDwita SuherlinaNurani Raswindriati¹⁾	Audit Committee, Risk Management Director, Services & Network Director, Consumer Business Director, SEVP Remedial & Recovery, Jakarta Kemayoran Region, SCO LaR, and related divisions
7.	March 18, 2022	KPR Internal Meeting: Credit Consultation Review to the Board of Commissioners	<ul style="list-style-type: none">PradjotoSeptian Hario SetoErwin Rijanto SlametDwita SuherlinaNurani Raswindriati¹⁾	KPR Chair and all KPR Members
8.	March 22, 2022	Potential Credit Risk due to the impact of the Russian invasion of Ukraine	<ul style="list-style-type: none">PradjotoRatih Nurdianti²⁾Septian Hario SetoDwita SuherlinaNurani Raswindriati¹⁾	Risk Management Director, Finance Director, Corporate Banking Director, Treasury & International Director, SEVP Treasury, and related divisions
9.	April 13, 2022	Evaluation of APU PPT Policy and Implementation (especially in Overseas Branch Offices)	<ul style="list-style-type: none">PradjotoSeptian Hario SetoDwita SuherlinaNurani Raswindriati¹⁾	Audit Committee, Human Capital & Compliance Director, Treasury & International Director, and related divisions
10.	April 19, 2022	Evaluation of BNI Wide LaR and Deepening of LaR Region 04 Bandung, Region 07 Makassar, and Region 09 Banjarmasin	<ul style="list-style-type: none">PradjotoRatih Nurdianti²⁾Erwin Rijanto SlametDwita SuherlinaNurani Raswindriati¹⁾	Audit Committee, Risk Management Director, MSME Business Director, Treasury & International Director, Service & Network Director, SEVP Remedial & Recovery, Bandung Region, Makassar Region, Banjarmasin Region, SCO LaR, and related divisions

Risk Monitoring Committee Meetings Agenda

No.	Date of Meeting	Meeting Agenda	KPR Members	Participants
11.	April 27, 2022	Program Evaluation/ Remedial & Recovery Efforts and BNI Write-off	<ul style="list-style-type: none">PradjotoRatih Nurdianti²⁾Erwin Rijanto SlametDwita SuherlinaNurani Raswindriati¹⁾	Risk Management Director, Corporate Banking Director, MSME Business Director, SEVP Remedial & Recovery, and related divisions
12.	May 17, 2022	KPR Internal Meeting: Directives from the KPR Chair and Discussion on the KPR Review Process	<ul style="list-style-type: none">PradjotoRatih Nurdianti²⁾Septian Hario SetoDwita SuherlinaNurani Raswindriati¹⁾	KPR Chair and all KPR Members
13.	May 20, 2022	Tactical Account Planning and Efforts to Increase Fee Based Income (FBI) in 2022	<ul style="list-style-type: none">PradjotoRatih Nurdianti²⁾Septian Hario SetoDwita SuherlinaNurani Raswindriati¹⁾	Corporate Banking Director, MSME Business Director, and related divisions
14.	May 24, 2022	<ul style="list-style-type: none">Results of the 2nd line of defense function from SKMR regarding the preparation of company guidelines (policies, procedures and technical guidelines)Discussion on the preparation of company guidelines specifically related to credit	<ul style="list-style-type: none">PradjotoRatih Nurdianti²⁾Septian Hario SetoErwin Rijanto SlametDwita SuherlinaNurani Raswindriati¹⁾	Vice President Director, Corporate Banking Director, and related divisions
15.	May 27, 2022	Credit Card Business Risk Profile and Credit Card Write-Off Process	<ul style="list-style-type: none">PradjotoRatih Nurdianti²⁾Septian Hario SetoDwita SuherlinaNurani Raswindriati¹⁾	Audit Committee, Consumer Business Director, Risk Management Director, SEVP Remedial & Recovery, and related divisions
16.	June 14, 2022	Discussion on the Progress of the Operational Risk Framework	<ul style="list-style-type: none">PradjotoRatih Nurdianti²⁾Erwin Rijanto SlametDwita SuherlinaBambang Setyogroho³⁾	Risk Management Director and related divisions
17.	June 21, 2022	Discussion on BNI Wide and Regional LaR Improvement Progress and projections until the end of June 2022	<ul style="list-style-type: none">PradjotoSeptian Hario SetoErwin Rijanto SlametDwita SuherlinaBambang Setyogroho³⁾	Risk Management Director, Corporate Banking Director, MSME Business Director, SEVP Remedial & Recovery, SCO LaR, and related divisions
18.	June 21, 2022	Discussion of the Progress of the PaDi (Digital Platform) for MSME	<ul style="list-style-type: none">PradjotoSeptian Hario SetoDwita SuherlinaBambang Setyogroho³⁾	Finance Director, MSME Business Director, Institutional Relations Director, and related divisions
19.	June 28, 2022	Deepening on Non-Performing Loans in the Middle, Small, and Consumer segments, particularly Newly Issued Non-Performing Loans	<ul style="list-style-type: none">PradjotoRatih Nurdianti²⁾Erwin Rijanto SlametDwita SuherlinaBambang Setyogroho³⁾	Risk Management Director, Consumer Business Director, Institutional Relations Director, SCO LaR, and related divisions
20.	July 06, 2022	Evaluation of Market and Liquidity Risk Monitoring and Control related to Transaction Activities in the Treasury	<ul style="list-style-type: none">PradjotoRatih Nurdianti²⁾Septian Hario SetoErwin Rijanto SlametDwita SuherlinaBambang Setyogroho³⁾	Risk Management Director, Treasury & International Director, SEVP Treasury, and related divisions
21.	July 12, 2022	BNI Compliance Work Unit (SKK) Performance Evaluation	<ul style="list-style-type: none">PradjotoRatih Nurdianti²⁾Septian Hario SetoErwin Rijanto SlametDwita SuherlinaBambang Setyogroho³⁾	Consumer Business Director as alternate Human Capital & Compliance Director and related divisions

Risk Monitoring Committee Meetings Agenda

No.	Date of Meeting	Meeting Agenda	KPR Members	Participants
22.	July 19, 2022	Evaluation of Operational Risk and Understanding of Risk Culture at BNI on a Bank Wide basis, including Head Office, Regional Offices, Branch Offices, Sentra, and KCLN	<ul style="list-style-type: none">PradjotoRatih Nurdianti²⁾Erwin Rijanto SlametDwita SuherlinaBambang Setyogroho³⁾	Audit Committee, Risk Management Director, Service & Network Director, and related divisions
23.	July 26, 2022	Evaluation of Credit Compliance & Legal Admin Processes as well as review of collateral assessment on Credit Operations	<ul style="list-style-type: none">PradjotoRatih Nurdianti²⁾Erwin Rijanto SlametDwita Suherlina	IT & Operations Director, Corporate Banking Director, MSME Business Director, SEVP Operations
24.	July 26, 2022	Evaluation of Increasing LaR and NPL in Small Credit and KUR	<ul style="list-style-type: none">PradjotoRatih Nurdianti²⁾Septian Hario SetoErwin Rijanto SlametDwita Suherlina	Audit Committee, MSME Business Director, Institutional Relations Director, SCO LaR, and related divisions
25.	August 09, 2022	<ul style="list-style-type: none">Evaluation of Structure, Process and Results (SPH) of Integrated Governance Semester I/2022Evaluation of Integrated Risk Profile & Integrated KPMM Semester I/2022	<ul style="list-style-type: none">PradjotoSeptian Hario SetoErwin Rijanto SlametDwita SuherlinaBambang Setyogroho³⁾	Integrated Governance Committee, Risk Management Director, and related divisions
26.	August 12, 2022	Discussion on the Progress of Conventional and Non-Conventional Remedial & Recovery Strategies until July 2022	<ul style="list-style-type: none">PradjotoRatih Nurdianti²⁾Septian Hario SetoErwin Rijanto SlametDwita SuherlinaBambang Setyogroho³⁾	SEVP Remedial & Recovery and related divisions
27.	August 23, 2022	Progress Evaluation until July 31, 2022 for LaR Region 06 Surabaya, Region 10 Jakarta Senayan, Region 15 Jakarta Kemayoran, Region 07 Makassar and Region 04 Bandung	<ul style="list-style-type: none">PradjotoRatih Nurdianti²⁾Septian Hario SetoErwin Rijanto SlametDwita SuherlinaBambang Setyogroho³⁾	Audit Committee, Risk Management Director, Corporate Banking Director, Institutional Relations Director, Services & Networks Director, Surabaya Region, Jakarta Senayan Region, Jakarta Kemayoran Region, Makassar Region and Bandung Region, SCO LaR, and other related divisions
28.	August 30, 2022	Provisions and Implementation of the First Line of Defense in the Corporate Banking and Institutional segments	<ul style="list-style-type: none">PradjotoRatih Nurdianti²⁾Septian Hario SetoErwin Rijanto SlametDwita SuherlinaBambang Setyogroho³⁾	Risk Management Director, Corporate Banking Director, Institutional Relations Director, related divisions
29.	September 20, 2022	Evaluation of Operational Risk and Legal Risk in the Write-Off Process	<ul style="list-style-type: none">PradjotoSeptian Hario SetoErwin Rijanto SlametFadlansyah Lubis⁴⁾Dwita SuherlinaBambang Setyogroho³⁾	Audit Committee, Risk Management Director, SEVP Remedial & Recovery, and related divisions
30.	September 20, 2022	Strengthening 3 Credit Pillars (Business Unit, Risk Unit and Credit Operational Unit) in End to End Credit Process Improvement	<ul style="list-style-type: none">PradjotoSeptian Hario SetoErwin Rijanto SlametFadlansyah Lubis⁴⁾Dwita SuherlinaBambang Setyogroho³⁾	Risk Management Director, Enterprise & Commercial Banking Director, Technology & Operations Director, SEVP Operations and related divisions
31.	October 25, 2022	<ul style="list-style-type: none">Authority to decide Treasury transactionsMarket Risk & Middle Office Governance and strengthening	<ul style="list-style-type: none">PradjotoSeptian Hario SetoErwin Rijanto SlametFadlansyah Lubis⁴⁾Dwita SuherlinaBambang Setyogroho³⁾	Risk Management Director, Treasury Director, SEVP Treasury and related divisions

Risk Monitoring Committee Meetings Agenda

No.	Date of Meeting	Meeting Agenda	KPR Members	Participants
32.	November 08, 2022	Development of KUR Credit Expansion and Quality, Constraints and Problems	<ul style="list-style-type: none">PradjotoSeptian Hario SetoErwin Rijanto SlametFadlansyah Lubis⁴⁾Dwita Suherlina	Institutional Banking Director, Finance Director as alternate to Risk Management Director, and related divisions
33.	November 16, 2022	Development of Credit Expansion and Quality in the Large Commercial segment, Constraints and Problems	<ul style="list-style-type: none">PradjotoFadlansyah Lubis⁴⁾Dwita SuherlinaBambang Setyogroho³⁾	Enterprise & Commercial Banking Director, Finance Director as alternate to Risk Management Director, and related divisions
34.	November 22, 2022	Progress of General Risk Management Policy Review Results (KUMR) and Integrated Risk Management General Policy (KUMRT)	<ul style="list-style-type: none">PradjotoSeptian Hario SetoErwin Rijanto SlametFadlansyah Lubis⁴⁾Dwita SuherlinaBambang Setyogroho³⁾	Integrated Governance Committee, Risk Management Director, Finance Director, and related divisions
35.	November 29, 2022	<ul style="list-style-type: none">Evaluation of BNI's Risk Management Function in 2022 and Discussion on the 2023 Enterprise Risk Management Work PlanEvaluation and Report to the Board of Commissioners on Realization of the Risk Management Committee and Integrated Risk Management Committee Duties	<ul style="list-style-type: none">PradjotoSeptian Hario SetoErwin Rijanto SlametFadlansyah Lubis⁴⁾Dwita SuherlinaBambang Setyogroho³⁾	Risk Management Director and related divisions
36.	December 20, 2022	Evaluation of Operational Risk and Operational Risk Burden	<ul style="list-style-type: none">PradjotoErwin Rijanto SlametFadlansyah Lubis⁴⁾Dwita SuherlinaBambang Setyogroho³⁾	Risk Management Director and related divisions

Note:

¹⁾ Ceased serving as a KPR member on June 1, 2022

²⁾ Ceased serving as a KPR member on August 31, 2022

³⁾ Served as a KPR member since June 1, 2022

⁴⁾ Has not effectively served as a Member of the Risk Oversight Committee because on the date of the Meeting it was in the OJK Fit and Proper Test process

RISK MONITORING COMMITTEE MEETINGS FREQUENCY AND ATTENDANCE LEVEL

During 2022, the Risk Monitoring Committee held 36 (thirty six) meetings consisting of KPR internal meetings and joint meetings with related Directors, divisions or units. The frequency and attendance level of each member in the KPR meetings can be seen in the table below:

Risk Monitoring Committee Meeting Attendance Level

Name	Position	Number of Meetings	Attendance	Percentage
Pradjoto	Committee Chairman/Vice President Commissioner/Independent Commissioner	36	36	100.00%
Ratih Nurdianti ²⁾	Committee Member/Commissioner	28	23	82.14%
Erwin Rijanto Slamet	Committee Member/Independent Commissioner	36	28	77.78%
Septian Hario Seto	Committee Member/Independent Commissioner	36	25	69.44%
Fadlansyah Lubis ⁴⁾	Committee Member/Commissioner	-	-	-
Dwita Suherlina	Independent Member	36	36	100.00%
Nurani Raswindriati ¹⁾	Independent Member	15	15	100.00%
Bambang Setyogroho ³⁾	Member	21	18	85.71%

Note:

¹⁾ Ceased serving as a KPR member on June 1, 2022

²⁾ Ceased serving as a KPR member on August 31, 2022

³⁾ Served as a KPR member since June 1, 2022

⁴⁾ Served as a KPR member on December 29, 2022

BRIEF REPORT ON THE RISK MONITORING COMMITTEE ACTIVITIES

To fulfilling its role as a supporting committee for the Board of Commissioners, the Risk Monitoring Committee carried out the work program/plan that was set in early 2022. The mechanism for implementing KPR activities/duties is through:

1. Holding KPR Meetings by inviting related Directors, related divisions/units;
2. Attending the Board of Commissioners meetings and the Board of Commissioners meetings with the Board of Directors where the agenda is related to the KPR duties;
3. Reviews/evaluations outside the meeting forum.

The Risk Monitoring Committee Meeting and monitoring results, reviews/evaluations are submitted to the Board of Commissioners as reports and recommendations both in writing and in the Board of Commissioners meeting forum During 2022, KPR held 36 (thirty six) meetings and made 55 (fifty five) reviews/evaluations. The Risk Monitoring Committee activities included the following:

1. Reviewing and meetings related to BNI Bank Health Level, BNI Risk Profile, Integrated Risk Profile and the duties of the Risk Management Committee and the BNI Integrated Risk Management Committee;
2. Meetings and in-depth reviews on the main issues of Operational Risk, Legal Risk, Compliance Risk, Strategic Risk, Reputation Risk, Credit Risk, Market Risk and Liquidity Risk, Insurance Risk and Intra-group Risk;
3. Duties related to credit:
 - a. Meetings and reviews related to the Development of Loan at Risk (LaR) Handling and loan restructuring at BNI Wide and Regional levels, for the Corporate, Enterprise, Commercial and Small segments (including KUR);
 - b. Meetings and reviews related to loan consultations submitted by the Board of Directors to the Board of Commissioners;
 - c. Meetings and reviews related to Remedial & Recovery Discussion;
 - d. Reviews related to the Troubled Assets Sales Plan by Portfolio;
 - e. Reviews related to the Maximum Lending Limit Report.
4. Reviewing the updated General Policy on Risk Management and General Policy on Integrated Risk Management & Integrated Capital of BNI proposed by the Board of Directors to the Board of Commissioners;
5. Reviewing the BNI 2022/2023 Recovery Plan Document update proposed by the Board of Directors for approval by the Board of Commissioners;
6. Reviewing the BNI 2022 Resolution Plan Document proposed by the Board of Directors for approval by the Board of Commissioners;

7. Reviewing the BNI Bank Business Plan for 2023;
8. Meetings and reviews related to BNI's 2022 Risk Appetite Statement proposed by the Board of Directors for approval by the Board of Commissioners;
9. Reviewing Minister of SOEs Regulation No. PER-5/MBU/09/2022 concerning Risk Management in SOEs;
10. Reviewing BUMN KEPMEN draft concerning SOE Sustainable Risk Management Guidelines;
11. Reviewing BNI Anti-Bribery Management System (SMAP) Policy;
12. Reviewing the Risk Monitoring Committee Charter.

RISK MONITORING COMMITTEE MEMBERS COMPETENCY DEVELOPMENT

To create superior and competitive human resources, the Bank organizes competency development programs to support the supervisory and management duties, especially in providing input to the Board of Commissioners. Information concerning competency development activities participated in by the Risk Oversight Committee throughout 2022 can be found in the Company Profile chapter in this annual report.

INTEGRATED GOVERNANCE COMMITTEE

To assist in the supervisory duties of the Board of Commissioners, the Company has an Integrated Governance Committee that was formed by referring to and based on the prevailing laws and regulations, in particular to OJK Regulation No. 18/POJK.03/2014 dated November 18, 2014 concerning Integrated Governance for Financial Conglomerates, and OJK Circular Letter No. 15/SEOJK.03/2015 dated May 25, 2015 concerning Integrated Governance for Financial Conglomerates.

BASIS FOR ESTABLISHING AN INTEGRATED GOVERNANCE COMMITTEE

The Integrated Governance Committee was established based on the PT Bank Negara Indonesia (Persero) Tbk Board of Commissioners Decree No. KEP/006/DK/2015 dated June 22, 2015 concerning Establishment of the Integrated Governance Committee. The Integrated Governance Committee shall be independent both in carrying out its duties and in reporting, and is directly responsible to the Main Entity's Board of Commissioners. BNI established the Integrated Governance Committee that performs its duties in accordance with laws and regulations, including:

1. OJK Regulation No. 18/POJK.03/2014 dated November 18, 2014 concerning Integrated Governance for Financial Conglomerates;
2. OJK Circular No. 15/SEOJK.03/2015 dated May 25, 2015 concerning Integrated Governance for Financial Conglomerates.
3. OJK Regulation No. 45/POJK.03/2020 dated October 16, 2020 concerning Financial Conglomerates;

4. Minister of SOEs Regulation No. PER-5/MBU/09/2022 dated August 1, 2022 concerning Risk Management in SOEs;
5. Minister of SOEs Regulation No. PER-12/MBU/2012 dated August 24, 2012 concerning Supporting Organs for the Board of Commissioners/Supervisory Board of SOEs, as amended by Minister of SOEs Regulation No. PER-06/MBU/04/2021 dated April 13, 2021 and Minister of SOEs Regulation No. PER-14/MBU/10/2021 dated October 29, 2021.

INTEGRATED GOVERNANCE COMMITTEE CHARTER

In carrying out its duties and responsibilities, the Integrated Governance Committee is guided by the Integrated Governance Committee Charter that is continuously refined and updated in accordance with developments/changes in applicable legal regulations and current conditions. The most recent renewal/refinement of the BNI Integrated Governance Committee Charter was carried out in 2022, as stipulated in the Board of Commissioners Decree No. KEP/005/DK/2022 dated June 01, 2022 concerning the Integrated Governance Committee Charter. The Integrated Governance Committee Charter has also been published on the BNI official website, and contains a the legal basis; definitions; committee formation and structure; committee member requirements; committee membership; committee duties, responsibilities and authorities; appointment, dismissal and term of office of committee members; committee meetings, and reporting.

INTEGRATED GOVERNANCE COMMITTEE MEMBER REQUIREMENTS

1. General Requirements
 - a. Have good integrity, character and morals and sufficient work experience related to committee duties;
 - b. Has no personal interests/relationships that may cause negative impacts and conflicts of interest to the Financial Services Institutions in the BNI Financial Conglomerate.
2. Competency Requirements
 - a. Have adequate educational background, ability, knowledge and experience in banking or other financial service institutions;
 - b. Able to work together, have good and effective communication skills, and can provide sufficient time to carry out their duties;
 - c. Have sufficient knowledge and understanding of the principles and processes of Good Corporate Governance in general, laws and regulations in the banking sector, and other financial service institutions, especially related to the operational activities of banking and other financial service institutions.

3. Independence Requirements
Members of the Integrated Governance Committee as independent parties:
 - a. Is a party outside of BNI who has no financial, management, share ownership and/or familial relationships with the Board of Commissioners, Supervisory Board, Board of Directors and/or Controlling Shareholders of the Financial Services Institutions in the BNI Financial Conglomerate, or relationships with Financial Services Institutions in the BNI Financial Conglomerate that may affect their ability to act independently. The financial relationship, management, share ownership and/or familial relationship shall be in accordance with the definitions stipulated by the prevailing laws and regulations;
 - b. Has no direct or indirect business relationship related to the business activities of Financial Services Institutions within the BNI Financial Conglomerate.

INTEGRATED GOVERNANCE COMMITTEE MEMBERSHIP

1. The Integrated Governance Committee consists of at least:
 - a. An Independent Commissioner who is the Chair of one of the committees in the Main Entity, and concurrently serves as a member;
 - b. An Independent Commissioner who represents and is appointed by each Financial Services Institution in the BNI Financial Conglomerate, as a member;
 - c. An independent party who serves as member. An independent party may come from an independent party Committee member in the Main Entity; and
 - d. Members of the Sharia Supervisory Board of the Financial Services Institutions that carry out business activities based on Sharia principles in the BNI Financial Conglomerate as members, whose numbers are adjusted to the needs of BNI Financial Conglomerate as well as the efficiency and effectiveness of the Integrated Governance.
2. The number and composition of Independent Commissioners who are members of the Integrated Governance Committee as referred to in point 1 letter b above, are adjusted to the needs of the BNI Financial Conglomerate and the efficiency and effectiveness of carrying out the duties of the Integrated Governance Committee by taking into account the minimum representation of each financial services sector;
3. The membership of Independent Commissioners in the Integrated Governance Committee, referred to in point 1 letter b above, can be in the form of permanent and non-permanent members, in accordance with the needs of the BNI Financial Conglomerate, where if necessary the Main Entity can add a non-permanent member as an Independent Commissioner who is not yet a member of Integrated Governance Committee; and

4. Membership of Independent Commissioners, Independent parties and members of the Sharia Supervisory Board as referred to in point 1 above, in the Integrated Governance Committee in the BNI Financial Conglomerate are not considered as concurrent positions.

INTEGRATED GOVERNANCE COMMITTEE DUTIES, RESPONSIBILITIES, AND AUTHORITIES

The Integrated Governance Committee's duties and responsibilities include:

- Evaluating Integrated Governance implementation at least through assessment of adequacy of internal controls, implementation of integrated compliance functions and implementation of Integrated Governance Guidelines. When conducting the evaluations, the Integrated Governance Committee obtains information from evaluations of internal audit and compliance functions in each Financial Services Institute for members of Board of Commissioners of each Financial Services Institution who are members in the Integrated Governance Committee;
- Providing recommendations to the Main Entity Board of Commissioners regarding the Integrated Governance and improvement evaluations of Integrated Governance Guidelines;
- Carrying out the duties of the Main Entity's Board of Commissioners to review and evaluate material related to the duties of the Integrated Governance Committee and/or other duties as determined by the Main Entity's Board of Commissioners;
- Evaluating the suitability of the Integrated Governance Policy against the implementation of these policies and provide recommendations to the Board of Commissioners of the Main Entity for the Integrated Governance policies and their implementation to ensure that Integrated Governance management has been carried out adequately;
- Prior to the current fiscal year, the Integrated Governance Committee must prepare and submit an Annual Work Plan and Budget to the Main Entity's Board of Commissioners for approval, a copy is submitted by the Main Entity's Board of Commissioners to the Main Entity's Board of Directors for information purposes. The implementation of the Integrated Governance Committee's Annual Work Plan and Budget is reported to the Main Entity's Board of Commissioners; and
- Members of the Integrated Governance Committee are required to carry out their duties properly and maintain the confidentiality of all documents, data, information, and everything related to the implementation of the Integrated Governance Committee's Duties and can only used for the benefit of carrying out their duties.

The Integrated Governance Committee also has the following powers:

- The Integrated Governance Committee may request an explanation or the necessary information about employees, funds, assets, and other resources related to the performance of its duties to the Institute of Financial Services in the BNI Financial Conglomerate, with due regard to the prevailing regulations. The Committee shall report in writing the result of the assignment to the Board of Commissioners;
- Members of the Integrated Governance Committee are authorized to communicate directly with parties related to the Integrated Governance Committee duties;
- To carry out its duties the Integrated Governance Committee can cooperate or coordinate with Committees under the Board of Commissioners of other Main Entities, as well as relevant divisions/units/work units in the Main Entity or other Financial Services Institutions within the BNI Financial Conglomerate.

APPOINTMENT, DISMISSAL, AND TERM OF SERVICE OF INTEGRATED GOVERNANCE COMMITTEE MEMBERS

- The Integrated Governance Committee Chairperson and members are appointed and dismissed by the Main Entity Board of Commissioners;
- Members of the Integrated Governance Committee can be members of the Main Entity Board of Commissioners, or the Board of Commissioners and Supervisory Board of the Financial Services Institutions:
 - he term of office shall be equal to the term of appointment as a member of the Board of Commissioners or Supervisory Board determined by the GMS;
 - Ceases automatically when their term of office as a member of the Board of Commissioners or Supervisory Board ends.
- The term of office for independent party members of the Integrated Governance Committee is for a maximum of 3 (three) years and can be extended once for another 2 (two) years so that the total term of office for independent party members of the Integrated Governance Committee is for a maximum of 5 (five) years without prejudice to the right of the Board of Commissioners of the Main Entity to dismiss the member of the committee concerned at any time;
- The Main Entity Board of Commissioners may dismiss any member of the Integrated Governance Committee if they are deemed to have not performed their duties as members of the committee as set forth in the Appointment Decree of the committee member concerned;

- In the event a member of the Main Entity Board of Commissioners who concurrently serves as Chair of the Integrated Governance Committee ceases to serve as a member of the Main Entity Board of Commissioners, the Committee Chair shall be replaced by another Independent Main Entity member of the Board of Commissioners who is one of the Main Entity's Committee Chairman within 30 (thirty) days at the latest; and
- Dismissal and appointment of Committee members is reported to the GMS.

INTEGRATED GOVERNANCE COMMITTEE STRUCTURE, MEMBERSHIP AND EXPERTISE

In 2022, the Integrated Governance Committee membership composition changed as follows:

Integrated Governance Committee Structure, Membership and Expertise as per December 31, 2022				
Name	Position	Period	Description	Expertise
Agus Dermawan Wintarto Martowardojo	Chairman	January 1-December 31, 2022	President Commissioner/Independent PT Bank Negara Indonesia (Persero) Tbk	<ul style="list-style-type: none"> Economics Finance Banking
Askolani	Member	January 1-December 31, 2022	Commissioner PT Bank Negara Indonesia (Persero) Tbk	<ul style="list-style-type: none"> Economics Finance
Susyanto	Member	January 1-December 31, 2022	Commissioner PT Bank Negara Indonesia (Persero) Tbk	Law
Parikesit Suprpto	Member	January 1-December 31, 2022	PT BNI Life Insurance President Commissioner/Independent	Economic Development
Siti Haniatunnisa ¹⁾	Member	October 28-December 31, 2022	Independent Sharia Supervisory Board PT BNI Life Insurance	<ul style="list-style-type: none"> Law Sharia Economics
Eko Priyo Pratomo ²⁾	Member	October 28-December 31, 2022	President Commissioner/Independent PT BNI Asset Management	<ul style="list-style-type: none"> Mutual Funds Capital Markets Finance Economics
Rufina Tinawati Marianto ³⁾	Member	July 22-December 31, 2022	Independent Commissioner PT Bank Mayora	<ul style="list-style-type: none"> Economics Banking
Nurani Raswindriati ⁴⁾	Member	June 1-December 31, 2022	Independent Party	<ul style="list-style-type: none"> Law Finance Risk Management Economics Banking

Note:

¹⁾ Served as a member of the Integrated Governance Committee since October 28, 2022

²⁾ Served as a member of the Integrated Governance Committee since October 28, 2022

³⁾ Served as a member of the Integrated Governance Committee since 22 July 2022

⁴⁾ Served as an independent member of the Integrated Governance Committee since June 1, 2022

Integrated Governance Committee Structure, Membership, and Expertise (Membership Term Expired in 2022)				
Name	Position	Period	Description	Expertise
Rosa De Lima Dwi Mutiari ¹⁾	Member	January 1-June 30, 2022	President Commissioner/Independent-PT BNI Sekuritas	Banking
Bambang Setyogroho ²⁾	Member	January 1-June 30, 2022	Independent Party	Banking
Indrayeti ³⁾	Member	January 1-June 30, 2022	Independent Party	<ul style="list-style-type: none"> Finance Banking
Utang Ranuwijaya ⁴⁾	Member	January 1-October 28, 2022	Independent Sharia Supervisory Board-PT BNI Life Insurance	Sharia Economics
Eddy Siswanto ⁵⁾	Member	January 1-October 28, 2022	Independent Commissioner-PT BNI Asset Management	<ul style="list-style-type: none"> Finance Tax and Accounting Capital Market Pension Fund
Boyke Wibowo Mukiyat ⁶⁾	Member	January 1-June 30, 2022	President Commissioner/Independent-PT BNI Sekuritas	Banking

Note:

¹⁾ Ceased serving as a member of the Integrated Governance Committee on June 30, 2022

²⁾ Ceased serving as an independent member of the Integrated Governance Committee on June 1, 2022

³⁾ Ceased serving as an independent member of the Integrated Governance Committee on January 31, 2022

⁴⁾ Ceased serving as a member of the Integrated Governance Committee on October 28, 2022

⁵⁾ Ceased serving as a member of the Integrated Governance Committee on October 28, 2022

⁶⁾ Ceased serving as a member of the Integrated Governance Committee on June 30, 2022

INTEGRATED GOVERNANCE COMMITTEE PROFILES

Agus Dermawan Wintarto Martowardojo Integrated Governance Committee Chairman

Profile can be found in the Board of Commissioners Profiles

Askolani Integrated Governance Committee Member

Profile can be found in the Board of Commissioners Profiles

Susyanto Integrated Governance Committee Member

Profile can be found in the Board of Commissioners Profiles

Parikesit Suprpto Integrated Governance Committee Member (President Commissioner/Independent of PT BNI Life Insurance)

Born in 1951. Holds a Bachelor's degree in Corporate Economics from Sekolah Tinggi Manajemen Industri (1980), Master's in economic development from Indiana University/USA (1990), Doctorate in economic development from University of Notre Dame/USA (1995).

Has been a member of the Integrated Governance Committee since December 2018. Previously served as Commissioner of PT Indocement Tungal Perkasa Tbk (2001-2006), Commissioner of PT Bank Negara Indonesia (Persero) Tbk (2008-2010), President Commissioner of PT Pusri (Persero) (2008- 2012), Commissioner of PT Indosat (Persero) Tbk (2011), Commissioner of PT Telkom (Persero) Tbk (2012-2014), Commissioner of PT KPEI (2013-2016), Independent Commissioner of PT Bank Bukopin Tbk (2013- 2018), Director of Analysis Information at Financial Services Business Ministry of State-Owned Enterprises/State-Owned Enterprises President Commissioner of PT BNI Life Insurance (2018-present), Investment and Development Agency (2000-2001), Director of Restructuring and Privatization, Directorate General of SOE Development, Ministry of Finance (2001-2002), Assistant Deputy for Restructuring and Privatization of Financial Services Business, Construction and others (2002-2005), Expert Staff to the Minister of State-Owned Enterprises for Small Business Partnerships (2005-2008), Deputy for Banking and Financial Services at the Ministry of State-Owned Enterprises (2008-2010), Deputy for Services Business at the Ministry of State-Owned Enterprises (2010-2012).

Siti Haniatunnisa¹⁾ Integrated Governance Committee Member (Member of the Sharia Supervisory Board at PT BNI Life Insurance)

Born in 1984. Holds a Bachelor's degree (S1) from the International Islamic University of Malaysia (IIUM), and a Master's degree (S2) from Universitas Indonesia (UI) in the Department of Law, and is currently pursuing a Doctoral Program (S3) in the Department of Law at Universitas Indonesia (UI). Certified in Risk Governance Professional (CRGP) Certification from LSPMR.

Has been a member of the BNI Integrated Governance Committee since October 2022. Currently serves as Chair of the Sekolah Tinggi Ilmu Fiqih Syeikh Nawawi Tanara Banten (STIF SYENTRA), and is Member of the DSN-MUI Plenary for the 2021-2025 term.

Eko Priyo Pratomo²⁾ Integrated Governance Committee Member (President Commissioner/Independent Commissioner of PT BNI Asset Management)

Born in 1963. Holds a Bachelor's degree (S1) in Engineering/Aviation from Institut Teknologi Bandung (1988) and a Master's degree (S2) in Management from IPMI International Business School (1991).

Has been a Member of the Integrated Governance Committee since October 2022. Previously, served at PT BNP Paribas Asset Management (1996–2018), and served as Associate Director, Director, President Director, to Senior Advisor. Also had a career at PT Mandiri Investment Management (2019–2020) as a Senior Advisor. Also served as President Commissioner/Independent Commissioner of PT BNI Asset Management (April 2022-present).

Rufina Tinawati Marianto³⁾ Integrated Governance Committee Member (Independent Commissioner of PT Bank Mayora)

Born in 1959. Holds a Bachelor's degree (S1) in Architectural Engineering and Management Economics from UNIKA Parahyangan Bandung and has extensive experience in the banking sector.

Has been a member of the Integrated Governance Committee since July 2022. Before being appointed as Independent Commissioner of Bank MAYORA (2016-present), served as General Manager Commercial Jababeka PT Bank Permata (2003-2006), Commercial Business Division Head at PT Bank OCBC NISP Tbk (2009-2011), Executive VP Commercial Business Unit at PT Bank OCBC NISP Tbk (2012-2013), and Commercial Sales & Marketing Support Head at PT Bank OCBC NISP Tbk (2013-2014).

Nurani Raswindriati⁴⁾ Independent Member of the Integrated Governance Committee (Independent Commissioner of PT Bank Mayora)

Born in 1962. Holds a Bachelor's degree (S1) in Accounting from Universitas Padjadjaran and a Masters degree (S2) Management in Finance from Universitas Gadjah Mada.

Became a member of the Integrated Governance Committee in the BNI Financial Conglomerate on June 1, 2022. Previously served as Finance and Operations Director of PT Niaga International Factors (2002-2005), Head of Credit Risk Control, Risk Management Group PT Bank Permata Tbk (2007-2012), Senior Vice President at the Deposit Insurance Corporation/LPS (2012-2015), Member of the Risk Monitoring Committee of Bank Resona Perdania, Member of the Risk Monitoring Committee of PT Bank Tabungan Negara (2015-2016), Director of Compliance and Risk Management of PT Bank Victoria Syariah (2016-2021), and Senior Vice President of Indonesia Eximbank (2021).

Note:
¹⁾ Served as a member of the Integrated Governance Committee since October 28, 2022
²⁾ Served as a member of the Integrated Governance Committee since October 28, 2022
³⁾ Served as a member of the Integrated Governance Committee since July 22, 2022
⁴⁾ Served as an independent member of the Integrated Governance Committee since June 1, 2022

INTEGRATED GOVERNANCE COMMITTEE PROFILES (MEMBERSHIP TERM EXPIRED IN 2022)

Rosa De Lima Dwi Mutiari¹⁾ Integrated Governance Committee Member (Principal Commissioner/Independent of PT BNI Multifinance)

Born in 1958. Holds a Bachelor's degree from Syari'ah the Faculty of IAIN "SGD" Bandung (1984), a Bachelor's degree (S2) from IAIN "Syahid" Jakarta (1992), and a Bachelor's degree (S3) from IAIN "Syahid" Jakarta (1998).

Became a member of the BNI Integrated Governance Committee since January 2017. Previously served as Dean of the Faculty of Sharia and Islamic Economics IAIN "SMH" Banten (2011-2015), Postgraduate Director of IAIN SMH Banten (2015-2017).

Bambang Setyogroho²⁾ Integrated Governance Committee Independent Member

Born in 1958. Holds a Bachelor's degree (S1) in Geological Engineering, Universitas Padjadjaran, a Master's degree (S2) in Business Administration from Universitas Indonesia, and a Doctoral degree (S3) from Universitas Padjajaran.

Became an Integrated Governance Committee member of PT Bank Negara Indonesia (Persero), Tbk. Financial Conglomerate since January 18, 2021. Previously served as Independent Commissioner and Audit Committee Chairman at PT Sarana Multi Infrastructure (Persero) (2014-2017), experienced in banking since 1990 at PT Bank Mandiri (Persero) Tbk., and PT Bank Dagang Negara (Persero) holding various positions including EVP Corporate Banking, SVP Commercial Risk, SVP Central Operations Group, VP Corporate Credit Risk Management Group and RM Corporate & Commercial Credit.

Indrayeti³⁾ Integrated Governance Committee Independent Member

Born in 1972. Holds a Bachelor's degree in Accounting Economics, Universitas Trisakti (1995), and a Master's degree in Commerce, University of New South Wales, Australia (2000).

Became an Integrated Governance Committee member of PT Bank Negara Indonesia (Persero), Tbk. Financial Conglomerate since January 18, 2021. Previously served as Financial Services Adviser (2020-present), Risk Management Monitoring Committee and Integrated Governance Committee at PT Bank BRI (Persero) Tbk. (2014-2019).

Utang Ranuwijaya⁴⁾ Integrated Governance Committee Member (Member of the Sharia Supervisory Board at PT BNI Life Insurance)

Born in 1958. Holds a Bachelor's degree from the Syari'ah Faculty of IAIN "SGD" Bandung (1984), a Bachelor's degree (S2) from IAIN "Syahid" Jakarta (1992) and a Bachelor's degree (S3) IAIN "Syahid" Jakarta (1998).

Became a member of the BNI Integrated Governance Committee since January 2017. Previously served as Dean of the Faculty of Sharia and Islamic Economics IAIN "SMH" Banten (2011-2015), Postgraduate Director of IAIN SMH Banten (2015-2017).

Eddy Siswanto⁵⁾ Integrated Governance Committee Member (Independent Commissioner of PT BNI Asset Management)

Born in 1956. Graduated as a Bachelor of Accounting at v-Medan (1982) and obtained a Master's degree in Finance and Banking at Universitas Gadjah Mada-Yogyakarta (1993). Has tax brevet A, B, and C as well as WMI Capital Market certification and has obtained WPPE and WPEE.

Became a Member of of the Integrated Governance Committee since September 2017. Previously served in the BNI Group since 1982. In 2001-2010 he served as Accountant in the Finance Division of PT BNI Sekuritas (2001-2004), Investment Director at BNI Pension Fund (2004-2006), Head of Budgeting & Financial Control Division at PT Bank Negara Indonesia (Persero), Tbk (2006-2009), President Director at PT BNI Sekuritas (2009-2010), and President Director at PT Tri Handayani Utama (a subsidiary of BNI Pension Fund) (2011-December 2018).

Boyke Wibowo Mukiyat⁶⁾

Integrated Governance Committee Member (President Commissioner/Independent Commissioner of PT BNI Sekuritas)

Born in 1958. Holds a bachelor’s degree in management from the Universitas Indonesia in 1993.

Became a Member of the Integrated Governance Committee since November 17, 2020. Previously held various strategic positions, including President Commissioner/Independent Commissioner of PT BNI Sekuritas (2020-present), Independent Commissioner of PT Indika Energy Tbk. (2016-2020), President Commissioner of PT. Rukun Raharja Tbk. (2014-2019), President Director of PT Truba Jaya Engineering (2014-2018), President Commissioner of PT Jakarta Propertindo (2015-2016), Commissioner of PT Pertamina EP Cepu (2014-2015), President Director of PT Perusahaan Pengelola Aset (2008-2013), President Director of PT Bahana Pembinaan Usaha Indonesia (2006-2008), President Commissioner of PT Bahana TCW Investment Management (2003-2009), Commissioner of PT Bahana Artha Ventura (2003-2009), Director of PT Bahana Pembinaan Usaha Indonesia (2001-2006), President Commissioner of PT. Bahana Securities (2001-2003), President Director of PT Niaga Asset Management (1999-2001), Investment Director of PT Niaga Asset Management (1997-2001).

Note:

¹⁾ Ceased serving as a member of the Integrated Governance Committee on June 30, 2022

²⁾ Ceased serving as an independent member of the Integrated Governance Committee on June 1, 2022

³⁾ Ceased serving as an independent member of the Integrated Governance Committee on January 31, 2022

⁴⁾ Ceased serving as a member of the Integrated Governance Committee on October 28, 2022

⁵⁾ Ceased serving as a member of the Integrated Governance Committee on October 28, 2022

⁶⁾ Ceased serving as a member of the Integrated Governance Committee on June 30, 2022

INTEGRATED GOVERNANCE COMMITTEE EDUCATIONAL QUALIFICATIONS AND WORK EXPERIENCE

As of December 31, 2022, educational qualifications and work the Chair and Members of the Integrated Governance Committee experience was as follows:

Integrated Governance Committee Education and Work Experience as Per December 31, 2021

Name	Position	Period	Education	Work Experience
Agus Dermawan Wintarto Martowardojo	Chairman	January 1-December 31, 2022	Educational history can be found in the Board of Commissioners Composition Diversity Section	Work experience can be found in the Board of Commissioners Composition Diversity Section
Askolani	Member	January 1-December 31, 2022	Educational history can be found in the Board of Commissioners Composition Diversity Section	Work experience can be found in the Board of Commissioners Composition Diversity Section
Susyanto	Member	January 1-December 31, 2022	Educational history can be found in the Board of Commissioners Composition Diversity Section	Work experience can be found in the Board of Commissioners Composition Diversity Section

Integrated Governance Committee Education and Work Experience as Per December 31, 2021

Name	Position	Period	Education	Work Experience
Parikesit Suprpto	Member	January 1-December 31, 2022	<ul style="list-style-type: none">Bachelor’s degree in EconomicsMaster’s Degree in Economic DevelopmentDoctorate in Economic Development	<ul style="list-style-type: none">Commissioner of PT Indocement Tunggol Perkasa TbkCommissioner of PT Bank Negara Indonesia (Persero) TbkPresident Commissioner of PT Pusri (Persero)Commissioner of PT Indosat (Persero) TbkCommissioner of PT Telkom (Persero) TbkCommissioner of PT KPEIIndependent Commissioner of PT Bank Bukopin TbkDirector of Business Info Analysis of Financial Services at the Ministry of State-Owned Enterprises/ State-Owned Enterprises Investment and Development AgencyDirector of Restructuring and Privatization,Directorate General of BUMN Development, Ministry of FinanceAssistant Deputy for Restructuring and Privatization of Financial Services Businesses, Construction and othersExpert Staff to the Minister of State Enterprises for Small Business PartnershipsDeputy for Banking and Financial Services, Ministry of State-Owned EnterprisesDeputy for Service Business at the Ministry of State-Owned Enterprises
Siti Haniatunnisa ⁹⁾	Member	October 28-December 31, 2022	<ul style="list-style-type: none">Bachelor’s Degree in LawMaster’s degree in Law Science	<ul style="list-style-type: none">Member of the Sharia Supervisory Board of PT BNI Life Insurance (2020–Present)Plenary Member of the National Sharia Council - MUI for the 2021-2025 term.Deputy secretary of the MUI Foreign Relations Commission (2015–2020)Head of the Syaikh Nawawi Tanara Banten Islamic School of Jurisprudence (2016-Present)

Integrated Governance Committee Education and Work Experience as Per December 31, 2021				
Name	Position	Period	Education	Work Experience
Eko Priyo Pratomo ²⁾	Member	October 28-December 31, 2022	<ul style="list-style-type: none">Bachelor's degree in Machinery/AviationMaster's degree in Management	<ul style="list-style-type: none">President Commissioner/ Independent Commissioner of PT BNI Asset Management (April 2022–present)Senior Advisor at PT Mandiri Investment Management (2019–2020)Career at PT BNP Paribas Asset Management as Associate Director, Director, President Director and Senior Advisor (1996–2018)Deputy GM at Jababeka Group (1995-1996)
Rufina Tinawati Marianto ³⁾	Member	July 22-December 31, 2022	Bachelor's degree in Architectural Engineering and Management Economics	<ul style="list-style-type: none">Independent Commissioner at Bank Mayora (2016–Present)Commercial Sales & Marketing Support Head at PT Bank OCBC NISP Tbk (2013-2014)Executive VP Commercial Business Unit at PT Bank OCBC NISP Tbk (2012-2013)Commercial Business Division Head at PT Bank OCBC NISP Tbk (2009-2011)General Manager Commercial Jababeka at PT Bank Permata (2003-2006)
Nurani Raswindriati ⁴⁾	Member	June 1-December 31, 2022	<ul style="list-style-type: none">Bachelor's degree in AccountingMaster's degree in Finance	<ul style="list-style-type: none">Senior Vice President at Indonesia Eximbank (2021)Director of Compliance and Risk Management at PT Bank Victoria Syariah (2016–2021)Member of the Risk Monitoring Committee at PT Bank Tabungan Negara (2015-2016)Member of the Risk Monitoring Committee at Bank Resonia PerdaniaSenior VicePresident at the Deposit Insurance Corporation/LPS (2012-2015)Head of Credit Risk Control, Risk Management Group at PT Bank Permata Tbk (2007-2012)Director of Finance and Operations at PT Niaga International Factors (2002-2005)

Note:
¹⁾ Served as a member of the Integrated Governance Committee since October 28, 2022
²⁾ Served as a member of the Integrated Governance Committee since October 28, 2022
³⁾ Served as a member of the Integrated Governance Committee since July 22, 2022
⁴⁾ Served as an independent member of the Integrated Governance Committee since June 1, 2022

Integrated Governance Committee Education and Work Experience as Per December 31, 2022				
Name	Position	Period	Education	Work Experience
Rosa De Lima Dwi Mutiari ¹⁾	Member	January 1-June 30, 2022	<ul style="list-style-type: none">Bachelor's degree in Corporate EconomicsMaster's degree in Economics	<ul style="list-style-type: none">Head of BUMN and Institution Division Government at PT Bank Negara Indonesia (Persero) Tbk.Head of Corporate Division 1 at PT Bank Negara Indonesia (Persero) TbkNational Agency for Professional Certification (Indonesian Professional Certification authority)Competency Assessors in Institutions Banking Professional Certification (LSPP)Lecturers and Consultants Credit at BNI Corporate University PT Bank Negara Indonesia (Persero) Tbk.
Bambang Setyogroho ²⁾	Independent Member	January 1-June 30, 2022	<ul style="list-style-type: none">Bachelor's degree in Geological TechnologyMaster's degree in BusinessAdministration	<ul style="list-style-type: none">Independent Commissioner & Committee Chairman-PT Sarana Multi Infrastructure (Persero) (2014-2017)EVP Corporate Banking, SVP Commercial Risk, SVP Central Operations Group, VP Corporate Credit Risk Management Group,PT Bank Dagang Negara (Persero) and PT Bank Mandiri (Persero)
Indrayeti ³⁾	Independent Member	January 1-January 31, 2022	<ul style="list-style-type: none">Bachelor's degree in AccountingMaster's degree in Commerce	<ul style="list-style-type: none">Financial Services Advisor (2020-present)Risk Management Monitoring Committee and Integrated Governance Committee-PT Bank BRI (Persero), Tbk (2014-2019)
Utang Ranuwijaya ⁴⁾	Member	January 1-October 28, 2022	<ul style="list-style-type: none">Bachelor's Degree in Religious CourtsMaster's in Islamic StudiesDoctorate in Islamic Studies	<ul style="list-style-type: none">Postgraduate Director at IAIN SMH BantenDean at the Faculty of Sharia and Islamic Economics IAIN “SMH” BantenChairman at Central MUI 2020-2025Plenary Board at the National Syari'ah Council 2020-2025
Eddy Siswanto ⁵⁾	Member	January 1-October 28, 2022	<ul style="list-style-type: none">Bachelor's Degree in AccountingMaster's Degree in in Finance and Banking	<ul style="list-style-type: none">President Director at PT Tri Handayani Utama (Subsidiary of BNI Pension Fund)President Director at PT BNI SekuritasHead of the Division at Budgeting & Financial Control of PT BNI (Persero) TbkInvestment Director at the BNI Pension FundAccountant in the Finance Division at PT BNI Sekuritas

Integrated Governance Committee Education and Work Experience as Per December 31, 2022

Name	Position	Period	Education	Work Experience
Boyke Wibowo Mukiyat ⁶⁾	Member	January 1-June 30, 2022	Bachelor's degree in Management	<ul style="list-style-type: none">President Commissioner of PT Krakatau Industrial Estate CilegonPresident Commissioner/Independent Commissioner PT BNI SekuritasIndependent Commissioner of PT Indika Energy Tbk.President Commissioner of PT Rukun Raharja Tbk.President Director of PT Truba Jaya EngineeringPresident Commissioner of PT Jakarta PropertyndoCommissioner of PT Pertamina EP CepuPresident Director PT Perusahaan Pengelola AsetPresident Director of PT Bahana Pembinaan Indonesian BusinessPresident Commissioner of PT Bahana TCW Investment ManagementCommissioner of PT Bahana Artha VenturaDirector of PT Bahana Pembinaan Usaha IndonesiaPresident Commissioner of PT Bahana SecuritiesPresident Director of PT Niaga Asset ManagementInvestment Director of PT Niaga Asset Management

Note:

¹⁾ Ceased serving as a member of the Integrated Governance Committee on June 30, 2022

²⁾ Ceased serving as an independent member of the Integrated Governance Committee on June 1, 2022

³⁾ Ceased serving as an independent member of the Integrated Governance Committee on January 31, 2022

⁴⁾ Ceased serving as a member of the Integrated Governance Committee on October 28, 2022

⁵⁾ Ceased serving as a member of the Integrated Governance Committee on October 28, 2022

⁶⁾ Ceased serving as a member of the Integrated Governance Committee on June 30, 2022

INTEGRATED GOVERNANCE COMMITTEE INDEPENDENCE

Members of the Integrated Governance Committee display a fair and balanced assessment of all relevant conditions and are not influenced by personal interests or other parties in expressing their opinions.

Integrated Governance Committee Independence per December 31, 2021

Independence Aspect	Agus Dermawan Wintarto Martowardojo	Askolani	Susyanto	Parikesit Suprpto	Siti Haniatunnisa ¹⁾	Eko Priyo Pratomo ²⁾	Rufina Tinawati Marianto ³⁾	Nurani Raswindriati ⁴⁾
No financial relationships with the Board of Commissioners and the Board of Directors	✓	✓	✓	✓	✓	✓	✓	✓
No management relationships in the company, subsidiaries or affiliated companies	✓	✓	✓	✓	✓	✓	✓	✓
No share ownership relationship in the company	✓	✓	✓	✓	✓	✓	✓	✓

Integrated Governance Committee Independence per December 31, 2021

Independence Aspect	Agus Dermawan Wintarto Martowardojo	Askolani	Susyanto	Parikesit Suprpto	Siti Haniatunnisa ¹⁾	Eko Priyo Pratomo ²⁾	Rufina Tinawati Marianto ³⁾	Nurani Raswindriati ⁴⁾
No familial relationships with the Board of Commissioners, the Board of Directors, and/or fellow members of the Audit Committee	✓	✓	✓	✓	✓	✓	✓	✓
Not serving on the board of political party or government official	✓	✓	✓	✓	✓	✓	✓	✓
Note: ¹⁾ Served as a member of the Integrated Governance Committee since October 28, 2022 ²⁾ Served as a member of the Integrated Governance Committee since October 28, 2022 ³⁾ Served as a member of the Integrated Governance Committee since July 22, 2022 ⁴⁾ Served as an independent member of the Integrated Governance Committee since June 1, 2022								

Integrated Governance Committee Independence (Membership Period ended in 2022)

Independence Aspect	Rosa De Lima Dwi Mutiari ¹⁾	Bambang Setyogroho ²⁾	Indrayeti ³⁾	Utang Ranuwidjaya ⁴⁾	Eddy Siswanto ⁵⁾	Boyke Wibowo Mukiyat ⁶⁾
No financial relationships with the Board of Commissioners and the Board of Directors	✓	✓	✓	✓	✓	✓
No management relationships in the company, subsidiaries or affiliated companies	✓	✓	✓	✓	✓	✓
No share ownership relationship in the company	✓	✓	✓	✓	✓	✓
No familial relationships with the Board of Commissioners, the Board of Directors, and/or fellow members of the Audit Committee	✓	✓	✓	✓	✓	✓
Not serving on the board of political party or government official	✓	✓	✓	✓	✓	✓
Note: ¹⁾ Ceased serving as a member of the Integrated Governance Committee on June 30, 2022 ²⁾ Ceased serving as an independent member of the Integrated Governance Committee on June 1, 2022 ³⁾ Ceased serving as an independent member of the Integrated Governance Committee on January 31, 2022 ⁴⁾ Ceased serving as a member of the Integrated Governance Committee on October 28, 2022 ⁵⁾ Ceased serving as a member of the Integrated Governance Committee on October 28, 2022 ⁶⁾ Ceased serving as a member of the Integrated Governance Committee on June 30, 2022						

INTEGRATED GOVERNANCE COMMITTEE MEETINGS

- Integrated Governance Committee shall meet at least 1 (one) time in 1 (one) semester;
- Integrated Governance Committee Meetings shall only be conducted if attended by at least 51% (fifty one percent) of the total number of members;
- Integrated Governance Committee meeting shall be led by the Integrated Governance Committee Chairman or most senior Integrated Governance Committee Member, if absent;
- If deemed necessary, the Integrated Governance Committee may invite other parties related to the meeting to attend Risk Monitoring Committee Meeting;

5. The committee meeting must be attended by Independent Commissioners from the Financial Services Institutions in the BNI Financial Conglomerate who are members of the Integrated Governance Committee. In the event that the independent Commissioner concerned is unable to attend the Integrated Governance Committee meeting, other Commissioners who are not members of the Integrated Governance Committee or officials at the relevant Financial Services Institution may be asked to attend the Integrated Governance Committee meeting by filling in the meeting, but not will not be counted in the attendance quorum and voting to reach a decision at the meeting;
6. Committee meetings decisions shall be made on the basis of consensus;
7. In the absence of consensus, decision-making shall be based on majority votes. Integrated Governance Committee meetings decisions shall be considered valid if approved by more than 1/2 (one-half) of Integrated Governance Committee members present. The principle of votes for members shall be 1 (one) person 1 (one) vote;
8. Committee meetings results shall be recorded in minutes of meeting signed by all members of Committee present and documented in accordance with the laws and regulations;
9. The results of the Committee's meeting shall be stated in the minutes of the meeting signed by all Committee members present and properly documented;
10. Any dissenting opinions that occur in committee meetings shall be clearly detailed in the minutes of meeting along with reasons for dissent;
11. Attendance of Committee Members at meetings shall be reported in the quarterly reports and annual reports of the Committee.

INTEGRATED GOVERNANCE COMMITTEE MEETINGS IMPLEMENTATION

For 2022, Integrated Governance Committee Meeting dates, meeting agenda and participants, were as follows:

Integrated Governance Committee Meetings Agenda				
No.	Date of Meeting	Meeting Agenda	Integrated Governance Committee Members	Invited
1	January 25, 2022	<ul style="list-style-type: none">Evaluation of December 2021 Integrated Financial PerformanceSubsidiary Strategic & Business Plans for 2022Evaluation of Synergy in 2021: Holding Companies and Subsidiaries & Inter-SubsidiariesSynergy Plans for 2022: Holding Companies and Subsidiaries & Inter-Subsidiaries	<ul style="list-style-type: none">TKT Committee Chair: Agus Martowardojo (BNI President Commissioner/ Independent Commissioner)TKT Committee Members:<ul style="list-style-type: none">Askolani (BNI Commissioner)Parikesit Suprpto (President Commissioner/ Independent Commissioner of BNI Life Insurance)Rosa De Lima Dwi Mutiari (President Commissioner/ Independent Commissioner of BNI Multifinance)Eddy Siswanto (Independent Commissioner of BNI Asset Management)Boyke Wibowo (President Commissioner/ Independent Commissioner of BNI Sekuritas)Bambang Setyogroho (Independent Party)Indrayeti (Independent Party)	<ul style="list-style-type: none">BNI Board of Directors: BNI Finance Director, Corporate Banking Director, Treasury & International Director, Service & Network Director, and Consumer Business Director.Directors of BNI Subsidiaries: BNI Life Insurance, BNI Sekuritas, BNI Remittance, BNI Sekuritas, BNI Asset Management, and BNI Multifinance,)BNI Division: Subsidiary Development Division and Strategic Planning Division

Integrated Governance Committee Meetings Agenda				
No.	Date of Meeting	Meeting Agenda	Integrated Governance Committee Members	Invited
2	February 09, 2022	<ul style="list-style-type: none">Evaluation of Integrated Risk Profile and Integrated KPMR Semester II/2021Evaluation of Structure, Process, and Results (SPH) of Integrated Governance Semester II/2021	<ul style="list-style-type: none">TKT Committee Chair: Agus Martowardojo (BNI President Commissioner/ Independent Commissioner)TKT Committee Members:<ul style="list-style-type: none">Askolani (BNI Commissioner)Susyanto (BNI Commissioner)Parikesit Suprpto (President Commissioner/ Independent Commissioner of BNI Life Insurance)Utang Ranuwidjaya (DPS BNI Life Insurance)Rosa De Lima Dwi Mutiari (President Commissioner/ Independent Commissioner of BNI Multifinance)Eddy Siswanto (Independent Commissioner of BNI Asset Management)Boyke Wibowo (President Commissioner/ Independent Commissioner of BNI Sekuritas)	<ul style="list-style-type: none">BNI Risk Monitoring Committee.BNI Board of Directors: Risk Management Director, and Human Capital and Compliance Director.BNI Divisions: Compliance Division, Bank Risk Management Division, Internal Audit, Subsidiary Development Division, and Corporate Communication & Secretariat Division.
3	March 23, 2022	<ul style="list-style-type: none">Results of the self-assessment of the implementation of a compliance culture by each Subsidiary CompanyEvaluation of the effectiveness of the Anti-fraud strategy, APU PPT and WBS by each Subsidiary CompanyEvaluation of the Implementation of the Integrated Compliance Function Semester II/2021, at the BNI Financial Conglomerate.	<ul style="list-style-type: none">TKT Committee Chair: Agus Martowardojo (BNI President Commissioner/ Independent Commissioner)TKT Committee Members:<ul style="list-style-type: none">Askolani (BNI Commissioner)Susyanto (BNI Commissioner)Parikesit Suprpto (President Commissioner /Independent Commissioner of BNI Life Insurance)Utang Ranuwidjaya (DPS BNI Life Insurance)Rosa De Lima Dwi Mutiari (President Commissioner/ Independent Commissioner of BNI Multifinance)Eddy Siswanto (Independent Commissioner of BNI Asset Management)Boyke Wibowo (President Commissioner/ Independent Commissioner of BNI Sekuritas)Bambang Setyogroho (Independent Party)	<ul style="list-style-type: none">BNI Board of Directors: Human Capital and Compliance Director, Corporate Banking Director, Treasury & International Director.BNI Divisions: Compliance Division, Anti-Fraud Unit, Bank Risk Management Division, Internal Audit, and Subsidiary Development Division.

Integrated Governance Committee Meetings Agenda

No.	Date of Meeting	Meeting Agenda	Integrated Governance Committee Members	Invited
4	May 17, 2022	<ul style="list-style-type: none"> Performance of Subsidiaries for the period March 31, 2022 compared to the positions in 2020 and 2021. Improving the quality and number of Auditors in Subsidiaries Evaluation of the effectiveness of the Integrated Internal Control System (SPI) Semester II/2021 Results of Internal Audit of Subsidiaries and follow-up 	<ul style="list-style-type: none"> TKT Committee Chair: Agus Martowardojo (BNI President Commissioner/Independent Commissioner) TKT Committee Members: <ol style="list-style-type: none"> Parikesit Suprpto (President Commissioner/Independent Commissioner of BNI Life Insurance) Rosa De Lima Dwi Mutiari (President Commissioner/Independent Commissioner of BNI Multifinance) Eddy Siswanto (Independent Commissioner of BNI Asset Management) Boyke Wibowo (President Commissioner/Independent Commissioner of BNI Sekuritas) Bambang Setyogroho (Independent Party) 	<ul style="list-style-type: none"> BNI Board of Directors: Vice President Director. BNI Divisions: Compliance Division, Anti-Fraud Unit, Bank Risk Management Division, Internal Audit, and Subsidiary Development Division.
5	July 19, 2022	<ul style="list-style-type: none"> Evaluation of the Financial Performance of the BNI Financial Conglomerate for the position at June 30, 2022. Evaluation of the Compliance Function at BNI Multifinance and BNI Life Insurance, with matters that need to be studied, namely: <ol style="list-style-type: none"> Evaluation of Hierarchy of Policies/Procedures in Subsidiaries, including Policies/Procedures that Must Be Approved by the Board of Directors and/or Board of Commissioners. Fulfillment of Precautionary Principles Indicators that Must be Managed in accordance with Regulatory Limits. Follow up on Audit Findings. Follow up on Recurring Audit Findings. 	<ul style="list-style-type: none"> TKT Committee Chair: Agus Martowardojo (BNI President Commissioner/Independent Commissioner) TKT Committee Members: <ol style="list-style-type: none"> Askolani (BNI Commissioner) Susyanto (BNI Commissioner) Parikesit Suprpto (President Commissioner/Independent Commissioner of BNI Life Insurance) Utang Ranuwidjaya (BNI Life Insurance Syariah Representative Council) Eddy Siswanto (Independent Commissioner of BNI Asset Management) Nurani Raswindriati (Independent Party) 	<ul style="list-style-type: none"> BNI Board of Directors: Finance Director and Human Capital and Compliance Director. BNI Multifinance SEVP Remedial Recovery BNI Divisions: Compliance Division, Anti-Fraud Unit, Bank Risk Management Division, Internal Audit, and Subsidiary Development Division.

Integrated Governance Committee Meetings Agenda

No.	Date of Meeting	Meeting Agenda	Integrated Governance Committee Members	Invited
6	August 09, 2022	<ul style="list-style-type: none"> Evaluation of the 2022 Integrated Governance Process and Outcome Structure (SPH). Evaluation of Integrated Risk Profile & Integrated KPMR, Semester I/2022. 	<ul style="list-style-type: none"> TKT Committee Chair: Agus Martowardojo (BNI President Commissioner/Independent Commissioner) TKT Committee Members: <ol style="list-style-type: none"> Askolani (BNI Commissioner) Susyanto (BNI Commissioner) Parikesit Suprpto (President Commissioner/Independent Commissioner of BNI Life Insurance) Utang Ranuwidjaya (BNI Life Insurance Syariah Representative Council) Eddy Siswanto (Independent Commissioner of BNI Asset Management) Rufina Tinawati Marianto (Independent Commissioner of Bank Mayora) Nurani Raswindriati (Independent Party) 	<ul style="list-style-type: none"> BNI Risk Monitoring Committee BNI Directors: Risk Management Director Commissioners of BNI Subsidiaries: BNI Multifinance, and BNI Sekuritas. BNI Divisions: Compliance Division, Anti-Fraud Unit, Bank Risk Management Division, Internal Audit, and Subsidiary Development Division.
7	October 11, 2022	<ul style="list-style-type: none"> Evaluation of the Integrated Internal Control System for Semester I/2022 Evaluation of BNI DPPK Health Level and Evaluation of BNI DPPK Management, including Management of DPPK liquid and non-liquid assets as of December 31, 2021 and June 30, 2022 	<ul style="list-style-type: none"> TKT Committee Chair: Agus Martowardojo (BNI President Commissioner/Independent Commissioner) TKT Committee Members: <ol style="list-style-type: none"> Askolani (BNI Commissioner) Susyanto (BNI Commissioner) Utang Ranuwidjaya (BNI Life Insurance Syariah Representative Council) Eddy Siswanto (Independent Commissioner of BNI Asset Management) Rufina Tinawati Marianto (Independent Commissioner of Bank Mayora) Nurani Raswindriati (Independent Party) 	<ul style="list-style-type: none"> BNI Directors: Deputy Main and Compliance Director, and Treasury Director. BNI Division: Division Human Capital Strategy, Treasury Division, Compliance Division, Anti Fraud Unit, Bank Risk Management Division, Internal Audit, and Development Subsidiaries Division. Board of Directors of the BNI Pension Fund.

Integrated Governance Committee Meetings Agenda

No.	Date of Meeting	Meeting Agenda	Integrated Governance Committee Members	Invited
8	November 08, 2022	<ul style="list-style-type: none">Evaluation of the 2022 Integrated Governance GuidelinesTKT Committee Work Plan for 2023	<ul style="list-style-type: none">TKT Committee Chair: Agus Martowardojo (BNI President Commissioner/Independent Commissioner)TKT Committee Members:<ul style="list-style-type: none">a. Susyanto (BNI Commissioner)b. Askolani (BNI Commissioner)c. Parikesit Suprpto (President Commissioner/Independent Commissioner of BNI Life Insurance)d. Siti Haniatunnisa (BNI Life Insurance Syariah Representative Council)e. Eko Priyo Pratomo (Independent Commissioner of BNI Asset Management)f. Rufina Tinawati Marianto (Independent Commissioner of Bank Mayora)g. Nurani Raswindriati (Independent Party)	<ul style="list-style-type: none">BNI Board of Directors: Vice President Director, Human Capital and Compliance Director, and Treasury Director.BNI Divisions: Human Capital Strategy Division, Treasury Division, Compliance Division, Anti-Fraud Unit, Bank Risk Management Division, Internal Audit, and Subsidiary Development Division.Board of Directors of the BNI Pension Fund
9	November 22, 2022	Review of Risk Management Policy (KUMR) and Integrated Risk Management General Policy (KUMRT)	<ul style="list-style-type: none">TKT Committee Chair: Agus Martowardojo (BNI President Commissioner/Independent Commissioner)TKT Committee Members:<ul style="list-style-type: none">a. Askolani (BNI Commissioner)b. Parikesit Suprpto (President Commissioner/Independent Commissioner of BNI Life Insurance)c. Siti Haniatunnisa (BNI Life Insurance Syariah Representative Council)d. Eko Priyo Pratomo (Independent Commissioner of BNI Asset Management)e. Rufina Tinawati Marianto (Independent Commissioner of Bank Mayora)f. Nurani Raswindriati (Independent Party)	<ul style="list-style-type: none">BNI Risk Monitoring Committee.BNI Directors: Finance Director, and Risk Management Director.

INTEGRATED GOVERNANCE COMMITTEE MEETINGS FREQUENCY AND ATTENDANCE

The Integrated Governance Committee meetings frequency and attendance level can be seen in the table below:

Integrated Governance Committee Meeting Attendance as per December 31, 2022					
Name	Position	Period	Number of Meetings	Attended	Percentage
Agus Dermawan Wintarto Martowardojo	Chairman	January 1-December 31, 2022	9	9	100%
Askolani	Member	January 1-December 31, 2022	9	8	88%
Susyanto	Member	January 1-December 31, 2022	9	6	67%
Parikesit Suprpto	Member	January 1-December 31, 2022	9	8	88%
Siti Haniatunnisa ¹⁾	Member	October 28-December 31, 2022	2	2	100%
Eko Priyo Pratomo ²⁾	Member	28 Oktober-31 Desember 2022	2	2	100%
Rufina Tinawati Marianto ¹⁾	Member	July 22-December 31, 2022	4	4	100%
Nurani Raswindriati ⁴⁾	Member	June 1-December 31, 2022	5	5	100%

Note:
¹⁾ Served as a member of the Integrated Governance Committee since October 28, 2022
²⁾ Served as a member of the Integrated Governance Committee since October 28, 2022
³⁾ Served as a member of the Integrated Governance Committee since July, 2022
⁴⁾ Served as an independent member of the Integrated Governance Committee since June 1, 2022

Integrated Governance Committee Meeting Attendance (Membership Term Has Ended in 2022)

Name	Position	Period	Number of Meetings	Attended	Percentage
Rosa De Lima Dwi Mutiari ¹⁾	Member	January 1-June 30, 2022	4	4	100%
Bambang Setyogroho ³⁾	Independent Member	January 1-June 1, 2022	4	3	75%
Indrayeti ²⁾	Independent Member	January 1-January 31, 2022	1	1	100%
Utang Ranuwijaya ⁴⁾	Member	January 1-December 31, 2022	7	5	72%
Eddy Siswanto ⁵⁾	Member	January 1-December 31, 2022	7	7	100%
Boyke Wibowo Mukiyat ⁶⁾	Member	January 1-December 31, 2022	4	4	100%

Note:
¹⁾ Ceased serving as a member of the Integrated Governance Committee on June 30, 2022
²⁾ Ceased serving as an independent member of the Integrated Governance Committee on June 1, 2022
³⁾ Ceased serving as an independent member of the Integrated Governance Committee on January 31, 2022
⁴⁾ Ceased serving as a member of the Integrated Governance Committee on October 28, 2022
⁵⁾ Ceased serving as a member of the Integrated Governance Committee on 28 October 2022
⁶⁾ Ceased serving as a member of the Integrated Governance Committee on June 30, 2022

BRIEF REPORT ON THE INTEGRATED GOVERNANCE COMMITTEE ACTIVITIES IN 2022

During 2022, the Integrated Governance Committee has carried out all programs/work plans set at the beginning of 2022, to assist the Board of Commissioners duties, with a strategy for 2022, including:

- Improving the quality of the integrated compliance function by conducting a self-assessment of the compliance culture in each of BNI's Subsidiaries, evaluating the implementation of anti-fraud, Anti-Money Laundering and Prevention of Terrorism Funding strategies, the Whistleblowing System in the BNI financial conglomerate, and evaluating the implementation of the integrated compliance function.
- Improving the quality of integrated internal control by ensuring the quality and number of auditors in Subsidiaries is sufficient, evaluating the effectiveness of the integrated internal control system, and evaluating the results of the Subsidiary's internal audit and follow-ups.

- Improving the quality of integrated risk management by monitoring action plans, improving root causes in integrated risk management, evaluating integrated risk profiles and Quality of Integrated Risk Management (KPMR) implementation, and reviewing the Integrated Risk Management General Policy.
- Maintaining the quality of Integrated Governance by evaluating integrated governance structures, processes and results, reviewing and evaluating Integrated Governance Guidelines, and increasing knowledge of best practices for implementing integrated governance.
- Monitoring the effectiveness of integrated governance results by conducting integrated financial performance evaluations, as well as evaluating the synergy plans between BNI and its Subsidiaries, as well as synergies between the Subsidiaries.

Based on these Integrated Governance Committee strategies and work programs, the mechanism for performing the Integrated Governance Committee activities/duties was by:

- Holding Integrated Governance Committee Meetings, including those by inviting related Directors, related divisions/units;
- Following the Board of Commissioners meetings, and Board of Commissioners meetings with the Board of Directors where the agenda is related to the implementation of the Integrated Governance Committee duties;
- Studys/evaluations outside the meeting forum.

The results of the Integrated Governance Committee meeting and monitoring, review/evaluation/review of the Integrated Governance Committee are submitted to the Board of Commissioners as reports and recommendations both in writing and in the forum of the Board of Commissioners Meetings, and the Integrated Governance Committee also conveys suggestions, opinions and recommendations from the implementation of the Integrated Governance Committee Meeting in writing to the Board of Directors for follow-up. During 2022 the Integrated Governance Committee has held 9 (nine) meetings, by holding discussions and discussing 23 (twenty three) meeting agendas. The implementation of the activities of the Integrated Governance Committee generally includes the following matters:

- Reviewing and discussing the subsidiaries performance and strategy for developing subsidiaries in line with the PT Bank Negara Indonesia (Persero) Tbk vision to become a financial institution that excels in service and performance, including evaluating the December 2021 Integrated Financial Performance Evaluation and Synergy in 2021: Holding Companies and Subsidiaries & their Subsidiaries, as well as discussing the 2022 Subsidiary Strategic & Business plans and

- 2022 Synergy Plans: Holding Companies and Subsidiaries & their Subsidiaries;
- Encouraging and providing suggestions to improve subsidiaries synergy as part of the BNI Group, including synergies in financing cooperation, sharing know your customer information, exploring prospective new products and optimizing business opportunities from PT Bank Negara Indonesia (Persero) Tbk as the holding company;
- Encouraging acceleration and providing advice so that Subsidiaries in the BNI Financial Conglomerate can continue to increase positive contributions that have an impact on the profitability of the BNI Financial Conglomerate, of course accompanied by adequate risk management and internal control, fulfillment of quality human capital, and good governance;
- Discussing and recommending resolutions to Governance problems that occur in Subsidiaries, including improvements to the integrated compliance function by building a compliance culture in each Subsidiary Company;
- Evaluating and providing recommendations to the Board of Commissioners on Integrated Governance including evaluating the adequacy of integrated internal control; evaluation of the integrated compliance function; implementation of integrated risk management; implementation of Integrated Governance Guidelines, and achievement of subsidiaries performance;
- Evaluating and providing recommendations for BNI Financial Conglomerate Integrated Governance Guidelines for the 2022 period;
- Evaluating and providing advice on the Anti-Fraud Strategy and Anti-Money Laundering and Prevention of the Financing of Terrorism (APU-PPT) in all members of the BNI Financial Conglomerate;
- Reviewing and recommending updates to the Integrated Governance Policy, Integrated Risk Management Policy and Integrated Capital Management;
- Evaluating and providing advice on the adequacy of the methodology and problems of integrated internal control based on the audits results of the Main Entity and Subsidiaries, including evaluating improvements in the quality and number of Auditors in Subsidiaries, the effectiveness of the Integrated Internal Control System (SPI) Semester II/2021 & Semester I/2022, up to Subsidiary Internal Audit Results and their follow-up actions;
- Evaluating and providing advice on the preparation of Integrated Risk Profiles and Integrated KPMR for Semester II/2021 and Semester I/2022, integrated risk appetite, and limits for all integrated exposures;
- Reviewing and ensuring the Integrated Governance Report to the Financial Services

- Authority has identified the strengths and weaknesses of the integrated Governance through the Structure, Process and Results (SPH) Evaluation of Integrated Governance for Semester II/2021 & and Semester I/2022, as well as ensuring an action plan/remedial steps have been made for existing weaknesses;
- Reviewing and ensuring an evaluation has been carried out on the Health Level of the BNI Employer Pension Fund as well as the BNI DPPK management, including the Management of DPPK liquid and non-liquid assets as of December 31, 2021 and June 30, 2022 in line with the Ministry SOEs directives;
- Conducting monthly and/or quarterly evaluation, review and monitoring of the Subsidiaries financial performance in order to achieve business targets as one of the results of Integrated Governance;
- Evaluating and deepening the compliance function at BNI Multifinance and BNI Life Insurance, with the matters studied including Evaluation of the Hierarchy of Policies/Procedures in Subsidiaries, Policies/Procedures that Must Be Approved by the Board of Directors and/or Board of Commissioners, Fulfillment of the Precautionary Principles Indicators that must be managed according to regulatory limits, follow-up on audit findings, and follow-up on repeated audit findings;
- Monitoring and ensuring that the OJK findings and internal audits of the Main Entity and its subsidiaries findings have been followed up and providing suggestions for improvements related to human capital, database requirements, completeness of regulations including those related to conflicts of interest in subsidiaries;
- Preparing an Evaluation report on the Integrated Governance together with recommendations for improvement to the Board of Commissioners;
- Reviewing the effectiveness and providing recommendations to the Board of Commissioners on integrated internal control and audit results at Subsidiaries;
- Reviewing and updating the Integrated Governance Committee Charter in line with the progress in the Integrated Governance Committee duties;
- Reporting the Integrated Governance Committee duties quarterly to the Board of Commissioners;
- Developing a 2023 Integrated Governance Committee work program with a focus on:
 - Encouraging an increase in the integrated governance achievement through evaluating the effectiveness of the Company Guidelines, monitoring the financial performance achievement, increasing the integrated compliance function and APU-PPT quality, increasing the integrated risk management quality;
 - Improving the integrated internal control and integrated audit quality, through evaluation of the self-assessment results for the implementation of the integrated internal control system for a semester period, evaluating the integrated internal audit, and evaluating the PA internal audit results and follow-ups;
 - Improving the Integrated Governance Committee performance effectiveness.

INTEGRATED GOVERNANCE COMMITTEE COMPETENCY DEVELOPMENT

To develop superior and competitive human capital, the Bank organizes competency development programs to support the the supervisory and management duties, especially for when providing input to the Board of Commissioners. Information concerning competency development activities for the Integrated Governance Committee throughout 2022 can be seen in the Company Profile chapter of this annual report.

BOARD OF DIRECTORS

Supporting Organs

CORPORATE SECRETARY

The Company was established based on an agreement, to conduct business activities using authorized capital divided into shares, and to fulfill the requirements stipulated in the laws and its regulations. Therefore, the Company also needs to manage its capital properly based on good corporate governance mechanisms. By implementing such governance a positive impact on the Company's business sustainability can be realized, so as to increase the trust of shareholders and other stakeholders.

As a legal entity, the Company has 3 (three) organs to run the company, namely the General Meeting of Shareholders, the Board of Commissioners and the Board of Directors. The Board of Directors must ensure smooth communication between the Company and stakeholders, one way by empowering the function of the Corporate Secretary. With the economic development, especially in the Capital Market sector, the role of the Corporate Secretary becomes increasingly important, not only in relation to administrative and communication functions, but also to ensure the company's compliance with laws and regulations, and corporate governance implementation improvement. The Corporate Secretary is also expected to continuously update information on regulations that must be complied with by the Company, and provide important information to the Board of Directors and the Board of Commissioners for decision making.

The Corporate Secretary is required to have qualifications in accordance with their duties and responsibilities, as well as to increase their knowledge and ability to support them in carrying out their duties. The Corporate Secretary provides a positive value in assisting the management of Issuers or Public Companies, so as to increase the trust of shareholders, as well as other stakeholders.

The Corporate Secretary is an individual or person in charge of a work unit that carries out the functions of the Corporate Secretary. The Corporate Secretary is appointed and dismissed based on a Board of Directors decision. Based on the Company's Articles of Association, the Board of Commissioners is authorized to approve the appointment and dismissal of the Corporate Secretary. The Corporate Secretary is prohibited from holding concurrent positions in other Issuers or Public Companies.

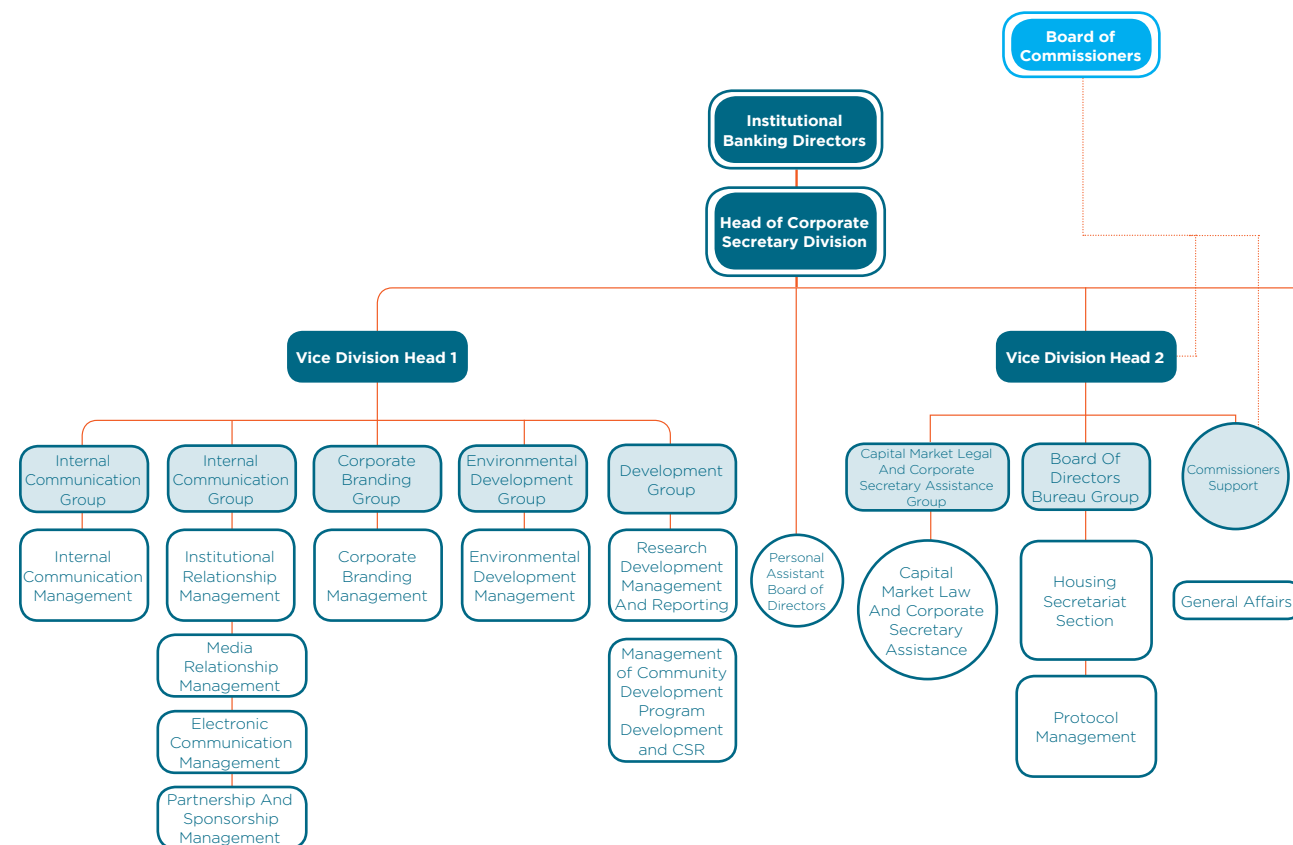
LEGAL BASIS

Regulations and laws that serve as a reference in the establishment, appointment and duties of the Corporate Secretary, include:

1. BNI's Articles of Association;
2. OJK Regulation No. 35/POJK.04/2014 concerning the Corporate Secretary of Issuers or Public Companies;
3. PT Bursa Efek Indonesia's Board of Directors Decree No. Kep-00001/BEI/01-2014 concerning Amendments to Law No. I-A: concerning Registration of Shares and Equity In addition to Shares Issued by a Listed Company;
4. Ministry of SOEs Regulation No. PER-01/MBU/2011 concerning Implementation of Good Corporate Governance (GCG) in SOEs, as amended by PER- 09/MBU/2012;
5. 2003 Law No. 19 concerning State-Owned Enterprises;
6. Ministry of SOEs Regulation No. KEP117/M-MBU/2002 dated July 31, 2002;
7. BEJ's Board of Directors Decision No. 339/BEJ/07-2001 dated July 20, 2001 concerning Amendment to Provision letter C.2.e Listing Rule Number I-A: concerning General Provision on the Registration of Equity Securities Exchange;
8. Bapepam Chairman Decree No. IX.I.4 No. Kep 63/PM/1996 dated January 17, 1996.

CORPORATE SECRETARY ORGANIZATIONAL STRUCTURE

The BNI Corporate Secretary function is carried out by the Head of the Corporate Secretary Division. Based on Board of Directors Decree No. KP/395/DIR/R dated September 30, 2022 and Memo REN No. REN/2/160/R dated July 06, 2021, with the Corporate Secretary organization structure as follows:



CORPORATE SECRETARY DUTIES AND RESPONSIBILITIES

BNI's Corporate Secretary shall be directly responsible to the President Director with a mission to support the creation of a consistent and continuous good corporate image through an effective management communication program to all stakeholders. The Corporate Secretary shall have access to relevant Company information and material and control of rules and regulations in the field of capital markets, especially with regard to information disclosure.

Referring to the OJK Regulation No. 35/POJK/2014 concerning Corporate Secretary of Public Companies, the Corporate Secretary functions include:

1. Following developments in the Capital Market, especially the laws and regulations in force in the Capital Market sector;
2. Providing input to the Board of Directors and Board of Commissioners of Issuers or Public Companies to comply with statutory provisions in the Capital Market sector;
3. Assisting the Board of Directors and Board of Commissioners in the corporate governance implementation including:
 - a. information Disclosure to the public, including the availability of information on the Issuer's or Public Company's Website;
 - b. Submitting timely reports to OJK;
 - c. Implementing and documenting the General Meeting of Shareholders;
 - d. Organizing and documenting the Board of Directors and/or the Board of Commissioners Meetings;
 - e. Organizing an orientation program for the Board of Directors and/or the Board of Commissioners.
4. Acting as a liaison between the Issuer or Public Company and the shareholders of the Issuer or Public Company, OJK, and other stakeholders.

In line with the above OJK Regulations and in achieving and implementing the Corporate Secretary's vision and mission in line with BNI's vision and mission, the BNI Corporate Secretary's functions and duties are set out in the Corporate Guidelines for the Corporate Communication and Secretariat Division, including the following:

1. The main functions of the Corporate Secretary for the Company are as follows:
 - a. Following developments in the Capital Market, particularly the regulations that apply in the Capital Market;
 - b. Providing the public with any information needed by investors (investor relations) with respect to the Bank condition;
 - c. Providing the public with all information needed by stakeholders (public relations) related to the Bank condition;
 - d. Providing input to the Board of Directors to comply with the provision of Law No. 8 Year 1995 concerning Capital Markets and its regulations;
 - e. Acting as a contact person between the Bank and OJK and the public.
2. In addition to carrying out these principal functions, the Corporate Secretary also performs the following duties:

- a. Attending Board of Directors Meetings and making minutes of meetings;
- b. Preparing a Special Register related to the Board of Directors, the Board of Commissioners and their families both in the Company and its affiliates including share ownership, business relations and other roles that may give rise to a conflict of interest with the Company;
- c. Preparing a List of Shareholders including those with ownership of 5% (five percent) or more;
- d. Being responsible for the GMS. Preparing materials required with regard to reports/ routines of the Board of Directors to be submitted to external parties. Preparing materials needed on Board of Directors' decisions with regard to the Company's management;
- e. Organizing routine and non-routine meetings for the Board of Directors.

CORPORATE SECRETARY PROFILE

In 2022 there was 1 (one) change in the Corporate Secretary position, which will be held by Mucharom, who was replaced by Okki Rushartomo, with the following information:



Mucharom
Corporate Secretary
(December 23, 2020–August 31, 2022)

Indonesian Citizen, Currently 53 years old. Obtained Master of Management degree in International Management, Universitas Gadjah Mada (1997).

Served at BNI during the 1998 economic crisis as a Credit Information System Analyst. Subsequently, worked for more than 10 years in the field of Risk Management, with the last position as Deputy Head of Operational Risk Division (2008-2011). Subsequently became Head of the Makassar Region (2012-2014), General Manager of BNI Hong Kong (2015-2016), Head of the Policy Governance Division (2016-2017), Head of the Strategic Planning Division (2017-2020).

Served as Head of the Corporate Secretary Division based on Board of Directors Decree No. KP/428/DIR/R dated December 22, 2020. Currently serves as the Company's Human Capital & Compliance Director, after being appointed at the Company's Extraordinary General Meeting of Shareholders on August 31, 2022.

On September 1, 2022 the Company appointed Wawan Setyawan as Temporary Corporate Secretary. Then, on September 19, 2022 the Company appointed Okki Rushartomo as Corporate Secretary.



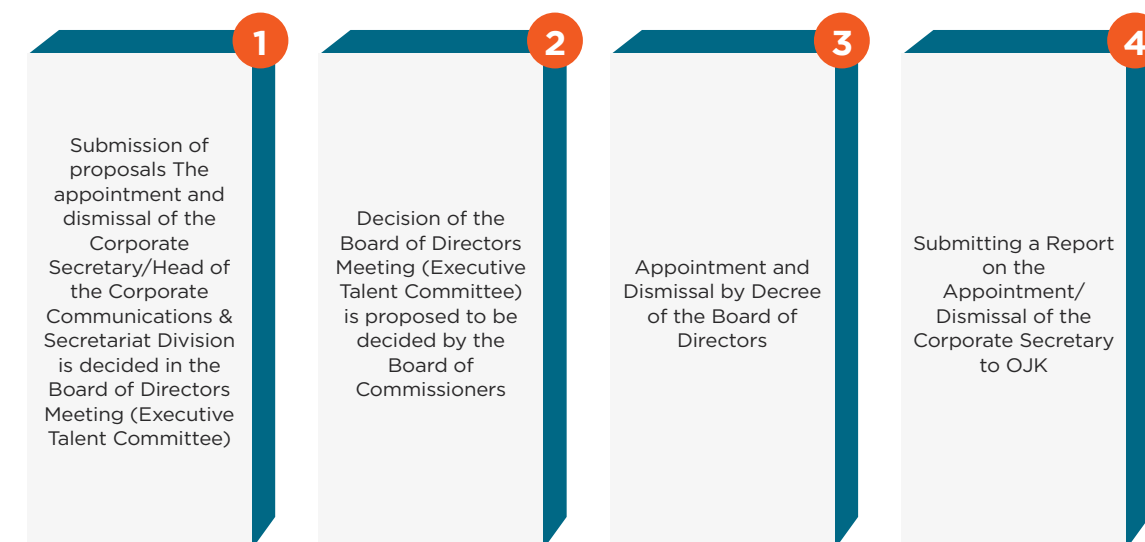
Okki Rushartomo
Corporate Secretary
(September 19, 2022–Present)

Indonesian Citizen, Currently 42 years old. Holds a Bachelor's degree in Industrial Engineering from Institut Teknologi Bandung.

Started at BNI in 2012 as Assistant Vice President in the Card Business Division. Subsequently served as Vice President of the Card Business Division (2015-2018), then held the position of Card Business Division (2018-2020). Subsequently became the Head of the Marketing Communications Division (2020-2022).

Then appointed as Corporate Secretary, effective on September 19, 2022. Has no affiliations with members of the Board of Directors, Board of Commissioners, or Majority/Controlling Shareholders, and does not have any concurrent positions in the Company or other companies.

FLOW OF APPOINTMENT/DISMISSAL OF CORPORATE SECRETARY



The appointment of Mucharom and Okki Rushartomo as Corporate Secretary were reported by the Company on December 23, 2020 and September 19, 2022 to OJK, the Indonesia Stock Exchange, and the Ministry of SOEs.

CORPORATE SECRETARY EXPERTISE DEVELOPMENT PROGRAM

This can be found in the Corporate Secretary competency development section, in the Company Profile Chapter in this Annual Report.

IMPLEMENTATION OF CORPORATE SECRETARY DUTIES IN 2022

Activities related to stakeholders carried out by the Corporate Secretary in 2022, included:

- Organizing Corporate Actions, namely:
 - Annual GMS for Fiscal Year 2021 on March 15, 2022;
 - Dividend Payment on April 14, 2022.
- Following the development of the Capital Market in accordance with the prevailing Capital Market regulations;
- GCG Awareness for BNI's Board of Directors and Board of Commissioners including updates on new GCG policies and issues;
- Conducting Information Disclosure in accordance with applicable regulations;
- In an effort to manage communication with the capital market community, especially investors and analysts to ensure information disclosure or transparency, BNI holds Analyst Meetings and Public Expose, accepts Investor/Analyst Visits and Conference Calls, organizes Analyst Gatherings, Economic Outlooks and issues BNI Monthly Reports;
- Participating in Non-Deal Roadshows both at home and abroad, in Asia, Europe and America;
- Providing access to up to date information that can be accessed by the public, including building a stock database, developing website applications, preparing the Annual Report for Fiscal Year 2022;
- Optimizing the GCG implementation strategy of the Company's organs (GMS, Board of Commissioners, Board of Directors) through programs implemented internally or in collaboration with external parties;
- Submitting routine and incidental reports to regulators, including Securities Holder Registration Report, Shareholder Register, Foreign Currency Debt Report, etc.;
- Managing the Fit and Proper Test for the Board of Directors and the Board of Commissioners;

- Documenting the Company's data legality, including the GMS Resolution Deeds, Changes in the Management Composition Deeds, etc.;
- Organizing press conferences and teleconferences with stakeholders;
- Maintaining communication with the Ministry of State-Owned Enterprises, Ministry of Finance, State Secretary, Financial Services Authority, Self Regulatory Organizations (Indonesian Stock Exchange, Indonesian Central Securities Depository, and Indonesian Clearing and Guarantee Corporation), Securities Administration Bureau, and other related institutions;
- Participating actively in hearings and working visits with the DPR-RI;
- Attending all Board of Commissioners and Board of Directors meeting and preparing Minutes of the Board of Commissioners and Board of Directors Meeting results;
- Participating in training in order to understand the capital market development, especially the prevailing laws and regulations in the capital market sector;
- Providing input to the Company's Board of Directors and Board of Commissioners to comply with the provisions in the capital market legislation;
- Acting as a liaison between the Company and Shareholders, Regulators and other Stakeholders.

CORPORATE SECRETARY REPORT FOR FISCAL YEAR 2022

In line with the Corporate Secretary Report as regulated in Article 11 of the OJK Regulation No. 35/POJK/2014, which states that:

- The Corporate Secretary is required to make periodic reports at least 1 (one) time in 1 (one) year on the implementation of the Corporate Secretary functions to the Board of Directors with a copy to the Board of Commissioners;
- Issuers or Public Companies are required to disclose a brief description on the implementation of the Corporate Secretary functions and information concerning Corporate Secretary education and/or training in the annual report of the Issuer or Public Company.

Corporate Secretary Function Implementation Report			
No	Functions According to OJK	Program	Realization
1.	Following the development of Capital Market	Related to the development of the Capital Market, particularly the Capital Market laws and regulations	<ul style="list-style-type: none">Provided responses to the Financial Services Authority as the capital market regulator regarding the 2022 OJK Draft RegulationsAttended socialization and discussion on the application of Capital Market regulations and systems

Corporate Secretary Function Implementation Report			
No	Functions According to OJK	Program	Realization
2.	Providing input to the Board of Directors and Board of Commissioners to comply with the rules and regulations in the Capital Market	Providing input to the Board of Directors and Board of Commissioners to comply with Capital Market provisions in all decision making or policy setting Assisting the Board of Directors and the Board of Commissioners in implementing Good Corporate Governance, including ensuring shareholders rights, Board of Commissioners and Board of Directors functions and roles, stakeholder participation, information disclosure.	<ul style="list-style-type: none">Reviewed and provided proposals for the the Board of Directors and the Board of Commissioners decisions and/or policies as well as for units under the Board of Directors, based on the Capital Market regulations;Socialized information on changes to Capital Market regulations to the Board of Directors and the Board of Commissioners;Submitted reminders on Capital Market regulations to the Board of Directors and the Board of Commissioners <ul style="list-style-type: none">Assisted the Board of Directors in holding GMS with due observance of Capital Market regulations and best practices. The Annual GMS was held on March 15, 2022 in compliance with prevailing regulations, including those related to voting, Board of Directors and Board of Commissioners members attendance, minutes of the GMS being available on the Company's website;Assisted the Board of Directors in improving the quality of the Company's communication with Shareholders or Investors;Assisted the Board of Directors in developing the Company's communication policies with shareholders or investors;Assisted the Board of Directors and the Board of Commissioners in improving their members competencies through training;Assisted the Board of Directors in preventing insider trading through by preparing the Company's Insider Trading Guidelines;Assisted the Board of Directors and the Board of Commissioners in providing long term incentives to Directors and Employees in coordination with the Human Capital Strategy Division and the Human Capital Services Division;Improved the implementation of information disclosure, through the Company website, and other media, including Twitter, Facebook, Instagram, LinkedIn, and YouTube.
3.	Assisting the Board of Directors and Board of Commissioners in the corporate governance implementation including:	Submission of reports to Supervisors & Regulators in accordance with prevailing regulations. Organizing and documenting Board of Directors Meetings, Board of Commissioners Meetings, and Board of Directors Meetings with the Board of Commissioners. Organizing orientation programs for the Company's Board of Directors and/or Board of Commissioners.	<p>The Company submitted periodic and incidental reports to the regulators through reporting media regulated by each regulator.</p> <p>Assisted the Board of Directors in holding Board of Directors, Board of Commissioners, and Board of Directors with the Board of Commissioners periodic meetings in accordance with prevailing regulations. All Board of Directors, Board of Commissioners and Board of Directors Meetings with the Board of Commissioners meetings minutes have been well documented, and kept in hardcopy and softcopy.</p> <p>Organized Orientation Programs for the Board of Directors and/or the Board of Commissioners including discussions related to:</p> <ul style="list-style-type: none">Vision, mission, the organizational structure of the bank, business activities and operational network;Annual Report, the Bank's Work Plan and Budget (RKAP), and the Bank's Business Plan (RBB), Bank's Code of Ethics, BNI's Corporate Cultures, the Boards of Commissioners Manual, Corporate Governance Handbook, and the Articles of Association.Good Corporate Governance (concurrent positions, share ownership, and independent commissioners);The Board of Commissioners and the Board of Directors' duties, authority, and responsibilities, the Board of Commissioners' delegation of authority and limits of authority in conducting supervisory duties on the bank based on the applicable laws and regulations;Committees under the Board of Commissioners, which are established and directly responsible to the Board of Commissioners, Secretary of the Board of Commissioners, and Secretariat of the Board of Commissioners, which facilitates the duties of the Board of Commissioners;Remuneration and facilities provided to members of the Board of Commissioners.

Corporate Secretary Function Implementation Report

No	Functions According to OJK	Program	Realization
4.	Liaison between Issuers and Shareholders of Issuers or Public Companies, the Financial Services Authority, and Other Stakeholders	Other matters related to GCG implementation	<ul style="list-style-type: none">Together with the Compliance Division, prepared a Self-Assessment Report on the Company's GCG Implementation;Board of Directors and the Board of Commissioners GCG Commitment/Integrity Pact;GCG Socialization;Stock Management;Share Ownership Disclosure by the Company's Board of Directors and Board of Commissioners;Board of Directors and the Board of Commissioners RemunerationExternal Parties Awards and GCG Assessments related to the Corporate Secretary Function.
		Carrying out strategies to improve the quality of the Company's communication with all stakeholders	<p>Communicating between the Company and regulators, shareholders or investors, and all stakeholders to provide a clear understanding of conditions and/or other information relating to the Company.</p> <p>In this regard, in 2022 the Corporate Secretary submitted periodic reports, information disclosure, disclosure regarding business conditions or prospects and performance, as well as the implementation of Corporate Governance. IN/41/KMP/001 dated January 26, 2015. which includes policies on investor relations activities such as analyst meetings, preparation of annual reports, investor meetings, public expose, and roadshows.</p> <p>The policy includes strategies, programs and timelines for communications, as well as guidelines that support Shareholders or investors to participate in communications. The existence of a communication policy with Shareholders or investors shows that BNI as a Public Company is committed to implementing communication with Shareholders or investors</p>
		Intensifying effective communication with the public/ investors to increase stakeholder satisfaction.	<p>In 2022, with the Investor Relations Division, the Company held:</p> <ul style="list-style-type: none">Analyst MeetingsPublic Expose;Domestic Non Deal Roadshows/Conferences;Overseas Non Deal Roadshows/Conferences;Investor and Analyst Visits;Teleconferences;Analyst Gatherings.

INTERNAL AUDIT

As stated in the SEOJK concerning Internal Control Systems for Commercial Banks, Internal Control is an ongoing monitoring mechanism established by the Bank's Management to support the Bank performance objectives achievement, increase value for stakeholders, minimize potential losses and maintain compliance with applicable laws and regulations. BNI has implemented an effective and efficient Internal Control System by separating functions between the Risk Taking Unit (First Line Roles), Risk Control Units (Second Line Roles) and Risk Assurance Units (Third Line Roles).

Internal Audit (IAD) plays a role as the third line in the Three Lines Model, by monitoring activities and correcting deviations or weaknesses to ensure that risk management, as well as the adequacy and effectiveness of internal control at each line, through audits (Assurance) and Consultations.

The Assurance Function includes the Risk Based Audit based on the risk assessment analysis results, while the consulting function is carried out both formally and informally, and involves independent reviews of the launch of new products or activities (according to OJK regulations) and special assignments requested by management or at the initiative of the IAD.

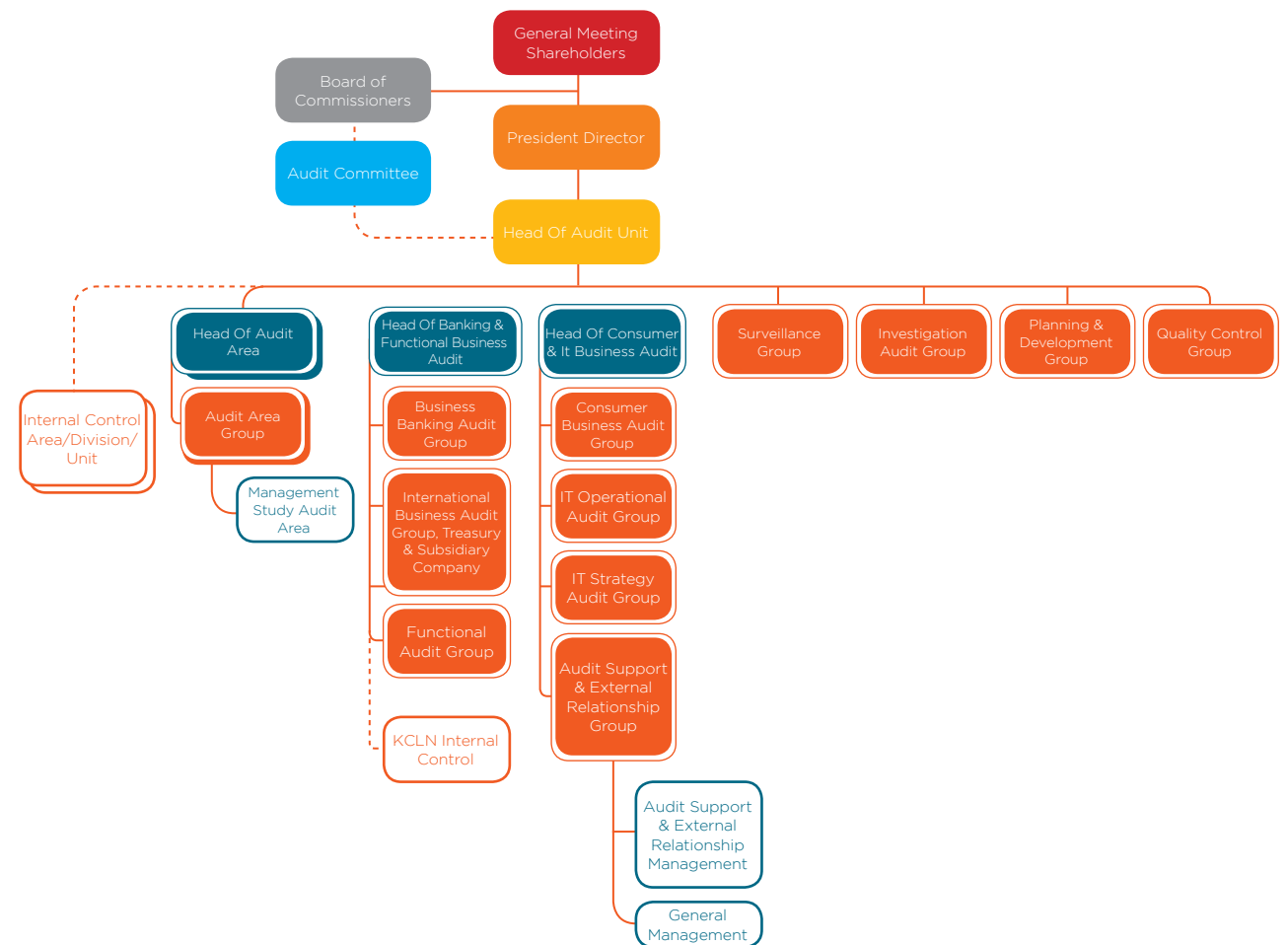
To strengthen the Internal Audit (IAD) function, and to continue to improve audit methodology, and to innovate audit tools so that assurance and consulting is in line with business developments, so as to have a good impact in encouraging improvements in the quality and effectiveness of risk management, as well as the adequacy and effectiveness of internal control, including ensuring the quality of achievement performance.

POSITION OF INTERNAL AUDIT

IAD position in the BNI organization is directly below the President Director, with a direct line of communication (dotted line) to the Board of Commissioners/Audit Committee, as stipulated in the Board of Directors Decree No. KP/395/DIR/R dated September 30, 2022 concerning the Organizational Arrangement of the BNI Board of Directors, and in Board of Directors Decree No. KP/068/DIR/R dated February 18, 2021 concerning Organizational Arrangement of the Internal Audit.


The Head of IAD is appointed and dismissed by the President Director after obtaining approval from the Board of Commissioners after considering the Audit Committee recommendations is reported to the Financial Services Authority (OJK).

Internal Audit Organizational Structure



HEAD OF INTERNAL AUDIT PROFILE

The Internal Audit is led by Anang Basuki, CIA effective from February 16, 2021, with the position of Executive Vice President based on Board of Directors Decree No. KP/057/DIR/R. A brief profile of the Head of Internal Audit is as follows:



Anang Basuki CIA

Head of Internal Audit

Currently 53 years old, has experience in the Banking Industry, in the areas of Internal Audit, Information Technology (IT) Audit, Credit Risk Management and Operational Banking.

Started as an Auditor at BNI in 1996, then in 2011, served as Deputy General Manager of Internal Audit in charge of IT Audit, Strategic Function Audit and Fraud Investigation. Had an important role in the development of the BNI Internal Audit organization starting from long-term planning, Audit System Development and Quality Assurance, so in 2015, was assigned as Chief Audit Executive (CAE) in the Internal Audit. Throughout his career at BNI, in addition to having experience in the Internal Audit field, he gained experience in BNI Business operations, both as a Branch Manager and as a Regional Office Head, and served as Division Leader in several Divisions, namely the Head of the Credit Administration Division (2015-2017) and Head of the BNI Corporate University Division (2017-2021). He has a strong passion for developing Human Capital and was assigned as Chief Learning Officer at BNI Corporate University. With his experience, expertise and insight, in February 2021, he was reassigned as CAE to the BNI Internal Audit.

HEAD OF INTERNAL AUDIT CERTIFICATION

The certifications currently held by the Head of Internal Audit are as follows:

1. Risk Management Certification Level 1-4;
2. Certified Internal Auditor from The Institute of Internal Audit;
3. Certified Six Sigma (Green Belt) from Pivotal Resources Asia;
4. Silver Certificate 4 Disciplines of Execution (4DX) Leader;
5. ISO 9001:2015 Interpretation & Documented Information.

Head of Internal Audit Development		
Competency/Training Development Material	Date	Organizing institution
Institute of Internal Auditors (IIA) Indonesia Conference: "Impactful Internal Audit in A Changing World"	October 2022	Institute of Internal Auditors (IIA) Indonesia
Speaker in SPI PT Jasa Raharja Workshop in 2022	November 2022	PT Jasa Marga
Short Course Driving Strategic Innovation	November 2022	NUS Business School Singapore
Speaker in Refreshing Auditor Class, International Standards For The Professional Practice Of Internal Auditing	January 2022	BNI Corporate University
Speaker in BNI Hi Movers Risk Management Knowledge Supplement Refreshment Series: How to Minimize Banking Losses Through Operational Risk Management Enhancement in Credit Process	September 2022	BNI Corporate University

INTERNAL AUDIT CHARTER

In carrying out its duties, the Internal Audit adheres to the Internal Audit Charter signed by the President Director and the Board of Commissioners and stipulated in the Board of Directors Decree No. KP/139/DIR/R dated April 14, 2021. The Internal Audit Charter was prepared based on OJK Regulation No. 1/POJK.03/2019 concerning the Internal Audit Function in Commercial Banks and the prevailing professional audit standards, and includes the IAD Vision and Mission, the IAD Structure and Position, the IAD Duties and Responsibilities, Authorities, Code of Ethics, Independence and Objectivity, Objectives and Scope of Audit Activities, Auditor Requirements and Development, Audit Risk and Legal Protection to Head and Auditors, Audit Quality Control Program, IAD Integrated Governance Function, and IAD Relations with external auditors.

INTERNAL AUDIT DUTIES AND RESPONSIBILITIES

The implementation of the internal audit function as stipulated in the OJK Regulation concerning the Implementation of the Internal Audit Function in Commercial Banks is the responsibility of the Board of Directors, Board of Commissioners and Audit Committee through Internal Audit, and includes the following duties:

1. Assisting the President Director and the Board of Commissioners in conducting supervision by describing the planning, implementation and monitoring of audit results in operational terms;
2. Examining and assessing the efficiency and effectiveness of finance, accounting, operations, human resources, marketing, information technology and other activities through audits;
3. Identifying all possibilities to improve and increase the efficiency of the use of resources and funds used;
4. Providing recommendations for improvements and objective information on the examination results in the form of an Audit Report and submit the report to the President Director and the Board of Commissioners with copies to the Audit Committee and the Director in charge of the Compliance function;
5. Providing consulting services to BNI internally to add value and improve the quality of control, risk management, and corporate governance as long as it does not affect the independence and objectivity of the IAD, and adequate resources are available;
6. Carrying out follow-up monitoring of audit results as well as periodically submit a Pending Follow-up Report on Audit Results to the President Director and the Board of Commissioners with copies to the Audit Committee, as well as the Director in charge of the Compliance function; and
7. Conducting an in-depth audit at the request of the Board of Directors and/or Commissioners, or as a follow-up to the general audit results of an object or event that is suspected to contain indications of violation and/or fraud if necessary.

In addition, the Head of Internal Audit duties and responsibilities are as follows:

1. Ensuring the internal audit function is in accordance with the Internal Audit Function in Commercial Banks and the Internal Audit Code of Ethics;
2. Allocating audit resources, determining the objectives, scope, and audit plans or schedules and techniques;
3. Determining strategies, methodologies, tools, audit approaches as well as implementation of quality control in carrying out predetermined main tasks, including subsidiaries/affiliates/financial service institutions owned by BNI, relating to the implementation of audits and consultations;

4. Ensuring that IAD Auditors follow continuous professional development and adequate training in their fields in order to keep abreast of company developments;
5. Preparing and reviewing the internal audit charter periodically;
6. Preparing the Annual Audit Plan and Annual Consultation together with the President Director and Board of Commissioners approved budget allocation by considering the Audit Committee recommendations and monitoring its implementation;
7. Reporting immediately any audit findings that are thought may interfere with BNI's business continuity to the President Director and the Board of Commissioners, with copies to the Audit Committee and the director in charge of the compliance function, as well as monitoring the follow-up;
8. Carrying out follow-up monitoring of audit results as well as periodically submitting a Pending Follow-up Report on Audit Results to the President Director and the Board of Commissioners; and
9. Ensuring the use of external party services is only temporary in nature so as not to affect the independence and objectivity of the IAD function, and is in accordance with the BNI internal audit charter.

INTERNAL AUDIT AUTHORITIES

To carry out its duties and responsibilities with optimal results, Internal Audit is authorized to:

1. Have full, free and unlimited access to BNI records, information, employees, funds, assets, locations/areas, and other resources, including BNI's subsidiaries/affiliates/financial service institutions, relating to the implementation of audits and consultation;
2. Conduct verification, interviews, confirmations, and other audit techniques with customers or other parties related to the implementation of audits and consultations;
3. Communicate directly with the Board of Directors, the Board of Commissioners and Audit Committee;
4. Conduct regular and incidental meetings with the Board of Directors, the Board of Commissioners and the Audit Committee;
5. Attend strategic meetings;
6. Request assistance from other work units or use the services of external parties in conducting audits if deemed necessary; and
7. Coordinate and build synergistic relationships with other assurance units/functions (compliance unit and risk management) in order to obtain comprehensive and optimal audit results.

INTERNAL AUDIT OBJECTIVITY

The Internal Audit provisions govern the implementation of audit assignments to maintain objectivity, and include:

1. It is regulated in the Code of Ethics that must be obeyed by all auditors.
2. They are not allowed to be involved/conduct business/operational activities, including:
 - a. Having the authority and responsibility or being involved in/or conducting operational activities in BNI or its subsidiaries/affiliates/financial service institutions;
 - b. Holding concurrent duties and positions for the implementation of operational activities BNI or its subsidiaries/affiliates/financial service institutions; and
 - c. Being involved in making decisions on BNI operational activities.
3. Does not have a relationship that creates a potential conflict of interest, such as:
 - a. Having a familial relationship with employees in the auditee unit up to the second degree, both horizontally and vertically;
 - b. The auditor has been an employee in the auditee unit, both as a Head or Non-Head;
 - c. Is conducting an audit of an audit object where the internal auditor was previously involved in providing consulting services/other tasks regarding the object.
4. Not being involved in activities or having a relationship that will cause a conflict of interest
5. Regulated in the cooling-off period policy, including:
 - a. Reassignment of the auditor to the unit/auditee where a potential conflict of interest can be given at least after the audit of the auditee unit conducted 1 (one) time and/or after a period of 1 (one) year has passed; and
 - b. Not allowed to audit an auditee 2 (two) times in a row as team leader.

In addition, Internal Audit has a code of ethics that all auditors must obey, as follows:

1. Integrity
 - a. Carrying out their duties honestly, diligently, and responsibly;
 - b. Complying with the law and making disclosures in accordance with the laws and regulations and the profession;
 - c. Not intentionally/consciously becoming involved in prohibited/illegal activities, not taking actions that can damage Internal Audit's credibility and internal audit profession;
 - d. Supporting goals of BNI and IAD.

2. Confidentiality
 - a. Being careful in using and maintaining information obtained in the execution of their duty; and
 - b. Not using information for the benefit of anyone and/or in any way that would conflict with the law and/or Company provisions.
3. Competency
 - a. Carry out duties in accordance with their knowledge, skills and experience;
 - b. Carry out audits in accordance with the Standards for the Bank's Internal Audit Function and/or other applicable audit standards; and
 - c. Improve competence continuously.

AUDIT QUALITY CONTROL

Audit quality control program (Quality Assurance) and Improvement Program designed to evaluate the Internal Audit activities conformity with standards and evaluate the application of a code of ethics, including developing an audit methodology and refining audit programs to suit the development of existing business processes as well as best practices. Internal Audit quality control is carried out by internal and external parties. Quality control carried out by internal parties involves forming a separate unit, the Quality Control Group, whose duties include reviewing the quality of implementation and audit results and ensuring that the auditor's code of ethics has been complied with.

External quality control is carried out by an independent party, namely a Public Accountant every 3 (three) years. The last review in 2022 was carried out by PT RSM Indonesia Konsultan with the following results:

1. "In general, internal audit activities comply with the provisions of OJK Regulation No.1/POJK.03/2019 concerning the Implementation of the Internal Audit Function in Commercial Banks, as well as OJK Regulation No. 38/POJK.03/2016 and OJK Circular No. 21/SEOJK.03/2017 concerning Implementation of Risk Management in the Use of Information Technology by Commercial Banks, particularly related to the Internal Audit Process";
2. The effectiveness in using the Audit Management System (FAST) application for Application Controls and General Controls has been running well, where the application has become the catalyst for the digital-based audit process.

In addition, a review of conformity with the IPPF International Standard (International Professional Practices Framework) has been carried out.

AUDIT METHODOLOGY

Internal Audit has prepared an Audit and Consultation Work Plan in line with the Bank's policy direction, to become one of the most profitable financial institution in Indonesia by optimizing risk management and disciplined credit processes for improving asset quality; increasing selective business expansion and sustainable financial solutions; Increasing global market expansion; Increasing sustainable FBI and CASA; Strengthening digital capability; Increasing BNI Group synergy; Optimizing Human Capital and Operations.

The preparation of the Audit and Consultation Plan follows the Macro Assessment and Micro Assessment stages. The Macro Assessment was carried out on BNI's overall performance and risk indicators, with the aim of identifying certain themes/topics that will be the focus of the audit with an orientation on the business process implementation, in line with the General Policy of the BNI Board of Directors (KUD), considering BNI's Risk Profile according to the Risk Management Committee (RMC), input or concern of the Board of Directors and Senior Management, and the conditions/issues that occur based on BNI's business development.

Micro Assessment assesses the risk level of auditee units, and is carried out by assessing the unit risk level based on predetermined risk parameters. Identification of high risk audit objects, to determine audit priorities.

Several initiatives for improvement and development of audit tools carried out by IAD included:

1. Digital-Based Audit using the Audit Management System Application (FAST) since 2019 and enhancements carried out in 2022.
2. Implementation of continuous auditing using IDEA Case Ware tools to support data processing and improve the Surveillance unit's function in detecting Irregularities in Transactions as an Early Warning System.

INTERNAL AUDIT WORK PROGRAM IN 2022

To support BNI's 2022 strategy achievement, IAD developed a strategic initiative as outlined in the 2022 IAD Business Plan and work programs in the 2022 Audit and Consultation Plan, as follows:

1. Carry out audits of all BNI Auditable Activities to oversee potentially significant business risks using a risk-based audit approach;
2. Carry out value-added services through the consulting function in line with user needs through Independent Reviews as a form of IAD control for the issuance of new products as one of the regulator (Financial Services Authority) requirements, and other non-formal consultative forms;

3. Carry out activity/thematic audits for business process improvements in line with the latest critical and risk issues, as well as IT Activity Audits in line with IT Major Risk and IT Transformation;
4. Carry out mandatory audits in accordance with regulatory provisions;
5. Supervise operational units by providing value added services (partnership) through delivery of risk awareness/sharing sessions, and initiation of operational process improvements by establishing concrete steps to resolve problems and/or establishing policies;
6. Optimize the Surveillance function to assist audit implementation through early detection of potential risks as an Early Warning System or Continuous Audit/Monitoring for implementing anti-fraud strategies, develop CS journal reports to identify red flags/irregular transactions, and add SUR Lounges to optimize the use of IDEA Case Ware tools for making Exception Reports, Selected Reports, and data processing based on the focus of the examination;
7. Optimize the effectiveness of the Integrated Internal Audit Work Unit with Subsidiaries; and
8. Increase learning and growth through improved audit methodology and tools, improved applications, and support for IT infrastructure for IAD, which is currently being done digitally through the Audit Management System (AMS) Application, and continues to be enhanced periodically as well as increase employee capability competencies.

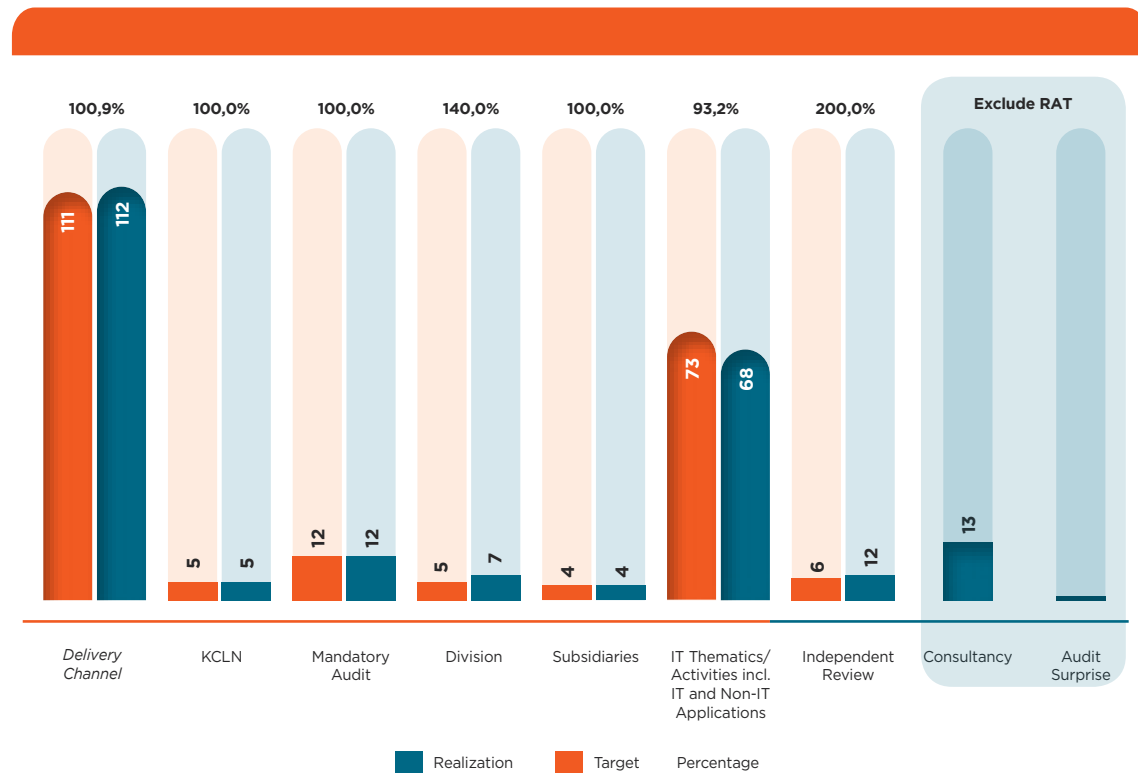
Based on the results of the Company's directives review in 2022, risk assessment, audit priorities, and availability of human capital, IAD established a 2022 audit strategy, as follows:

1. Delivery channel and non-delivery channel audits to be conducted for auditees with high risk and moderate to high risk levels, following 2 (two) approaches, the delivery channel audit for the unit, and an audit sampling activity.
2. Optimize data analytics surveillance for thematic audits and off-site unit audits.
3. Optimize the consultative function, including an Independent Review of the issuance of new products as a condition for permits from the regulator (Financial Services Authority), and a review of digital activities, as well as controlling digital activities, e-channels, reconciliation of digital transactions, fintech and cyber security.
4. Conduct audits on particular activities/issues that have a strategic impact on the Bank as well as activity audits with a focus on progress on follow-up to previous activity audits.

IAD AUDIT & CONSULTATION REALIZATION IN 2022

The 2022 Audit and consulting realization reached 108.33% of the target, with audit delivery channels, Division, KCLN and Subsidiaries audit realization reaching 102.40%, and Thematic Audits, IT Activities, Non-IT Applications, IT Applications, Independent Reviews, and Mandatory Audis reaching 101.10% as follows:

2022 Audit Realization



During 2022, apart from conducting audits based on RAT, IAD also supervised through assignments for consultations/reviews/surprise audits related to the following activities:

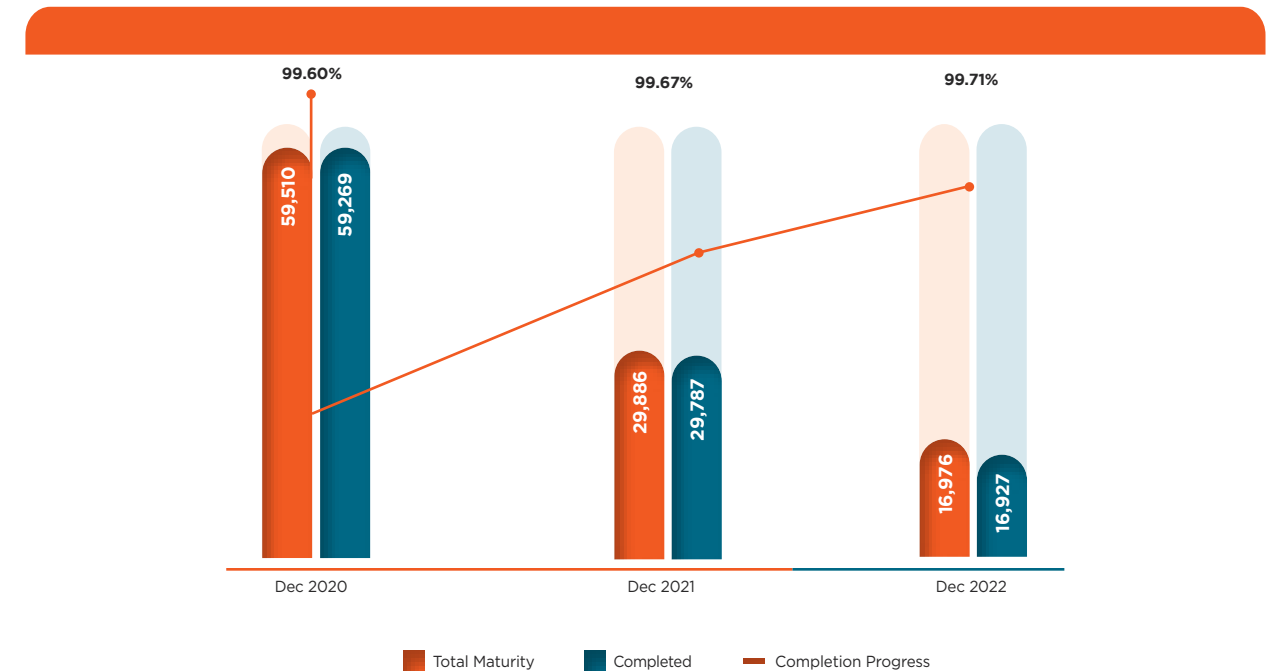
- Review of Group Sales Activities – Treasury Division;
- Review of Investment Activities – Treasury Division;
- Review of Business Planning & Development Activities – Treasury Division;
- Review of Pension Fund Business Development Activities – Pension Fund Division;
- Review of Pension Fund Claim Activities – Pension Fund Division;
- Review of Supporting Activities – International Division;
- Review of Prepurchase Account Activities – Procurement & Fixed Assets Division;
- Review of Settlement Activities and Risk & Compliance Management– Pension Fund Division;
- Review of Debtors whose debts were written off in 2022 – Corporate & Enterprise Remedial & Recovery Division;
- Consulting Services for the 2022 Java Jazz Festival Event – Marketing Communication Division;
- Audit of Employee KUR Disbursements;
- Surprise audits of cash and securities management at 10 outlets.

AUDIT RESULTS FOLLOW-UP COMPLETION

As part of the audit process/stages, after reporting the audit, the audit activity that must be carried out is monitoring the audit results. Monitoring activity is an activity to find out and ensure the implementation of follow-up audit results including the completion of IAD Recommendations and Disposition of the Board of Directors, both by the auditee and other related parties.

Every quarter, IAD submits the progress on the completion of follow-up audit results in the form of a Pending Report on the Follow-Up of Audit Results to the Board of Directors and the Board of Commissioners through the Audit Committee to encourage the level of completion of Audit Recommendations.

Overall, each year the level of completion of follow-up on Audit Recommendations and Board of Directors' Disposition on audit results has been above 99% as shown in the following table:



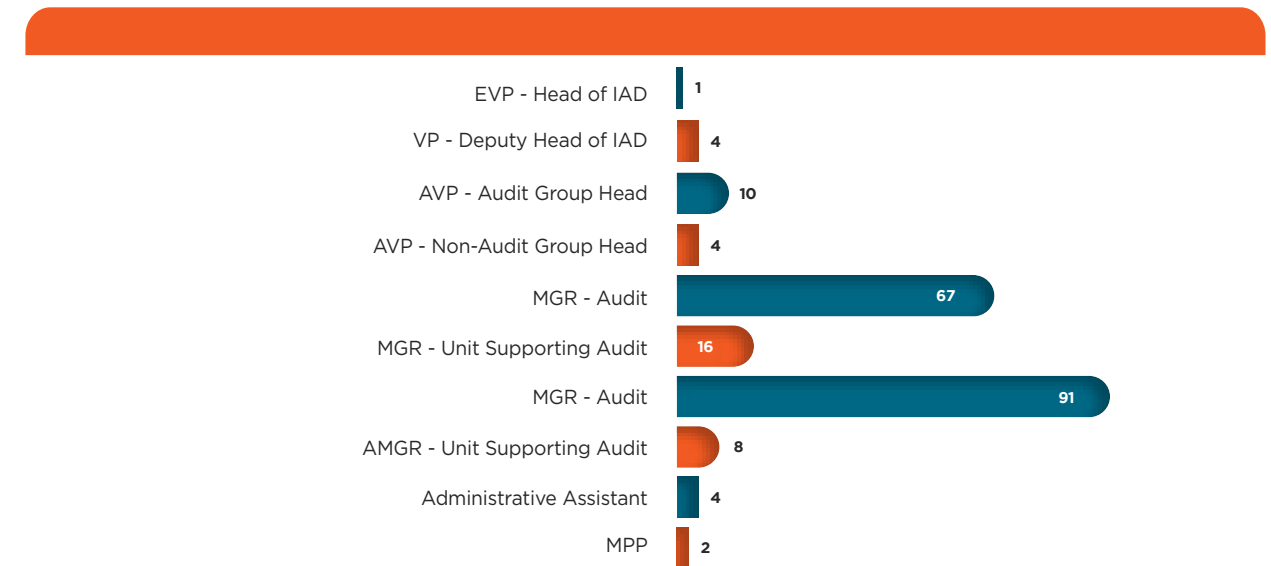
In addition to monitoring the IAD audit results, IAD functions as a liaison with external parties (OJK, BI, BPK and KAP), IAD also monitors the follow-up to the external party audit results. During 2022, the follow-up on the external audit results shown in the following table:

Audit	Period To Decemeber 2022	
	Finished	In Progress
Bank Indonesia (BI)	53	2
Indonesia Financial Services Authority (OJK)	980	17
RI Financial Audit Board (BPK RI)	581	118
Public Accounting Firm (KAP)	3	4

IAD HC COMPETENCY COMPOSITION AND DEVELOPMENT

IAD HC Personnel

The Internal Audit has 207 (two hundred and seven) employees as shown in the following diagram:



IAD HC COMPETENCY DEVELOPMENT

Internal Audit is committed to developing the auditors' competencies and capabilities. To support competency development, IAD has establishes a minimum annual training/refreshment period policy, which all auditors are required to take part in a capability development program. The competency development carried out by IAD during 2022, was as follows:

Competency Development/Training Materials	Organizing Agency	Time Of Execution
ANNUAL TRAINING		
Auditor Annual Training	BNI Corporate University	January 2022
Internal Control Annual Training	BNI Corporate University	March to July 2022
ONLINE/OFFLINE WORKSHOP & WEBINAR		
Come on, let's be wise in social media	BNI Corporate University	January 2022
Prevention and Internal Violations and Case Handling	BNI Corporate University	February 2022
Live Virtual Workshop Trade Based Financial Crime - Money Laundering and Terrorism Financing	ICC (International Chamber of Commerce)	March 2022
Violation of Ethics in the Profession which is a Criminal Act and the Sanctions	BNI Corporate University	March 2022
Online Seminar on the Application of Basel III Reforms (Basel 4) for Calculation of RWA on Credit Risk	BARA Risk Forum	March 2022
Application of Professional Ethics for Fraud and Violation Prevention Efforts	BNI Corporate University	May 2022
Internal Audit National Seminar: Anticipating The Future The New Roles of Internal Audit: "Foresight - Elevate - Transform" (Offline)	FKSPI	July 2022
Risk Management Refreshment Series: How to Minimize Banking Losses Through Operational Risk Management Enhancement in Credit Process?	BNI Corporate University	September 2022
Socialization of ISO Anti-Bribery Management System: 37100:2016	BNI Corporate University	September 2022
National Conference : Impactful Internal Audit In A Changing World (Offline)	The Institute of Internal Auditor	October 2022
ISACA Seminar: Digital Trust "Recover With Confidence And Integrity (Offline)	ISACA	October 2022
CERTIFICATION TRAINING PROGRAM		
ISO 9001:2015 Training and ISO 9001:2015 Certification Risk Management Certification Level 1 to.d. 3	LRQA	June 2022
Risk Management Certification Level 1 to 3	SMR/LSPP	August 2022
CBIA Auditor Level Certification	IAIB & LSPP	May, October, November, December 2022
CBIA Supervisor Level Certification	IAIB & LSPP	May, October, November, December 2022
CEH V.12 Certification	ANT	November 2022
CHFI Certification	ANT	November 2022
IN-HOUSE ONLINE TRAINING		
Mandatory E-Learning: <ul style="list-style-type: none"> Gratification & Anti-Bribery Anti Fraud Awareness Anti Money Laundering Work Culture Good Corporate Governance Risk Culture Sustainability Finance 	BNI Corporate University	January-December 2022

Competency Development/Training Materials

Organizing Agency

Time Of Execution

In addition to the above auditor's competency development, IAD continues to improve the auditor's competency through internal sharing sessions routinely held every week. This is carried out to improve audit capabilities and accelerate auditors' knowledge of the latest BNI business developments

INTERNAL SHARING SESSION

Weekly Sharing Session Eps 21: " Funds Balance between Debtors and Employees"	The Internal Audit collaboration with BNI Corporate University	February 2022
Weekly Sharing Session Eps 22: "Data Anomalies and Getting to Know SUR Lounge SAI"		February 2022
Weekly Sharing Session Eps 23: "Building Digital Capability and Mindset"		February 2022
Weekly Sharing Session Eps 24: "Third Party Escrow Account Management"		March 2022
Weekly Sharing Session Eps 25: "Lesson Learned Sales Cases"		March 2022
Sharing Session Eps 27: "Socialization of RWA Operational Risk Standard Approach and LED Recording in New Periscope"		June 2022
Sharing Session Eps 29: "Audit of Treasury Activities at Branch Offices"		June 2022
Morning Sharing Eps 1: "Provisions for Procurement of Goods & Services at Branches"		July 2022
Morning Sharing Eps 2: "Improvement of Finding Codification for FAST"		July 2022
Morning Sharing Eps 3: "Socialization of Rating Delivery Channel Updates for 2022"		July 2022
Morning Sharing Eps 4: "Examination of ATM Management"		July 2022
IT Training for Non IT Auditor		August 2022
Socialization Updating Provisions for Administrative Sanctions related to Acts of Violation in Critical Activities		October 2022

INTERNAL AUDIT CERTIFICATION

IAD is committed to continuously improving the auditors competency and knowledge, through continuous education and training so they can attain adequate qualifications. The certifications obtained by IAD employees during 2022 are as follows:

National Certification

National Certification	Realization in 2022	National Certification	Realization in 2022
SMR 1	88	CA	12
SMR 2	86	CREDIT SKILL OMEGA	11
SMR 3	13	KEPATUHAN 1 Lvl. Officer	7
SMR 4	2	ISO 9001 : 2015	11
CBIA 1	46	ISO 2001 : 2015	1
CBIA 2	75	ISO 37001 : 2016	9
CITPE	3	ISO 30301 : 2019	2

International Certification

International Certification	Realization in 2022	International Certification	Realization in 2022
CIA	2	CEH	4
CBA	3	CHFI	5
CISA	2	IT IL	9
CFE	5	CDSM	1
CISM	2	CRISC	1
CEPPM	4	CGEIT	1

PARTICIPATION IN INTERNAL AUDIT PROFESSIONAL ASSOCIATIONS

To broaden the insights and professional competence of internal auditors, Internal Audit participates in Internal Audit professional associations, including:

Name of Association/ Organization	Scope of Association/ Organization	Membership Role
The Institute of Internal Auditors (IIA)	International	Member
Information Systems Audit and Control Association (ISACA)	ISACA Indonesia Chapter	Marketing Director
Association of Bank Internal Auditors (IAIB)	National	Certification Manager

Internal Audit meetings with the Board of Commissioners, Board of Directors and Audit Committee

During 2022, the Internal Audit held 29 (twenty nine) meetings with the agenda and attendance level of each Internal Audit member as follows:

No.	Date of Meeting	Meeting Agenda	Participants
1	January 17, 2022	Invitation to Audit Closing Meeting for Consolidated Financial Statements and Other Reports of PT Bank Negara Indonesia (persero) Tbk for the Fiscal Year Ending December 31, 2021 by KAP PwC – BoD	Board of Directors
2	January 18, 2022	Invitation to Audit Closing Meeting for Consolidated Financial Statements and Other Reports of PT Bank Negara Indonesia (persero) Tbk for the Fiscal Year Ending December 31, 2021 by KAP PwC – KA	Audit Committee
3	January 20, 2022	Discussion of BNI Bank Health Level Self Assessment (TKB) Results as at December 31, 2021	Board of Commissioners
4	January 28, 2022	<ul style="list-style-type: none">Evaluation of the Implementation of RKAT SAI Quarter IV 2021Evaluation of Key Audit ResultsFollow up of SAI ExaminationFollow-up of External Auditor ExaminationDiscussion on SAI semester II report to OJK	Audit Committee
5	February 9, 2022	<ul style="list-style-type: none">Evaluation of Integrated Risk Profile and Integrated KPMR Semester II/2021valuation of Integrated Governance Structure, Process and Results (SPH) Semester II/2021	<ul style="list-style-type: none">Integrated Governance CommitteeBoard of Directors
6	March 8, 2022	Credit Risk Evaluation (LaR) in Regions	<ul style="list-style-type: none">Risk Monitoring Committee (KPR)Board of Directors
7	March 9, 2022	Credit Risk Evaluation (LaR) in Regions	<ul style="list-style-type: none">Risk Monitoring Committee (KPR)Board of Directors

No.	Date of Meeting	Meeting Agenda	Participants
8	March 23, 2022	<ul style="list-style-type: none">Results of compliance culture self-assessment by each SubsidiaryEvaluation of the effectiveness of the Anti Fraud Strategy, APU-PPT, and WBS by each SubsidiaryEvaluation of the implementation of the Integrated Compliance Function Semester II/2021, at the BNI Financial Conglomerate	<ul style="list-style-type: none">Integrated Governance CommitteeBoard of Directors
9	March 29, 2022	Follow-up on Fraud Reports with Significant Impact at Regional Offices	<ul style="list-style-type: none">Audit CommitteeBoard of Directors
10	April 12, 2022	Unit Profile with Risk Management and Internal Control Rating “BAD” based on the 2021 SAI Audit Results	Audit Committee
11	April 19, 2022	BNI Wide LaR Evaluation in Regions	<ul style="list-style-type: none">Risk Monitoring Committee (KPR)Board of Directors
12	April 27, 2022	<ul style="list-style-type: none">Evaluation of RAT SAI Quarter I 2022Evaluation of Key Audit ResultsFollow-up Examination of SAI and External Auditor	Audit Committee
13	May 17, 2022	<ul style="list-style-type: none">Improved quality and number of Auditors at SubsidiariesEvaluation of the Integrated Internal Control System (SPI) effectiveness Semester II/2021Results of Internal Audit of Subsidiaries and Follow-ups	<ul style="list-style-type: none">Integrated Governance CommitteeBoard of Directors
14	May 20, 2022	<ul style="list-style-type: none">Evaluation of RAT SAI Quarter I/2022Evaluation of Key Audit ResultsFollow-up Examination of SAI and External Auditor	Audit Committee
15	July 12, 2022	<ul style="list-style-type: none">Evaluation of SAI audit and consultation, as well as follow-up supervision of SAI inspection results for Semester I/2022 periodEvaluation of the Key Audit Results for the Semester I/2022 periodFollow up on Regulatory and External Audit Examination for Semester I/2022 period	Audit Committee
16	July 19, 2022	Closing Meeting for Audit of Consolidated Financial Statements and Other Reports for the Fiscal Year ending June 30, 2022 by KAP TWRR	<ul style="list-style-type: none">Audit CommitteeBoard of Directors
17	July 19, 2022	Evaluation of Operational Risk and Understanding of Risk Culture at BNI on a Bank Wide basis, including Head Office, Regional Offices, Branch Offices, Sentra, and KCLN	<ul style="list-style-type: none">Risk Monitoring Committee (KPR)Board of Directors
18	July 19, 2022	<ul style="list-style-type: none">Presentation by the BNI KU Director regarding the Financial Performance Evaluation of the BNI Financial Conglomerate for the position of June 30, 2022Presentation of the President Commissioner/Independent Commissioner of Subsidiaries – Members of the BNI TKT KK Committee regarding Evaluation of the Implementation of the Compliance Function in Subsidiaries, with matters that need to be studied, including:<ul style="list-style-type: none">a. Evaluation of the Hierarchy of Policies/Procedures in Subsidiaries, including Policies/Procedures that must be approved by the Board of Directors and/or the Board of Commissioners.b. Fulfillment of Precautionary Principle Indicators that must be managed according to regulatory boundaries.c. Follow up on audit findingsd. Follow up on repeated audit findings	Integrated Governance Committee
19	July 26, 2022	Evaluation of Increase in LaR, NPL, and Risk of Fraud in Small Loans and KUR	<ul style="list-style-type: none">Risk Monitoring Committee (KPR)Board of Directors
20	August 9, 2022	<ul style="list-style-type: none">Evaluation of Integrated Governance Process and Outcome Structure (SPH) Semester I/2022Evaluation of Integrated Risk Profile & Integrated KPMR, Semester I/2022	Integrated Governance Committee
21	August 22, 2022	Discussion on Credit Check Progress for 11 Debtors	Audit Committee
22	August 23, 2022	Progress Evaluation up to July 31, 2022 Handling LaR in the Regions	<ul style="list-style-type: none">Risk Monitoring Committee (KPR)Board of Directors

No.	Date of Meeting	Meeting Agenda	Participants
23	September 27, 2022	Discussion on Violations with Potential Fraud and Imposition of Sanctions	<ul style="list-style-type: none">Audit CommitteeBoard of Directors
24	October 11, 2022	<ul style="list-style-type: none">Evaluation of the Integrated Internal Control System for Semester I/2022Evaluation of BNI DPKK Health Level and Evaluation of BNI DPKK Management, including Management of DPKK Liquid and Non-Liquid Assets as of December 31, 2021 and June 30, 2022	<ul style="list-style-type: none">Integrated Governance CommitteeBoard of Directors
25	October 18, 2022	<ul style="list-style-type: none">Evaluation of RAT SAI Quarter III/2022Evaluation of Key Results of the Q3/2022 AuditFollow-up Examination of SAI and External Auditor	Audit Committee
26	November 8, 2022	Evaluation of the 2022 Integrated Governance Guidelines	<ul style="list-style-type: none">Integrated Governance CommitteeBoard of Directors
27	December 20, 2022	Evaluation of Operational Risk and Operational Risk Expenses, including Improvements and Reviews of BNI's Company Guidelines and Operational Risk Load Mechanisms	Risk Monitoring Committee (KPR)
28	December 21, 2022	Discussion on KUR Audit Results	Audit Committee
29	December 29, 2022	Application for Approval of General Risk Management Policy (KUMR) and Integrated Risk Management General Policy (KMURT)	<ul style="list-style-type: none">Board of CommissionersBoard of Directors

INTERNAL AUDIT MEETINGS FREQUENCY AND ATTENDANCE LEVEL

The Internal Audit meetings frequency and attendance level can be seen in the table below:

Internal Audit Meetings Attendance Level					
No.	Meeting Date	Attendance	No.	Meeting Date	Attendance
1	January 17, 2022	Attended	17	July 19, 2022	Attended
2	January 18, 2022	Attended	18	July 19, 2022	Attended
3	January 20, 2022	Attended	19	July 26, 2022	Attended
4	January 28, 2022	Attended	20	August 9, 2022	Attended
5	February 9, 2022	Attended	21	August 22, 2022	Attended
6	March 8, 2022	Attended	22	August 23, 2022	Attended
7	March 9, 2022	Attended	23	September 27, 2022	Attended
8	March 23, 2022	Attended	24	October 11, 2022	Attended
9	March 29, 2022	Attended	25	October 18, 2022	Attended
10	April 12, 2022	Attended	26	November 8, 2022	Attended
11	April 19, 2022	Attended	27	December 20, 2022	Attended
12	April 27, 2022	Attended	28	December 21, 2022	Attended
13	May 17, 2022	Attended	29	December 29, 2022	Attended
14	May 20, 2022	Attended	Total Meetings		29
15	July 12, 2022	Attended	Total Attended		29
16	July 19, 2022	Attended	% Attended		100%

Internal Audit Meetings Attendance Recapitulation			
Internal Audit	Total Mandatory Meetings	Total Attended	% Attended
IAD	29	29	100%

INTERN AUDIT IMPLEMENTATION GUIDELINES

When carrying out its duties, Internal Audit is guided by OJK Regulation No. 1/POJK.03/2019 concerning the Implementation of the Internal Audit Function in Commercial Banks that has been stated in the Internal Audit Charter.

Whereas, for implementing IT Audit, Internal Audit is guided by OJK Regulation No. 11/POJK.03/2022 concerning Implementation of Information Technology by Commercial Banks, and SEOJK No. 21/SEOJK.03/2017 concerning Application of Risk Management for the Use of Information Technology by Commercial Banks.

In addition to these provisions stipulated by the regulator, the Internal Audit guidelines comply with the IPPF International Standards (International Professional Practices Framework) to ensure an effective and thorough audit implementation so as to provide added value to the Bank and to mitigate risks faced by the Bank.

INTEGRATED INTERNAL AUDIT WORK UNIT (SKAIT)

For the implementation of the Integrated IAD function as referred to in POJK No. 1/POJK.03/2019 concerning Implementation of the Internal Audit Function for Commercial Banks, and POJK No. 18/POJK.03/2014 dated November 18, 2014, and Circular Letter No. 15/SEOJK.03/2015 dated May , 2015 concerning the Implementation of Integrated Governance for Financial Conglomerates, the Integrated Internal Audit duties and responsibilities are carried out by the Integrated SKAI.

To support the BNI Financial Conglomerate growth in a healthy, prudent and sustainable manner with high competitiveness, BNI as the Main Entity has established a commitment between IAD and the SKAI in the Subsidiaries. This commitment is to carry out the integrated internal audit function and maintain the development of the Financial Conglomerate audit quality to ensure the internal control function is effective in all operational activities in the Subsidiaries at all management levels.

Internal Audit performs assurance and consulting functions independently and objectively and integrates with the SKAI in the Subsidiaries, to provide added value by increasing the effectiveness of risk management, control and governance processes. With regard to its role as a SKAIT, IAD routinely establishes communication and coordination with the Subsidiary's Internal Audit Work Unit, through joint communication forums, knowledge sharing of audit methodology and integration of audit planning, implementation and reporting to support the integrated Integrated Governance (TKT) in the BNI financial conglomerate.

SKAIT duties and responsibilities stipulated in the TKT guidelines are as follows:

- Evaluating and providing input on the adequacy of the Subsidiary's SKAI audit methodology, policies and procedures in accordance with the size, characteristics and complexity of the subsidiary, both at the stages of audit planning, audit implementation, reporting of audit results and monitoring of follow-up completion;
- Submitting a report on the main results of the integrated audit to the Main Entity's President Director and the Board of Commissioners with a copy to the Director in charge of the Main Entity's Compliance Function;
- Monitoring the follow-up of internal audit results in an integrated manner and report the results to the President Director and the Board of Commissioners of the Main Entity with a copy to the Director in charge of the Main Entity's Compliance Function;
- Submitting the integrated internal audit report to the President Director, the Director appointed to carry out the supervisory function of LJK in the Financial Conglomerate and the Main Entity's Board of Commissioners as well as the Director in charge of the Main Entity's Compliance Function;
- Monitoring and follow-up on recommendations from the Integrated Governance Committee;
- IAD as the third line in the Three Lines Model ensures internal control in each line in the BNI Financial Conglomerate, by conducting audits and consulting with subsidiaries. IAD can conduct audits and consultations on Subsidiaries without requiring prior approval from the Subsidiary's Board of Commissioners;
- IAD carries out internal supervision over all areas, operational and business activities as well as coordinates with the internal control function in the Subsidiary.

To carry out these duties and responsibilities, including developing audit quality, the Subsidiary's IAD and SKAI integrate the internal audit function with a scope that includes:

Audit Methodology

IAD with the Subsidiary's SKAI conducts alignment/ evaluation according to the size, characteristics, and complexity of the subsidiary, including, risk-based audit methodology as well as audit policies and procedures of each Subsidiary, through:

- IAD coordinating the alignment of the risk-based audit methodology used by the Subsidiary SKAI;
- IAD providing input on the adequacy of Subsidiary Company Audit Policy and SOP.

Audit Planning

IAD with the Subsidiary’s SKAI prepare an Integrated annual Audit plan with the following mechanisms:

1. IAD input on the annual audit plan prepared by the Subsidiary SKAI;
2. Information concerning the Subsidiary SKAI audit results to be used by IAD as evaluation material in preparing an integrated audit plan;
3. IAD consolidates the integrated annual audit plan and submits it to the President Director and the Board of Commissioners of the Main Entity.

Audit Implementation

The integrated audit can be carried out using the following mechanism:

1. Audits are carried out individually;
2. Joint Audit.

Integrated Auditor Competency Development

IAD with BNI Subsidiary Internal Audit conducts auditor development through the following mechanisms:

1. IAD includes Subsidiary SKAI in joint training held by BNI’s Internal Audit.
2. IAD and SKAI of Subsidiaries carry out joint workshops.
3. Subsidiary IAD and SKAI provide auditor internship opportunities at the Subsidiary Company as well as at BNI’s Internal Audit.

Integrated Audit Results Reporting

1. Subsidiary Internal Audit submits reports on the internal audit function to BNI Internal Audit through an integrated internal audit communication forum on a quarterly basis. The report contains at least the following information:
 - a. Subsidiary Company’s Annual and Periodic Internal Audit Plan;
 - b. Realization of Subsidiary Internal Audit implementation;
 - c. Main audit results of Internal Audit of Subsidiaries and External Audit of Subsidiaries;
 - d. Follow-up on the completion of audit results by Internal Audit of Subsidiaries, BNI Internal Audit, and External Subsidiaries;
 - e. Subsidiaries Internal Audit Maturity Profile.
2. IAD submits an Integrated Internal Audit Report containing information related to the main integrated internal audit report and the follow-up of the integrated internal audit results, with the reporting time as follows:

- a. Reports are submitted quarterly to the Director appointed to carry out the supervisory function of Subsidiaries in the Financial Conglomerate, and the Director in charge of the compliance function in the Main Entity; and
- b. Reports are submitted to the Main Entity Board of Commissioners every semester.

Integrated Audit Work Unit Activities Realization

During 2022 IAD with the Subsidiary SKAI realized the following Integrated Audit Activities:

1. Organized integrated auditor training with material for all IAD and SKAI auditors of Subsidiaries including Internal Audit Standards (IIA & IPPF), Internal Control Framework, Audit Methodology, Internal Audit Charter, Reporting of Audit Results, Quality Assurance and Improvement Program (QAIP), Integrated Audit, Internal Audit Function Assessment Self Assessment, and Control System Assessment Self Assessment Intern PA. As well as training specifically related to updating PSAK 71, 72, 73, ECL Calculation, Credit Audit, Performance Audit, and Asset and Liability Management.
2. Conducted a Joint Audit with BNI Life Insurance and BNI Sekuritas SKAI;
3. Prepared the SKAI Assessment Methodology for Subsidiaries;
4. Prepared the Subsidiary Company’s Internal Control System (SPI) Assessment Methodology and the Evaluation Implementation by means of Self Assessment at each Subsidiary Company each semester;
5. Conducted Integrated Audit Work Unit communication forums every Quarter, in Quarter I in April 2022, Quarter II in July 2022, Quarter III in October 2022, and Quarter IV in January 2023, that discussed:
 - a. Subsidiary SKAI Audit Work Plan Realization.
 - b. Subsidiary SKAI SKAI Audit Key Results.
 - c. Progress of Audit Results Follow-Up for SKAI Subsidiaries, IAD, and External Audit (OJK, BPK RI, etc.).
 - d. Monitored Subsidiaries SKAI Maturity Profile including organization, fulfillment of certification/training of auditors, completeness of enablers, outputs and development plans for Subsidiaries SKAI.
 - e. Discussion on Subsidiaries Internal Control System Self Assessment evaluation results.
 - f. Follow-up discussion on the suggestions and opinions of the BNI Board of Commissioners on Subsidiaries.

In addition, IAD when carrying out its duties as an Integrated SKAI also conducts periodic reviews of the Integrated Governance Guidelines and each semester evaluates the Structure, Process and Results of Integrated Governance to assess the Governance Structure, Governance Process and Governance Outcome in the Integrated Audit Work Units.

INVESTOR RELATIONS FUNCTION

Investor Relations activities are part Investor Relations is a strategic function within the company that is part of corporate public relations activities. Investor Relations has the accountability to build and maintain mutually beneficial relationships with shareholders and other financial communities in order to maximize the company’s market capitalization. The Main Functions of the Investor Relations Division include:

1. Managing cooperative relationships with parties related to the Indonesian capital market, including fund managers, analysts, stock brokers, investment bankers, rating agencies, as well as parties related to the Association of Indonesian Issuers (AEI);
2. Communicating the Company’s performance and strategy to analysts and investors in order to achieve an optimal BNI share valuation in the long term through analyst meetings, conference calls, roadshows and related events;
3. Representing BNI management in meetings with analysts and investors both one-on-one basis and through public presentations in order to communicate opinions, attitudes and reactions to the company’s challenges and/or opportunities and to convey strategic strategic follow-ups for BNI management;
4. Managing activities related to Company performance and rating;
5. Monitoring and analyzing the development of the Company’s stock performance, stock exchanges, peer groups;
6. Managing Company performance databases, stocks, investors, contact reports, mailing lists of fund managers, and other related parties;
7. Maintaining transparency, accuracy and timeliness of disclosure of information to capital market players.

The following is a summary of Investor Relations activities during 2022 carried out as the main functions of Investor Relations:

Investor Relations Activities		2022
Analyst Meetings		4
Public Exposés		5
Non-Deal Roadshow & Conference		6
Meeting with Investors		234
Retail Investors Webinar		6
Total		255

COMPLIANCE FUNCTION

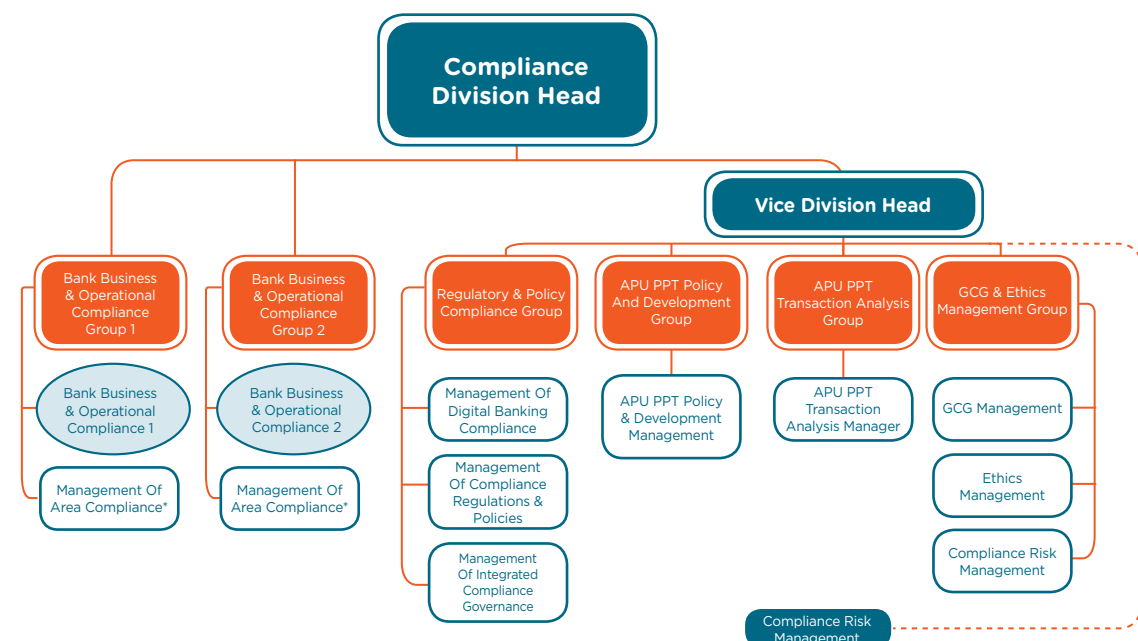
As a financial institution, BNI carries out activities based on the principle of trust. In order to grow in a healthy and sustainable manner, a strong good corporate governance foundation is required and consistent application of prudential banking principles, one of which is through the Bank’s compliance. BNI has targeted one of its goals in the sixth mission statement, namely “Becoming the Reference for the Implementation of Compliance and Good Corporate Governance for Industry”.

Based on this mission, the implementation of compliance is not only to fulfill regulatory compliance but is also an organizational must. Thus, compliance must be built into an internalized and organized culture.

COMPLIANCE WORK UNIT ORGANIZATIONAL STRUCTURE

For compliance, BNI has appointed a Director in charge of the compliance function and has established a Compliance Division to carry out the compliance function. In addition, BNI's Board of Commissioners is also involved in carrying out active supervision of the implementation of Bank compliance.

The organizational structure of the compliance work unit refers to the Board of Directors Decree No. KP/133/DIR/R dated April 7, 2021, as follows:



*Regional Management of Area Compliance has a function to ensure the application of APU and PPT in the Regional Offices, Branches and Centers.

ACTIVE SUPERVISION OF THE BOARD OF COMMISSIONERS COMPLIANCE FUNCTION

The Board of Commissioners active supervisory function as well as compliance with POJK related to Compliance Function Implementation in Commercial Banks is carried out by:

1. Evaluating the implementation of the Bank's compliance function at least 2 (two) times a year;
2. Providing suggestions to improve the implementation of the Bank's compliance function quality.

Either directly or through the Committees under them, the Board of Commissioners actively supervises and provides suggestions for improvements through meetings or through periodic reports, such as:

1. Regular Board of Commissioners meetings with the Director in charge of the Compliance function;
2. Periodic meetings of the Committees under the Board of Commissioners (Audit Committee, Risk Monitoring Committee, and/or Integrated Governance Committee) with the Director in charge of the compliance function and/or the Compliance Division;
3. Periodic reports submitted include Corporate Governance Self-Assessment Report, Integrated Governance Self-Assessment Report, Compliance Report, Integrated Compliance Function Implementation Report, and the implementation of Anti-Money Laundering and Prevention of Terrorism Financing (APU-PPT) program Reports.

DIRECTOR IN CHARGE OF THE COMPLIANCE FUNCTION

For the period January-May 2022 the Director in charge of the compliance function at BNI was Bob Tyasika Ananta. Based on an Extraordinary General Meeting of Shareholders (RUPS LB) decision held on August 31, 2022, Mucharom was appointed as Human Capital & Compliance Director at BNI. The appointment and implementation of the Director in charge of the compliance function duties is carried out based on the applicable regulations, in particular the provisions concerning the Implementation of the Compliance Function, General Provisions, the Provisions for the Fit and Proper Test, as well as the provisions for the Use of Expatriate Employees in the Banking Sector, that regulate:

1. Must obtain approval from OJK before carrying out duties and functions in their position. The Human Capital & Compliance Director Mucharom underwent a Fit and Proper Test on December 20, 2022. Through the OJK letter No. SR-3/PB.12/2023 dated January 4, 2023, OJK approved the appointment of Mucharom as Human Capital & Compliance Director;

2. Must fulfill independence requirements, namely not having financial, management, share ownership and/or familial relations up to the second degree with members of the Board of Commissioners, the Board of Directors and/or Controlling Shareholders or relationship with the Bank that may affect their ability to act independently;
3. Must have adequate integrity and knowledge regarding banking regulations and prevailing laws and regulations;
4. Are prohibited from appointing or using expatriate employees;
5. Does not hold concurrent positions as President Director and/or Vice President Director;
6. Not in charge of the following functions: operational business, risk management that makes decisions on banking activities, treasury, finance, accounting, logistics, procurement, information technology and internal audit.

Based on the applicable BNI organizational structure, the BNI Human Capital & Compliance Director oversees the following organizations:

1. Compliance Division;
2. Legal Division;
3. Human Capital Strategy Division;
4. Human Capital Services Division;
5. BNI Corporate University;
6. Anti-Fraud;
7. Policy Governance Division.

Overall, the duties and responsibilities of the Director in charge of the compliance function include:

1. Formulating strategies to encourage the creation of a compliance culture;
2. Proposing compliance policies or compliance principles to be approved by the Board of Directors;
3. Establishing compliance systems and procedures to formulate the Bank's internal provisions and guidelines;
4. Ensuring all policies, regulations, systems and procedures as well as the Bank's business activities are in accordance with the provisions of the Financial Services Authority, Bank Indonesia and the prevailing laws and regulations;
5. Minimizing the Bank's Compliance Risk;
6. Taking preventive measures so that the policies and/or decisions made by the Bank's Board of Directors do not deviate from the provisions of the Financial Services Authority, BI and the prevailing laws and regulations;
7. Performing other duties related to Compliance Function, such as monitoring and maintaining the Bank's compliance with the commitments made by the Bank to the Financial Services Authority, BI and other supervisory authorities;
8. In addition to the above duties and responsibilities, in order to implement the integrated compliance function, the Director in charge of the compliance function has duties to direct, monitor and evaluate the implementation of the Integrated Compliance function as well as follow up on directions or advice from the Board of Commissioners of the Main Entity or the Integrated Governance Committee in order to improve Integrated Compliance Function.

COMPLIANCE WORK UNIT

The work unit carrying out the compliance function is the Compliance Division. The Compliance Division is an independent unit directly responsible to the Director in charge of the compliance function. In addition, the Compliance Division is also designated as an Integrated Compliance Unit.

INTEGRATED COMPLIANCE WORK UNIT

In the context of implementing OJK Regulation No. 18/POJK.03/2014 concerning the Implementation of Integrated Governance for Financial Conglomerates, the Compliance Division as the Integrated Compliance Unit (SKKT) BNI has carried out the task of monitoring and evaluating the implementation of the compliance function in each Subsidiary Company, by:

1. Ensuring the implementation of the compliance function and the implementation of Anti-Money Laundering and Prevention of the Financing of Terrorism (APU and PPT);
2. Aligning the Compliance Risk Management methodology including the implementation of the APU and PPT provisions;
3. Integrating and aligning compliance function policies and procedures, including AML and CFT policies and procedures;
4. Ensuring Subsidiaries' compliance with the implementation of internal and external reporting obligations;
5. Developing the HC Compliance Unit in the BNI Financial Conglomerate.

HEAD OF THE COMPLIANCE WORK UNIT PROFILE

2022 Performance

Management Report

Company Profile

Management Discussion and Analysis on Company Performance


Capital & Risk Management Practices

Good Corporate Governance

Social & Environmental Responsibility

ESG Commitment

Financial Statements



Suryo Utomo

Head of Compliance Division (22 August 2019-Present)

Indonesian citizen, 51 years old. Holds a Bachelor's degree in Economy and Accountant from the Faculty of Economy, Department of Accounting, Universitas Airlangga in 1995, and obtained a Master's degree in Accounting Science at the Postgraduate Faculty of Universitas Diponegoro in 2009. Served as Head of Compliance Division since August 22, 2019 until now. Previously served as Vice President of Internal Audit Unit and Deputy Head of Surabaya Regional Office.

For determining and setting the Head of Compliance Division, management always pays attention to the following minimum requirements:

1. Fulfilling independence requirements;
2. Mastering banking regulations and applicable laws and regulations;
3. Not carrying out other duties outside the compliance function;
4. Having high commitment to implementing and developing a compliance culture.

HEAD OF COMPLIANCE WORK UNIT DEVELOPMENT

Competency/Training Development Material	Date	Organizing institution
Suryo Utomo		
Resource person for the BNI internal environment, as follows:		
Suspect Account to Verify (SAV) and KYC on Board	February 16, 2022	BNI
Compliance Culture Material in the Advanced Manager Leadership Program (AMLPP) training	March 11, 2022	BNI
Mandatory Webinar with socialization material for ISO 37100: 2016 Anti-bribery management system.	September 9, 2022	BNI
Socialization Awareness of BNI Sanctions/Fines	October 12, 2022	BNI
In House Training:		
Market Outlook.	January 29, 2022	BNI
Development and Characteristics of the Life Insurance Industry in Indonesia, Key issues for the life insurance industry, as well as regulations, governance and implementation of PSAK 74 aspects	March 29, 2022	BNI
Fraud Awareness Series	May 12, 2022	BNI
Risk Management Refreshment Series	October 12, 2022 September 28, 2022 September 20, 2022	BNI
Transformation Mindset	September 22, 2022	BNI
Mindfulness & Stress Management	December 17, 2022	BNI and ACT Consulting International
Public Training:		
Big Data Analytics for Money Laundering Detection	February 10, 2022	PPATK and IFII Learning
2 Decades of APU PPT Talkshow with the theme of Synergy Building the Country: Stopping Criminals in the Country	March 22, 2022	PPATK

Competency/Training Development Material	Date	Organizing institution
2 Decades of APU PPT "Tracing the footsteps of binary options and illegal trading robots, trapping perpetrators of fraud"	April 18, 2022	PPATK
Coordination in the context of evaluating reporting policies	August 29, 2022	PPATK
Executive Development Program : Leading with Emotional Intelligence	November 16-17, 2022	PPM Manajemen
Ministry of SOEs GRC Masterclass Foundation - The Role of Risk Management Organs in Risk Management	December 8, 2022	Ministry of SOEs and McKinsey
Dissemination of Financial Integrity Rating on Money Laundering and Terrorist Financing (FIR on ML/TF) measurement results in 2022	December 14, 2022	PPATK

COMPLIANCE WORK UNIT DUTIES AND RESPONSIBILITIES

The duties and responsibilities of the Compliance Division are divided into the following functions:

1. Implementing the Compliance Function;
2. Responsible for the Implementation of the APU and PPT Programs;
3. Responsible for the Implementation of Good Corporate Governance;
4. In charge of Integrated Compliance Function;
5. Charge of Gratification & Anti-Bribery Control.

COMPLIANCE WORK UNIT COMPETENCY DEVELOPMENT

To develop the Compliance Division as a strategic partner for each line of the organization, the Compliance employees continuously enhance their competencies by participating in certification/seminars/workshops/training, such as:

Competency Development/Training Material	Date	Organizing Agency
Certification:		
Level 1 Compliance Certification	February 9-September 22, 2022	FKDKP
Level 1 Risk Management Certification	1 April-6 Juni 2022	LSPP
In House Online Training:		
Powerful Database Analysis and Dashboard Reporting with Microsoft Excel 2010	March 31-April 1, 2022	HRD Spot
Presentation Skill "The Great Business Presenter & Negotiator"	October 15, 2022	Markplus Institute
Writing Report	December 17, 2022	TalkInc
Mindfulness & Stress Management	December 17, 2022	ACT Consulting International
First Line Manager Leadership Program (FLMP)	March 4, 2022	BNI
Advanced Manager Leadership Program (AMLPP)	March 11-May 19, 2022	BNI
Middle Manager Leadership Program (MMLP)	April 4-June 9, 2022	BNI
Middle Manager Enhancement Program (MMEP)	22 August-September 22, 2022	BNI
Online Workshop, Webinar & Sosialisasi Ketentuan Eksternal:		
BNI Corpu TV Knowledge Supplement Come on, we are wise in social media	January 14, 2022	BNI
Legal Knowledge and Legal Risk Awareness Supplements for Corporate Credit	January 26, 2022	BNI
Knowledge Supplement on Prevention of Internal Violations and Case Handling	February 22, 2022	BNI
Fraud as a Problem of Professional Ethics and Integrity	March 7, 2022	BNI
Implementation of POJK 13/POJK.03/2021 concerning Implementation of Commercial Bank Products	March 8, 2022	Bankers Association for Risk Management (BARA)
Challenges and Mitigation of Crime and Enhancement of Cybersecurity in the Financial Services Industry	March 10, 2022	OJK
Live Virtual Training with the theme Trade Based Financial Crime, Money Laundering and Terrorism Financing	March 16-17, 2022	ICC Indonesia

Competency Development/Training Material	Date	Organizing Agency
Talk show 2 Decades of APU PPT with the theme Synergy to Build the Nation: Preventing Crime from Dominating the Nation	March 22, 2022	PPATK
Opportunities and Challenges of Blockchain Implementation in the Financial Services Industry	March 24, 2022	OJK
The Role of Regtech in Supporting the Performance of Financial Services Institutions	March 31, 2022	OJK
The Digital Financial Threat Landscape and Law Enforcement Seminar	April 20, 2022	UNODC (United Nations Office on Drugs and Crime)
Webinar on Sustainability with the theme Climate Risk and Financial Stability	May 12, 2022	FKDKP
Application of Professional Ethics in Efforts to Prevent Fraud and Violations	May 17, 2022	BNI
Fraud Awareness Series Application of Professional Ethics in Fraud Prevention Efforts	May 19, 2022	BNI
Race Talk Series: The First Biometric Verification In Indonesia	May 23, 2022	BNI
Seminar with the theme How to Reduce System Complexity and Compliance Risk Through Optimizing Infrastructure	June 2, 2022	Escom Events
Preventing and Financial Crime in Financial Service Industry.	June 9, 2022	OJK Institute
International Seminar with the theme New Era for Consumer Protection: Use of Digital Innovation	June 9-10, 2022	OJK
Gratification Talk (G-Talk) with the theme Risk Management and Identification of Vulnerable Points of Acceptance of Gratification	June 22, 2022	KPK
Increasing Awareness and Commitment to Implementation of SNI ISO 37001 Anti-Bribery Management System in the Financial Services Industry	June 27, 2022	OJK
ESG Trends & Market Outlook.	June 29, 2022	BNI
Mitigating the Risk of Money Laundering in the Digital Age	July 14, 2022	LPPI (Lembaga Pengembangan Perbankan Indonesia)
Anti Fraud Awareness Training: Enforcement of the Code of Ethics & Implementation of Provisions for Anti Fraud Training	July 23, 2022	BNI
How to Measure Successful Digital Financial Services/ Return on Digital Investment.	August 4, 2022	OJK
Trends and Challenges of Anti-Money Laundering in the Digital Age	August 25, 2022	OJK
Socialization of ISO 37100:2016 Anti-Bribery Management System	September 9, 2022	BNI
Anti-Bribery Management System Knowledge Supplement (SMAP)	September 14, 2022	BNI
The Role of the Legal Profession in Prevention of Money Laundering Corruption	September 20, 2022	KPK
Refreshment Risk Management Series: Minimize Risk Losses Through Data Analytics And Modelling.	September 20, 2022	BNI
Risk Management Refreshment Series: How To Minimize Banking Losses Through Operational Risk Management Enhancement In Credit Process.	September 28, 2022	BNI
Anti Fraud Awareness Series: Ethics Enforcement as an Effort to Prevent Violations Leading to Corruption	October 6, 2022	BNI
Risk Management Refreshment Series: Know Your Employee Sebagai Pencegahan Fraud	October 12, 2022	BNI

Competency Development/Training Material	Date	Organizing Agency
Refreshment Risk Management Series: Environmental, Social & Governance (ESG): Building Carbon-Free Future Risk Business Based On ESG.	October 17, 2022	BNI
Risk Management Refreshment Series: Digital Risk (The Emerging Strategic Cyber Attacks On The Financial Service Industry).	October 19, 2022	BNI
Identification of Suspicious Financial Transactions (ITKM)	October 19-20, 2022	FKDKP
Digital Transformation Strategy for Solutions and Strengthening Customer Data Security and Bank Operations	November 4, 2022	FKDKP
Anti-Fraud Series Digital Forensics as an Effort to Handle Internal and External Fraud	December 1, 2022	BNI
Workshop Rencana Penyusunan Laporan Tahunan/ Annual Report (AR) Tahun Buku 2022	December 2, 2022	IICD (Indonesian Institute for Corporate Directorship)
Direction of Indonesian Banking Development in 2022 in the midst of Efforts Toward Banking Digitalization	December 8, 2022	Bank Indonesia, FKDKP, OJK
Focus Group Discussion (FGD) regarding Implementation of Governance for Commercial Banks	December 9, 2022	OJK
Special Batch Corporate Governance Leadership Program and Asean CG Scorecard.	December 14-16, 2022	IICD (Indonesian Institute for Corporate Directorship)
Challenges of Banking Intermediation in the Pandemic Era	December 16, 2022	OJK

In addition, the Compliance Division also delivers internal sharing to all employees with the following material:

Material	Date
Gratification and Anti-Bribery	January to September 2022
Procurement of goods and services with the participants of the Branch General Section Assistant	January 13, 2022 to March 17, 2022
Anti-Money Laundering and Prevention of Terrorism Financing	January to September 2022
CORE (Compliance Reminder) via email blast, WhatsApp Group and BNI Forum with the theme The Importance of Banks Paying Attention to the Clauses in Cooperation Agreements, Beneficial Owners for Non-Individual Customers, Consumer Protection and Bank Products, Borrowing Groups, LLL and Provision of Large Funds for Banks General, Monitoring of Customer Financial Transactions through the SAV Module in the SRP application, Branch Obligations related to "Related Parties Politically Exposed Persons (PEP)", Special Treatment for Certain Regions and Sectors in Indonesia Affected by Disasters	January to December 2022
Good Corporate Governance and Gratification Control for Prospective Employees (ODP and Bina BNI)	February to November 2022
Compliance Culture Material in AMLP (Advanced Manager Leadership Program) Training	March 11, 2022
Material on Tax Activities at BNI, Time Schedule for Depositing and Reporting Taxes and the Basis for Imposing Tax Penalties via video socialization reels on Instagram @bnidivisiKepatuhan and WhatsApp Group of employees and leaders with	March 31, 2022
Trends in Fines and Requests for Caution on Reporting to Regulators	May 13, 2022
Updating Implementation of Advisory Credit Compliance Review (C2R) for Lending	May 20, 2022
Compliance Index (CIX) calculation method	July to August 2022
Compliance Culture in MMEP (Middle Manager Enhancement Program) Training	November 9, 2022 November 11, 2022

COMPLIANCE UNIT WORK PROGRAM IMPLEMENTATION IN 2022

In line with information technology developments, globalization and integration of financial markets, the challenges and risk exposures faced are getting bigger. Therefore, in carrying out operational activities with increasing business complexity, BNI continues to strive to mitigate the Bank's business activities risks, both preventive (ex-ante) and curative (ex-post). In line with the OJK Regulation No. 46/POJK.03/2017 concerning the Implementation of the Compliance Function for Commercial Banks, the need for an increase in compliance's role and function.

To encourage the realization of a compliance culture in all organization units, the following compliance programs have been implemented:

1. Realizing the implementation of a compliance culture at all organizational levels and in bank business activities;
 - a. Delivering Training/Socialization to all employees covering Compliance Culture, Good Corporate Governance (GCG) materials, Gratification and Anti-Bribery Control through digital and classical media as well as mandatory e-learning (Gratification and GCG Control);
 - b. Delivering a Compliance Reminder (CORE) for the Daily Exercise Employee Program (DEEP46) with regular APU PPT and gratification material to improve the employee compliance culture;
 - c. Delivering on site supervision related to APU PPT and the GRC (Governance, Risk and Compliance) Forum;
 - d. Handling Gratification Control in BNI's work areas, in collaboration with the Corruption Eradication Commission (KPK) to improve Good Corporate Governance (GCG) and Compliance Culture;
 - e. Monitoring the effectiveness of Good Corporate Governance and Integrated Governance implementation at BNI.
 - f. Developing a Compliance Information Management System (CIMS) application, as an information system, database and monitoring system of the online compliance reviews results and implementation of APU PPT;
 - g. Preparing a Measurement of Compliance Index (CIX) as a reference to measure and ensure that the compliance function is running well;
2. Managing the compliance risks faced by the Bank; Compliance risk is a risk arising from the failure to comply with and/or not implementing the prevailing laws and regulations.

Based on such matters, the Compliance Division actively strives to minimize compliance risk. The composite compliance risk profile assessment includes an assessment of the inherent risks and assessment of the quality of Risk Management implementation so that it reflects the compliance risk control system. In a composite manner, BNI's Compliance Risk Profile in 2022 stood at level 2 (low to moderate), with the following details:

- a. BNI's Inherent Risk in 2022 BNI was at level 2 (Low to Moderate);
- b. The Quality of Risk Management Implementation (KPMR) was at level 2 (Satisfactory).

The Compliance Division continues to make improvement efforts to minimize Compliance Risk, including:

- a. Identifying, monitoring and periodically disseminating the fulfillment of obligations and matters prohibited by regulations as a preventive measure;
 - b. Reminding organization units they in charge of the fulfillment of obligations periodically;
 - c. Making corrective actions based on the compliance risk database;
 - d. Preparing sanctions from regulators/supervisors as a source of compliance risk into the Compliance Index, and making the compliance index part of the unit Key Performance Indicators (KPI).
3. Ensuring that policies, regulations, systems and procedures as well as the Bank's business activities are in accordance with the OJK/BI provisions, as well as the prevailing laws and regulations. As one of the preventive measures to prevent compliance risks from arising and to support healthy and sustainable growth, the Compliance Division takes preventive (ex-ante) measures by conducting compliance tests to ensure that all internal regulations and certain banking activities comply with applicable banking principles. The compliance test activities include:
 - a. Test of compliance on drafts of policies, as well as on new/updated systems and procedures;
 - b. Compliance test/review of existing policies, systems and procedures;
 - c. Compliance test on the design of publishing or new/updated products/activities;
 - d. Compliance checklist on the fit and proper test of prospective controlling shareholders, members of the Board of Directors, and/or the Board of Commissioners;

- e. Compliance test/Credit Compliance Review (C2R) for the proposed Credit Application Tool (PAK);
 - f. Compliance test/Procurement Compliance Review (PCR) for the proposed Procurement of Goods and/or Services Document;
 - g. Compliance test/review on plans for opening and relocating Bank offices (regional offices, branch offices, sub-branch offices, and functional offices);
 - h. Compliance test/review of branch and center operational activities.
4. Ensuring bank compliance with commitments made by the bank to OJK/BI and other supervisory authorities. Monitoring commitments to the supervisory authority is carried out together with the Internal Audit (IAD).
 5. Expanding C2R carried out by the Compliance Division with the following criteria:
 - a. Providing new and additional funds with the authority of the Medium Credit Committee, Regions (excluding small segments), Divisions and Head Office; or
 - b. Restructuring with the authority of the Medium Credit Committee, Regions (excluding small segments), Divisions and Head Office; or
 - c. Reviewing the provision of funds, where at least 1 (one) Credit Committee member is from the Board of Directors;
 - d. Modifications include, but are not limited to changes in structure, release of collateral, changes to requirements where at least 1 (one) member of the Credit Committee is from the Board of Directors;
 - e. Proposals for the provision of funds after consultation with the Board of Commissioners, or the provision of funds to Bank related parties must obtain permission from the Board of Commissioners.
 6. Developing the BNI AML System in line with the POJK concerning the implementation of APU and PPT programs by ensuring there is a system that effectively identifies, analyzes, monitors and provides reports on the customer transaction characteristics carried out automatically.

INTEGRATED COMPLIANCE UNIT WORK PROGRAM IN 2022

To show the duties and functions of monitoring and evaluating the implementation of the compliance function at each Financial Services Institution (LJK) within the BNI Financial Conglomerate (KK), the Integrated Compliance Work Unit carried out the following:

1. Analyzed the latest external provisions that have a significant impact and have major sanctions for FSIs in the BNI FC and submit them to related LJKs for follow-up, including OJK regulations governing Credit Information Management Institutions, Investment Managers, Submission of Reports on Securities Companies Conducting Business Activities as Guarantor Securities Emissions and Broker-dealers,

Insurance Products associated with Investments, Policies to Maintain Capital Market Performance and Stability Due to the Spread of Corona Virus Disease 2019 and Consumer Protection in the Financial Services Sector;

2. Aligned the internal policies in each FSI within the BNI FC and then provided the necessary input or recommendations while taking into account the business sector, complexity, needs, size, conditions and regulations that apply to each FSI within the BNI FC;
3. Aligned the Compliance Risk management mechanism through monthly monitoring of compliance with the Regulatory Business Conduct of each FSI in the BNI FC based on the regulations of each FSI through a Self Assessment;
4. Implemented the Compliance Index (CIX) in the FSIs in the BNI FC as a means of monitoring the compliance function in the FSIs by using yje parameters of fraud, cases of negligence, sanctions and fines from regulators, pending findings of external and internal auditors, updating customer data and Regulatory Business Conduct of each FSI;
5. Analyzed the FSI Compliance Function Implementation Report in the BNI FC periodically to include the implementation of:
 - a. Compliance Culture;
 - b. Compliance Risk and Compliance Index;
 - c. Regulatory Compliance;
 - d. Company Compliance with Commitments to Regulators;
 - e. Implemented the Anti-Money Laundering & Counter-Terrorism Funding Program (APU PPT) based on 5 (five) pillars in the APU PPT program, namely active supervision by the Board of Directors and Board of Commissioners, Policies and Procedures, Internal Control, Management information systems, and Human Capital and Training.
6. Conducted periodic meetings with each FSI in the BNI FC with discussions including the following:
 - a. Follow up on suggestions or recommendations submitted by the Integrated Compliance Work Unit and the Integrated Governance Committee;
 - b. Recent issues related to the compliance function at each FSI in the BNI FC as well as follow-up settlement and mitigation;
 - c. Implement and adjust to the latest external regulations for each FSI in the BNI FC;
 - d. Implement the AML-CFT Program for each FSI in the BNI FC is based on the 5 pillars of the AML-CFT program as well as the Self Assessment risk assessment for institutions based on the Institutional Risk Assessment by taking into account the results of the National Risk Assessment issued by PPAK and Sectoral Risk Assessment issued by OJK;

- e. Align the anti-bribery/anti-gratification application provisions;
 - f. Implement mandatory learning and understanding of tests for all employees at each FSI in the BNI FC in a consistent and sustainable manner;
 - g. Implement routine and periodic GRC forums at each FSI in the BNI FC;
 - h. Implement reviews and adjustments to the guidelines and internal policies for each FSI in the BNI FC in accordance with the latest external regulations.
7. Make efforts to improve the Human Capital competence in the compliance units at each FSI in the BNI FC by organizing sharing sessions by BNI on the topic of Compliance Culture, Flow and Licensing Reporting Process for New Products and/or Activities to Regulators, Consumer Protection and Integrated Compliance, Anti-Fraud Strategy at BNI, Good Corporate Governance, Management of Anti-Gratification and Anti-Bribery Management System (SMAP), as well as Anti-Money Laundering and Prevention of Terrorism Funding (APU PPT);
 8. Prepare and submit periodic reports on the Compliance function oversight and evaluation duties and responsibilities at each FSI in the BNI FC periodically to the Compliance Director, as well as prepare periodic reports on the integrated compliance duties and responsibilities submitted by the Compliance Director to the President Director and the BNI Board of Commissioners;
 9. Synergize with each FSI in the BNI FC, including Training and Learning between BNI and each FSI in the BNI FC.

Committees

under the Board of Directors



In carrying out its duties, the Board of Directors has established committees to assist the Board of Directors regarding effectiveness and efficiency, including in making strategic decisions on the Company's operational activities. The committees under the Board of Directors are as follows:

1. Credit Committee;
2. Credit Policy Committee;
3. Business Committee;
4. Asset & Liability Committee (ALCO);
5. Human Capital (HC) Committee;
6. Performance Management Committee;
7. Risk Management and Anti-Fraud Committee;
8. Technology Management Committee;
9. Integrated Risk Management Committee;
10. Subsidiary Committee.

CREDIT COMMITTEE

THE CREDIT COMMITTEE STRUCTURE AND MEMBERSHIP

The Credit Committee (KK) consists of the Head Office Level Credit Committee, Division Level Credit Committee, and Regional Level Credit Committee. The Credit Committee is a committee whose job is to decide on the granting of credit, covering the business functions and risk functions using a four-eyes Principle based on authority, and avoiding conflicts of interest. When providing credit decisions, the credit committee considers the policies and procedures for granting credit, debtor condition, credit security and the application of good corporate governance.

CREDIT COMMITTEE PROFILES AND DUTIES AND RESPONSIBILITIES

The profiles and certification of each committee member can be seen in the discussion on the Board of Directors Profiles and the Senior Executive President (SEVP) Profiles.

CREDIT COMMITTEE JOB DESCRIPTION AND DUTIES AND RESPONSIBILITIES

Credit Committee Duties are as follows:

1. Approving or rejecting credit proposals in accordance with the authority limit or type of credit determined by the Board of Directors;
2. Being responsible for credit decisions based on matters that include the feasibility of the business being financed, credit security considerations, compliance with providing lending policies and procedures, and credit limit provisions;
3. Coordinating with related divisions on credit funding aspects;
4. Rejecting requests and/or influence from parties with an interest in credit applicants that provide loans that are merely a formality;
5. Carrying out their duties, especially in connection with providing credit within their authority, based on professional, honest, objective, accurate and thorough skills.

IMPLEMENTATION OF DUTIES OF THE CREDIT COMMITTEE IN 2022

In 2022, the credit committee made 459 credit decisions, consisting of 182 in the corporate segment, 249 in the commercial segment, 9 in the consumer segment, 19 in the financial institution segments, each in accordance with their level of authority.

INTEGRATED RISK MANAGEMENT COMMITTEE

BNI has established an Integrated Risk Management Committee (KMRT) based on SK No. KP/193/DIR/R dated May, 2015, and the Integrated Risk Management Committee membership composition was restructured, based on SK No. KP/217/DIR/R dated June 17, 2022, with the following membership composition:

INTEGRATED RISK MANAGEMENT COMMITTEE STRUCTURE AND MEMBERSHIP

In the Company's structure, the Integrated Risk Management Committee is positioned under the Board of Directors. The Integrated Risk Management Committee is chaired by the Vice President Director.

The Integrated Risk Management Committee membership structure is as follows:

Integrated Risk Management Committee (KMRT) Membership Composition		
No.		
1	Chairman	Vice President Director
2	Vice Chairman	Risk Management Director - BNI
3	Secretary	Head of the Bank's Risk Management Division - BNI
4	Permanent Members at the Directors and SEVP level (Voting Member)	<ul style="list-style-type: none">• Finance Director - BNI• Corporate & International Banking Director - BNI• Network & Services Director - BNI• Consumer Banking Director - BNI
	Permanent Members at the Board of Directors level (Non-voting member)	<ul style="list-style-type: none">• Human Capital & Compliance Director - BNI• Director who supervises Risk Management - BNI Sekuritas• Director who supervises Risk Management - BNI Life• Director who supervises Risk Management - BNI Multifinance
	Permanent Members at the Division/Unit Level (Non-voting Member)	<ul style="list-style-type: none">• Head of the Compliance Division - BNI• Head of Internal Audit - BNI• Head of Subsidiaries Development Division - BNI• Head of the Corporate Development & Transformation Division - BNI• Head of Legal Division- BNI• Head of the Anti-Fraud Unit - BNI• Division Head who supervises Risk Management - BNI Sekuritas• Division Head who supervises Risk Management - BNI Life• Division Head who supervises Risk Management - BNI Multifinance• Division Head who supervises Risk Management - BNI Asset Management
		Non-Permanent Members

INTEGRATED RISK MANAGEMENT COMMITTEE MEMBERS PROFILES AND CERTIFICATION

The profiles and certifications for each committee member can be found in the discussion on Board of Directors Profiles, Senior Executive Vice Presidents Profiles, and Senior Officers Profiles.

INTEGRATED RISK MANAGEMENT COMMITTEE DUTIES AND RESPONSIBILITIES

The Integrated Risk Management Committee duties and responsibilities are to provide recommendations to the Board of Directors of the Main Entity including:

1. Establishing, improving, or refining the Integrated Risk Management policies based on the evaluation results;
2. Establishing methodologies and procedures used to identify, measure, monitor and control risks arising from all BNI Financial Conglomerate activities;
3. Providing recommendations on the methodology and determination of the integrated risk profile methodology and assessment for the BNI Financial Conglomerate.

INTEGRATED RISK MANAGEMENT COMMITTEE IMPLEMENTATION OF DUTIES IN 2022

During 2022, the Integrated Risk Management Committee held 2 (two) meetings with the following agenda:

No.	KMRT	Implementation Date	Agenda
1	KMRT-01	February 4, 2022	<ul style="list-style-type: none">• Approval of the Integrated Risk Profile Self Assessment results for the position as at December 31, 2021• Approval of the Integrated Minimum Capital Adequacy Requirement (KPMR) Calculation Results for the position as at December 31, 2021
2	KMRT-02	August 5, 2022	<ul style="list-style-type: none">• Approval of the Integrated Risk Profile Self Assessment results for the position as at 30 June 2022• Approval of the Integrated Minimum Capital Adequacy Requirement (KPMR) Calculation Results for the position as at June 30, 2022

ASSET & LIABILITY COMMITTEE (ALCO)

The Asset & Liability Committee (ALCO) is a permanent committee at BNI which has the following authorities and functions:

1. Establishing policies and management of BNI assets and liabilities, including managing capital adequacy to cover risks and support the bank's business strategy
2. Determining the policies and management of assets and liabilities including:
 - a. Liquidity Management;
 - b. Interest Rate Management;
 - c. Foreign Exchange Management;
 - d. Earning & Investment Management.

The Asset & Liability Committee (ALCO) was restructured based on Directors Board of Decree No/437/DIR/R dated September 22, 2021 concerning the Arrangement of the Asset & Liability Committee (ALCO).

ASSET & LIABILITY COMMITTEE STRUCTURE AND MEMBERSHIP

Asset And Liability Committee (ALCO) Membership Composition		
No.		
1	Chairman	President Director
2	Deputy Chairman	Vice President Director
3	Secretary	Head of Treasury Division (concurrently as permanent Member)

Asset And Liability Committee (ALCO) Membership Composition		
No.		
4	Permanent Members at the Directors and SEVP level (Voting Member)	<ul style="list-style-type: none"> Treasury Director Corporate & International Banking Director Institutional Banking Director Enterprise & Commercial Banking Director Network & Services Director Consumer Banking Director Risk Management Director Finance Director SEVP Treasury
	Non-permanent members at the Board of Directors level (Non-voting members)	Human Capital & Compliance Director
	Non-permanent members at the Board of Directors & SEVP level (Non-voting member)	<ul style="list-style-type: none"> Technology & Operations Director SEVP Corporate Transformation SEVP Remedial & Recovery SEVP Operasional SEVP Bisnis Digital
		<ul style="list-style-type: none"> Head of International Division Head of Corporate Banking 1 Division Head of Corporate Banking 2 Division Head of Corporate Banking 3 Division Head of Syndication & Corporate Solution Division Head of Institutional Banking 1 Division Head of Institutional Banking 2 Division Head of Enterprise Banking Division Head of Commercial Banking Division Head of SME Banking Division Head of Small Business & Program Division Head of Wholesale Solution Division Head of Retail Solution Division Head of Consumer Product Division Head of Wealth Management Division Head of Corporate & Enterprise Credit Risk Division Head of Commercial & SME Credit Risk Division Head of Consumer Loan Processing & Collection Division Head of Corporate & Enterprise Remedial & Recovery Division Head of Commercial & SME Remedial & Recovery Division Head of Channel Management Division Head of Subsidiaries Development Division Head of Office of Chief Economist Head of Corporate Development & Transformation Division Head of Corporate Planning & Accounting Division Head of Policy Governance Division Head of Enterprise Risk Management Division Head of Compliance Division Head of Internal Audit
	Permanent members at Division/Unit level (Non-voting members)	
	Non-voting members	Division/Unit Heads and Directors of Subsidiary Companies related to the topic of discussion

IMPLEMENTATION OF ASSET AND LIABILITY (ALCO) COMMITTEE DUTIES IN 2022

In 2022, ALCO held 7 (seven) meetings with the following agenda:

No.	Date of Meeting	Meeting Agenda
1	March 23, 2022	<ul style="list-style-type: none"> Minutes of Meeting Credit Base Rate Review Cash flow projection
2	May 30, 2022	<ul style="list-style-type: none"> Minutes of Meeting Economic Updates Assets & Liabilities Development Rupiah and Foreign Currency Liquidity Management Asset & Liability Projection

No.	Date of Meeting	Meeting Agenda
3	August 3, 2022	<ul style="list-style-type: none"> Minutes of Meeting Market Updates Assets & Liabilities Development Cash flow projection Liquidity Compliance Strategy
4	August 29, 2022	<ul style="list-style-type: none"> Minutes of Meeting Market Updates Assets & Liabilities Highlights Credit Strategy TPF Strategy
5	September 28, 2022	<ul style="list-style-type: none"> Minutes of Meeting Market Updates Assets & Liabilities Highlights Credit Review Liabilities Review Liquidity & Market Risk Simulation
6	October 18, 2022	<ul style="list-style-type: none"> Minutes of Meeting Market Updates Assets & Liabilities Highlights Business Expansion Plan and Funding Fulfillment Rupiah Credit Base Rate & Counter Rate Review
7	December 14, 2022	<ul style="list-style-type: none"> Minutes of Meeting Market Updates 2022 Assets & Liabilities Highlights Third Party Funds Loans 2023 ALM Policy & Strategy Review

RISK MANAGEMENT AND ANTI-FRAUD COMMITTEE (KRA)

The Risk Management and Anti-Fraud Committee (KRA) is a permanent committee at BNI with the authority to provide recommendations to the Board of Directors on the formulation, determination of policies and risk management including: Credit Risk, Market Risk, Liquidity Risk, Operational Risk, Legal Risk, Reputational Risk , Strategic Risk, and Compliance Risk; determination of policies and management of anti-fraud strategies in all organizational units, as well as determination of Environmental, Social, and Governance (ESG) policies and management.

The Risk Management & Anti-Fraud Committee (KRA) was restructured based on Board Directors Decree No. KP/484/DIR/R dated October 26, 2021 concerning the Risk Management and Anti-Fraud Committee Structure. The Risk Management & Anti-Fraud Committee has 3 (three) sub-committees, namely:

1. Risk Management Sub Committee (RMC);
2. Anti Fraud Sub Committee;
3. Environmental, Social, and Governance (ESG) Sub Committee.

RISK MANAGEMENT & ANTI FRAUD COMMITTEE-RISK MANAGEMENT SUB COMMITTEE (KRA – RMC)

Risk Management & Anti Fraud Committee-Risk Management Sub Committee (RMC) Structure and Membership

Risk Management & Anti-Fraud Committee (KRA) - Risk Management Sub Committee Membership Structure		
No.		
1	Chairman	Vice President Director
2	Deputy Chairman	Risk Management Director
3	Secretary	Head of the Enterprise Risk Management Division (concurrently as a permanent member)

Risk Management & Anti-Fraud Committee (KRA) - Risk Management Sub Committee Membership Structure			
No.			
4.	Permanent members at the Board of Directors and SEVP level (Voting members)	<ul style="list-style-type: none">Finance DirectorCorporate & International Banking DirectorTechnology & Operations DirectorEnterprise & Commercial Banking DirectorNetwork & Services DirectorConsumer Banking DirectorTreasury DirectorSEVP Remedial & RecoverySEVP TreasurySEVP OperationsSEVP Digital Business	
	Permanent members at the Board of Directors level (Non-Voting members)	Human Capital and Compliance Director *	
	Permanent members at the Division/Unit level (Non-voting member)	<ul style="list-style-type: none">Head of Treasury DivisionHead of Corporate & Enterprise Credit Risk DivisionHead of Commercial & SME Credit Risk DivisionHead of Consumer Loan Processing & Collection DivisionHead of Corporate Development & Transformation DivisionHead of Compliance DivisionHead of Corporate Planning & Accounting DivisionHead of Internal AuditHead of Legal DivisionHead of Corporate Secretary DivisionHead of Policy Governance DivisionHead of Credit Operations DivisionHead of Syndication & Corporate Solution DivisionHead of Anti-Fraud Unit	
	Non-voting member at the Division/Unit level (Non-voting members)	Directors/SEVP/Division Heads related to the topic of discussion	
Note: *) Specifically, the Human Capital & Compliance Director has specific duties and responsibilities that are regulated in the committee's work guidelines.			

Risk Management & Anti-Fraud Committee – Risk Management Sub Committee (KRA-RMC) Duties and Responsibilities

The KRA-RMC Sub Committee duties and responsibilities are to evaluate and provide recommendations related to Risk Management, including:

- Formulating Risk Management Policies and Strategies and their amendments;
- Developing Risk Management framework and contingency plans to anticipate abnormal conditions;
- Improving the Risk Management process periodically or incidentally as a result of a change in the Bank's external and internal conditions that affect Capital adequacy, the Bank's Risk Profile, and ineffective implementation of Risk Management based on evaluation results;
- Establishing policies and/or business decisions that deviate from normal procedures, such as a significant excesses of business expansion compared to the Bank's predetermined Business Plan, or taking a position/risk exposure that exceeds the predetermined limits;
- Establishing a capital adequacy management policies to protect risks and support the Bank's business strategy, including measurement, structure (tier 1/tier 2), capital allocation and contingency plans.

Implementation Of Risk Management Committee & Anti Fraud Risk Management Sub Committee (KRA-RMC) Duties In 2022

During 2022, KRA-RMC held 5 (five) meetings with the following agenda:

No.	Forum	Date	Agenda
1	RMC-01	January 18, 2022	<ul style="list-style-type: none">Bank Health Level position as at December 31, 2021BNI Only Risk Profile as at December 31, 2021
2	RMC-02	April 18, 2022	BNI Only Risk Profile as at March 31, 2022

No.	Forum	Date	Agenda
3	RMC-03	July 21, 2022	<ul style="list-style-type: none">Bank Health Level as at June 30. 2022BNI Only Risk Profile as at June 30, 2022Review of Risk Appetite Statements
4	RMC-04	October 25, 2022	BNI Only Risk Profile as at September 30, 2022
5	RMC-05	November 2, 2022	Follow up on Minister of SOEs Regulation No. PER-5/MBU/09/2022 concerning Implementation of Risk Management in SOEs

RISK MANAGEMENT & ANTI FRAUD COMMITTEE - ANTI FRAUD SUB COMMITTEE (KRA - KAF)

In accordance with POJK No. 39/POJK.03/2019 dated December 19, 2019 concerning Implementation of Anti-Fraud Strategy for Commercial Banks, as a form of commitment to increasing the effectiveness of implementing Anti-Fraud Strategy, BNI established an Anti-Fraud Committee to foster an Anti-Fraud culture and concern at all levels of the organization.

Risk Management & Anti-Fraud Committee, Anti-Fraud Sub-Committee Structure and Membership

Based on Board of Directors Decree No. KP/484/DIR/R dated October 26, 2021 concerning the Risk Management and Anti-Fraud Committee (KRA) structure, the Risk Management & Anti-Fraud Committee, Anti-Fraud Sub-Committee structure and membership is as follows:

Risk Management & Anti-Fraud Committee (KRA), Anti-Fraud Sub-Committee structure Membership		
No.		
1	Chairman	Vice President Director
2	Deputy Chairman	Risk Management Director
3	Secretary	Head of Anti Fraud Unit (concurrently a permanent member)
4	Permanent members at Director and SEVP level (Voting members)	<ul style="list-style-type: none">• Consumer Banking Director• Technology Operations Director• Network & Services Director• SEVP Digital Business• SEVP Operations
	Permanent member at Director level (Non-voting member)	Human Capital & Compliance Director*
	Permanent members at Division/Unit level (Non-voting members)	<ul style="list-style-type: none">• Head of Enterprise Risk Management• Head of Policy Governance• Head of Compliance• Head of Internal Audit• Head of Human Capital Strategy• Head of Human Capital Services• Head of Legal• Head of Channel Management
	Non Permanent member (Non-voting member)	Director/SEVP/Division Head related to the topic of discussion
<p>Note:</p> <p>*) Specifically, the Human Capital & Compliance Director has specific duties and responsibilities regulated in the committee's work guidelines.</p>		

Risk Management & Anti-Fraud Committee, Anti-Fraud Sub Committee Duties and Responsibilities

The Anti-Fraud Committee duties and responsibilities include:

- Identifying, evaluating and determining follow-up actions for fraud incidents originating from activities in all BNI work units;
- Developing a culture and concern for Anti-Fraud at all levels of the organization;
- Establishing Anti-Fraud policies and strategies;
- Monitoring the implementation of Anti-Fraud policies and strategies at BNI and periodically reviewing the impact of policies and strategies implemented.

In carrying out its duties and responsibilities, the Anti-Fraud Committee is assisted by Anti-Fraud:

1. Managing the policies and implementation of the Anti-Fraud Strategy in coordination with related units/divisions;
2. Reviewing Anti-Fraud Strategy SOPs;
3. Reporting periodically or incidentally to internal parties (President Director and the Board of Commissioners) and external parties (Financial Services Authority) related to the Anti-Fraud Strategy;
4. Acting as a data and reporting liaison to other Divisions/Units as well as external parties related to the Anti-Fraud Strategy and managing the database related to Fraud in BNI;
5. Monitoring the initiation and implementation of the Anti-Fraud Strategy and its improvements.

Risk Management & Anti-Fraud Committee, Anti-Fraud Sub-Committee Implementation of Duties in 2022

During 2022, KRA-KAF held 2 (two) meetings with the following agenda:

No.	Forum	Date	Agenda
1	Anti Fraud Unit Committee	September 15, 2022	Follow-up of Commissioner's Work Visit (Audit Committee)
2	Anti Fraud Unit Committee	December 6, 2022	<ul style="list-style-type: none">• Fraud Profiling for the period 2020 to Q3-2022• Update on fraud incidents for the period Q3-2022• Acceleration of follow-up repairs

RISK MANAGEMENT & ANTI-FRAUD COMMITTEE ENVIRONMENTAL, SOCIAL, & GOVERNANCE (ESG) SUB COMMITTEE STRUCTURE AND MEMBERSHIP

Based on Board of Directors Decree No. KP/484/DIR/R dated October 26, 2021 concerning the Risk Management and Anti-Fraud Committee (KRA) Structure, the Risk Management & Anti-Fraud Committee, Environmental, Social, & Governance (ESG) Sub-Committee Structure and Membership is as follows:

No.	Risk Management & Anti Fraud Committee (KRA) -Anti Fraud Committee Sub Committee Membership Structure	
1	Chairman	Vice President Director
2	Deputy Chairman	Risk Management Director
3	Secretary	Enterprise Risk Management Division Head (concurrently a non-voting member)
4	Permanent members at the Board of Directors and SEVP level (Voting members)	<ul style="list-style-type: none">• Finance Director• Corporate & International Banking Director• Institutional Banking Director• Enterprise & Commercial Banking Director• Treasury Director• Consumer Banking Director• Network & Services Director• SEVP Treasury
5	Permanent members at the Board of Directors level (Non-voting members)	Human Capital & Compliance Director*

No.	Risk Management & Anti Fraud Committee (KRA) -Anti Fraud Committee Sub Committee Membership Structure	
6	Permanent members at Division/Unit level (Non-voting members)	<ul style="list-style-type: none">• Head of Enterprise Risk Management Division• Head of Corporate Secretary Division• Head of Policy Governance Division• Head of Investor Relations Division• Head of Data Management & Analytics Division• Head of Corporate Planning & Accounting Division• Head of Corporate Development & Transformation Division• Head of International Division• Head of Subsidiaries Development Division• Head of Treasury Division• Head of Compliance Division• Head of Human Capital Strategy• Head of Corporate Banking Division 1• Head of Corporate Banking Division 2• Head of Corporate Banking Division 3• Head of Enterprise Banking Division• Head of Commercial Banking Division• Head of Corporate & Enterprise Credit Risk Division• Head of Commercial & SME Credit Risk Division• Head of Consumer Product Division• Head of Channel Management Division• Head of SME Banking Division• Head of Small Business & Program Division
Non-voting members		Directors/SEVP/Division Heads related to the topic of discussion

Note:
*) Specifically, the Human Capital & Compliance Director has specific duties and responsibilities regulated in the committee's work guidelines.

Risk Management & Anti-Fraud Committee Environmental, Social, & Governance (ESG) Sub Committee Duties and Responsibilities

The ESG Sub Committee's duties and responsibilities are:

1. Developing Environmental, Social, & Governance (ESG) management policies and strategies and their changes;
2. Identifying potential ESG risks that have an impact on both BNI and BNI stakeholders;
3. Monitoring the implementation of the Sustainability Finance strategy;
4. Monitoring, evaluating and providing recommendations on the results of the BNI ESG Assessment;
5. Evaluating the implementation of the ESG strategy in all BNI business lines.

BUSINESS COMMITTEE

The Business Committee (KBI) is a permanent committees at BNI with the authority to provide recommendations to the Board of Directors regarding the establishment of products/activities & business strategy management policies and includes 2 (two) sub-committees, the Product Sub-Committee (PRC) and the Bundling Strategy Sub-Committee (BDS). Based on the Board of Directors Decrees No. KP/439/DIR/R dated October 27, 2022 and KP/440/DIR/R dated October 27, 2022, the Business Committee Arrangement (KBI) was carried out by migrating the Business Sub Committee (KBI) from the Credit & Business Policy Committee (KRB), into the Product Committee (PRC), as well as organized the Product Committee (PRC) into a Business Committee (KBI), which consists of 2 (two) Sub Committees, the Product Sub Committee and the Bundling Strategy Sub Committee (BDS).

Product Sub Committee

The Product Sub Committee (PRC) is a forum for managing policies and monitoring products/activities at BNI to ensure their success in creating maximum profits. Based on Memo REN/2/1868 dated November 03, 2022 concerning Submission of Board of Directors' Decree concerning the Arrangement of the Business Committee (KBI), the the Business Committee (KBI) Product Sub Committee (PRC) membership composition is as follows:

Product Sub Committee (PRC) Business Committee Membership Structure

Product Sub Committee Membership Composition		
No.		
1	Chairman	President Director
2	Deputy Chairman	Finance Director
3	Secretary	Head of Corporate Planning & Accounting Division (concurrently as Permanent Member)
4	Permanent Members at the Directors and SEVP level (Voting member)	<ul style="list-style-type: none">Vice President DirectoNetwork & Services DirectorRisk Management DirectorTechnology & Operations Director
5	Permanent Member at the Board of Directors level (Non-voting member)	Human Capital & Compliance Director*
6	Permanent Member at Division/Unit level (Non-voting member)	<ul style="list-style-type: none">Head of Policy Governance DivisionHead of Channel Management DivisionHead of Enterprise Risk Management DivisionHead of Anti-Fraud UnitHead of IT Strategy & Architecture DivisionHead of Banking Operations DivisionHead of Compliance DivisionHead of the Legal Division
7	Non-Permanent Members	Sector Director/SEVP/Head of Division/Unit related to the topic of discussion

Note:
*) Specifically, the Human Capital & Compliance Director has specific duties and responsibilities regulated in the committee's work guidelines

PRODUCT SUB COMMITTEE MEMBERS PROFILES AND CERTIFICATION

The profiles and certifications of each committee member can be found in the discussion on the Board of Directors Profiles and the Senior Executive President Profiles.

PRODUCT SUB COMMITTEE DUTIES AND RESPONSIBILITIES

The Product Sub Committee duties and responsibilities include:

- Establishing an overall strategy and business development through BNI products/activities;
- Conducting comprehensive testing and deciding on the “feasibility” of new products/activities, especially related to cross-sectoral/segmental alliances and strategic alliances with subsidiaries/other companies outside BNI by inviting the relevant Sector Directors;
- Monitoring products/activities implemented at BNI and making decisions on the sustainability of products/activities based on the Supporting Staff Group/product owner recommendation;
- As an arbitration institution in cross-sectoral issues related to the Performance Management System (PMS) for implementing new products/activities.

PRODUCT SUB COMMITTEE MEETINGS IMPLEMENTATION OF DUTIES AND FREQUENCY IN 2022

During 2022, the Product Sub Committee held 1 (one) meeting with the following agenda:

No.	Date of Meeting	Proposed Meeting Agenda
1	November 14, 2022	Proposal for Implementation of Bank Products in 2023

Bundling Strategy Sub Committee

Bundling Strategy (BDS) Sub Committee Structure and Membership		
No	Bundling Strategy (BDS) Sub Committee Composition and Membership	
1	Chairman	Corporate & International Banking Director/Institutional Banking Director**
2	Deputy Chairman	Treasury Director
3	Secretary	Head of Syndication & Corporate Solution Division (concurrently as a permanent member)
4	Permanent Members at the Directors and SEVP level (Voting member)	<ul style="list-style-type: none">Finance DirectorSEVP Treasury

Bundling Strategy (BDS) Sub Committee Structure and Membership		
No	Bundling Strategy (BDS) Sub Committee Composition and Membership	
5	Permanent Member at the Board of Directors level (Non-Voting member)	Human Capital & Compliance Director*
6	Permanent Member at Division/Unit level (Non-voting member)	<ul style="list-style-type: none">Head of Corporate Banking Division 1/2/3**Head of Institutional Banking Division 1/2**Head of Treasury DivisionHead of Corporate & Enterprise Credit Risk Division
7	Non-Permanent Member*	Director/SEVP/Division Head/Unit/Regional Office/Branch/Sentra/Subsidiaries related to the topic of discussion

Note:
*) Specifically the Human Capital & Compliance Director has specific duties and responsibilities which are regulated in the Committee Work Guidelines
**) Adjusted to the topic of discussion

BUNDLING STRATEGY SUB COMMITTEE MEMBERS PROFILE AND CERTIFICATION

The profiles and certifications of each committee member can be found in the discussion on Board of Directors Profiles and Senior Executive President Profiles.

SUB BUNDLING STRATEGY DUTIES AND RESPONSIBILITIES

The Bundling Strategy sub Committee duties and responsibilities are as follows:

- Establishing a pricing optimization strategy for selected customers/debtors;
- Deciding on product package deals for selected customer/debtor businesses according to the applicable authorities;
- Discussing and resolving strategic business issues including alliances between work units and alliances with Regions/Centra/Branch and Subsidiaries.

PERFORMANCE MANAGEMENT COMMITTEE

The Performance Management Committee (PMC) is a permanent committee at BNI as a forum for managing budget monitoring policies and expediting the performance management process at BNI to ensure strategic planning alignment, facilitating target setting,and performance appraisal processes, in accordance with Board of Directors Decree No. KP/353/DIR/R dated June 21, 2017 concerning the Arrangement of the Performance Management Committee (PMC), and changes to the PMC membership composition were made through REN Memo No. REN/2/842 dated July 16, 2020 concerning Updating the Performance Management Committee Membership.

Performance Management Committee Structure and Membership		
No.	Performance Management Committee Membership Structure	
1	Chairman	President Director
2	Deputy Head and concurrently a Permanent Member	Vice President Director
3	Permanent Members	<ul style="list-style-type: none">All members of the Board of Directors & SEVPHead of Corporate Development & Transformation DivisionHead of Corporate Planning & Accounting DivisionHead of the Human Capital Strategy DivisionHead of Channel Management DivisionInternal Audit LeaderHead of Data Management & Analytics DivisionHead of Corporate Banking Division 3SME Banking Division HeadHead of Consumer Product DivisionHead of Institutional Banking Division 1Head of the Treasury DivisionHead of Retail Solution DivisionHead of Commercial & SME Credit Risk Division
4	Non Permanent Members	Division/Unit Heads related to the meeting material
5	Secretary 1 (Target Setting)	Head of Budgeting & Financial Control Division
6	Secretary 2 (Strategic Planning and Performance Evaluation)	Head of Strategic Planning Division

Performance Management Committee Structure and Membership

No.	Performance Management Committee Membership Structure
7	Supporting Staff Group <ul style="list-style-type: none">Head of Corporate Budget Group - Budgeting & Financial Control DivisionHead of Financial Performance Analysis Group - Budgeting & Financial Control DivisionHead of Strategic Planning Group - Strategic Planning DivisionHead of Work Management Systems Group - Strategic Planning DivisionHead of Business Performance Monitoring Group - Network Management DivisionAVP Human Capital Systems - Human Capital Strategy DivisionHead of Planning & Development Group - Internal AuditHead of Data Strategy & Quality Group - Data Management & Analytics DivisionHeads of Divisions/Units/Groupd related to topics discussed by Non-Permanent Members

PERFORMANCE MANAGEMENT COMMITTEE MEMBERS PROFILES AND CERTIFICATION

Profiles and certifications of each committee member can be found in the discussion on Board of Directors Profiles, Senior Executive Presidents Profiles and Executive Officers Profiles.

PERFORMANCE MANAGEMENT COMMITTEE DUTIES AND RESPONSIBILITIES

The Performance Management Committee duties included:

Target Setting

1. Approving and determining the annual schedule and responsible for planning and budgeting;
2. Supervising and monitoring the planning and budgeting activities development;
3. Deciding on CAPEX proposals with certain criteria (business cases).

Strategic Planning

1. Reviewing and ensuring alignment between RBB, Corporate Plan and budgets, and recommending adjustments if necessary;
2. Reviewing and approving recommended targets/budget adjustments (forecasting), and recommending RBB/Corporate Plan changes if necessary as an arbitration institution on issues related to performance measurement.

Performance Assessment

1. Reviewing and approving KPI at the sector level;
2. Reviewing and providing BNI KPI recommendations;
3. Providing recommendations to sectors and divisions during the process of determining and decreasing KPIs and targets;
4. Reviewing the Performance Management process on an ongoing basis/suggesting policy initiatives/ amendments to improve efficiency;
5. Providing Business Unit & Functional Unit KPI design insight;
6. Reviewing and determining PMS scores (Q1, Q2 and Q3);
7. Reviewing feedback from the Sector Director and providing insight into PMS Q4 scores before being decided in the PMC Forum.

IMPLEMENTATION OF PERFORMANCE MANAGEMENT COMMITTEE DUTIES AND MEETING FREQUENCY

During 2022, the Performance Management Committee held 1 (one) Performance Management Committee meeting, with the following agenda:

No.	Date of Meeting	Meeting Agenda
1	January 27, 2022	Finalization of 2021 KPI

TECHNOLOGY MANAGEMENT COMMITTEE

The Technology Management Committee is a permanent committee at BNI with the authority to provide recommendations to the Board of Directors concerning the formulation, determination of policies and strategies for BNI's information technology development. This committee was formed with the aim of assisting the Board of Commissioners and the Board of Directors in carrying out supervision of Information Technology (IT) activities.

The Technology Management Committee was established based on Board of Directors Decree No. KP/364/DIR/R dated August 13, 2021 concerning the Structuring the Technology Management Committee (KMT).

TECHNOLOGY MANAGEMENT COMMITTEE STRUCTURE AND MEMBERSHIP

No	Technology Management Committee Membership Composition
1	Chairman President Director
2	Deputy Chairman Technology & Operations Director
3	Secretary Head of IT Strategy & Architecture (concurrently a Non-voting Permanent Member)
4	Permanent members at Director & SEVP level (Voting members) <ul style="list-style-type: none">Vice President DirectorCorporate & International Banking DirectorEnterprise & Commercial Banking DirectorTreasury DirectorRisk Management DirectorFinance DirectorNetwork & Services DirectorInstitutional Banking DirectorConsumer Banking DirectorSEVP Corporate TransformationSEVP TreasurySEVP Remedial & RecoverySEVP OperationsSEVP Digital Business
5	Director level permanent member (Non-voting member) Human Capital & Compliance Director
6	Permanent members at the of Division/Unit Head level (Non voting member) <ul style="list-style-type: none">Head of IT Strategy & ArchitectureHead of IT DevelopmentHead of Digital DevelopmentHead of IT OperationsHead of Information SecurityHead of Data Management & AnalyticsHead of Retail SolutionHead of Wholesale SolutionHead of Corporate Development & TransformationHead of Enterprise Risk ManagementHead of ComplianceHead of Human Capital StrategyHead of Corporate Planning & AccountingHead of Procurement & Fixed AssetsHead of Internal Audit
7	Non-Permanent Member Division/Unit Heads and Directors of Subsidiary Companies related to the topic discussed

Note:

*) Specifically, the Human Capital & Compliance Director has specific duties and responsibilities regulated in the committee's work guidelines.

TECHNOLOGY MANAGEMENT COMMITTEE DUTIES AND RESPONSIBILITIES

The Technology Management Committee duties and responsibilities covers various fields, including:

1. IT Strategy and Policy Formulation
 - a. Providing recommendations to the Board of Directors regarding key IT policies and procedures, specifically related to aspects of developing and procuring IT systems, IT and communication network operational activities, information security, end user computing, e-banking activities, use of IT service providers, and policies and procedures related to the application of risk management used by BNI IT;
 - b. Providing recommendations concerning the IT Strategic Plan (RSTI)/Information Technology Strategic Plan and Information Technology Development Plan (RPTI), in line with BNI's strategic business plan, taking into account efficiency, effectiveness and implementation plans (roadmap), required resources, as well as the costs and benefits obtained when the plan is implemented;
 - c. Conducting evaluations and recommendations on the conformity of the approved projects with the

Information Technology Strategic Plan (RSTI) and Information Technology Development Plan (RPTI);

- d. Approving IT and information security budget recommendations;
- e. Establishing and evaluating IT Governance.
2. IT Project Portfolio Management
 - a. Evaluating the IT project portfolio, including proposed projects, projects approved in principle, ongoing projects (on going progress), and projects completed;
 - b. Determining the priority status of critical IT projects that have a significant impact on BNI's operational activities;
 - c. Providing decisions on the continuation, de-prioritizing or termination of a project;
 - d. Conducting evaluations and recommendations on the adequacy and allocation of available resources;
 - e. Monitoring project implementation, ensuring timeline and resource requirements are met;
 - f. Conducting evaluations and recommendations on problematic or risky projects;
 - g. Reviewing the financial aspects of ongoing IT projects (total project cost, project profit & loss, budget realization).
3. IT Risk Management
 - a. Providing recommendations on steps to minimize risk on BNI investments in the IT sector so that investments will contribute to the achievement of BNI's business objectives;
 - b. Conducting evaluations and recommendations on efforts to resolve IT-related problems that cannot be resolved by the IT user & provider unit;
 - c. Identifying key issues, mitigation plans and next steps/actions needed.
4. IT Performance Measurement and Evaluation
 - a. Conducting evaluations and recommendations on the conformity between IT and the needs of a Management Information System to support the management of BNI's business activities;
 - b. Conducting evaluations and recommendations on the conformity between the implementation of IT projects and the agreed project charter;
 - c. Monitoring the performance and efforts of IT improvement.

TECHNOLOGY MANAGEMENT COMMITTEE DUTIES AND MEETING FREQUENCY

During 2022, the Technology Management Committee held 4 (four) meetings with the following agenda:

No	Date	Agenda
1	February 21, 2022	Discussion on IT strategies and policies, IT portfolios and projects in order to evaluate, prioritize, recommend and monitor, including: <ul style="list-style-type: none">IT Project Portfolio Execution ReportIT Project Prioritization per Directorate Sector
2	March 28, 2022	Discussion on IT strategies and policies, IT portfolios and projects in order to update the IT project portfolio for the 2022 RPTI revision, as well as discussion on IT risk management, including: <ul style="list-style-type: none">IT Risk and Project Portfolio ReportDomestic BNI Automation CAPEX Report
3	June 21, 2022	Discussion on IT strategies and policies, IT risk management with an agenda for IT operational and security reports in order to provide recommendations, evaluations and mitigation plans needed to minimize IT risks, including: <ul style="list-style-type: none">IT Operations Terms of Reference related to IT Risk Management Policy (MRTI) at BNIIT Operations Report<ol style="list-style-type: none">a. IT Operations Areab. Digital Operations Areac. Cyber Security Area

No	Date	Agenda
4	September 12, 2022	Discussion on the entire field of duties and responsibilities of the IT management committee including IT strategies and policies, IT portfolios and projects, IT Risk management, IT performance measurement and evaluation against the IT Project Portfolio Report in order to measure, evaluate and provide recommendations for the needs and implementation of IT performance in IT improvement efforts including: <ul style="list-style-type: none">Current condition of BNI's IT, especially related to aspects of Hygiene, IT Projects and IT OrganizationsSubmission of IT Maturity and INDI 4.0 scoresCAPEX RealizationBNI IT Project Portfolio in 2022BNI IT Project Portfolio in 2023 Projection

CREDIT & BUSINESS POLICY COMMITTEE

The Credit & Business Policy Committee is a permanent committee at BNI with the authority and function to setermine Bank Credit Policies, Treasury and International Business Policies, establish credit operational procedures and conditions, and determine/decide bundling pricing for customer businesses in accordance with applicable authorities.

The Credit & Business Policy Committee includes the Credit Policy Sub Committee (KKP), Credit Procedure Sub Committee (KPP) and Business Sub Committee (KBI). The Credit & Business Policy Committee (KRB) was established based on Board of Directors Decree No. KP/333/DIR/R dated August 21, 2019 with renewed membership through Memo REN/2/828 dated July 13, 2020.

The Credit & Business Policy Committee is chaired by the President Director. In the Bank's structure, the position of the Credit & Business Policy Committee is under the Board of Directors.

CREDIT & BUSINESS POLICY COMMITTEE (KRB) MEMBERSHIP COMPOSITION

Credit Policy Sub Committee (KKP) Structure and Membership		
No	Credit Policy Sub Committee (KKP) Structure and Membership	
1	Chairman	President Director
2	Deputy Chairman	Vice President Director
3	Secretary	Head of Policy Governance Division (also a permanent member)
4	Permanent Members at the Board of Directors and SEVP level	<ul style="list-style-type: none">Corporate & International Banking DirectorInstitutional Banking DirectorConsumer Banking DirectorEnterprise & Commercial Banking DirectorNetwork & Services DirectorTreasury DirectorRisk Management DirectorTechnology & Operations DirectorSEVP Remedial & Recovery
	Permanent Members at the Directors and SEVP level (Non-voting member)	Human Capital & Compliance Director
	Permanent Member at Division/Unit Level	<ul style="list-style-type: none">Head of Enterprise Risk Management DivisionHead of Compliance DivisionHead of Internal Audit
	Non-Permanent Members	Director/SEVP/Divisional/Unit Head related to the meeting material

Credit Procedure Sub Committee (KPP) Structure and Membership		
No	Credit Procedure Sub Committee (KPP) Structure and Membership	
1	Chairman	President Director
2	Deputy Chairman	Vice President Director
3	Secretary	Head of Policy Governance Division (also a permanent member)

Credit Procedure Sub Committee (KPP) Structure and Membership

Credit Procedure Sub Committee (KPP) Structure and Membership		
No		
4	Permanent Members at the Board of Directors and SEVP level (voting member)	<ul style="list-style-type: none">• Corporate & International Banking Director• Institutional Banking Director• Consumer Banking Director• Enterprise & Commercial Banking Director• Network & Services Director• Treasury Director• Risk Management Director• Technology & Operations Director• SEVP Remedial & Recovery
	Permanent Members at the Board of Directors and SEVP level (Non-voting member)	Human Capital & Compliance Director
5	Non-Permanent Members at Division/Unit level (voting member)	<ul style="list-style-type: none">• Head of Enterprise Risk Management Division• Head of Compliance Division• Head of Internal Audit• Head of Syndication & Corporate Solution Division• Head of Corporate Banking Division 1• Head of Corporate Banking Division 2• Head of Corporate Banking Division 3• Head of Institutional Banking Division 1• Head of Institutional Banking Division 2• Head of Small Business & Program Division• Head of Enterprise Banking Division• Head of Commercial Banking Division• Head of SME Banking Division• Head of International Division• Head of the Treasury Division• Head of Consumer Product Division• Head of Credit Operations Division• Head of Corporate & Enterprise Credit Risk Division• Head of Commercial & SME Credit Risk Division• Head of Consumer Loan Processing & Collection Division• Head of the Corporate & Enterprise Remedial & Recovery Division• Head of Commercial & SME Remedial & Recovery Division
	Non-Permanent Members	Director/SEVP/Head of Division/Unit/Unit related to the meeting material

CREDIT AND BUSINESS POLICY COMMITTEE MEMBERS PROFILES AND CERTIFICATION

The profiles and certifications of each committee member can be found in the discussion on Board of Directors Profiles and Senior Executive President Profiles.

CREDIT AND BUSINESS POLICY COMMITTEE DUTIES AND RESPONSIBILITIES

Credit Policy Sub Committee (KKP)

The Credit Policy Sub Committee duties and responsibilities are as follows:

1. Establishing Bank Credit Policy (KPB). especially with regard to formulation of the precautionary principle in credit subject to approval from the Board of Commissioners.
2. Establishing Treasury and International Business/Financial Institution Policies, especially with regard to the formulation of the precautionary principle.
3. Supervising so that KPB can be applied and enforced consequently and consistently and reviewing if there are barriers/obstacles in the implementation of KPB.
4. Conducting periodic review on the maximum period of three 3 (three) years of the KPB and if necessary determine changes/improvements to KPB.
5. Monitoring and evaluating:
 - a. Development and overall quality of the credit portfolio;
 - b. Correctness of the implementation of the authority on credit decisions;
 - c. Correctness of the process of granting, development and quality of credit extended to parties related to the Bank and certain large debtors;

- d. Correctness of implementation of LLL provisions, Good Corporate Governance, and Implementation of Risk Management;
 - e. Compliance with statutory provisions and other regulations for granting credit;
 - f. Settlement of non-performing loans as stipulated in the KPB;
 - g. Bank's efforts in meeting the adequacy of allowance for credits.
6. Delivering periodic written reports to the Board of Commissioners, on the results of monitoring the application and implementation of KPB and the results of monitoring and evaluating matters referred to in point 4 above.
 7. Formulating and recommending measures to perfect the implementation of Bank Credit activities.

Credit Procedures Sub Committee (KPP)

The Credit Procedures sub Committee duties and responsibilities are as follows:

1. Establishing procedures and operational Credit provisions.
2. Establishing Lending Model;

Lending Model contains operating policies and procedures related to specific credit financing schemes with the terms and conditions specially adapted to the market segment, industry or area of interest with regard to prudential banking principles and good corporate governance;
3. Establishing operational procedures and provisions for Treasury and International Business/Financial Institutions.
4. Delivering Credit Procedure Sub-Committee's decision reports periodically to the Credit Policy and Procedures Committee.

IMPLEMENTATION OF CREDIT & BUSINESS POLICY COMMITTEE DUTIES AND MEETINGS FREQUENCY IN 2022

During 2022, the Credit Policy and Procedure Committee held 11 (eleven) meetings with the following agenda:

Agenda		
No	Date	Agenda
1	January 27, 2022	Review of Preparing and Authority to Decide on Rescue Analysis Morandum (MAP)
2	February 7, 2022	Working Capital Credit with Money Market Rate Reference (Short Term Credit/KJP)
3	February 22, 2022	Review of Provisions for Purchasing Consumer Credit Portfolio (Bulk) from Financial Institutions (Bank/Non-Bank)
4	February 23, 2022	Review of the Authority to Decide on Syndicated Loans with Financial Institution Debtors (Banks) in the context of Alignment with Bilateral Loan Authority and Authority to Break Credit in Business Banking
5	April 6, 2022	Review of KKP-3 & KKP-4 Membership and Quorum
6	July 1, 2022	Review of Provisions for Purchase of Corporate Securities
7	July 5, 2022	Adjustments to the Terms of Administration Fee Repayment before Due (PSJT) BNI Retirement Flexibility (BFP)
8	August 23, 2022	Procedures and Authorities to Decide on Write-Offs
9	September 06, 2022	Review of Provisions for Calculation of Total Liabilities to be Paid by Debtors when Making Extra Payments and Calculation of Current Interest for Repayment of BNI Griya/BNI Griya Multiguna Prior to Due Date
10	September 22, 2022	Review of Provisions for Management of Fair Value Through Comprehensive Income (FVOCI) Securities
11	December 22, 2022	Review of Authority to Determine Credit for Small Segments Processed Using the Electronic Loan Organization (ELO) System

HUMAN CAPITAL COMMITTEE

The Human Capital Committee is a permanent committees at BNI, staffed by all members of the Board of Directors and several Division heads with the following powers:

1. Decide on policies/provisions in the human capital management related to:
 - a. Planning Officer;
 - b. Recruitment and Selection;
 - c. Competency Training and Development;
 - d. Employee Performance Assessment;
 - e. Career Path and Succession;
 - f. Remuneration;
 - g. Industrial relations;
 - h. Work Culture.
2. Decide on approval for the realignment/promotion program for the positions of Division Head and Region Head;

3. Evaluate the performance of Division Heads and Regional Heads;
4. Decided on the approval for proposed administrative sanctions for the positions of Division Heads and Regional Heads;
5. Approve the delegation of authority in human capital management.

The Human Capital Committee was established based on Board of Directors Decree No. KP/235/DIR/R dated July 18, 2011 concerning Amendment to the Human Capital Committee, which has been updated through memo No. REN/2/254/R dated June 03, 2016.

HUMAN CAPITAL COMMITTEE STRUCTURE AND MEMBERSHIP COMPOSITION

Human Capital Committee Membership Composition		
No.		
1	Chairman	President Director
2	Permanent Members	Director supervising the Human Capital Strategy Division (Concurrently Alternate Chairman)* Director supervising the Compliance Division*
3	Non-Permanent Members	Sector Directors' and/or Officers supervising the Division/Unit (if there is no Sector Director) related to meeting material*
4	Secretary	Head of Human Capital Strategy (HCT) Division

Note:
*) In the absence of a Director position, the position is replaced by a SEVP or Officer supervising the Division/Unit/Unit related to that field

HUMAN CAPITAL COMMITTEE MEMBERS PROFILES AND CERTIFICATION

The profiles and certifications of each committee member can be found in the discussion on the Board of Directors Profiles and the Senior Executive President Profiles.

HUMAN CAPITAL COMMITTEE DUTIES AND RESPONSIBILITIES

The Human Capital (HC) Committee duties and responsibilities are as follows:

1. Ensuring the human capital policies/provisions are consistent and aligned with strategic policy planning.
The human capital policies/provisions include Human Capital management, Remuneration System management and Reward and Punishment mechanisms for all BNI employees;
2. Ensuring the availability of qualified human resources and placing them in the right positions to support the leadership positions including Division Head and Regional Head;
3. Evaluating the performance of the Division Head's leadership positions;
4. Ensuring the delegation of authority in human capital management is in accordance with the needs and purposes.

TEAMS UNDER THE HUMAN CAPITAL COMMITTEE

Teams for the Assessment and Formulation of Human Capital Management System Policy

Teams Under the Human Capital Committee (HC) Membership Composition		
No.		
1.	Chairman	Head of Human Capital Strategy (HCT) Division
2.	Permanent Members	Head of Strategic Planning Division (REN) (Concurrently Substitute Chairman) Head of Compliance Division (KPN)
3.	Non Permanent Member	Division/Unit/Head related to the meeting material
4.	Secretary	Group Heads of Human Capital (HCT) Division related to the discussion agenda (Not concurrently Members)

The Human Capital Management System Policy Assessment & Formulation Team Duties and Responsibilities are as follows:

1. Managing the research, assessment and evaluation of the effectiveness and quality as well as recommend proposed changes/improvements to operational policies and mechanisms for policies related to human capital management:
 - a. Employee planning;

- b. Recruitment and selection;
- c. Competency training and development;
- d. Employee Performance Assessment;
- e. Career paths and succession;
- f. Remuneration;
- g. Industrial relations;
- h. Corporate culture.

2. Managing the proposed delegation of authority in human capital management.

ADVISORY TEAM FOR MANAGEMENT REALIGNMENT

Advisory Team for Management Realignment Membership Composition		
No.		
1.	Chairman	Human Capital Strategy (HCS) Division Head
2.	Permanent Members	<ul style="list-style-type: none">• Division/Unit/Heads who supervises related units (Concurrently Substitute Chairman Head)• Division/Unit/Heads related to the meeting material
3.	Non Permanent Members	Group Head of the Human Capital Strategy (HCS) Division related to the discussion agenda (Not Concurrent Member)

The Leadership Transfer Advisory Team Duties and Responsibilities including managing planning and candidate search activities based on predetermined conditions, and recommending the relevant candidates to be transferred/promoted as leadership staff.

ADMINISTRATIVE SANCTION CONSIDERATION TEAM

Head Office

Advisory Team For Administrative Sanctions Membership Composition		
No.		
1.	Chairman	Head of Human Capital Services (HCE) Division (Concurrently Member)
2.	Permanent Member	<ul style="list-style-type: none">• Head of Compliance Division (CMP)• Head of Legal Division (HUK)• Head of Division/Unit related to events/cases or their representatives
3.	Non Permanent Member	Head of Internal Audit (IAD) (Not Concurrently Member)

Regional Offices

Advisory Team For Administrative Sanctions Membership Composition		
No.		
1.	Chairman	CEO Region
2.	Permanent Member	<ul style="list-style-type: none">• Deputy Regional Leader who supervises the incidents/cases unit• One Deputy Regional Leader appointed by the Regional Head (CEO Region)• Head of Division/Unit related to events/cases or their representatives

The Advisory Team for Administrative Sanctions Duties and Responsibilities, namely Managing the analysis and assessment activities for the recommendations for administrative sanctions received from the case processing unit, to then recommends to the decision maker or provides an administrative sanction verdict against the employee related to the case in accordance with the applicable authority matrix.

IMPLEMENTATION OF HUMAN CAPITAL COMMITTEE DUTIES IN 2022

During 2022, the Leadership Transfers Consideration Team (TPMTP) scheduled at least 2 (two) regular meetings a week to discuss Branch and Center Managers transfers. The decisions to transfer Divisional Leaders and Regional Leaders were made through 11 (eleven) Board of Directors' Meetings. The Administrative Sanctions Consideration

Team held 5 (five) discussion meetings.

SUBSIDIARIES COMMITTEE (KPA)

The Subsidiaries Committee which is one of the Permanent Committees at BNI and was established based on Board of Directors Decree No. KP/067/DIR/R dated March 7, 2022, which granted the authority to determine and manage policies and Corporate Actions of BNI Subsidiaries in order to create Subsidiaries that are high competitive and can grow sustainably.

SUBSIDIARY COMMITTEE STRUCTURE AND MEMBERSHIP

No	Subsidiary Committee Membership Composition	
1	Chairman	President Director
2	Deputy Chairman	Vice President Director
3	Secretary	Head of Subsidiary Development Division
4	Permanent member at the Director and SEVP level (Voting member)	<ul style="list-style-type: none"> Finance Director Risk Management Director Directors of Subsidiary Supervisors regarding the material to be discussed SEVP Corporate Transformation
	Permanent member at the Director level (Non voting member)	Human Capital & Compliance Director*
	Non-Permanent Members	Board of Directors and SEVP related to the material and present as an invitee

Note :
*) Specifically the Human Capital & Compliance Director has specific duties and responsibilities that are regulated in the committee's work guidelines.

SUBSIDIARY COMMITTEE DUTIES AND RESPONSIBILITIES

1. Determining the Subsidiaries strategies and targets;
2. Establishing business initiatives for the Company's equity participation in Subsidiaries;
3. Approving the Corporate Action plan and BNI Incorporated equity participation;
4. Evaluating the Subsidiaries financial performance;
5. Appointing the Subsidiaries Management;
6. Determining the Remuneration for Subsidiaries Management;
7. Establishing the Subsidiaries RKAP;
8. Determining the Subsidiary GMS implementation and agenda;
9. Establishing the power of attorney to represent the company as a shareholder in the Subsidiary Company.

SUBSIDIARY COMMITTEE IMPLEMENTATION OF DUTIES AND MEETINGS FREQUENCY

During 2022, the Subsidiary Management Committee met with the following agenda:

No	Date	Agenda
1	April 26, 2022	<ul style="list-style-type: none"> Subsidiaries Yudisium for Fiscal Year 2021 Proposed Subsidiary Management KPI for 2022 Proposed Agenda for the Annual General Meeting of Shareholders for the Fiscal Year 2021
2	August 29, 2022	<ul style="list-style-type: none"> Discussion on the Subsidiaries' Performance Achievement up to July 2022 2022 Target Achievement (Commitment) Strategy and Long Term Strategy and Introduction of Subsidiaries' New Management
3	November 25, 2022	Approval of the 2023 Subsidiary's Business Plan Proposal, which is broadly related to the 2023 Subsidiary's Financial Targets, Strategic Initiatives, and Corporate Actions



External Auditor

To carry out the independent supervisory function on the financial aspects of the Bank, BNI appoints a Public Accounting Firm (KAP). The External Auditor who examined BNI's finances for the 2022 fiscal year was determined at the Annual GMS, taking into account the Board of Commissioners recommendations, following the recommendation of the Audit Committee. The selection process was carried out in accordance with the applicable goods and services procurement mechanism. To ensure the independence and quality of the audit results, the appointed External Auditor may not have a conflict of interest with the Bank.

IMPLEMENTATION OF EXTERNAL AUDIT FUNCTION

For its operational activities, in addition to the internal auditors and the Financial Services Authority, the Bank is also supervised by external auditors from the Financial Services Authority, Bank Indonesia, the Republic of Indonesia Audit Board, and a Public Accounting Firm.

APPOINTMENT OF PUBLIC ACCOUNTANT

Following up on the General Meeting of Shareholders ("GMS") resolutions for the Fiscal Year 2021, the Board of Commissioners appointed KAP Tanudiredja, Wibisana, Rintis & Partners (member of PricewaterhouseCoopers) as the external auditor for examining the Bank's Financial Statements and other reports for the Fiscal Year 2022. Fiscal year 2022, is the second audit year period for KAP Wibisana, Rintis & Rekan (member of PricewaterhouseCoopers)

Basis of appointment was as follows:

1. Based on OJK Regulation No. 13/POJK.03/2017 dated March 27, 2017, on the Use of Public Accountant Services and Public Accounting Firms in Financial Service Activities, Article 16 paragraph 1 states that the Public Accountant conducting the annual financial audit services cannot be used for more than 3 (three) consecutive fiscal year audits;
2. Based on OJK Regulation No. 37/POJK.03/2019 concerning Transparency and Publication of Financial Statements in conjunction with OJK Circular Letter No. 9/SEOJK.03/2020 concerning Transparency and Publication of Conventional Commercial Bank Reports, Article 4 paragraph 2 states that Banks must include the name of the Public Accounting Firm conducting the annual financial statements audits, together with the name of the Public Accountant, partner in charge of the audit, including the opinion given in the announcement of the Quarterly Publication Report for the position at the end of December;
3. The appointment process for KAP Wibisana, Rintis & Rekan (member of PricewaterhouseCoopers) as the external auditor was carried out through an Auction mechanism.

PUBLIC ACCOUNTING FIRM, ACCOUNTANT NAME AND FEES

The Public Accounting Firms, accountant names, fees, and KAP permits for the last 5 (five) years are as follows:

Year	Public Accounting Firms	Name Of Responsible Accountant (Partner)	Period	Audit Services Fee (Rupiah)	KAP Licence
2022	Tanudiredja, Wibisana, Rintis & Rekan (member of PricewaterhouseCoopers)	M. Jusuf Wibisana	1 Year and Interim	25.550.000.000	241/KM.1/2015
2021	Tanudiredja, Wibisana, Rintis & Rekan (member of PricewaterhouseCoopers)	M. Jusuf Wibisana	1 Year and Interim	22.175.000.000	241/KM.1/2015

Year	Public Accounting Firms	Name Of Responsible Accountant (Partner)	Period	Audit Services Fee (Rupiah)	KAP Licence
2020	KAP Purwantono, Sungkoro and Surja (Ernst and Young)	Danil Setiadi Handaja	1 Year	12.650.000.000	603/KM.1/2015
2019	KAP Purwantono, Sungkoro and Surja (Ernst and Young)	Danil Setiadi Handaja	1 Year	12.900.000.000	603/KM.1/2015
2018	KAP Purwantono, Sungkoro dan Surja (Ernst and Young)	Danil Setiadi Handaja	1 Year	8.500.000.000	603/KM.1/2015

In addition to BNI's consolidated financial statements audit, the scope of audit work by Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis & Rekan (member of PricewaterhouseCoopers) for the fiscal year 2022 included:

1. Audit of the June 30, 2022 Interim Consolidated Financial Statements
2. Review and Validation of BNI Interim Consolidated Financial Statements as at June 30, (Newspaper Format)
3. Audit of December 31, 2022 Consolidated Financial Statements
4. Review and Validation of the BNI Consolidated Financial Statements as at December 31, 2022 (Newspaper Format).
5. Audit of Financial Statements and Implementation of the annual MSE Funding Program (Micro and Small Business Funding Program)
6. Audit of Financial Institutions Pension Fund Financial Statements (DPLK) and Financial Institution Pension Fund Investment Reports (DPLK)
7. Agreed Upon Procedures for Custodian Work Unit Activities
8. Audit of Compliance with Legislation, Internal Regulations, and Financial Control (PSA 62)
9. Agreed Upon Procedures Report on Performance Evaluation Results
10. Internal Control Report (Management Letter)

AUDIT RESULTS

The audit results carried out by the external auditor contain an opinion on the Financial Statements. For 2022, BNI's Consolidated Financial Statements Opinion was "presented fairly, in all material respects". This shows that BNI has presented the Consolidated Financial Statements accurately and in accordance with applicable standards and there were no material misstatements.

AUDIT FEES

The Audit Service Fee for the BNI Consolidated Financial Statements, the Annual MSE Funding Program Implementation Report (Micro and Small Business Funding Program), and other Audit Services during 2022 is Rp21.1 billion (excluding the Annual Audit Services Fee and Interim Review of Subsidiaries' Financial Statements of Rp2.7 billion and Rp1.7 billion). The total Audit Service Rewards include Out of Pocket Expense (OPE) and Value Added Tax (VAT).

OTHER SERVICES PROVIDED BY PUBLIC ACCOUNTANTS

During 2022, other services provided by Public Accountants included:

1. Agreed Upon Procedures for the PT Bank Negara Indonesia (Persero) Tbk Board of Directors Key Performance Indicators for the year ending December 31, 2022 in accordance with the Republic of Indonesia Minister of SOEs Regulation No. PER-11/MBU/11/2020 dated November 23, 2020, by KAP Tanudiredja, Wibisana, Rintis & Rekan (a member of PricewaterhouseCoopers) for a total Public Accountant fee of Rp320 million.
2. Agreed Upon Procedures for BNI Financial Information carried out to assist BNI in connection with the preparation of Aggregated Financial Information for the Ministry of State-Owned Enterprises, by KAP Tanudiredja, Wibisana, Rintis & Rekan (a member of PricewaterhouseCoopers), for a total Public Accountant fee of Rp500 million.

PUBLIC ACCOUNTING FIRM PROFILE

Tanudiredja, Wibisana, Rintis & Rekan (member of PricewaterhouseCoopers),
WTC 3
Jl. Jend. Sudirman Kav. 29-31 Jakarta 12920
INDONESIA
Tel: +62 21 50992901/31192901
Fax: +62 21 52905555/52905050

COORDINATION BETWEEN THE EXTERNAL AUDITOR AND AUDIT COMMITTEE

To implement its monitoring function on the audit results conducted by external auditors, namely Bank Indonesia (BI)/OJK, the Supreme Audit Agency (BPK), the Financial Transaction Reports and Analysis Center (PPATK), and KAP, the Audit Committee has evaluated the follow-up actions taken by the Management on the audit results of the said external auditors. Complete coordination can be seen in the description of the Audit Committee Report.

EXTERNAL AUDIT EFFECTIVENESS AND BANK COMPLIANCE WITH PROVISIONS CONCERNING RELATIONSHIPS BETWEEN THE BANK, THE PUBLIC ACCOUNTANTS, AND BANK INDONESIA

BNI has conducted an effective external audit and the Bank's compliance with the provisions concerning the relationship between the Bank, Public Accountants and Bank Indonesia for the Bank, including the following:

1. As stated in PBI No. 7/50/PBI/2005, as an Amendments to PBI No. 3/22/PBI/2001 concerning Transparency of Bank Financial Conditions, which has been revoked and declared invalid by the OJK Regulation No. 13/POJK.03/2017 of 2017 concerning the Use of Public Accountant Services and Public Accounting Firms in Financial Services activities, providing Assignment of an audit of

the Financial Statements, BNI must appoint a Public Accountant and a Public Accounting Firm that have been registered with Bank Indonesia. Through the Board of Commissioners letter No. No. DK/110 dated November 19, 2021, the Board of Commissioners appointed the Public Accounting Firm Tanudiredja, Wibisana, Rintis & Rekan (member of PricewaterhouseCoopers) as the external auditor to conduct audits of the Company's Financial Statements and other reports for the 2022 fiscal year;

2. Based on OJK Regulation No. 13/POJK.03/2017 dated March 27,2017 concerning the Use of Public Accountant Services and Public Accounting Firm in Financial Services Activities, article 16 paragraph 1 states that the party carrying out financial services activities is required to limit the use of audit services on annual historical financial information from the same PA to no more than 3 (three) consecutive reporting fiscal years;
3. The appointment of the same Public Accountant and/or Public Accounting Firm by BNI must be based on a work agreement;
4. The Public Accountant who audits the Bank's Annual Financial Statements is required to conduct audits in accordance with the Public Accountant Professional Standards, the work agreement, and the audit scope. The Public Accountant and/or Public Accounting Firm is required to observe the Bank Confidentiality as regulated in the Law No. 7 of 1992 on Banking, as amended by Law No. 10 of 1998;
5. In the framework of preparing and implementing the audit, the Public Accountant may request information from Bank Indonesia regarding the condition of the Bank to be audited;
6. Bank Indonesia and/or the Financial Services Authority can request information from a Public Accountant even though the work agreement has ended.

To anticipate the economic challenges during the COVID-19 pandemic, as well as any increased risk exposure that may arise in carrying out its business activities, BNI established an effective and integrated risk and capital management system. In addition to minimizing the impact of the challenges faced, this also aims to support sustainable performance achievement and growth and increase the Company's competitiveness.

BNI's risk management is proactive and forward looking, it aims to maximize added value to shareholders, comprehensively manage capital, and ensure profitability and sustainable business growth. In addition, BNI as a Financial Services Institution with a number of subsidiaries that are members of the BNI Financial Conglomerate, is also established an integrated risk management system.

The regulations governing the risk management implemented by BNI include:

1. Risk Management Implementation
 - a. OJK Regulation No. 18/POJK.03/2016 dated March 16, 2016, concerning Risk Management Implementation in Commercial Banks;
 - b. OJK Circular No. 34/SEOJK.03/2016 dated September 1, 2016, concerning Risk Management Implementation in Commercial Banks;
 - c. State-Owned Enterprises (SOE) Minister Regulation No.PER-5/MBU/09/2022 dated September 01, 2022 concerning Implementation of Risk Management in SOE.
2. Consolidated Risk Subsidiaries' Management Implementation
 - a. OJK Regulation No. 38/POJK.03/2017 dated July 12, 2017, concerning Consolidated Risk Management Implementation for Banks Exercising Control over Subsidiaries;
 - b. OJK Circular No. 43/SEOJK.03/2017 dated July 19, 2017, concerning Prudential Principles and Report for Implementation of Consolidated Risk Management for Banks Exercising Control over Subsidiaries.

3. Financial Conglomerate Integrated Risk Management Implementation
 - a. OJK Regulation No. 17/POJK.03/2014 dated November 18, 2014, concerning Implementation of Financial Conglomerate Integrated Risk Management;
 - b. OJK Regulation No. 18/POJK.03/2014 dated November 18, 2014 concerning Implementation of Integrated Governance for Financial Conglomerates, as partially amended by Financial Services Authority Regulation No. 45/POJK.03/2020 dated October 14, 2020 concerning Financial Conglomerates;
 - c. OJK Regulation No. 26/POJK.03/2015 dated December 04, 2015, concerning Financial Conglomerate Integrated Minimum Capital Adequacy Requirement;
 - d. OJK Circular Letter No. 14/SEOJK.03/2015 dated May 25, 2015 concerning Implementation of Financial Conglomerate Integrated Risk Management;
 - e. Financial Services Authority Circular Letter No. 15/SEOJK.03/2015 dated 25 May 2015 concerning Implementation of Integrated Governance for Financial Conglomerates.
4. Commercial Bank Products and/or Activities Risk Management
 - a. OJK Regulation No. 39/POJK.04/2014 dated December 29, 2014 concerning Mutual Funds Selling Agent;
 - b. OJK Regulation No. 8/POJK.03/2016 dated January 26, 2016 concerning Prudential Principles in Carrying Out Agency Activities for Foreign Financial Products by Commercial Banks;
 - c. OJK Regulation No. 9/POJK.03/2016 dated January 26, 2016 concerning Prudential Principles for Commercial Banks that Transfer Part of the Implementation of Work to Other Parties;
 - d. OJK Regulation No. 57/POJK.03/2016 dated December 7, 2016 concerning Risk Management in Commercial Banks Performing Prime Customer Service;
 - e. OJK Regulation No. 7/POJK.03/2016 dated January 26, 2016 concerning Prudential Principles in Implementing Structured Product Activities for Commercial Banks, as amended by OJK Regulation No. 6/POJK.03/2018 dated April 19, 2018;

Risk Management

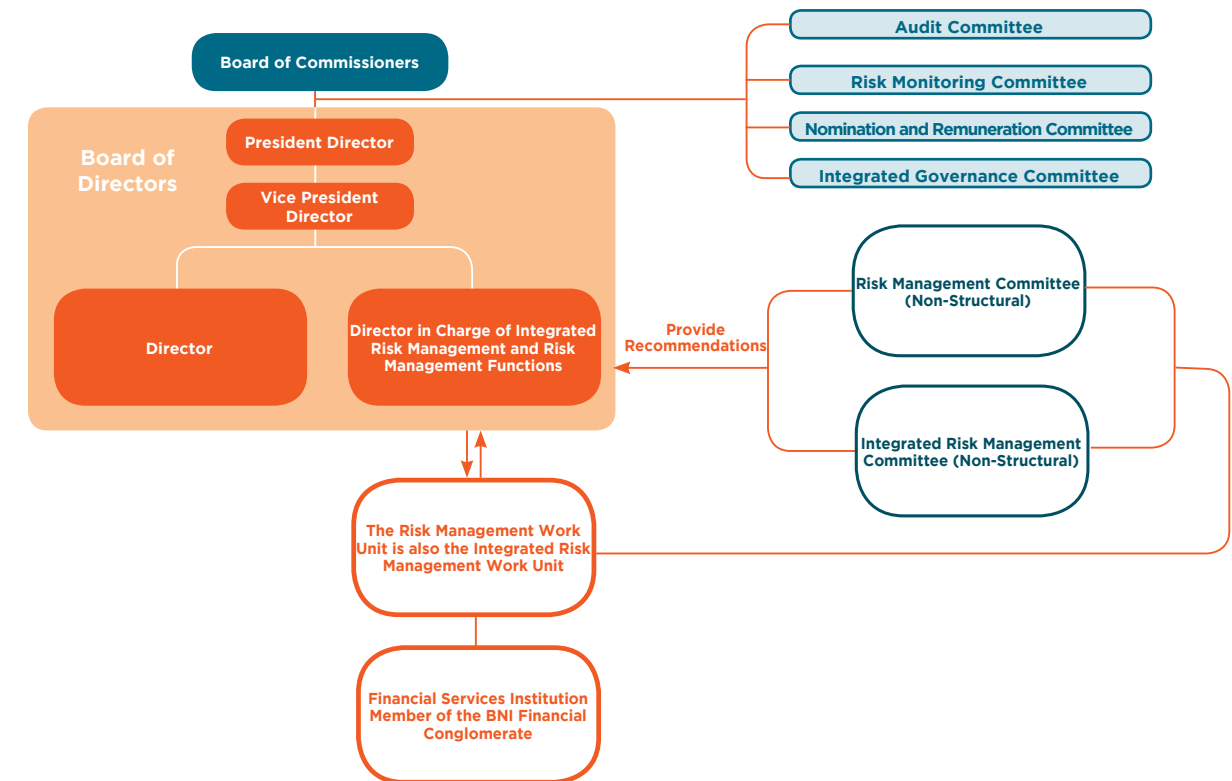
- f. OJK Regulation No. 12/POJK.03/2018 dated August 6, 2018 concerning Provision of Digital Banking Services by Commercial Banks;
 - g. OJK Regulation No. 12/POJK.01/2017 dated March 16, 2017 concerning Anti-Money Laundering and Prevention of Terrorism Financing Programs in the Financial Services Sector, as amended by OJK Regulation No. 23/POJK.01/2019;
 - h. OJK Regulation No. 39/POJK.03/2019 dated December 19, 2019 concerning Anti-Fraud Strategy for Commercial Banks;
 - i. OJK Regulation No. 13/POJK.03/2021 dated July 30, 2021 concerning Implementation of Commercial Bank Products;
 - j. OJK Regulation No. 11/POJK.03/2022 concerning Implementation of Information Technology by Commercial Banks;
 - k. OJK Circular No. 33/SEOJK.03/2016 dated September 1, 2016 concerning Implementation of Risk Management in Banks Conducting Marketing Cooperation Activities with Insurance Companies (Bancassurance);
 - l. OJK Circular No. 4/SEOJK.03/2017 dated January 16, 2017 concerning Implementation of Risk Management in Banks Conducting Mutual Funds Activities;
 - m. OJK Circular No. 11/SEOJK.03/2017 dated March 17, 2017 concerning Precautionary Principles for Commercial Banks that Outsource Part of the Work to Other Parties;
 - n. OJK Circular No. 21/SEOJK.03/2017 dated June 6, 2017 concerning Implementation of Risk Management in the Use of Information Technology by Commercial Banks;
 - o. OJK Circular No. 32/SEOJK.03/2017 dated July 22, 2017 concerning Anti-Money Laundering and Prevention of Terrorism Financing Programs in the Financial Services Sector;
 - p. Bank Indonesia Regulation No. 23/6/PBI/2021 dated July 1, 2021 concerning Payment Service Providers;
 - q. Bank Indonesia Regulation No. 23/7/PBI/2021 dated July 1, 2021 concerning Payment Infrastructure Providers.
5. Internal Control System
- a. OJK Regulation No. 55/POJK.03/2016 dated December 07, 2016 concerning Governance Implementation for Commercial Banks;
 - b. OJK Regulation No. 46/POJK.03/2017 dated July 12, 2017 concerning Implementation of Commercial Bank Compliance Functions;
 - c. OJK Regulation No. 1/POJK.03/2019 dated January 29, 2019c concerning Implementation of Internal Audit Function in Commercial Banks;
 - d. OJK Circular Letter No. 13/SEOJK.03/2017 dated March 17, 2017 concerning Governance Implementation in Commercial Banks;
 - e. OJK Circular No. 35/SEOJK.03/2017 dated July 7, 2017 concerning Standard Guidelines for Internal Control Systems in Commercial Banks.
6. Assessment of Bank Soundness Level
- a. OJK Regulation No. 4/POJK.03/2016 dated January 26, 2016 concerning Commercial Bank Health Level;
 - b. OJK Circular Letter No. 14/SEOJK.03/2017 dated March 17, 2017 concerning Commercial Bank Health Level.
7. Capital
- a. Bank Indonesia Regulation No. 17/22/PBI/2015 dated December 23, 2015 concerning Obligation to Establish a Countercyclical Buffer;
 - b. OJK Regulation No. 34/POJK.03/2016 dated September 22, 2016, as an amendment to OJK Regulation No. 11/POJK.03/2016 concerning Minimum Capital Adequacy Requirements for Commercial Banks;
 - c. OJK Regulation No. 36/POJK.03/2017 dated July 12, 2017 concerning Prudential Principles for Equity Participation Activities;
 - d. OJK Regulation No. 2/POJK.03/2018 dated March 26, 2018 concerning Determination of Systemic Banks and Capital Surcharges;
 - e. OJK Regulation No. 31/POJK.03/2019 dated December 2, 2019 concerning the Obligation to Meet Leverage Ratios for Commercial Banks;
 - f. OJK Circular Letter No. 26/SEOJK.03/2016 dated July 14, 2016 concerning Minimum Capital Adequacy Requirement for Commercial Banks according to Risk Profile and Fulfillment of Capital Equivalency Maintained Assets;
 - g. OJK Circular Letter No. 20/SEOJK.03/2016 dated June 2, 2016 concerning Features for Converting Into Ordinary Shares or Write Down of Additional Core Capital Instruments and Supplementary Capital;
 - h. OJK Circular No. 24/SEOJK.03/2016 dated July 14, 2016 concerning Calculation of Risk-Weighted Assets for Operational Risk Using the Basic Indicator Approach;
 - i. OJK Circular Letter No. 11/SEOJK.03/2018 dated August 15, 2018 concerning changes to OJK Circular Letter No. 42/SEOJK.03/2016 concerning Guidelines for Calculation of Risk-Weighted Assets for Credit Risk Using the Standard Approach;
 - j. OJK Circular No. 6/SEOJK.03/2020 dated April 29, 2020 concerning Calculation of Risk-Weighted Assets for Operational Risk Using a Standard Approach for Commercial Banks

- k. OJK Circular No. 24/SEOJK.03/2021 dated October 7, 2021 concerning Calculation of Risk-Weighted Assets for Credit Risk Using a Standard Approach for Commercial Banks.
8. Business Continuity Management
- a. OJK Regulation No. 14/POJK.03/2017 dated April 04, 2017 concerning Action Plans (Recovery Plans) for Systemic Banks;
 - b. Deposit Insurance Corporation (LPS) Regulation No. 1/2021 dated March 29, 2021 concerning Resolution Plans for Commercial Banks.
9. Transparency and Publication of Bank Reports
- a. OJK Regulation No. 63/POJK.03/2020 dated December 22, 2020 concerning Commercial Banks Reporting Through the OJK Reporting System;
 - b. OJK Regulation No. 36/POJK.03/2019 dated December 18, 2019 concerning Submission of Reports Through the Integrated Reporting Portal.
 - c. OJK Regulation No. 37/POJK.03/2019 dated December 19, 2019 concerning Transparency and Publication of Bank Reports;
 - d. OJK Circular Letter No. 9/SEOJK.03/2020 dated June 30, 2020 concerning Transparency and Publication of Conventional Commercial Bank Reports.

10. Customer Protection
- a. OJK Regulation No. 6/POJK.07/2022 dated April 14, 2022 concerning Consumer and Public Protection in the Financial Services Sector;
 - b. Financial Services Authority Regulation No. 18/POJK.07/2018 dated September 10, 2018 concerning Consumer Complaint Services in the Financial Services Sector;
 - c. Bank Indonesia Regulation No. 22/20/PBI/2020 dated December 22, 2020 concerning Bank Indonesia Consumer Protection;
 - d. OJK Circular Letter No. 17/SEOJK.07/2018 dated December 6, 2018 concerning Guidelines for Implementing Consumer Complaint Services in the Financial Services Sector.
11. Data Protection
- Republic of Indonesia 2022 Data Protection Law No. 27 dated October 17, 2022 concerning Protection of Personal Data.

RISK MANAGEMENT ORGANIZATIONAL STRUCTURE

BNI's Risk Management organization and functions and Integrated Risk Management for BNI's Financial Conglomerate are prepared and determined as follows:



BNI's Financial Conglomerate is organized and determined as follows:

1. BNI's Board of Directors and Board of Commissioners are authorized and responsible for ensuring the implementation of BNI's Risk Management individually or in an integrated manner;
2. In carrying out its functions to supervise the implementation of BNI's Risk Management and Integrated Risk Management, BNI's Board of Commissioners is assisted by the Risk Monitoring Committee, Audit Committee, Nomination and Remuneration Committee and Integrated Governance Committee;
3. BNI's Directors in charge of the Risk Management function carry out the Risk Management function for BNI, and also the Integrated Risk Management function for BNI's Financial Conglomerate;
4. In carrying out its functions to implement an effective risk management, the Board of Directors is assisted by a Risk Management subcommittee of the Risk and Capital Committee (KRK-RMC) and an Integrated Risk Management Committee (KMRT);
5. If necessary, the Director in charge of Risk Management can discuss Risk Management issues in other committee meetings at the Board of Directors' level, or at the Board of Directors' meetings;
6. In implementing BNI's Risk Management, the Board of Directors is assisted by the Risk Management Work Unit (SKMR) that also functions as an the Integrated Risk Management Work Unit (SKMRT);
7. The Risk Management Unit is responsible for facilitating and coordinating with BNI risk management units, and all LJK members of the Financial Conglomerate in managing 8

(eight) types of risks in BNI: credit risk, market risk, liquidity risk, operational risk, legal risk, strategic risk, compliance risk, and reputation risk, and 10 (ten) types of risks in BNI's Financial Conglomerate, including intragroup transaction risk and insurance risk;

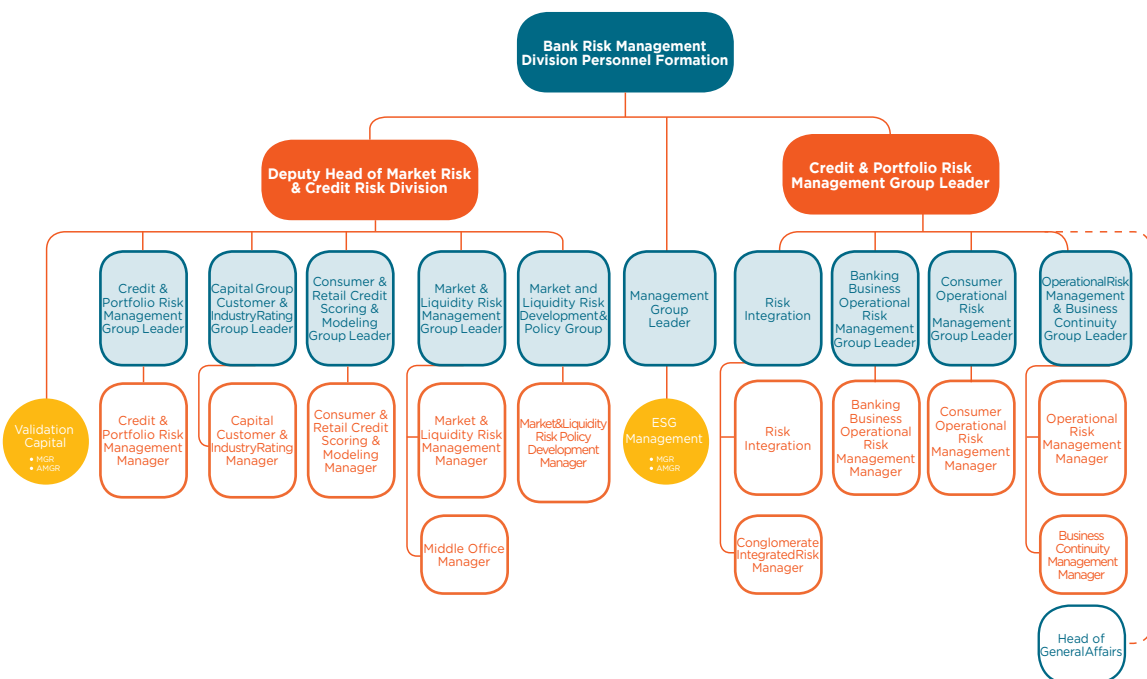
8. The Risk Management Work Unit in carrying out its functions, authorities and responsibilities is independent to the Operational Work Unit (risk taking unit) and does not carry out activities related to the Bank's business.

In carrying out its functions, the Risk Management Work Unit can escalate issues up to Risk Management subcommittee of the Risk and Capital Committee (KRA-RMC), or the Director in charge of the Risk Management function. Whereas the Integrated Risk Management Work Unit can escalates issues up to the Integrated Risk Management Committee or Director in charge of the Integrated Risk Management function.

ENTERPRISE RISK MANAGEMENT DIVISION

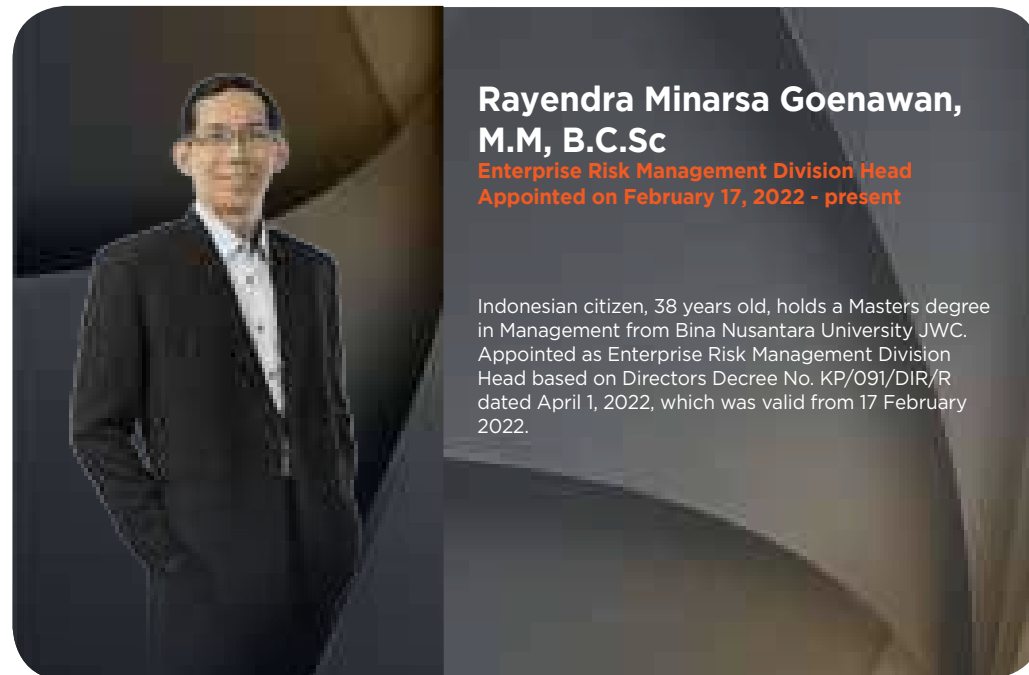
BNI's Enterprise Risk Management Division (ERM), as the Risk Management Work Unit (SKMR) and the Integrated Risk Management Work Unit (SKMRT) at BNI are under and directly responsible to the Risk Management Director as the Director in charge of Risk Management function and Integrated Risk Management function.

ENTERPRISE RISK MANAGEMENT DIVISION



BANK'S RISK MANAGEMENT DIVISION HEAD PROFILE

The Enterprise Risk Management Division Head reports directly to the Risk Management Director. Since February 17, 2022, the Enterprise Risk Management Division has been led by Rayendra Minarsa Goenawan, M.M, B.C.Sc.



ENTERPRISE RISK MANAGEMENT DIVISION HEAD COMPETENCY DEVELOPMENT

Competency Development/Training Materials	Date	Organizing Agency
APU PPT	January 3, 2022	BCV
Data Talk	January 3, 2022	BCV
Security Awareness	January 3, 2022	BCV
Treasury	January 3, 2022	BCV
BNI Mobile Banking 5.4 (BI-FAST, QRIS Transfer and others)	January 25, 2022	BCV
Global Mindset Principles	February 14, 2022	BCV
Mobile Cash Alfamart & Indomaret	March 1, 2022	BCV
Security Awareness - Security Against Email	March 1, 2022	BCV
Financial Publication Report	March 16, 2022	BCV
Global Mindset Principles - Create	March 16, 2022	BCV
MBANK 5.5.1	March 21, 2022	BCV
Middle Manager Leadership Program (MMLP)	April 4, 2022	BCV
International Risk Management and Wealth Management Refreshment Program for Executives	May 5 - 13, 2022	LSPP, BARA, IBI dan MM UGM
Economic Data - Office of Chief Economist (COE)	June 14, 2022	BCV
Global Mindset Contribute 2022	June 14, 2022	BCV
Anti Fraud 2022	July 22, 2022	BCV
BNI Agen46	July 22, 2022	BCV
Digital Transformation Mindset 2022	July 22, 2022	BCV
Go Global Week - Contribute	July 22, 2022	BCV
Authenticity of Rupiah Money	July 22, 2022	BCV
BNI Action 2022	July 25, 2022	BCV
M Banking Version 5.7.6	July 27, 2022	BCV
Go Global week - Connect	July 27, 2022	BCV

Competency Development/Training Materials	Date	Organizing Agency
Controlling Gratification and Anti-Bribery	July 27, 2022	BCV
Go Global Week - Create	August 1, 2022	BCV
Level 4 Risk Management Certification	August 5, 2022	BNSP
Office of Chief Economist (COE) - Economic Growth	August 9, 2022	BCV
QRIS Savings BNI Rejeki Program	August 15, 2022	BCV
QRIS Savings BNI Rejeki Program	August 16, 2022	BCV
WHS	August 23, 2022	BCV
Trade Collaboration Program	August 29, 2022	BCV
Security Awareness - End Point Device Security	August 29, 2022	BCV
BNI Mobile Banking 5.8	September 4, 2022	BCV
BNI Mobile Banking	September 5, 2022	BCV
M BANK 5.7.7	September 16, 2022	BCV
The discontinuity of the London Interbank Offered Rate (LIBOR)	September 27, 2022	BCV
Control of Gratification and Anti-Bribery 2022	October 25, 2022	BCV
Security Awareness - Password Security	October 25, 2022	BCV
Loan Borrowing Group and LLL	October 25, 2022	BCV
BNI Rejeki #GakPakeNanti 2022	December 07, 2022	BCV
Anti Fraud Awareness	December 12, 2022	BCV
Anti Money Laundering	December 12, 2022	BCV
Good Corporate Governance	December 12, 2022	BCV
Risk Culture	December 12, 2022	BCV
Sustainability Finance	December 12, 2022	BCV
Control of Gratification and Anti-Bribery 2022	December 12, 2022	BCV
Work Culture: Core Value AKHLAK	December 30, 2022	BCV TV

Competency Development for Head of Enterprise Risk Management Division

Competency Development/ Training Materials	Date	Organizing Agency
International Risk Management and Wealth Management Refreshment Program for Executives	May 5-13, 2022	LSPP, BARa, IBI dan MM UGM
Level 4 Risk Management Certification	August 5, 2022	BNSP

RISK MANAGEMENT DIVISION DUTIES AND RESPONSIBILITIES

As a Risk Management Work Unit (SKMR) and Integrated Risk Management Work Unit (SKMRT), the Enterprise Risk Management Division has the following functions:

1. Risk Management Work Unit
 - a. Preparing proposal for the Bank's risk management strategies and policies;
 - b. Monitoring overall risk position (composite), per type of risk, and per type of functional activity, as well as performing stress testing;
 - c. Developing and evaluating the accuracy of models used to measure risk;
 - d. Reviewing new products and activities proposals from a risk aspect;
 - e. Providing recommendations to operational work units (risk taking unit) based on the authority owned;
 - f. Evaluating the independence and effectiveness of the Bank's risk management infrastructure on a regular basis;
 - g. Supervising the risk management implementation, through the integrated risk control system and risk exposure limit determination;
 - h. Preparing and submitting risk reports regularly to the Board of Directors through the Director in charge of risk management function;
 - i. Independent of the risk taking unit, carrying out the risk management supervisory function, to ensure the Bank's risks and portfolios are well managed, through determination of risk parameters and limits;

- j. Responsible for managing 4 (four) main risks, credit risk, market risk, liquidity risk, and operational risk, including measuring credit, market, and operational risks, through the Internal Rating System, Market Risk Management Model, and Operational Risk Tools.

2. Integrated Risk Management Work Unit
 - a. Giving input to the Board of Directors of the Main Entity related to the preparation of Integrated Risk Management Policies;
 - b. Monitoring the implementation of Integrated Risk Management Policies including developing the procedures and tools for risk identification, measurement, monitoring, and control;
 - c. Monitoring Risks in BNI's Financial Conglomerate based on the assessment results of:
 - i) Risk Profile of each Financial Service Institution (FSI) in the Financial Conglomerate;
 - ii) Integrated Risk level for each risk type;
 - iii) Integrated Risk Profile.
 - d. Preparing proposal for determining the integrated Risk Appetite Statement;
 - e. Conducting stress testing;
 - f. Periodically reviewing the adequacy of Integrated Risk Management implementation, and Risk Management implementation in each FSI member of the Financial Conglomerate;
 - g. Reviewing proposals on new lines of business that are strategic in nature and can significantly influence the Financial Conglomerate Risk exposure;
 - h. Providing information to the Integrated Risk Management Committee on matters requiring follow-up from the Integrated Risk Management implementation evaluation results;
 - i. Providing input to the Integrated Risk Management Committee on the preparation and refinement of Integrated Risk Management policies.
 - j. Preparing and submitting the Integrated Risk Profile report regularly to the Board of Directors of the Main Entity in charge of Integrated Risk Management function, and to the Integrated Risk Management Committee.

RISK MANAGEMENT COMPETENCY DEVELOPMENT

To improve their competencies, the Enterprise Risk Management Division has participated in a number of internal and external competency development activities. The competency development carried out in 2022 was as follows:

No.	Name Of Education And Development	Organizer	Date
1	Implementation of Basel III Reform Basel 4 for calculating RWA Credit Risk	Bankers Association For Risk Management	March 23, 2022
2	Basic Python for Data Analysis and Modeling	Rakamin Akademi	May 20, 2022
3	Implementation of BASEL III on Operational Risk	Bank Association For Risk Management	June 9, 2022
4	Implementation of Market and Liquidity Risk and Stress Test Model	Learning Media Indonesia	16 June 2022
5	Digital Banking Fundamental: Architecture, Security, Risks and Controls	PT Andalan Nusantara Teknologi	July 11, 2022
6	Managing Digital Risk: Concepts Strategies, Tactics and Implementation	PT Andalan Nusantara Teknologi	July 27, 2022
7	Financial Risk Manager Certification	Kaplan Edupac	August 1, 2022
8	Investment Manager Representative Certification	TICMI	October 17, 2022
9	National Certification For Trainer	Sahabat Karir Indonesia	November 16, 2022
10	Credit Scoring For Loan Restructuring	Lembaga Training Lixbrain	November 17, 2022

RISK MANAGEMENT CERTIFICATION

In 2022, risk management certification was obtained to improve professionalism, performance, develop self-potential and to support the implementation of risk management duties. The certifications received were as follows:

Certification Level	Position	Number of Employees
1	Assistant	92
	Assistant Manager	2001
	Manager	154
	Assistant Vice President	16
2	Assistant	0
	Assistant Manager	38
	Manager	331
	Assistant Vice President	40
3	Manager	13
	Assistant Vice President	127
4	Manager	1
	Assistant Vice President	7
	Vice President	45
	Senior Vice President	4
	Vice President	0
5	Senior Vice President	0
	Executive Vice President	0

RISK MANAGEMENT SYSTEM

IMPLEMENTATION OF RISK MANAGEMENT TARGET AND STRATEGIC INITIATIVES IN 2022

The BNI's risk management targets and strategic initiatives in 2022 included the following;

- Risiko Kredit
 - Conducting reviews of Credit Risk Risk Appetite;
 - Calculating Risk Weighted Assets (RWA) for Credit Risk;
 - Conducting calculations of Credit Risk RWA using the Standard method
 - Conducting analysis of BNI credit risk RWA calculations
 - Conducting trials for calculating BNI's Credit Risk RWA using a semiannual standard approach for positions at the end of December 2021, June 2022 and December 2022, related to the implementation of OJK Letter (SEOJK) Number 24/SEOJK.03/2021 concerning Calculation of RWA for Credit Risk Using a Standard Approach for Commercial Banks
 - Compiling quantitative disclosures of Credit Risk exposure;
 - Performing credit risk stress testing;

- Conducting Credit Risk analysis/assessment on new/existing Bank products, activities and transactions;
- Reviewing the parameters, measurement/ methodology of the Credit Risk Profile;
- Supporting the updating of BNI Recovery Plan documents;
- Supporting the preparation of the BNI Resolution Plan document;
- Preparing Sustainability Finance or Environment, Social & Governance (ESG) Reports;
- As SSG ESG coordinator: Coordinating ESG meetings and discussions (minutes and proposals);
- Developing an Impairment Model related to the application of the latest accounting standards (IFRS 9);
- Carrying out the preparation of Unsecured and Secured LGD Models for IFRS 9 calculations;
- Conducting a document review of Credit Risk Management Policies and Procedures;
- Conducting a standard review of financial ratios per industry for 2022;
- Conducting a 2022 Industry Risk Rating (IRR) review;
- Conducting analysis/study of risk analysis on priority economic sectors;
- Carrying out monitoring of priority economic sectors;
- Conducting a 2022 Industry Risk Appetite review;

- Conducting a Risk Acceptance Criteria per Economic Sector;
- Conducting a review of the 2022 BNI Loan Exposure Limit (LEL);
- Implementing the Internal Rating System (IRS) and Financial Institution (FI)/Bank as well as monitoring the implementation of the rating system and FI/ Bank;
- Monitoring the Business Banking debtor rating system in the corporate, medium and small segments;
- Developing the IRB model and improving the debtor rating system in the corporate, medium and small segments;
- Developing policies/Implementation Guidelines (Juklak) for the Early Warning System (EWS) for the Corporate segment (EWS Moody's);
- Monitoring the Early Warning System (EWS) system in the corporate segment for public companies;
- Conducting the development of Credit Risk RWA calculations according to BASEL III Reform criteria;
- Conducting credit risk measurement – Reviewing PSAK 71 impairment model;
- Conducting calculation of Credit Risk Premium (CRP);
- Conducting loan portfolio analysis/study including reviews of 25 core debtors and Non Performing Loan (NPL) analysis;
- Conducting loan portfolio analysis/study including reviews of 25 core debtors and Non Performing Loan (NPL) analysis
- Conducting analysis/study of BNI Credit Guarantee
- Conducting analysis/studies on the Evaluation of the Implementation of the National Economic Recovery Program (PEN)
- Conducting calculations and reports on BNI Restructuring Credit due to the Impact of the COVID-19 Pandemic (Weekly, Monthly and Quarterly)
- Monitoring available loan space on a regular basis;
- Developing, reviewing and/or calibrating credit scoring (application/behavior/collection) as well as other risk modeling through the utilization of internal (customer level) and external data for Consumer Credit Products, Mass Retail and Small Segments up to Rp5 billion;
- Implementing and monitoring the implementation of credit scoring logic/rules (application/behavior/ collection) for Consumer, Mass Retail, Small Segment credit products up to Rp5 billion in IDEAS and in scoring modules in other surrounding systems;
- Conducting IDEAS enhancements by adding internal data, external data and integration of surrounding systems;
- Developing Scorecard Governance related to the development, implementation, monitoring and review of scoring and modeling for products that use credit scoring;
- Preparing analytical reports for consumer and retail portfolios;

- Conducting external credit scoring backtesting as well as assisting in the establishment of Risk Acceptance Criteria (RAC) and credit risk mitigation related to plans for cooperation with Bank partners as providers of technology-based financial services;
- Validating the Credit Risk model for the Business Banking Segment (Corporate, Medium and Small) and the Consumer Segment (consumer and mass retail) for the new rating/scoring model or the existing model submitted for validation;
- Monitoring the implementation of concerns for improving the Credit Risk Profile;
- Performing Credit Risk Stress Test validation;
- Conducting PD and LGD model validation on IFRS 9 calculations;
- Conducting EWS validation (small & medium);
- Conducting Industry Risk Rating validation;
- Validating Single Integrated Monitoring for SME and Commercial segments;
- Conducting Credit Scoring validation (Credit Card, Fleksi and others);
- Conducting IRS 2.0 validation for the Corporate and Medium Segments;
- Conducting the process of rerating corporate and medium debtors for the establishment of CKPN;
- Conducting analysis/assessment of Credit Risk provisions on the Bank's planned activities and new transactions
- Conducting analysis of performance monitoring, review, calibration as well as developing new scoring and modeling for consumer credit products (i.e. Credit Cards and BNI Griya) and mass retail (i.e. BNI Entrepreneurs, KUR and small segments) through the utilization of internal (customer level) and external data;
- Implementing (piloting/full implementation) of the application/behavior/collection scorecard for consumer credit products, mass retail (a.l. BNI Entrepreneurs and KUR) and the Small Segment using a scoring system on the loan application system/Integrated Decision Automated System (IDEAS);
- Developing Scorecard Governance related to monitoring and reviewing scoring and modeling for consumer and mass retail credit products (including BNI Entrepreneurs and KUR) and the Small Segment that uses a scoring system;
- Preparing analytical reports for consumer and retail portfolios;
- Implementing Credit Scorecard Application for Small Segment Loans up to Rp5 Billion;
- Building a scoring model for the Merchant Acquisition process and a behavior scorecard for the Merchant Lending Model;
- Developing a scorecard model for consumer products (Credit Card and BNI Griya) as well as KUR products using an ensemble method that combines machine learning models;
- Supporting the process of developing E2E Credit Processing by assisting in the process of preparing documents, POC and UAT Loan Management System (LMS);

- bh. Carrying out a joint development of Single Integrated Monitoring Tools (SIMON) in collaboration to develop a monitoring model for the Small, Medium and Corporate Segments;
- bi. Conducting credit risk assessment, external credit scoring backtesting as well as assistance in determining Risk Acceptance Criteria (RAC) and credit risk mitigation related to cooperation plans with Bank partners as providers of technology-based financial services
- bj. Implementing Credit Card Behavior Scorecard to support Customer Management Programs such as Increase Limit Program (CLIP), Shadow Limit, LOP and Win Back;
- bk. Actively supporting the implementation of the Digital Loan Program through eFORM (Credit Card), KUR (BNI Move) and Mbanking (BNI Fleksi), integrated with IDEAS;
- bl. Conducting an assessment of the impact of COVID-19 and the latest economic conditions on the BNI Credit Portfolio;
- bm. Validating the Single Integrated Monitoring Tools for the Corporate, Large Commercial and SME Segments;
- bn. Backtesting the Adequacy of Expected Credit Loss (ECL);

2. Market Risk

- a. Preparing document review of Market Risk Management Policies and Procedures;
- b. Reviewing and developing market risk management policies, procedures and methodologies;
- c. Conducting review of policy documents, procedures, methodology and reporting of IRRBB (Interest Rate Risk In Banking Book) for BNI Individual and Consolidated;
- d. Preparing market risk limit review, for the BNI portfolio, including:
 - Market Risk Limits (VaR, Budget Loss, VaR Stress);
 - Review of EWS Forex parameters;
 - Review of Securities EWS parameters;
 - Review of Off Market Price parameters;
 - Review of JIBOR Quotation Fairness parameters;
 - Review of IRRBB modeling results;
- e. Remodeling Vasicek Treasury Instruments for IFRS 9 requirements;
- f. Monitoring significant securities transactions and limits;
- g. Monitoring and reviewing the budget loss limit of the Treasury and KCLN;
- h. Monitoring the transaction authority/deal size for treasury dealers and KCLN;
- i. Compiling quantitative disclosures of Market Risk exposure;

- j. Conducting stress testing of exchange rates and interest rates based on business as usual, monitoring and analyzing the development of incidental market risk stress testing parameters and scenario analysis of recovery plans;
- k. Performing backtesting on Value at Risk (VaR);
- l. Performing calculation of Market Risk Weighted Assets (RWA) using the Standard method;
- m. Validating the Market Risk model;
- n. Performing Market Risk analysis/assessment on new/existing Bank products, activities and transactions;
- o. Evaluating the calculation of Net Open Position (NOP);
- p. Evaluating the calculation of Interest Rate Risk in Banking Book (IRRBB);
- q. Reviewing risk level calculations for forex, derivative and reverse repo transactions;
- r. Monitoring the limits related to the concentration of securities;
- s. Preparing reports and evaluating investment limits and investment timeframe per DLK instrument;
- t. Preparing reports and evaluating counterparty limits per instrument;
- u. Preparing reports and limit evaluations per counterpart;
- v. Preparing reports and evaluating bond ratings (at the time of purchase and daily);
- w. Preparing reports and monitoring the liquidity of Financial Institution Pension Funds (DLK);
- x. Preparing reports and monitoring Mark to Market investment bonds and mutual funds;
- y. Preparing reports and monitoring Value at Risk (VaR) of bond and mutual fund investments;
- z. Conducting review of Market Risk Risk Appetite;
 - aa. Conducting review of parameters and measuring the Market Risk Profile;
 - ab. Supporting the preparation of the BNI Recovery Plan document;
 - ac. Implementing Kondor Global Risk (KGR) Market Risk;
 - ad. Developing the historical KCLN VaR method.

3. Liquidity Risk

- a. Preparing documents for review of Liquidity Risk Management Policies and Procedures;
- b. Reviewing limits and developing Liquidity Risk Management Policies, Procedures and methodologies, including:
 - BNI Wide and Regional Rupiah and Forex cash ceilings;
 - Safety Level Limits for Rupiah and foreign currencies;
 - Maturity Profile Limits for Rupiah and foreign currencies;
 - Early Warning indicators for Rupiah and foreign currencies.

- c. Conducting review and developing Policies, Procedures and Methodologies for Managing Domestic Liquidity Risk and Overseas Branch Offices;
- d. Preparing individual and consolidated BNI Liquidity Coverage Ratio (LCR) policies, procedures, methodologies and reporting documents;
- e. Preparing policy documents, procedures, methodology and reporting for BNI's Net Stable Funding Ratio (NSFR) individual and consolidated;
- f. Conducting monitoring and analysis of cash management per region;
- g. Compiling quantitative disclosures for Liquidity Risk exposure;
- h. Conducting Liquidity Risk stress testing according to schedule (business as usual), monitoring and analyzing the development of incidental liquidity Risk stress testing parameters and scenario analysis recovery plan;
- i. Conducting Liquidity Risk analysis/assessment on new/existing Bank products, activities and transactions;
- j. Conducting review of Liquidity Risk Risk Appetite;
- k. Reviewing the parameters and measurements of Liquidity Risk Profile;
- l. Monitoring liquidity periodically;
- m. Supporting the preparation of the BNI Resolution Plan document;
- n. Compiling the BNI Recovery Plan documents;
- o. Monitoring DLK Liquidity.

4. Operational Risk

- a. Conducting review of Operational Risk Risk Appetite;
- b. Compiling document review of Operational Risk Management Policies and Procedures;
- c. Conducting Operational Risk analysis/assessment on new/existing Bank products, activities and transactions;
- d. Conducting review/calculation of Operational Risk Weighted Assets (RWA) using the Basic Indicator Approach method;
- e. Compiling disclosure of quantitative exposure to Operational Risk;
- f. Implementing Risk Control Self Assessment (RCSA), Loss Event Database (LED), Key Risk Indicator (KRI) and Business Continuity Management (BCM) operations in Divisions/ Units, Regions, Domestic Branches, Supporting Branch Offices, Cash Offices, Sentra and Related Overseas Branch Offices;
- g. Supporting the updating of BNI Recovery Plan documents;
- h. Coordinating the preparation of the BNI Resolution Plan document;
- i. Compiling document review of Business Continuity Management (BCM) Policies and Procedures;

- j. Evaluating Business Continuity Management/BCM documents (Call Tree and CMT/ETF Organization Decree, Threat and Risk Analysis/TRA), Business Impact Analysis/BIA and BCM Maintenance);
- k. Conducting operational risk identification analysis by reviewing risk issues in all organizational units;
- l. Conducting Operational Risk analysis for Internal and External needs;
- m. Compiling the results of Operational Risk Monitoring in all organizational units;
- n. Compiling Quick Review and Operational Risk Assessment;
- o. Organizing Operational Risk Management Forum (FRO) and managing the follow-up of the results;
- p. Conducting parameter review and measurement of the Operational Risk Profile;
- q. Compiling the results of monitoring and evaluation of the implementation of BCM related to disaster events in all organization units;
- r. Compiling the results of monitoring and evaluating the optimization of the Data Center (DC) functions, Disaster Recovery Center (DRC), BCM Center and BCM Building and reviewing alternate critical site units;
- s. Conducting site visits, simulations and socialization of BCM in all units and preparing reports on the results of BCM activities;
- t. Conducting system testing and critical work unit applications;
- u. Developing and Implementing Merchant Fraud Scorecard;
- v. Reviewing and strengthening card skimming mitigation;
- w. Improving and reviewing lead data business processes for data leakage mitigation;
- x. Improving and reviewing credit card fraud business processes;
- y. Improving and reviewing digital account opening business processes;
- z. Compiling digital risk frameworks, policies and procedures;
 - aa. Improving and reviewing end-to-end merchant business processes;
 - ab. Conducting an assessment for granting RAS VPN access for WFH employees;
 - ac. Playing an active role in providing operational risk analysis on bank project initiatives such as Outlet Transformation – BCG, Himbara-Jalin, etc.

5. Legal Risk

- a. Conducting review of the Legal Risk Management Policy;
- b. Conducting review of Legal Policy;
- c. Conducting legal analysis/studies by providing written and oral advice;
- d. Carrying out legal counseling/training;
- e. Conducting legal review of non-standard agreements using the scoring system calculation method;

- f. Providing assistance to business units related to business activities;
- g. Handling and resolving legal cases;
- h. Supervising case handling;
- i. Performing legal risk analysis/assessment on new/existing products, activities and transactions of the Bank;
- j. Reviewing the parameters and measuring the Legal Risk Profile;
- k. Conducting legal reviews and follow the Credit Committee on credit proposals decided by the Board of Directors.

6. Reputation Risk

- a. Reviewing the Reputation Risk Management Policy;
- b. Delivering responses/response letters to the mass media regarding customer complaints/grievances against BNI;
- c. Maintaining BNI's reputation and image towards all stakeholders;
- d. Performing Reputation Risk analysis/assessment on new/existing Bank products, activities and transactions;
- e. Reviewing the parameters and measuring the Reputation Risk Profile.

7. Strategic Risk

- a. Conducting a review of the Strategic Risk Management Policy;
- b. Sharpening long-term strategies and targets in the 2022-2023 Corporate Plan focusing on digital-based business development;
- c. Compiling short-term plans in the Board of Directors General Policy (KUD) taking into account macroeconomic conditions and industry competition, as well as competitive assessment of peers;
- d. Compiling medium-term plans in the Bank's Business Plan (RBB) by strengthening unit strategy alignment in an effort to achieve corporate strategy and targets;
- e. Conducting socializing of strategies and targets set in KUD and RBB to all Divisions/Units/Units/Regions;
- f. Conducting continuous organizational improvements, particularly for strengthening branch and regional offices, structuring business support functions, and reviewing business processes related to digital business models;
- g. Sharpening information and reviews on global, national, regional economic and business conditions and the latest business potential of subsidiaries to broaden insights and to assist in making strategic decisions;

- h. Compiling studies on BNI's priority sectors (covering Industry Overview, industry characteristics, Key Success Factors & Key Risk Factors, industrial developments studied, BNI's financing portfolio and lessons learned from this financing, as well as Industry Outlook);
- i. Conducting evaluations and monitoring the strategies and targets achievements set in KUD, RBB and Business Plan Units;
- j. Conducting reviews and monitoring new products and activities, especially related to digital products and activities;
- k. Conducting Strategic Risk assessment on new/existing Bank products, activities and transactions;
- l. Conducting a parameter review and measurement of the Strategic Risk Profile.

8. Compliance Risk

- a. Conducting review of the Compliance Risk Management Policy;
- b. Creating a Compliance Culture at all levels of the organization and bank business activities;
- c. Ensuring the Bank's Policies, Provisions, Systems and Procedures and Business Activities are in accordance with the Regulatory Provisions and the applicable Laws and Regulations;
- d. Monitoring and maintaining the Bank's compliance with commitments to Bank Indonesia, the Financial Services Authority and other Authorities;
- e. Managing the Whistleblowing System (WBS) and Anti-Fraud Strategy;
- f. Compiling and improving compliance tools/systems and communication media (Compliance Forum);
- g. Implementing and evaluating the compliance index;
- h. Conducting Compliance Risk assessment on new/existing Bank products, activities and transactions;
- i. Conducting the Compliance Risk Profile parameters and measurements;
- j. Managing compliance risk;
- k. Controlling Gratification and Anti-Bribery;
- l. Monitoring the compliance function in Subsidiaries.

9. Risk Integration

- a. Conducting review of Risk Management Policies: General Risk Management Policies and Internal Control Systems;
- b. Conducting review and developing Risk Integration Procedures: Risk Profile Assessment, Bank Health Level, Risk Appetite, Risk Culture, Internal Capital Adequacy Assessment Process (ICAAP), and Risk Management disclosures;

- c. Conducting analysis and assessment of BNI individual Health Level;
- d. Conducting analysis and assessment of BNI's Risk Profile and providing suggestions and recommendations for improvement;
- e. Conducting calculations of BNI's Minimum Capital Adequacy Requirement (KPMM) according to the Risk Profile;
- f. Conducting an analysis of 8 (eight) types of risk in the Internal Risk Report (IRR);
- g. Optimizing the preparation of risk strategies and Risk Appetite in line with business goals and strategies;
- h. Compiling BNI Risk management application documents in the Bank's Business Plan;
- i. Monitoring Risk Appetite and Risk Tolerance;
- j. Compiling disclosure (disclosure) Implementation of Bank Risk Management;
- k. Conducting risk analysis/assessment on new/existing Bank products, activities and transactions;
- l. Managing and developing Risk Management Information Systems (RMIS) as well as the Bank's Risk Management database;
- m. Conducting review of the Recovery Plan company guidelines;
- n. Performing analysis and monitoring of the Threshold Recovery Plan;
- o. Improving the risk culture, coordinating with the culture specialist group;
- p. Reviewing the parameters and methodology for measuring the BNI Risk Profile;
- q. Developing Branch Level Risk Profile initiatives (including calculation methodologies, parameters and implementation).

10. Risk Integration in the BNI Financial Conglomerate

- a. Conducting review of Integrated Risk Management policies: Integrated Risk Management General Policy (KUMRT) and Integrated Capital;
- b. Conducting review and developing Integrated Risk Management (MRT) implementation procedures::
 - MRT procedures;
 - Integrated Risk Profile Assessment Procedures;
 - Integrated Capital Procedures.
- c. Conducting a review of the 2022 Integrated Risk Appetite Statement and Integrated Risk Limits;
- d. Conducting integrated risk limit analysis and monitoring;
- e. Conducting integrated analysis and monitoring of Risk Appetite;

- f. Conducting analysis and assessment of BNI Health Level on a consolidated basis;
- g. Conducting analysis and assessment of the Consolidated and Integrated BNI Risk Profile and providing suggestions and recommendations for improvement;
- h. Conducting BNI Consolidated and Integrated Capital Adequacy Requirement (KPMM) calculations;
- i. Conducting analysis and monitoring of the main risks of all FSI members of the BNI Financial Conglomerate through the Leading Risk Indicator (LRI);
- j. Compiling documents for monitoring and reviewing the implementation of integrated risk management in the BNI Financial Conglomerate (KK);
- k. Ensuring that all Financial Services Institutions (FSI)/Subsidiaries have policies and procedures related to the implementation of Risk Management;
- l. Providing guidance and input to Subsidiaries in implementing Risk Management;
- m. Organizing Integrated Risk Management Committee (KMRT) meetings and providing input to the KMRT in the framework of preparing recommendations for Integrated Risk Management policies, strategies and frameworks;
- n. Conducting Integrated stress testing validation.

BNI'S RISK MANAGEMENT IMPLEMENTATION

The BNI Risk Management implementation has the following objectives:

1. Managing risks inherent in BNI's relatively complex products, activities, and business activities;
2. Providing an overview to Management of possible losses that may occur in the future;
3. Improving methods and systematic decision making process based on the information availability;
4. Maintaining and improving BNI's Risk Profile assessment in either individual, consolidated, or integrated manner as the Financial Conglomerate;
5. Managing adequate capital structure to cover risks that may arise;
6. Providing more accurate basis for measuring performance;
7. Creating and maintaining BNI's strategic position and reputation;
8. Creating competitive advantage and maintaining sustainable growth to increase BNI's shareholder value.

BNI's Risk Management implementation is carried out in accordance with the regulator's provisions, which involves the following 4 (four) pillars of Risk Management implementation:

ACTIVE MONITORING BY THE BOARD OF DIRECTORS AND THE BOARD OF COMMISSIONERS

Active monitoring of Board of Directors is performed by:

1. Preparing risk management policies, strategies, and framework, including risk limits, by considering risk appetite and risk tolerance according to BNI's condition, and measuring the risk impact on the capital adequacy;
2. Preparing, determining, and updating the procedures and tools to identify, measure, monitor, and control risks in BNI;
3. Preparing and establishing transaction approval mechanisms, including those that exceed the limits and authority for each position level;
4. Evaluating and/or updating risk management policies and strategies;
5. Determining BNI's organizational structure, including clear authorities and responsibilities at every position level related to the risk management;
6. Implementing risk management policies, strategies, and framework approved by the Board of Commissioners, and evaluating and providing guidance based on the Risk Management Work Unit reports, including BNI's Risk Profile Assessment;
7. Ensuring that all of BNI's material risks and impact caused by such risks have been addressed;
8. Ensuring the implementation of corrective actions on issues found by the Internal Audit (IAD);
9. Ensuring the quantity and quality adequacy of human resources to effectively support BNI's risk management implementation;
10. Developing risk management culture in BNI including risk awareness at all organizational levels;
11. Ensuring the risk management function is applied independently.

The Board of Directors' supervisory function is carried out through the Board of Directors Meeting Forum (Radisi), Risk Management & Anti Fraud Committee Meeting (KRA), Risk Management Sub-Committee (RMC), Anti-Fraud Sub-Committee (KAF), Credit Policy Committee Meeting Forum, and Credit Procedure Committee (KPP).

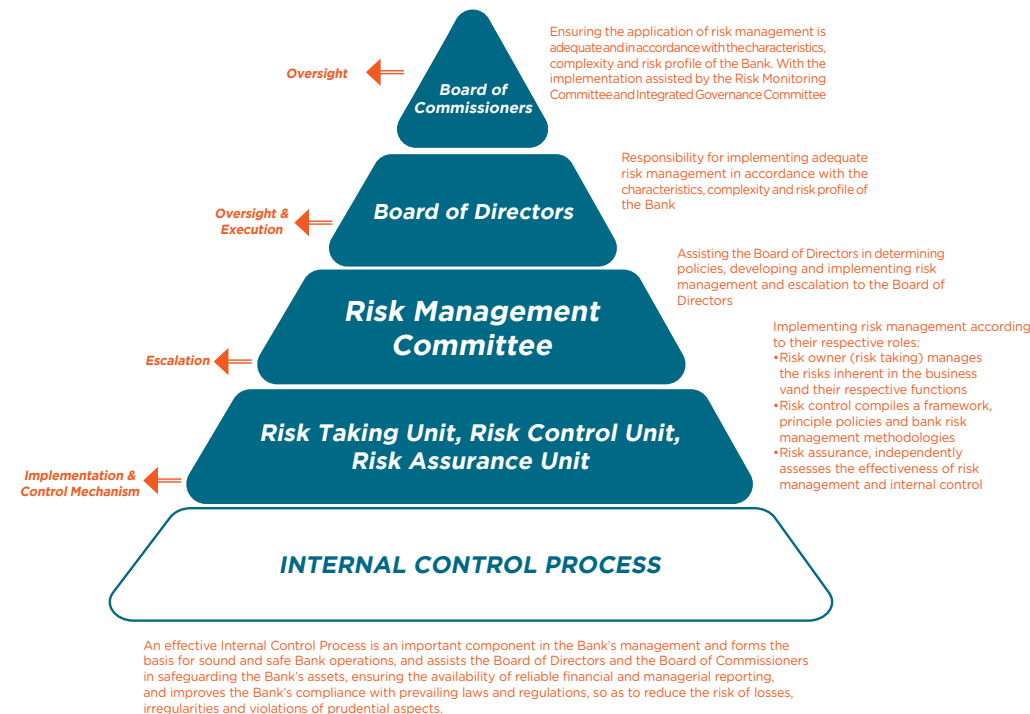
Active supervision by the Board of Commissioners is carried out by:

1. Approving BNI's risk management policies including risk management strategies and frameworks determined by the risk level to be taken (risk appetite) and risk tolerance;
2. Evaluating risk management policies and strategies;
3. Evaluating the Board of Directors accountability and providing direction for improvements to BNI's risk management policies;
4. Ensuring that risk management policies and processes are carried out effectively and are integrated into the overall BNI risk management process.

The Board of Commissioners' supervisory functions are carried out through the Board of Commissioners' Meeting (Radikom), as well as in Risk Monitoring Committee, Integrated Governance Committee and Audit Committee meetings.

To achieve effective Risk Management, the implementation is based on the established Risk Management. Risk Governance regulates the roles and responsibilities, the decision making process, the interrelationship between Risk management functions, and the establishment of policies to ensure Risks are well managed.

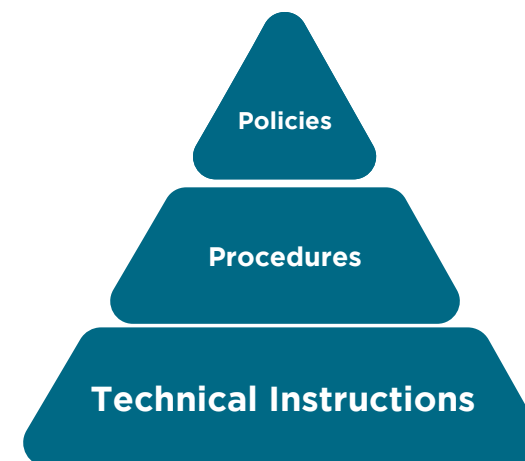
BNI RISK MANAGEMENT



ADEQUACY OF LIMIT POLICIES, PROCEDURES, AND ESTABLISHMENT

To support the effective implementation of Risk Management, BNI has developed comprehensive and integrated Risk Management policies and procedures. BNI already has Risk Management General Policies and an Integrated Risk Management General Policy that have been approved by the Board of Commissioners, and serve as a strategic and comprehensive basic reference. This General Policy has been translated into the Risk Management Policy and Procedures.

The Risk Management Policy and Procedures guide the implementation of Risk Management. On an individual basis, BNI's risk management manages 8 (eight) risk types: Credit Risk, Market Risk, Liquidity Risk, Operational Risk, Legal Risk, Strategic Risk, Compliance Risk, and Reputational Risk. Whilst overall BNI manages 10 (ten) risk types: the 8 (eight) risk types managed individually plus Intra-Group Transaction Risk and Insurance Risk. BNI already has policies and procedures that form the basis for managing each risk, with detailed provisions for each policy and procedure regulated in technical instructions. The hierarchy of policies, procedures, and technical guidelines is shown in the following chart:



As one of the risk control methods, BNI also has a risk limit, as a threshold for determining the intensity level of risk mitigation that will be implemented by management as a risk control method. The limit setting includes a number of limits, such as risk limits (credit risk, market risk, and liquidity risk), limits per functional activity, as well as overall limits.

The risk management policies, procedures, and risk limits carried out by BNI are reviewed periodically with approval up to the Board of Directors level through Committee Meetings or circulation to the Board of Directors according to their level of authority.

ADEQUACY OF PROCESS OF RISK IDENTIFICATION, MEASUREMENT, MONITORING, AND MANAGEMENT, AS WELL AS RISK MANAGEMENT INFORMATION SYSTEM

BNI's risk management process includes a continuous process of identifying, measuring, monitoring and controlling risks for all material risk factors supported by the Risk Management Information System.

The process of risk identification is carried out to analyze the source, level of possibility of risk occurring, and the impact experienced by the company. The matters to consider in the risk identification process are:

1. Periodically identifying all risks;
2. Having a method or system to identify risks in all BNI products and business activities;
3. Identifying specific risks for new products and activities, before new products/activities are introduced or implemented.

The risk measurement process helps to determine the amount of risk exposure as a reference for controlling risk and meeting Capital Adequacy. Risk measurement is carried out quantitatively and/or qualitatively according to the measurement method determined by the regulator or by using internal methods for those not been specifically determined. BNI's Risk measurement also includes stress testing for credit risk, market risk, and liquidity risk to anticipate extreme conditions.

The risk monitoring process is carried out to ensure that risks are managed properly, and include monitoring established mitigation and risk limits. Risk monitoring is carried out by the Operational Work Unit (risk taking unit) as the risk owner and the Risk Management Work Unit as the risk control unit.

The risk control process is carried out primarily to manage risks that can disrupt BNI's business continuity. The risk control strategy undertaken

by BNI includes reducing risk (risk mitigation), accepting risk (risk acceptance), avoiding risk (risk avoidance) and transferring risk (risk transfer).

BNI's Risk Management Information System supports the the processes of identification, measurement, monitoring and risk control, and ensuring the availability of accurate, complete, informative, timely and reliable information so that it can be used in the framework of Management's decision making.

BUSINESS CONTINUITY MANAGEMENT

Disruptions or disasters caused by natural factors, human actions, and systems may happen to BNI's critical business functions, causing disruptions on BNI'S business activities and services. To anticipate such events, BNI has implemented Business Continuity Management (BCM) in all domestic and overseas units to minimize operational risk in emergency events or disaster situations.

The process of implementing BCM is carried out as follows:

1. Establishing the BCM organizational structure in all BNI work units;
2. Assessing the potential risks and threats to gain a picture of disaster events with the highest likelihood and the greatest impact. As well as estimating the actions and facilities that must be prepared;
3. Identifying critical business processes (Business Impact Analysis - BIA) for BNI business continuity in the event of an emergency/disaster. BIA is a reference for units in developing priorities and recovery strategies and recovery timeframes for their main business activities;
4. Preparing a plan for handling emergency conditions as a reference for units in the prevention and handling of emergency conditions and as a reference for implementing building safety and safety standards;
5. Preparing a Recovery Strategy including the decisions to make in an organized way in the event of an emergency that interferes with the Bank's business activities;
6. Creating a Return Strategy with the aim of providing a way to return functions and activities to the service levels before a disaster occurs.

The development of this tool is in line with the Regulatory requirements requiring banks to implement risk control processes to manage risks that could compromise a bank's business continuity, and also in line with the Basel II document requiring banks to have business continuity management and contingency plans to ensure the bank's ability to keep operating and to limit losses due to disruption on their business activities. Beside the Regulator and Basel II for Overseas Branch Office provisions, BCM is implemented by fulfilling BCM regulations in the local country.

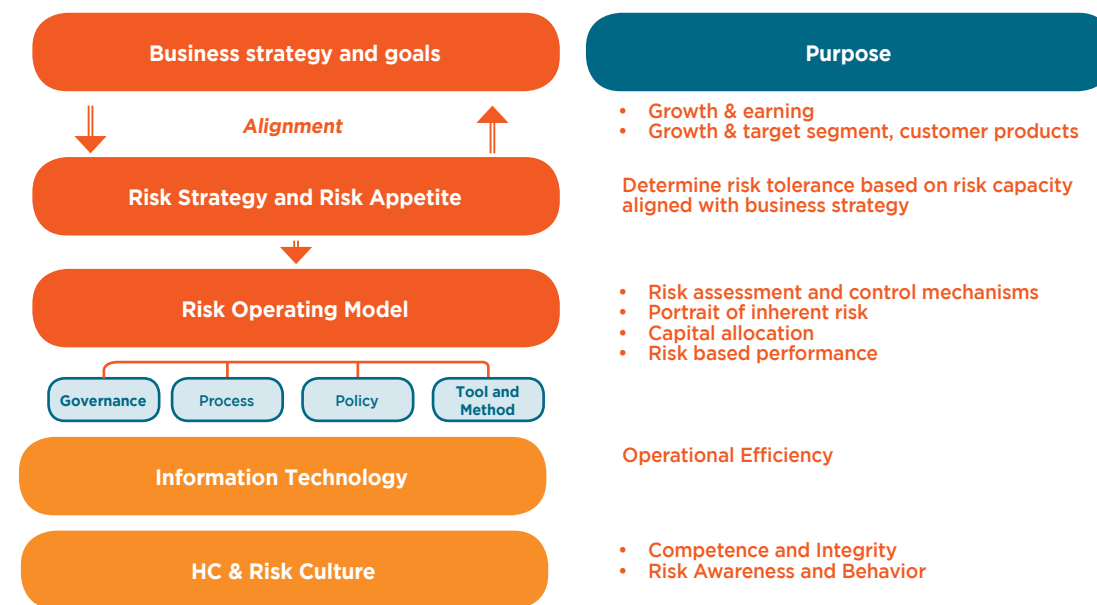
INTERNAL CONTROL SYSTEM

The Company's Internal Control System uses the Three Lines of Defense model which consists of:

1. First Line of Defense or Risk Taking Unit
Performed by the Operational Work Unit as the risk owner who manages the inherent risks in the business and functions (day-to-day risk management and control);
2. Second Line of Defense or Risk Control Unit
Performed by the Enterprise Risk Management Division, Policy Governance Division, and Compliance Division, to encourage all levels of the organization to carry out their functions in accordance with internal regulations;
3. Third Line of Defense or Risk Assurance Unit
Performed by the Internal Audit (IAD) as the Internal Audit Work Unit (SKAI). The Risk Assurance Unit conducts an independent assessment of the Risk Management and Internal Control System process suitability with established internal policies and procedures, as well as compliance with regulatory provisions.

MANAGEMENT RISK STRATEGY

To implement risk management in the Company, BNI considers the need for aligning business strategy and objectives with risk strategy and risk appetite. To do so, the risk strategy and risk appetite are translated into governance, processes, policies, as well as tools and methodologies, supported by strong information technology, human capital, and a risk culture.



Risk management strategies are formulated according to the overall business strategy by considering the level of risk taken (risk appetite) and risk tolerance. The purpose of establishing a risk management strategy is to ensure that risk exposures are managed in a controlled manner in accordance with internal policies and procedures as well as prevailing laws and regulations and other regulations.

The risk management strategy consists of several principles, including:

1. Long-term oriented to ensure the BNI's business continuity;
2. Comprehensive in nature, can control and manage BNI's risk both individually and on a consolidated basis with Subsidiaries and integrated into BNI's Financial Conglomerate;
3. Fulfillment of the required capital adequacy and adequate allocation of resources.

The risk management strategy is prepared by considering the following matters:

1. Economic and industrial developments and their impact on BNI's risk exposure;
2. BNI organization, including the adequacy of human capital and supporting infrastructure;
3. Financial conditions include the ability to generate profits, and BNI's ability to manage risks arising as a result of changes to external and internal factors;
4. Mix and diversify the internal portfolio.

The risk management strategy is formulated according to the business strategy and to provide overall direction in the risk management activities. The risk management strategy consists of 4 (four) main components:

1. The risk level to be taken (risk appetite) and risk tolerance;
2. Risk management principles and policies;
3. Risk governance;
4. Types of risk exposure and market conditions.

The type and magnitude of risk exposures are measured using a risk measurement methodology in accordance with the Regulatory provisions and is linked to risk appetite, risk tolerance, predetermined limit, and capital availability and planning.

Risk management governance strategies:

1. The Risk Management Strategy is one of the references in determining the business strategy as outlined in BNI's Bank Business Plan (RBB), which is determined on an annual basis and submitted to the Regulator;
2. The risk management strategy is drafted and prepared by the Risk Management Work Unit, approved by the Board of Directors through the Risk Management Sector of the Risk and Capital Committee Meeting, as well as approved by the Board of Commissioners.

The Risk Management Strategy is communicated by the Board of Directors to the Divisions/Work Units and is regularly reviewed in line with changes in business strategies, by considering the economic conditions, banking business, changes in regulations by the Regulator and their impact on the Bank's financial performance.

RISK PROFILE AND MANAGEMENT

TYPE OF RISKS

There are at least 10 (ten) types or risks that shall be managed, which are:

1. Credit Risk
Credit risk is risk due to the failure of another party to meet the obligation to the Bank, including Credit Risk due to debtor's failure, credit concentration risk, counterparty credit risk, and settlement risk.

Credit risk can derive from various bank business activities, such as credit provision, securities purchases, acceptances, interbank transactions, trade finance transactions, exchange value and derivative transactions, as well as commitment and contingency obligations, where credit provision is the largest source of credit risk.

2. Market Risk
Market Risk is a risk in balance sheet and administrative account positions including derivative transactions, due to overall changes in market conditions, including the risk of changes in option prices.

Market risks include interest rate risk, foreign exchange risk, equity risk, and commodity risk.

As a Bank, BNI is prohibited from conducting equity (stock) and commodity transactions. The implementation of risk management for equity and commodity risk is applied in the case of consolidating with Subsidiaries.

3. Liquidity Risk
Liquidity risk is a risk due to the Bank's inability to meet the obligations due from the cash flow source of fund and/or from high quality liquid assets that can be pledged, without disturbing the Bank's activity and financial condition. BNI's Liquidity Risk can occur due to the inability to obtain a cash flow source of fund caused by:
 - a. Inability to generate cash flows from productive assets or from the sale of assets including liquid assets; and/or
 - b. Inability to generate cash flows from fund raising, interbank transactions, and loans received.

4. Operational Risk
Operational Risk is risk due to inadequacy and/or malfunction of internal process, human error, system failure, and/or external incidents affecting the Bank's operations. Operational risk arises among others from internal process, human resources, information technology system and infrastructure, and external events.

5. Legal Risk
Legal Risk is a risk as a result of lawsuits and/or weakness of juridical aspect. BNI's Legal Risk may arise among others from Absence/Change of Legislation, or weak agreement such as unfulfilled valid terms of a contract and incomplete collateral binding.

6. Reputation Risk
Reputation risk is a risk due to the decreasing level of stakeholders' trust caused by negative perception towards the Bank. BNI's Reputation Risk may among others arise due to negative media reporting and/or negative rumors about BNI, and BNI's ineffective communication strategy.

7. Strategic Risk
Strategic risk is the risk due to inaccuracy in making and/or implementing a strategic decision and failure to anticipate changes in the business environment.

BNI strategic risks can occur due to strategies being established that are not in line with the vision and mission of BNI, analysis of the strategic environment that is not comprehensive, and/or there is a mismatch of strategic plans between levels. In addition, BNI's strategic risks can also arise due to failures in anticipating changes in the business environment including failures in anticipating technological changes, changes in macroeconomic conditions, dynamics of competition in the market, and changes in relevant authority policies.

8. Compliance Risk
Compliance Risk is a risk due to the bank not complying with and/or not implementing the prevailing laws and regulations and provisions. BNI's compliance risk may arise from legal behavior, which is BNI's behavior/activity that deviates or violates the provisions or laws and regulations, and organizational behavior, which is BNI's behavior/activity that deviates or is contrary to the general standards.

9. Inter-Group Risk
Risk due to the dependence of an entity, either directly or indirectly, on other entities in one Financial Conglomerate to fulfill written and unwritten agreement obligations, followed by transfer of funds and/or not followed by transfer of funds.

10. Insurance Risk
Risk due to failure of the insurance company in meeting its liability to the policyholders as a result of insufficient risk selection process (underwriting), premium determination (pricing), use of reinsurance, and/or claim handling.

RISK MANAGEMENT EFFORTS

To manage risk effectively and comprehensively, a risk management infrastructure is needed that includes Governance and Organization (including HC), Policies and Procedures, Risk Management Processes, Measuring Tools and Methods (including Quantification of Risk Models), supported by Information Technology and strong Risk Culture.

The Risk Management process for each risk developed and implemented to date in BNI is as follows:

Credit Risk

Credit risk identification is carried out to analyze the sources and possibilities of credit risk arising and its impact, which is carried out periodically according to the product characteristics and types of activities. Credit risk identification is also carried out by preparing an Industry Risk analysis in the priority economic sector.

Credit risk measurement forms an integral part and series of the process of implementing credit risk management and is used as a reference for carrying out risk control.

For processing individual exposures in the business banking segment, BNI already has a debtor rating model through an internal rating system, while for the consumer segment a debtor scoring system is used to help analyze debtor quality in the lending process.

To regulate the portfolio composition, BNI has a Loan Exposure Limit (LEL) that serves to limit the risk of concentration of loan exposure in each economic sector in each segment, and serves as a guideline for business units in expanding loans. To assess the risk for each type of industry, BNI has an Industry Risk Rating (IRR) and a Financial Ratio Standard that is used as one of the factors for assessing the quality of debtors from an industry viewpoint.

BNI also uses the Standardized Approach method for calculating Risk Weighted Assets (RWA) for Credit Risk when assessing the adequacy of the Minimum Capital Requirement (KPMM).

To complement the credit risk measurement system, stress testing is carried out by estimating the Bank's potential losses in abnormal market conditions by using certain scenarios to see the sensitivity of BNI's performance against changes in risk factors, and to identify factors that have a significant impact on BNI's portfolio and capital adequacy.

Stress testing is carried out periodically or can be done at any time according to the needs by considering the economic conditions or according to the needs/requirements of the regulator.

The ERM Division prepares stress testing methodology/models for credit risk by considering the product or activity characteristics and harmonizing them with the rules/requirements of the regulator.

Credit risk monitoring aims to see and ensure that the implementation of the entire credit risk management process is running well and the potential credit risk is still within the permissible risk limit. Credit risk monitoring is carried out on the loan portfolios, and covers growth, quality and concentration of loans, monitoring loan exposure compared to Loan Exposure Limit, and monitoring the Legal Lending Limit.

Credit Risk Control is carried out to prevent the occurrence of bigger losses due to Credit Risk and is supported by several credit risk management tools at the individual and portfolio exposure level.

Market Risk

Market risk identification, measurement, monitoring, and control is carried out by an independent unit from the business unit. Market Risk Identification is mainly carried out for each new product or activity.

The Market Risk Identification objectives include:

1. Determining transactions/products exposed to Market Risk;
2. Grouping the Market Risk based on the existing criteria;
3. Facilitating the measurement of Market Risk and its control.

Periodic Market Risk Measurement is carried out on all trading book and banking book portfolios exposed to Market Risk. BNI conducts Risk Market measurement by using a Standardized Method and an Internal Method. The Standardized Method is used to calculate the Minimum Capital Reserve Requirement (KPMM) of Market Risk, while the daily Market Risk management uses the Internal Method (Value at Risk).

The portfolio coverage calculated in KPMM by using Standardized Method is the trading book portfolio for interest rate risk and the trading book and banking book portfolio for domestic and overseas branch office's exchange rate risk.

The process of monitoring and reporting Market Risk is conducted periodically, including:

1. Monitoring and reporting the amount of Market Risk on all Bank portfolios exposed to Market Risk;
2. Monitoring and reporting on compliance with Market Risk limit (realization of Market Risk exposures compared to their limits);
3. Recommending follow-up for occurrence of exceeding limits, and/or occurrence of abnormal market conditions, and/or occurrence of other conditions that lead to increased Market Risk potential.

Market Risk Control is carried out to prevent the occurrence of bigger losses due to Market Risk by establishing market risk limits in the Treasury Division and Overseas Branch Offices, including:

1. Value at Risk Limit (VaR Limit), the maximum potential loss that may occur at any time in the future with certain confidence level;
2. Stress Value at Risk Limit (Stress VaR Limit), a measurement of market risk adjusted to abnormal conditions in the market or maximum potential loss when the market is abnormal;
3. Budget Loss Limit, used to limit the realization of business activities losses;
4. Management Action Trigger (MAT), the Limit to take action against the risk of changes in loss value (early warning signal). MAT completes the loss limit in the form of a certain percentage of the budget loss limit;
5. Limit on securities purchases, which is used to limit the concentration of purchases of corporate securities by rating and type of currency of the securities;

6. The Interest Rate Risk in Banking Book (IRRBB) limit using the Net Interest Income (NII) method and the Economic Value of Equity (EVE) approach to limit interest rate risk in the banking book;
7. Nominal of open position limit, the maximum nominal of open position limit that a dealer can use;
8. Overall NOP internal limit (absolute), the maximum limit of NOP management.

Liquidity Risk

Liquidity Risk Identification is the process of obtaining and analyzing the sources of Liquidity Risk inherent in all business activities/transactions/products that can financially impact the Bank.

Every activity/product/transaction is analyzed and differentiated to ensure that every Liquidity Risk has been identified, measured accurately, managed according to the right method, and is well controlled.

Liquidity risk management aims to minimize the possibility of the Bank's inability to obtain cash flow source of fund, and builds the structural liquidity strength of the bank's balance sheet to support sustainable long-term growth.

Liquidity Risk Measurement Methods include liquidity ratio, maturity profile, cash flow projection, stress testing, and Liquidity Coverage Ratio (LCR). The monitoring process and/or reporting Liquidity Risk is conducted periodically, including:

1. Monitoring and reporting the amount of Liquidity Risk on all Bank activities/products exposed to Liquidity Risk;
2. Monitoring and reporting compliance with Liquidity Risk limit (realization of Liquidity Risk exposures compared to their limits);
3. Monitoring internal and external early warning indicators to determine the potential for increased Liquidity Risk;
4. Recommending follow-up on the occurrence of exceeding limits and/or occurrence of abnormal market conditions, and/or occurrence of other conditions that lead to increased Liquidity Risk potential.

In managing liquidity, in addition to managing the primary reserve (cash and GWM), BNI holds and maintains secondary reserves to ensure that liquidity is at a safe level. For the secondary reserve, BNI holds and maintains a tertiary reserve. Determination and monitoring of limits is carried out periodically, including:

1. BNI Wide Cash Ceiling Limit, the maximum limit for maintaining BNI rupiah cash balances in total consisting of Branch/Central Cash and Other Cash (ATM Replenish Cash, ATM Cash and CRM Cash);

2. The Limit Safety Level, the minimum amount of Secondary Reserve that must be maintained to anticipate withdrawals of TPF based on the volatility of each type of TPF and the volatility of loan disponibles with a certain confidence level;
3. Maturity Profile Limits, cumulative behavioral maturity gap limits up to 1 month. This limit is a condition for the rupiah maturity profile limit and the foreign currency maturity profile limit;

Foreign Currency Loan Limitation is based on Availability of Forex Liquidity, as a mechanism for controlling the maximum amount of foreign currency funds that can be channeled for granting onshore loans, offshore loans and local loans originating from conventional sources of funds and non-conventional funds, as well as a mechanism for mitigating liquidity risk based on the availability of funds, and not as the credit risk limit.

Whereas, the availability of the entire reserve is monitored daily, weekly, and monthly by the Treasury Division (TRS) Division and ERM Division.

Operational Risk

BNI's operational risk management consists of 5 (five) main continuous processes, identification, assessment, measurement, monitoring, and control.

1. Risk Identification
The method used to identify and measure operational risk includes: Risk Control Self-Assessment (RCSA), risk mapping, Key Risk Indicators (KRI), scorecards, event analysis, frequency matrix, quantitative methodologies, and qualitative methodologies. The method used to identify and measure operational risk in BNI is summarized in an application, namely PERISKOP (Operational Risk Tool). PERISKOP is a tool or device used for managing operational risk and includes recording loss events, compiling follow-up actions, and mitigating them.
2. Risk Assessment
Performed by each risk owner unit through operational risk self-assessment methods, including assessment of impacts, frequency, and causes of risks and their solutions.
3. Risk Measurement
In accordance with the Regulatory provisions, the current operational risk measurement is the Basic Indicator Approach method.

4. Risk Monitoring

Performed by all units as the first line of defense on the main risks during ongoing operational activities. The Enterprise Risk Management Division evaluates and prepares report/feedback on risk assessments based on self-assessment results as well as realization on operational risk losses that happen that includes:

- Report feedback for all divisions/units/areas/branches;
- Monthly reports on Operational Risk Expenses Monitoring, submitted to the Board of Directors;
- Operational Risk Profile Report.

5. Risk Control

The operational risk mitigation mechanism is reflected in the internal control process by implementing 4 (four) risk mitigation strategies, namely avoid, reduce, transfer and receive, with the aim of minimizing losses due to malfunctioning internal processes, human factors, systems and technology, and external events. The four risk mitigation strategies are contained in the Operational Risk mitigation procedures and include control procedures, transaction settlement and reconciliation procedures, accounting procedures, asset and custodian safekeeping procedures, product supply procedures and Fraud prevention procedures.

Business Continuity Management

Disturbances or disasters caused by natural factors or as a result of human actions, or systems can occur in critical business functions, causing disruption to business activities and BNI services.

To anticipate such events, BNI has implemented Business Continuity Management (BCM) in all domestic and overseas units to minimize operational risk in emergency events or disaster situations.

The process of implementing BCM is carried out as follows:

- Establishing the BCM organizational structure in all BNI work units;
- Assessing the potential risks and threats to gain a picture of disaster events with the highest likelihood and the greatest impact. As well as estimating the actions and facilities that must be prepared;
- Identifying critical business processes (Business Impact Analysis - BIA) for BNI business continuity in the event of an emergency/disaster. BIA is a reference for units in developing priorities and recovery strategies and recovery timeframes for their main business activities;

- Preparing a plan for handling emergency conditions as a reference for units in the prevention and handling of emergency conditions and as a reference for implementing building safety and safety standards;

- Preparing a Recovery Strategy including the decisions to make in an organized way in the event of an emergency that interferes with the bank's business activities;

- Creating a Return Strategy with the aim of providing a way to return functions and activities to the service levels before a disaster occurs.

The development of this tool is in line with the Regulatory requirements requiring banks to implement risk control processes to manage risks that could compromise a bank's business continuity, and also in line with the Basel II document requiring banks to have business continuity management and contingency plans to ensure the bank's ability to keep operating and to limit losses due to disruption on their business activities. Beside the Regulator and Basel II for Overseas Branch Office provisions, BCM is implemented by fulfilling BCM regulations in the local country.

Digital Risk Management

To support the growth in digital products, BNI has instigated effective digital risk management through the process of identifying, assessing, measuring, monitoring and controlling the risk of digital products for 8 (eight) aspects of digital risk, namely cybersecurity risk, third party risk, process automation risk, data privacy risk, resilience risk, compliance risk, cloud related risk, and workforce risk.

In line with the growth of digital products and innovations in information technology (IT), this will have an impact on increasing the risk of cybersecurity threats. For this reason, BNI specifically carries out strengthening of cyber security risk management following cyber security risk management standards, cyber security testing and reporting on the cyber security risk management.

Recovery Plan

The recovery Plan is a plan to overcome (prevent, recover and improve) financial problems that may occur in the Systemic Bank. The preparation of the Recovery Plan is a fulfillment of OJK Regulation No. 14/POJK.03/2017 dated April 4, 2017 concerning

Recovery Plans for Systemic Banks, which is intended to early address financial problems that may occur in systemic Banks through a "bail in" mechanism" so that these financial problems will not trigger a systemic impact on the national financial system.

BNI as a Systemic Bank is required to prepare a Recovery Plan for OJK on a regular basis at least 1 (one) time in 1 (one) year and submit an update of the Action Plan (Recovery Plan) to OJK no later than the end of November.

The Action Plan Update Document (Recovery Plan) is made up of several components which include:

- Executive summary
- An overview explaining the condition of the bank and business group together with a strategic analysis of the materiality level of business entities, business lines and distribution networks
- Scenario analysis including an analysis of the impact of changes in the Bank's condition based on critical scenarios, namely idiosyncratic, market-wide and combination
- Recovery Options containing recovery indicators, divided into three phases namely Early Warning, Recovery and Corrective, as well as a number of recovery options for the four risk dimensions namely Capital, Liquidity, Earnings and Asset Quality
- Disclosure and Governance, the Governance section regulates organization and decision making authority as well as work mechanisms and escalation of crisis management for each crisis phase.

The Recovery Plan document prepared by BNI for 2022/2023 is an update of the 2021/2022 Recovery Plan Document and has been submitted to OJK.

Legal Risk

The legal risk identification process is carried out by analyzing all legal risk sources, and is carried out on legal risk from BNI's products and business activities, as well as new products and business activities through a legal risk management control process before they are introduced or implemented.

The process of identifying legal risks inherent in the Bank is carried out using the following indicators/parameters:

- Litigation Factor;
- Factors of Engagement Weaknesses;
- The Factor of Absence/Change of Legislation.

Legal risk measurement is calculated using indicators/parameters for identifying legal risks compared to Bank capital. The legal risk measurement results are reflected in the Legal Risk Profile. Monitoring legal risk is carried out by evaluating exposure to inherent legal risk, especially those of a material nature or those may

impact BNI's capital. The monitoring results including evaluation of legal risk exposure are reported regularly and include the necessary follow-up actions.

The legal risk control process is used by BNI to manage legal risks especially those that could endanger BNI's business continuity. Legal Risk control process is carried out by:

- Conducting evaluations/assessments in the form of judicial reviews in the event of new products or new activities, or changes in/additional features on BNI's products;
- Providing legal advice and/or legal assistance in the event of Legal Risks in the operational activities;
- Periodically reviewing standard agreement formats, in particular credit agreements, to ensure compliance with laws and regulations and other applicable provisions;
- Periodically reviewing contracts and agreements between BNI and other parties, especially for non-standard agreements or agreements that have not been standardized in the Company Guidelines;
- Conducting intensive monitoring on legal issues, particularly lawsuits based on Actions Against the Law involving the Bank as Defendant or Co-defendant.

Reputation Risk

To identify and measure the impact of Reputation Risk, BNI uses several sources of information including mass media coverage, Bank websites, and analysis of social networks, customer complaints through customer service, and customer satisfaction questionnaires.

Monitoring of news management and crisis communication management and monitoring of news media/social media opinions/comments is conducted in a coordinated manner by the Bank's Risk Management Division and the Corporate Communication and Secretariat Division, while management of customer complaints/grievances is carried out in collaboration with BNI Contact Center (BCC).

The Corporate Communication and Secretariat (KMP) Division monitors and reports any Reputation Risk that occurs to the Board of Directors both incidentally at the time of the incident and periodically including the necessary follow-up actions. BNI has developed a mechanism for performing effective reputation risk control measures. In general, reputation risk control is carried out through 2 (two) activities:

- Prevention of events leading to reputation risk;
- Recovery of the Bank's reputation after a reputation risk incident occurs.

Compliance Risk

Compliance risk identification is carried out by analyzing factors that can increase compliance risk exposure such as the type and complexity of BNI's business activities, including new products and activities, the volume and materiality of the Bank's non-compliance with internal policies and procedures, as well as the prevailing laws and regulations and provisions as well as sound business ethics and practices.

Compliance Risk Measurement is carried out by using indicators/parameters such as:

1. Types and significance of violations committed;
2. Frequency of violation (Bank's compliance track record);
3. Violations against certain financial transaction provisions.

As part of the compliance risk measurement, the indicators/parameters and the amount of weight and ratio used to measure the compliance risk profile are determined by the Compliance Division with due regard of input from the Board of Directors, the Bank's Risk Management Division (ERM), and other Units as well as Regulatory provisions, if any. The Compliance Division monitors and reports on the Compliance Risk that occurs to the Board of Directors either incidentally at the time the Compliance Risk occurs or periodically.

Compliance Risk Control is carried out through preventive actions or measures to ensure the policies, provisions, systems, and procedures, as well as business activities carried out by BNI are in accordance with the Regulatory provisions and prevailing laws and regulations, as well as to ensure BNI's compliance with the commitments made to the Regulators and/or other authorized supervisors. Compliance Risk Control is not only carried out on organizational units in the country but also includes organizational units overseas.

Strategic Risk

Strategic risk identification is carried out to identify strategic risk factors inherent in every functional activity that could potentially harm BNI, for example inappropriate policies, low responsiveness to changes that occur, implementation of policies that are not according to plan, or because the implementation is not in line with the predefined schedule.

The Risk measurement approach used in measuring Strategic Risk Profile uses 4 (four) parameters: strategy suitability with the business environment

conditions, highrisk strategies and lowrisk strategies, BNI's business position against competitors, and the achievement of Bank's Business Plan (RBB).

The Strategic Planning Division (REN) and the Budgeting and Financial Control Division (PKU) monitors the realization of business strategies on a bank-wide basis and in each Division/Unit so that problems with the implementation of strategies and work programs can be identified and be corrected immediately so that financial targets set can be achieved.

Intra-Group Transaction Risk

Transactions Identification of intra-group transaction risk is carried out by analyzing the types of products and/or transactions between FSI in the BNI Financial Conglomerate that may pose an intra-group transaction risk in the BNI Financial Conglomerate. Measurement of intra-group transaction risk ranks the risk level of intra-group transactions in the Financial Conglomerate. BNI as the main entity measures the intra-group transaction risk and compiles an intra-group transaction risk measurement methodology, and evaluates the suitability of the assumptions, data sources, and procedures used to measure intra-group transaction risk.

Monitoring intra-group transaction risk is carried out by evaluating the material Intra-group Transaction Risk exposure, or those that have an impact on the capital condition of the Financial Conglomerate; and to improve the process and scope of reporting, if there are material changes in business activities, products, transactions, and risk factors.

To assess material financial relationships in an intra-group relationship between the FSI in the BNI Financial Conglomerate, it is measured based on the value of BNI's financial transactions with FSI members of the BNI Financial Conglomerate, and between fellow FSIs in the BNI Financial Conglomerate.

The control of intra-group transaction risk in the BNI Financial Conglomerate is carried out by taking into account:

1. The composition of inherent risk parameters for intra-group transactions in the assessment of integrated risk profiles;
2. Fulfilling the principle of arm's length (fairness of transactions) related to intra-group transactions;
3. Availability and completeness of intra-group transaction documentation; and
4. Fulfilment of legal/regulatory provisions that apply to each intra-group transaction.

Insurance Risk

Group insurance risk identification is achieved by analyzing factors that can increase insurance risk exposure such as inadequate risk selection process (underwriting), determining premiums (pricing), reinsurance use, and/or claim handling. Risk measurement uses the Technical Risk, Insurance Risk Domination of the Overall Business Line, Product Risk Mix and Types of Benefits and Reinsurance Structure parameters.

BNI RISK PROFILE ASSESSMENT

Risk Profile Assessment is an assessment of the inherent risk and quality of risk management in the Bank's operational activities. The risks that must be assessed consist of 8 (eight) types of risks. When assessing the Risk Profile, Banks are also required to pay attention to the scope of risk management as stipulated by the regulator.

INHERENT RISK ASSESSMENT

Inherent Risk Assessment is an assessment of the risks inherent in the Bank's business activities, whether quantified or not, which have the potential to affect the Bank's financial position.

The Bank's inherent risk characteristics are determined by internal and external factors, including business strategy, business characteristics, complexity of products and activities of the Bank, industry where the Bank conducts its business activities, and macroeconomic conditions. Inherent Risk Assessment is carried out by considering quantitative and qualitative parameters/indicators.

Determination of inherent risk level for each risk type refers to the general principles of assessing the Sound Level of Commercial Bank. Determination of inherent risk levels for each risk type is categorized into rank 1 (low), rank 2 (low to moderate), rank 3 (moderate), rank 4 (moderate to high), and rank 5 (high).

RISK MANAGEMENT IMPLEMENTATION QUALITY ASSESSMENT

The Risk Management implementation quality assessment reflects the assessment of the adequacy of Risk control system covering all Risk Management pillars as stipulated in the Financial Services Authority provisions for the Risk Management in Commercial Banks. Bank Risk Management varies greatly according to scale, complexity, and level of risk that the Bank can tolerate. Thus, when assessing the Quality of Risk Management, it is necessary to consider the characteristics and complexity of the Bank's business. The Risk Management quality assessment uses 4 (four) interrelated aspects:

1. Risk governance;
2. Risk Management Framework;
3. Risk Management process, adequacy of human capital, and adequacy of management information systems; and

4. Adequacy of the Risk control system, by considering the Bank's business characteristics and complexity.

Risk Profile Assessment Results

The result of BNI's Individual Risk Profile self-assessment as of December 31, 2022 was ranked 2 (low to moderate) with a low to moderate Inherent Risk Rating and a Satisfactory Risk Management Implementation Quality (KPMR) rating.

BASEL III IMPLEMENTATION

Referring to Financial Services Authority Regulation No. 11/POJK.03/2016 dated February 2, 2016 concerning Minimum Capital Adequacy Requirement for Commercial Banks (KPMR) which has been amended several times, most recently with the Financial Services Authority Regulation No. 27 year 2022 regarding Commercial Banks' Minimum Capital Adequacy Requirement.

Referring to the Financial Services Authority Regulation No. 11/POJK.03/2016 dated February 2, 2016 concerning Minimum Capital Adequacy Requirement for Commercial Banks (KPMR), as amended by the Financial Services Authority Regulation No. 34/POJK.03/2016, that banks are obliged to provide minimum capital according to the Risk Profile.

In addition to the obligation to provide minimum capital according to the Risk Profile, Banks are also obliged to form additional capital as buffers which include Capital Conservation Buffers, Countercyclical Buffers, and Capital Surcharges for Systemic Banks. Based on the results of BNI's capital adequacy calculations for the position of December 31, 2022, BNI's CAR was 19.3%, still above the required capital obligation of 13.8%, namely the requirement according to the Risk Profile (rank 2) and additional capital (buffers) comprising Capital Conservation Buffer 2.5%, Countercyclical Buffer 0% and Capital Surcharge 1.5%.

In addition, for the implementation of Basel III related to liquidity, BNI has also made improvements to liquidity risk management in the form of implementing Liquidity Coverage Ratio (LCR) calculations and calculating Net Stable Funding Ratio (NSFR) which aims to strengthen and improve the quality of liquidity risk management. The LCR calculation aims to increase the resilience of a bank's short-term liquidity by maintaining adequate High Quality Liquid Assets (HQLA) to meet liquidity needs over the next 30 days during a crisis, while NSFR aims to reduce liquidity risk related to funding sources for a longer period by requiring BNI to fund activities with adequate stable sources of funds with a view to mitigate the risk of funding difficulties in the future. Based on the calculation results for December 31, 2022, BNI's LCR was 219.01% and BNI's NSFR was 164.09%, still above the required minimum obligation of 100%.

For improving and refining its risk management for future development, BNI has planned several initiatives to improve the capability and quality of risk management implementation, including:

1. Increased Credit Risk Capability

- Improving risk management and credit processes-through the Development Project of Internal Rating Based (IRB) Model together with the Rating System Structure, as a solution for:
 - Providing the best returns, evaluating and analyzing strategies and supporting the decision-making process by developing risk-based pricing, risk-based performance and portfolio management;
 - Monitoring (monitoring tools) on the performance of Corporate, Medium, and Small debtors;
 - Calculation of CKPN in accordance with PSAK 71.

The benefits of developing IRB Model for BNI include:

- Improving BNI's loan quality;
 - Assisting business units in selecting prospective borrowers;
 - Becoming an early warning signal in monitoring managed debtors, thereby reducing the provision that needs to be made.
- Implementing the Integrated Decision Automated System (IDEAS) is a tool for BNI to move more flexibly and quickly in capturing dynamic and competitive market changes, while still minimizing risk through the implementation of credit scorecard through more comprehensive use of customer data on all customer life cycles. Currently, the IDEAS decision engine has been integrated with several surrounding systems at BNI, including:
 - Consumptive eLO for BNI Griya and BNI Flexi products
 - Productive eLO for KUR, BWU and BCM products
 - eFORM Credit Card
 - Common Collection – CWX Credit Card product
 - Cardlink – core credit card system
 - Customer behavior based on iCONS transactions
 - Fleksi Mbanking Digital Loan Program

- Improving the end to end credit process for a more prudent, measurable loan process with consistent and disciplined control in an effort to build a better credit risk culture, as follows:

- Establishing selective expansion guidelines to direct the credit portfolio to sectors that are stronger against Pandemic conditions.
- Establishing Risk Acceptance Criteria to implement aggressive, selective and quality BNI expansion. This is intended so that BNI can still maintain its credit quality when expanding.
- Developing the Single Integrated Monitoring (SIMON) Framework, Loan Management System (LMS) tools, Credit Scoring Model for credit processes > Rp5 billion, and Developing RM Tools to improve the quality and efficiency of the credit analysis process.
- Compiling a better control mechanism for debtors to ensure that monitoring tools are carried out in a consistent, disciplined and quality manner so that BNI can determine the right action plan for each debtor and monitor its implementation.
- Implementing faster and earlier remedial actions to accelerate the improvement of the debtors' performance with potential problems and to mitigate potential risks.
- Conducting regular and indepth credit training to increase credit knowledge and skills as well as increase awareness of risk culture.

2. Increased Operational Risk Capability

- To meet the regulatory provisions and to better support and be more comprehensive in BNI's operational risk management, tools/ solutions are needed to carry out the process of identifying, measuring, monitoring, and controlling operational risk, including Business Continuity Management (BCM). These tools/solutions include the Operational Risk Management (ORM) solutions and Business Continuity Management (BCM) applications with the capability of:
- Risk Control Self-Assessment (RCSA).
 - Loss Event Database (LED).
 - Key Risk Indicator (KRI).
 - Business Continuity Management (BCM).

The operational risk management tools/ solutions provide substantial benefits to BNI as follows:

- Ability to carry out operational risk management processes in all BNI units in an integrated solution to improve the Bank's risk management quality;
 - Creating a comprehensive, accurate, and timely operational risk database;
 - Providing data analysis and reporting on Operational Risk Management.
 - Improving operational risk management and BCM.
- #### 3. Increased Market Risk Capability
- To increase market risk capability, monitoring support tools have been developed to improve the quality and accuracy of monitoring results, including the following:
- In accordance with the regulatory provisions, all Banks are required to measure the impact of changes in interest rates on the Banking Book (Interest Rate Risk in The Banking Book/IRRBB). The calculation method uses 2 (two) approaches, the Net Interest Income (NII) method and Economic Value of Equity (EVE) method. Banks are required to simulate interest rates using 6 (six) shock scenarios based on Basel and record the impact on the Bank's profitability and capital. By considering the complexity of data, products, and models used, the IRRBB calculation application is currently being developed to ensure the results obtained are more accurate;
 - Off Market Price Limit monitoring application to monitor the fairness of transaction prices (likely and reasonable), in accordance with the range of daily fluctuations in the rate/market price (expected possible daily fluctuations) at that time;
 - The transaction authority limit monitoring application monitors Transaction Limit (Deal Ticket Size), Position Limit, and Stop Loss Limit (Budget Loss Limit);
 - Credit Counterparty Limit monitoring application where there is development in Forex Counterparty Limit calculation using Credit Conversion Factor (FKK);
 - Value at Risk (VaR) monitoring application for HO and KCLN using the historical simulation method to be more accurate as it can cover non-linear risks.

4. Increased Risk Integration Capability (IRS)

One of the initiatives to improve the Quality of Risk Management Implementation is through developing a strong risk culture. Risk culture is a collective form of values, attitudes, and perceptions of each individual or group in the company regarding risk and its management.

Having a Risk Culture greatly influences the effectiveness of risk management and ultimately the achievement of sustainable corporate performance. Matters to be addressed include evaluating the current BNI risk culture through a survey method, identifying gaps or weaknesses based on the survey results, and developing strategies for improvement efforts.

One of the initiatives to improve Risk Management monitoring to be carried out includes enhancing the Risk Management Information System (RMIS), especially for the Bank Health Level (TKB) calculation module and Branch Level Risk Profile calculation. This enhancement will provide a more detailed portrait of BNI Risk up to the Branch Office level to assist in Management decision-making.

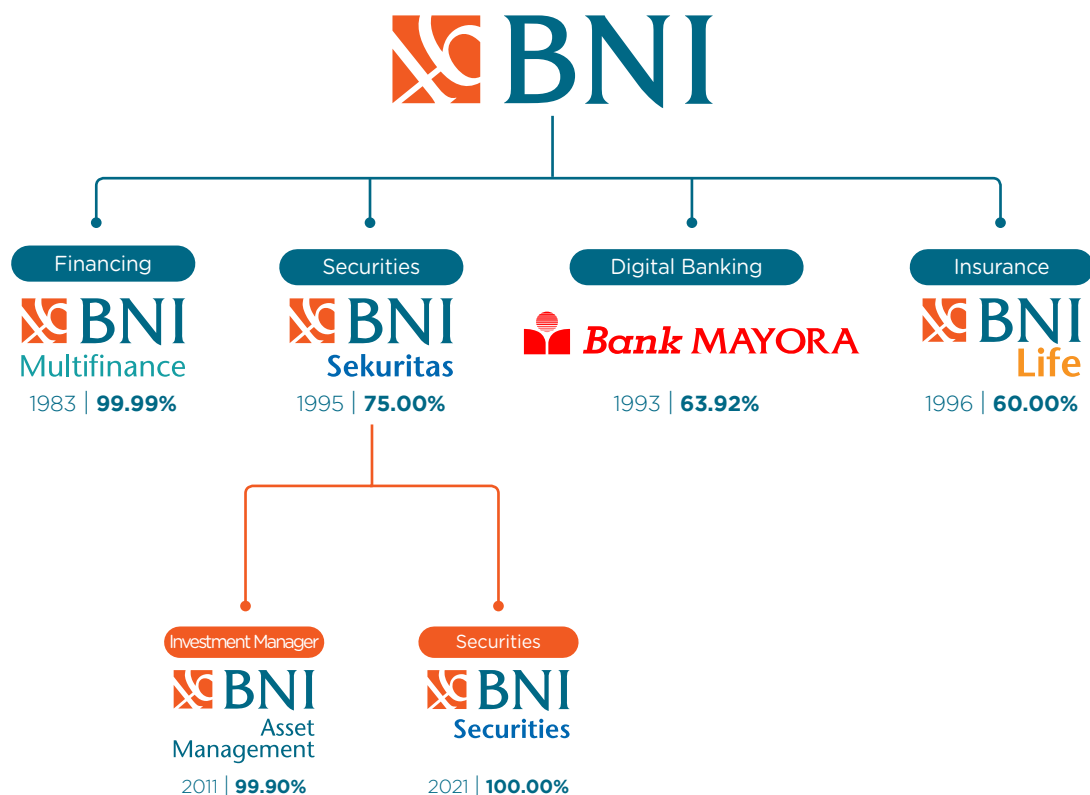
INTEGRATED RISK MANAGEMENT IMPLEMENTATION

In general, the scope of integrated risk management arrangements in accordance with the Financial Services Authority Regulation No.17/POJK.03/2014 concerning the Implementation of Integrated Risk Management for Financial Conglomerates and the Financial Services Authority Circular Letter No. 14/SEOJK.03/2015 include:

- The Financial Conglomerate (KK) must implement Integrated Risk Management.
- The Financial Conglomerate's Financial Services Institutions (FSI) are as follows:
 - Bank;
 - Insurance/Reinsurance Companies;
 - Securities Companies;
 - Financing Companies
- The Financial Conglomerate must have a Main Entity. In the event that the Financial Conglomerate structure consists of a parent FSI and subsidiary FSI, the Main Entity is the parent FSI.

BNI has formed its Financial Conglomerate Structure, with BNI as the holding company the Main Entity with 6 (six) Financial Services Institutions as members of BNI's Financial Conglomerate, namely BNI Syariah, BNI Multifinance, BNI Life, BNI Sekuritas, BNI Asset Management, BNI Securities Pte Ltd, and Bank Mayora.

The BNI Financial Conglomerate structure is as follows:



For Integrated Risk Management, BNI's Financial Conglomerate has a joint commitment to perform the duties and responsibilities of each FSI as stated in the Integrated Risk Management Pact, as approved and signed by the President Director and President Commissioner as well as all FSI Members of BNI's Financial Conglomerate.

Based on OJK Regulation No. 17/POJK.03/2014, the Financial Conglomerate must implement an effective Integrated Risk Management that covers the following 4 (four) pillars:

1. Monitoring of the Main Entity's Board of Directors and Board of Commissioners;
2. Adequacy of Integrated Risk Management policies, procedures, and limit establishment;
3. Adequacy of integrated risk identification, measurement, monitoring, and control process, and an Integrated Risk Management Information System;
4. Overall internal control system on the implementation of Integrated Risk Management.

When implementing the Integrated Risk Management, BNI as the Main Entity carried out the following matters:

1. Pillar I: monitoring the Main Entity's Board of Directors and Board of Commissioners, by:
 - a. Establishing BNI's Financial Conglomerate Structure;
 - b. Appointing a Director in charge of Integrated Risk Management function;
 - c. Establishing the Integrated Risk Management Committee and the Integrated Risk Management Work Unit;
 - d. Preparing a Corporate Charter, which has been signed by the President Director/President Director of all FSI Members of the BNI Financial Conglomerate;
 - e. Conducting Integrated Risk Management Committee (KMRT) meetings at least 2 (two) times in a year;
 - f. The Board of Directors prepares the Integrated Risk Management General Policies (KUMRT) and the Integrated Capital Policies as well as conducts review at least 1 (one) time in 1 (one) year;
 - g. The Board of Commissioners gives their approval of the Integrated Risk Management (KUMRT) and the Integrated Capital Policies General Policies as well as conducts evaluations at least 1 (one) time in 1 (one) year;
 - h. Determining the integrated risk appetite and risk tolerance in BNI's Financial Conglomerate.

2. Pillar II: Adequacy of Integrated Risk Management policies, procedures, and limit establishment by:
 - a. Preparing and reviewing the Integrated Risk Management (KUMRT) and the Integrated Capital Management General Policies;
 - b. Preparing the Integrated Risk Management Procedures including Inter-Group Transaction Risk Management Procedures;
 - c. Preparing the Integrated Risk Profile Assessment Procedures;
 - d. Preparing the Integrated Capital Management Procedures; and
 - e. Establishing the integrated risk limit and mechanism of escalation of limit excess.

3. Pillar III: Adequacy of integrated risk identification, measurement, monitoring, and control processes, and the Integrated Risk Management Information system, by:
 - a. Establishing the Integrated Risk Profile methodology and assessing every semester and reporting to OJK;
 - b. Establishing the Integrated Mandatory Minimum Capital Requirement (KPMR), calculated every semester and reporting to OJK;
 - c. Determining the integrated risk appetite parameters and methodology, monitoring every quarter, and reporting to the Director in charge of the Integrated Risk Management;
 - d. Determining the Integrated Risk Limit parameters and methodology, monitoring every quarter, and reporting to the Director in charge of the Integrated Risk Management;
 - e. Determining the Leading Risk Indicator (LRI) assessment parameters and methodology, monitoring every month, and reporting to the Director in charge of the Integrated Risk Management;
 - f. Conducting the integrated stress testing on volatility of exchange rates and interest rates in BNI's Financial Conglomerate;
 - g. Developing a technology-based Integrated Risk Management Information System.

4. Pillar IV: Overall internal control system for Integrated Risk Management, by:
 - a. Disseminating the Integrated Risk Management to all FSI Members of BNI's Financial Conglomerate on a continuous basis.
 - b. Monitoring the Integrated Risk Management implementation by all FSI Members of BNI's Financial Conglomerate.

INTEGRATED RISK PROFILE ASSESSMENT RESULTS

Result of the Integrated Risk Profile assessment was carried out on 10 (ten) types of risks as of December 31, 2022 was ranked 2 (low to moderate) with a low to moderate Inherent Risk Rating and a satisfactory Quality Assessment of Risk Management Implementation (KPMR), this means:

- The probability of loss faced by the Financial Conglomerate as a whole is low for a certain period of time in the future.
- Composite Quality of the Risk Management Implementation is adequate. Even though there are minor weaknesses that need attention from management, these weaknesses can be resolved in normal business activities.

Internal Control System

The Internal Control System (SPI) is a monitoring mechanism established by the Bank's management on an ongoing basis that is implemented by all management and employees at every level of the Bank's organization. Therefore, an effective Internal Control System (SPI) is an important component in Bank management and is the basis for healthy and safe Bank operations. Implementation of the Internal Control System is the responsibility of all parties involved in the Internal Control System, as outlined in the duties and responsibilities of each party.

CONTROL PURPOSES

The purposes of the Internal Control System in BNI include:

1. Compliance with the provisions and laws and regulations (Compliance objective)
This is intended to guarantee that all BNI's business activities are carried out in accordance with the provisions and laws and regulations, either provisions issued by the government, the Financial Services Authority, or internal policies and procedures established by BNI.
2. Availability of complete, accurate, effective, and timely financial and management information (Information objective)
This is intended to guarantee the availability of complete, accurate, effective, and timely reports necessary to make appropriate and accountable decisions.
3. Effectiveness and efficiency in BNI's business activities (operational objective).
This is intended to increase the effectiveness and efficiency of the use of assets and other resources to protect BNI from any risk of loss.
4. Increasing the effectiveness of risk culture in BNI's organization as a whole (risk Culture objective)
This is intended to identify weaknesses and assess deviations early, as well as reassess the reasonableness of the policies and procedures in BNI on an ongoing basis.

CONTROL ENVIRONMENT

The control environment reflects the overall commitment, behavior, concern and steps of the Board of Directors and Board of Commissioners in carrying out BNI's operational control activities.

The elements of BNI's control environment include:

1. Sufficient organizational structure;
2. BNI's leadership style and management philosophy;
3. Integrity and ethical values, as well as employees' competencies;
4. Human Capital policies and procedures;
5. Attention and direction of BNI's management and other committees, such as the Risk Management Committee.
6. External factors affecting BNI's operations and the risk management implementation.

BNI's Internal Control System covers:

1. Strategic control, to ensure each strategy or policy is in accordance with BNI's objectives, vision and mission;
2. Operations control, to achieve operational efficiency and effectiveness;
3. Reporting control, to ensure the quality of all information/reporting produced and used in internal or external decision making;
4. Obedience control, to ensure the level of compliance with law, regulations and laws related to operations.

RISK ASSESSMENT

The risk assessment (measurement) system is used to measure risk exposure as a reference to controlling risk. Risk assessment cover 8 (eight) risk types managed by BNI as follows:

1. Credit Risk Assessment
Credit Risk Assessment is carried out including the following aspects:
 - a. Amount, quality, and composition of exposure of balance sheet and administrative accounts;
 - b. The level of credit risk of debtors/ counterparties;
 - c. Credit characteristics;

- d. Business environment condition;
- e. Internal rating system and scoring system.
- f. Credit risk stress testing.
- g. The use of internal ratings to determine asset quality and the amount of reserves by calculating the Expected Credit Loss (ECL) value, which reflects the estimation of potential credit losses through the calculation of 3 basic parameters, namely Probability of Default (PD), Loss Given Default (LGD), Exposure at Default (EAD).

2. Market Risk Assessment

Market risk assessment is carried out on all trading book and banking book portfolios. Market risk assessment on the trading book includes:

- a. Measurement of market risk sensitivity – standard method;
- b. Aggregation using Value at Risk (VaR) – internal model;
- c. Market risk stress testing;
- d. Budget loss;
- e. Back testing.

Market risk assessment on the banking book, includes:

- a. Measurement of interest rate risk on the banking book;
- b. Measurement of exchange rate risk on the banking book.

3. Liquidity Risk Assessment

Liquidity risk assessment is carried out to measure and monitor the need for sustainable net funding.

The liquidity risk assessment process includes:

- a. Assessment of liquidity ratios includes Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR);
- b. Maturity profile assessment;
- c. Projected cash inflows and outflows;
- d. Liquidity risk stress testing.
- e. Availability of liquid assets (Cash), Secondary Reserve (SR);
- f. Liquidity Ratio.

4. Operational Risk Assessment

One method that can be used to assess operational risk in BNI is Risk & Control Self Assessment (RCSA), a series of activities carried out by each unit (risk owner) to identify operational risk issues in each unit, looking for causes, measuring potential losses (impact and frequency) that may arise, and finding solutions to overcome them, as well as control mechanisms for existing risks.

Operational risk is classified into categories and sub categories to facilitate risk assessment, control, and reporting of 7 (seven) operational risk events, which are:

- a. Internal fraud;
- b. External crime;

- c. Employment and occupational safety practices;
- d. Clients, products, and business practices;
- e. Damage to physical assets;
- f. Business interruption and system failure; and
- g. Execution, shipping, and process management.

5. Legal Risk Assessment

Legal risk assessment/measurement uses indicators/parameters in the form of:

- a. Potential losses arising from litigation claims;
- b. Weakness in binding; and
- c. The absence/occurrence of inregulations/laws changes that underlie the issuance of a product or service.

6. Strategic Risk Assessment

Strategic risk assessment/measurement uses indicators/parameters such as:

- a. Strategy suitability with business environment conditions;
- b. High-risk strategies, and low-risk strategies;
- c. BNI's business position towards competitors;
- d. Achievement of the Bank's Business Plan (RBB).

7. Compliance Risk Assessment

Compliance risk assessment/measurement uses indicators/parameters such as:

- a. Type, significance, and frequency of violations against the applicable provisions; and
- b. Violations against provisions of certain financial transactions.
- c. Frequency of violations (BNI compliance track record).

8. Reputation Risk Assessment

Reputation risk assessment/measurement uses indicators/parameters such as:

- a. Reputation influence from the owner of BNI and related companies;
- b. Violation of business ethics;
- c. Product complexity, and BNI's business cooperation;
- d. Frequency and materiality of the Bank's negative reporting; and
- e. Frequency and materiality of customer complaints.

COMPLIANCE WITH COSO FRAMEWORK

BNI's Internal Control System refers to the OJK Circular No. 35/SEOJK.03/2017 dated July 7, 2017 concerning the Standard Guidelines for Internal Control Systems for Commercial Banks, in line with the COSO framework and the Basel Committee - Internal Control, covering 5 (five) key interrelated elements in the Bank's internal control system including:

1. Management culture Risk supervision and control;
2. Risk identification and assessment;
3. Control activities and separation of functions;
4. Accounting, information and communication systems;
5. Monitoring activities and deviations/weaknesses corrective actions.

CONTROL ACTIVITIES

Control activities are carried out to ensure that appropriate actions have been taken in controlling a risk.

CONTROL ACTIVITIES

1. General Control Activities

Control activities involve all employees including the Board of Directors, and are planned and carried out to ensure that management directives have been carried out. Control activities are contained in policies and procedures to ensure that every activity is carried out effectively and to encourage anticipatory actions against the risks inherent in each operational activity.

2. Control Activities According to Organizational Functions

An effective Internal Control System requires establishment of a control structure in accordance with the organizational structure, and includes:

- Top Management Reviews**
The Board of Directors actively requests presentations and performance reports on a regular basis, in order to evaluate BNI's progress towards its intended objectives. Determination of objectives are in accordance with the established risk management policy after considering the risk level to be taken (risk appetite), the level and type of risk that is maximally set (risk tolerance), and limit setting.
- Top Management Reviews**
Reviews are periodically carried out by IAD.
- Information System Control**
Includes verification of the accuracy and completeness of transactions and authorizations, general control and application control.
- Physical Asset Control**
Physical Asset Control activities include securing assets, limiting access to computers and data files.
- Documentation, including adequacy of accounting policies documentation, procedures, systems & standards as well as audit processes.**

3. Control Activities based on Type of Risk

Control activities have been set out in policy and procedure documents to identify risks (market, liquidity, credit, operation, legal, compliance, reputation, and strategic risks).

- Credit Risk Control**
 - Credit supervision covers all credit aspects and all objects of supervision without exception;
 - Internal credit control.
- Market Risk Control**
For control purposes, the process of identifying and measuring market risk is carried out by units independent of the business activities, and is carried out by the Risk Management Work Unit.

The Risk Management Work Unit authority and responsibilities in controlling market risk are:

- Approving and validating the proposed model/method used in measuring market risk;
 - Developing market risk measurement models;
 - Checking the correctness of the market risk calculation based on risk report received
 - Determining the confidence level used;
 - Setting parameters for market risk stress testing;
 - Proposing models and parameters used in measuring market risk by the Treasury Division;
 - Measuring market risk;
 - Conducting back testing and stress testing.
- Operational Risk Control**
Operational risk management and control is carried out through coordination between the Risk Management Work Unit and the Operational Work Unit in stages. BNI also has an Operational Risk Management Forum (FRO) as a means of formal coordination between work units to discuss operational risk issues as well as follow up on mitigation that must be taken. The roles and supports needed from the Operational Work Unit are:
 - Submitting periodic/incidental risk exposure reports to the Risk Management Work Unit;
 - Ensuring risk management is in each operational Work Unit (risk taking unit/risk owner), so the units will be responsible for managing the risks inherent in transactions/activities on a daily basis.

Operational risk control also includes Business Continuity Plan (BCP) procedures. BCP is a formal mechanism/plan that combines the established strategies, policies, procedures, and organizations to ensure the continuity of operations of critical business functions at a certain service level during any disruption or disaster.

- Liquidity Risk Control**
Liquidity risk control is carried out by:
 - Monitoring and taking alternative strategic steps for each Secondary Reserve (SR) traffic light, namely: Dark Green, Light Green, Light Yellow, Dark Yellow and Red;
 - Conducting funding strategies, managing liquidity position and daily liquidity risk, managing liquidity position and intra-group liquidity risk as stipulated in the Global Funding Policy, Asset Management Policy and Asset and Liability Management Policy.
- Legal Risk Control**
Legal risk control is carried out by ensuring BNI's agreements with third parties have secured BNI's interests.

Legal risk control is carried out by a Work Unit functioning to manage legal risk, and includes:

- Preparing assessments through a juridical study, in the event there are plans to add/develop new products and/or activities;
 - Providing legal advice, and/or legal assistance in the event there are legal risks in operational activities;
 - Reviewing contracts and agreements with other parties periodically.
- Strategic Risk Control**
Strategic risk control is carried out by:
 - Conducting an effective, independent and objective review of strategic policies as outlined in the review of the implementation and performance achievement against the targets set in the Bank's Business Plan through Board of Commissioners meetings, meetings inviting the Board of Directors (Radekom), Board of Directors Meetings (Radisi), Sector Meetings and Business Reviews;
 - Adequate testing and reviewing of management information systems.

g. Compliance Risk Control

Compliance risk control is carried out through ex-ante (preventive) actions aimed at:

- Ensuring policies, provisions, systems and procedures, as well as business activities at BNI are in accordance with the provisions of the regulator and prevailing regulations;
- Ensuring compliance with established commitments

h. Reputation Risk Control

Reputation risk control is carried out by:

- Managing, following up and resolving customer complaints and lawsuits that can immediately increase reputation risk;
- Developing a reliable mechanism for effective reputation risk control measures.

Information and Communication

The information system produces reports on business, financial conditions, risk management implementation, and fulfillment of provisions that support the implementation of the Board of Directors and the Board of Commissioners duties.

Such information includes:

- Internal and external information obtained and submitted to Management related to the performance of achieving the Bank's goals.
- The resulting information to be sufficient and timely, therefore, it can carry out its responsibilities effectively and efficiently.

The necessary information system includes:

- BNI organizing a contingency recovery plan, and a back-up system to prevent high-risk business failures
- BNI owning and maintaining a management information system that is organized, in electronic and non-electronic format.

Necessary communication includes effective communication channels to ensure all employees understand, and comply with applicable policies and procedures in carrying out their duties and responsibilities, as well as having effective external communication channels to communicate required information to shareholders, regulators, customers, and other third parties.

When processing information in electronic format, the system used shall have an adequate audit trail.

Monitoring Activities

Monitoring of BNI's activities in business units and functional units is carried out through three lines of defenses, which are:

#1 Risk Taking Unit or 1st Line of Defense	#2 Risk Control Unit or 2nd Line of Defense	#3 Risk Assurance or 3rd Line of Defense
<p>Risk Owner, responsible for the risks taken, execution and results (Day to day risk management & control)</p> <ul style="list-style-type: none">Responsible for managing and controlling risks inherent in day- to-day business activities or functionsIdentifying, measuring, mitigating, monitoring and reporting risks inherent in business activities/ functions in accordance with the strategies/policies/risk parameters set by the 2nd line of defense	<p>Risk Control, responsible for developing the Bank's risk management framework, policies, principles and methodology</p> <ul style="list-style-type: none">Preparing proposals for risk management strategies and policies, including risk appetite & limitsDeveloping frameworks, policies, principles, tools, methodologies and risk management standardsAs a risk oversight unit, carries out aggregation and overall risk reportingAdvising or providing recommendations to the 1st line of defense on implementing risk policies according to authorityEscalating issues/important decisions to Senior Management/ Directors and/or Risk Management Committee and Anti Fraud, Risk Management Sub-Committee and/ or Integrated Risk Management Committee (Risk Management Committees)	<p>Risk Assurance, responsible for independently evaluating the effectiveness of risk management and internal control implementation</p> <ul style="list-style-type: none">Conducting independent and periodic internal audits on the implementation of risk management and internal controlPreparing corrective action recommendations and monitoring their implementationReporting the audit results to the Audit Committee and key stakeholders according to their authority

INTERNAL CONTROL SYSTEMS IMPLEMENTATION EVALUATION

The Internal Control System (SPI) is an important component in the Bank's management and forms the basis for sound and safe Bank operational activities. An effective Internal Control System assists the Board of Directors and the Board of Commissioners in protecting the Bank assets, ensures the availability of reliable financial and managerial reporting, increases the Bank compliance with applicable laws and regulations, and reduces the risk of losses, irregularities and violations in the precautionary aspect.

The BNI Board of Directors is responsibility for establishing and maintaining adequate SPI, and ensuring the system operates safely and reliably in accordance with the Bank's established internal control objectives.

On an ongoing basis, through audits and consultation, the Internal Audit Work Unit (SKAI) evaluates and plays an active role in improving the SPI effectiveness, especially when the Bank's operations have the potential for causing losses when seeking to achieve targets set by the Bank's management.

Evaluation results are submitted to the Board of Directors to be followed up and monitored to ensure SPI they are running adequately. The Board of Commissioners, through the Audit Committee, plays an active role in relation to SPI evaluation by reviewing the Internal Audit evaluation results. Based on the evaluation carried out, BNI's SPI runs adequately.

STATEMENT OF THE BOARD OF DIRECTORS AND/OR BOARD OF COMMISSIONERS ON THE ADEQUACY OF THE INTERNAL CONTROL SYSTEM

The Board of Commissioners has supervised the implementation of the Internal Control System (SPI), including approving and monitoring the Board of Directors' policies related to internal control. In carrying out its supervisory duties, authorities and responsibilities, the Board of Commissioners is assisted by the Audit Committee, Risk Monitoring Committee, Nomination and Remuneration Committee, and the Integrated Governance Committee.

Also, the Board of Directors is responsible for the application of a reliable and effective Internal Control System (SPI) and has made efforts to enhance an effective risk awareness culture at all organization levels. The Managing Director in charge of the compliance function plays an active role in preventing any deviations made by management when setting policies related to the precautionary principle.

On an ongoing basis, Internal Audit (IAD) evaluates internal control's effectiveness related to operations undertaken to achieve the Company targets, through unit and activities inspections.

The evaluation results are submitted to the Board of Directors and related units for follow up and monitoring. Improvements are always made to problems that arise and monitoring is carried out consistently to ensure that the SPI is running effectively. The Board of Commissioners through the Audit Committee plays an active role in evaluating the SPI through their reviews of the IA inspection results.

Legal Cases

During 2022, BNI faced a number of cases in the form of civil cases accompanied by claims for compensation against BNI as well as criminal cases including cases of specific crimes and general crimes that had entered the trial process, and these have been completed (with permanent legal force/inkracht), or are still in the process of being resolved. Detailed information on the cases faced by BNI are as follows:

No.	Lawsuit	Total	
		Civil	Criminal
1.	Case Settled (has permanent legal force)	68	10
2.	Case In Settlement Process	271	1
Total		339	11

IMPORTANT CASES FACED BY THE COMPANY

In 2022, important cases faced by BNI can be seen in the following table:

CIVIL CASES

No.	Case	Case Lawsuit	Case Status	Risk on the Bank	Management Effort	Sanctions Imposed by the Authorities	Case Value
1.	Case No. 20/Pdt.G/2021/PN.Cik Between: Plaintiff: Dr. HM Rosihan Anwar as Director of CV Insan Cipta Karya Against Defendant: BNI	Lawsuit for the payment of compensation to the Bank related to alleged unlawful act in the form of transferring credit collateral items by the Bank which is controlled by the Plaintiff.	The case has been completed at the District Court level with a decision which basically states that the Plaintiff's lawsuit cannot be accepted.	The risk of paying compensation is equal to the value of the Court Decision. However, with the existence of a District Court Decision that has permanent legal force, the Bank is free from the risk of paying compensation.	The Bank has followed the trial process optimally so that the Bank is declared the winner according to the District Court Decision.	None	Material: Rp1,282,449,634,111.50 Immaterial: -

No.	Case	Case Lawsuit	Case Status	Risk on the Bank	Management Effort	Sanctions Imposed by the Authorities	Case Value
2.	Case No. 390/ Pdt.G/2019/ PN.Jkt.Pst Between: Plaintiff: Anton Bambang Soegiarto Against Defendant: BNI	Lawsuit for Unlawful Acts due to the Bank's rejection of an application for an additional credit facility submitted by the Company owned by the Plaintiff, causing loss to the Plaintiff.	The case has been completed at the Judicial Review level with a decision which basically states that the Plaintiff's claim cannot be accepted.	The risk of paying compensation is equal to the value of the Court Decision. However, with the existence of the Supreme Court of the Republic of Indonesia which has permanent legal force, the Bank is free from the risk of paying compensation.	The Bank followed the trial process optimally and the Bank was declared the winner according to the Decision of the Supreme Court of the Republic of Indonesia.	None	Material: Rp1,189,113,614,671.00 Imaterial: Rp2,000,000,000,000.00
3.	Case No. 204/ Pdt.G/2020/ PN.Amb Between: Plaintiffs: 1. Imran Laisouw 2. Sitti Laila Latuapo, S.P. 3. Risman 4. Syriac 5. Faisal Kotalima Against Defendant: BNI	Unlawful Act lawsuit related to alleged negligence by the Bank which led to the theft of customer funds committed by unscrupulous Bank employees who have been found guilty of committing a crime based on a Court Decision.	In the process of examining the cassation level at the Supreme Court of the Republic of Indonesia.	<ul style="list-style-type: none">The risk of refund is equal to the value of the Court Decision.Reputation Risk.	The Bank has filed a Cassation legal action and submitted a Memorandum of Cassation supporting the Bank's position and is currently awaiting the Cassation Decision.	None	Material: Rp2,866,250,000.00 Immaterial: -
4.	Case No. 112/ Pdt.G/2021/ PN.Amb Between: Plaintiffs: 1. Johnny Wijaya 2. Elya Puspita 3. Jovelin Jaguenetta Widjaya 4. Middle Dawn 5. Muhammad La Bawe 6. Dustin Fendi Earja 7. Edwin Dorsallam Against Defendant: BNI	Unlawful Act lawsuit related to alleged negligence by the Bank which led to the theft of customer funds committed by unscrupulous Bank employees who have been found guilty of committing a crime based on a Court Decision.	In the process of examining the cassation level at the Supreme Court of the Republic of Indonesia.	<ul style="list-style-type: none">The risk of refund is equal to the value of the Court Decision.Reputation Risk.	The Bank has submitted a Counter Memorandum of Cassation supporting the Bank's position and is currently awaiting the Cassation Decision.	None	Material: Rp29,777,316,513.00 Immaterial: -

No.	Case	Case Lawsuit	Case Status	Risk on the Bank	Management Effort	Sanctions Imposed by the Authorities	Case Value
5.	<p>Case No. 471/ Pdt.G/2021/ PN.Mks</p> <p>Between:</p> <p>Plaintiffs:</p> <p>1. Hendrik 1. Heng Pao Tech</p> <p>Against</p> <p>Defendant: BNI</p>	<p>Lawsuit for Unlawful Acts because the Bank refused a request for deposit disbursement on behalf of the Plaintiffs, where in fact there was an alleged forgery of deposit slips committed by unscrupulous Bank employees who had been criminally reported by the Bank.</p>	<p>In the process of examining the appeal level at the Makassar High Court.</p>	<ul style="list-style-type: none">The risk of paying compensation is equal to the value of the Court Decision.Reputation Risk.	<p>The Bank has filed an Appeal following the submission of the Memorandum of Appeal supporting the Bank's position and is currently awaiting the Appeal Decision.</p>	<p>None</p>	<p>Material: Rp16,250,000,000.00</p> <p>Immaterial: -</p>
6.	<p>Case No. 776/ Pdt.G/2020/ PN.Jkt.Brt</p> <p>Between:</p> <p>Plaintiff: Opap Investment Limited</p> <p>Against</p> <p>Defendants:</p> <p>1. Hendrian Baehaki 2. Bayu Andriana 3. Nurul Ainulia 4. M. Deni Setiawan 5. Irfan Maulana 6. BNI</p> <p>Co-Defendants:</p> <p>1. OJK 2. PPATK</p>	<p>Unlawful Act lawsuit related to allegations that the Bank did not apply the precautionary principle in identifying and verifying when Defendants I and Defendants II opened accounts in the name of CV Opap Investment Limited and did not carry out the obligation to monitor and report customer fund transaction activities in accounts on behalf of CV Opap Investment Limited which meets the criteria as a suspicious financial transaction.</p>	<p>In the process of examining the appeal level at the DKI Jakarta High Court.</p>	<ul style="list-style-type: none">Risk of payment of compensation for Court Decision.Reputation Risk.	<p>The Bank has submitted a Counter Memorandum of Appeal supporting the Bank's position and is currently awaiting the Appeal Decision.</p>	<p>None</p>	<p>Material: €6,900,000.00</p> <p>Immaterial: Rp500,000,000,000.00</p>
7.	<p>Case No. 571/ Pdt.G/2021/ PN.Jkt.Pst</p> <p>Between:</p> <p>Plaintiff: PT Global Media Communication</p> <p>Against</p> <p>Defendant: BNI</p> <p>Co-Defendants:</p> <p>1. PT Ramaldi Praja Sentosa 2. OJK 3. Ade Yenry Yufika, S.H., M.Kn.</p>	<p>Unlawful Act lawsuit because the Bank has changed the type of account, blocked the account unilaterally, and transferred funds without the Plaintiff's permission.</p>	<p>The case has been completed at the District Court level with a decision which basically states that the Plaintiff's claim cannot be accepted.</p>	<ul style="list-style-type: none">The risk of paying compensation is equal to the value of the Court Decision.Reputation Risk.	<p>The Bank followed the trial process optimally and the Bank was declared the winner according to the District Court Decision.</p>	<p>None</p>	<p>Material: Rp41,669,873,932.00</p> <p>Immaterial: Rp638,298,760,000.00</p>

CRIMINAL CASES

No.	Case	Case Lawsuit	Case Status	Risk on the Bank	Management Effort	Sanctions Imposed by the Authorities
1.	<p>Whistleblower: BNI</p> <p>Reported: Ms. MBS (Unscrupulous BNI Employee)</p>	<p>Forgery of bank deposit slips for the benefit of third parties allegedly committed by unscrupulous employees of the Makassar Branch Office, Ms. MBS so that there are 9 deposit slips that resemble Bank deposit slips with a total of Rp110,000,000,000.00 which are not recorded in the Bank's system.</p> <p>The modus operandi was duplicating deposit slips by printed scan on plain paper (same serial number) and allegedly falsifying the signatures of all bank officials.</p>	<p>The bank has reported this problem to Bareskrim Polri.</p> <p>Current case status:</p> <p>a. The case with defendant Ms. MBS has been inkracht at the level of appeal at the Makassar High Court with decisions including imprisonment for 10 (ten) years and a fine of Rp10,000,000,000.00</p> <p>b. The case with the defendant Mr. R and Mr. STZ (both BNI external parties) have inkracht at the first level at the Makassar District Court with their respective decisions in the form of imprisonment for 3 (three) years and a fine of Rp500,000,000.00.</p>	<ul style="list-style-type: none">Legal Risk.Reputation Risk.	<p>Make corrective action efforts so that similar cases do not recur, which include:</p> <p>a. Strengthening Know Your Employee (KYE) implementation.</p> <p>b. Strengthening inherent supervision (waskat) on operational activities and activity review/ risky transaction.</p> <p>c. Improvement of information technology related to customer transaction documentation</p> <p>d. Refreshment of compliance with transaction procedures.</p>	<p>None</p>

TAX CASES

No.	Case	Case Lawsuit	Case Status	Risk on the Bank	Management Effort	Sanctions Imposed by the Authorities	Case Value
1.	<p>Case No. 007718.15/2019/PP</p> <p>Between:</p> <p>Appellant: BNI</p> <p>Against</p> <p>Defendant appeal: Directorate General of Taxation</p>	<p>The Directorate General of Taxes has issued an Underpaid Tax Assessment Letter to the Bank regarding the correction of the Corporate Income Tax rate for the 2015 Fiscal Year, related to NPL interest income and charging receivables that are clearly uncollectible.</p>	<p>In the process judicial review examination at the Supreme Court of the Republic of Indonesia.</p>	<p>The risk of underpayment of Corporate Income Tax for the 2015 Tax Year according to the Court's Decision.</p>	<p>The Bank has filed a Judicial Review following submission of a Judicial Review Memorandum that supports the Bank's position and is currently awaiting a Judicial Review Decision.</p>	<p>None</p>	<p>Material: Rp1,212,516,578,432.00</p> <p>Immaterial: -</p>

IMPACT OF LEGAL CASES ON THE COMPANY

BNI's policies and Standard Operating Procedures are adequate and prudent in protecting BNI's business interests. All of the legal issues mentioned above, both civil and criminal, did not result in any significant financial impact on BNI. This is reflected in the Legal Risk Profile for the 2022 period remaining in the Low to Moderate predicate.

EFFORTS TO MINIMIZE LEGAL RISKS

BNI continuously strives to minimize legal risk for BNI when carrying out its business activities, as reflected in the following activities:

1. Strengthening procedures, policies, engagements, and handling legal issues for proper legal risk management to protect BNI's interests at the pre-transaction, transaction, and post-transaction stages in its business and/or operational activities.
2. Optimizing the legal function in providing advice on the loan proposal process in the credit committee, to be decided by the Board of Directors, to maintain prudent loan transactions, especially from a legal perspective, improve credit quality, and achieve predetermined business targets.
3. Optimizing the legal work unit functions at BNI at the Head Office and Regional Offices to support the smooth running of business activities/transactions and operations in all BNI Divisions/Units/Regional Offices/Branch/Centra.
4. Consistently updating standard legal documentation, such as credit agreements and other accessoire agreements, to anticipate the emergence of legal risks in the future due to the weakness of the agreement, to protect BNI's legal interests.

5. Making the maximum effort to minimize legal risk in business units, including preventing fraud, by taking preventive actions, including increasing employee legal risk awareness by holding legal discussion forums, legal education, and organizing webinars or sharing sessions related to legal issues in all BNI organizations.
6. Collaborating with bona fide external lawyers, senior advisors and State Attorneys (JPN) to optimize legal advice and legal assistance to protect BNI's legal interests.
7. Making efforts to improve employee competency in BNI's legal work units at the Head Office and Regional Offices in providing legal advice/ reviews and handling cases, to create a professional and reliable legal work unit, and to support the direction of the company's transformation.

LEGAL CASES FACED BY THE BOARD OF DIRECTORS AND THE BOARD OF COMMISSIONERS

During 2022, no members of the BNI Board of Directors and the Board of Commissioners were involved in civil or criminal lawsuits in connection with BNI's business activities.

CASES FACED BY SUBSIDIARIES

During 2022, the Subsidiaries faced several cases in the form of civil cases accompanied by claims for compensation against the Subsidiaries, as well as criminal cases including general criminal cases that have entered the trial process, both those that have been completed with permanent legal force/ inkracht, or those that are still in the process of completion. The cases faced by the Subsidiaries during 2022 were as follows:

CASES FACED BY SUBSIDIARIES

Subsidiary	Cases	Total	
		Civil	Criminal
PT BNI Life Insurance	Cases completed (already has permanent legal force)	5	1
	Cases in the process of settlement	3	0
	Total	8	1
PT BNI Sekuritas	Cases completed (already has permanent legal force)	-	-
	Cases in the process of settlement	-	-
	Total	-	-
PT BNI Multifinance	Cases completed (already has permanent legal force)	-	-
	Cases in the process of settlement	-	-
	Total	-	-
BNI Remittance Ltd.	Cases completed (already has permanent legal force)	-	-
	Cases in the process of settlement	-	-
	Total	-	-
PT Bank Mayora	Cases completed (already has permanent legal force)	9	-
	Cases in the process of settlement	7	-
	Total	16	-
PT BNI Modal Ventura	Cases completed (already has permanent legal force)	-	-
	Cases in the process of settlement	-	-
	Total	-	-

IMPORTANT CASES FACED BY SUBSIDIARIES

Based on the number of cases faced by the Subsidiaries in the table above, the following describes the important cases faced by the Subsidiaries during 2022:

No.	Parties	Subsidiary	Case Lawsuit	Case Value	Case Status	Effect/Risk
1.	<p>Case No. 660/Pdt.G/2021/PA.Ska</p> <p>Between:</p> <p>Plaintiff: Nur Farida</p> <p>Against</p> <p>Defendant: 1. BSI Surakarta Branch Office 2. PT BNI Life Insurance Unit Syariah</p>	PT BNI Life Insurance	Unlawful Act lawsuit related to PT BNI Life Insurance's refusal to disburse an insurance claim filed by the Plaintiff (the Debtor's heirs) because the cause of the Debtor's death was the result of a disease that was excluded in the insurance policy.	<p>Materiil: Rp3,300,000,000.00</p> <p>Immateriil: -</p>	The case has been completed at the cassation level with a decision that basically rejects the Plaintiff's claim in its entirety.	The risk of claim payment is in accordance with the sum insured. However, with the existence of the Indonesian Supreme Court Decision that has permanent legal force, PT BNI Life Insurance is free from the risk of paying claims in accordance with the sum insured.

Administrative Sanctions

Throughout 2022, no administrative sanctions from the relevant authorities (capital market, banking and others) were imposed on BNI.

Access to Company Information and Data

BNI periodically updates information and provides easy access to information related to the Bank's activities and performance to stakeholders in order they know the condition of the Bank clearly, actual and factual. BNI also provides facilities that function as channels for information disclosure, through various media such as websites (in two languages), mass media, mailing lists, bulletins, meetings with analysts, the IDX official website etc. In this regard, the Bank's Investor Relations continuously builds the good image of the Bank through developing relationships with investors/analysts both interactively and by providing periodic information, especially concerning the Bank's performance.

Access to Company information and data related to corporate actions can be accessed through the Company's official website at <http://bni.co.id/>. Parties who need further information regarding corporate actions and Company data can contact via telephone at 021-5728387, Fax at 6221-5728053 or email to: ir@bni.co.id.

PRESS CONFERENCE

During 2022, BNI sent press releases discussing various matters related to the Bank, as follows:

No.	Date	Title	Place
1	January 02, 2022	Back to Existence in Proliga 2022, BNI Introduces New Team Composition	Jakarta
2	January 03, 2022	Optimizing Campus Financial Ecosystem, BNI Supports LTMP2022	Jakarta
3	January 05, 2022	KUR Allocation Increases More Than 20%, BNI Focuses More on Working on the MSME Business	Jakarta
4	January 06, 2022	Minister of Cooperatives and SMEs: BNI's KUR Allocation Increase is the Right Step	Jakarta
5	January 09, 2022	Ever Got Elbowed, Arrogant Basketball Player Challenges Bank Employees at Pejompong	Jakarta
6	January 11, 2022	Response to Potential Yen LCS Transactions, BNI Maximizes Services	Jakarta

No.	Date	Title	Place
7	January 12, 2022	Risky Loans at BNI Decreases, Observer: Good Start!	Jakarta
8	January 13, 2022	BNI Wins Campus Financial Ecosystem Award from Diktiristek	Jakarta
9	January 16, 2022	Thousands of Indonesian Honorary Teachers Receive SOE Appreciation	Jakarta
10	January 17, 2022	Intensifying Smart City, BNI Forms a Digital Ecosystem in West Sumatra	Jakarta
11	January 17, 2022	BIONS New Web Trading System has been approved by the Indonesia Stock Exchange	Jakarta
12	January 18, 2022	BNI Partners with Surge to Distribute KUR to MSMEs throughout Java	Jakarta
13	January 20, 2022	Economic Acceleration Momentum in the Year of the Water Tiger, BNI Prepares a Business Plan	Jakarta
14	January 22, 2022	BNI Shares, Distributes Aid to Nurses and Midwives.	Jakarta
15	January 23, 2022	BNI Shares, Distributes Aid to Families of Indonesian Migrant Workers	Jakarta
16	January 26, 2022	Exposure on BNI Performance 2021	Jakarta
17	January 28, 2022	BNI Green Financing increases 23.6%	Jakarta
18	January 30, 2022	To record Excellence Performance, BNI continues to be encouraged to Go International	Jakarta
19	February 06, 2022	Forms BNI Support for National MSME Awakening	Jakarta
20	February 07, 2022	Collaborating with Voucher Distribution (DIVA), Bank BNI (BBNI) Launches Digital Payments	Jakarta
21	February 08, 2022	Minister Teten Banks Must Aim for Potential MSMEs to Upgrade	Jakarta
22	February 09, 2022	BNI International Business Grows Positively	Jakarta
23	February 10, 2022	BNI Allocates TI Capex 3% of Revenue	Jakarta
24	February 11, 2022	BNI Emerald Managed Fund Reaches Rp166 Trillion	Jakarta
25	February 11, 2022	BNI Asset Management Issues Index-Based Mutual Funds	Jakarta
26	February 15, 2022	Collaborating with the WIR Group, BNI is Ready for Digital Business Expansion in Metaverse Indonesia	Jakarta
27	February 17, 2022	Service Transformation Bears Sweet Fruits, BNI Wins Best SLE Index 2022	Jakarta
28	February 17, 2022	BNI Sekuritas launched 'New BIONS' and opens digital account with the implementation of e-KYC via biometrics	Jakarta
29	February 18, 2022	BNI & ITB synergize the Campus Financial Ecosystem	Jakarta
30	February 19, 2022	BNI Prepares Beyond Banking Services for 8 Million Indonesian Diaspora	Jakarta
31	February 19, 2022	BNI Prepares Beyond Banking Services for 8 Million Indonesian Diaspora	Jakarta
32	February 20, 2022	BNI Partners with Dopang Co Ltd Opens Opportunities to Distribute Diaspora Loans	Jakarta
33	February 21, 2022	Himbara Transformation Boosts Economic Performance	Jakarta
34	February 22, 2022	BNI Partners with TradeBeyond Limited to Find Buyers for Indonesian Products	Jakarta
35	February 23, 2022	Promises of Fast Growth, BNI Boosts Business in Soloraya	Solo
36	February 24, 2022	1775 Children of the TNI Receive SOE Education Funds	Cilangkap
37	February 24, 2022	Collaboration, the Key for National MSMEs to Class Up and Go Global	Jakarta
38	February 26, 2022	BNI Sends Humanitarian Aid for Earthquake Victims	Jakarta
39	February 26, 2022	Support PTN Barat SMM Activities 2022, BNI Embraces 8 New Campuses	Jakarta
40	March 01, 2022	Celebrating BATC 2022 Victory, BNI Gives Savings to Athletes, Trainers and Officials	Jakarta
41	March 03, 2022	TPF Grows, Safe Savings	Jakarta
42	March 05, 2022	BNI Gives Loyal Customers Tesla Luxury Electric Cars	Jakarta
43	March 07, 2022	BNI Continues to Expand Global Business	Jakarta
44	March 09, 2022	Optimalkan Xpora, BNI Ajak UMKM Kopi Business Matching	Jakarta

No.	Date	Title	Place
45	March 09, 2022	BI Fast Answers the Need for Cheap Transactions	Jakarta
46	March 09, 2022	BNI Tokyo Opens Access for Indonesian MSMEs to Enter the Japanese Market Through Foodex 2022	Tokyo
47	March 10, 2022	Digital Investment is Increasingly Rising, BNI Targets Millennials	Jakarta
48	March 15, 2022	From 25% Profit, BNI Dividend Increases 3.3 times	Jakarta
49	March 16, 2022	Synergy of BNI, Pertamina, Pupuk Indonesia & ITB, Strengthen Catalyst Factory Development	Jakarta
50	March 17, 2022	BNI Mandalika Music Vibes is Ready to Make Pertamina Grand Prix of Indonesia Enthusiasm	Jakarta
51	March 17, 2022	Strengthening the Campus Financial Ecosystem, BNI and Iluni UI Give Honor Cards	Jakarta
52	March 18, 2022	Collaboration between BNI and Lion Air Group, 3 Planes Made with Livery Designs	Batam
53	March 20, 2022	BNI Responds to Diaspora Needs	Jakarta
54	March 20, 2022	Enlivening the 2022 Mandalika MotoGP, BNI Moves KAWAN	Mandalika
55	March 22, 2022	All England Champion: BNI London Office Really Cool	Jakarta
56	March 23, 2022	BPJAMSOSTEK Attracts BNI Agen46, Expands Register and Pay Service Channels	Jakarta
57	March 23 2022	Pushing Xpora, BNI Supports Inacraft 2022	Jakarta
58	March 24, 2022	BNI Proactively Responds to Scarcity of Logistics & Containers	Semarang
59	March 24, 2022	Encouraging KUR and Digitalizing Merchants, BNI Collaborates with Grab	Semarang
60	March 24, 2022	BNI Gives Grand Prize of Tesla Luxury Electric Car to Lottery Winners	Jakarta
61	March 25, 2022	First outside Java, BNI Builds Campus Financial Ecosystem with UNUD	Jakarta
62	March 27, 2022	BNI Encourages Rehabilitation of Anyer Coastal Forest and Upstream Citarum Watershed	Jakarta
63	March 27, 2022	Support Joyland Festival Bali 2022! BNI Combines Optimism and Tourism Revival	Bali
64	March 29, 2022	The Ministry of PANRB Collaborates with BNI to Prepare Digitalization of HR Management for ASN	Jakarta
65	March 29, 2022	Through the Gemarikan Festival, Minister of Tourism and Creative Economy Sandiaga Uno hopes that people's nutrition will improve	Magelang
66	March 30, 2022	John Terry: BNI Foster Partner Products Can Penetrate the European Market	Jakarta
67	March 30, 2022	Support Restoring the Economy with the 2022 BNI Auction Sound	Jakarta
68	March 31, 2022	Supporting the Acceleration of Recovery in the National Tourism Sector, Garuda Indonesia Online Travel Fair (GOTF) 2022 Presents Ticket Discounts of Up to 70 Percent	Jakarta
69	April 01, 2022	Xpora becomes a Role Model to Empower Export-Oriented MSMEs	Jakarta
70	April 02, 2022	Viral Stories of Indonesian Warung Owners in South Korea	Seoul
71	April 03, 2022	Increasing CASA, BNI encourages Campus Financial Ecosystem	Jakarta
72	April 04, 2022	BNI Wins The Most Active ATM Business Acquirer Award	Jakarta
73	April 05, 2022	BNI Supports Development of SPKLU PLN	Jakarta
74	April 05, 2022	QRIS Transactions Grow Stronger	Jakarta
75	April 06, 2022	Digging Potential, BNI Connects Xpora with Diaspora	Jakarta
76	April 07, 2022	BNI Wins 23 Awards at the 2022 Infobank Digital Brand Award Event	Jakarta
77	April 08, 2022	BNI Prepares Rp17.81 Trillion To Meet Cash Needs Ahead of Eid 2021	Jakarta
78	April 09, 2022	BNI Working on Diaspora and MSME Exports Simultaneously	Hong Kong
79	April 12, 2022	Encouraging MSMEs to Go Global, BNI Xpora Collaborates with ICC Indonesia	Jakarta

No.	Date	Title	Place
80	April 14, 2022	First Quarter of 2022, BNI is Optimistic of Record Credit Growth of 7%	Jakarta
81	April 15, 2022	BNI Expansion of Corporate Green Banking Rp6.1 trillion	Jakarta
82	April 17, 2022	February, BNI Griya Disbursement Grows Over 8%	Jakarta
83	April 18, 2022	Relying on International Networks and Branch Offices, BNI Supports the Growing Diaspora	Jakarta
84	April 19, 2022	QRIS Cashless and Cardless Transactions Are Increasingly Relied on by the Community	Jakarta
85	April 19, 2022	BNI Encourages Economic Improvement of "Indonesian" Diaspora in America	Jakarta
86	April 20, 2022	Diaspora Becomes Spearhead of Indonesia-Japan Trade	Tokyo
87	April 20, 2022	Musical Diversity That Unites At The Jakarta International BNI JAVA JAZZ FESTIVAL 2022	Jakarta
88	April 21, 2022	Strengthening Collaboration, BNI Seoul Opens Market Opportunities	Jakarta
89	April 22, 2022	Follow RA Kartini's example, 20 Women Leaders at BNI are lined up to become "Game Changers"	Jakarta
90	April 22, 2022	BNI Offers Solutions and Financial Literacy for MSMEs Go Global	Jakarta
91	April 23, 2022	Commemorating Earth Day, BNI Strengthens Megamendung Organic Forest Collaboration	Jakarta
92	April 24, 2022	BNI JJF Enlivened by Mikha Angelo and Teddy Aditya	Jakarta
93	April 25, 2022	BNI and LPEI Prepare Guarantees for Export MSME Loans	Jakarta
94	April 25, 2022	Sensational, Oslo Ibrahim and Rizky Febian Celebrate BNI Java Jazz On The Move	Jakarta
95	April 26, 2022	BNI Maintains Solid Expansion, First Quarter 2022 Profit Grows 63.2%	Jakarta
96	April 27, 2022	Supporting the Electric Vehicle Ecosystem, PLN and BNI Collaborate to Expand SPKLU Outreach	Jakarta
97	April 27, 2022	BNI Holds Homecoming Together 2022	Jakarta
98	April 28, 2022	Guarantees the Convenience of Homecoming, BNI Siaga Network	Jakarta
99	April 29, 2022	Indonesian Diaspora Can Invest Through BNI Loh	Jakarta
100	April 30, 2022	BNI and the Indonesian Embassy Open Distribution Centers in Japan	Jakarta
101	May 01, 2022	Indonesian Culinary Entrepreneurs Abroad, Enjoy the Sweet Collaboration between the Government and BNI	Jakarta
102	May 03, 2022	BNI Java Jazz On The Move Eases Fans' Longing for Endah N Rhesa's Voice	Jakarta
103	May 04, 2022	BNI Enables 200,000 Diaspora in the US to Perform Exports - Imports	Jakarta
104	May 05, 2022	BNI is more than just a provider of working capital for MSMEs in the United States	Jakarta
105	May 06, 2022	The Crucial Role of Banks in the Education Sector	Jakarta
106	May 08, 2022	Gangga Enthusiastic Rendy Pandugo BNI Java Jazz On The Move	Jakarta
107	May 08, 2022	BNI Targets Downstream Sector	Jakarta
108	May 09, 2022	Digital Transactions Are Loved, QRIS BNI Grows Rapidly	Jakarta
109	May 11, 2022	Increase Green Financing, BNI Will Issue Green Bonds	Jakarta
110	May 12, 2022	Encouraging MSME Performance, BNI Collaborates on Training and Financing Programs	Jakarta
111	May 13, 2022	BNI Aggressively Distributes Green Financing	Jakarta
112	May 15, 2022	Minister Teten Applauds BNI MSME Training & Financing Program	Jakarta
113	May 16, 2022	Expansion in the Japanese Market, BNI Collaborates with JRB to Facilitate Yen Loans to Ichii Industries Indonesia	Jakarta
114	May 18, 2022	BNI Venture Capital, BNI (BBNI) Establishes Rp500 Billion Deposit	Jakarta
115	May 18, 2022	Expanding the Global Network, BNI expands to the Land of Windmills	Jakarta

No.	Date	Title	Place
116	May 20, 2022	Increasing Village Investment, BNI Optimizes BUMDes	Jakarta
117	May 20, 2022	Confirming Transformation, BNI Completes 2 Corporate Actions	Jakarta
118	May 21, 2022	Present in Amsterdam, BNI Can Work on Trade of US\$5.47 billion	Jakarta
119	May 22, 2022	BNI Encourages KUR Growth	Jakarta
120	May 25, 2022	Encouraging Regional MSME Exports, BNI Continues Regional Trade Talk Series	Medan
121	May 26, 2022	BNI JJF 2022 Breaks Even More, BNI Exhibits Metaverse to Prepare iPhone 13 Pro Prizes	Jakarta
122	May 27, 2022	Try the Excitement of Cashless Transactions at BNI Java Jazz 2022	Jakarta
123	May 28, 2022	Strong in GCG, BNI Wins the IICD Award Again	Jakarta
124	May 29, 2022	Animo BNI Java Jazz Festival 2022 High, 3 Credit Card Products Encouraged	Jakarta
125	May 30, 2022	Crowded with Millennial Entrepreneurs, BNI Presents Digital Business Solutions at BNI Java Jazz 2022	Jakarta
126	May 30, 2022	BNI Expands International Business, Signs MOU with KB Kookmin Bank	Jakarta
127	May 31, 2022	Collaborating with Taspen, BNI Can Optimize the ASN Segment	Jakarta
128	June 02, 2022	BNI Has the Potential to Work on RI-South Korea Trade of Up to US\$ 30 Billion	Jakarta
129	June 06, 2022	BNI Aggressive in Green Financing ESDM: This is Very Good	Jakarta
130	June 06, 2022	Exploring the Turkish Market, BNI MSME Boyong Foster Partners	Istanbul, Turki
131	June 07, 2022	BNI KUR Customers Penetrate Turkish Market	Istanbul, Turki
132	June 08, 2022	FX Mobile, Forex Transactions Easier with BNI Mobile Banking	Jakarta
133	June 09, 2022	Countering Cyber Attacks, This Is What Customers Can Do	Jakarta
134	June 09, 2022	Japanese Market Expansion, BNI Tokyo Moves To Business District	Jakarta
135	June 12, 2022	Greysia Polii Enters Retirement, BNI Provides Assistance to Young Athletes to Succeed Greys	Jakarta
136	June 14, 2022	QRIS Trends are Increasing, People are Enthusiastic about BNI Innovations	Jakarta
137	June 15, 2022	Green Bond BNI Oversubscribed 4 times	Jakarta
138	June 17, 2022	Becoming Part of the Pre-Employment Card Program, BNI Has Also Produced Productive Alumni	Jakarta
139	June 18, 2022	Last Year's BNI Profit Soared 232.2%, BNI Mobile Banking Users Increased Significantly Strengthening Optimism in 2022	Jakarta
140	June 21, 2022	2 decades of APU-PPT, PPAK and BNI Planting Trees	Jakarta
141	June 21, 2022	Attract Indonesian Diaspora Companies in Hong Kong, Encourage West Java MSMEs to Penetrate the Global Market	Bandung
142	June 23, 2022	Effective Green Bond, this is BNI's target sector	Jakarta
143	June 23, 2022	The Indonesian Embassy in Collaboration with BNI Encourages MSME Products in K-POP Country	Seoul, Korea Selatan
144	June 23, 2022	Tracing Banking Financing when Europe Needs Coal Supply	Jakarta
145	June 24, 2022	Aggressive MSME Empowerment, Minister of MSE Cooperative Teten Wants Banking to Copy BNI	Jakarta
146	June 24, 2022	Opens a Branch in Amsterdam, BNI's Expansion is praised by the DPR	Jakarta
147	June 25, 2022	With BNI Mobile Banking, Transfer Using BI Fast, 100% Cashback!	Jakarta
148	June 27, 2022	BNI, Telkomsel and the MCAS Group Sign a Cooperation Agreement for Synergy of Digital Products and Services	Jakarta
149	June 28, 2022	76th Anniversary, BNI Holds Ceremony for 5,476 FLPP Debtors	Semarang

No.	Date	Title	Place
150	June 28, 2022	Help DGT, BNI Open Customer Service Improvement Collaboration	Jakarta
151	June 29, 2022	Kalbe Receives Rp1 Trillion Loan Facility from BNI	Semarang
152	July 01, 2022	BNI wins award for digital bank innovation	Jakarta
153	July 02, 2022	Superior Digital Banking, BNI Wins The 1st Overall Best E-Banking Award 2022	Jakarta
154	July 02, 2022	BNI Provides Explanation of Unsecured Loan Hoaxes	Jakarta
155	July 02, 2022	76th Anniversary, BNI Holds Friendly Golf Match	Jakarta
156	July 03, 2022	More Lucky Showered BNI Promo, 76th Anniversary	Jakarta
157	July 04, 2022	Supporting the Implementation of ESG, BNI Focuses on Becoming a Transformation Agent	Jakarta
158	July 05, 2022	76th Anniversary, BNI Strengthens Global Business	Jakarta
159	July 06, 2022	The 76th Anniversary is Even More Festive, BNI Promotes Fostered MSMEs	Jakarta
160	July 08, 2022	Real Steps by KALBE Nutritionals, Aruna PV, and BNI to Reduce 2,104 Tons of Carbon Per Year	Jakarta
161	July 09, 2022	Encouraging MSMEs to Go Global, BNI Sets an Example	Jakarta
162	July 09, 2022	Erick Welcomes Himbara Collaboration to Distribute 100 Sacrificial Cattle in West Java and Banten	Jakarta
163	July 10, 2022	Active in K-Pop Countries, BNI appreciated by the Ambassador	Jakarta
164	July 12, 2022	BNI Combines MSME Services Go Global and Diaspora	Jakarta
165	July 13, 2022	BNI Venture Capital Can Support Local Startups	Jakarta
166	July 14, 2022	BNI's 76th Anniversary, e-Sports Tournament Flooded with 9,113 Participants	Jakarta
167	July 15, 2022	Broken!!! Dewa United Wins eSports Tournament For Stronger Indonesia	Jakarta
168	July 18, 2022	BNI Flooded with Praise at Loud Fest 2022	Jakarta
169	July 18, 2022	BNI DigiGriya Launch, Everything is in BNI	Jakarta
170	July 19, 2022	Becoming a Pioneer, BNI Installs Two Partnership Scheme SPKLUs	Jakarta
171	July 21, 2022	BNI, APKASI, Kadin accelerate the implementation of smart cities and digitization	Jakarta
172	July 21, 2022	Minister of Agriculture SYL Invites Banking to Strengthen Indonesian Agriculture	Jakarta
173	July 22, 2022	Eradicate Hoaxes, BNI's Collaborative Steps Appreciated by Kominfo	Jakarta
174	July 23, 2022	Hashtags Jump Higher BNI Trending	Jakarta
175	July 25, 2022	Strengthening the Electric Vehicle Ecosystem, BNI Supports PLN E-Mobility Day	Jakarta
176	July 25, 2022	BNI Expands Diaspora Loan Services to Canada	Jakarta
177	July 26, 2022	Utilizing "Hybrid Working", BNI Builds First Work Hub at Taman Galaxy Bekasi	Jakarta
178	July 28, 2022	The Ministry of Communication and Informatics Welcomes BNI's Initiative to Develop the Game Industry	Jakarta
179	July 29, 2022	Focus on Transaction Banking and Green Banking Encourages Optimum Growth of BNI Semester I Performance	Jakarta
180	July 30, 2022	Profits of BUMN Banks are Skyrocketing, Erick: Evidence that Transformation Generates Achievements	Jakarta
181	July 31, 2022	Making the Best Profit, BNI Appreciated by Minister Erick	Jakarta
182	August 01, 2022	Applying the Green Banking Strategy, BBNI is ready to seize market opportunities	Jakarta
183	August 01, 2022	Collaborating with Japfa, BNI Distributes Rp1.42 Trillion Sustainability Linked Loans	Jakarta
184	August 03, 2022	BNI Strengthens Cooperation with the Directorate General of Higher Education through the Financial Ecosystem program	Jakarta
185	August 03, 2022	BNI Manages Salary Distribution Services for Pelindo Container Terminal Employees	Surabaya

No.	Date	Title	Place
186	August 04, 2022	Bringing Tens of Thousands of MSMEs to Go Export, BNI is appreciated by BI	Jakarta
187	August 06, 2022	Spurring Economic and Tourism Recovery, GNFY 2022 Invites BNI to Become a Partner Bank to be Held in Bali	Denpasar
188	August 10, 2022	Collaboration with North Sumatra Bank, BNI Stretcher Orange Synergy	Jakarta
189	August 11, 2022	Optimizing Food Expo 2022, BNI Brings Spices to the Hong Kong Market	Hongkong
190	August 12, 2022	Strengthening the Cashless Ecosystem, BNI Collaborates with Indomaret	Jakarta
191	August 15, 2022	BNIDirect recorded a transaction volume of more than Rp2,500 trillion	Jakarta
192	August 16, 2022	A Bank with Global Capacity, This is BNI's Strategy	Jakarta
193	August 19, 2022	Fending off Cyber Attacks, BNI Strengthens Literacy and Customer Protection	Jakarta
194	August 21, 2022	BNI Continues to Support "ILUNI"	Depok
195	August 22, 2022	Strengthening Agricultural and Food Estate Transformation, BNI Supports Alsintan Taxi Program	Gresik, Jawa Timur
196	August 23, 2022	BNI Wins 2 OJK Awards, Active Acquisition of Student Customers	Jakarta
197	August 24, 2022	BNI Supports Smart Province Bengkulu	Bengkulu
198	August 25, 2022	BNI-Garuda-Lion Collaboration, Reduces Airfare Ticket Prices	Jakarta
199	August 25, 2022	Minister of Transportation Appreciates Collaboration of Airline and Banking Sector with Airline Ticket Price Promotion	Jakarta
200	August 26, 2022	BNI Facilitates TNI to Pay Non-Cash Salaries and Benefits	Jakarta
201	August 27, 2022	Creative Initiation, Check the BNI-Garuda-Lion Collaboration Promo	Jakarta
202	August 27, 2022	BNI (BBNI) Opens Votes on the Acquisition of BTN (BBTN)	Jakarta
203	August 27, 2022	Stunning Results, Suteepat Praateptienchai Wins BNI-Ciputra Golfpreneur	Tangerang Selatan
204	August 29, 2022	Merging BNI and BTN, not Urgent	Jakarta
205	August 31, 2022	Maintaining Healthy Performance, BNI is Strengthened by New Directors	Jakarta
206	September 01, 2022	High SR017 enthusiasts, BNI Mobile Banking Provides Cashback of up to Rp7.7 million	Jakarta
207	September 02, 2022	Harpelnas 2022, BNI is Committed to Improving Global and Digital Services	Jakarta
208	September 03, 2022	Minister Erick Visit, BNI Amsterdam Seizes Global Market Opportunities	Amsterdam
209	September 05, 2022	BNI Encourages Sustainable Financing for a Clean Economy	Jakarta
210	September 05, 2022	Promote Indonesia's Economy and Tourism, SOEs Support the 62nd Tong-Tong Fair	Jakarta
211	September 06, 2022	BNI Assisted Padang Restaurant in The Hague Appreciated by the DPR	Jakarta
212	September 08, 2022	The BNI Corporate Segment is Increasingly Progressive	Jakarta
213	September 09, 2022	BNI Wins 4 Alpha Southeast Asia Awards	Jakarta
214	September 10, 2022	BNI Accelerates Acquisition of Digital Clients	Jakarta
215	September 12, 2022	Continuing Orange Synergy, BNI-Bank Sumut Issues Domestic Government Credit Cards	Medan
216	September 13, 2022	Solid Performance, BBNI Continues to Be Appreciated by Investors	Jakarta
217	September 16, 2022	Work from the Heart, BUMN Young Talents are Encouraged to be More Productive	Jakarta
218	September 20, 2022	BNI Supports Exports (Go Global) Through Strengthening MSME Classes with NIB	Jakarta
219	September 22, 2022	Encouraging the Performance of Local MSMEs, BNI Supports the Nusantara Craft Exhibition	Jakarta
220	September 23, 2022	BNI Strengthens Mobile Banking With Additional Featured Features	Jakarta

No.	Date	Title	Place
221	September 25, 2022	BNI Supports MSMEs in More than 10 Countries	Jakarta
222	September 25, 2022	Millennial Network, BNI Emerald Holds Golf Clinic	Jakarta
223	September 27, 2022	Answer the Opportunity of the Second Semester of 2022, BNI Supports MSMEs	Jakarta
224	September 29, 2022	Comprehensive Solution, Submission of KUR BNI Plus Export Ready Support	Jakarta
225	September 30, 2022	Totality of Supporting MSMEs, 555 BNI Fostered Rice MSMEs	Jakarta
226	October 01, 2022	Expanding Synergy, BNI Collaborates with Bank Jateng	Jakarta
227	October 02, 2022	BNI Distributes Emergency Response Assistance, Eases the Burden of North Tapanuli Earthquake Victims	Medan
228	October 03, 2022	BNI Wins TJSL BUMN Award 2022 Appreciation, Supports Community Economy	Jakarta
229	October 04, 2022	BNI and BSG Synergy Collaboration to Expand the Smart Province Ecosystem in North Sulawesi	Manado
230	October 05, 2022	BNI Helps in the Bunaken Area	Manado
231	October 07, 2022	BNI Supports Green Economy and Export Orientation Through the Equatorial Coffee Trail	Jakarta
232	October 09, 2022	BNI Drives BNIDirect Transactions Through New Innovations	Jakarta
233	October 12, 2022	BNI Encourages Global Performance and Investment	Jakarta
234	October 13, 2022	BNI Direct Success Becomes a Seamless Financial Platform	Jakarta
235	October 14, 2022	Expanding Synergy, BNI Collaborates with Bank Papua	Jakarta
236	October 15, 2022	BNI Offers Interest Rate of 2.76% p.a to Own a Dream House Through BNI Griya	Jakarta
237	October 15, 2022	Increasingly Trusted, BNI Maximizes Super App BNI Mobile Banking Features	Jakarta
238	October 16, 2022	BNI's Transformation Continues to Strengthen Indonesia's Economic Performance	Jakarta
239	October 16, 2022	BNI Fortune Program, Win 2 Land Rovers and 17 Hyundai Creta	Jakarta
240	October 17, 2022	Transformation Encourages BNI's Optimism	Bali
241	October 17, 2022	The management of Indonesian MSMEs is seen as very appropriate, the view of Simon Paris, CEO of Finastra	Bali
242	October 18, 2022	Borneo Collaboration, BNI Collaborates with South Kalimantan Bank, Kaltimara Bank, and West Kalimantan Bank	Jakarta
243	October 20, 2022	BNI Records BNI Cash Management Transaction Volume Reaches Rp3,567 Trillion	Jakarta
244	October 20, 2022	Trade Expo Indonesia (TEI) 2022, BNI Xpora UMKM with Buyers of the Republic of Korea	Jakarta
245	October 21, 2022	Expansion to the Gen Z and Millennial Segments, BNI Launches the BNI American Express Vibe Credit Card	Jakarta
246	October 23, 2022	Collecting 1,000 Blood Bags, IKA UB Holds a Third Blood Donation Movement	Jakarta
247	October 24, 2022	Solid Performance Amid Economic Turbulence, BNI's Profit Grows by Healthy 76.8%	Jakarta
248	October 25, 2022	Three Important Strategies for Financial Inclusion Discussed at the SOE Conference	Jakarta
249	October 25, 2022	BNI Tokyo Boosts Funding for Diaspora	Tokyo
250	October 26, 2022	Digital Banking Encourages BNI's CASA Expansion	Jakarta
251	October 26, 2022	Strengthening the Value Chain Business, BNI Collaborates with SIG	Jakarta
252	October 27, 2022	Encourage BUMN Millennial House Ownership, BNI Collaborates with PLN	Jakarta
253	October 27, 2022	Back to Support INACRAFT, BNI Provides Export Consultation	Jakarta
254	October 29, 2022	Participation in FinExpo 2022, BNI Tebar Rewards	Jakarta
255	October 30, 2022	Developing a Sustainable Tourism and Economic Ecosystem in Indonesian Priority Destinations, KAWAN BNI Reaches 3 Villages	Jakarta

No.	Date	Title	Place
256	October 31, 2022	BNI Provides Intraday Facility to KPEI of Rp1.8 Trillion	Jakarta
257	November 02, 2022	BNI Encourages Digital Channel Transactions at Jakarta Fashion Week 2023	Jakarta
258	November 03, 2022	For the First Time, BNI and Emirates Hold a Travel Exhibition Sprinkled with Promo Programs	Jakarta
259	November 04, 2022	Supporting G20, BNI Prepares Digital Channel and SPKLU Crea Nusa Dua	Jakarta
260	November 06, 2022	Crowded with Visitors, Joyland Festival 2022 Together with BNI Entertain GBK	Jakarta
261	November 06, 2022	BNI Supports Garuda Indonesia Travel Fair 2022 Simultaneously in 3 Cities	Jakarta
262	November 07, 2022	Transactions are booming, BNI Emerald Customers are Enthusiastic in Welcoming the 2022 Travel Fair Pre-Sale Event	Jakarta
263	November 07, 2022	BNI Introduces Diaspora Saving at the Indonesian Day Event in London	Jakarta
264	November 08, 2022	Retirement Preparations? Open BNI Simponi in BNI Mobile Banking	Jakarta
265	November 09, 2022	Again! BNI Supports MSME Diaspora Expansion in England	London
266	November 10, 2022	BNI Agen46 Empowers Businesses to Provide Banking Services to the Community	Jakarta
267	November 11, 2022	BNI Indonesian Masters presented by TNE Officially Launched as the Biggest Golf Tournament in Indonesia	Jakarta
268	November 12, 2022	Supporting MSMEs Go International, BNI Optimizes G20 Momentum	Jakarta
269	November 12, 2022	Supporting WSBK Mandalika 2022, Encourage Global Bank Branding	Jakarta
270	November 12, 2022	BNI Presents Metaverse Immersive Technology at the G20 Summit Event	Bali
271	November 15, 2022	G20 Becomes a Blessing for Fan Craftsmen in Bali	Jakarta
272	November 19, 2022	Being Part of the Success in Overcoming COVID-19, BNI Wins Humanitarian Award	Jakarta
273	November 19, 2022	Pioneering Green Banking, BNI Encourages Sustainable Business	Jakarta
274	November 19, 2022	Prioritizing Sustainable Business, BNI CFO Wins Award	Jakarta
275	November 23, 2022	Disaster Response, BNI and BUMN Gotong Royong Help Cianjur Residents	Cianjur
276	November 25, 2022	BNI's response to Brigadier Yosua Hutabarat's Viral Video Account	Jakarta
277	November 25, 2022	BUMN Minister Erick Thohir Visits Trauma Healing for Cianjur Earthquake Victims	Jakarta
278	November 30, 2022	Praised by LPS, BNI Wins 3 Awards	Jakarta
279	November 30, 2022	Pushing Global Brands, BNI Indonesian Masters Series Begins	Jakarta
280	November 30, 2022	Erick Thohir Appreciates BUMN Support in G20	Jakarta
281	December 01, 2022	Digital Economy Support in East Java, BNI and Bank Jatim Synergize	Jakarta
282	December 01, 2022	Lifting MSME to the next level, Erick Thohir asked BNI to help speed up the issuance of NIB	Jakarta
283	December 01, 2022	Katadata Regional Summit 2022	Jakarta
284	December 01, 2022	BNI Indonesia Masters 2022 presented by TNE, Hamamoto and Schietekat Sementara Memimpin	Jakarta
285	December 02, 2022	Appointed by Erick Thohir, BNI Develops Bakauheni Harbor City	Jakarta
286	December 04, 2022	Suwannarut Champion of BNI Indonesia Masters 2022 Presented by TNE, BNI Gives Appreciation	Jakarta
287	December 04, 2022	BNI Indonesian Masters presented by TNE, Suwannarut Steady at the Top	Jakarta
288	December 05, 2022	Winning the International Award Event, BNI Encourages Ecosystem Digitization	Jakarta
289	December 06, 2022	Strengthening Services in the Regions, BNI and Bank NTB Syariah Establish Synergy	Jakarta

No.	Date	Title	Place
290	December 07, 2022	LCSF 2022, BNI Bridges Business between Indonesia and Japan	Jakarta
291	December 07, 2022	BNI is Committed to Develop Network in a Digital Direction	Jakarta
292	December 08, 2022	Strengthening Services in the Regions, BNI and Bank Nagari Collaborate to Build Image and Build the Nation	Jakarta
293	December 08, 2022	These Three Steps Become the Mainstay of BUMN Pursuing Decarbonization Targets	Jakarta
294	December 09, 2022	Business Expansion, BNI Issues Rp3 Trillion NCD	Jakarta
295	December 09, 2022	MIND.ID Relies on Reforestation to Reduce Carbon Emissions, 17,267 Hectares Have Been Reforested	Jakarta
296	December 09, 2022	Gernas Proudly Made in Indonesia Presented by the Ministry of SOEs for MSMEs in West Kalimantan to Go Global	Pontianak
297	December 12, 2022	BNI Strengthens Synergy with Regional Development Banks to Accelerate Digital Transformation and Penetrate into Global Markets	Bali
298	December 13, 2022	Strengthening International Business, Consumer and Channel Digitalization, BNI Wins Four Awards	Jakarta
299	December 14, 2022	BNI and AFPI Drive the Acceleration of Digitalization in the Financial Services Industry	Jakarta
300	December 14, 2022	Two BNI-assisted MSMEs Win a Proud Award Made in Indonesia	Jakarta
301	December 15, 2022	Excellent! BNI Contact Center Wins 6 Medals at the World Contact Center Event	Jakarta
302	December 16, 2022	BSDE Receives Rp1 Trillion Loan Facility from BNI	Jakarta
303	December 16, 2022	Welcoming Christmas and New Year, BNI Distributes Food Packages and Church Construction Funds	Jakarta
304	December 17, 2022	Festive Christmas 2022 and New Year 2023, BNI Presents "LET'S GO KALIBER"	Jakarta
305	December 17, 2022	BNI Wins Most Innovative Bank Award from Diktiristek	Jakarta
306	December 18, 2022	Next Year Full of Uncertainties, This is BNI's Strategy to Deal With It	Jakarta
307	December 19, 2022	BNI Prints Go Global Coffee Cluster KUR	Jakarta
308	December 20, 2022	Supporting West Sumatra's Economy, Erick Thohir Greetings Padang Residents	Jakarta
309	December 21, 2022	BNI Griya Holds Agreement Ceremony with Perumnas	Jakarta
310	December 24, 2022	BNI Manages Benefits Distribution Services for Employees of PT Kimia Farma Apotek	Jakarta
311	December 27, 2022	BNI Strengthens Synergy with Unimed through the Campus Financial Ecosystem program	Jakarta
312	December 28, 2022	GRP & BNI Collaborate on Sustainability Linked Loan US\$32 million	Jakarta
313	December 29, 2022	Minister of Cooperatives and Small and Medium Enterprises Praises BNI for Opening the MSME Export Market	Jakarta
314	December 29, 2022	Supporting Economic Recovery, BNIDirect Transactions Grow Positively	Jakarta
315	December 30, 2022	BNI Shares Increase 36.67% Throughout 2022, Ready to Deliver Achievements in 2023	Jakarta

SINERGI 46 MAGAZINE

Internal media specifically for BNI Hi-Movers in the form of a printed magazine that functions as a means of sharing information, experience and knowledge as well as to increase engagement and a sense of pride for BNI Hi-Movers towards BNI.

The themes as the main presentations in this magazine is adapted to the current conditions at BNI. Some of the themes raised based on the latest issue of Sinergi 46 magazine include: Ready to Jump Higher, Reliable Strategy, Encourage Digital Ecosystem Progress, and BNI Hi-Movers for Stronger Indonesia: Ready to Jump Even Higher.

E-SINERGI 46

An application that can only be accessed by BNI Hi-Movers through the Apple Store and Play Store application, provides interesting material to read and share on social media such as Whatsapp; Facebook; Twitter and others. To find out the responses from readers, this application also has a post and comment features that can increase employee involvement when providing feedback on articles.

To be more attractive to BNI Hi-Movers, and more active in using the e-sinergi46 application, there is a gamification program with reward points, for each activity on the e-sinergi46 application you can earn points. Collected points can be redeemed or exchanged for: Phone Credit Purchases, Purchase of Data Packages, Purchases of vouchers or payment of PLN bills, Top Up Link Aja, Top Up Go Pay, and Top Up OVO. To increase access to information from work units, e-sinergi46 managers provide incentives for employees who contribute by sending news.

No.	Headline
1	Come on, Do These 3 Routines to Increase Your Work Productivity
2	#BNIhuntAngpaoChallenge
3	Is NeoCov a New Variant of the Corona Virus?
4	Happy Monday! Let's enjoy today!
5	The Right Way to Burn Calories
6	Not Just Protection, It Turns Out Masks Can Attract Attention
7	Celebrate the Year of the Water Tiger with a BNI eCard Kresi
8	BNI CorpU Live Streaming: Launching 46 Society & Monthly Employee Well-Being: Stress Free January
9	After going through busy activities, let's relax on Sunday!
10	Self-Care, A Form of Caring for and Loving Yourself Independently
11	Take a peek at 5 BNI Digital Branch Facilities at Ngurah Rai Airport!
12	Performance Praised by Minister of Finance and Minister of SOEs! BNI Pedo Continues Phase II Business Transformation
13	Benefits of Weight Vest, for Body Weight Sports
14	Emoji Mistakes That Make Your Head Shake!
15	Welcome Chinese New Year Spreading Prosperity! Check BNI Discounts
16	BNI CorpU Live Streaming: Business Meeting 2022
17	The Good Sleep Hours for Healthy Heart
18	What is Emotional Burnout? Get to know the characteristics!
19	Get to know Nocebo, the Rarely Known Side Effects of the COVID-19 Vaccine
20	If you get a bonus, what investment do you want?
21	Omicron Continues to Improve, This Is What to Do If WFH
22	BUMN Vaccination Center
23	Have you been vaccinated? Let's Keep Tightening Prokes and Take Care of Health!
24	All About Digital Challenge #BNIADC 2021
25	SAI Awareness Letter - Unauthorized Payment Instruction
26	Come on, Check Bitcoin Legality!
27	Savings Steps When the Rainy Season Comes
28	BNI 2021 Profits Increase 3 Times

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29	Disbursing Loans to Sumedang MSMEs, BNI Succeeds in the Pilot Project of Koro Bean Cultivation
30	BNI CorpU Live Streaming: Challenge and Opportunity Metaverse for Education & Business
31	Let's get used to healthy habits that can make you happy
32	Who Says Hybrid Working Can't Be Productive?
33	Close the Weekend with Exercising for Health
34	Bank Indonesia Techibition Activity "Creative Economy Festival Based on Applications and Games"
35	Why are booster vaccines only given half a dose?
36	Who Says Being Healthy Could Be Hard?
37	A Good Beginning, Will Create A Good End.
38	Let's Join Digital Marketing & Customer Acquisition Bootcamp
39	Want to go to the mall at PPKM Level Two? Check the Terms First!
40	Know the Danger of Ransomware! Mode and How to Prevent it
41	Beware of Shortness of Breath when Infected with Omicron
42	Enter the World's Most Delicious Soup List! Take a peek at the Chicken Soto Ingredients
43	BNI Shares, Gives Appreciation to Families of Indonesian Migrant Workers
44	Weekend at Home Just Keep It Cool! Try Doing This!
45	BNI Shares, Gives Appreciation to Nurses and Midwives
46	Weekend, But Confused What to Do? Beautify the Atmosphere at Home - Come on!
47	Still Like to Misunderstand This Abbreviation?
48	Beware of Fraud under the guise of BNI Job Calls! Recognize the Mode and How to Check for the Truth
49	Perfecting the Digital Transformation Process, BNI Forms a Digital Bank
50	Not Original Viral! Being a Content Creator also has ethics
51	Why Do You Have to Have a Booster Vaccine?
52	Must Know! Here's the Right Way to Handle the Omicron Virus
53	Do you want small talk, you don't need to carry it physically!
54	BNI Provides Ambulance Assistance to RSUD.Dr.M.M.Dunda Limboto Gorontalo
55	Shopping Continues Like a Sultan But Still Saves Is It Possible?
56	Economic Acceleration Momentum in the Year of the Water Tiger, BNI Prepares a Business Plan
57	Maintaining Health When Omicron is High
58	BNI and Himbara are More Trusted by LPS to be Banks for Claims Paying Customer Deposits
59	Money Talks Power Lunch: Financial Services Boss Reveals Strategies in the New Economic Era
60	Turn Passion into Additional Income
61	Omicron Expands, Let's Do a Booster!
62	Beware of Phishing Emails! Here's How To Overcome them
63	COVID-19 is Still There Let's Be More Alert!
64	Continuing the Go Green Program, Regional Office 01 and SMPs IT Siti Hajar Launching the Garbage Bank
65	Graha Medika Hospital Gaet BNI, Launching the First Smart Hospital in Banyuwangi
66	BNI Parepare Launches BNI Tapcash Co-Branding PT.Pelindo e-pass card
67	BNI Regional Office 18 Malang Submits Medical Robot Aid for Antidote Covid
68	Focus on Campus Financial Ecosystem, BNI Receives Award from PTKIN
69	What is a high impact leader like?
70	Good Vibes Good Life, This Is How To Build Positive Emotions!
71	NFT, Crypto and 5G Predicted to Skyrocket in 2022, Opportunity to Get New BNI Hi-Movers Customers!
72	Bad signal? PeduliLindungi Can Now Check-In Offline, Loh!
73	Learn from Adaptive People? Why not?
74	Intensifying Smart City, BNI Forms a Digital Ecosystem in West Sumatra
75	Beware of Omicron in Children! These are the symptoms
76	Knowledge Supplement - Export Credit Agency (ECA)
77	Come on Come on Come on! The Spirit of Work Starts a New Week

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78	Omicron Cases Are On the Rise, Do This For Physical and Mental Health!
79	Knowledge Supplement for the period January 17-21, 2022
80	Life Lessons from the Viral Film Kite Breaking Up
81	Do This, Your Monday Will Never Be The Same Again!
82	Netflix fans, The Raid Movie Will Be Reproduced by Hollywood Directors!
83	Self Healing and Learning New Things on Weekends
84	Thousands of Indonesian Honorary Teachers Receive SOE Appreciation
85	Fun and Useful Weekend with Main Board Game
86	Big South Jakarta Language Dictionary (KBBJ)
87	Lucky Mid Month! Check the BNI Cuan Promo
88	TGIF, Get Ready for the Weekend with BNI!
89	Developing Capacity with Self Transformation
90	Booster Vaccine Facts You Need to Know
91	Ready to Distribute Rp38 Trillion KUR, This is a BNI Strategy
92	BNI KC Polewali Wins The Best Eco Office (Environmentally Friendly Office)
93	Want to Become a Smart BNI Hi-Movers! This is a Social Media Guide
94	Extreme Weather is Happening, Let's Take Care of Your Health!
95	BNI Wins Campus Financial Ecosystem Award from Diktiristek
96	BNI CorpU Live Streaming: Mandatory for All BNI Hi-Movers: Wise in Social Media
97	Why is self-diagnosis not recommended? Let's See the Explanation!
98	Faster, Cheaper and Easier Transfers with BI-FAST
99	Got a Criticism? Don't Gas First!
100	Create a Safe and Healthy Work Environment
101	Guidelines for Using Social Media
102	Risky Credit at BNI Decreases, Observer: Good Start!
103	Response to Potential Yen LCS Transactions, BNI Maximizes Services
104	The Benefits of Being Bilingual in the Style of South Jakarta Children!
105	Let's Take the Internal Communication Survey!
106	There's no word you can't use, you can learn anything in the digital era!
107	The Papua BUMN Task Force Distributes BNI Staple Material Assistance to Flood Victims
108	Useful Activities After Office Hours
109	You are great, if you dare to try without fear of being late!
110	Say hello & talk to Mr. Royke & Mrs. Susi
111	2022 Mindset Cuan
112	Don't Panic, Here's a Smart Way to Overcome Floods for BNI Hi-Movers
113	Prevent Omicron Transmission, Stop Using This Mask!
114	The Fruit of Collaboration between BNI Corpu and BP Jamsostek Corpu, BNI Sekuritas Holds Action Learning Program for BP Jamsostek Investment Division Key Persons
115	Arrogant Basketball Player vs BNI Hi-Movers, former National Athlete, Who's the Champion?
116	First Game, Good Job Jakarta BNI 46 Team!
117	Dramatic comeback, Denny Sumargo almost lost to a bank employee
118	Spirit Doll The Viral Doll
119	BNI Hi-Movers, who's been waiting for cool action from the Jakarta BNI46 team?
120	Festive January, BNI Segambreng Promo
121	Just Aired in January, Have You Watched It Yet?
122	Tips for Treating Missing Holiday
123	Come on, Change the Way of Joking in 2022!
124	Really good! BNI is Trusted to Distribute KPR Tapera

No.	Headline
125	Stop Battling, Start Self Journaling!
126	What's so interesting about Sandwich Generation?
127	The 2022 trend that will boom
128	Minister of Cooperatives and SMEs: BNI's KUR Allocation Increase is the Right Step
129	Preparation of School Children During PPKM
130	Are You Smart in Arguing?
131	The Most Stable Currency in the World, From Which Country?
132	BNI Supports the Indonesian Navy to Manage State Revenue and Expenditure Budget Funds
133	KUR Allocation Increases More Than 20%, BNI Focuses More on Working on the MSME Business
134	A year of SP Academy's Journey Podcast Series
135	You don't have to follow other people's standards.
136	Stay Up-To-Date in the Midst of Busyness
137	There's a lot about Florana, here's the facts!
138	Neat Work with Website Mind Mapping
139	Come on, Grow Together With Collaboration!
140	Want to Be a Global Bank and Leader in Domestic! Here are the Management Directions for BNI Hi-Movers
141	Beware of False Advertising, Sweet Temptations That Make Your Heart Wince When Shopping
142	Do We Need a Third Dose of Vaccine Against the Omicron Variant?
143	Get to know NFT, a New and Tempting Investment
144	Booster Vaccines Starting January 12, 2022: Free and Paid!
145	Optimizing Campus Financial Ecosystem, BNI Supports LTMPT 2022
146	Do You Promise You Want Financial Freedom in 2022? Check out the Tips
147	Ready to Switch to the Metaverse Virtual World? What the heck?
148	While it's the start of the year, let's evaluate ourselves for a better 2022!
149	Welcome the Beginning of the Year with a New Work Spirit!
150	Cool! North Maluku Becomes the Happiest Province in Indonesia
151	Suppress the Spread of COVID-19 by Tightening (Return) Health Protocols
152	Back to Existence in Proliga 2022, BNI Introduces New Team Composition
153	Still in New Year's Mood, Here Comes an Exciting Family Watch!
154	First Weekend 2022, Still Cool Even If You're Not Going Anywhere
155	New Wishlist to Welcome the New Year
156	It Turns Out These 5 Countries Have Never Celebrated New Years on January 1st!
157	Tell us your hope in 2022
158	Prepare Yourself to Jump Higher in 2022
159	Let's Do Good on Isra Mi'raj Day
160	Let's Know Omicron "Stealth" and Its Symptoms
161	Third Match, Round II Jakarta BNI46 Wins Points!
162	Want to Shrink the Stomach Naturally? Here's How!
163	Beware of Long COVID-19 After Omicron Infection
164	You Can Be A Good Friend During This Pandemic. Come on, support each other!
165	Fight Stress, This Is How to Quickly Calm Your Mind
166	Responding to the West Pasaman Earthquake Disaster, BNI Distributes Staple Foods
167	Support PTN Barat SMM Activities 2022, BNI Embraces 8 New Campuses
168	We're Still Struggling During the Pandemic, Let's Maintain a Healthy Lifestyle!
169	Exciting! BNI Gives Vouchers, Discounts and Discount Coupons
170	Habits on this weekend can drain the contents of savings
171	BNI CEO's Success Tips
172	Contribution to BNI Profit 2021, Best Sales Appreciation Management

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173	PayDay! It's time to check out the contents of your shopping cart with a BNI Debit Card
174	Payday Special Promo, Show TPP Get Discounts at Selected Merchants with BNI Credit Cards
175	Come on, do this, so you can recover quickly from Omicron
176	BNI Region 01 and the City Government of Medan Launch the Waste Management Digitalization Program
177	Does the team use spoons or not, BNI Hi-Movers?
178	1775 Children of the TNI Receive SOE Education Funds
179	BAMUIS and UPZ BNI Thank You for BNI Hi-Movers Donors
180	Promises of Fast Growth, BNI Boosts Business in Soloraya
181	Support PEN, BNI's Corporate Segment Grows Positively
182	Appreciation of 2021 Performance Achievements
183	Excellent! BNI Implements QRIS Parking Pay in Jayapura, Papua
184	Don't panic, this is how to change the status to black in PeduliLindungi
185	Equipment that is mandatory for workers in the office
186	WOW! This color turns out to increase morale
187	Already Know About Son of Omicron? Is it Dangerous?
188	BNI Partners with TradeBeyond Limited to Find Buyers for Indonesian Products
189	Sales Championship Award Full Year Period 2021
190	Himbara Transformation Boosts Economic Performance
191	Let's Know the Meaning of Close Contact with COVID-19
192	National Waste Awareness Day 2022: Maintaining Environmental Preservation Through 3 Government Programs
193	Live Streaming BNI CorpU: Diaspora Trade Talk Series - BNI Hong Kong
194	Many People Like Success Stories, Why is it?
195	Celebrate National Waste Awareness Day by Joining this Giveaway!
196	It's not just be negative, it's a positive value that can be generated from waste.
197	BNI Partners with Dopang Co Ltd Opens Opportunities to Distribute Diaspora Loans
198	The best-selling British series of all time, have you watched it yet?
199	Weekends, BNI Spreads Shopping Discounts and Cashback
200	Second Round, Jakarta BNI46 Team Back in Action Against Jakarta Pertamina Pertamax!
201	Do This To Reduce Plastic Waste
202	Get used to this to reduce waste production in the environment
203	BNI Prepares Beyond Banking Services for 8 Million Indonesian Diaspora
204	TGIF! Do this activity, for a more enjoyable weekend
205	Simple Steps to Overcome the Danger of Garbage Pile
206	BNI & ITB synergize the Campus Financial Ecosystem
207	Service Transformation Bears Sweet Fruits, BNI Wins Best SLE Index 2022
208	BNI Sekuritas launches 'New BIONS'
209	What to Know About the Metaverse?
210	Already Vaccinated But Still Got Omicron? Don't Panic First!
211	Currency Diversification in International Transactions, Is It Important?
212	Fun! BNI Hi-Movers Get Rp50,000 Discounts on the KALCare Application
213	Set up a virtual meeting pattern so it doesn't feel tiring
214	Get rid of the confusion of seeing the happiness you feel
215	Here it is! Rows of Benefits Prepare Old Age Savings
216	Dear You, Avoid These Harmful Eating Habits for the Body
217	Just Recovered from COVID-19? See What Steps To Do
218	How BNI Anticipates Cyber Security in the Metaverse, Here's It!
219	Stay Alert! These are Omicron Symptoms that are Often Overlooked

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220	More Isoman at Home? Come on, do this light exercise!
221	Celebrate Cap Go Meh with a Variety of These Typical Foods
222	Collaborating with the WIR Group, BNI is Ready for Digital Business Expansion in Metaverse Indonesia
223	Close Contact with a Covid Positive Patient? Let's see these tips!
224	To Be More Proficient in Investing, How to Do It?
225	BNI in Metaverse: "Creating A New Future of Banking Experience"
226	Let's Get to Know Cultural Intelligence for Your Work Effectiveness
227	What are Valentine's Day Traditions in Various Countries?
228	Have you recovered from Omicron? These are the features!
229	Acquaintance with Symptoms of Superiority Complex, Are You There?
230	Omicron or Common Flu, What's the Difference?
231	Let's Invest, BNI AM Publishes Bond Index Mutual Funds
232	Let's Avoid Emotional Eating, For Your Body's Health
233	The Most Favorite Movie, Suitable To Accompany Your Valentine!
234	Anti-mainstream gift on Valentine's Day
235	Have run out of ideas What to do next? Try Doing This Deh!
236	Fast, BNI Distributes Social Assistance to Residents of Binjai City, North Sumatra
237	For Healing, Do You Have to Take a Vacation?
238	The Easy Way to Make a Beautiful Home with Plants
239	Stay Productive On The Weekend? Who's Afraid, Let's Do This!
240	Super Savings! Segambreng BNI Weekly Shopping Promo
241	Accidentally Meet Omicron Patient, When Should You Get Tested for COVID-19?
242	Life Lessons from The Tinder Swindler Movie
243	More Isoman at Home? Omicron Patients Can Get Free Medicines!
244	BNI Hands Over Ambulances for COVID-19 Patients at Graha Medika Banyuwangi Hospital
245	You Have Reasons Not to be Insecure Even Though You Don't Have Privileges.
246	Often use Autodebet, what are the advantages of using it?
247	Myths vs Facts About Omicron
248	Release of 'KUR BNI Landing Page', BNI Collaborates with Chatat.id to Digitize MSME Business
249	Overcome the Transmission of COVID-19
250	Flexing Crowded on Social Media! This is the Characteristic of Genuine Rich People
251	Bapekind BNI: Silent: A Simple Mantra to Make Peace with Yourself
252	BNI International Business Grows Positively
253	BNI CorpU Live Streaming: Socialization and Education of COVID-19 "Let's Stay Alert to the Omicron Variant"
254	The Minister Teten, Banks Must Aim for Potential MSMEs to Upgrade
255	Still Lazy to Learn Digital Marketing? Don't Get Regret, Loh!
256	Optimize Pipe Line To Boost Performance
257	Internal Communication Effectiveness Survey
258	This habit during WFH can damage the body
259	Not For Father's sake, But For The Future. Come on, Invest!
260	Get to Know the BA.2 Variant of COVID-19 Called the 'Son of Omicron'
261	Get Hundreds of Million Rupiah from SIMPONI
262	These are WHO recommended foods, immune boosters when isomaniac!
263	Come on, get to know the characteristics and how to prevent transmission of Omicron
264	PPKM Level 3 Starter Kit for BNI Hi-Movers! Check
265	Don't be careless, this is the right time to take supplements and multivitamins.
266	The Right Mindset Can Help Your Career Success
267	The COVID-19 Outbreak Continues, Take Care of Your Mental Health, C'mon!

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268	Build a Strong Mentality with Positive Self Talk
269	Weekends at Home? It's Time for Self-Care!
270	Won't go out of style, do this activity without leaving the house.
271	Support the Rise of MSMEs, This is a Form of BN's Support
272	Exercise is One of the Effective Ways for a Healthy Diet
273	Spend This Weekend Reflecting on Yourself for a Better Personality
274	Come on, let's het nostalgic for 90's Disney movies!
275	Want to Watch All of Us Are Dead? Know the Facts First, Come on!
276	Superindo Discount All Weekend! Enjoy BNI Promos
277	Watch Again! This is How to Distinguish Omicron and Flu Symptoms
278	Made us proud, BNI Contact Center Wins 4 Medals at the 2021 CCW Event!
279	Opening Export Doors to Digitalization, This is BNI's Strategy to Empower and Advance Indonesian MSMEs!
280	Check it out, are you trapped in your own expectations or not?
281	Optimistic about Strengthening Indonesia's Economy in 2022, BNI and BNI Sekuritas Explain the Reasons!
282	Bored When Isoman is at Home? Try Filling Time with the Following Movies
283	Master This Skill! BNI Hi-Movers It's Easier to Assess Property Collaterals
284	Good Financial Habits, Determine a Good Future
285	Passion or Hobby, Which Is More Important For Your Career?
286	Webinar National Economic & Business Outlook 2022: The Rise of Indonesian MSMEs
287	Telemedicine, Health Technology in the Isoman era
288	Jakarta BNI46 hosts, closes the first round with a 3-0 victory
289	How to Turn Anxiety into Productivity in the Office
290	Let's Have Principles, So You Don't Depend on Other People!
291	Intend Isoman when Positive Omicron? Pay attention to the conditions first!
292	Chinese New Year Celebration 2573, BNI Region 01 Holds 2022 Customer Gathering!
293	Internal Violation Prevention and Case Handling Knowledge Supplement
294	Actually, what are the Facts and History of Chinese New Year Celebration?
295	BNI CorpU Live Streaming: Come on, NGOBRASS: Chat with Appraisal Experts
296	Alert! This is the New Policy on Driving on Toll Roads
297	Instagram Releases 'Favorites' and Following' Features, What's the difference?
298	Today is the last day, report your tax return immediately, Come on!
299	Get ready for BNI Hi-Movers! At GOTF, BNI Spreads Discounts of up to 70%
300	BNI CorpU Live Streaming: Socialization of Halal Certification, GMP and HACCP BNI Partner MSME
301	Have Social Media, Maximize the Benefits, Come on!
302	Xpora becomes a Role Model to Empower Export-Oriented MSMEs
303	Competing with Commercial Magazines, BNI Synergy Magazine 46 Wins Gold Winner at the 2022 SPS Award Event
304	Interesting facts behind National Film Day
305	BNI Visa and Credit Card Promote Contactless
306	BNI Shares Program to Help Flood and Landslide Victims in Tolitoli Regency
307	Feel the Positive Benefits of Reading Habits
308	Support Restoring the Economy with the 2022 BNI Auction Sound
309	John Terry: BNI Foster Partner Products Can Penetrate the European Market
310	Lessons from the Will Smith Case, Not Everything Can Be A Joke!
311	BNI Region 01 Medan Hands Over Cars & Motorbikes for BNI Fortune Lottery Winners #GaPakeNanti
312	BNI Region 18 Appreciation for the Best BNI Agen46 Performance
313	Happy! Jakarta BNI46 Wins 3rd Place in Proliga 2022!
314	Kemen PANRB Collaborates with BNI to Prepare Digitalization of HR Management for ASN

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315	Interesting Facts, Behind Indonesia's Success in Winning the Swiss Open
316	Swag! BNI Receives 4 Gold Winner PR Indonesia Award 2022
317	BNI CorpU Live Streaming: Digital Consumer Megashift Trend 2022
318	Don't Spend Your Salary!
319	BNI Encourages Rehabilitation of Anyer Coastal Forest and Upstream Citarum Watershed
320	Anti-magic Sports, Let's Listen to This Song!
321	Agree on the Collective Labor Agreement, BNI - Worker Unions are Tighter and Harmonious
322	Support Joyland Festival Bali 2022! BNI Combines Optimism and Rise of Tourism
323	Want a Vacation During Earth Hour? Come on, do this activity
324	First outside Java, BNI Builds Campus Financial Ecosystem with UNUD
325	How to determine self-worth, so that life is more meaningful
326	Even Exercising Becomes Unhealthy, Why is that?
327	Money Talks Power Lunch "Mudik! Money Spins Again"
328	Do you want to go home but don't have a booster yet? Yes, this is the condition
329	The Right Way to Manage Finances Before the Month of Ramadan
330	BNI Gives Grand Prize of Tesla Luxury Electric Car to Lottery Winners
331	Encouraging KUR and Digitalizing Merchants, BNI Collaborates with Grab
332	Congrats! BCOMSS Named VP Corcom Selly Adriatika as Corporate Communications of The Year 2022
333	Stop Living Wasteful, It's a Good Way to Make a Health Budget
334	Let's Start Reducing Toxic Actions, Let Life Feel Fun
335	BPJAMSOSTEK Attracts BNI Agen46 Expands Register and Pay Service Channels
336	Pushing Xpora, BNI Supports Inacraft 2022
337	Collaborating For Success? Worth Trying!
338	Korem Mosque 052/WKR Receive BNI CSR, Build Supporting Facilities!
339	BNI Xpora, World Class, Revives Bali's MSME Exports!
340	Crowded About Crazy Rich, Everyone's Way To Success Is Not The Same!
341	Creating Top Talent, BNI Creates Future Leader Figures for the Future
342	RACE Talk Series: Talent Management (Part 1: Talent Classification)
343	Accelerate Logistics, BNI Commitment to Encourage Investment and Economic Competitiveness
344	Final Four, Jakarta BNI46 Team Rise to Win Points from Jakarta Pertamina Pertamina!
345	The Importance of Winning Mentality, For Career Success
346	BNI Corporate Transformation: Improving Credit Officer Competence with Basic Property Appraisal Brevet Training
347	BNI Kluike RACE 2022
348	BNI CorpU Live Streaming: BNI Regional Trade Talk Series: "Responding to the Scarcity of Logistics and Containers"
349	Enlivening the 2022 Mandalika MotoGP, BNI Moves KAWAN
350	Do you like cycling? Do you know the benefits yet?
351	Knowledge Supplement Period March 21, 22 & 24, 2022
352	Hooray, BNI Contact Center is getting Customer-Centric
353	Stop by, Kimbab Family: Open an Account Very Easy at BNI Seoul
354	Opening 2022 With a Podium, BNI is Proud to Support Sean Gelael
355	Anti-fog Weekend, Here's a Watch List for Anime Lovers!
356	Exciting Travel Destinations, While Watching MotoGP Mandalika
357	4 Practical Tips to Avoid Doomscrolling Addiction
358	Collaboration between BNI and Lion Air Group, 3 aircraft made with livery designs
359	Collaboration, Surabaya Class I Immigration Build Service Excellent with BNI
360	Strengthening the Campus Financial Ecosystem, BNI and Iluni UI Give Honor Cards
361	You Can't Control Everything, Stop Overthinking!

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362	Gargle, Simple Ways to Relieve Omicron Symptoms
363	Starbuck Reducing Plastic Cups, Ready to Bring Your Own Tumbler?
364	BNI Mandalika Music Vibes is Ready to Make Pertamina Grand Prix of Indonesia Enthusiasm
365	BNI and ILUNI UI Develop UI Connect 2,0 Application! Simplify Access to Digital Finance
366	Why Is Saving Hard to Do?
367	Maintaining Good Relations in the Office Through Diplomatic Skills
368	Don't Panic, These are Deltacron Facts that You Need to Know
369	Two BNI Agen46 Prizes! Success in Spreading Financial Inclusion
370	Synergy of BNI, Pertamina, Pupuk Indonesia & ITB, Strengthen Catalyst Factory Development
371	Investing in Stocks, Gold, or Dollars When the Global Economy is Bad?
372	For 25% Profit, BNI Dividend Increases 3.3 times
373	BNI CorpU Live Streaming: NGEBA'SO: Chat Exclusively with Friends BCV: "Scholarship Talk, Global Postgraduate Program"
374	Latest Facts About Deltacron! What are you doing?
375	Fear of Being Fooled! Then how do you know if the investment is safe or not?
376	Often Tired at Work? Let's Learn How to Manage Good Time
377	Come on, do this, to love yourself more
378	Being Productive Doesn't Have to Wait for a Good Mood!
379	Live Streaming BNI CorpU: Socialization of the 2022 BNI Action Program
380	Enjoying Weekend with Novels? Here's a Reading Recommendation For You!
381	Practical Ways To Declutter, Making Your Home More Comfortable
382	Don't Lay Down, Let's Be Productive During the Weekend!
383	Knowledge Supplement period March 14 - 15, 2022
384	Recover from COVID-19, Sports again, Come on!
385	Cheap price! Super Saving Shopping at BNI
386	Weekend Arrived! This is a fun holiday idea with the family
387	Weekends Don't Always Have to Travel!
388	Listen to your body, let's exercise!
389	Learning from the Rookie Cops Drama, Don't Just Judge People!
390	Want to Travel Without PCR and Antigen? Let's Check the Terms!
391	Beware of Flexing Trends, Don't Be Easily Tempted by Profits
392	Digital Investment is Increasingly Rising, BNI Targets Millennials
393	Consume this Natural Ingredients to Relieve Omicron Symptoms
394	Detox Mind Is Necessary, for a Healthier Mentality!
395	NFT Trend: A Source of Profits that Also Has Disadvantages
396	SOE Synergy, BNI Participates in Handing Over Thousands of Free School Uniforms in Banten Province
397	Actually, How Much Income Is Taxable?
398	BNI JCB Credit Card Wins International Category Award at the 2022 JCB Award
399	Interesting Facts behind National Music Day
400	BNI Tokyo Opens Access for Indonesian MSMEs to Enter the Japanese Market Through FOODEX 2022
401	Optimizing Xpora, BNI Invites UMKM Coffee Business Matching
402	BI Fast Answers the Need for Cheap Transactions
403	Beware, Omicron Symptoms Can Appear at Night
404	BNI Region 07 and DPD Asparindo Sulsel Sign MoU on Market Digitalization in Makassar
405	Have BPJS, do you still need other insurance?
406	Live Webinar "Savings at the Bank, Safe or Uneasy"
407	Recognize Mental Fatigue and How to Get Out of It!
408	Digital Marketing & Customer Acquisition Bootcamp Batch 3

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409	Global to Indonesia Welcome Pandemic Status to Endemic? These are the Facts
410	The Latest Guide to Traveling by Plane
411	BNI Continues to Expand Global Business
412	Build work motivation through this books
413	BNI's 76th Anniversary Logo Design Competition
414	BNIFX, Your Foreign Exchange Transaction Solution
415	Compulsory Fraud Knowledge Supplement as a Problem of Professional Ethics and Integrity
416	Want to Report Tax Return but Forgot EFIN? This is the online solution
417	BNI Super Discount! Payday Promo at the Beginning of the Month
418	BNI Gives Loyal Customers Tesla Luxury Electric Cars
419	Weekend Dilemma, Sleep or Exercise?
420	Ideally, how many hours can we eat after exercising
421	Are You A Part of Batman Fandom? Do you know the facts behind the latest film yet?
422	Playlist for Moodboosters to Enjoy the Weekend!
423	This is a fun activity with family on the weekend!
424	Weekend Ends, Let's Do This for a More Passionate Monday!
425	Stop the Habit of Overthinking, Try Doing This, Come on!
426	SP BNI 23rd Anniversary! Encourage BNI Hi-Movers to Increase Integrity
427	Bye Harpitnas, Time for an Exciting Weekend!
428	Weekend Inspiration: Effective Ways to Garden in Narrow Land
429	The thunder of the BNI Fortune Draw #GaPakeNanti
430	DPK Grows, Safe Savings
431	Get to know eHAC: A Travel Guide in a Pandemic Period
432	4 Things Hindus Are Prohibited to Do on Nyepi
433	What to Do During Nyepi Celebration?
434	Maintain Customer Trust, BNI Ensures Security of Savings Funds Fulfills LPS Rules!
435	Recognize Signs of Headaches Caused by Omicron
436	Commemoration of Isra Mi'raj Prophet Muhammad SAW 1443 H
437	Photo Competition BNI Fortune Draw
438	Live Webinars
439	Celebrating BATC 2022 Victory, BNI Gives Appreciation to Athletes, Trainers and Officials
440	Easy and Convenient Transaction Solutions with Foreign Exchange
441	Reels Instagram Contest "Happy With EDC BNI"
442	Bye-Bye Negative Vibes, Hello Positive Holiday Spirit
443	Do you want immediate approval from your boss if you apply for leave? Follow these Tips!
444	Pamper Transactions at Houses of Worship, Balikpapan Branch Office Pacu QRIS
445	BNI and the Indonesian Embassy Open Distribution Centers in Japan
446	To go home safely and comfortably by car, these are things you must know
447	Come on, know the amount of zakat fitrah and when to pay it
448	Achieve blessings, Retail & Payment Solutions Region 09 Collaboration with Branches Sharing Takjil to Merchant Chainstores
449	Arafah Share THR
450	Take advantage of long leave time for those who don't go home
451	Indonesian Diaspora Can Invest Through BNI Loh
452	Want to go home but don't have a booster yet? Don't worry, you can get vaccinated at this location
453	Come on, do stretching to overcome soreness on the Mudik trip
454	Do not use two toll cards when going home
455	Prevent Subsidized Fuel Misappropriation, Number Plates Will Be Recorded at Gas Stations

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456	BNI Ecard Ramadan
457	Guarantee the Convenience of Homecoming, BNI Siaga Network
458	Grand Prize, Salman Gets 1 Honda PCX 160 Draw from BNI
459	Donation in the Holy Month of BNI AM
460	Getting to Know the Microsleep Stalking Travelers
461	At the end of this month, analog TV can no longer be used
462	BNI Holds Homecoming Together 2022
463	Supporting the Electric Vehicle Ecosystem, PLN and BNI Collaborate to Expand SPKLU Outreach
464	Receiving Help, Military Commander V/Brawijaya Appreciates BNI's Safari Ramadan Spirit
465	Tips So that the Car Doesn't Overheat When Stuck in a Traffic Jam
466	BNI Malang Regional Office Optimist to Hold Safari Ramadan, Live Blessings
467	Prediction of peak homecoming and return flows of Eid 2022!
468	Ramadan is only 5 days left, don't lose the spirit of worship
469	#RejekiBNIGaPakeNanti Probolinggo customers, BNI distributes Honda All New PCX motorbikes
470	BNI Maintains Solid Expansion, First Quarter 2022 Profit Grows 63.2%
471	Homecoming is calm, home is safe! Do these 6 things before Homecoming!
472	Palapa Ring Speeds Up Internet Speed at IKN
473	Which Type Are We At Work?
474	BNI CorpU Live Streaming: Diaspora Trade Talk Series - BNI Tokyo, Japan "Ways to Maneuver and Thrive in Japan Market"
475	BNI and LPEI 10 Prepare Collateral for Export MSME Credit
476	Come on, do this method to complete the work before the Eid holiday
477	Drinking Coffee Can Maintain Mental Health, How come?
478	Come on, Know When is the Right Time to Exercise During Fasting
479	Homecoming earlier, more comfortable to the destination! eits, before leaving, check out these 7 tips!
480	Fraud Alert! BNI never sends announcements via email! let's see the explanation
481	BNI Promo Ahead of Eid 2022, Anti Bokek!
482	Commemorating Earth Day, BNI Strengthens Megamendung Organic Forest Collaboration
483	Gases, gases, gases!! The last day of Ramadan, do these 6 good deeds.
484	Collaborating with the Indonesian Embassy, BNI Singapore's Strategy to Advance MSMEs and Diaspora
485	Don't Spend Immediately! These are THR Fund Allocation Tips
486	Tali Asih Safari Ramadan 1443 H, Jump Higher to Achieve Blessings in BNI Sharing
487	BNI Offers Solutions and Financial Literacy for MSMEs Go Global
488	Tired of the same takjil? Try 7 Indonesian specialties to break the fast!
489	Come on, take this small step to save the earth
490	Ramadan Special Edition Giveaway, "Ikoy-Ikoyan a la BNI Hi-Movers"!
491	Follow RA Kartini's example, 20 Women Leaders at BNI Continue to be "Game Changers"
492	Strengthen Collaboration, BNI Seoul Opens Market Opportunities
493	Imitating the Character of R.A. Kartini in the Present
494	BNI Society Talk Show with PlantLovers46: Tips for First-time Plant Owners
495	Musical Diversity that Unites at the Jakarta International BNI Java Jazz Festival 2022
496	Wowman Talks: Creative Women, Solutive Women.
497	Don't waste it! Do these 5 things to make Ramadan more memorable
498	Will Become a Mandatory Vaccine, Come on, Get to Know the Cervical Cancer Vaccine
499	Diaspora Becomes the Spearhead of Indonesia-Japan Trade
500	History of National Consumer Day
501	RACE Talk Series "Women Behind Transformation"
502	Diaspora Trade Talk Series: Road to BNI Global Trade Forum 2022
503	Removing Unused Emails Can Save Thousands of Tons of Coal

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504	Fun! It's easy to pay for Employment BPJS through the nearest BNI Agen46
505	QRIS Cashless and Cardless Transactions Are Increasingly Relied on by the Community
506	BNI Agen46 Accelerates BPJS TK Services, Encourages Digitalization of Social Security
507	Anti Bad Breath during Ramadan. Do This!
508	Come on, get to know the One Way and Gage Schemes at the 2022 Lebaran Homecoming
509	Holy Month, BNI W02 Celebrates Safari Program Ramadan 1443 H
510	Live Streaming BNI CorpU: UMKM & BUMN Go Global With BNI Hong Kong
511	BNI W09 Spreads the Spirit of Sharing and Anti-Fraud at Safari Ramadan 1443 H
512	Relying on International Networks and Branch Offices, BNI Supports the Growing Diaspora
513	Don't suddenly, this is the best time for booster vaccines before going home
514	BNI Shares Passion in the Month of Ramadan
515	Relying on International Networks and Branch Offices, BNI Supports the Growing Diaspora
516	Commitment to Implementation of Good Corporate Governance.
517	BNI Global Diaspora Week
518	Indonesian Version of My Sassy Girl Film Coming Soon, These are Interesting Facts
519	Come on, Know the Meaning of the Rabbit Symbol in the Easter Tradition
520	Anti-bloating, Consumption of this Fruit Meets Water Needs When Breaking the Fast!
521	February, BNI Griya Disbursement Grows Above 8%
522	Knowledge Supplement period April 18 - 22, 2022
523	Don't Miss It, At Midnight There Will Be A Pink Moon Phenomenon
524	Do you know this Instagram term? Don't Get Wrong!
525	Come on, Get to Know Logu Senhor, the Good Friday Tradition from Sikka, NTT
526	BNI Expansion of Corporate Green Banking Rp6.1 trillion
527	Homecoming Using Private Vehicles? These Tips For You!
528	Voice of RACE Comment Challenge
529	With Safari Ramadan, BNI Regional Office 03 Spreads Concern to Share
530	Care for Orphanages & Orphans! BNI Regional Office 06 Participates in a Ramadan Safari for Others
531	First Quarter of 2022, BNI is Optimistic to Record Credit Growth of 7%
532	Pay for College Easier With a BNI Credit Card
533	KC Pontianak Distributes ZIS (Zakat Infaq Alms) to the Al-Hidayah Orphanage
534	BNI Regional Office 06 Gives Car and Motorcycle Prizes to the Winners
535	The TPKS Law is passed, Victims Don't Need to Be Afraid Anymore
536	BNI Hi-Movers Zakat, Felt by the residents of the Simple Beach Village, Muara Gembong, Bekasi Regency
537	Effective Ways to Overcome Sleepiness in the Office During the Month of Ramadan
538	The Importance of Stress Management in Ramadan!
539	This is the best time to donate blood during Ramadan
540	BNI Hi-Movers Let's Contribute! Encourage BNI Innovation and Transformation at the 2022 Binnova Championship
541	Hooray! Blitar Loyal Customers Rewarded with BNI Toyota Raize Car Prizes
542	BNI Multifinance Ramadhan Promo
543	Sharing Achieves Blessings! BNI Regional Office 04 Santuni Orphans through Safari Ramadan 1443 H
544	Encouraging MSMEs to Go Global, BNI Xpora Collaborates with ICC Indonesia
545	Start a Healthy Morning Routine After Sahur!
546	The impact is not good for health, avoid sleeping after sahur
547	Come on, do this, so that WFH remains productive during fasting
548	Launching of Binnova Championship 2022
549	Jojo & Fajar-Rian won the Runners Up at the 2022 Korea Open
550	Ngabuburit Anti Boredom, Let's Do This Activity!
551	Exercise while fasting, is it safe for the body?
552	Menu for breaking the fast, this is the true meaning of takjil
553	It's time to #ShareSpirit in the month of Ramadan
554	BNI Working on Diaspora and MSME Exports Simultaneously
555	There is a joint leave, check the latest regulations for going home in 2022, come on!

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556	BNI Prepares Rp17.81 Trillion To Meet Cash Needs Ahead of Eid 2021
557	#BNISspecialRamadhan Recipe Creations!
558	Woman Diary Challenge #Wowman BNI
559	BNI Wins 23 Awards at the 2022 Infobank Digital Brand Award Event
560	Must Try! This Opens Menu to Enliven the Atmosphere in the Office
561	Want Bukber at the Mall or Restaurant? These are the conditions
562	Push Cashless! BNI Balikpapan Launches Student Edition TapCash
563	Dharma Shanti Nyepi, "Tri Hita Karana The Way Towards Strengthening Sradha Devotion and Religious Tolerance"
564	BNI Simponi Give Away Challenge
565	Get in touch with Growth Mindset! What are the benefits?
566	Maintain Health by Reducing These Foods During Sahur
567	Intention to Go Home Faster while Fasting? Let's Check Out These Tips!
568	Digging Potential, BNI Connects Xpora with Diaspora
569	In the Metaverse Universe, BNI Will Offer Immersive Banking Services
570	BNI JAVA JAZZ FESTIVAL 2022 is back!
571	Is it OK to Vaccine During Fasting?
572	Social Butterfly: The Extrovert Who Always is Others' Favorite
573	Grab the Blessings of the Holy Month, BNI Region 10 Santuni Orphans in Safari Ramadan 1443 H
574	Inspiration for Interesting Activities during Ngabuburit
575	QRIS Transactions Grow Stronger
576	'How Will The Metaverse Change The World'
577	BNI Wins The Most Active Acquirer ATM Business Award
578	Happy Worship of Ramadan 1443 H
579	Interesting Facts about Putri Kusuma Wardhani, The Orleans Masters Champion
580	Build Positive Vibes While Working in the Fasting Month
581	NGEBA'SO: Chat Exclusively with Friends BCV: "Scholarship Talk, Global Postgraduate Program Series 2"
582	BNI Helps the Government Encourage Digital Literacy for MSMEs as the Motor for National Economic Recovery
583	Don't be late for work, do this to prepare for Sahur!
584	Do Sunday Self-Care Activities, to Take Care of Your Health
585	Increasing CASA, BNI encourages Campus Financial Ecosystem
586	Come on, know the types of food that should be avoided at dawn
587	#BNISahurChallenge
588	Stories of Viral Indonesian Warung Owners in South Korea
589	Apart from Worship, Fasting Has Healthy Benefits for the Body.
590	For maximum fasting, do this preparation, Come on!
591	The Mupload Tradition When Welcoming Ramadan!
592	Appearing at the End of May 2022, What are the Impacts of the Black Moon in Indonesia?
593	Must Know! Facts about the Aare River in Switzerland
594	We are Pancasila! Happy Pancasila Day
595	Confident But Not Too Confident
596	Let's Train the Mind For a Better Life
597	Collaborating with Taspen, BNI Can Optimize the ASN Segment
598	The 5 Minute Rule Method To Increase Work Productivity
599	Halal Bihalal Bazaar BNI Employee Wife Family Harmony (KKB).
600	650 cases of Acute Hepatitis Found Since April. Indonesia Must Be Alert!
601	Really good! BNI Wins the Best State Owned Enterprise Big Cap Award & Top 50 Issuers with the Largest Market Capitalization!
602	BNI Expands International Business, Signs MOU with KB Kookmin Bank
603	Any transaction becomes easier because it's cashless
604	These 3 Main Products for BNI Credit Cards Become a Mainstay at the BNI Java Jazz Festival 2022

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605	Through BNI Xpora, Batiksoul Guitars 'Mentas' at BNI Java Jazz 2022
606	BNI Java Jazz Festival 2022 High Animo, 3 Credit Card Products Encouraged
607	At BNI Java Jazz 2022, they complete their longing for togetherness
608	Enlivening the 2022 BNI Java Jazz Festival, BNI Provides a Metaverse Experience
609	Check, Bubble Burst Facts that Shake the Startup World
610	5 Indonesian records at the 2021 Sea Games
611	Awaken Work Enthusiasm On A Day Of Weaknesses. Check Here!
612	Beware of Monkey Pox, These are the Symptoms
613	Come on, Let's Know the Meaning Behind the Ascension of Jesus Christ!
614	Create a Positive Vibe in the Office, To Work More Productively
615	#OnceUpوناRACE Challenge Between Units 2022
616	Eazy Passport Service, Evidence of Synergy between BNI and the Directorate General of Immigration
617	Encouraging Regional MSME Exports, BNI Continues Regional Trade Talk Series
618	New Rule Name Must Be More Than 1 Word. here's the explanation
619	Come on, open BNI Paper at BNI Smarter & BNI Forum
620	Latest BPJS Employment Calculations for 2022, Check Here!
621	BNI CorpU Live Streaming: MANDATORY WEBINAR: Talent Development - Soft is the New Power. Future Proofing through Power Skills + Engagement + Culture
622	Launching of the BNI AKSI 2022 Program
623	Indonesian Creative Work Pre-Event - Webinar "Strengthening MSME Competitiveness through the Global Market"
624	Check, Characteristics of Employees that Give a Negative Impact in the Office!
625	Ranked 3rd in the 2021 Sea Games, According to the Nation's Expectations!!
626	Come on, Join the #UMKMBangkit Competition with a Total Prize of Rp50 Million!
627	"Appreciation & Motivation Awards for Learning Resources & Learners"
628	Jabodetabek KRL Route Changes Next Week! Check out the Explanation
629	Spread Weekend Discounts! This is the choice from BNI
630	Tips to Improve Sleep Quality, So that Tomorrow Will Be More Productive
631	BNI Encourages KUR Growth
632	BNI CorpU Live Streaming: RACE Talk Series: The First Biometric Transaction & Verification In Indonesia
633	Knowledge Supplement period May 23-27, May 2022
634	Tips for Facing Monday to Keep Spirit
635	5 Me Time Ideas on Old Dates
636	Want a Vacation to the White Sand Beach? These 3 Destinations Must Be Visited
637	Present in Amsterdam, BNI Can Work on Trade of US\$4.7 billion
638	The Origin of Writing "Thousand" Becomes "K"
639	Campervan, New Vacation Trend with Family
640	Legitimate! White Vehicle Number Plates Come into Force June 2022
641	Confirming Transformation, BNI Completes 2 Corporate Actions
642	3 Tips to Deal with the Old Date Curse!
643	Effective Tips to skip the Old Dates Phenomenon, Here's the Way
644	The History of the Birth of May 20 National Awakening Day
645	Increasing Village Investment, BNI Optimizes BUMDes
646	4 Signs of a Haunted House
647	Want to invest but don't lie? Get in touch with SBN
648	End of 2022, Toll Cards Will Be Abolished
649	No Need for PCR or Antigen Anymore, these are the Latest Travel Rules
650	BNI CorpU Live Streaming: NgEBID (Effective Chat with DJKN Institutions)
651	Less-Reduce Nagging At Work
652	Congratulations to the Best Princesses of the Nation at SEA GAMES 2021 for winning the Silver Medal
653	Java Jazz Festival 2022 Vlogger Audition!
654	President Allows Removing Masks in Open Spaces

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655	Expanding the Global Network, BNI expands to the Land of Windmills
656	Chased Deadline Follow These 5 Tips
657	Beware of Social Engineering Fraud Modes (Soceng)
658	How to Become an Influential Figure in the Office
659	Application of Professional Ethics in Fraud and Violation Prevention Efforts
660	Knowledge Supplement period May 17 & 19, 2022
661	Expansion in the Japanese Market, BNI Collaborates with JRB to Facilitate Yen Loans to Ichii Industries Indonesia
662	The Meaning of Releasing Lanterns During Vesak
663	Trisuci Vesak, Get to Know the Three Events Behind Buddhist Holidays
664	Towards Vesak, these are the preparations made at Borobudur Temple
665	Minister Teten Applauds BNI MSME Training & Financing Program
666	Unique Traditions of Vesak Day in Various Countries
667	Ready to defend the Thomas Cup, this is the struggle of the Indonesian team to reach the final
668	Some Child-Friendly Tourist Attractions in Indonesia
669	Movie recommendations on Netflix to accompany the long weekend
670	Interested in learning to inline skate? Come on, Get to Know the Categories in Roller Skating Sports
671	Tourist Destinations You Can Visit During Vesak Holidays
672	Get Ready for a Long Weekend Vacation! Check out the 7 Tips.
673	BNI Aggressive Distributes Green Financing
674	Legitimate! Now PeduliLindungi Can Be Used in the European Union
675	Google Maps Launches New Feature, Now You Can Check Toll Fares
676	The steps of the Indonesian Youth Team, stopped in the Quarter Finals
677	History of the Thomas & Uber Cup
678	Encouraging MSME Performance, BNI Collaborates on Training and Financing Programs
679	Scorching Hot Temperatures, Beware of the Appearance of Symptoms of this Disease
680	Apart from drinking water, these are tips for 'surviving' in hot weather
681	Come on, Know 3 New Features of WhatsApp
682	BNI Offers Green Corporate Bonds for 2022
683	BMKG Predicts Hot Temperatures in Indonesia Until Mid-May!
684	BNI CorpU Live Streaming: AKHLAK series: Finding Meaning Purpose to Boost Performance
685	Increasing the Effectiveness of SOEs, BNI Wins the 2022 "Mitra Champion" Award
686	Get to know how to prevent children from contracting acute hepatitis
687	The Holidays Are Over, Gaspol is Ready to Work in the Office!
688	Beware of Mysterious Hepatitis!
689	Back In Shape, After A Week Of Good Food!
690	Idgitaf and Nadin Amizah GreetingsBNI Java Jazz On The Move Admirers
691	Come on, Restore the Spirit of Work After the Eid Holiday
692	Digital Transactions Are Loved, QRIS BNI Grows Fast
693	Still a lot of THR remaining? Just allocate it to this investment, come on!
694	E-Learning Mandatory 2022 Is Now Aired
695	Sean Gelael and WRT #31 Win in Action in Belgium
696	BNI Targets Downstream Sector
697	Tips for Traveling Back and forth for Eid Al-Fitr
698	Ganga Until Rendy Pandugo Enthusiastic BNI Java Jazz On The Move
699	The Crucial Role of Banks in the Education Sector
700	Update Your BNI Mobile Banking So that Transactions Are Better!
701	Types of Sports That Can Be Done with the Family
702	Recommended Films to Watch During the Eid Holidays
703	Fun Activity Ideas When With Family on Eid Holidays
704	BNI is more than just a provider of working capital for MSMEs in the United States

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705	Welcoming Ramadhan and Eid Al-Fitr 1443 H, BNI Region 07 Hands Over Food Packages in Polman, Mamasa and Majene
706	BNI KC Pontianak Shares Moments of Ramadan 1443 H
707	5 tips to take care of your body when you are back and forth
708	How to Save Eid Cakes, So It Doesn't Go Soggy Easily
709	Effective tips so that you don't gain weight during Eid
710	BNI Enables 200,000 Diaspora in the US to Perform Exports - Imports
711	Tips for Sharing Eid Greetings, So as Not to Disturb Personal Finances
712	Apart from strengthening brotherhood, these are the benefits of friendship during Eid
713	BNI Java Jazz On The Move Eases Fans' Longing for Endah N Rhesa's Voice
714	Meaning of 'Salam Tempel' on Eid Al-Fitr
715	Healthy Eating Tips During Eid Al-Fitr
716	Anti boncos after Eid
717	Stay Healthy During Eid, Check Out the Tips!
718	Don't do this, during Eid gatherings
719	Getting to Know Halalbihalal, Traditions on Eid Al-Fitr
720	Come on, Know the Typical Eid Foods Made from Rice
721	Happy Eid Al-Fitr 1443 H
722	Takbir resounds, a sign that Victory Day has come!
723	Indonesian Culinary Entrepreneurs Abroad, Enjoy the Sweet Collaboration between the Government and BNI
724	Not Just the Pantura Route, Let's Enjoy the Pansela Route!
725	Eid Al-Fitr 1443 H Newsletter
726	Come on, Know the Complete Halalbihalal Rules for Eid 2022
727	2 Years #AKHLAKCultureJourney
728	Ngobras BNI's 76th Anniversary
729	Tips to get rid of hot air without air conditioning
730	Go Change: Challenge #EatYourFood
731	BNI CorpU Live Streaming: Beware of the Spread of COVID-19 New Variants
732	Learning Game Global Mindset. What is Global Mindset?
733	Strengthen Strategic Partnership! The Board of Directors and BNI Workers Union Agreed on CLA for the 2022-2024 Period
734	Kalbe Receives Rp1 Trillion Loan Facility from BNI
735	5 Tips for Controlling Emotions, the Key to Success at Work
736	Love yourself? this is the way!
737	Caring for the Local Community, BNI KC Lubuklinggau Donates an Ambulance to the City Government
738	Your Art, Your Story Competition
739	Invite Customers to Activate BNI Mobile Banking, Get the Latest Gadgets
740	Help DGT, BNI Open Customer Service Improvement Collaboration
741	Commemorating the Anniversary, Sigi Regency and BNI are Getting Closer with the Launching of the Sigi Masagena Card
742	Your name is a typo on your KTP, see how to fix it here
743	BNI 76th Anniversary, BNI Mass Contracts for 5,476 FLPP debtors
744	Payroll Discount, BNI Month End Promo
745	BNI CorpU Live Streaming: ESG Trends & Market Outlook
746	The Best Action Movies Full of Adrenaline that Must Be Watched
747	The phenomenon of the bootid meteor shower today, here's how to watch it
748	Twitter Tests Notes Feature, Allows Users to Tweet Longer
749	BNI, Telkomsel and the MCAS Group Sign a Cooperation Agreement for Synergy of Digital Products and Services
750	Not Avoided! These are tips so that work doesn't become a burden
751	FLPP Prosperous Mortgage Mass Agreement, Take the Courageous Step to Own Your Own Home
752	WhatsApp is Safer with End-to-end Encryption, What's That?

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753	Check, doctor's advice to stay fit even if you don't have time to exercise
754	Viral Electronic ticket check or ETLE, how do you do it?
755	Knowledge Supplement for the period June 28 & 29, June 2022
756	5 characteristics of a mentally healthy person
757	Ouch! Malignant Spyware Targets Android and iPhone Users
758	Plane "Delay"? This is the Compensation You Will Get!
759	With BNI Mobile Banking, Transfer Using BI Fast, 100% Cashback!
760	Opens a Branch in Amsterdam, BNI's Expansion is praised by the DPR
761	Valuable Assets RI, BNI and KemenPANRB Sign HR Digitization Agreement for ASN!
762	Strengthen Your Body's Immunity During Transition, These are Foods to Prevent Flu!
763	Aggressive UMKM Empowerment, Minister of Cooperative UKM Teten Wants Banking to Copy BN
764	IG Reels Challenge Hope & Wish from BNI Hi-Movers for BNI's 76th Anniversary
765	Report & Reject Gratification, Directors Appreciate BNI Hi-Movers
766	Dukcapil prepares digital KTP, how is it different from e-KTP?
767	Effective Green Bond, this is BNI's target sector
768	Stop Book Shaming! Everyone Has Different Reading Tastes
769	The Indonesian Embassy in Collaboration with BNI Encourages MSME Products to K-POP Country
770	17th Anniversary of 46BC, BNI Emphasizes Synergy and and Collaboration to Increase Employee Productivity!
771	Cool! BBNi Receives Award "The First Business VCN Paylater Launch in the World 2022"
772	Food Loss Waste is a Serious Problem in Indonesia
773	5 Planets Will Align with the Moon, Here's How to Watch It
774	Historical Event Commemorated as the Anniversary of DKI Jakarta
775	BNI Wins 2022 Sustainability Business Award
776	Encouraging ITBMP Purbalingga Education, BNI Provides Scholarships for 34 Outstanding Students!
777	Millennial Gathering 2022: Millennials and Zilenials BNI Hi-Movers Getting Inline!
778	Come on, Know the Main Issues of the Meeting of Health Ministers of the G20 Members
779	List of Cities in Indonesia with the Worst Air Quality
780	Frequent Exchanges! Come on, Learn the Difference between Creative and Innovative
781	Attract Indonesian Diaspora Companies in Hong Kong, Encourage West Java MSMEs to Penetrate the Global Market
782	2 decades of APU-PPT, PPATK and BNI Planting Trees
783	Manage Zero Rupiah Land Certificates? Following are the Submission Terms
784	Prohibited Time to Take Off the Mask Even if You're Outdoors
785	Management Invites All BNI Elements to Continue Transformation Wave 3 and Jump Higher in 2022!
786	Networking Myths That Often Hamper You To Grow
787	BNI Helps Blitar MSMEs Succeed in Competing in the Digital Age through QRI
788	BNI CorpU Live Streaming: NGOPII (Inspirational & Innovation Chat): Investment Makes You Happy
789	"BNI Best Selling Credit Card"
790	Exciting! The Best Performing BNI People Win Various Awards at the 2022 Service Excellence Award (SEA).
791	Come on, check out tips on how to avoid stress and being late when going to work
792	List of International Concerts in Indonesia in the Second Half of 2022
793	Effective Exercise to Deflate a Distended Stomach
794	Want to be Healthier? Don't Eat While Watching!
795	Tips to Set aside Holiday Money and School Fees Ahead of the New Academic Year
796	Three days in a row, additional Covid cases penetrated 1,000
797	Wow! Scientists Find Another World Hidden Under Antarctica
798	Check the Exciting Drakor Recommendations Airing in June 2022
799	Jump Even Higher!
800	Hari Raya Kuningan
801	Jakarta's Air Quality Gets a Bad Predicate, This is the Cause
802	6 Symptoms of Omicron BA.4 and BA.5 that Many Indonesians Suffer

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803	Becoming Part of the Pre-Employment Card Program, BNI Has Also Produced Productive Alumni
804	Don't immediately trust social media accounts on behalf of BNI
805	BNI Auction 2022
806	Always Beware of Social Engineering Scam Mode
807	BMKG Admits RI's Dry Season Has Been Delayed Impact of La Nina
808	Liliyana Natasir Enters BWF Hall Of Fame
809	Increase SCF Acquisition and Revenue, Get Attractive Rewards
810	Held Transformation Wave 3, BNI Ready to #LeapHigher Again
811	Beware of Spike in COVID-19, Complete Vaccination Immediately
812	BNI Leads the ACCD Bank Association, Supports the LCS National Task Force in Maintaining Rupiah Stability
813	Increase BNI Bank Guarantee Sales and Get Attractive Rewards
814	Come on, find out the causes of the soaring cases of COVID-19 in Indonesia
815	Green Bond BNI Oversubscribe 4 times
816	Realizing Digital Transformation, BNI Focuses on Bank Mayora Working on MSMEs
817	Cool! QRIS Trends are Increasing, People are Enthusiastic about BNI Innovations
818	DPR Proposes 6 Months Leave for Pregnant Women
819	Beware, the Supermoon Phenomenon and the Potential for Rob Floods!
820	Increase e-collection Payment Acceptance Acquisition Valid Until December 2022
821	How to Increase Creativity While in the Office
822	Strawberry Moon Tomorrow! Check out How to Watch Without Needing Help.
823	Unique Habits of Smart People, Do You Have One?
824	President Asks Organizers of Music and Sports Events to Provide Third Dose of Vaccine
825	RACE Talk Series: "Digital Bank - The Real Form of BNI's Digital Transformation"
826	How to Deal with Overly Demanding Coworkers
827	Twibbon Challenge #WeAreBNiHiMover
828	This is the history of rendang, which is currently being discussed!
829	Must Know! The billionaire never had a hobby of staying up late!
830	Get to know Ramsay Hunt Syndrome, Why Justin Bieber Canceled Concerts
831	Greysia Polii Enters Retirement, BNI Provides Assistance to Young Athletes to Successor to Greys
832	Want to Watch a Music Concert? Check These Tips First!
833	Against Pain Marcus/Kevin Enter the Semifinals of the 2022 Indonesia Masters
834	Latest Omicron Case Discovered at International Event in Bali
835	Anti-Rehabilitation Weekend? Here's the Tips!
836	Learn the Benefits of a Social Media Detox for Mental Health
837	21 Million People Migrated To Digital Transactions Since The Pandemic
838	Healing Doesn't Have to Travel, Check Here!
839	BNI Provides TJSL Program Assistance, Supports Clean Handling of Medan City
840	Earthquake 5.1 M Shaking. 70 Damaged Houses
841	Countering Cyber Attacks, This Is What Customers Can Do
842	Japanese Market Expansion, BNI Tokyo Moves To Business District
843	It turns out that smartwatches can function to increase work productivity, you know!
844	Extension of #OnceUponaRACE Challenge Between Units 2022
845	BNI Supports Smart City Implementation in Polewali Manda
846	Must watch! Prediction of businesses that will rise this year!
847	World Ocean Day! Here are the most curious ocean mysteries
848	Sri Mulyani Alluded to RI's Inflation Better than Turkey and Egypt
849	Come on, Know the History of Galungan Day
850	Success of the Transformation Wave 3 Program. This is an Important Message from the CEO of BNI!
851	The Urgency of Strengthening Cyber Security in the Era of Banking Digitalization
852	Complete PPKM Indonesia rules which were extended to July 4
853	Hunt for Early Week Promos, Lots of BNI Discounts!

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854	Tips So that Your Hard Work Motivation in the Office Doesn't Decrease
855	BNI KUR Customers Penetrate Turkish Market
856	Welcoming the Joining of Bank Mayora, BNI is Ready to Develop a Digital Bank
857	Check, the Danger of Self-Sabotage for Career
858	Come on, get to know the term burnout and how to handle it
859	BNI CorpU Live Streaming: CEO Direction and Submission of SK
860	Welcoming the 76th year, BNI introduced the anniversary logo, presenting the spirit of Leaping Higher for Indonesia
861	BNI and ASDP Strengthen Friendship in Friendly Futsal Competition
862	Exploring the Turkish Market, BNI Boyong MSME Foster Partners
863	Interesting Facts about the Hendra Virus!
864	Why are you still young? Come on, find out why
865	BNI Aggressive in Green Financing ESDM: This is Very Good
866	The Borobudur entrance fee has increased from Rp750,000 to Rp1,443,000, here's the explanation
867	Happy World Environment Day!
868	Lessons We Can Take From the Cases of Johnny Depp and Amber Heard
869	Requirements and How to Update KTP to Change Data
870	3 Reasons Why Maudy Ayunda Becomes a Role Model
871	Important! Rising Data Leaks. Kominfo Emphasizes the Importance of Data Encryption
872	28 days left! Take a tax amnesty or a 200 percent fine
873	How to Increase Body Resistance in Uncertain Weather
874	Product Management Bootcamp Batch 2
875	Want to Fight Negative Thoughts at Work? Here's the Tips!
876	Let's get acquainted with the green number plate and the list of areas that are legally used
877	Digital Skills You Need to Master to Compete in the Digital Industry Era
878	Must Know! this is the order of blood group based on the level of stress
879	BNI Has the Potential to Work on RI-South Korea Trade of Up to US\$ 30 Billion
880	Fun! BNI and West Lampung Regency Government Encourage PAD through E-Retribution
881	BNI Provides Additional Commercial Line Facilities to PT. Tri Pakarta Insurance
882	Employee Stock Allocation Program (ESA Program) for BNI Hi-Movers
883	Side business ideas with minimal time and effort.
884	Indonesia's Inflation Still Low, President Calls for Savings to Be Aware of Global Issues
885	Recognize the History of the Birth of Pancasila which is Commemorated Today
886	Superior Digital Banking, BNI Wins The 1st Overall Best E-Banking Award 2022
887	BNI Wins Another Digital Banking Award
888	The Danger of Toxic Positivity. Positive Messages That Drop
889	Take a Peek at the Luxury Facilities at BNI City Station
890	Come on, do this to be happier at work
891	BNI Provides Explanation of Unsecured Credit Hoaxes
892	Series of the 76th Anniversary, BNI Holds Golf Friendly Match
893	Come on, take these steps to become a good listener
894	Knowledge Supplement period July 5 & 7, 2022
895	BNI's 76th Anniversary Celebration
896	Want to be Healthier? This is a list of foods that contain a lot of protein
897	Avoid this drink! Guaranteed You Will Be Slim And Ageless
898	Synergy with PUPR! BNI Undip Prepares Digital Services for the Community-Based Infrastructure Program (IBM)
899	More Lucky Showered BNI Promo, 76th Anniversary
900	Covid 19 Cases Increase, Government Withdraws Mask Easing Policy
901	Tips for Motivating Colleagues to Improve Performance
902	BNI Ready to Jump Higher For Stronger Indonesia
903	How to Achieve Goals That Can Make Your Career Skyrocket!

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904	Latest! The following are PPKM Level 2 Jabodetabek Rules
905	Celebrating its 76th Anniversary, BNI Holds a Bazaar Exploring UMKM Nusantara (JUARA)
906	Sharing Session Outlook on Fossil Energy and Renewable Energy for Business Players and the Banking Industry
907	BNI X TELKOMSEL #LempathHigher: eSports Tournament For Stronger Indonesia
908	76th Anniversary, BNI Strengthens Global Business
909	WhatsApp Web Error Can't Open? this is how to solve it
910	PPKM Status Revised, this is the contents of the Level 1 PPKM Jabodetabek Rules
911	BNI's 76th Anniversary, Here's a Message from Minister Erick Thohir
912	Quiz: Comment Challenge The New E-Sinergi46!
913	Live Streaming BNI CorpU: Kick Off BNI Culture Transformation
914	Synergizing the Business World, BNI Encourages New and Renewable Energy Development!
915	Tips for Online Shopping at the 7,7 Promo so that your pockets don't burst
916	Come on, Know the Benefits of Listening to Music for Psychotherapy Media
917	Real Steps by KALBE Nutritionals, Aruna PV, and BNI to Reduce 2,104 Tons of Carbon Per Year
918	The Work Schedule of the Body's Organs that Must Be Known, Everything is Related to Health!
919	Showing in Cinemas, These are Interesting Facts about Thor: Love and Thunder
920	Ahead of Eid al-Adha, make sure the bamboo skewers are clean before using them, see 4 Ways to Clean Bamboo Skewers
921	Mandatory PCR-Antigen Test! Requirements for the Latest Travel If Not a Booster Vaccine
922	Why Muslims Throw 7 Pebbles at Jumrah
923	Danger for the Environment, Here are Some Facts about Plastic Waste
924	3 Tips for Overcoming High Cholesterol During Eid al-Adha
925	Active in K-Pop Countries, BNI appreciated by the Ambassador
926	The History of Eid al-Adha Called Sacrifice and Hajj
927	Don't Let Beef Go Bad, See How to Store Sacrificial Meat Properly
928	Cholesterol Lowering Natural Drink, After Eating Sacrificial Meat
929	Knowledge Supplement period July 12 & 15, 2022
930	Don't be unreasonable! Excessive consumption of meat can cause this disease
931	BNI CorpU Live Streaming: Digital Transformation Mindset: Preparing BNI Hi-Movers to Be Ready to Face the Disruptive Era
932	Important to know! The Difference between Ethics and Etiquette
933	Especially for BNI Hi-Movers, Refer Relatives to Open Digital Savings, Get Cash Rewards of up to Rp15 Million!
934	5 Simple Habits That Make You Age Gracefully
935	Digital Transformation Mindset: Preparing BNI Hi-Movers to Be Ready to Face the Disruptive Era
936	Latest! These are the latest requirements for boarding a plane starting July 17, 2022
937	Positive for COVID-19, Add 1,681 Cases, See 7 Ways to Prevent It
938	BI Publishes Central Bank Digital Currency Guide at the End of the Year
939	BNI Combines MSME Services Go Global and Diaspora
940	Tips for Overcoming Overwhelmed at Work
941	BNI DigiGriya application
942	Early Warning for Extreme Weather July 13-14, 2022, Here's a List of the Regions
943	BNI Venture Capital Can Support Local Startups
944	Komodo Island Entrance Ticket Rp3.75 Million Valid August 1, 2022
945	Celebrate BNI's 76th Anniversary at BNI LOUD!FEST 2022
946	Cool! RI's Putu Cake Enters the List of the World's 50 Best Cakes
947	Bad Habits That Can Make Anxiety Worse
948	5 Tips for Recovery After Beef Poisoning
949	Do this if a recession (God forbid) comes to Indonesia
950	BNI CorpU Live Streaming: Zero Food Waste For a Greener Indonesia
951	Sector Without Borders, 7 Lucky Reasons to Work in the Financial Industry!
952	The Tallest Fountain in ASEAN Opens Soon!

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953	Broken!!! Dewa United Wins eSports Tournament For Stronger Indonesia
954	Don't be confused, Follow 4 Tips for Managing Finances to Anticipate Hyperinflation
955	Come on, Know the Term It Girl ala Alpha Female
956	Don't be confused, Follow 4 Tips for Managing Finances to Anticipate Hyperinflation
957	Cool, Indonesia is Ready to Enter the Era of Electric Vehicles
958	This is Mr. Jokowi's message to BNI
959	The Secret to Staying Healthy Eating Instant Noodles in the Japanese and Chinese Style
960	Medical Facts Behind the Sleeping Phenomenon
961	Bathing while singing makes the body healthy, see the facts!
962	Archaeologists Find 'Batman' Version of the Ancient Mayans
963	BNI Floods Praise at Loud Fest 2022
964	Indonesia Leaps Even Higher at the Singapore Open 2022
965	Perum Bulog Trusts BNI's Integrated Cash Management, Increasing Non-Cash Transactions
966	Starting today, domestic travelers and mall visitors are required to receive boosters
967	What is PSE and why is Google at risk of being blocked?
968	Some Benefits of Being a Morning Person You Can Feel
969	BNI CorpU Live Streaming: RACE Talk Series: Operation Excellence for Better Document Management
970	5 Interesting facts from SCBD Fashion week
971	Easy, this is How to Practice Mindfulness in the Office
972	BNI Holds FunWalk and Table Tennis Exhibition Celebrates 76th Anniversary, Festive
973	Official NIK Becomes a Substitute for NPWP
974	BNI CorpU Live Streaming: National Webinar: Anticipating the Global Food Crisis
975	Collaboration between BNI, APKASI and KADIN, Accelerate Smart City Implementation and Digitalization
976	Online Webinar "Integrated Logistics Free Unlimited Shipping"
977	RI G20 Presidency, BNI Invited to Globalize MSMEs
978	Ads often appear on Instagram about what you just thought? Here's the reason!
979	Late July 2022 Meteor Shower Phenomenon, How to See It?
980	Attractive Flowers Ready to Glance, Replace Your Car Now
981	Come on, Know the Causes of Difficulty Remembering Something
982	Digital Transformation Creates New Jobs for Young People
983	Natto Challenge Becomes a Trend on Social Media, Here Are the Benefits
984	National Children's Day 2022
985	Let's Know the Benefits of Journaling for Mental Health
986	Hashtags Jump Higher BNI Trending
987	At BNI Loud Fest 2022, BNI Hi-Movers Commit to Making the Highest Profits As Long as BNI Exists!
988	Gowes Ceria" To Jump Higher, BNI Successfully Closes the 76th Anniversary Series
989	Recognize, Foods and Drinks that Damage Teeth
990	WHO Declares the Monkeypox Outbreak a Global Health Emergency
991	The SP Academy Live Youtube Podcast Series is a MANDATORY for BNI Hi-Movers.
992	Emotional Perfectionism, Good or Bad?
993	Understand, It's the Worst Time to Drink Coffee
994	Let's Join SOE Volunteers
995	More and more discussed What are IPR?
996	Alert! Here's How to Check Legal or Illegal Loans So You Don't Get Trapped Easily!
997	Heat Wave Threatens European Recession, What about RI?
998	Supporting "Hybrid Working", BNI Launches the First Work Hub at KCP Taman Galaxy Bekasi
999	Latest! Instagram is Ready to Compete with TikTok with the Updated Reels Feature
1000	4 Days to Live, Are you ready to meet "mother"?
1001	Ready! Soon There Will Be Booster Vaccines for Indonesian Children
1002	Rarely Known, 5 Additional Facilities that Can Be Booked at Hotels
1003	Comment Challenge Winner #TheNewESInergi46

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1005	Saturdays Optic and Café Promos for BNI Hi-Movers
1006	Crazy, Citayem Fashion Week Expansion to Other Areas!
1007	Majukan Bangsa, BNI Beri Dana Pendidikan ke 76 Anak Petugas Kebersihan Kota Balikpapan
1008	Experiencing Symptoms of COVID-19 but Negative Antigen Results, How come?
1009	The Ministry of Communication and Informatics Welcomes BNI's Initiative to Develop the Game Industry
1010	Crowded About the Aphelion Phenomenon, Here's BRIN's Explanation
1011	Go Global Week
1012	Come on, Know the Zero Carbon Energy Sources That Have Not Been Utilized
1013	RI's Debt Ratio is Lower than Other Countries, Sri Mulyani: Indonesia is Safe
1014	Second Booster Vaccine This Week, BNI When?
1015	Come on, Create a Productive and Fun Work Environment!
1016	When Will the Fourth Dose of COVID-19 Vaccination be Done in the General Community?
1017	Focus on Transaction Banking and Green Banking Encourages Optimum Growth of BNI Semester I Performance
1018	The Second Booster COVID-19 Vaccine Will Start Today!
1019	So that it's not wasted, here are 5 ways to process food waste at home
1020	Beware of Circulation of Counterfeit Money
1021	Come on, Know the Practices and Meanings of the Islamic New Year
1022	4 Ways to Maintain Food Quality to Reduce Food Waste
1023	Have a habit of snoring while sleeping? Could Be Because of This!
1024	Benefits of Walking, Able to Relieve Joint Pain
1025	Insight with Desi Anwar Indonesian MSMEs are increasingly Existing Abroad
1026	Connect Friendship! BNI Retired Employees Have Fun Celebrating "Bestie Golf Day 76th"
1027	Snow-like Ice Dew Phenomenon, Another Tourism Magnet of Mount Bromo
1028	An Easy Way to Relieve Stomach Cramps that Interfere with Activities
1029	New Look of Gmail Launches for All Users
1030	Come on, Know the Most Mysterious Places in the World Similar to the Bermuda Triangle
1031	Making the Best Profit, BNI Was Appreciated by Minister Erick
1032	Come on, Know the Types of Boosters for Ages 16-18 Years Allowed by BPOM RI
1033	Highest July Inflation Since 2015? Relax, follow these 5 powerful ways to deal with inflation
1034	BNI Strengthens Cooperation with the Directorate General of Higher Education through the Financial Ecosystem Program
1035	Let's Fully Support the U-16 Indonesian National Team in the 2022 U-16 AFF Cup, Ahead of the Match Against Singapore
1036	Binnova Championship 2022 - Season 2
1037	Health Experts Ask RI to Be Alert After Rising Death Rate Due to COVID-19
1038	Detected in Indonesia see 4 Ways to Prevent Monkey Pox Transmission
1039	Whistleblowing System Reporting Facility
1040	Starting today, here are some interesting facts about the film Pengabdian Setan 2: Communion
1041	5 Love Languages: Get to Know the Meaning of Love Language and How to Know It
1042	ASEAN Para Games 2022, Indonesian Table Tennis Team Achieves Gold Medal Target
1043	LEGITIMATE! Indonesia Officially Has 3 New Provinces
1044	Latest Aircraft Baggage Rules from 7 Indonesian Airlines
1045	Come on, Get BNI Fortune Bonus #GaPakeNanti Up to 10,000 POINTS+
1046	Get to know Integrated Bookkeeping, Bank Jateng Visits BNI for a Comparative Study!
1047	Boiling Vegetables is Not Recommended, Here's the Reason
1048	5 Important Facts about Kebaya, Indonesian Women Need to Know
1049	Indonesia Overall Champion of the ASEAN Para Games 2022
1050	No less beautiful, let's take a peek at the beauty of the 17 Riung Island Marine Park near Komodo Island
1051	Come on, know the fat-destroying foods that are suitable for breakfast
1052	Come on, Know the Difference between Gelato and Ice Cream

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1054	700 hectares of land in Bekasi and Subang have become sea, Global Warming?
1055	Instagram Releases NFT Feature in Indonesia, Ghozali First Post
1056	Come on, Know the Characteristics of Independent Thinkers who Often Become Company Assets
1057	BNI Multifinance Present at GIIAS 2022
1058	Inspiring, BNI Simple Savings Education Increases Financial Literacy of Students in Kuningan
1059	Feel the Workload is Too Heavy? Here's How to Overcome It
1060	Sales Championship Award Semester 1 - 2022
1061	Social Media with TikTok Nuances, A Form of Domination and Innovation Stalemate
1062	Congratulations on Contributing to Indonesia BNI Hi-Movers Representatives for SOE Volunteers
1063	Latest! Here are the 2022 Online Ojek Tariff Details
1064	How to Help BNI reach Zero Fraud, from Anti Fraud Warrior
1065	Come on, Know the Benefits of Job Satisfaction for Employees and Companies
1066	RI 77th Anniversary! There are optiition discounts, cooking oil, food and vouchers
1067	Come on, Know the Impact of Climate Change in Indonesia
1068	Enrichment Sales Leader Training
1069	Collaboration with North Sumatra Bank, BNI Stretcher Orange Synergy
1070	Optimizing Food Expo 2022, BNI Brings Spices to the Hong Kong Market
1071	Check out the Best Time in Indonesia to Watch the Farewell Supermoon
1072	Tips to Become Reliable at Sales, This is a Must-Have Skill!
1073	Cheers Agent 46! Toko Harum Banking Services Make it Easier for Balikpapan Residents
1074	The Price of Instant Noodles Wants to Rise, Boarding House Children Scream
1075	Targeting Product Diversification, BNI Salesperson Appreciated Success in Convincing Prospective Consumers!
1076	Strengthening the Cashless Ecosystem, BNI Collaborates with Indomaret
1077	Webinar: Love is Proud of Understanding the Rupiah: Characteristics of Authentic Rupiah
1078	20 Unique and Festive August 17 Contest Ideas
1079	Come on, Know the Safe and Healthy Tips for Vacationing During the Pandemic
1080	Come on, Know the Benefits of Lemon Juice for Skin and Hair Health
1081	How to Make a New Passport along with the Terms and Fees
1082	Income Increases During the Pandemic! Warung Bahari is proud to be a BNI 46 agent
1083	Golo Koe Festival in Labuan Bajo, Showing the Excellence of Colol Coffee
1084	Come on, Know the Movie Recommendations Suitable for This Weekend!
1085	5 Exotic Beaches that are Still Hidden in Indonesia
1086	Rare Moment! Dolphins Appear in Malang's Three Colors Beach
1087	Come on, Know the Myths About Compatibility in a Relationship
1088	9 Exercise Movements at Home for Beginners and Tips to Get Started
1089	Come on, know how to deal with sore feet at night naturally
1090	Economic Update 2022
1091	BNIDirect recorded a transaction volume of more than Rp2,500 trillion
1092	Not Just Excitement, This is the History and Meaning of the August 17, Competition
1093	More Discussion, Recognize & Prevent Sexual Harassment
1094	The increase in Ojol rates has been postponed, this is the reason for the Ministry of Transportation
1095	Digital Transformation Mindset Webinar Series: Life-long Learning: Promoting Personal and Career Development
1096	Let's Commemorate the 77th Anniversary of Independence of the Republic of Indonesia in 2022 with Exciting Twibbons
1097	A Bank with Global Capacity, This is BNI's Strategy
1098	Pull Gas Pol! BNI Promo at SOTF Ready to Attract Domestic and International Tourists
1099	Join Staff Get Card Many Prizes Await
1100	Must Know! This is the History and Contents of the Text of the
1101	Proclamation of Independence of the Republic of Indonesia

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1105	You don't have to drink coffee, here's how to get rid of sleepiness at vulnerable hours
1106	BI Officially Launches New Rp1,000-Rp100,000 Banknotes
1107	Farel Rocking the Palace
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1109	3 Types of People When Shopping in e-Commerce, Which One Are You?
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1111	Nature and Adventure Tourism Become Indonesia's Leading Potential
1112	7 Tourist Attractions in New Banknotes, Mount Bromo to Wakatobi
1113	7 Benefits of Honey, to Heal Wounds to Take Care of the Heart
1114	10 Action Movies on Disney+ Hotstar Besides Marvel
1115	Good Sports Watch for Weight Loss
1116	Frequently Visited by Foreign Tourists, These 5 Indonesian Tourism Destinations Go Global
1117	Don't waste time, these are 5 signs that your relationship with your partner can't be saved!
1118	Fruit, Electronic and E-Commerce Products 10% discount at BNI
1119	5 Activities You Can Do on Weekends to Stay Productive
1120	These 7 Habits Have the Potential to Damage the Brain
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1122	Alert! The First Monkey Pox in Indonesia, Check the Symptoms and How to Prevent it Here
1123	Festive, BNI Supports Homecoming Day UI 2022!
1124	BNI Helps Make Semarang Green on its 76th Anniversary
1125	BNI Ciputra Golfpreneur Tournament Asian Development Tour 2022
1126	Strengthening Agricultural and Food Estate Transformation, BNI Supports the Alsinta Taxi Data Program
1127	The cost of living for single people is more expensive than those who are married
1128	Leave This Bad Habit, To Reduce Excessive Complaining
1129	BNI Work Hub, Work Closer to Home
1130	Active Acquisition of Student Customers, BNI Wins 2 OJK Awards
1131	Come on, Create a "Work-Life Balance" in the Following 7 Ways!
1132	BNI Supports Sustainable Finance and Clean Economy
1133	Proud! Indonesia Becomes the Most Beautiful Country from the 50 List of Countries in the World
1134	Marcus F. Gideon Comeback After Long Injury
1135	BNI Beautyscents Merdeka Sale
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1137	BNI Supports Smart Province Bengkulu
1138	Tips for Staying Productive during Free Time at the Office
1139	Economic Inclusion Continues to be Encouraged, BNI Agen46 Helps Probolinggo Residents
1140	Fun! Malang Immigration Makes it Easy to Get Passport for Emerald Customers!
1141	Get around the Skyrocketing Egg Prices the Following Ways!
1142	Similar to the Symptoms of COVID-19, Beware of Tomato Flu which is Likely to Attack Children
1143	BNI-Garuda-Lion Collaboration, Reduces Airfare Ticket Prices
1144	Spooky! 7 Mystical Cities in Indonesia Most Filled with Magical People, Is Your City?
1145	BNI Facilitates the TNI to Pay Non-Cash Salaries and Benefits
1146	Not Only Videos, Youtube also Launches Pages for Podcasts
1147	e-Learning Mandatory 2022
1148	Violating People's Privacy Can Be Subject to Articles, See Here
1149	Very cool! Ahsan/Hendra and Fajar/Rian Bring Indonesia #JumpHigher to the Semifinals of the BWC World Championship
1150	Evidence that Indonesia deserves to be crowned the most beautiful country in the world
1151	Unknown Hidden Paradise on Sumba, Come check it out here!
1152	Stunning Results, Suteepat Prateptienchai Wins BNI-Ciputra Golfpreneur Tournament

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1153	The Most Happy Holiday Destination in the World, Bali is in the Top Position!
1154	Don't 'do anything', the easiest way to heal is hassle-free
1155	Want to Travel Happier? Don't Choose the Wrong Travel Buddy
1156	Is it true that Instagram screenshots can be caught? Come on. Fact Check
1157	Knowledge Supplement: The Essence of Corporate Culture in Banking Resilience in the Digital Age
1158	Beware of Vacation Deprivation Syndrome! Don't waste your vacation
1159	Antigen-PCR Removed, Residents Required Booster to Take Public Transportation
1160	Proud, BNI Wins Three Indonesian Innovation Awards!
1161	Initiation of Domestic Government Credit Cards to Increase Government Transaction Efficiency
1162	Stay Alert, Monkey Pox & Covid 19 Still Exists!
1163	5 Ways to Lower Blood Sugar Naturally, Do It Every Day
1164	9 Tips for Success in Building Relationships with Bosses
1165	Symptoms of Omicron in People Who Have Vaccine, Rarely Have a Fever!
1166	Get to know Cyber security or Cyber Security Here!
1167	Maintain Healthy Performance, BNI is Strengthened by New Directors
1168	Self Healing at Home, No Need to Spend Money? Follow this method
1169	Jogja's Most Hit New Destination, Jogja I'm Coming!
1170	Tips For Avoiding Dramas That Occurs in the Office
1171	Quiet Quitting: The Needless Work Phenomenon Affecting Young People
1172	Digital Banking Transformation Runs Smoothly, BNI's performance is predicted to skyrocket
1173	High SR017 enthusiasts, BNI Mobile Banking Provides Cashback of up to Rp7.7 million
1174	Comeback! Halim Perdanakusuma Airport is open again!
1175	Let's keep glowing with sunscreen, ladies!
1176	You Don't Need To Go Far, In Indonesia There Are Places Similar To New Zealand!
1177	Harpelnas 2022, BNI is Committed to Improve Global and Digital Services
1178	Congratulations & Success BNI's Board of Commissioners and Board of Directors
1179	Exciting Weekend Without Draining Your Wallet
1180	Don't be careless! Come on, Pay Attention to Ethics When Traveling to a New Place
1181	Beach to Hill these 5 Sunrise Spots in Bali
1182	Celebrating Harpelnas 2022, BNI Director Ronny Venir was present in Pekanbaru
1183	While lying down, here are 5 productive activities you can do
1184	Here are 9 ways to whiten clothes, check here!
1185	Fuel Prices Rising? Time to Move to Public Transportation
1186	Recommended cat breeds that are suitable as pets
1187	Pay and Buy Electricity Tokens, Win a Batik Air Plane Ticket Lottery to Bali
1188	Minister Erick Visit, BNI Amsterdam Seizes Global Market Opportunities
1189	BNI Retirement Flexibility, #LearnNot To UseNanti
1190	All Prices Rise, Let's Take a Peek at the Following Vehicle Fuel-Saving Tricks!
1191	Harpelnas, BNI Gives Cashback and Shopping Discounts
1192	Tips for Maintaining the Confidentiality of NIK
1193	WA Groups in Indonesia Can Accommodate 512 Members
1194	Important for Health, Know the Limits of Drinking Coffee in a Day
1195	Often Tired When You Wake Up? Try This Trick Hi-Movers
1196	Fuel Up, Prices up! Find Additional Cuan From Social Media Come on
1197	Without realizing it, it turns out that this trivial habit can make the scales go up
1198	Maros Pangkep Geopark in South Sulawesi Officially Enters UNESCO Global Geopark
1199	BNI Assisted Padang Restaurant in The Hague Appreciated by DPR
1200	BNI's Corporate segment is Increasingly Progressive
1201	Order SR017 Now at BNI Mobile Banking
1202	Ministry of Transportation Increases Ojol Tariff, Minimum Price Rp8,000-Rp11,200
1203	4 BNI Participates in Preserving the Earth

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1204	Beware Homesick! The following are recommendations for Indonesian films about overseas children
1205	Socialization of Anti-Bribery Management System ISO:37100:2016
1206	Let's take part in the Full Scholarship Selection for the Master of Cyber Security Postgraduate Program from Monash University, Indonesia
1207	Come on, let's apply these tips so that you enjoy working more
1208	What does "Social Butterfly" mean, the slang that is widely used on social media?
1209	PPKM Level 1 Throughout Indonesia Extended to October 3, These are the Rules
1210	BNI Wins 4 Alpha Southeast Asia Awards
1211	Everything Goes Up, This Is a Powerful Way for Workers to Deal With It
1212	Recommended Tourist Destinations with the Best Air Quality in Indonesia
1213	6 things that can be emulated from Queen Elizabeth
1214	Recommended Movies and Series Inspired by Queen Elizabeth II
1215	10 Tourist Attractions in Alor, There are Snorkeling Spots in Clear Waters
1216	Spend the Weekend by Visiting National Library of Indonesia! Check out the opening hours schedule!
1217	Come on, let's apply these tips so that you enjoy working more
1218	Spend the Weekend by Visiting National Library of Indonesia!
1219	Latest Whatsapp Changes You Need to Know, Let's Check!
1220	Beware, Extreme Weather The Week Ahead September 10-16, 2022
1221	Confused when it rains, here are 25 recommendations for melancholy songs that are suitable for you to listen to
1222	5 Ways and Benefits of Cleaning Your Colon Easily
1223	Rows of the Safest Cities in the World for Female Travelers
1224	Let's Prevent Sore Throat With These Natural Medicines!
1225	BNI Accelerates Acquisition of Digital Clients
1226	New Face Portrait, BNI KCP Unand E-Channel Service Loved by Customers
1227	Knowledge Supplement period September 13 & 15, 2022
1228	Continuing Orange Synergy, BNI-Bank Sumut Issues Domestic Government Credit Cards
1229	Bromo Xtravaganza Plataran Grand Event and Bromo Marathon Held Again
1230	Today's Google Doodle, History of the Rooster Bowl and Its Symbolic Meaning
1231	Controlling Inflation, Boosting the Real Sector
1232	Public Expose Live 2022
1233	Knowledge Supplement: Cyber Security in Banking 4.0: The Future of Customer's Data Protection and Regulation Risk
1234	Tips and Tricks to Improve Competence in the Workplace
1235	9 Traditional Ships from Indonesia, There are Typical Bugis Pinisi to Chi Typical Asmat
1236	What is an e-SIM, how is it different from a regular SIM card?
1237	Solid Performance, BBNI Continues to Be Appreciated by Investors
1238	Overcome fatigue, and Increase Energy while Working in the Following 4 Ways!
1239	BNI CorpU Live Streaming: Anti-Bribery Management System Webinar
1240	BNI CorpU Live Streaming: Standard for Sustainable and Better Life's SME
1241	Early Work Tips to Maintain Productivity
1242	After the Rooster Bowl, Today Rasuna Said Appears on Google Doodle
1243	Indonesian Brand Marketing Strategy to Stay Ahead
1244	Social Climbers make friends for status. What's the sign?
1245	What Habits Make You Look Younger? Check here Come on!
1246	Be careful! This is a Loss If Exposed to Cyber Crime
1247	BNI CorpU Live Streaming: NGEBA'SO: Exclusive Chat with BCU Friends, Scholarship Talk: Study Abroad & Coaching Clinic with the U.K Alumni
1248	Finally, Instagram will soon present a repost feature
1249	A Brief History of Raden Saleh's House in Cikini
1250	BUMN Young Leader Summit
1251	Want a Luxurious Staycation on a Limited Budget? Come on, Check Here!
1252	10 Bintan Tourist Attractions You Must Visit, There's Treasure Bay

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1253	Work from the Heart, BUMN Young Talents are Encouraged to be More Productive
1254	Like to Workout with Complete Make Up? Check out the Risks
1255	The Importance of Social Awareness, Dare to Get Out of the Comfort Zone
1256	BNI Stimulates the MSME Digital Economy in the Minang Realm
1257	The exoticism of Teluk Asmara Beach, Raja Ampat, East Java
1258	September Cheers Car Installments with 3.17% Interest
1259	Final Signs of the COVID-19 Pandemic, Ministry of Health: Remain Disciplined in Prokes
1260	Being Viral and Turns Out Toxic, Are You a Bull Girl?
1261	Do sit ups get rid of a distended stomach? These are the Facts
1262	3 Common Ear Cleaning Mistakes
1263	Becoming the Latest Vacation Trend, It Turns Out that Road Trips Have Many Benefits? Check here Come on!
1264	List of the Latest Indonesian Cinema Films for September 2022 Must Watch
1265	Practical Ways to Increase Confidence, See Here
1266	Timeless Local Culinary Business Warteg
1267	Tips to Increase Social Awareness in the Workplace
1268	Be careful! Eating habits at certain times can increase the risk of cancer
1269	Chat with: "Minimize Risk Losses Trough Data Analytics and Modeling"
1270	BNI CorpU TV Knowledge Supplement: Issuance of Business Identification Number (NIB) through Online Single Submission (OSS)
1271	BNI Auction 2022
1272	Cheap Smiles at Work Turns Out to Have Many Benefits, You Know!
1273	BNI Supports Exports (Go Global) Through Strengthening MSME Classes with NIB
1274	Bisphenol A Danger to Health! Come on, bring your own place to eat and drink!
1275	Do you know how the Internet will be in the future? Check Here!
1276	BNI Appoints Okki Rushartomo as Corporate Secretary
1277	Misuse of Borrowing Personal Data to Doxing, 4 Records of the Personal Data Protection Act
1278	NGOPII Podcast (Inspirational & Innovative Chat)
1279	The Right Way to Lower Your Risk of Fatigue Syndrome
1280	Increase Agent46 Transactions and Productivity, BNI Ketapang Holds Agen46 Gathering
1281	What Does Request Block Leave Mean? Listen here, come on!
1282	Encouraging the Performance of Local MSMEs, BNI Supports the Nusantara Craft Exhibition
1283	Jupiter-Earth Closest Point in the Last 59 Years, What's the Effect?
1284	Acquaintance with Private Train Sultan KA, Rp190 Million One Ride
1285	Bank Mayora's IT Team Work Visit to BNI
1286	This is a Horror Tourism Destination in Indonesia, which is the Number 2 Haunted Place in Asia. Dare to Try?
1287	It turns out that stomach pain can be relieved with warm water, you know!
1288	World Famous Tourist Attractions with Low Budget Prices
1289	What is a Medical Check Up (MCU) for?
1290	Translucent 2.2 Million Viewers, Here's the Synopsis of the Film Stealing Raden Saleh
1291	Tricks to Make Your Body Fragrant Without Perfume, Perfect for Weekly Evenings!
1292	Tips for Realizing Resolutions in 100 Days
1293	BNI Greeting - BNI Supports MSMEs Translucent to More than 10 Countries
1294	BNI Supports MSMEs Translucent More than 10 Countries
1295	Weekend Pass Type. Which Type Are You?
1296	Myth vs Fact, Eating Burnt Food Makes Cancer?
1297	The Right Type of Person to Deep Talk With
1298	ICCA Awards 2022
1299	Bank Mayora's IT Team Working Visit to BNI
1300	Digital Transformation Mindset Webinar Series, Design Thinking: Preparing BNI Hi-Movers to "Love the Customer's Problem & Find the Solution"
1301	It turns out that rest has types and benefits, you know!
1302	It turns out that watching concerts has health benefits, you know!

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1303	Bye-bye Analog TV Broadcast! Starting October 5, 2022, this is a list of the 14 regions
1304	Digital Friends, Here Are the Benefits of the Passing of the Personal Data Protection Act!
1305	Food recommendations that can overcome flatulence, check here Come on!
1306	Knowledge Supplement: Risk Management Refreshment Series: How to Minimize Banking Losses Through Operational Risk Management Enhancement in Credit Process?
1307	Watch out! Legionellosis Symptoms Similar to COVID-19
1308	Answer the Opportunity of the Second Semester of 2022, BNI Supports MSMEs
1309	Pests at Home That Experts Say Are Very Dangerous!
1310	Let's meet! Sama Cloud Computing, The Right Solution for Corporate Digital Transformation
1311	Acquaintance with the 'Downvote' Feature to Dislike Comments on TikTok
1312	What is Digital Trust and Why is it Important for the Economy
1313	Finally! Upload Insta Stories Can Be 1 Minute Without Pause
1314	Digitalization Ride! SOE 'Venture Capital' Caplok Digital Economy
1315	Check Easy Ways to Overcome Hiccups Easily Here!
1316	Scary! This is the Urban Legend of the Most Horrible Place in the City of Bandung
1317	Cool! DIY Keraton Dance, Archery and Thiwul Become Intangible Cultural Heritage
1318	Types of Plants That Are Suitable For You Who Have Sleep Disorders
1319	Let's Fill in the Internal Communication Survey? Prize 46 Electronic Money Awaits
1320	Most Wanted Travel Destinations, According to Google Trends 2022
1321	Sea Walker, the Thrill of Walking Under the Sea of Tanjung Benoa Bali
1322	At first it was a vacation to the BNI 1946 Museum, but ended up being interested in becoming an expert BNI Hi-Movers
1323	Come to Japan, come on! Visa-free for foreign tourists, these are the conditions
1324	Various Food and Grocery Weekend Promos, Cheap BNI A Lot !!!
1325	Indonesian Passport Validity Period Will Be 10 Years
1326	The Longest Train Route in the World, Some Up to Six Days!
1327	Kintamani is the Most Wanted Tourist Destination, According to Google Trends 2022
1328	The Strategy to Provide Sports Time for Those of You Who Have Little Time!
1329	Cycling Tips to Not Get Tired Quickly for Beginners
1330	Expanding Synergy, BNI Collaborates with Bank Jateng
1331	Come on, Know the Benefits of Crying for Health and Mental Health!
1332	Don't Just Hit, Here Are 4 Tips for Playing Golf for Beginners that Need to be Mastered
1333	Happy National Batik Day! Check Again the History of Batik and the Birth of National Batik Day in Indonesia, Come on!
1334	BNI Distributes Emergency Response Assistance, Eases the Burden of North Tapanuli Earthquake Victims
1335	BNI Wins TJSL BUMN Award 2022 Appreciation, Supports Community Economy
1336	BNI Hi-Movers, Let's Use Social Media Wisely
1337	Let's Work More Efficiently and Effectively! Check out 8 Tips To Maximize Your Work
1338	Tips to Increase Self Love For a Happier Life
1339	The President Says Soon the COVID-19 Pandemic Will Be Declared Over, Here's the Explanation
1340	BNI x IPMI Gives Birth to Young Achievers in e-Sport Events
1341	Vitamins to Increase Energy and Overcome Fatigue
1342	Holding a Business Summit, Evidence of Management's Commitment To Leap Even Higher
1343	Anti Fraud Awareness Series: Ethics Enforcement as an Effort to Prevent Violations Leading to Corruption
1344	Don't be alarmed, take precautionary steps before, during & when the flood is over
1345	BNI and BSG Synergy Collaboration, Expanding the Smart Province Ecosystem in North Sulawesi
1346	How to Minimize Electricity Bills at Home
1347	Zebra Jaya Operation Has Started, Check Your Electronic Ticket Status Here!
1348	Do these 7 techniques to make brainstorming in the office more effective
1349	Joke or Prank, How Well Are the Ethics in the Technology Age?
1350	Check the Causes and Ways to Overcome Mood Swings
1351	Order ORI2022 at BNI Mobile Banking Now

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1352	Digital Transformation Mindset Series: "Embracing Bank's Digital Transformation"
1353	WhatsApp "Pending" Even though the Signal is Good? Here's How to Overcome It
1354	Smart Ways to Manage Stagflation and Inflation Pas Money
1355	In the rainy season, pay attention to the safe limits of puddles that can be passed by vehicles
1356	TIME TO SHARE (TOS!) BCV
1357	The Rainy Season Comes, Come on, Take Care of Your Health to Avoid Disease!
1358	Recommended Movies Based on Popular Novels Showing on Netflix
1359	Not inferior to Switzerland, here are the most beautiful national parks in Indonesia
1360	Fight Fraud, BNI Implements Single Sanction!
1361	Archipelago's Tales Come to Life Again in a Futuristic Format, at Borobudur
1362	Come on, know the types of sports that can be done during the rainy season
1363	5 Habits of "Tajir" People on Weekends, Want to Know Anything?
1364	Indonesia Entered Best Country for Tourism Version of Readers' Choice Awards 2022
1365	Not Just a Connecting Means, this is a Unique Bridge in Indonesia
1366	The Benefits of Cleaning Your Tongue are as Important as Toothbrushing!
1367	Tips to sleep soundly and soundly without snoring
1368	RACE Talk Series: RM Tool (Part 1)
1369	Extreme Weather Will Continue in 32 Provinces Until October 15, 2022
1370	Come on, Know Peak Performance and How to Apply it in the Office
1371	Knowledge Supplement for the period October 10-12, 2022 at BNI CorpU TV
1372	BNI Drives BNIDirect Transactions Through New Innovations
1373	BNI Supports Green Economy & Export Orientation Through Equatorial Coffee Trails
1374	World Mental Health 2022: Make Mental Health & Well Being for ALL a Global Priority
1375	Green Ribbon Meaning, Symbol of World Mental Health Day. Check Here!
1376	Digital Transformation Mindset Non-Fungible Token (NFT): "Welcoming The Commercialization of Digital Property"
1377	Stay Productive in the Rainy Season! Come on, do this preparation!
1378	Let's Enliven SOE's Twibbon and Support the #SOEInternationalConference
1379	WhatsApp's new features, from WhatsApp Premium to groups that can accommodate up to 1,024 people
1380	Stick to the Rules! The Trial of e-Tilang with Drones Has Been Done!
1381	Risk Management Refreshment Series: Know Your Employee as Fraud Prevention
1382	"Pig Butchering Scam" Lurks on the Internet, See how to Avoid It
1383	Creative Mindset: Definition, Traits, and How to Improve It
1384	BNIDirect Success in Becoming a Seamless Financial Platform
1385	Foods Containing Vitamin B to Increase Your Energy
1386	What Does the Word "Pick Me Girl" Really Mean? Check Here!
1387	SOE Service for Mandalika 2022
1388	Award "Best Bank" for PT. Bank Negara Indonesia (Persero) Tbk
1389	Beware of Lightning in the Middle of the City during the Rainy Season!
1390	"BNI Wins 2 Awards" Corporate Credit Card Issuer with The Highest Payment Volume Period January 2020 - June 2022 and Acquirer with The Highest Merchant Acquisition via Payment Facilitator Period January 2020 - June 2022
1391	These Countries Exempt Visas for Indonesian Passport
1392	Expanding Synergy, BNI Collaborates with Bank Papua
1393	Get to know the Indovac Vaccine, the COVID-19 Vaccine Made in Indonesia Launched by the President
1394	Microsoft Office Retired, What's the Fate of Ms Word, Excel, and PowerPoint?
1395	Places with the Best Sunsets in Indonesia that You Must Capture
1396	Tips for Safe Transactions with Mobile Banking
1397	Get to know the term "Flow State" To Enjoy Life More
1398	Exciting Holiday Tips During the Weekend, No Need for Leave
1399	Me Time at Home on the Weekend? Come on, do this fun activity!
1400	Must Know! Delaying Meal Time Turns Out To Make Fat Accumulate More

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1401	Risk Management Refreshment Series: Building Carbon-Risk-free Future Risk Business based on ESG
1402	Transformation Drives BN's Optimism
1403	Omicron XBB Subvariant, Really More Contagious? Check the Facts, Here!
1404	BNI's Transformation Continues to Strengthen Indonesia's Economic Performance
1405	BNI Fortune Program, Win 2 Land Rovers and 17 Hyundai Creta
1406	Knowledge Supplement BNI CorpU TV - OJK Inclusion Month 2022: Entrepreneurial Success at a Young Age Why Not?
1407	BNI CorpU TV Knowledge Supplement: Risk Management Refreshment Series
1408	The management of Indonesian MSMEs is seen as very appropriate, this is the view of Simon Paris, CEO of Finastra
1409	Care for the Environment, How Can BNI Focus on Funding Green Businesses?
1410	Can Restore Deleted Chats, Following are the Latest Features of the WhatsApp Application for October 2022
1411	Borneo Collaboration, BNI Collaborates with Bank Kasei, Bank Kaltimara, and Bank Kalbar
1412	SOE International Conference 2022, BNI Provides Digitalization Solutions
1413	New Car New Spirit #submitnow
1414	Let's Support BNI in DevPortal Award 2022
1415	For More Effective Performance in the Office, Come on, Do This!
1416	Come on, Know Self Acceptance in the World of Work
1417	Kupi Khop, Unique Reversed Coffee from Aceh that Becomes the World's Spotlight
1418	Trade Expo Indonesia (TEI) 2022, BNI Xpora UMKM with Buyers of the Republic of Korea
1419	Talk show with 46CatLovers "Come on, let's help abandoned cats. Can you talk to cats?"
1420	Support the Struggle of BNI's Pride Men's and Women's Team in the @ligajasakeuangan Final
1421	Come on, know how to live a clean and healthy life by doing the following
1422	Expansion to the Gen Z and Millennial Segments, BNI Launches the BNI American Express Vibe Credit Card
1423	Make Proud! The BNI Men's and Women's Basketball Team Wins the Title in the Financial Services Basketball League
1424	The solution when you miss your flight on vacation
1425	The following types of vitamins are suitable for kidney health
1426	Don't Panic, These Are Things You Can Do When Your Child Has a Fever
1427	Collecting 1,000 Blood Bags, IKA UB Holds the Third Blood Donation Movement
1428	Risk Management Refreshment Series: Food Crops Credit Analysis (Opportunities, Value Chain, Risk and Risk Mitigation)
1429	Urban Farming, What are the Types and Benefits?
1430	Solid Performance Amid Economic Turbulence, BNI's Profit Grows Healthy 76.8%
1431	Omicron XBB Subvariant Detected in Indonesia, Let's Know How to Prevent It
1432	BNI Bazaar Festival 2022
1433	Come on, Improve Analytical Thinking Skills in the Office
1434	Come on, Apply Goal Oriented in the Office to Increase Productivity
1435	So the term to describe closeness, this is the meaning of the word Bestie
1436	BNI Tokyo Boosts Funding for Diaspora
1437	Apparently, this causes WhatsApp Error or Down
1438	Is Strawberry Generation So Weak in the World of Work?
1439	Excited Exclamations Together at FIN Expo, Come on!
1440	Healthy Talk: Acute kidney failure affects children, it's forbidden to take syrup medicine, why?
1441	Digital Banking Encourages BNI's CASA Expansion
1442	Strengthen BNI's Value Chain Business Collaborating with SIG
1443	The Importance of Empathy for Yourself and Others
1444	Encourage BUMN Millennial House Ownership, BNI Collaborates with PLN
1445	Cycling to the Office in the Rain? Pay Attention to These 5 Tips First
1446	Stop! Stop Comparing Yourself with Others, Come on!
1447	Happy Youth Pledge Day 2022!
1448	Exist! BNI Mejeng BUMN House at IMFW 2022
1449	Terms and How to Become a Distributor of Electronic Seals

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1450	Get to know the history of the 1928 Youth Pledge
1451	Divers must try the Stunning Seascape of Southeast Sulawesi
1452	Welcoming Halloween Dare to Try This Horror Tour in Indonesia?
1453	Come on, Know the Benefits of Swimming for Health
1454	BNI wins 2nd place in the Financial Inclusion Competition (KOINKU) OJK 2022
1455	Must Visit! Mangrove Forests in Indonesia that Have Aesthetic and Cool Views
1456	Participation in FinExpo 2022, BNI Tebar Rewards
1457	Have a diet plan but afraid it's expensive? This is a cheap diet menu!
1458	Special Promo for Pre Order iPhone 14 Series with BNI Credit Card
1459	Benefits of Coffee Dregs for the Body
1460	How to Wash Fruit and Vegetables Correctly So that They Are Free of Bacteria, Come Check Here!
1461	Methylprednisolone Drug Interactions You Should Watch For
1462	Developing a Sustainable Tourism and Economic Ecosystem in Indonesian Priority Destinations, KAWAN BNI Reaches 3 Villages
1463	BNI Provides Intraday Facility to KPEI of Rp1.8 Trillion
1464	10 times faster than 5G, Let's get acquainted with 5.5G Internet
1465	Come on, Know How to Achieve Goals in a Career in the World of Work
1466	Come on, do this to become a positive influencer in the office
1467	Don't be Afraid to Watch a Concert, Pay Attention to These Things So Stamina Won't Loose
1468	Gloria Alley, Peranakan Culinary Corner in Jakarta
1469	New! WhatsApp Photos Can Now Be Blurred Directly Before Sending
1470	Prokes is caught off guard again, daily Covid cases reach 4 thousand cases
1471	Come on, Know the Productivity Strategies That Can Be Done in the Office
1472	Must Know! These are Healthy Food Recommendations to Overcome Sugar Craving
1473	The First Time, BNI and Emirates Hold a Travel Exhibition Sprinkled with Promo Programs
1474	Causes of Difficulty Sleeping at Night and How to Overcome It
1475	WhatsApp Releases Community, New Feature to Unite Multiple Groups
1476	BNI Encourages Digital Channel Transactions at Jakarta Fashion Week 2023
1477	My Bestie Program Part 2
1478	Come on, update the latest mandatory e-learning
1479	Supporting G20, BNI Prepares Digital Channel and SPKLU Crea Nusa Dua
1480	Let's Support Gitaswara 46 in the Financial Services Sector Choir Competition, Follow IG @kpssjk Now!
1481	Come on, have fun watching Joyland Festival 2022 with BNI at GBK
1482	BNI Management Appreciation for BNI Ballers
1483	Healthy Talk: Optimizing the Use of Halodoc and BPJS for Employees
1484	BAMUIS BNI Distributes Rp43 Billion Donations for Education to Health
1485	Small Business Segment & Program Thematic Training Kick Off
1486	Recognize the pH Value of Good and Healthy Drinking Water for the Body
1487	SS 2023 Fashion Trend Prediction According to the Fashion Division Founder, Come on, Check Here!
1488	There will be a total lunar eclipse today, check the list of areas here!
1489	Can Be Your Vacation Destination, This is Bamboo Forest Tourism in Indonesia
1490	Do These Good Habits That Make Sleep So Good
1491	Come on, do these 3 routines in the morning to be more enthusiastic about activities
1492	November Rain from BNI Multifinance
1493	Rainy Season, follow these tips to keep your home safe
1494	"Tell Your Hero Version"
1495	How to Treat Acid Reflux at Work
1496	Want to Create Unique Posts on Whatsapp? Follow these ways!
1497	A Brief History of the Events of November 10, Watch Here !!
1498	Financial Literacy: Be Smart, Let's Manage Your Finances from Now!
1499	Black Panther: Wakanda Forever Is Different From Most Superhero Movies? Check the Facts, Come on!
1500	Mediterranean Diet Can Help Overcome Distended Stomach Problems

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1501	BNI Indonesian Masters presented by TNE Officially Launched as the Biggest Golf Tournament in Indonesia
1502	Really good! BNI KAWAN Program Wins Special Award at IDX Channel Best CSR Award 2022
1503	Supporting MSMEs Go International, BNI Optimizes G20 Momentum
1504	5 Photo Tips to Make It Look Better When Traveling
1505	BNI 46 Cyclist Community Celebrates 10th Anniversary Let's Ride and Blue Sky of Indonesia
1506	BNI Comes with Metaverse Immersive Technology, As One of the Digital Banking Literacy Media in Indonesia at the G20 Summit Event
1507	Support WSBK Mandalika 2022, Encourages Global Bank Branding
1508	Check out the following 7 highest villages in Indonesia, must be on the next traveling bucket list!
1509	Official!! Indonesia Becomes Chair of Asean 2023, See Their Tasks Here
1510	Symptoms of a Cold Cough Are Spreading, This is the Call for the COVID-19 Task Force
1511	Held Today, Here Are 5 Benefits of the G20 for Indonesia
1512	Know the Facts of the Pendet Dance, a dance to welcome the delegations of the G20 Summit
1513	Want to go on a business trip? Here are Tips to Run Effectively and Efficiently
1514	Causes of Lost Suitcases in Airport Baggage
1515	Google Doodle Today Shows Angklung, See Its History in Sin
1516	Order ST009 Online through BNI Mobile Banking & BNI Internet Banking
1517	Support Gitaswara 46 in the 2022 Financial Services Sector Choir Competition (KPSSJK)!
1518	This is Exercise to Maintain Heart Health
1519	How to Treat and Prevent Foot Chafing due to Doing This to Treat and Also Prevent Feet Chafing due to Work Shoes
1520	Effective Daily Savings Tips!
1521	Legitimate! Indonesia Now Has 38 Provinces, Here's the List
1522	Cool! BNI Finance Director Wins Indonesia Best Chief Financial Officer 2022 Award
1523	Staff Get Card (SGC) Program 2022
1524	YouTube Shorts Extended to 60 Seconds
1525	BNI's Business Potential Abroad, Responding to BNI's Challenges of Becoming the Main International Business Bank in Indonesia
1525	Apurva Kempinski Luxury Hotel Location of the G20 Summit
1526	Let's See the Benefits of Self-Healing for Physical and Mental Health
1527	Being Part of the Success in Overcoming COVID-19, BNI Wins a Humanitarian Award
1528	Drinking Water After Exercising, Is It Really Necessary?
1529	Interesting Facts about Sri Asih, Indonesia's First Female Superhero Film
1530	Pioneer Green Banking, BNI Encourages Sustainable Business
1531	Recommended Anti-Mainstream Christmas Movies on Netflix!
1532	Already Have Year-End Holiday Plans? Let's Prepare the Following!
1533	The Benefits of Golf for Health, Check It Out Here!
1534	Unique and Interesting Facts about the 2022 World Cup! Check Here
1535	Check out Interesting Facts About World Children's Day
1536	Knowledge Supplement for the period 23-25 November 2022 at BNI CorpU TV
1537	COVID-19 cases in Indonesia are increasing, Come on, Tighten Prokes
1538	Tips for Wise Use of Social Media
1539	What is the Cimandiri Fault? Suspected Cause of the 5.6 M Cianjur Earthquake Today
1540	Expanding Services, BNI Collaborates with the Istiqlal Mosque Management Agency (BPMI)
1541	Knowledge Supplement: Finance 2023: Buying a House is a Promising Investment Loh
1542	Alert! Know the Ways of Transmission and Prevention of Polio Outbreaks in Indonesia
1543	Do the Following when an Earthquake Occurs
1544	Encouraging MSMEs to Go Global, BNI is Awarded an Award by the Asia Council for Small Business (ACSB)
1545	The following are ways to lower blood sugar that workers should pay attention to
1546	BNI Shares for Indonesia, Emergency Response in locations affected by the Cianjur earthquake
1547	Digital Transformation Mindset Webinar Series: Internet of Things and Digital Innovation & Collaboration
1548	The Second Booster for the Elderly Begins, This is the Type of COVID-19 Vaccine Used
1549	Tips to Control Cholesterol after Eating!

No.	Headline
1550	Ever Experience Anxiety in the Office? these are Tips to Turn It to Be Productive
1551	Tips on Managing Finance for the Cashless
1552	YKP & SwaMed Outreach: "Characteristics of a Heart Attack and First Aid."
1553	Increasing the Capabilities of AMA and BNI Agent 46 in 2022: Success in Building a BNI Agen 46 Business
1554	Often Experiencing Intermittent WhatsApp Phones? See How to Overcome It Here!
1555	Successful Transformation, BNI Wins Awards
1556	Kerthi Bali Economic Support, BNI and BPD Bali Synergize
1557	BNI CorpU TV: Thick Talk Entrepreneur & UMKM BNI Regional Office 15: UMKM Go Digital, Go Global with BNI
1558	BNI Again Wins Gold Rank Award at ASRRAT 2022
1559	BUMN Minister Erick Thohir Visits Trauma Healing for Cianjur Earthquake Victims
1560	Support Indonesian Badminton to Achieve Worldwide Achievements, BNI Wins an Award from the Ministry of Youth and Sport
1561	7 Domestic Tourism Listed on Banknotes, Where's Your Wishlist?
1562	Come on, Learn Cleanliness from Japan
1563	Suitable for Tourism, This Holiday Destination in Indonesia Feels "Foreign"
1564	Simple Habits That Can Relieve Stress
1565	Come on, Know Sports That Help Improve Breathing
1566	BNI CorpU TV Knowledge Supplement: Frontliner Academy Training Program Kick Off
1567	Direct Prizes from the BNI Fortune Program #GaPakeNanti!
1568	In addition to the Blue Checks, there will be Gold and Gray Checks on Twitter
1569	7 Ways to Overcome Cramping Hands while Working in the Office
1570	Facts about the Viral Tosari Transjakarta Bus Stop, Similar to a Cruise Ship
1571	BNI received the 2022 Reksa Bandha Award
1572	Improving BUMN Performance, AKHLAK Culture Journey Guidebook Officially Launched
1573	Praised by LPS, BNI Wins 3 Awards
1574	For the success of the G20, BNI is appreciated by Erick Thohir
1575	COVID-19 cases have spiked again, here are the symptoms that many complain about
1576	Pushing Global Brands, the BNI Indonesian Masters series begins
1577	Digital Economy Support in East Java, BNI and Bank Jatim Synergize
1578	BNI Distributes KUR to MSME Actors in Jayapura, Vice President Submits Symbolically
1579	Love Horror Stories? This is a Horror Podcast Recommendation that Makes Goosebumps!
1580	Drinking Water Habits Can Affect Mental Health
1581	Important Tips for More Effective Time Management
1582	BNI Raises UMK Classes Through NIB
1583	Knowledge Supplement: Financial Plan: 5 Tricks To Keep Your Finances Safe & Controlled
1584	It turns out that this is the reason for the hordes of monkeys descending on residents' settlements in Bandung
1585	Want to Join Spotify Wrapped 2022 and Share it on Social Media? Here's How!
1586	BI Launches Guidelines for Rupiah Digital Money
1587	Holiday Tips with Bestie Anti Discourse!
1588	Android's New Feature, Some Can Combine Emoji, you know!
1589	Bali is Prepared to Become a Leading Health Tourism Destination
1590	It turns out that this is the difference between groups and communities on WhatsApp
1591	BNI Indonesian Masters presented by TNE, Suwannarut Strong at the Top
1592	First Mover Green Banking, BNI Wins Green Initiative Award
1593	Suwannarut Champion of BNI Indonesian Masters 2022 Presented by TNE, BNI Gives Appreciation
1594	Come on, check out the safe, comfortable, and affordable tips for planning this year-end vacation
1595	Jogging Track Recommendations in Jakarta
1596	BNI Payroll Loyalty - Ministry of Maritime Affairs and Fisheries (KKP)
1597	6 Ways to Have a Winning Mentality to Achieve Success
1598	Limit Consuming the Following Foods, To Keep Enthusiastic to Work

No.	Headline
1599	Winning the International Award Event, BNI Encourages Ecosystem Digitization
1600	Money Talks Power Lunch "BNI Digital Channel Transformation"
1601	What is Fatigue Management and How to Do It at Work? Check Here!
1602	RACE Talk Series "Channel Transformation"
1603	Strengthening Services in the Regions, BNI and Bank NTB Syariah Establish Synergy
1604	LCSF 2022, BNI Bridges Business between Indonesia and Japan
1605	Proud Anugerah Made in Indonesia Comes Again, Let's Support BNI Fostered MSME Partners to Become the Champion
1606	BNI Wins The Best International and Localized at the Dev Portal Awards
1607	BNI is Committed to Develop Network in a Digital Direction
1608	BWF World Tour Finals Drawing Results 2022: Ginting-Jonatan One Group
1609	Strengthening Services in the Regions, BNI and Bank Nagari Collaborate to Build Image and Build the Nation
1610	Get to know Sound Bath and its Benefits for Relaxation
1611	Recognize the Types of Outer Rise Earthquakes that Happened in Jember
1612	Withdraw Cash Without Cards Between Banks through the PRIMA Network
1613	Happy World Anti-Corruption Day 2022
1614	The Last Full Moon of 2022 Will Occur Tonight
1615	Business Expansion, BNI Issues Rp3 Trillion NCD
1616	You Don't Need to Go Far, Here Are 5 Refreshing Natural Attractions in JABODETABEK!
1617	Know the Requirements for Traveling by Plane During Nataru
1618	tops! BNI Call Borong 6 Global Level Awards
1619	Erick Thohir. Gernas Proudly Made in Indonesia Encourages MSMEs in West Kalimantan to Go Global
1620	BNI Strengthens Synergy with Regional Development Banks to Accelerate Digital Transformation and Penetrate into Global Markets
1621	Implementation of the Personal Data Protection Law and its Implications for Banking
1622	Indonesia wins Runner Up Position in BWF World Tour Final 2022
1623	How to make an avatar on WhatsApp, for stickers and profile photos, you know!
1624	BNI Collaborates with Central Java BPD to Issue Domestic Government Credit Cards (KKPD)
1625	Strengthening International Business, Consumer and Channel Digitalization, BNI Wins Four Awards
1626	Get to know Ikigai, the Concept of Working Happily and Productively
1627	The Importance of Social Intelligence in the World of Work and How to Improve It
1628	Rethink Effective Execution in 2023: See Potential, Engage Everyone, Drive Result
1629	Wow! BNI is included in the 10 largest market caps on the stock exchange
1630	Official! Instagram Notes Announced, Can Update Status!
1631	Tips for Making Better Finances in 2023
1632	Continuous Innovation, BNI Wins The Best Bank in Digital Services Award
1633	BNI Wins Most Innovative Bank Award from Diktiristek
1634	The difference between Digital Rupiah and Cash and Crypto, See the Explanation, Come on
1635	Effective Ways to Reduce Shopping Desire Towards the End of the Year
1636	Argentina Vs France Final Schedule and Prize Details for the 2022 World Cup Winners
1637	Wow It turns out that the value of E-Commerce reaches Rp108.54 Trillion
1638	Fantastic! List of 10 SOEs with the Biggest Profits, BNI is one of them
1639	Welcoming Christmas and New Year, BNI Distributes Food Packages and Church Construction
1640	5 Most Beautiful Islands in Indonesia that are Still Rarely Visited
1641	The Komodo National Park Entrance Fee Increase of Rp3.75 Million is Officially Canceled!
1642	The Beauty of Biosphere Reserves in Indonesia that Must Be Visited
1643	Festive Christmas 2022 and New Year 2023, BNI Presents LET'S GO KALIBER
1644	Caring for the Environment and the Earth, BNI Supports ABG for the Success of Golf Charity
1645	Knowledge Supplement period 20 & 21 December 2022
1646	Come on, Know the Predicted Color Trends to Hit in 2023
1647	Disability Equality Webinar: Building an Inclusive Culture in the Work Environment and Implementation of Collaboration & Learning Agility Mindset
1648	Instagram's New Feature, Restore Hijacked Accounts

No.	Headline
1649	Important for Team Success, Come on, Know How to be a Team Player
1650	Venture Capital Companies Still Have Opportunities to Enter the Startup Business
1651	Youtube's New Policy Sanctions Toxic Comments
1652	Supporting West Sumatra's Economy, Erick Thohir Greetings Padang Residents
1653	BNI Prints Go Global Coffee Equator Cluster KUR
1654	Foods Contain Fiber which is Beneficial for the Health of the Worker's Body
1655	Car Free Night Will Apply in Jakarta on New Year's Eve 2023
1656	BNI Griya Holds Mass Agreement with Perumnas
1657	Metaverse in Education: Opportunities and Challenges
1658	Happy Mother's Day, To Great Mothers Around the World!
1659	Interesting! Mother Calls from Various Regions in Indonesia
1660	Beware of Fraud under the guise of Inter Packages!
1661	BNI Collaborates with Bank Sumsel Babel to Issue Domestic Government Credit Cards (KKPD)
1662	Come on, Know the Trends of Tourism Activities in 2023
1663	Operating Today, Here's How to Order Panoramic Train Tickets and Prices
1664	Want a Long Vacation? Come on, check out the tips for cleaning the house so that your heart is calm
1665	Come on, Know the Tips for Staying Healthy When Food is Abundant during the Holidays
1666	BNI Manages Benefits Distribution Services for Employees of PT Kimia Farma Apotek
1667	5 Newest Christmas Special Movie Recommendations
1669	Safe and Smooth Homecoming Tips during Christmas/New Year
1670	Christmas is Coming! BNI Hi-Movers Celebrate Peace and Joy of Christmas
1671	Panoramic Train Operates on the Jakarta-Jogja Route, Note the Schedule
1672	BNI and Grobogan Regency Government Build Collaboration, Ready to Realize Smart City
1673	Sprinkled with BNI Discounts at Christmas 2022 and New Year 2023
1674	Come on, Know the Economic Outlook for 2023
1675	Netflix Stops Account Owners Sharing Passwords From 2023
1676	BNI Continues to Innovate, Presents Drive and Ride Thru ATMs in Semarang
1677	BNI Strengthens Synergy with Unimed through the Campus Financial Ecosystem program
1678	Anticipate Potential Extreme Weather, Do this, BNI Hi-Movers!
1679	Want to Be Stoic at Work? Let's check the following tips!
1680	GRP & BNI Collaborate on Sustainability Linked Loan US\$32 million
1681	BNI Collaborates with BP Tapera to Facilitate Cheap House Construction
1682	Welcoming 2023, Listen to the Message from the President Director of BNI
1683	5 Simple Tips To Self-Love
1684	Support Economic Recovery, BNIDirect Transactions Grow Positively
1685	BNI Shares Increase 36.67% Throughout 2022, Ready to Make Achievements in 2023
1686	Take a peek at the beauty of Karimunjawa until it is visited by many tourists

BNI E-MAIL & SMS GREETINGS

Internal communication tools in the form of e-mail and BNI SMS Greetings, consist of:

1. Corporate information that is bank wide and high level conveyed by the Board of Directors to all employees (Newsletter);
2. Bank wide and more technical corporate information conveyed by the Corporate Secretary Division to all employees (Corporate Info);
3. Information related to HC and of a technical nature that must be conveyed immediately by the HCT Division to all employees (HR Message);
4. Other information that is bank wide but not related to marketing, products or services.

During 2022, 511 (five hundred and eleven) BNI Greetings e-mails were sent. The list of BNI's Greetings email topics is as follows:

No.	Subject Email
1	BNI Greetings - Back in Proliga 2022, BNI Introduces New Team Structure
2	BNI Greetings - Optimizing Campus Financial Ecosystem, BNI Supports LTMP2 2022
3	BNI Greeting - Want to be a Global Bank and Domestic Leader! Here are the Management Directions for BNI Hi-Movers
4	BNI Greetings - KUR Allocation Increases More Than 20%, BNI Focuses More on Working on the MSME Business
5	BNI Greetings - BNI Supports the Indonesian Navy to Manage State Revenue and Expenditure Budget Funds
6	BNI Greetings - Festive January, BNI Segambreng Promo
7	BNI Greetings - Dramatic comeback, Denny Sumargo almost lost to a bank employee
8	BNI Greetings - Minister of Cooperatives and SMEs: Increase in BNI KUR Allocation is the right move
9	BNI Greeting - Greetings & Talk with Mr. Royke & Mrs. Susi
10	BNI Greetings - Prevent Omicron Transmission, Stop Using This Mask!
11	BNI Greeting - Response to Potential Yen LCS Transactions, BNI Maximizes Services
12	BNI Greeting - Let's Take the Internal Communication Strategy Survey
13	BNI Greetings - Guidelines for Using Social Media
14	BNI Greetings - BNI won Financial Ecosystem Award from Diktiristek
15	BNI Greetings - Live Streaming BNI CorpU: Obligatory for All BNI Hi-Movers: Wise in Social Media
16	BNI Greetings - Ready to Distribute Rp38 Trillion KUR, This is a Line of BNI Strategy
17	BNI Greetings - BNI Appreciation for Thousands of Honorary Teachers
18	BNI Greetings - Live Streaming BNI CorpU: Implementation of the Voluntary Disclosure Program (PPS)
19	BNI Greetings - Knowledge Supplement - Export Credit Agency (ECA)
20	BNI Greetings - Intensifying Smart City, BNI Forms a Digital Ecosystem in West Sumatra
21	BNI Greetings - Bad Signal? PeduliLindungi Can Now Check-In Offline, Loh!
22	BNI Greetings - COVID-19 Still Exists Let's Be More Alert!
23	BNI Greetings - Beware of Phishing Emails! Here's How To Overcome It
24	BNI Greetings - Money Talks Power Lunch: Financial Services Boss Reveals Strategies in the New Economic Era
25	BNI Greetings - Omicron Expands, Let's Do a Booster!
26	BNI Greetings - Perfecting the Digital Transformation Process, BNI Forms a Digital Bank
27	BNI Greetings - Beware of Fraud under the guise of BNI Job Calls! Recognize the Mode and How to Check the Truth
28	BNI Greetings - Momentum of Economic Acceleration in the Year of the Water Tiger, BNI Prepares a Business Plan
29	BNI Greetings - BNI Shares, Gives Appreciation to Families of Indonesian Migrant Workers
30	BNI Greetings - BNI Shares, Gives Appreciation to Nurses and Midwives
31	BNI Greetings - Digital Marketing & Customer Acquisition Bootcamp from Future Capability Academy - BNI Corporate University
32	BNI Greetings - Want to go to the Mall at PPKM Level Two? Check the Terms First!
33	BNI Greetings - Why Do You Have to Do a Booster Vaccine?
34	BNI Greetings - Live Streaming BNI CorpU: Challenge and Opportunity Metaverse for Education & Business
35	BNI Greetings - BNI 2021 Profits Increase 3 Times
36	BNI Greetings - SAI Awareness Letter - Unauthorized Payment Instruction
37	BNI Greetings - Must Know! Here's the Right Way to Handle the Omicron Virus
38	BNI Greetings - BUMN Vaccination Center
39	BNI Greetings - All About Digital Challenge
40	BNI Greetings - Get to Know Nocebo, Rarely Known Side Effects of the COVID-19 Vaccine
41	BNI Greetings - Welcoming Chinese New Year Spreading Prosperity! Check BNI Discounts
42	BNI Greetings - Live Streaming BNI CorpU: Launching of 46 Society & Monthly Employee Well-Being: Stress Free January
43	BNI Greetings - Live Streaming BNI CorpU: Come on, NGOBRASS: Chat with Appraisal Experts
44	BNI Greetings - Knowledge Supplement on Prevention of Internal Violations and Case Handling

No.	Subject Email
45	BNI Greetings - National Webinar Economic & Business Outlook 2022: The Rise of Indonesian MSMEs
46	BNI Greetings - Telemedicine, Health Technology at the time of Isoman
47	BNI Greeting - Performance Praised by Minister of Finance and Minister of SOEs! BNI Pede Continues Phase II Business Transformation
48	BNI Greetings - Superindo Discounts All Weekend! Enjoy BNI Promos
49	BNI Greetings - Supports the Rise of MSMEs, This is a Form of BNI Support
50	BNI Greetings - ALL ABOUT DIGITAL CHALLENGE #BNIADC 2021
51	BNI Greetings - Internal Communication Effectiveness Survey
52	BNI Greetings - The Minister of Teten Banks Must Aim for Potential MSMEs to Upgrade
53	BNI Greetings - Bapehind BNI: Silent : A Simple Mantra to Make Peace with Yourself
54	BNI Greetings - Live Streaming BNI CorpU: Dissemination and Education of COVID-19 "Let's Stay Alert to the Omicron Variant
55	BNI Greetings - Overcome COVID-19 Transmission, BNI Hi-Movers Let's Take the Following Steps
56	BNI Greetings - BNI International Business Grows Positively
57	BNI Greetings - More Isoman at Home? Omicron Patients Can Get Free Medicines!
58	BNI Greetings - Accidentally Met Omicron Patient, When Should You Get a COVID-19 Test?
59	BNI Greetings - Have you recovered from Omicron? These are the features!
60	BNI Greetings - Super Savings! Segambreng BNI Pinned Weekly Shopping Promo
61	BNI Greetings - BNI in Metaverse: "Creating A New Future of Banking Experience"
62	BNI Greetings - Collaborating with the WIR Group, BNI is Ready for Digital Business Expansion in Metaverse Indonesia
63	BNI Greetings - Stay Alert! These are Omicron Symptoms that are Often Overlooked
64	BNI Greetings - More Isoman at Home? Come on, do this light exercise!
65	BNI Greetings - Fun! BNI Hi-Movers Get Rp50,000 Discounts on the KALCare Application
66	BNI Greetings - Here it is! Rows of Benefits Prepare Old Age Savings
67	BNI Greetings - BNI Prepares Beyond Banking Services for 8 Million Indonesian Diaspora
68	BNI Greetings - Service Transformation Bears Sweet Fruits, BNI Wins Best SLE Index 2022
69	BNI Greetings - Weekend, BNI Spreads Shopping Discounts and Cashback
70	BNI Greetings - Himbara Transformation Boosts Economic Performance
71	BNI Greetings - Sales Championship Award Full Year 2021 Period
72	BNI Greetings - Appreciation for 2021 Performance Achievements
73	BNI Greetings - Don't Panic, Here's How to Change Your Status to Black in PeduliLindungi
74	BNI Greetings - 1,775 Children of the TNI Win SOE Education Funds
75	BNI Greeting - Payday Special Promo, Show TPP Get Discounts at Selected Merchants with BNI Credit Cards
76	BNI Greetings - PayDay! It's time to check out the contents of your shopping basket with a BNI Debit Card
77	BNI Greetings - BNI Managing Director Success Tips
78	BNI Greetings - Exciting! BNI Gives Vouchers, Discounts and Discount Coupons
79	BNI Greetings - Celebrate BATC 2022 Victory, BNI Gives Appreciation to Athletes, Trainers and Officials
80	BNI Greetings - Live Webinar "Savings at the Bank, Safe or Uneasy?"
81	BNI Greetings - Commemoration of Isra Mi'raj Prophet Muhammad SAW 1443 H
82	BNI Greetings - Photo Competition BNI Fortune Draw
83	BNI Greetings - Growing TPF, Safe Savings
84	BNI Greetings - Special Promo at Samsung EPP with a BNI Credit Card
85	BNI Greetings - BNI Super Discount! Payday Promo at the Beginning of the Month
86	BNI Greetings - BNI Rewards Loyal Customers Tesla Luxury Electric Cars
87	BNI Greetings - MANDATORY Knowledge Supplement "Fraud as a Problem of Professional Ethics and Integrity"
88	BNI Greetings - Reels Instagram Contest "Happy With EDC BNI"
89	BNI Greetings - BNIFX, Your Foreign Exchange Transaction Solution!
90	BNI Greetings - Live Webinar "BI Fast: Today's Transaction Solutions"
91	BNI Greetings - BI Fast Responds to Cheap Transaction Needs
92	BNI Greetings - Knowledge Supplement period 14 - 15 March 2022

No.	Subject Email
93	BNI Greetings - NGEBA'SO: Exclusive Chat with Friends BCV: Scholarship Talk, Global Postgraduate Program
94	BNI Greeting - Share 25% Profit, BNI Dividend Increases 3.3 times
95	BNI Greetings - Synergy of BNI, Pertamina, Pupuk Indonesia & ITB, Strengthens Catalyst Factory Development
96	BNI Greetings - BNI's 76th Anniversary Logo Design Competition
97	BNI Greetings - BNI Mandalika Music Vibes Ready to Make the Pertamina Grand Prix of Indonesia Enthusiastic
98	BNI Greetings - Collaboration between BNI and Lion Air Group, 3 Planes Made with Livery Designs
99	BNI Greetings - Strengthening Campus Financial Ecosystem, BNI Together with Iluni UI Gives Honor Cards
100	BNI Greeting - Open 2022 With Podium, BNI is Proud to Support Sean Gelael
101	BNI Greetings - Stop by, Kimbab Family: Opening an Account is Very Easy at BNI Seoul
102	BNI Greetings - Enliven the 2022 Mandalika MotoGP, BNI Moves FRIENDS
103	BNI Greetings - Knowledge Supplement Period March 21, 22 & 24, 2022
104	BNI Greetings - RACE Talk Series: Talent Management (Part 1: Talent Classification)
105	BNI Greetings - Korem 052/WKR Mosque Receive BNI CSR, Build Supporting Facilities!
106	BNI Greetings - Xpora Creates World Class MSMEs
107	BNI Greetings - Pushing Xpora, BNI Supports Inacraft 2022
108	BNI Greetings - BNI Kluisse RACE 2022
109	BNI Greeting - Encourage KUR and Digitalize Merchants, BNI Collaborates with Grab
110	BNI Greetings - Congrats! BCOMSS Awarded Corporate Communications of The Year 2022
111	BNI Greetings - BNI Corporate Transformation: Improving Credit Officer Competence with Basic Property Appraisal Brevet Training
112	BNI Greeting - BNI Gives Grand Prize of Tesla Luxury Electric Car to Lottery Winners
113	BNI Greetings - Money Talks Power Lunch: Mudik! Money Back Spinning
114	BNI Greetings - BNI Encourages Rehabilitation of Anyer Coastal Forest and Upstream Citarum Watershed
115	BNI Greetings - Live Streaming BNI CorpU: Digital Consumer Megashift Trend 2022
116	BNI Greetings - First Outside Java, BNI Builds Campus Financial Ecosystem with UNUD
117	BNI Greetings - Cool! BNI Receives 4 Awards Winner PR Indonesia Award 2022
118	BNI Greetings - Kemen PANRB Collaborates with BNI to Prepare Digitalization of HR Management for ASN
119	BNI Greetings - Synergy between BNI and Garuda Indonesia at the 2022 Garuda Indonesia Online Travel Fair Event!
120	BNI Greetings - Synergy between BNI and Garuda Indonesia at the 2022 Garuda Indonesia Online Travel Fair Event!
121	BNI Greetings - Live Streaming BNI CorpU: Socialization of Halal Certification, GMP and HACCP BNI Partners UMKM
122	BNI Greeting - Support the Recovery of the Economy with the 2022 BNI Auction Sound
123	BNI Greetings - Competing with Commercial Magazines, Synergy Magazine 46 BNI Wins Gold Winner at the 2022 SPS Award Event
124	BNI Greetings - Pre-Sale Event Garuda Online Travel Fair 2022 There is a Cashback Promo of Rp25 Million
125	BNI Greetings - Stories of Viral Indonesian Warung Owners in South Korea
126	BNI Greetings - Get ready for BNI Hi-Movers! At GOTF, BNI Spreads Discounts of up to 70%
127	BNI Greetings - Increase CASA, BNI encourages Campus Financial Ecosystem
128	BNI Greetings - Happy Worshipping Ramadan 1443 H
129	BNI Greeting - NGEBA'SO: Chat Exclusively with Friends BCV: "Scholarship Talk, Global Postgraduate Program Series 2"
130	BNI Greetings - QRIS Transactions Grow Stronger
131	BNI Greetings - BNI Wins The Most Active Acquirer ATM Business Award
132	BNI Greetings - In the Metaverse Universe, BNI Will Offer Immersive Banking Services
133	BNI Greetings - Explore Potential, BNI Connects Xpora with Diaspora
134	BNI Greetings - Give Away Challenge BNI Simponi
135	BNI Greetings - Dharma Shanti Nyepi, "Tri Hita Karana is the Path To Strengthening Sradha Devotion and Religious Tolerance"
136	BNI Greetings - BNI Working on Diaspora and MSME Exports Simultaneously
137	BNI Greetings - Woman Diary Challenge #Wowman BNI
138	BNI Greetings - Guidelines for Using Social Media
139	BNI Greetings - Created #BNISspecialRamadhan Recipes!
140	BNI Greetings - BNI Wins 23 Awards at the 2022 Infobank Digital Brand Award

No.	Subject Email
141	BNI Greetings - It's time to #ShareSpirit in the Month of Ramadan
142	BNI Greetings - Launching of Binnova Championship 2022
143	BNI Greetings - Sharing Gains Blessings! BNI Regional Office 04 Santuni Orphans through Safari Ramadan 1443 H
144	BNI Greetings - BNI Multifinance Ramadhan Promo
145	BNI Greeting - Quarter I-2022, BNI Optimistic to Record Credit Growth of 7%
146	BNI Greetings - Paying for College is Now Easier with a Credit Card
147	BNI Greetings - Voice of RACE Comment Challenge
148	BNI Greetings - February, BNI Griya Disbursement Grows Above 8%
149	BNI Greetings - BNI Global Diaspora Week 18-27 April 2022
150	BNI Greetings - Knowledge Supplement period 18 - 22 April 2022
151	BNI Greetings - Relying on International Networks and Branch Offices, BNI Supports the Growing Diaspo
152	BNI Greetings - BNI Hi-Movers Zakat, Felt by the residents of the Simplicity Beach Village, Muara Gembong, Bekasi Regency
153	BNI Greetings - QRIS Cashless and Cardless Transactions Are Increasingly Relied on by the Community
154	BNI Greetings - RACE Talk Series "Women Behind Transformation"
155	BNI Greetings - Wowman Talks: Creative Women, Solutive Women
156	BNI Greetings - Diaspora Becomes Spearhead of Indonesia-Japan Trade
157	BNI Greetings - Talk Show BNI Society with PlantLovers46: Tips for First-time Plant Owners
158	BNI Greetings - BNI x Senayan City The Divine Ramadan
159	BNI Greeting - Strengthen Collaboration, BNI Seoul Opens Market Opportunities
160	BNI Greetings - Special Ramadan Edition Giveaway, "Ikoy-Ikoyan a la BNI Hi-Movers"!
161	BNI Greetings - BNI Offers Financial Solutions and Literacy for MSMEs Go Global
162	BNI Greetings - Commemorating Earth Day, BNI Strengthens Megamendung Organic Forest Collaboration
163	BNI Greetings - BNI Promo Ahead of Eid 2022, Anti Bokek!
164	BNI Greetings - Diaspora Trade Talk Series - BNI Tokyo, Japan "Ways to Maneuver and Thrive in Japan Market" Road To BNI Global Trade Forum 2022 - BNI Tokyo, Japan
165	BNI Greetings - BNI and LPEI Prepare Guarantees for Export MSME Credit
166	BNI Greetings - BNI Maintains Solid Expansion, First Quarter 2022 Profit Grows 63.2%
167	BNI Greetings - Supporting the Electric Vehicle Ecosystem, PLN and BNI Collaborate to Expand SPKLU Outreach
168	BNI Greetings - BNI Holds Homecoming Together 2022
169	BNI Greeting - Guarantee the Convenience of Homecoming, BNI Standby Network
170	BNI Greetings - Donations in the Holy Month of BNI Asset Management
171	BNI Greetings - Information on BNI's Caring Racing Program ATM & BNI EDC Win Total Prizes of Tens of Million Rupiah
172	BNI Greetings - Indonesian Diaspora Can Invest Through BNI
173	BNI Greetings - Arafah Distributes THR for BNI Employees
174	BNI Greeting - Newsletter Eid Al-Fitr 1443 H
175	BNI Greetings - Indonesian Culinary Entrepreneurs Abroad, Enjoy the Sweet Collaboration between the Government and BNI
176	BNI Greetings - BNI Makes 200,000 Diaspora in the US Smooth for Exports - Imports
177	BNI Greetings - Update Your BNI Mobile Banking for More Steady Transactions!
178	BNI Greetings - The Bank's Crucial Role in the Education Sector
179	BNI Greetings - Gangga to Rendy Pandugo Enthusiasm BNI Java Jazz On The Move
180	BNI Greetings - BNI Targets Downstream Sector
181	BNI Greetings - E-Learning Mandatory 2022 Already in Air
182	BNI Greetings - Live Streaming BNI CorpU : AKHLAK series: Finding Meaning Purpose to Boost Performance
183	BNI Greetings - Loved Digital Transactions, QRIS BNI Grows Rapidly
184	BNI Greetings - Increasing the Effectiveness of SOEs, BNI Wins the 2022 "Mitra Champion" Award
185	BNI Greeting - Increase Green Financing, BNI Will Issue Green Bonds
186	BNI Greetings - Scorching Hot Temperatures, Beware of the Appearance of Symptoms of this Disease
187	BNI Greetings - Encouraging MSME Performance, BNI Collaborates on Training and Financing Programs

No.	Subject Email
188	BNI Greetings - BNI Aggressively Distributes Green Financing
189	BNI Greetings - Minister Teten Applauds BNI MSME Training & Financing Program
190	BNI Greetings - Application of Professional Ethics in Efforts to Prevent Fraud and Violations
191	BNI Greetings - Expansion in the Japanese Market, BNI Collaborates with JRB to Facilitate Yen Loans to Ichii Industries Indonesia
192	BNI Greetings - Expanding Global Network, BNI Expands to the Land of Windmills
193	BNI Greetings - NgEBID Knowledge Supplement (Effective Chatting with DJKN Institutions)
194	BNI Greetings - Beware of Social Engineering (Soceng) Fraud Modes
195	BNI Greetings - Java Jazz Festival 2022 Vlogger Audition!
196	BNI Greetings - Increase Village Investment, BNI Optimizes BUMDes
197	BNI Greetings - Live Streaming BNI CorpU: RACE Talk Series: The First Biometric Transaction & Verification In Indonesia
198	BNI Greetings - "Appreciation & Motivation Awards for Learning Resources & Learners"
199	BNI Greetings - Present in Amsterdam, BNI Can Work on Trade of US\$47 billion
200	BNI Greetings - Indonesian Creative Work Pre-Event - Webinar "Strengthening MSME Competitiveness through the Global Market"
201	BNI Greeting - Live Streaming BNI CorpU: MANDATORY WEBINAR : Talent Development - Soft is the New Power. Future Proofing through Power Skills + Engagement + Culture
202	BNI Greetings - Launching of the BNI AKSI 2022 Program
203	BNI Greetings - Encouraging Regional MSME Exports, BNI Continues Regional Trade Talk Series
204	BNI Greetings - #OnceUponaRACE Challenge Between Units 2022
205	BNI Greetings - Come on, open BNI Paper at BNI Smarter & BNI Forum
206	Enlivening the 2022 BNI Java Jazz Festival, BNI Provides a Metaverse Experience
207	BNI Greetings - High Animo BNI Java Jazz Festival 2022, 3 Credit Card Products are Encouraged
208	BNI Greetings - Through BNI Xpora, Batiksoul Guitars 'Mentas' at BNI Java Jazz 2022
209	BNI Greetings - Implementation of the 2022 User Satisfaction Survey (USS).
210	BNI Greetings - Bazaar Halal Bihalal BNI Employee Wife Family Harmony (KKB).
211	BNI Greetings - We are Pancasila! Happy Birthday of Pancasila
212	BNI Greetings - Employee Stock Allocation Program (ESA Program)
213	BNI Greetings - BNI Has the Potential to Work on RI-South Korea Trade Up to US\$ 30 Billion
214	BNI Greetings - BNI is Aggressive in Green Financing ESDM: This is Very Good
215	BNI Greetings - BNI Provides Additional Commercial Line Facilities to PT Asuransi Tri Pakarta
216	BNI Greetings - Exploring the Turkish Market, BNI Boyong MSME Foster Partners
217	BNI Greetings-Live Streaming BNI CorpU: CEO Direction and Submission of SK Project Manager BNI Corporate Transformation Wave 3
218	BNI Greetings - Welcoming the 76th year, BNI introduces the anniversary logo, presenting the spirit of Leaping Higher for Indonesia
219	BNI Greetings - BNI KUR Customers Penetrate Turkish Market
220	BNI Greetings - Welcoming the Joining of Bank Mayora, BNI is Ready to Develop a Digital Bank
221	BNI Greetings - Success of the Transformation Wave 3 Program! This is an Important Message from the President Director of BNI
222	BNI Greetings - Extension of #OnceUponaRACE Challenge Between Units 2022
223	BNI Greetings - Japanese Market Expansion, BNI Tokyo Moves To Business District
224	BNI Greetings - Greysia Polii Enters Retirement, BNI Provides Assistance to Young Athletes to Successor to Greys
225	BNI Greetings - Twibbon Challenge #WeAreBNHiMovers!
226	BNI Greetings - RACE Talk Series: "Digital Bank - The Real Form of BNI's Digital Transformation"
227	BNI Greeting - Green Bond BNI Oversubscribe 4 times
228	BNI Greetings - Realizing Digital Transformation, BNI Focuses on Bank Mayora Working on MSMEs
229	BNI Greetings - Xpora Fest 2022
230	BNI Greetings - BNI AKSI 2022 Program
231	BNI Greetings - Holds Transformation Wave 3, BNI Ready to #JumpHigher Again
232	BNI Greetings - Beware of Social Engineering (Soceng) Fraud Modes
233	BNI Greetings - BNI Leads the ACCD Bank Association, Supports the LCS National Task Force in Maintaining Rupiah Stability
234	BNI Greetings - The 2022 BNI Auction Sounds

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235	BNI Greetings - Don't Immediately Trust Social Media Accounts in the Name of BNI
236	BNI Greetings - Become Part of the Pre-Employment Card Program, BNI Has Also Produced Productive Alumni
237	BNI Greetings - "BNI Best Selling Credit Card"
238	BNI Greetings - Exciting! The Best Performing BNI People Win Various Awards at the 2022 Service Excellence Award (SEA).
239	BNI Greetings - Easy Transactions with 0% Installments from BNI Credit Cards
240	BNI Greetings - 2 decades of APU-PPT, PPAK and BNI Planting Trees
241	BNI Greetings - Live Streaming BNI CorpU: NGOPII (Inspirational & Innovation Chat): Investment Makes You Happy
242	BNI Greeting - Engage Indonesian Diaspora Companies in Hong Kong, Encourage West Java MSMEs to Penetrate the Global Market
243	BNI Greetings - Cool! BNI Receives Award "The First Business VCN Paylater Launch in the World 2022"
244	BNI Greetings - The Indonesian Embassy in Collaboration with BNI Encourages MSME Products to K-POP Country
245	BNI Greetings - Report & Reject Gratification, Directors Appreciate BNI Hi-Movers
246	BNI Greetings - IG Reels Challenge Hope & Wish from BNI Hi-Movers for BNI's 76th Anniversary
247	BNI Greetings - Knowledge Supplement for the period 28 June & 29 June 2022
248	BNI Greetings - BNI, Telkomsel and MCAS Group Sign a Cooperation Agreement for Synergy of Digital Products and Services
249	BNI Greetings - BNI CorpU TV Employee Journalism Knowledge Supplement: "Photography Workshop, Short Videos, and BNI Writing for Stronger Indonesia"
250	BNI Greetings - Live Streaming BNI CorpU : ESG Trends & Market Outlook
251	BNI Greeting - Invite Customers to Activate BNI Mobile Banking, Get the Latest Gadgets
252	BNI Greetings - BNI Your Art, Your Story Competition
253	BNI Greetings - Knowledge Supplement "Beware of The Spread of COVID-19 New Variants"
254	BNI Greetings - Kalbe Receives Rp1 Trillion Loan Facility from BNI
255	BNI Greetings - Go Change: Challenge #spendyourfood
256	BNI Greetings - 2 Years #AKHLAKCultureJourney
257	BNI Greetings - Ngobras BNI's 76th Anniversary
258	BNI Greetings - Excellent Digital Banking, BNI Wins The 1st Overall Best E-Banking Award 2022
259	BNI Greetings - BNI Wins Another Digital Banking Award
260	BNI Greetings - BNI Provides Explanation of Unsecured Credit Hoaxes
261	BNI Greetings - Series of 76th Anniversary, BNI Holds Golf Friendly Match
262	BNI Greetings - BNI's 76th Anniversary Tumpengan
263	BNI Greetings - Easy Transactions with 0% Installments from BNI Credit Cards
264	BNI Greetings - Supporting the Implementation of ESG, BNI Focuses on Becoming a Transformation Agent
265	BNI Greetings - It's more fortunate to be showered with BNI Promos, 76th Anniversary
266	BNI Greetings - BNI's 76th Anniversary Celebration
267	BNI Greetings - BNI Ready to Jump Higher For Stronger Indonesia
268	BNI Greetings - BNI Anniversary Celebration, Ready to Jump Higher for Stronger Indonesia
269	BNI Greetings - BNI X TELKOMSEL #JumpatHigher: eSports Tournament For Stronger Indonesia
270	BNI Greetings - BNI's 76th Anniversary, Here's a Message from Minister Erick Thohir
271	BNI Greetings - Mandatory Knowledge Supplement: Kick Off BNI Culture Transformation
272	BNI Greetings - Real Steps KALBE Nutritionals, Aruna PV, and BNI Reduce 2,104 Tons of Carbon Per Year
273	BNI Greetings - Knowledge Supplement period 12 & 15 July 2022
274	BNI Greetings - Special for BNI Hi-Movers, Refer Relatives to Open Digital Savings, Get Cash Rewards of up to Rp15 Million!
275	BNI Greetings - Digital Transformation Mindset: Preparing BNI Hi-Movers to Be Ready to Face the Disruptive Era
276	BNI Greetings - BNI DigiGriya application
277	BNI Greetings - BNI Venture Capital Can Support Local Startups
278	BNI Greetings - Celebrate BNI's 76th Anniversary at BNI LOUD FEST 2022
279	BNI GREETINGS - Live Streaming BNI CorpU: Zero Food Waste For a Greener Indonesia
280	BNI Greetings - Breakthrough!!! Dewa United Wins eSports Tournament For Stronger Indonesia

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281	BNI Greeting - BNI Floods Praise at Loud Fest 2022
282	BNI Greetings - Launches BNI DigiGriya, Everything is in BNI
283	BNI Greetings - BNI CorpU x Monash: Innovations & The Future Blockchain in the Financial Sector
284	BNI Greetings - Becomes a Pioneer, BNI Installs Two SPKLU Partnership Schemes
285	BNI Greetings - RACE Talk Series "Operation Excellence for Better Document Management"
286	BNI Greetings - Live Streaming BNI CorpU: National Webinar: Anticipating the Global Food Crisis
287	BNI Greetings - Collaboration between BNI, APKASI and KADIN, Accelerates Smart City Implementation and Digitalization
288	BNI Greetings - Online Webinar "Integrated Logistics Free Unlimited Shipping"
289	BNI Greetings - Hashtags Jump Higher BNI Trending
290	BNI Greetings - "Gowes Cheers" to Jump Higher, BNI Successfully Closes the 76th Anniversary Series
291	BNI Greetings - SP Academy Live Youtube Podcast Series is a MANDATORY for BNI Hi-Movers
292	BNI Greetings - Let's Join SOE Volunteers
293	BNI Greetings - At BNI Loud Fest 2022, BNI Hi-Movers Commit to Make the Highest Profits As Long as BNI Exists!
294	BNI Greetings - Supporting "Hybrid Working", BNI Launches the First Work Hub at Taman Galaxy Bekasi KCP
295	BNI Greetings - Saturdays Optic & Cafe Promo for BNI Hi-Movers
296	BNI Greetings - Ministry of Communication and Informatics Welcomes BNI's Initiative to Develop the Game Industry
297	BNI Greetings - Focus on Transaction Banking and Green Banking Encourages BNI Semester I Performance to Grow Optimal
298	BNI Greetings - Insight with Desi Anwar Indonesian MSMEs are Increasingly Existing Abroad
299	BNI Greetings - Connecting Gathering, BNI Retired Employees Have Fun Celebrating "Bestee Golf Day 76th"
300	BNI Greetings - Makes the Best Profit, BNI is Appreciated by Minister Erick
301	BNI Greetings - Implementing the Green Banking Strategy, BBNI Is Quick to Capture Market Opportunities
302	BNI Greetings - Live Streaming BNI CorpU: Launching of the Referral Program for BNI Marketers
303	BNI Greetings - Exports of Indonesian Entrepreneurs Step on the Gas, Empowered by Xpora Increasingly Global
304	BNI Greetings - BNI Sponsors Ciputra Golfpreneur Tournament 2022
305	BNI Greetings - BNI Strengthens Cooperation with the Directorate General of Higher Education through the Financial Ecosystem Program
306	BNI Greetings - Binnova Championship 2022 - Season 2
307	BNI Greetings - Guidelines for Using Social Media
308	BNI Greetings - Spurring Economic Recovery and Tourism, GNFY 2022 Gets BNI to Become a Partner Bank to be Held in Bali
309	BNI Greetings - 2022 Half Year Sales Championship Awarding Event
310	BNI Greetings - Congratulations on Contributing to Indonesia BNI Hi-Movers Representative Volunteers for SOE Service
311	BNI Greetings - How to Help BNI to Zero Fraud, from Anti Fraud Warrior
312	BNI Greetings - Enrichment Sales Leader Training
313	BNI Greetings - Collaboration with North Sumatra Bank, BNI Usung Orange Synergy
314	BNI Greetings - Targeting Product Diversification, BNI Salesperson Appreciated Success in Convincing Prospective Consumers!
315	BNI Greetings - Webinar: Love is Proud of Understanding Rupiah: Characteristics of Authentic Rupiah
316	BNI Greetings - Optimizing Food Expo 2022, BNI Brings Spices to the Hong Kong Market
317	BNI Greetings - Economic Update 2022 "Optimism for Stronger Indonesia"
318	BNI Greetings - BNIDirect Records Transaction Volume of More Than Rp2,500 Trillion
319	BNI Greetings - Digital Transformation Mindset Webinar Series: Life-long Learning: Promoting Personal and Career Development
320	BNI Greetings - Live Streaming BNI CorpU: Webinar Series: Life-long Learning: Promoting Personal and Career Development
321	BNI Greetings - BNI Multifinance Supports GAIKINDO Indonesia International AUTO SHOW (GIIAS)
322	BNI Greetings - Let's Commemorate the 77th Anniversary of Independence of the Republic of Indonesia in 2022 with Exciting Twibbons
323	BNI Greetings - A Bank with Global Capacity, This is BNI's Strategy
324	BNI Greetings - 2022 Staff Get Card (SGC) Program
325	BNI Greetings - BNI Smarter Subsidiary Company
326	BNI Greetings - Kompasfest 2022 Presented by BNI Encourages Young Generation to Bring New Ideas

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327	BNI Greetings - Festive, BNI Supports Homecoming Day UI 2022!
328	BNI Greetings - Strengthen Agriculture and Food Estate Transformation, BNI Supports Alsintan Taxi Program
329	BNI Greetings - BNI Ciputra Golfpreneur Tournament Asian Development Tour 2022
330	BNI Greetings - Active Acquisition of Student Customers, BNI Wins 2 OJK Awards
331	BNI Greetings - BNI Work Hub, Work Closer to Home
332	BNI Greetings - BNI Supports Sustainable Finance and Clean Economy
333	BNI Greetings - Fly Safely With BNI
334	BNI Greetings - BNI Beautyscents Merdeka Sale
335	BNI Greetings - BNI Supports Smart Province Bengkulu
336	BNI Greetings - BNI-Garuda-Lion Collaboration, Reduces Flight Ticket Prices
337	BNI Greetings - BNI Facilitates the TNI to Pay Non-Cash Salaries and Benefits
338	BNI Greetings - Stunning Results, Suteepat Prateeptienchai Wins BNI-Ciputra Golfpreneur Tournament 2022
339	BNI Greetings - e-Learning Mandatory 2022
340	BNI Greetings - Knowledge Supplement: The Essence of Corporate Culture in Banking Resilience in the Digital Age
341	BNI Greetings - Domestic Government Credit Card Initiation to Increase Government Transaction Efficiency
342	BNI Greetings - Maintain Healthy Performance, BNI is Strengthened by New Directors
343	BNI Greetings - High SR017 Enthusiasts, BNI Mobile Banking Provides Cashback of up to Rp7.7 million
344	BNI Greetings - Pay and Buy Electricity Tokens, Win a Batik Air Plane Ticket Lottery to Bali
345	BNI Greetings - Harpelnas 2022, BNI is Committed to Improve Global and Digital Services
346	BNI Greetings - Visit of Minister Erick, BNI Amsterdam Seizes Global Market Opportunities
347	BNI Greetings - Order SR017 Now at BNI Mobile Banking
348	BNI Greetings - BNI Assisted Padang Restaurant in The Hague Appreciated by the DPR
349	BNI Greetings - Socialization of Anti-Bribery Management System ISO:37100:2016
350	BNI Greetings - Apply and Get Rewards with BNI - Batik Air Credit Card
351	BNI Greetings - BNI Wins 4 Alpha Southeast Asia Awards
352	BNI Greetings - Continuing Orange Synergy, BNI-Bank North Sumatra Issues Domestic Government Credit Cards
353	BNI Greetings - Knowledge Supplement period September 13 & 15, 2022
354	BNI Greetings - Knowledge Supplement: Cyber Security in Banking 40: The Future of Customer's Data Protection and Regulation Risk
355	BNI Greetings - Public Expose Live 2022
356	BNI Greetings - Live Streaming BNI CorpU: Standard for Sustainable and Better Life's SME
357	BNI Greetings - Knowledge Supplement BNI CorpU Tv: Anti-Bribery Management System Webinar
358	BNI Greetings - Knowledge Supplement BNI CorpU TV: Get to Know Swadharma Cooperative Jakarta Closer
359	BNI Greetings - BUMN Young Leader Summit
360	BNI Greetings - Work with Heart, Young SOE Talents Encouraged to be More Productive
361	BNI Greetings - BNI CorpU TV Knowledge Supplement: Issuance of Business Identification Numbers (NIB) through Online Single Submission (OSS)
362	BNI Greetings - Chatting Together: "Minimize Risk Losses Through Data Analytics and Modeling"
363	BNI Greetings - The 2022 BNI Auction Sounds
364	BNI Greetings - BNI Supports Exports (Go Global) Through Strengthening MSME Classes with NIB
365	BNI Greetings - Apply and Get Rewards with BNI - Batik Air Credit Card
366	BNI Greetings - NGOPII (Inspirational & Innovative Chat): "Make Cash With Transactions"
367	BNI Greetings - Encouraging the Performance of Local MSMEs, BNI Supports the Craft Exhibition of the Archipelago
368	BNI Greetings - Knowledge Supplement BNI CorpU TV Digital Transformation Mindset Webinar Series. Design Thinking: Preparing BNI Hi-Movers to "Love the Customer's Problem & Find the Solution"
369	BNI Greeting - BNI Supports MSMEs Translucent to More than 10 Countries
370	BNI Greetings - September Cheers Interest 3.7% Flat
371	BNI Greetings - Implementation of User Satisfaction Survey
372	BNI Greetings - Implementation of User Satisfaction Survey Wave 2

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373	BNI Greetings - Knowledge Supplement: Risk Management Refreshment Series
374	BNI Greeting - Response to Second Semester Opportunity 2022, BNI Supports MSMEs
375	BNI Greetings - It's More Fun Using Electric Cars
376	BNI Greetings - Digitalization Paddle! SOE 'Venture Capital' Caplok Digital Economy
377	BNI Greetings - Success in Bringing Underprivileged Entrepreneurs to the Global Market, Royke Tumilaar Was Rewarded with the UMKM Go International Transformation Figure Award
378	BNI Greetings - BNI Hi-Movers Let's take the Internal Communication Survey
379	BNI Greetings - Expanding Synergy, BNI Collaborates with Bank Jateng
380	BNI Greetings - Totality Supports MSMEs, 555 BNI Fostered Translucent UMKM Padi
381	BNI Greetings - Let's join the #PaduPadanBatikIndonesia Challenge
382	BNI Greetings - BNI Distributes Emergency Response Assistance, Eases the Burden of North Tapanuli Earthquake Victims
383	BNI Greetings - Let's Be Wise on Social Media
384	BNI Greetings - BNI X IPMI Gives Birth to Young Achievers in e-Sport Events
385	BNI Greetings - Knowledge Supplement BNI CorpU Tv : Anti Fraud Awareness Series: Ethics Enforcement as an Effort to Prevent Violations Leading to Corruption
386	BNI Greetings - Holds Business Summit, Evidence of Management's Commitment To Leap Even Higher
387	BNI Greetings - BNI and BSG Synergy Collaboration to Expand the Smart Province Ecosystem in North Sulawesi
388	BNI Greetings - Digital Transformation Mindset Series: "Embracing the Bank's Digital Transformation"
389	BNI Greeting - Fight Fraud, BNI Implements Single Sanction!
390	BNI Greetings - RACE Talk Series: RM Tool (Part 1)
391	BNI Greetings - BNI Drives BNIDirect Transactions Through New Innovations
392	BNI Greetings - Digital Transformation Mindset Non-Fungible Token (NFT): "Welcoming The Commercialization of Digital Property"
393	BNI Greetings - Let's Enliven SOE's Twibbon and Support the #SOEInternationalConference
394	BNI Greetings - Risk Management Refreshment Series: Know Your Employee as Fraud Prevention
395	BNI Greetings - BNI Encourages Global Performance and Investment
396	BNI Greetings - BNIDirect Success in Becoming a Seamless Financial Platform
397	BNI Greetings - BNI's Fortune Sounds #GaPakeNanti
398	BNI Greetings - Expanding Synergy, BNI Collaborates with Bank Papua
399	BNI Greetings - Knowledge Supplement BNI CorpU TV: Risk Management Refreshment Series: Building Carbon-Risk-free Future Risk Business based on ESG
400	BNI Greetings - BNI's Transformation Continues to Strengthen Indonesia's Economic Performance
401	BNI Greetings - BNI Fortune Program, Won 2 Land Rovers and 17 Hyundai Creta
402	BNI Greetings - BNI CorpU TV Knowledge Supplement - OJK Inclusion Month 2022: Entrepreneurial Success at a Young Age Why Not?
403	BNI Greetings - Management of Indonesian MSMEs is seen as very appropriate, this is the view of Simon Paris CEO of Finastra
404	BNI Greetings - BNI Hi-Movers Let's take the Internal Communication Survey
405	BNI Greetings - Risk Management Refreshment Series: The Emerging Strategic Cyber Attacks On The Financial Service Industry
406	BNI Greetings - Borneo Collaboration, BNI Collaborates with Bank Kalsel, Bank Kaltimara, and Bank Kalbar
407	BNI Greetings - Cares for the Environment, How Can BNI Focus on Funding a Green Business?
408	BNI Greetings - Let's Support BNI in DevPortal Award 2022
409	BNI Greetings - New Car, New Enthusiasm
410	BNI Greetings - Talk show with 46CatLovers "Come on, let's help abandoned cats. Can you really talk to cats?"
411	BNI Greetings - Support the Struggle of BNI's Pride Men's and Women's Team in the @ligasakeuangan Final
412	BNI Greetings - Trade Expo Indonesia (TEI) 2022, BNI Xpora UMKM with Buyers of the Republic of Korea
413	BNI Greetings - Make You Proud! The BNI Men's and Women's Basketball Team Wins the Title in the Financial Services Basketball League
414	BNI Greetings - Expansion to the Gen Z and Millennial Segments, BNI Launches the BNI American Express Vibe Credit Card
415	BNI Greetings - Risk Management Refreshment Series: Food Crops Credit Analysis (Opportunities, Value Chain, Risk and Risk Mitigation)
416	BNI Greetings - Solid Performance Amid Economic Turbulence, BNI's Profit Grows Healthy 76.8%

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417	BNI Greetings - Collecting 1,000 Blood Bags, IKA UB Holds Third Blood Donor Movement
418	BNI Greetings - BNI Bazaar Fest 2022
419	BNI Greetings - BNI Tokyo Boosts Funding for Diaspora
420	BNI Greetings - Strengthen the Value Chain Business, BNI Collaborates with SIG
421	BNI Greetings - Healthy Talk: Acute kidney failure affects children, it is forbidden to take syrup, why?
422	BNI Greetings - Back to Support INACRAFT, BNI Provides Export Consultation
423	BNI Greetings - Happy Youth Pledge Day 2022!
424	BNI Greetings - Exists! BNI Mejeng BUMN House at IMFW 2022
425	BNI Greetings - Excited Exclamation at FIN EXPO, Come on !!
426	BNI Greetings - Inacraft on October
427	BNI Greetings - Special Promo for Pre-Order iPhone 14 Series with a BNI Credit Card
428	BNI Greetings - Participation in FinExpo 2022, BNI Tebar Rewards
429	BNI Greetings - BNI Provides Intraday Facility to KPEI Rp1.8 Trillion
430	BNI Greetings - Developing a Sustainable Tourism and Economic Ecosystem in Indonesian Priority Destinations, KAWAN BNI Reaches 3 Villages
431	BNI Greetings - For the First Time, BNI and Emirates Hold a Travel Exhibition Sprinkled with Promo Programs
432	BNI Greetings - BNI Encourages Digital Channel Transactions at Jakarta Fashion Week 2023
433	BNI Greetings - Joyland Fest 2022
434	BNI Greetings - BestieKu Program Part 2
435	BNI Greetings - Support G20, BNI Prepares Digital Channel and SPKLU Crea Nusa Dua
436	BNI Greetings - Healthy Talk: Optimizing the Use of Halodoc and BPJS for Employees
437	BNI Greetings - Kick Off Small Business Segment Thematic Training & Programs
438	BNI Greetings - November Rain from BNI Multifinance
439	BNI Greetings - BNI Management Appreciation for BNI Ballers
440	BNI Greetings - BNI Fortune Lottery #GaPakeNanti Comes Back!
441	BNI Greetings - "Tell Your Version of a Hero"
442	BNI Greetings - Financial Literacy: Be Smart, Let's Manage Your Finances from Now!
443	BNI Greetings - BNI Indonesian Masters presented by TNE Officially Launched as the Biggest Golf Tournament in Indonesia
444	BNI Greetings - Supporting UMKM Go International, BNI Optimizes G20 Momentum
445	BNI Greetings - Mantul! BNI KAWAN Program Wins Special Award at IDX Channel Best CSR Award 2022
446	BNI Greeting - Support WSBK Mandalika 2022, Encourage Global Bank Branding
447	BNI Greetings - BNI Comes with Metaverse Immersive Technology, As One of the Digital Banking Literacy Media in Indonesia at the G20 Summit Event
448	BNI Greeting - Support Gitaswara 46 in the 2022 Financial Services Sector Choir Competition (KPSSJK)!
449	BNI Greetings - Order ST009 Online via BNI Mobile Banking & BNI Internet Banking
450	BNI Greetings - Cool! BNI Finance Director Wins Indonesia Best Chief Financial Officer 2022 Award
451	BNI Greetings - Being Part of the Success in Overcoming COVID-19, BNI Wins a Humanitarian Award
452	BNI Greetings - Pioneer Green Banking, BNI Encourages Sustainable Business
453	BNI Greetings - Financial 2023: Buying a House is a Promising Investment!
454	BNI Greetings - Special Promo for BNI Employees JABODETABEK - Register 2 Bill Payments Get 100,000 MAP Vouchers
455	BNI Greetings - Expanding Services, BNI Collaborates with the Istiqlal Mosque Management Agency (BPMI)
456	BNI Greetings - Let's Enliven the BNI Indonesian Masters 2022
457	BNI Greetings - Digital Transformation Mindset Webinar Series: Internet of Things and Digital Innovation & Collaboration
458	BNI Greetings - BNI Shares for Indonesia, Emergency Response at Locations Affected by the Cianjur Earthquake
459	BNI Greetings - Encourages MSMEs to Go Global, BNI is Awarded an Award by the Asia Council for Small Business (ACSB)
460	BNI Greetings - YKP & SwaMed Outreach: "Characteristics of a Heart Attack and First Aid

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461	BNI Greetings - BNI CorpU TV Knowledge Supplement: AMA and BNI Agen46 Capability Improvement
462	BNI Greetings - Kerthi Bali Economic Support, BNI and BPD Bali Synergize
463	BNI Greetings - 2022 Staff Get Card (SGC) Program
464	BNI Greetings - Thick Talk Entrepreneur & UMKM BNI Regional Office 15: UMKM Go Digital, Go Global with BNI
465	BNI Greetings - Knowledge Supplement BNI CorpU TV: Kick Off Frontliner Academy Training Program
466	BNI Greetings - Successful Transformation, BNI Wins Awards
467	BNI Greetings - BNI received the 2022 Reksa Bandha Award
468	BNI Greetings - Improving BUMN Performance, AKHLAK Culture Journey Guidebook Officially Launched
469	BNI Greetings - Pushing Global Brand, BNI Indonesian Masters Series Begins
470	BNI Greetings - Anti Fraud Awareness Series: Digital Forensics as an Effort to Handle Internal and External Fraud
471	BNI Greetings - Direct Prizes from the BNI Fortune Program #GaPakeNanti!
472	BNI Greetings - Financial Plan: 5 Tricks To Keep Your Finances Safe & Controlled
473	BNI Greetings - BNI Promotes UMK to Class Through NIB
474	BNI Greetings - Digital Economy Support in East Java, BNI and Bank Jatim Synergize
475	BNI Greetings - Loyalty Payroll BNI - Ministry of Maritime Affairs and Fisheries (KKP)
476	BNI Greetings - First Mover Green Banking, BNI Wins Green Initiative Award
477	BNI Greetings - Suwannarut Champion of BNI Indonesian Masters 2022 Presented by TNE, BNI Gives Appreciation
478	BNI Greetings - Money Talks Power Lunch "BNI Digital Channel Transformation"
479	BNI Greetings - RACE Talk Series "Channel Transformation"
480	BNI Greetings - LCSF 2022, BNI Bridges Business between Indonesia and Japan
481	BNI Greetings - Strengthening Services in the Regions, BNI and Bank NTB Syariah Establish Synergy
482	BNI Greetings - BNI Wins The Best International and Localized at the Dev Portal Awards
483	BNI Greetings - Geber Promo (Gede Bonus in December) BNI Multifinance
484	BNI Greetings - BNI is Committed to Develop Network in a Digital Direction
485	BNI Greeting - Strengthen Services in the Regions, BNI and Bank Nagari Collaborate to Build Image and Build the Nation
486	BNI Greetings - BNI's Fortune Sounds #GaPakeNanti
487	BNI Greetings - Happy World Anti-Corruption Day 2022
488	BNI Greetings - Implementation of the Personal Data Protection Law and its Implications for Banking
489	BNI Greetings - Business Expansion, BNI Issues Rp3 Trillion NCD
490	BNI Greetings - Interbank Cardless Cash Withdrawals through the PRIMA Network
491	BNI Greetings - Top! BNI Call Borong 6 Global Level Awards
492	BNI Greetings - BNI Strengthens Synergy with Regional Development Banks to Accelerate Digital Transformation and Penetrate into the Global Market
493	BNI Greetings - BNI Collaborates with BPD Central Java to Issue Domestic Government Credit Cards (KKPD)
494	BNI Greetings - Strengthening International Business, Consumer and Channel Digitalization, BNI Wins Four Awards
495	BNI Greetings - Rethink Effective Execution in 2023: See Potential, Engage Everyone, Drive Result
496	BNI Greetings - BSDE Receives Rp1 Trillion Loan Facility from BNI
497	BNI Greetings - Festive Christmas 2022 and New Year 2023, BNI Presents LET'S GO KALIBER
498	BNI Greetings - Disability Equality Webinar: Building an Inclusive Culture in the Work Environment and Implementation of Collaboration & Learning Agility Mindset
499	BNI Greetings - 0% Interest Cash Funds up to 12 months from BNI Credit Cards
500	BNI Greetings - BNI Wins Most Innovative Bank Award from Diktiristek
501	BNI Greetings - BNI Prints KUR Coffee Equatorial Go Global Cluster
502	BNI Greetings - Digital Transformation Mindset Webinar Series: Digital Banking, Digital Business, & Digital Product Management Digital Product Management
503	BNI Greetings - Metaverse in Education: Opportunities and Challenges
504	BNI Greetings - BNI Griya Holds Mass Agreement with Perumnas
505	BNI Greetings - Happy Mother's Day, To Great Mothers Around the World!
506	BNI Greetings - Supporting the Economy of W Sumatra, Erick Thohir Greetings Padang Residents

No.	Subject Email
507	BNI Greetings - Beware of Fraud under the guise of Inter Packages!
508	BNI Greetings - BNI Manages Allowance Distribution Services for Employees of PT Kimia Farma Pharmacy
509	BNI Greetings - Christmas is Coming! BNI Hi-Movers Celebrate Peace and Joy of Christmas
510	BNI Greetings - GRP & BNI Collaborate on Sustainability Linked Loan US\$32 million
511	BNI Greetings - BNI Strengthens Synergy with Unimed through the Campus Financial Ecosystem program

In addition, 169 (one hundred and sixty nine) BNI Greetings SMS were sent in 2022. The following is a list of BNI GreetingsSMS topics in 2022:

No.	Narasi
1	BNI Hi-Movers, the Jakarta BNI 46 Team is back in Proliga 2022 with a different formation, check out the new team line-up at: tinyurl.com/Proliga2022
2	BNI Hi-Movers, Basketball Match Denny Sumargo vs BNI Hi-Movers Former National Athlete, Who Will Win? Watch it in action at tinyurl.com/BNIDenSu
3	BNI Hi-Movers, who is really active on social media? Let's stay wise in social media in the era of freedom of expression. Here are the tips tinyurl.com/tipsmedsos
4	BNI Hi-Movers, immediately update BNI Mobile Banking Version 5.4 and enjoy the Latest Interbank Transfer Feature using BI-Fast which is Fast, Easy and Cheap!
5	BNI Hi-Movers, let's make internal communication even better. Fill in the survey at bit.ly/BNISurvei2022 & win a total prize of Rp1,000,000 for 10 lucky people
6	BNI Hi-Movers, let's watch BNI's Fortune #GaPakeNanti tonight at LaporPak Trans7. Take part in the Samsung Galaxy Z Fold3 & iPhone 13 ProMax Auction. bit.ly/lelang-games-bni
7	BNI Hi-Movers, appreciation for thousands of honorary teachers in 3T areas, proof that BNI is proactive in helping improve the quality of education. Learn more at tinyurl.com/BNIapreciationGuru
8	BNI Hi-Movers, let's make internal communication even better. Fill in the survey at bit.ly/BNISurvei2022 & win a total prize of Rp1,000,000 for 10 lucky people
9	BNI Hi-Movers, would you like to know the strategy of the CEO in the new economic era? Let's find out this afternoon at 13.00 at https://www.cnbcindonesia.com/tv
10	BNI Hi-Movers, perfecting the digital transformation process, BNI forms a Digital Bank to be able to #LeapHigher. Info at: tinyurl.com/BNISempurnakanTransformasi
11	BNI Hi-Movers, watch out for fraud under the guise of a BNI work call. Let's get to know the mode and how to check the truth. Read more at tinyurl.com/BNIawashoax
12	BNI Hi-Movers, BNI Sharing gives appreciation to health workers and midwives as Health Heroes. Learn more at tinyurl.com/BNIApresiasiNakes
13	BNI Hi-Movers, motivate and elevate foreign exchange fighters, BNI gives appreciation to Indonesian migrant workers. Learn more at tinyurl.com/BNIPMI
14	BNI Hi-Movers, Exceeding market expectations, BNI's 2021 profits will increase 3 times. More info at: https://tinyurl.com/LabaThn2021Naik3KaliLipat
15	BNI Hi-Movers, win millions of rupiah in prizes at the #AADC event on 19 January - 6 February 2022 at 12.00 WIB. Read more at bit.ly/BNI_AADC2021
16	BNI Hi-Movers, let's take a look at the national seminar on the rise of Indonesian MSMEs with the BNI CEO. Register yourself and watch the webinar at tinyurl.com/BNIWebinarBI
17	BNI Hi-Movers, let's join in filling out the Internal Communication Survey. Win attractive prizes for 46 lucky respondents, fill out the survey at tinyurl.com/BNISurveyKMI
18	BNI Hi-Movers, BNI's international business performance is growing positively, you know. What other plans do you have this year? Let's find out at tinyurl.com/BNIInternational
19	BNI Hi-Movers, Xpora is one of BNI's steps to aim for potential MSMEs to upgrade. Curious about other steps? Learn more at tinyurl.com/BNIbidikUMKM
20	BNI Hi-Movers, win millions of rupiah in prizes at the #AADC event. Come on, upload your video before February 13, 2022 at 12.00 WIB. Read more at bit.ly/BNI_AADC2021
21	BNI Hi-Movers, want to know BNI's role in Metaverse Indonesia? Come on, join this afternoon at 15.00 WIB & get a total of Rp3 million for 10 people. Info: tinyurl.com/BNIMetaverse
22	BNI Hi-Movers, partnering with the WIR Group, BNI is ready to expand its digital business to develop Metaverse banking services. Learn more at tinyurl.com/MoUBNIxWIRgroup
23	BNI Hi-Movers, service transformation bears sweet fruit, BNI won the Best SLE Index in 2022. Full info at https://tinyurl.com/BNIRaihSLEIndexTerbaik2022
24	BNI Hi-Movers, bridge the Indonesian Diaspora in the international business ecosystem, BNI prepares beyond banking services. Learn more at tinyurl.com/BNIDiaspora

No.	Narasi
25	BNI Hi-Movers, HIMBARA Transformation boosts National economic performance during a pandemic. Let's find out what transformations are at tinyurl.com/BNIPeranHIMBARA
26	BNI Hi-Movers, let's watch the 2021 Sales Championship Award and dialogue with the President Director, Director LJ and Sigi Wimala at 13.00 WIB at bit.ly/SalesChampionshipFullYear
27	BNI Hi-Movers, a special promo for BNI employees on the KALCare Apps. Rp50,000 discount (min transaction Rp200,000) with a BNI Credit Card until 31 Mar 22. T&C. bit.ly/empbni
28	BNI Hi-Movers, Management appreciates the achievement of BNI's performance in 2021. Check the message from Management at tinyurl.com/BNIAB2021
29	Happy Payday BNI Hi-Movers! Show TPP BNI & enjoy DISCOUNTS/CASHBACK up to Rp2.5 million at selected merchants + 0% up to 24 months with KK BNI until 31 March 22. bit.ly/paidanbni S&K
30	PAYDAY TIME! BNI Hi Movers, it's time to check out your online shopping cart wishlist with a BNI Debit Card. Check other cool promos at http://bit.ly/Debit_BNSPEG.S&K
31	BNI Hi-Movers, under his leadership, BNI managed to record 3 times the profit. Come on, see the success tips for the CEO of BNI, only at tinyurl.com/BNIKiatSuksesCE
32	BNI Hi-Movers, celebrate BATC 2022 victory, BNI gives savings to Athletes, Trainers and Officials. Learn more at tinyurl.com/ApreciationBNIForPBSI
33	BNI Hi Movers! Special price + discount up to Rp1 million + 0% up to 24 months with KK BNI at Samsung EPP (up to 10 March 22). S&K. 1500046. https://shop.samsung.com/id/multistore/idepp/bank_bni
34	BNI Hi-Movers, let's take part in commemorating the Isra Mi'raj of the Prophet Muhammad SAW 1443 H with SP BNI this afternoon at 16.00 WIB at bit.ly/PeringatanIsraMirajSPBNI
35	BNI Hi-Movers! Come on, post a selfie while at NoBar, the Thundering Event of the BNI Fortune Draw #GaPakeNanti & get the prize! Info click: bit.ly/nonton-selfieseru
36	BNI Hi-Movers, get 1 pudding/ice cream at KFC with QRIS BNI Mobile Banking every Monday. For further info, click tinyurl.com/BNIKFC
37	BNI Hi Movers, a special promo for BNI employees on the KALCare Apps. Rp50,000 discount (min transaction Rp200,000) with a BNI Credit Card until 31 Mar22. T&C bit.ly/empbni
38	BNI Hi-Movers, welcome BNI's 76th Anniversary and take part in the BNI's 76th Anniversary Logo Design Contest. Win prizes of millions of rupiah. Info: tinyurl.com/LombaLogoHUTKe76BNI
39	BNI Hi-Movers, BNI invites MSMEs to take part in the International Business Matching Ijen Coffee Market 2022 Event. More info at https://tinyurl.com/BNIXporaKopi
40	BNI Hi-Movers, BNI Tokyo Opens Access for Indonesian MSMEs to Enter the Japanese Market Through FOODEX 2022. Complete info at https://tinyurl.com/BNITokyoFOODEX2022
41	BNI Hi-Movers, from 25% of profits, BNI's dividend will increase 3.3 times. Complete info at tinyurl.com/BNIRUPST2021
42	BNI Hi-Movers, in collaboration with Lion Air Group, BNI presents "Co-Branding Credit Card", Special Livery Airbus 320 Batik Air. Learn more at tinyurl.com/BNIXLion
43	BNI Hi Movers, cool, greeted in Sundanese by bank employees in Korea. Let's see the video at tinyurl.com/BNIKorea
44	BNI Hi-Movers, liven up the Mandalika MotoGP 2022, BNI is proactive in driving the tourism sector to optimize KAWAN. Complete info at tinyurl.com/BNIMandalika
45	BNI Hi-Movers, OPK Division held 3 activities in the Kluiase Care Contest. Let's join BNI Kluiase RACE 2022! Find out how at tinyurl.com/BNIRaceKluiase2022
46	BNI Hi-Movers, BNI MSME Business Director this time chatting at an angkringan. Want to know the excitement? Let's watch it at tinyurl.com/BNIEksporMudah
47	BNI Hi-Movers, encourage MSME players to upgrade through Xpora, BNI provides support through the Inacraft 2022 event. Details at tinyurl.com/BNIInacraft2022
48	BNI Hi-Movers, exchange your BNI Mobile Banking QRIS transaction receipt at Booth Redemption Corner Pre-Fuction Hall A & get TapCash Inacraft 2022 (Limited Edition)
49	BNI Hi-Movers, want to know Director LJ's strategy in the discussion "MUDIK! Money Back Spinning? Let's find out this afternoon at 12.45 WIB at tinyurl.com/BNIMudik
50	BNI Hi-Movers, as a pioneer of green banking, BNI rehabilitated the coastal forests of Anyer & upstream of the Citarum river basin. Info at tinyurl.com/BNIBNPBYKJA
51	BNI Hi-Movers, so cool! BNI won 4 Gold Winner awards at the PR Indonesia Award 2022. Curious about the achievements? Check it out at tinyurl.com/BNIPRIA2022
52	BNI Hi-Movers, Kemen PANRB Collaborates with BNI to Prepare Digitalization of HR Management for ASN. More info at tinyurl.com/MoUBNIWithKemenPanRB
53	BNI Hi-Movers, John Terry showing off Indonesian songket. Want to know? tinyurl.com/MitraBinaanBNITembusPasarEropa
54	BNI Hi-Movers, there is an interesting story from an Indonesian shop owner that has gone viral in South Korea. Want to know? Let's check tinyurl.com/BNIKorSel
55	BNI Hi-Movers, QRIS BNI Transactions Increase Significantly. More info tinyurl.com/QrisBNIMakinKua
56	BNI Hi-Movers, BNI Wins The Most Active Acquirer ATM Business Award. Learn more at tinyurl.com/RaihTheMostActiveAcquirerATM

No.	Narasi
57	BNI Hi-Movers, BNI won 23 awards at the 2022 Infobank Digital Brand Award. Details at tinyurl.com/BNIBoyong23PialaInfobank
58	BNI Hi-Movers, Dharma Shanti Nyepi Caka New Year 1944 - 09.04.22 at 09.30 WIB with Bapekbind at bit.ly/DharmaShantiBNI2022
59	BNI Hi-Movers, Come on, create your own Ramadan recipes with #BNISpesialRamadhan! More info at tinyurl.com/KreasiResepMasakanRamadan
60	BNI Hi-Movers, let's join the #Wowman BNI woman diary challenge to celebrate Kartini Day. Learn more at tinyurl.com/BNIWomanChallenge
61	BNI Hi-Movers, do you want millions of rupiah in prizes just for sharing your enthusiasm? Check it out at tinyurl.com/SharingSemangatDiBulanRamadan
62	BNI Hi-Movers, want to know the secret to business success abroad? Find out at BNI Global Diaspora Week tinyurl.com/BNIGlobalDiasporaWeek
63	BNI Hi-Movers, cashless and cardless QRIS transactions are increasingly relied upon by the public. Check out the full info at tinyurl.com/trxcashlessdancardlessgrisBNI
64	#WowmanBNI invites you to chat with Ibu Susi on Wowman Talks IG Live @quickpose & @srikandi.bni at 12.00 WIB! Click: tinyurl.com/SrikandiBNIWowmanTalks
65	BNI Hi-Movers, visit the Kartini Day Bazaar at the Grha BNI Lobby, 21-22 Apr 22. Enjoy Cashback up to 21% with BNI Cards/QRIS BNI Mobile Banking. S&C 1500046
66	Do you want to get THR again? Come on, join the Ramadhan Special Giveaway "Ikoy-Ikoyan Ala BNI Hi-Movers", only with pantun capital you can get THR! Check the info at tinyurl.com/BNITHRPantun
67	BNI Hi Movers! Special price + discount up to Rp1 million + 0% up to 24 months with KK BNI at Samsung EPP until 30 April 2022.S&K.1500046 https://shop.samsung.com/id/multistore/idepp/bank_bni
68	BNI Hi-Movers, Geek the performance of MSMEs to Go Global, BNI cooperates with LPEI. More info at tinyurl.com/MoUBNixLPEI
69	BNI Hi-Movers, maintain solid performance expansion at the beginning of the year, BNI's profit in the first quarter of 2022 grew 63.2%. Learn more at tinyurl.com/BNIAMQ12022
70	BNI Hi-Movers, Now paying for education costs is lighter and installments from BNI Credit Cards at BNI Mobile Banking, let's check the method at https://bit.ly/KKBNI-education
71	BNI Hi-Movers, update your BNI Mobile Banking so that transactions are more stable! Check the info at tinyurl.com/updateBNIMbanking
72	BNI Hi-Movers, increase green financing, BNI as a green banking pioneer issues rupiah-denominated green bonds. Learn more at tinyurl.com/BNIGreenBond
73	BNI Hi-Movers, expanding global network, BNI expanding to the Land of Windmills. More info at tinyurl.com/BNIEkspansiKeNegeriKincirAngin
74	BNI Hi-Movers, want Java Jazz Festival 2022 tickets? Come on, register for BNI Credit Card BillPayment (SD 22 May 2022). For Jabodetabek area only, limited! T&C bit.ly/billpymjif
75	BNI Hi-Movers, Want to know how to strengthen the competitiveness of MSMEs through the global market? Come on, check out the Indonesian Creative Work Webinar at tinyurl.com/WebinarPreEventKaryaKreatifIND
76	BNI Hi-Movers, let's participate in the User Satisfaction Survey (USS) Wave-1 to improve the quality of Division/Unit services, see link survey in BNI email
77	BNI Hi-Movers, Happy Pancasila Day! Join the ceremony tomorrow at 6.45 WIB on youtube.com/c/BPIPRI & upload your social media twibbon, click twb.nz/bniharilahirpancasila
78	BNI Hi-Movers, exploring the Turkish market, BNI is bringing MSME fostered partners to penetrate the global market. More at: tinyurl.com/BNIBoyongMitraUMKMPasarTurki
79	BNI Hi-Movers, welcome the 76th anniversary of BNI with the spirit of #LompatlebihTinggiUntukIndonesia and a new logo, let's download it at tinyurl.com/LogoHUT76BNI
80	BNI Hi-Movers, successful transformation together, BNI welcomes the joining of Bank Mayora as a big family. Info at tinyurl.com/BNISiapKembangkanBankDigital
81	BNI Hi-Movers, Witness the Urgency of Strengthening Cybersecurity in the Era of Banking Digitalization with the BNI IT and Operations Director at https://www.cnnindonesia.com/tv
82	BNI Hi-Movers, Japanese Market Expansion, BNI Tokyo Moves to Business District. Complete info at https://tinyurl.com/BNITokyoPindhKeBusinesDistrict
83	BNI Hi-Movers, let's support Sean Gelael to make Indonesia proud at FIA WEC with Nobar #KFCLeMans, you can get the Special Edition TapCash
84	BNI Hi-Movers, Greysia Polii Enters Retirement, BNI Provides Assistance to Young Athletes to Successor to the Greys. More at https://tinyurl.com/BNIBeriBantuanKeAtletMuda
85	Congratulations, you were selected as one of the winners of the 76th BNI Anniversary logo design competition. We are waiting for your data, maximum today at 17.00 WIB, click bit.ly/3HIB40p
86	#WeAreBNIHiMovers join the fun in celebrating BNI's 76th Anniversary! Come on, upload a photo with Twibbon & get a prize of Rp760,000. Click https://www.twibbonize.com/twibbonhut76bni
87	BNI Hi-Movers, #OnceUpوناRACE Challenge is extended. Let's still have a chance. More info at tinyurl.com/OnceUpوناRaceDiPerpanjang

No.	Narasi
88	BNI Hi-Movers, let's be part of the Xpora Road to BNI Anniversary. Invite your leading UKM to register via the link bit.ly/DAFTAR_XPORAFEST_2022
89	BNI Hi-Movers! Celebrate the 76th BNI Anniversary, thx at any merchant & change to 0% 12 month installments with your BNI Staff Credit Card (up to 10 July 2022). S&K.1500046. bit.ly/cicilanstaff
90	BNI Hi-Movers, Don't want fake ones! There are so many modes of Social Engineering, you know! Let's check how to prevent it, click tinyurl.com/waspadapenipuan soceng
91	BNI Hi-Movers, In the framework of the 76th anniversary, BNI will hold a music concert. Let's help vote for the line up of artists who will appear. click forms.gle/82h7kMHPMHw77A6G6
92	BNI Hi-Movers, how do you create interesting content for your social media? Let's spill it from the experts, at 10.00 WIB at bit.ly/BNI-forStrongerIndonesia
93	Special for BNI Hi-Movers! Cashback up to 100% (Max. Rp50,000) at Blibli + 0% up to 24 months + Save up to 100% with BNI RwdSPoint with BNI Credit Cards (up to 7 July 2022) S&K.1500046 blib.li/bnibpd
94	BNI Hi-Movers Like to take photos? Or like to write? Come on, join #YourArtYourStoryBNI & win a total prize of Rp25,000,000! Check the info at tinyurl.com/BNIYAYSC
95	BNI Hi-Movers, commemorating #2tahunAKHLAK, let's post a twibbon on your social media profile picture with #AKHLAKCultureJourney, click: tinyurl.com/BNI2TahunAKHLAK
96	BNI Hi-Movers, Come on, enjoy a variety of spectacular promo offers for BNI's 76th Anniversary! Valid until 30 July 2022. Further info S&K.1500046 bit.ly/HUTBNI2022
97	BNI Hi-Movers, let's put a twibbon on BNI's 76th anniversary on your profile picture, click: tinyurl.com/TwibbonHUT76 & watch BNI's 76th anniversary tomorrow at tinyurl.com/SyukurHUT76BNI
98	BNI Hi-Movers, want to know how exciting the 76th anniversary of BNI is today? Let's find out at tinyurl.com/HUTke-76BNI
99	BNI Hi-Movers, BNI's 76th Birthday there are cool prizes! Inform those closest to you to activate BNI Mobile Banking. T&C 1500046 bit.ly/Activation_HUTBNI76
100	BNI Hi-Movers, let's enliven BNILOUD!FEST 2022 in the context of BNI's 76th Anniversary. More info tinyurl.com/BNILOUDFEST
101	Happy! You are the winner of the Comment Challenge #TheNewSinergi46, for prize delivery, please fill in your bio by clicking tinyurl.com/WinnerCommentChallenge .
102	BNI Hi-Movers, Supporting Hybrid Working, BNI launches its first workhub in Bekasi. Learn more at tinyurl.com/WorkHubBNI .
103	BNI Hi-Movers! Show your TPP, discount up to 20% Frame/Sunglass and F&B with BNI Credit & Debit Cards at Saturdays Optic & Café until 31 July 2023. T&C bit.ly/SaturdaysBNI
104	BNI Hi-Movers, Come on, be part of the BUMN Bakti Volunteers, by clicking bumn.go.id/PenregistranRelawanBakti
105	BNI Hi-Movers, Drive Semester I Performance, BNI Focuses on Transaction Banking and Green Banking, complete at tinyurl.com/PubexlIBNI
106	BNI Hi-Movers, Connecting, Retired Board of Commissioners and Directors celebrate "BESTEE Golf Day 76th" see the fun at tinyurl.com/BESTEE-Golf-Day-76th-BNI
107	BNI Hi-Movers, did you know that Indonesian MSMEs are increasingly existing abroad? Let's find out with Dir. BNI MSME Business, today at 18.30 at tinyurl.com/BNixCNNInd
108	BNI Hi-Movers, let's watch the Sales Championship Award 2022 which presents Indonesia's favorite trainer, James Gwee at 13.30 WIB at tinyurl.com/BNISA2022-1 .
109	BNI Hi-Movers, Watch the Economic Update 2022 Optimism for Stronger Indonesia with the BNI Corporate Banking Director at 14.00 WIB, live at cnbcindonesia.com/tv
110	BNI Hi-Movers, let's celebrate the 77th Indonesian Independence Day and post your funniest photos using twibbon #BNIDirgahayuRI2022. Vote for your twibbon at tinyurl.com/HUTRIBNI
111	BNI Hi-Movers, Come on, join the Staff Get Card (SGC) Program, there are lots of prizes waiting for you! for more info click bit.ly/BNISGC2022
112	BNI Hi-Movers, encourage the younger generation to bring new ideas, BNI and Kompas hold Kompasfest 2022, complete at tinyurl.com/kompasfest
113	BNI Hi-Movers, Support HomeComing Day UI 2022, BNI shows commitment to synergy with ILUNI UI, complete at tinyurl.com/BNI-DUKUNG-HOMECOMING-UI
114	BNI Hi-Movers, strengthening the transformation of Agriculture and Food Estate, the Ministry of Agriculture & BNI launched the Alsintan Taxi Program, complete at tinyurl.com/aksi-alsintan
115	BNI Hi-Movers! Discounts of up to 70% + 5% for perfume, skincare, etc. KK BNI VISA/Mastercard collections until 26 August 2022. bit.ly/luxasiamerdekasale . Code: BNI5 S&K 1500046
116	BNI Hi-Movers want healing? It's really fitting, BNI launched frugal flying with the BNI collaboration BNI-Garuda-Lion card. Learn more at tinyurl.com/TerbangHematBN
117	BNI Hi-Movers, maintain healthy performance, BNI is strengthened by new directors. Read more at tinyurl.com/BNIRUPSLB
118	BNI Hi-Movers, let's celebrate National Customer Day & post your favorite photos using twibbon #BNIHarpelnas2022. Vote for your twibbon at tinyurl.com/BNIHarpelnas2022

No.	Narasi
119	BNI Hi-Movers, do PLN transactions at BNI Mobile Banking. Win 2 lottery tickets for Batik Air PP Jakarta - Bali. Complete info: bit.ly/BNIBAGIBAGITIKET
120	BNI Hi-Movers! Get cashback of up to Rp1.2 million & 500 thousand Traveloka Points by applying KK BNI Batik Air. T&C More info https://bit.ly/AquisitionBNIBatik .
121	BNI Hi-Movers, do you know that bribery and corruption can be prevented & detected? Let's find out this afternoon at 15.00 WIB only at bnicorpu.tv/Anti-Suap
122	BNI Hi-Movers, Semester I Performance Appreciated by Investors, Come on, watch the Public Expose Live 2022 today at 15.00 WIB, click bit.ly/LIVEPubex2022-BBNI
123	BNI Hi-Movers, want to be the future leader of BUMN? Come on, join the BUMN Young Leader Summit, Friday, 16 September 2022 at 08.00 WIB at tinyurl.com/BNIBYLS2022
124	BNI Hi-Movers! Get cashback of up to Rp1.2 million & 500 thousand Traveloka Points by applying KK BNI Batik Air. T&C More info https://bit.ly/AquisitionBNIBatik .
125	BNI Hi-Movers, let's support the improvement of Division/Unit service quality by participating in the User Satisfaction Survey (USS) Wave-2, Link Survey see email BNI
126	BNI Hi-Movers, want to get 250 thousand electronic money? Let's take part in the continuous improvement of BNI's internal communications by filling out the link tinyurl.com/surveikomunikasi
127	BNI Hi-Movers, how about ethics to prevent corruption? Come find out in the Mandatory Anti Fraud Awareness Series Webinar today at 14.00 WIB at tinyurl.com/antifraudseries
128	BNI Hi Movers, want to know the key to success in the Bank's digital transformation? Join the Embracing Banks Digital Transformation webinar today at 15.00 bnicorpu.tv/Digital-Bank
129	BNI Hi-Movers, let's enliven the SOE International Conference event by using a twibbon on your WA and Social Media profile photos! link : tinyurl.com/twibbon-SOE
130	BNI Hi-Movers, want to get 250 thousand electronic money? Let's take part in the continuous improvement of BNI's internal communications by filling out the link tinyurl.com/surveikomunikasi
131	Watch Dmasiv @Gelegar Rejeki BNI #GaPakeNanti Summarecon Mall Bekasi at 4pm/on Youtube BNI. Enjoy promos with BNI Cards & BNI QRIS bit.ly/gelegar-rejeki-smb
132	BNI Hi-Movers, let's support BNI at the 2022 DevPortal Award by voting via the link tinyurl.com/portalbni . Voting closes 31 October 2022.
133	BNI Hi-Movers, want to get 250 thousand electronic money? Let's take part in the continuous improvement of BNI's internal communications by filling out the link tinyurl.com/surveikomunikasi
134	BNI Hi-Movers, come and give your support for the BNI Basketball Team this afternoon at the Soemantri Brodjonegoro Sports Hall from 14-18. Complete info at tinyurl.com/BNILJK
135	BNI Hi-Movers, solid performance in the midst of economic turbulence, BNI's profit grew healthy 76.8%. Learn more at tinyurl.com/AMBNI3Q2022
136	BNI Hi-Movers, Come visit the BNI Booth at FIN Expo from 26 to 30 October 2022 at Central Park Mall and get attractive promos, info tinyurl.com/finexpo2022
137	BNI Hi-Movers, Show your fighting spirit by posting your funniest photo using twibbon #BNISumpahPemuda2022 at tinyurl.com/twibbonsumahpemuda
138	BNI Hi-Movers, want a LinkAja balance of 280 thousand? Easy! click tinyurl.com/challengesumpah to take part in the Youth Pledge Day Challenge, what are you waiting for??
139	BNI Hi Movers! Pre-Order iPhone 14 Series! Save 1 month 0% installments 12,18 & 24 months with BNI Family Card until 2 November 2022. Collaborative merchants click bit.ly/iphone14bni.S&K.1500046
140	BNI Hi-Movers, My Bestie Program Part 2 is here again! Selling credit cards can get rewards for healing so you don't have a headache, do you want it? Info click https://bit.ly/BestieKu2022Part2 .
141	BNI Hi Movers, let's give support to Gitaswara 46 by following IG @kpssjk now at tinyurl.com/46gitaswara in the Financial Services Sector Choir Competition.
142	BNI Hi-Movers, Come on, post a photo of your Hero version using twibbon #BNIHariPahlawan2022 at tinyurl.com/PahlawanVersiku and share it on all your social media!
143	BNI Hi-Movers, Supports UMKM Go International, BNI Optimizes G20 Momentum, Come on, see more at tinyurl.com/SmestVillage
144	BNI Hi Movers, Support WSBK Mandalika 2022, BNI Encourages Global Bank Branding, complete at tinyurl.com/bnisupport-wsbk
145	BNI Hi Movers, Come on, join the Staff Get Card (SGC) Program, lots of prizes await! For more information, click bit.ly/BNISGC2022
146	BNI Hi-Movers, part of the success in overcoming COVID-19, BNI Wins a Humanitarian Award, check in full at tinyurl.com/raihanugrah
147	BNI Hi-Movers, becoming Pioneer Green Banking, BNI Encourages Sustainable Business, full info at tinyurl.com/pioneergreen
148	BNI Hi-Movers, Expanding Services, BNI Collaborates with the Istiqlal Mosque Management Agency (BPMI), full info at tinyurl.com/bniistiqlal
149	BNI Hi-Movers, Successful Transformation, BNI Wins Infobank Award 2022, Complete details at tinyurl.com/infobankaward

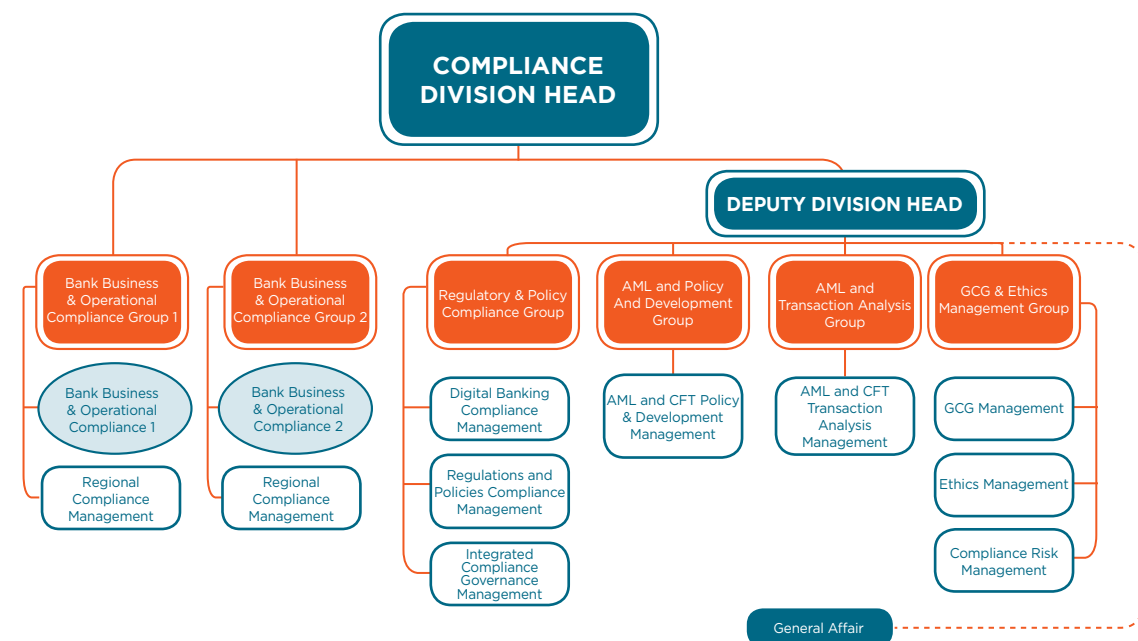
No.	Narasi
150	BNI Hi-Movers, Commitment to Implementing Sustainable Finance, BNI Wins Again Award at ASRRAT 2022. Full info at tinyurl.com/asrrat202
151	BNI Hi-Movers, BNI Sharing for Indonesia, emergency response at locations affected by the Cianjur earthquake, see in full at tinyurl.com/bnitjuang
152	BNI Hi-Movers, Oza, the South Jakartan boy, has wise social media tips to make them even cooler, listen to them! tinyurl.com/BNIOzaBijakMedsos
153	BNI Hi-Movers, want direct shopping eVoucher prizes and win the latest gadgets? Let's exchange POIN+ at BNI Mobile Banking #GaPakeNanti Info: bit.ly/rejeki-bni
154	BNI Hi-Movers, so as not to say I'm short on information about BNI, please follow @Quickpose! Link : tinyurl.com/Quickpose
155	BNI Hi-Movers, information about BNI is easier to hold, download the e-Sinergi46 application, click the link: tinyurl.com/playstoreesinergi46 or apple.co/2Yr4dPO
156	BNI Hi-Movers, Mantul! Praised by Lps, BNI Wins 3 Awards, full info at tinyurl.com/awardLPS
157	BNI Hi-Movers, Supporting Micro and Small Business actors, BNI Raise UMK Classes Through Business Identification Number (NIB), info tinyurl.com/umknaikkels
158	BNI Hi-Movers, G20 Success, BNI Appreciated by Erick Thohir, full info at tinyurl.com/ApresiasiG20
159	BNI Hi-Movers, Becoming First Mover Green Banking, BNI Wins Green Banking Initiative Award 2022, complete at tinyurl.com/awardinitiative
160	BNI Hi-Movers, G20 Success, BNI Appreciated by Erick Thohir, full info at tinyurl.com/ApresiasiG20
161	BNI Hi-Movers, support the birth of potential golfers, BNI appreciates Suwannarut, the winner of the BNI Indonesian Masters. Full story at tinyurl.com/BNIIM22
162	BNI Hi-Movers, want to know about the digital transformation of our current channel? Come on, listen to the chat this afternoon with Mr. Ronny Venir at 12.05 WIB at tinyurl.com/cnbcind
163	BNI Hi-Movers, Strengthening Services in the Regions, BNI and Bank NTB Syariah Establish Synergy, see more at tinyurl.com/MOUBNINTB
164	BNI Hi-Movers, let's support UMKM BNI Pash, Fayari, 101 coffee and Acia at the Proudly Made in Indonesia Awards 2022 event by clicking tinyurl.com/banggabuatan
165	BNI Hi-Movers, come on and watch ROSSA @GelegarRejeki BNI #GaPakeNanti at CirebonSuperBlock Mall/Youtube BNI, tomorrow at 19.00 WIB! bit.ly/gelgar-rejeki-csb
166	BNI Hi-Movers, Come on, apply for a Cash Fund with interest of 0% up to 12 months from a BNI Staff Credit Card (last 4 digits of a credit card) 15-Jan-23. 1500046. Info bit.ly/danatunaistf
167	BNI Hi-Movers, especially for you! Come on, apply for a Cash Fund with 0% interest for 12 months, admin fees max. 500 thousand with your KK BNI Staff until 15-Jan-23. 1500046. Info bit.ly/danatunaistf
168	BNI Hi-Movers, in this loving moment, let's spread love for you by posting a twibbon on social media. Click tinyurl.com/BNITwibbonHarilbu
169	BNI Hi-Movers, ready to welcome 2023? Come on, listen to the message from the CEO of BNI Mr. Royke Tumilaar in welcoming the 2023 New Year at tinyurl.com/Pesandirut

The Implementation of Anti Money Laundering (AML), Combating the Financing Terrorism (CFT) and the Proliferation of Weapons of Mass Destruction Program

ORGANIZATIONAL STRUCTURE OF AML AND CFT PROGRAM IMPLEMENTATION

Compliance Division has been designated as a Special Work Unit (UKK) that responsible to increase AML and CFT Programs and Implementation in BNI. Compliance Division reports and directly liable to the Director of Human Capital and Compliance as the Director in charge of the compliance function at BNI. The AML and CFT programs are also implemented by Regional Compliance Officers (RCO) in all Regional offices. The RCO have the function of supervising the implementation of AML and CFT Programs in all Branch Offices of each region, and ensuring that branch operational activities are in accordance with the implementation of AML and CFT program. BNI as the holding entity has been supervising the AML and CFT Programs in its Subsidiaries continuously through the application of the 5 AML and CFT pillars.

The AML and CFT organizational structure in 2022 can be seen below:



*Regional Compliance Management has a function to ensure the application of AML and CFT in the Regional Offices, Branches and Centres.

THE IMPLEMENTATION OF AML AND CFT PROGRAMS

As an effort to prevent and minimize the use of the Bank as a vehicle of money laundering and terrorism financing, BNI has implemented AML and CFT programs through:

- Bank Risk assessment of TPPU and TCFT using a regular risk-based approach (RBA) that is periodically reviewed;
- Active Supervision of the Board of Directors and the Board of Commissioners
The active supervision of the Board of Directors and the Board of Commissioners is very necessary to create effective AML and CFT Programs since the role of the Board of Directors and the Board of Commissioners will affect the achievement level of the AML and CFT Programs Implementation Goal. The active supervision also applies to BNI wide network across all branches and subsidiaries under the same Financial Conglomerate. The forms of active supervision by the Board of Directors and Board of Commissioners includes:
 - The approval by The Board of Directors on the designation of the Compliance Division as a Special Work Unit (UKK) that responsible for implementing the AML and CFT Programs;
 - The approval by Board of Directors and the Board of Commissioners for the AML and CFT Policies;
 - Periodic reports (monthly, quarterly and semi-annually) of the implementation of the AML and CFT Programs to the Board of Directors and the Board of Commissioners;
 - The approval of Board of Directors on the report on of the plan and progress of updating customer data;
 - the Board of Directors and the Board of Commissioners Meeting to discuss the implementation of the AML and CFT Programs.
- The Adequacy and Effectiveness of Policies and Procedures
The Compliance Division has been prepared AML and CFT and CFT policies and procedures that periodically have been reviewed/updated/improved in accordance with prevailing rules and regulations. To strengthen the implementation of AML and CFT programs, in each procedure of product and banking activity is aligned and regulated through the AML and CFT procedures to identify and conduct risk assessment of money laundering and/or criminal acts of terrorism financing for each product or activity. To ensure the implementation of AML and CFT programs are running as expected, the implementation will be supervised by the Compliance Division. The AML and CFT programs policies and procedures are align and in accordance with FATF recommendations and OJK Regulations (POJK) No. 12/POJK.01/2017, as amended by POJK No. 23/POJK.01/2019 concerning the implementation of AML and CFT programs in the financial services sector, which include:
 - Active supervision of the Board of Directors and Board of Commissioners;

- Customer Due Diligence Procedures (CDD) and/or Enhanced Due Diligence (EDD) against Prospective Customers/Beneficial Owners (BO) and Walk in Customers (WIC), including ensuring the Potential Customers/Customers/Beneficial Owner (BO) and Walk in Customers (WIC) is out of the list of suspected terrorists and terrorist organizations (DTTOT) and/or the list of weapons proliferation of mass destruction (DPPSPM); and other watchlist lists (OFAC List, UN List);
 - The Implementation of the AML and CFT Programs based on a Risk-Based Approach;
 - Procedures for Customer Profile and Transactions Monitoring;
 - The implementation of Fund Transfer Procedures;
 - Administrating Customer Documents and Transactions;
 - The Implementation of AML and CFT Programs in across Branches and Subsidiaries Networks under the same Financial Conglomerate;
 - Internal control; and
 - Human Capital and Training.
- Effective internal control in the AML and CFT implementation, carried out by:
 - Having adequate AML and CFT policies and procedures as well as internal monitoring;
 - Having clear authorities and responsibilities for work units related to the AML and CFT programs, either through the first line of defense (risk taking units), second line of defense and third line of defense; and
 - Conducting inspections by the Internal Audit to ensure the AML and CFT Programs are effectively implemented.
 - Information Management System
BNI has been developing information system technology continuously to optimize AML and CFT transaction monitoring program, including:
 - Improving the systems and supporting applications for Anti Money Laundering Detection System, Filtering & Screening Terrorist (DTTOT List), PEP Screening Detection and Customer Due Diligence (CDD) Risk Scoring, as a batch or real time, in the BNI AML System. The BNI AML System is used to support a better Know Your Customer (KYC) Principle, particularly in detecting/monitoring customer transactions that have suspicious patterns on behavior and transaction for money laundering .
 - Developing and improving the Suspect Account to Verify (SAV) system.
 - Developing a Walk in Customer application system.
 - Developing a Politically Exposed Person (PEP) data utilization PPAK application.
 - Developing a KYC on Board application to filter and screen prospective customers against the Terrorist Data/Terrorist List (DTTOT), the List of Proliferation of Weapons of Mass Destruction (PPSPM), PEP List, OFAC List, UN List and Fraudulent List.
 - Developing an internal application system to support the reporting obligations in accordance with the PPAK goAML reporting format and requirements.

- g. Developing the goAML interface system to support the reporting obligations that have been adjusted to the GoAML provisions.
 - h. Developing PPATK's Suspected Terrorism Financing Information System (SIPENDAR);
 - i. Developing Filtering & Screening Terrorist (DTTOT List), PEP Screening Detection for digital account opening.
6. Human Capital and Training
- BNI conducts training, socialisation and reminder of the implementation of AML and CFT Programs for all employees continuously. The training methods are as follows:
- a. Training, both in person or virtually, including:
 - i) Electronic/Online base training, that is training through AML and CFT e-Learning on BNI Smarter, with a minimum passing grade, equipped with Pre Test and Post Test for all participants, Learning Videos, Webinars and Podcasts facilitated by BNI Corporate University (BCV).
 - ii) Face-to-face training, that is training provided to Prospective New Employees (ODP), certain divisions/units (including operational, IT, Custody, overseas business, Cross Border Correspondent Banking).
 - b. Supervision and Socialization of the AML and CFT Program at sampled Branch (based on the results of the Branch Risk Rating assessment), related Units and Divisions.
 - c. Submission of Reminder Letters related to typology, latest models and lessons learned related to AML and CFT to all Branches, Regions, Divisions and Units.
7. Implementing programs to improve the quality of customer data by applying the Completeness, Consistency and Composite methods to strengthen the Single Source of Truth (SSOT) aspect;
8. Establishing and fostering cooperation and coordination with regulators and Law Enforcement Officials, particularly in fulfilling customer data and/or information requests.
9. Implementing the AML and CFT Program in Subsidiaries and overseas branches as a form of responsibility for Banks with international office networks, as to ensure the implementation of AML and CFT is running effectively throughout the office network, where the Compliance Division also monitor, analyse and supervise the AML and CFT Programs in:
- a. Domestic Subsidiaries, namely BNI Asset Management, BNI Securitas, BNI Multifinance and BNI Life, Bank Mayora, BNI Securities Pte Ltd dan BNI Remittance Ltd;
 - b. Overseas Branch Offices, namely BNI New York, BNI London, BNI Tokyo, BNI Hong Kong, BNI Seoul, and BNI Singapore.
10. Taking an active role in programs and activities under the AML and CFT regime organized by the regulator/government, including:
- a. Preparing the National Risk Assessment (NRA) of Money Laundering and Terrorist Financing Risk Assessment and Sectoral Risk Assessment (SRA);
 - b. Implementing the Financial Integrity Rating for Money Laundering and Terrorist Financing (FIR on ML/TF) for Banks;
 - c. Supporting the draft of OJK Regulation concerning the Implementation of the AML and CFT Programs in the financial services sector;
 - d. Appointed as a respondent for PPATK Effectiveness Performance Index Survey and Evaluation in the effort to prevent and eradicate ML and TF;
 - e. Be a resource or piloting Bank for APOLO reporting, Go AML, and involved in various regulatory projects, including: Public Private Partnership (PPP), and Provision of PEP Database.
 - f. Appointed as Team Tactical Hub - INTRACNET for the National Public Private Partnership (PPP) project, which directly contributes to the preparation of Operational Alert on Fraud with the Business Email Compromise (BEC) Modus and Narcotics Crime;
 - g. Be a Subject Matter Expert (SME) for Benchmarking, webinars and Forum Group Discussion (FGD) organized by OJK, PPATK and other Agencies;
 - h. Participating in 2 Decades of AML and CFT Movement activities in Indonesia, including: tree planting event in the Anyer area, Talkshow and Publication of the "AML and CFT" edition of Tapcash.

STRENGTHENING THE AML AND CFT PROGRAMS

As complexity of banking products and services are continuously have been increased, as well as the use of digital technology, the risk of bank being used as a vehicle of money laundering by criminals is also increase. Therefore, Bank needs to ensure that the AML and CFT programs are implemented sufficiently and in accordance with the prevailing regulations, yet, bank is required to continuously improve its implementation.

Several improvement initiatives carried out by BNI, including:

1. Increasing employees awareness and competency concerning the implementation of AML and CFT programs;
2. Improving the quality of customer data through customer data quality improvement programs, improving data governance policies, implementing Data Quality Index (DQI) and implementing Master Data Management towards creating a Single View of Customer;
3. Updating policies and procedures as well as adjusting internal provisions in accordance with prevailing regulations.
4. Developing BNI AML System and other applications to support optimization of AML and CFT programs implementation;
5. Improving the quality of customer data and analysis of reporting to regulators in accordance with prevailing regulations;
6. Following up all internal and external audit results both related to the AML and CFT within the stipulated time;
7. Coordinating actively with Regulators and Law Enforcement Officials in fulfilling requests for data and providing information in an effort to prevent and eradicate money laundering and the prevention of the financing of terrorism crimes;

Protection of Creditors' Rights

BNI has implemented an honest and transparent information disclosure system with equal treatment for all creditors without any discrimination to protect creditors' rights. This is in line with one of the ASEAN Corporate Governance Scorecard Governance principles.

Through information disclosure, all creditors and business partners can obtain relevant information based on to their needs so that all parties can make objective decisions based on fair, reasonable and accurate considerations.

BNI always ensures the fulfillment of rights and maintains creditors' trust in the Bank. The Bank guarantees that the creditor's rights are carried out properly, as outlined in the agreement agreed by both parties. As part of the creditor rights, the Bank carries out its obligations as agreed in a timely manner and strives to avoid delays or negligence that could potentially cause losses to both parties.

Anti Corruption Program

ANTI CORRUPTION POLICIES

To enforce its anti-corruption policies, BNI ensures that all company activities are carried out in compliance with applicable laws and regulations and applies Good Corporate Governance practices. BNI has stipulated sanctions to create a deterrent effect, including Termination of Employment (PHK) for violations committed by employees related to corruption, gratification and bribery. These violations can be reported to Law Enforcement Officials (APGAKUM) in accordance with applicable legal provisions. This is also expected to maintain the trust of all shareholders, stakeholders and the wider community.

One of the activities related to the anti-corruption commitment is the signing of the Integrity Pact every year by the Board of Commissioners, the Board of Directors, and all BNI employees. The Integrity pact includes a commitment to create a corruption-free work environment that is free from corruption. Administrative sanctions will be imposed on the breach of the anti-corruption program at BNI. Filling in the Integrity Pact is also carried out by all stakeholders collaborating with BNI, including information on violation reporting channels through the Whistleblowing System (WBS).

BNI has in place anti-corruption policies provided in various guidelines including the Code of Conduct, Gratification Control Guidelines, Anti-Bribery Management Systems (SMAP) Guidelines, Anti-Bribery Policies, Guidelines for Anti-Fraud Strategies and Whistleblowing Systems. These guidelines have been properly implemented and their effectiveness is evaluated annually.

PROGRAMS AND PROCEDURES FOR OVERCOMING ANTI-CORRUPTION, REFUNDS, FRAUD, BRIBERY AND/OR GRATIFICATION

- BNI has established a Gratification Control Unit (UPG) and manages the Anti-Bribery Management System (SMAP) as the driving force for the anti-corruption programs at BNI. Activities and programs related to gratification and bribery are detailed in the Anti-Gratification and Anti-Bribery Policy Chapter.
- Determination of severe sanctions (PHK) for actions that fall into the category of bribery and fraud.
- Anti-fraud awareness to all employees of BNI and its subsidiaries, through webinars, socialization and campaigns through BNI's official social media or related divisions.
- Appreciation to employees who contribute to fraud prevention efforts.

ANTI-CORRUPTION TRAINING/SOCIALIZATION TO EMPLOYEES

Integrity Builder Expert (API) certification training, ISO 37001: 2016 SMAP certification, Webinars, E-Learning, Daily Exercise Employee Program (DEEP46) as well as socialization related to gratification and anti-bribery control for corruption prevention at BNI during 2022.

Company Code of Ethics

BNI has a Code of Conduct as a form of commitment in carrying out the compliance function and serves as a code of conduct for all Bank employees. The Bank's Code of Ethics uses and applies the applicable basic principles that refer to the Bank's vision, mission, and main values as well as internal and external regulations. The Code of Ethics is also the principle and basis that guides the relationship between BNI Hi-Movers and stakeholders in doing business. The Code of Ethics contains a system of values, business ethics, work ethics, commitment, and enforcement of company regulations in conducting business and other activities, as well as interactions with stakeholders.

BNI Code of Conduct was enforced on December 1, 2010 which was the result of a revitalization of the previous Code of Conduct (2001). The BNI Code of Conduct must be obeyed and implemented by all BNI Hi-Movers (BNI's Board of Commissioners, Board of Directors, Employees) which is marked with the signing by all BNI Hi-Movers on the BNI Hi-Movers' Statement of Attitude as a concrete manifestation of commitment to implementing BNI Code of Conduct.

CODE OF ETHICS PRINCIPLES

The main principles in the BNI Code of Ethics consists of 14 items which in principle require all BNI Hi-Movers to:

1. Acting professionally, by prioritizing the values of work culture of Prinsip 46;
2. Becoming a role model and remind other subordinates, superiors, colleagues and work partners to implement the BNI Code of Ethics;
3. Maintaining good relations with fellow BNI Hi-Movers;
4. Maintaining bank secrecy and confidentiality of position;
5. Maintaining job security;
6. Protecting health, natural resources and the environment;
7. Recording, reporting and administering work properly, honestly and accurately;
8. Preventing conflicts of interest that could harm BNI's interests;

9. Not giving or receiving gifts of any kind, directly or indirectly from any party, if related to our duties and responsibilities;
10. Acting as a resource, as long as for the benefit of BNI;
11. Not a member and donor of a political party;
12. Not disclosing false information about BNI
13. Not using BNI assets for personal gain
14. Not misusing BNI's Corporate Identity for personal gain.

COMPLIANCE WITH THE CODE OF ETHICS

The Code of Ethics is BNI's commitment to comply with legal provisions and the highest ethical standards wherever BNI conducts its business/operational activities. In addition to complying with the prevailing laws and regulations, the management of the Company must uphold ethical norms and values. The Code of Ethics applies to all employees of the Company, namely the Board of Commissioners, the Board of Directors and all employees. All Company personnel have the awareness to implement good ethics that will enhance and strengthen the Bank's reputation.

DISSEMINATION OF THE CODE OF ETHICS

To socialize and internalize the BNI Code of Ethics values, a BNI Code of Ethics pocket book has been published and distributed to all BNI Hi-Movers. In addition, the Code of Ethics is regularly disseminated through BNI internal seminars/socialization, BNI internal media (Sinergi Magazine and BNI Forum website), which can be accessed by all BNI employees, sharing sessions during quality month held every month in every BNI organizational unit, GCG and Code of Ethics training for BNI new and existing employees, as well as coaching conducted by employee leaders. Violations of the BNI Code of Ethics will be subject to strict sanctions in accordance with the regulations and company policies that apply to BNI.

IMPLEMENTATION AND ENFORCEMENT OF THE CODE OF ETHICS

To disseminate and internalize BNI Code of Conduct values, BNI Code of Conduct pocket books are published and distributed to all BNI Hi-Movers. In addition, the Code of Conducts dissemination is sustainably carried out through BNI internal seminars/dissemination, BNI internal media (Sinergi Magazine and BNI Forum website) which can be accessed by all BNI employees, sharing sessions through webinar series, BNI internal media (DigiHC, BNI Smarter, BNI CorpuTV, BNI Menyapa, Sinergi Magazine and BNI Forum Website) which can be accessed by all BNI employees, GCG training and the Code of Conduct for BNI employees both new and senior employees as well as coaching conducted by the employees' leaders. Violations to the BNI Code of Conduct will be subject to strict sanctions in accordance with the rules and policies applied.

TYPES AND FORMS OF SANCTIONS FOR VIOLATION OF THE CODE OF ETHICS

BNI Hi-Movers at all levels, if proven guilty of committing BNI Code of Ethics violations, will be subject to sanctions in accordance with the regulations stated in the applicable policies and regulations.

The sanctions are as follows:

Principal Sanctions	Types And Forms Of Violations
Warning Letter	Negligence of the rules in the work environment and/or violation of the procedures/obligation system caused by negligence but does not cause harm
Reprimand Letter	Violation of the procedure/obligation system that causes immaterial losses
Final Warning Letter	Violation of the procedures/obligation system which causes material losses
Demotion	Intentional violation of the procedures/obligation system and causes material losses, but not meeting the elements of fraud/cheating/fictitious/engineered and/or gratification
Termination of Employment	Intentional violation of the procedures/obligation system and causes material losses, as well as meeting the elements of fraud/cheating/fictitious/engineered and/or gratification

CODE OF ETHICS VIOLATIONS TYPES AND TREND IN 2022

During 2022, there were 88 (eighty eight) Code of Ethics violations as follows:

Sanksi Pokok	2022	2021
Warning Letter (SP)	4	6
Reprimand Letter (STE)	1	3
Final Warning Letter (STK)	7	3
Demotion	3	4
Termination of Employment	73	60
Total	88	76

CORPORATE CULTURE

“AKHLAK”, which is the main value consisting of Trustworthy, Competent, Harmonious, Loyal, Adaptive, Collaborative, has been proclaimed as BNI’s work culture.

BNI’s Work Culture known as “AKHLAK” as a guide to the behavior of BNI Hi-Movers

CORE VALUES

Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative

CODE OF CONDUCT

1. Keeping promises and commitments;
2. Being responsible with the duties, decisions made, and actions taken;
3. Upholding moral and ethical values;
4. Improving selfcompetence to respond to everchanging challenges;
5. Helping others to learn;
6. Accomplishing duties with highest quality;
7. Respecting everyone regardless of their background;
8. Enjoys helping others;
9. Building conducive work environment;
10. Maintaining the reputation of fellow employees, leaders, SOE, and the State;
11. Willing to sacrifice to achieve a greater goal;
12. Obeying the leader as long as not against the law and ethics;
13. Promptly adjusting oneself to be better;
14. Continuously making improvements;
15. Being proactive;
16. Providing opportunities for various parties to contribute;
17. Being open in working together to generate added values;
18. Mobilizing the use of various resources for common goals.

Anti-Gratification & Anti-Bribery Policy

BNI’s Good Corporate Governance and Code of Conduct implementation includes the Gratification Control and Anti-Bribery Management System (SMAP). As an initial stage in establishing the Gratification Control Unit (UPG), an Anti-Gratification Commitment was signed between the BNI President Director and the Chair of the Corruption Eradication Commission (KPK) on October 17, 2016. Since that date, BNI has implemented Gratification control in its operational activities, including reporting Acceptance/Rejection of Gratification that is reported to BNI UPG through the Online Gratification application (GOL).

The UPG assigned to the Compliance Division is responsible for:

1. Preparing a rules, technical instructions and other similar requirements to support the implementation of gratification control;
2. Receiving, analyzing, and administering reports of acceptance and rejection of gratification. If necessary, the UPG may request information from the recipient of the gratuity regarding the completeness of the gratification report.
3. Continuing the report on receipt of gratification to the Corruption Eradication Commission in accordance with applicable regulations.
4. Delivering the results of the gratification report management and proposed gratification control policies to the management/directors.
5. Mapping the vulnerable points of receiving and giving gratification.
6. Monitoring and evaluating the implementation of gratification control at BNI.
7. Carrying out advisory and socialization functions within BNI.
8. Coordinating with related units at BNI in order to carry out their duties and responsibilities as a gratification control unit in BNI.
9. Storing gratification goods and/or gratification gifts and forwarding them to the Corruption Eradication Commission or delivering them back to the complainant in accordance with the decisions issued by the KPK and/or UPG.

In an effort to improve gratification and anti-bribery control, the Compliance Division was appointed as a team leader to implement Anti-Bribery Management System (ABMS). Furthermore, after going through several stages of ISO 37001: 2016 certification regarding SMAP, on August 11, 2020 BNI obtained ISO 37001: 2016 certification for the Procurement of Goods and Services and since February 9, 2022 the scope has been expanded to the Corporate Credit Segment. Obtaining this certification demonstrates that the gratification, bribery (anti-bribery) and whistleblowing system control systems at BNI are well managed in accordance with international standards and practices set by ISO.

As an effort to digitize paperless gratification reporting, since December 2018, BNI Hi-Movers can report gratification through the Compliance Information Management System (CIMS) portal, which is integrated with the KPK Gratification Online (GOL) application.



SOCIALIZATION OF ANTI-GRATIFICATION POLICY, GRATIFICATION REPORTING & ANTI-BRIBERY

Socialization and education related to Gratification & Anti-Bribery has been carried out through webinars, the BNI website, print media, and internal media including the BNI Forum, BNI Digi-HC, BNI Menyapa email, Instagram Quickpose and Instagram BNI46. The activities carried out by UPG BNI during the 2022 period are as follows:

1. Awareness and Socialization
 - a. Signing of the Integrity Pact by all employees in each unit through the DigiHC application in January 2022 with one of its commitments related to the Anti-Bribery Management System (SMAP) and Gratification Control, namely “Creating a work environment that is free from corruption, collusion and nepotism (KKN), including implementing and ensuring the Anti-Bribery Management System (SMAP) and/or Gratification Control which is realized through activities including but not limited to not giving, promising and/or receiving compensation in any form to or from customer funds or debtors, vendors, partners, work partners, regulators/supervisors and/or other parties both external and internal.”;
 - b. Declaration of Gratification and Anti-Bribery in the BNI Digi-HC Application as the commitment of all BNI employees regarding compliance with gratification control;
 - c. Reporting of Gratification Acceptance and Rejection for 2022 to all BNI employees as a form of transparency that is broadcast through the BNI Forum;
 - d. Implementing Gratification Reporting Appreciation in the form of Award Charters to 56 active gratification reporters during 2021 with a total of 191 reports as well as awarding awards to 5 representatives at the “2021 Employee with Integrity” award ceremony given in 2022;
 - e. Providing advice and consultation related to Gratification and Anti-Bribery Control to BNI Internal and Subsidiaries;
 - f. Contributing as a sponsor in supporting the Indonesian Anti-Corruption Extension Jamboree (PAKSI) by the Central Java Anti-Corruption Extension Community (KomPAK) on May 20 to May 22 2022 at Gunung Pati Semarang City, as a form of BNI’s commitment to anti-corruption;

- g. Socialization by Gratification Control Unit to:
 - i) Gratification Control and SMAP to Outsourced Personnel (TAD), Bina BNI and Officer Development Program (ODP).
 - ii) Conducting Brevet Leadership training for the First Line Managers Leadership Program (FLMP) and Advanced Managers Leadership Program (AMLMP);
 - iii) Conducting Sharing Session with all Subsidiaries as a BNI Financial Conglomerate with Gratification Control and SMAP Materials;
- h. Reminding all BNI employees not to ask for and/or receive compensation in any form from third parties;
- i. Socializing to internal and external parties regarding SMAP and the commemoration of World Anti-Corruption Day (HAKORDIA) through video & digital banner facilities at the BNI Office and BNI website;
- j. Socializing Anti-Corruption activities at BNI through videos and posters, including media reporting of violations through the Whistleblowing System (WBS) media to BNI stakeholders, which was shown at the HAKORDIA Exhibition at the Bidakara Tower, Jakarta.

2. Appeals
 - a. Appeals to all Directors, Divisions/Units and Regional Offices not to give/receive gratification related to religious holidays (Imlek, Idul Fitri & Christmas) and New Year, broadcast through the BNI Forum Application, which can be accessed by all employees and stakeholders BNI through posters, BNI website and national mass media;
 - b. Appeals against the use of official facilities for personal gain to all organizations, this is in line with the KPK circular letter to avoid potential conflicts of interest in the implementation of company operational activities;
 - c. Appeals on the Prohibition of Accepting and Giving Gratification related to BNI’s 2022 Birthday celebration for all Divisions/Units/Units, also uploaded on the BNI Forum portal as a reminder of the implementation of Gratification Control and SMAP at BNI;
 - d. Appeals from the President Director regarding Anti-Corruption and Rejection of Gratification in the HAKORDIA Commemoration through video facilities broadcast on BNI Menyapa, Instagram Quickpose, BNI digital communication media and E-Sinergi magazine.

3. Webinars
 - a. Mandatory webinars for all BNI Hi Movers on SMAP and Gratification Control delivered by the Gratification Control Unit (UPG) & Consultants;
 - b. Mandatory webinars for all BNI business partners/associates on SMAP, including Gratification Control material via Live Youtube BNICorpu, attended and witnessed by all business partners/associates and BNI Hi-Movers.
4. E-Learning & Certification
 - a. Receiving an Integrity Building Expert (API) competency certificate with a vest and PIN from LSP KPK to 8 BNI Hi-Movers as one of the driving forces for implementing Integrity at BNI;
 - b. E-learning of Gratification Improvement Program by the Corruption Eradication Commission that has been completed by 37 employees of the Compliance Division;
 - c. Submitting material and questions on Gratification Control and Anti-Bribery as the Daily Exercise Employee Program (DEEP46) which is accessed by all BNI Hi-Movers through the BNI SMARTER & Digi-HC Application;
 - d. Mandatory E-Learning Gratification Control & Anti-Bribery Management System at BNI SMARTER in the form of videos that have been accessed and completed by 25,365 BNI employees.
 - e. Certification of Anti-Bribery Management System (SMAP) ISO 37001:2016 Surveillance Audit of the 2nd Year with no major or minor findings, thus demonstrating BNI’s commitment and consistency regarding the implementation of SMAP.

GRATIFICATION CONTROL MONITORING & EVALUATION BY KPK

BNI’s Gratification Control Unit (UPG) reports the Gratification Control Program results to the Corruption Eradication Commission (KPK) on a quarterly basis, then the KPK conducts an assessment of gratification control based on 6 predetermined criteria.

1. Internal Dissemination;
2. External Dissemination;
3. Identification of Risks/Points Prone to Gratification;
4. Risk Mitigation;
5. Innovation; And
6. Handling Gratification Reporting.

UPG BNI was included in the UPG category of BUMN and received the maximum Total Gratification Control Program (PPG) Implementation Score, of 100 for this assessment.

GRATIFICATION REPORT 2022

The acceptance/rejection of gratification report is submitted by the reporter (BNI employee) to the Compliance Division, and then forwarded to KPK through the Online Gratification (GOL) application. Reports of acceptance/rejection of gratification submitted by the Reporting Party have been forwarded to the KPK within an average reporting period of no later than 2.52 working days from the deadline of 30 working days. In 2022 gratification reports to UPG increased by 35.32% from 218 reports in 2021 to 295 reports in 2022.

Violation Reporting System

To increase the effectiveness of Good Corporate Governance (GCG) implementation, especially in the application of the transparency, accountability and independence principles, BNI is committed to running the company in a professional manner based on corporate behavior that is in accordance with the code of ethics and work culture, in order to realize good corporate governance. To achieve this, BNI provides an independent and confidential means of reporting violations and has a mechanism for protecting reporters, through the Whistleblowing System (WBS).

WHISTLEBLOWING SYSTEM PURPOSE

The Whistleblowing System (WBS) with the name of “WBS to CEO” is an early detection mechanism for any occurrence of a violation in BNI that can cause financial losses, including matters that can damage BNI’s image. WBS management is carried out in collaboration with an external party, namely Deloitte. WBS is a commitment to create a clean and integrity work environment through the active participation of BNI Hi-Movers in reporting violations that occur within BNI.

WHISTLEBLOWING SYSTEM MANAGEMENT

The person in charge for WBS at BNI is the President Director, assisted by the Head of Internal Audit, carries out the duties as the person in charge of WBS, and the President Director has appointed the Compliance Division Head as the WBS Manager. The WBS Manager is the person in charge of WBS implementation at BNI and is responsible to the President Director through the Vice President Director. In carrying out these functions, the WBS Manager is assisted by BNI WBS Officers with the competence and integrity to carry out WBS daily activities. The BNI WBS Officer appointments are carried out by the President Director and/or the Company’s Compliance and Risk Director upon the recommendation of the WBS Manager.

WBS Manager Duties and Authorities include:

1. WBS Manager Duties
 - a. Managing the implementation of the WBS;
 - b. Coordinating the handling of followup on reports received through the WBS;
 - c. Coordinating the provision of protection to Whistleblowers through related units both at the Head Office and outside the Head Office;
 - d. Monitoring the handling of report completion received in the WBS;
 - e. Conducting evaluations and corrective actions on the effectiveness of BNI’s WBS.
2. WBS Manager Authorities
 - a. Providing recommendations to the WBS Person in Charge concerning followup report handling;
 - b. Determining follow-up on reports, especially reports where follow-up decisions are under the authority of the WBS Manager;
 - c. Providing proposals to the Person in Charge of WBS regarding requests for Whistleblower protection;
 - d. Taking other necessary actions for the implementation of the WBS.

SUBMISSION OF VIOLATION REPORTS

Reporting violations through WBS can be made by means of:

Telephone	:	021-57853377
E-mail	:	bni-transparan@tipoffs.com.sg
Letter	:	BNI Transparan PO BOX 2646/JKP 10026
Website	:	http://bni-transparan.tipoffs.com.sg
SMS/Whatsapp	:	081-1970-1946

COMPLAINT HANDLING

Handling complaint reports through WBS, involves:

1. The WBS consultant team sends an email to the BNI WBS Manager and/or the appointed BNI WBS Officers regarding any new disclosure reports entering the e-room.
2. The timeframe for responding to the follow-up to the disclosure report is as follows:
 - a. First response: no later than 15 (fifteen) working days after the disclosure report enters the e-room;
 - b. Subsequent responses: end of each month following the first response.
3. To maintain independence, if there is a violation report that mentions the name or involves a member of the e-room, the e-room member cannot access the e-room.

PROTECTION FOR WHISTLEBLOWERS

The first protection for whistleblowers is the confidentiality of their identity and reports submitted by the whistleblower. The form of protection for whistleblowers is adjusted to the form of threats/actions received. Protection is provided with due observance of the principle of confidentiality and related provisions applicable to BNI.

TYPES OF REPORTABLE VIOLATIONS

Reports submitted through the WBS are reports of violations as follows:

1. Fraud
Fraud is dishonest or deceptive acts including, fraud, extortion, forgery, concealment or destruction of documents/reports or using fake documents, committed by a person/group of people that causes potential loss or real loss to the company;
2. Violation Regulations/Laws
Violation acts subject to sanctions according to applicable internal and external legal provisions;

3. Conflict of Interest

A situation where members of the Board of Directors, members of the Board of Commissioners, committee members, permanent/non-permanent/outourcing employees (BNI Hi-Movers) due to their position, or authority at BNI have personal interests that can objectively influence the duties mandated by BNI, resulting in a conflict between personal and/or group and/or family interests and the economic interests of BNI.

4. Bribery/Gratification

Receiving something in any form, and regardless of the amount/value, from other parties related to their position/authority/responsibility at BNI.

5. Unethical Conduct

Acts or actions taken by BNI Hi-Movers that cannot be justified ethically, such as violations of the BNI Code of Conduct.

WHISTLEBLOWING SYSTEM SOCIALIZATION

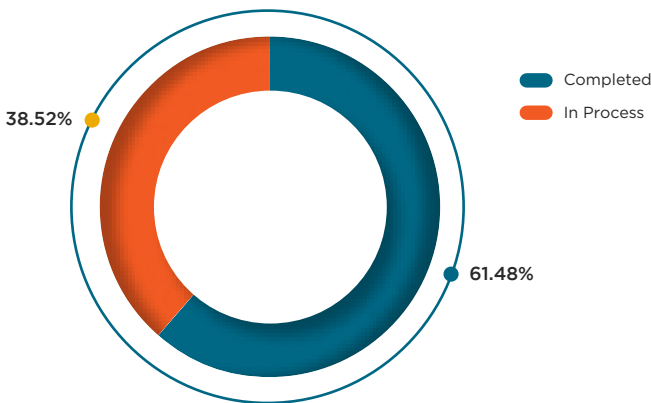
Online and offline WBS socialization is carried out on an ongoing basis, including to Branch/Region/Division employees, new employees, SP (Workers Union). In addition, WBS socialization is also carried out through videos, posters and other BNI internal media (e-synergy, bulletins, Instagram) to increase employee understanding and concern for reporting violations through the WBS so as to create a clean and integrity work environment.

NUMBER OF COMPLAINTS

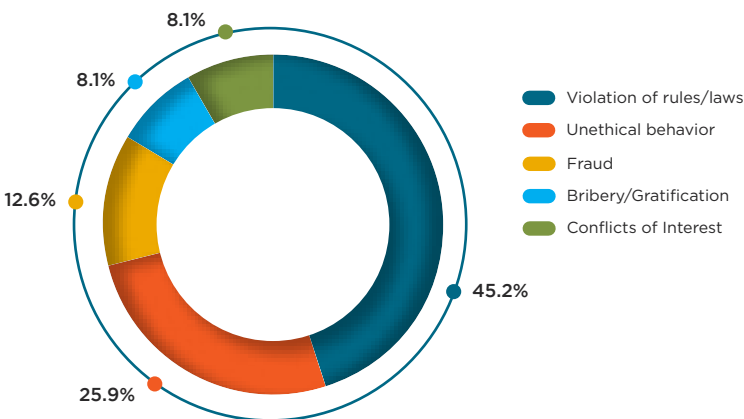
In 2022, 178 (one hundred seventy eight) reports of alleged violations were received through WBS with most complaints via email. Violation reports are followed up using a research process conducted by the Internal Control (KI) and/or by the Internal Audit (IAD).

SANCTIONS/FOLLOW UP ON COMPLAINTS IN 2022

Report Status



Type of Violation



Complaints reported through WBS are always followed up by BNI management. Reports that are proven to be true based on an examination are followed up with administrative sanctions in the form of giving warning letters up to and including termination of Employment (PHK) and other management actions including transfers and counseling.

61.48% of complaints received during 2022 were completed by Internal Control or the Internal Audit, and for reports completed and proven to be violations, BNI gave strict sanctions according to the weight of the error, including laying off 6 employees who were proven to have acted fraudulently.

WBS reports still in the process of being examined are conveyed to the complainant through the WBS system.

Internal Fraud

Internal Fraud is a deviation/fraud committed by the Management, permanent and nonpermanent employees (honorary and outsourcing) related to the Bank's work processes and operational activities that affect the financial condition of the Bank.

Information on the number of internal fraud cases in 2022 can be seen in the table as follows:

Internal Fraud Within 1 Year	Number Of Cases Committed By					
	Members Of Board Of Directors And Board Of Commissioners		Permanent Employees		Non-Permanent Officers And Mobile Workforce	
	2022	2021	2022	2021	2022	2021
Total Fraud	0	0	14 Fraud	9 Fraud	7 Fraud	3 Fraud
Resolved	0	0	10	9	2	3
In progress of internal resolution	0	0	4	0	5	0
Resolution not started	0	0	0	0	0	0
Processed through legal channel	0	0	2	4	1	1

Remark: Internal fraud cases with more than Rp100 million loss

Provision of Funds Related Parties and Large Exposure

BNI already has policies and procedures regarding the Legal Lending Limit (LLL), lending to Related Parties and also policies that govern credit limits per industry sector, together with monitoring and settlement. BNI periodically conducts Credit Procedure Committee and Credit Policy Committee meetings as well as Board of Directors Meetings to discuss matters related to credit policies, procedures and operational activities.

To ensure that the provision of funds to related parties and large exposures is in accordance with the principle of prudence, BNI has an internal control system as follows:

1. Established policies and procedures in the process of granting loans;
2. Conducting an ex ante review on the loan granting process through a Credit Compliance Review conducted by the Compliance Work Unit with the following criteria:
 - a. Providing new and additional funds with the authority of the Medium Credit Committee, Regions (excluding small segments), Divisions and Head Office; or
 - b. Restructuring with the authority of the Medium Credit Committee, Regions (excluding small segments), Divisions and Head Office; or
 - c. Reviewing provisions of funds, where at least 1 (one) member of the Credit Committee is on the Board of Directors;
 - d. Modifications include, but are not limited to changes in structure, release of collateral, changes to requirements where at least 1 (one) member of the Credit Committee is on the Board of Directors;
 - e. Proposals for provision of funds that must be consulted with the Board of Commissioners or provision of funds for parties related to the Bank must obtain approval from the Board of Commissioners.
3. Ex post reviews are carried out by the Compliance Work Unit and the Internal Audit;
4. Provision of funds to related parties need approval from the Board of Commissioners;
5. Provision of large funds needs approval from the management and for certain amounts must be consulted with the Board of Commissioners;
6. IAU conducts assessment of credit centers based on risk assessment to ensure the adequacy of risk management and internal control, including in the credit granting process.

In applying the provision of funds by the Bank to related parties or for large exposures:

1. Management pays attention to the provision of large credit amounts, through the provision of funds to debtors through the Internal Rating System (corporate, commercial, and small business), Loan Portfolio Management, Loan Exposure Limits (per segment, per economic sector and per regional), LLL (for internal BNI through Internal House Limit), and Country Exposure Limit;
2. Total capital and CAR ratios are always reported to Management and all units in order to have guidelines in carrying out bank business activities, especially those concerning the provision of funds.

Submission of reports to OJK has been carried out in accordance with applicable regulations. The amount of funds available to related parties can be seen in the table below:

Funds Available	Debtor	Total	Nominal (Rp-million)
To Related Parties	322		418.584
To Individual and Group Debtors	20		190.191.369

Providing Loans to Related Parties

Based on the Republic of Indonesia Financial Services Authority Regulation No. 32/POJK.03/2018 dated December 27, 2018 concerning the Maximum Limit for Loans and Provision of Large Funds for Commercial Banks, as amended by POJK No. 38/POJK.03/2019 dated December 19, 2019, Article 5 states, that the entire portfolio of Provision of Funds to Related Parties with Banks is set at a maximum of 10% (ten percent) of the Bank's Capital. The definition of Provision of Funds is the investment of Bank funds in the form of, loans, securities, placements, claims for securities purchased with agreements to resell (reverse repo) and others.

BNI's policy concerning the provision of loans to related parties at is stated in the Company's Guidelines No. IN/551/PGV/002 dated July 22, 2021, which stipulates that the Bank is prohibited from providing Provision of Funds (hereinafter referred to as "Lending") to Related Parties without the Board of Commissioners' approval.

Related Parties as regulated in POJK No. 32/POJK.03/2018 dated December 27, 2018, as amended by POJK No. 38/POJK.03/2019, dated December 19, 2019, includes:

- a. Individuals or companies controlling the Bank;
- b. Legal entities in the event that the Bank is the controller;
- c. Companies in the case relate to individuals or Companies as referred to in letter a as a controller;
- d. Members of the Board of Directors, Board of Commissioners, and Executive Officers of the Bank; An Executive Officer is an official directly responsible to the Board of Directors or has a significant influence on the Bank's policies and/or operations, including the Division Heads, Regional Office Heads, Branch Office Heads, Functional Office Heads whose position is at least equal to the Branch Office Heads, Risk Management work unit Heads, Compliance work unit Heads, and Internal Audit work unit Heads and/or other equivalent officials;
- e. Parties who have familial relationships horizontally and vertically:
 1. From an individual who is controlling the Bank as referred to in letter a; and
 2. From members of the Board of Directors and/or members of the Board of Commissioners at the Bank as referred to in letter d. Familial relationships horizontally or vertically, include:
 - Biological/step/adoptive parents;
 - Step/adoptive Siblings;
 - Biological/step/adopted children;
 - Biological/step/adoptive grandparents;

- Biological/step/adopted grandchildren;
 - Siblings/steps/adoptive from parents;
 - Husband or wife;
 - Parents in law;
 - Husband or wife of biological/step/adopted children.
- f. Members of the Board of Directors and/or Board of Commissioners, in the Companies referred to in letter a, b and/or c;
 - g. Companies whose members of the Board of Directors and/or Board of Commissioners are members of the Bank's Board of Commissioners;
 - h. Companies/entities with 50% (fifty percent) or more of the members of the Board of Directors and/or Board of Commissioners, are Directors and/or Commissioners in the Companies referred to in letter a, b and/or c;
 - i. Companies/entities where:
 1. Members of the Board of Directors, Board of Commissioners, and/or Executive Officers of the Bank as referred to in letter d. act as controllers; and
 2. Members of the Board of Directors and/or Board of Commissioners in the parties as referred to in letter a, b and/or c act as controllers;
 - j. Collective investment contracts where the Bank and or the parties referred to in letters a. to i. own 10% (ten percent) or more shares in the Investment Manager of the collective investment contract;
 - k. Companies that have financial relationships with the Bank and/or parties as referred to in letter a. up to the letter i; Financial relationships include:
 1. There is financial assistance from the Bank and/or Related Parties or financial assistance to the Bank and/or other Related Parties with requirements that cause parties providing financial assistance to be able to determine (controlling influence) the strategic policies of Companies receiving financial assistance;
 2. There is a significant business chain linkage in the business operations of the Bank or Related Parties with other Companies so there is dependence between one party and another which can result in:

- One party being unable to easily transfer business transactions to another party; and
 - The inability to easily transfer business transactions causes the cash flow of one of the parties to experience significant disruptions making it difficult to meet obligations; and/or
3. There is a transfer of loan risk through a guarantee where the guarantee party will take over part or all of the financial risk from the guaranteed party.
 - l. The borrower is an individual or a non-bank company with financial relationships through the provision of guarantees to parties as referred to in letters a to k;
 - m. The borrower has financial relationships through guarantees provided by the parties as referred to in letters a to k;
 - n. Other Banks have financial relationships through providing guarantees to parties as referred to in letters a to letter k in the event that there is a counter guarantee from the Bank and/or parties as referred to in letters a to letter k to the other Bank; and
 - o. Other companies where there is an interest in the form of share ownership of 10% (ten percent) or more individually or jointly, from the parties as referred to in letter e.

Provision of Loans to debtors who are not Related Parties that are channeled and/or used for the benefit of the Related Party are classified as Providing Loans to Related Parties.

Provision of Funds for Social and Political Activities

BNI has a policy that prohibits BNI employees from becoming members and/or donors of political parties. In 2022, there was no funding for political activities. The budget spent on social activities through the Social and Environmental Responsibility Program throughout 2022 was Rp99.75 billion.

Procurement of Goods and/or Services

THE BANK'S PROCUREMENT OF GOODS AND/OR SERVICES BASIC PRINCIPLES ARE AS FOLLOWS:

The Bank's procurement of goods and/or services basic principles are as follows:

1. Efficient: goods and/or services procurement must be endeavored to obtain optimal and best results in the shortest amount of time by spending minimum funds and capability in a reasonable manner and not solely aimed at getting the lowest price.
2. Effective: goods and/or services procurement must be in accordance with the predetermined requirements and provides the maximum benefit in accordance with the targets set.
3. Competitive: goods and/or services procurement must be open to all Goods and/or Services Providers that meet the qualifications, and is performed through fair competition between equal Providers of goods and/or services that meet certain conditions/criteria based on clear and transparent rules and procedures.
4. Transparent: goods and/or services procurement provisions and information regarding, including procurement administrative technical requirements, evaluation procedures, evaluation results, determination of prospective suppliers of goods and/or services, are open to all qualified goods and/or services providers.
5. Just and Fair: all prospective Goods and/or Service Providers who meet the requirements must receive an equal treatment.
6. Open: goods and/or services procurement can be pursued by all prospective goods and/or services providers that meet the requirements.
7. Accountable: must achieve the target and can be accounted for so as to stay away from potential misuse and irregularities.

While the ethics in implementing the Procurement of Goods and/or Services at BNI are as follows:

1. Carrying out tasks in an orderly manner, with a sense of responsibility to achieve the Procurement of Goods and/or Services goals, smoothness, and accuracy of objectives;
2. Working professionally, independently, and maintaining information confidentiality which by its nature must be kept confidential to prevent irregularities in the Goods and/or Services Procurement;
3. Not influencing each other, either directly or indirectly, resulting in unfair business competition;
4. Accepting and being responsible for all decisions made in accordance with the written agreement of the parties concerned;
5. Avoiding and preventing conflicts of interest with related parties, either directly or indirectly, which may result in unfair business competition in the Goods and/or Services Procurement;
6. Avoiding and preventing wastage and leakage of state/company finances;
7. Avoiding and preventing abuse of authority and/or collusion; and/or
8. Not accepting, not offering, and not promising the giving or receiving of gifts, rewards, commissions, rebates, and anything from or to anyone who is known or reasonably suspected to be related to the Goods and/or Services Procurement.

METHODS OF PROCUREMENT OF GOODS AND/OR SERVICES

The procurement of goods and/or services at BNI is carried out through the Tender, Limited Tender, Direct Appointment, Direct Procurement and Self-Management methods.

The criteria for the procurement method are as follows:

Tender	1. Procurement of goods and/or services is announced widely and openly at least 2 Business Days for each supplier of goods and/or services.
	2. If necessary, the following can be done: <ul style="list-style-type: none">a. Written notification to the association of providers of goods/services/principals;b. Sending Tender invitations to partners who potentially meet the requirements.
Limited Tender	3. Followed by at least 3 (three) vendors who register and fulfill the requirements in the tender announcement.
	4. The price negotiation process is carried out using the e-auction module unless it is not possible to do so.
Direct Appointment	5. For certain needs, more than 1 (one) vendor of goods and/or services may be appointed.
	1. Procurement of goods/services offered to several parties is limited to a value determined by the Company.
	2. If needed, it is possible to invite potential participants by way of announcements.
	3. At least 2 (two) candidates who meet the requirements.
	1. Goods and services needed for BNI's main performance and cannot be delayed (business critical assets).
	2. There is only one Provider who can carry out work according to user requirements, or in accordance with the provisions of prevailing laws and regulations.
	3. Goods and services that are knowledge intensive in which to use and maintain these products requires continuity of knowledge from the Provider.
	4. If the Procurement using a Tender or Limited Tender method has been carried out 2 (two) times and does not find a Provider, or there is no party meeting the criteria, or no parties participating in the Tender.
	5. Goods and services owned by holders of Intellectual Property Rights (IPR) or who have warranties from Original Equipment Manufacturers
	6. Emergency management for security, community safety, and company strategic assets.
	7. Procurement of goods and/or services that constitute a purchase or re-procurement (repeat order).
	8. Emergency management due to local and national natural disasters (force majeure).
	9. Additional or continuing work that cannot be avoided in the context of completing the procurement of goods and/or services.
	10. Providers of goods and/or services are BUMN, BUMN Subsidiaries or BUMN Affiliated Companies as long as the goods and/or services referred to are products or services from BUMN, BUMN Subsidiaries, BUMN Affiliated Companies and/or small and micro businesses and as long as they are of quality, prices, and purpose, and can be justified.
	11. Consultants not planned in advance to deal with certain problems where the work must be carried out immediately and cannot be delayed.
	12. Procurement of goods and or services with a defined value determined by the Company.

Direct Procurement	1. By way of Direct Procurement of the Provider or direct seller.
	2. Can be done without a Work Order (SPK) or Contract.
	3. Procurement of goods and/or services with a certain value can be carried out using the Direct
	4. Procurement Method if it fulfills one of the following conditions: <ul style="list-style-type: none">a. Items are specially designed/created/made by a certain party or have artistic value/art work, including sculptures, paintings, handicrafts; orb. Subscription goods (subscription/membership) based on the results of studies that can be accounted for, including gardner, forrester; orc. Procurement is carried out based on widely published public tariffs, including electricity, telephone/communication, clean water, fuel oil, gas fuel; ord. Procurements carried out in accordance with established business practices, including: hotel fees, transportation tickets.
Swakelola	1. Renovation work of buildings/offices, repairs/maintenance of equipment/furniture.
	2. Swakelola is implemented for work that is incidental and/or simple and easy to supervise/monitor. If the work is carried out by contract or daily workers, it must be by individuals.
	3. Procurement by means of Swakelola must obtain prior approval from the Head of the implementing unit.
	4. Type of Self-Management: <ul style="list-style-type: none">a. All activities carried out by BNI employees; orb. Some work can be done through piece rate, daily/weekly; orc. Some work can be assisted by individual experts (consultants).
	5. To meet the needs of materials, tools, and/or experts who are not available at BNI, the Procurement process still refers to the Procurement method in accordance with the provisions stipulated in points 1, 2, 3 and 4.
	6. Self-management procurement is carried out with a certain value.

General Procurement of Goods & Services				
PROVISION	PROCUREMENT CENTRALIZATION	PROCUREMENT STRATEGY	SEPARATION OF FUNCTION	AUTHORITY DECISION LEVEL
Procurement of Goods and Services refers to external and internal provisions (Company Guidelines)	In principle, the procurement of goods and services adheres to a centralized procurement system that considers efficiency, effectiveness and security. However, in some cases, procurement decentralization can be carried out with consideration to optimizing the functions and authorities in all units and providing opportunities for local partners to participate in Goods and/or Services procurement.	<ul style="list-style-type: none">1. Improving the quality of management2. Sharpening specifications3. Packaging based on work/type of goods4. Selective acquisition of vendors5. Enhancing E-Procurement	Separation of functions between procurement processing units by: <ul style="list-style-type: none">1. Units requiring procurement2. Vendor Management Units selecting partners and recommending a list of partners3. Units preparing their own approximate prices4. Units preparing the contracts5. Units making payments6. Units supervising	The authority to decide on procurement is made tiered with consideration of risk level and level of procurement value through a decision-making mechanism in the procurement committee

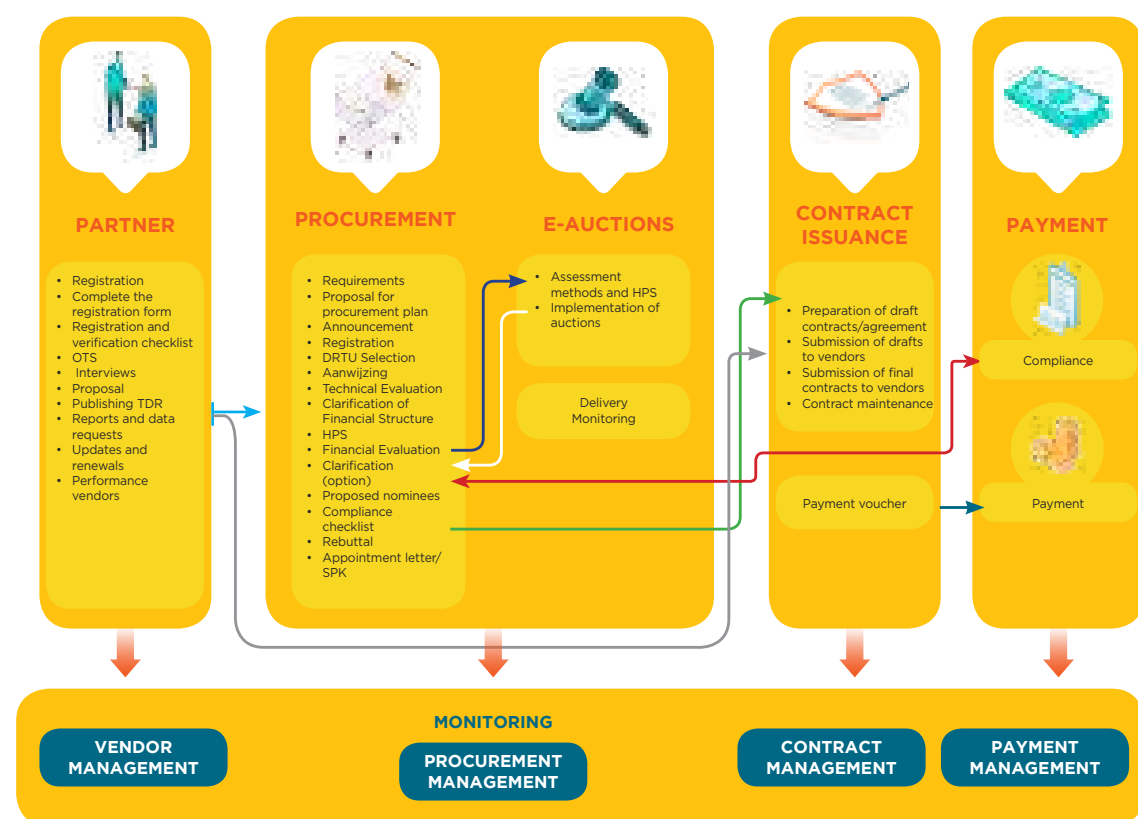
PROCUREMENT THROUGH ELECTRONIC PROCUREMENT (E-PROC) APPLICATION

One of the efforts to support BNI's strategy was to transform into digital banking to face business competition, increase stakeholder satisfaction and GCG principles. BNI uses the Electronic Procurement Application (e-Proc) to digitize the goods and services procurement process in the form of Procurement Management, Vendor Management and Contract Management modules.

With modules in the e-procurement application accessible via <https://e-proc.bni.co.id>, both participants, committees and administrators of the procurement process are connected digitally in an end to end platform, starting from partner registration, procurement processes, compliance tests, contracts and payments. With the use of the e-Proc Application, it is hoped that the procurement process will become more efficient, effective, competitive, transparent, fair and reasonable, transparent, accountable, with well-maintained governance.

Since 2018 the e-Procurement application has been available in the Head Office so that all procurement processes carried out by the Head Office and Regional Offices can be integrated and monitored properly through dashboard monitoring, e-Procurement, and will be rolled-out in stages to all BNI Regional Offices starting year 2023.

Procurement Process Through Electronic Procurement (E-Proc) Application



ISO 37001:2016 ANTI-BRIBERY MANAGEMENT SYSTEM



To implement the Anti-Bribery Management System, PT Bank Negara Indonesia (Persero), Tbk (BNI) obtained SNI ISO 37001:2016 Certification (Anti-Bribery Management System for the Procurement of Goods and Services in the Procurement & Fixed Assets Division). On August 11, 2020, the Procurement & Fixed Assets Division implemented an Anti-Bribery Management System within the scope of Procurement of Goods & Services.

BNI in carrying out all of its activities, carries out its duties and work properly, correctly and responsibly and applies AKHLAK as the main BUMN value, Prinsip 46, BNI Code of Ethics, and complies with internal company regulations, laws and regulations. and prevailing laws and regulations as well as the Good Corporate Governance principles and is committed to:

1. Carrying out Honest Willing and Sincere Behavior as well as being disciplined, consistent and responsible and implementing laws and regulations and internal regulations related to the Anti-Bribery Management System in every action and decision making;
2. Being firm against all forms of bribery to realize good corporate governance and being free from all forms of corruption, collusion and nepotism (KKN);
3. Playing an active role in ensuring the implementation of the Anti-Bribery Management System, including reporting suspected anti-bribery policy violations in accordance with the applicable mechanism at BNI;
4. Willing to accept sanctions set by the Company if proven to have violated the anti-bribery policy.

To support this commitment, the Company has established the anti-bribery compliance function as an independent function, to develop, oversee the implementation and encourage continuous improvement of the Anti-Bribery Management System, as well as to take firm action in accordance with its authority for violations of the Anti-Bribery Management System.

This Anti-Bribery management system policy is communicated and socialized to BNI and other stakeholders to ensure Good Corporate Governance, free from Corruption, Collusion and Nepotism (KKN), and periodic reviews carried out in accordance with the Company's commitments.

In 2022, a second annual Surveillance Audit was carried out, and included the procurement of goods and/or services processes carried out at BNI, and maintained the Anti-Bribery Management System Certification.

ISO 30301: 2019 RECORDS MANAGEMENT SYSTEM



In an effort to improve the quality of archive management according to international standards and support operations in terms of the Archives Management System, BNI initiated the ISO 30301:2019 Archives Management System certification with the scope of BNI Record Center (BRC) Cikupa - Main Building. With the acquisition of the ISO 30301:2019 BNI Records Management System Certification on October 21, 2020.

BNI is committed to implementing a good Records Management System to become an international standard Record Center by:

1. Being responsible for providing Records Management Targets in accordance with BNI's vision and mission;

2. Being responsive in providing excellent service and making continuous improvements to improve the implementation of the ISO 30301:2019 Archives Management System effectively and efficiently;
3. Being careful in complying with all laws and regulations related to archive management at the BNI Record Center.

BNI has maintained the second year Surveillance Audit of the ISO 30301:2019 Records Management Certification.

BNI RECORD CENTER (BRC) CIKUPA

BNI has a Record Center in the Cikupa area, Tangerang, which is one of the largest Record Centers owned by BNI, with an area of 3.4 hectares and a total building area of 1.3 hectares and has a storage capacity of 337,200 boxes.

BRC Cikupa BNI's achievements in archive management:

1. As a BUMN in the banking category was the first to gain Archival Accreditation with an "A" (Special) Grade from the National Archives of the Republic of Indonesia (ANRI);
2. Received the 2nd place title in the Best National Archives Unit Competition in the BUMN category organized by ANRI;
3. Became a study destination for imitating institutions/institutions both for government and private, including: BRI, Bank Mandiri, BTN, Bank DKI, BJB, Police Headquarters, Pelindo III, Pertamina, Ministry of Energy and Mineral Resources, Bank Panin, Bank Danamon, Bank Bukopin, Bank Muamalat, Sinar Mas Bank.

ISO 9001: 2015 QUALITY MANAGEMENT SYSTEM AT HPS SECTION (SELF ESTIMATED PRICE)



To the quality of Self-Estimated Price management, based on international standards, BNI has received ISO 9001:2015 certification for Quality Management Systems in the management of Self-Estimated Prices. This certification shows that BNI is committed to becoming a service provider that customers can trust will provide reasonable, timely prices, comply with applicable laws and regulations and strive to make continuous improvements to improve service quality according to internationally accepted standards and practices.

BNI has maintained its second year Surveillance Audit ISO 9001:2015 Quality Management System Certification on Self-Estimated Price (HPS).

ISO 9001: 2015 QUALITY MANAGEMENT SYSTEM FOR VENDOR MANAGEMENT



To improve the quality of vendor management based on international standards, BNI has received ISO 9001:2015 certification for Quality Management Systems in Vendor Management. This certification shows that BNI is committed to becoming a reliable vendor service provider and supports the process of procuring goods and/or services, by providing quality vendor recommendations related to their fields, and always making continuous improvements to improve the quality of services according to standards and practices that apply internationally.

In 2022, BNI maintained for a second year Surveillance Audit ISO 9001:2015 Quality Management System certification for Vendor Management.

OFFICE BUILDING MANAGEMENT

When managing and operating office buildings, BNI prioritizes Occupational Safety and Health (OHS) and prioritizes the health and safety of all employees/guests/customers and provides a sense of security and comfort.

During the pandemic and the adaptation to new habits, BNI carried out health protocols according to Government recommendations and consistently socialized them to all employees and visitors, and these included:

1. Building Entrance Areas
 - a. Installing the Peduli Protect Application in an effort to minimize the spread of the COVID-19 pandemic;
 - b. Checking body temperature
2. Building Facilities
 - a. Several BNI buildings have been equipped with Face Recognition for security and prevention of the spread of the COVID-19 virus, and are equipped with a Thermal Scanner;
 - b. Carrying out regular cleaning and disinfection in work areas and public areas (disinfecting public facilities that are frequently touched by the public every 4 hours);
 - c. Providing adequate and easily accessible handwashing facilities;
 - d. Installing information media to remind employees/guests to follow the provisions for physical distancing restrictions and washing hands with soap and running water/hand sanitizer, and the discipline in using masks;
 - e. Installing signage to keep a minimum distance of 1 meter in public places, to keep your distance, and avoid crowds
3. Building System
 - a. Plumbing system, including inspection/cleaning of roof tanks and groundwater tanks to maintain water quality, and condition of GWT and RWT rooms that must always be locked, housekeeping and engineering (plumbing) teams flush toilets (sinks and urinals) on H-3, including opening faucets in the janitor and pantry, especially on the Owner/Tenant floors who previously applied WFH, inspection of sump pits, transfer pumps, booster pumps and cleaning of water features (ponds/fountains/swimming pools);
 - b. HPAC system (Heating, ventilation, and air conditioning) including cleaning FCU/AHU filters and other indoor units, cleaning ducting and increasing the volume of clean air intake inside the building, including the basement.

Bank's Strategic Plan

BNI CORPORATE PLAN 2021-2025

BNI has developed strategic directions for 2025 in response to external conditions that have changed quite dynamically over recent years due to the COVID-19 Pandemic, and the fundamental changes in the banking industry landscape. BNI's strategic direction in 2025 has been determined as follows "Integrated Digital-Based Financial Solution Provider with International Excellence".

This strategic direction is a unique value proposition that will be developed by BNI to focus on 3 (three) areas, namely integrated, digital and international financial solutions. These three areas are a concern for developing into superior values for BNI to compete with competitors in the banking industry.

In achieving this strategic direction, BNI has developed strategic initiatives in 5 (five) business pillars, Corporate Banking, Institutional Banking, International Banking, Commercial & SME Banking, and Consumer Banking, supported by the development of 7 (seven) enablers as business foundations, Digital, IT, Operations, Network & Services, Risk Management, Finance, & Human Capital. The strategic initiatives began with the Enhancing The Basics phase that focused on improving the business foundation so that BNI could grow in a sustainable manner, and was developed during the 2021-2022 period.

2022 STRATEGIC POLICY

Guided by BNI's 2021-2025 Vision, Mission, Corporate Policy Directions and Corporate Plan and to support the development of strategic initiatives in the Enhancing The Basics phase, BNI has instigated the following strategic policies for 2022:

1. Optimizing risk management and loan process discipline to improve asset quality.
 - a. Developing end-to-end loan process transformation to improve loan quality and to enhance risk culture.
 - b. Optimizing restructuring to focus on priority sectors to improve LaR.
 - c. Improving market and relationship development capabilities to anticipate debtor business movements.

- d. Optimizing the Remedial & Recovery process to accelerate loan quality improvement.
2. Increasing selective business expansion and sustainable financial solutions.
 - a. Increasing corporate segment loan expansion with a focus on priority Top Tier sectors.
 - b. Initiating green financing in BNI's loan portfolio to support the ESG initiative.
 - c. Optimizing the MSME business from the corporate value chain in leading sectors.
 - d. Increasing the MSME business through BNI Xpora to increase the potential for MSME to go global.
 - e. Supporting Government programs through the distribution of KUR and other programs.
 - f. Developing consumer loans in a digital ecosystem, in line with the customer journey.
 3. Increasing global market expansion through acceleration of international business strategies.
 - a. Developing global transaction banking solution capabilities to improve trade, remittance and cash management businesses.
 - b. Increasing transactions and expanding international business services through partnerships with fintech and third parties.
 - c. Increasing productivity and the role of KCLN as centers of excellence.
 4. Increasing sustainable FBI and CASA by offering transaction solutions.
 - a. Improving services, solutions and programs to increase transactions that are integrated according to the shifting business needs of customers.
 - b. Increasing debtor transactions by optimizing BNI Accounts.
 - c. Increasing cross-selling and up-selling by actively offering cross-segment products & Subsidiaries.
 - d. Optimizing product bundling by optimizing data analytics.
 - e. Optimizing digital-based ecosystems to provide easy transactions.
 - f. Increasing Agen46 transactions and optimizing digital channels.
 5. Strengthening digital capability through innovation and increased partnerships.
 - a. Developing digital-based innovations to meet customer needs.
 - b. Increasing partnerships through optimizing API Management.

- c. Improving data quality and data analytics to support business.
 - d. Optimizing innovations in digital-based internal business processes.
 - e. Improving digital marketing to increase customer base and transactions.
 - f. Developing digital tools for RM and sales to support sales.
 - g. Developing Digital Risk Mitigation.
 - h. Initiating blockchain utilization.
6. Increasing BNI Group synergy by optimizing the position of Subsidiaries.
 - a. Increasing the penetration of Subsidiaries to strengthen PA's positioning towards becoming a market leader in each industry.
 - b. Improving the digitization of Subsidiaries' business processes through BNI Main synergy and partnerships.
 - c. Strengthening Venture Capital to support BNI's synergy with Subsidiaries.
 - d. Continuing the strategy of strengthening and utilizing Capital Management by strengthening BNI's capital through several corporate actions and optimizing the use of capital distribution in businesses that provide competitive yields.
 7. Optimizing Human Capital and Operations to support business processes.
 - a. Optimizing talent management and workforce planning to support business development.
 - b. Improving HC capabilities to understand market developments, risk culture, global banking, digital mindset, and advanced analytics.
 - c. Increasing Unit and Individual productivity through the development of a performance-based organization and a culture of superior performance.
 - d. Improving IT capabilities to support digitalization.
 - e. Developing operating models in a more agile and flexible manner to support business processes and digitalization.
 - f. Strengthening governance to support operating model development through ESG initiatives.
 - g. Developing organization design and optimizing organizational size to support efficiency and effectiveness in the digitalization era.

BNI CORPORATE TRANSFORMATION

BNI has carried out business process improvements and innovations in the Enhancing The Basics phase through the BNI Corporate Transformation Program since 2021. The BNI Corporate Transformation program was carried in response to the challenges and changes in the banking industry, to accelerate continuous improvement in financial performance, as well as BNI's efforts to achieve the strategic direction by 2025 through the development of strategic initiatives (transformation).

Armed with the BNI RACE values, Risk Culture, Agile, Collaboration, and Execution Oriented, to encourage a spirit of transformation, the BNI Corporate Transformation program has produced transformation initiatives that have so far been implemented at all levels of the organization both at the Head Office, Regional Offices, and Branch Offices. The strategic transformation initiatives focused on 5 (five) business focuses, namely:

1. Strengthening the holding company to strengthen its existence in the banking industry.

In supporting the holding transformation process and achieving business potential in digital community transactions, BNI has acquired a private bank in Indonesia, Bank Mayora, which will be prepared to transform into a Digital Bank. Digital Bank will later focus on encouraging the Micro, Small and Medium Enterprises (MSMEs) business segment in Indonesia, where the MSME segment plays an important role in economic growth in Indonesia as it absorbs 97% of the Indonesian workforce and contributes more than 60% to Indonesia's GDP.

This digital bank will become BNI's channel to support MSME businesses in running their businesses by using digital banking service solutions. The presence of digital banking will improve the penetration of BNI services in the MSME segment, as well as provide faster and more flexible development of financial service features.

BNI has also strengthened the holding by establishing BNI Ventures as a subsidiary company engaged in venture capital. The establishment of BNI Ventures, aimed at supporting BNI's strategy of strengthening and expanding the network of cooperation with third parties more efficiently, and providing added value in the process of collaboration between BNI and third parties (startups). BNI Ventures will support the development of technological innovation, accelerate BNI's digital transformation and provide synergistic value creation in the future.

In addition, BNI also strengthened its holding company by increasing its equity participation in PT Bank Syariah Indonesia Tbk ("BSI"). On December 19, 2022, BNI exercised an additional capital of Rp500,000,000,000.00 (five hundred billion rupiah) through partial Pre-emptive Rights (HMETD). With this additional capital, the number of BNI shares held increased to 10,720,230,418 shares, making the percentage of share ownership 23.24%. The additional capital was intended to strengthen the BSI's capital to can be channeled in the form of BSI's financing and business growth, as well as to support the BSI's achievement of becoming a Top 10 Global Islamic Bank.

2. Improving loan quality through a more prudent loan process discipline.

The conditions brought on by the COVID-19 Pandemic affected economic conditions, including a decline in loan quality. In response to this condition, BNI developed the End to End Credit Process and Loans at Risk (LaR) Management initiatives to improve loan quality, discipline in the loan process, supported by the provision of tools to facilitate loan management and increase awareness of risk culture. Through these initiatives, BNI can reduce NPLs, reduce Credit Cost and BOPO ratios, and minimize reserves that ultimately will have an impact on increasing BNI's profits.

3. Shifting business focus towards providing banking solutions & ecosystem development.

To maintain business continuity in today's increasingly competitive conditions, BNI has developed institutional business solution initiatives, and increased cross selling with a focus on top tier customers to provide banking solutions, not only limited to products & services owned by banks, but also by optimizing Subsidiary products & services. Through this initiative, BNI's top tier customer portfolio has increased, institutions, and institutional customers that are managed in an integrated manner have also been added, and has increased business volume, as reflected in an increase in business transactions, loans, through the FBI.

BNI has also developed banking solutions through business ecosystems, such as the BNI Xpora ecosystem. In moving the wheels of the economy in Indonesia and supporting the direction of the Ministry of SOEs, BNI has developed the BNI Xpora initiative and international business development. In the BNI Xpora initiative, BNI encourages MSMEs to market their products to the global market by developing the concepts of go digital, go productive, and go global, and has established 7 Hubs in several strategic locations to capture the business potential of MSMEs that are oriented to the international market. Management of export-oriented MSME customers has had an impact by increasing the volume of trade finance, debit balances, FBI to low-cost funds. BNI has also strengthened its international business and expanded its international network with the opening of the BNI Amsterdam KCLN.

4. Improving Business Operations in business processes, channels and IT

Increased business development was followed by more efficient and faster and more accurate operational processes. In this regard, BNI has developed several initiatives to support business, including:

- Improving operational processes starting from the loan documentation process to operational improvements in business channels.
- Introducing a new channel model to make it easier for customers to access BNI channels by mapping channels based on customer needs.
- Renewing its robust IT Capability in digital development by strengthening cybersecurity.

5. Increasing productivity through new, more flexible ways of working.

- By supporting the faster business development processes, BNI looks to increase employee productivity by trying to change ways of working to be more agile through the New Way of Working (NWOW) initiative, and performance management improvements (channel, product & segment) by increasing performance awareness and developing talent management to prepare future leaders.

Reporting Transparency

To realize the fulfillment of the information disclosure principle that is important to the public as a material consideration for making investment decisions, the Company submits and reports its disclosure of Material Information or Facts to the Financial Services Authority and announces the disclosure of Material Information or Facts to the public.

The Company conveys information to the public through the Company's website, the Integrated Electronic Reporting Facility for Issuers and Public Companies IDX and OJK, as well as the mass media.

Report	Report Submission Date	Report Submission				Reference
		OJK	IDX	Website	Mass Media	
Report on Material Information or Facts Report on the Transfer of Shares resulting from the Buyback of Shares (buyback)	January 03, 2022	✓	✓	✓		<ul style="list-style-type: none"> POJK No. 31/POJK.04/2015 concerning Disclosure of Information or Material Facts by Issuers or Public Companies Indonesia Stock Exchange Regulation No. I-E Kep-00015/BEI/01-2021 concerning Obligations for Submitting Information POJK No. 37/POJK.03/2019 Concerning Transparency and Publication of Bank Reports
Ownership Report or Any Changes in Public Company Share Ownership	January 04, 2022	✓	✓	✓		POJK No.11/POJK.04/2017 concerning of Ownership Report or Any Changes in Ownership of Public Company Shares
Request for Explanation of Lawsuit at the Mataram District Court	January 05, 2022	✓	✓			Indonesia Stock Exchange Regulation No. I-E Concerning Obligations for Submitting Information
Ownership Report or Any Changes in Public Company Share Ownership	January 05, 2022	✓	✓	✓		POJK No.11/POJK.04/2017 concerning Report of Ownership or Any Changes in Ownership of Public Company Shares
Monthly Report of Securities Holders Registration as of December 31, 2021	January 07, 2022	✓	✓			Indonesia Stock Exchange Regulation No. I-E Concerning Obligations for Submitting Information
Request for clarification from Issuers and Other Public Companies	January 07, 2022	✓	✓	✓		Indonesia Stock Exchange Regulation No. I-E Concerning Obligations for Submitting Information

Report	Report Submission Date	Report Submission				Reference
		OJK	IDX	Website	Mass Media	
Submission of Document Completeness in the framework of Affiliate Transactions	January 14, 2022	√	√			<ul style="list-style-type: none"> POJK No. 42/POJK.04/2020 Concerning Affiliate Transactions and Transactions with Conflicts of Interest POJK No. 31/POJK/04/2015 Concerning Disclosure of Information or Material Facts by Issuers or Public Companies
Request for clarification from Issuers and Other Public Companies	January 14, 2022	√	√			Indonesia Stock Exchange Regulation No. I-E Concerning Obligations for Submitting Information
Request for clarification from Issuers and Other Public Companies	January 24, 2022	√	√			Indonesia Stock Exchange Regulation No. I-E Concerning Obligations for Submitting Information
Submission of Advertising Evidence Summary of BNI's Acquisition Plan of Bank Mayora	January 24, 2022	√	√		√	Indonesia Stock Exchange Regulation No. I-E Concerning Obligations for Submitting Information
Material Information or Facts Report Summary of Planned Takeover by the Company of Bank Mayora	January 24, 2022	√	√	√	√	Indonesia Stock Exchange Regulation No. I-E Concerning Obligations for Submitting Information
Submission of Advertising Evidence of Annual Financial Report Information	January 26, 2022	√	√			Indonesia Stock Exchange Regulation No. I-E Concerning Obligations for Submitting Information
Material Information or Facts Report, The Company is holding a December 2021 Performance Analyst Meeting (audited)	January 26, 2022	√	√	√	√	<ul style="list-style-type: none"> POJK No. 31/POJK.04/2015 concerning Disclosure of Information or Material Facts by Issuers or Public Companies Regulation No. I-E Attachment to PT Bursa Efek Indonesia Board of Directors Decision No. Kep-00015/BEI/01-2021 concerning Obligations for Submitting Information
Information on Implementation of the PT Bank Negara Indonesia (Persero) Tbk Consolidated Financial Statement Audit for the position of June 30, 2022	July 25, 2022	√	√			Regulation No. X.K.2 Attachment to Bapepam and LK Chairman Decision No. Kep-346/BLJ2011 concerning Submission of Periodic Financial Reports of Issuers or Public Companies
Request for Explanation on Reporting in the Mass Media	January 28, 2022	√	√		√	Indonesia Stock Exchange Regulation No. I-E Concerning Obligations for Submitting Information
Explanation of Coverage in Mass Media	January 28, 2022	√	√			Indonesia Stock Exchange Regulation No. I-E Concerning Obligations for Submitting Information

Report	Report Submission Date	Report Submission				Reference
		OJK	IDX	Website	Mass Media	
Explanation of Coverage in Mass Media	January 31 2022	√	√			Indonesia Stock Exchange Regulation No. I-E Concerning Obligations for Submitting Information
Announcement of GMS	February 04, 2022	√	√	√	√	POJK No. 15/POJK.04/2020 concerning Plans and Implementation for General Meeting of Shareholders of Public Companies
Submission of Advertisement Proof of GMS Notification	February 04, 2022	√	√			<ul style="list-style-type: none"> Article 23 paragraph (7) of the Company's Articles of Association Article 17 paragraph (1) and Article 19 OJK Regulation No. 15/POJK.04/2020 concerning Plans and Implementation of General Meeting of Shareholders of Public Companies
Exchange Explanation Request	February 07, 2022	√	√			Indonesia Stock Exchange Regulation No. I-E Concerning Obligations for Submitting Information
Request for clarification from Issuers and Other Public Companies	February 09, 2022	√	√	√	√	Indonesia Stock Exchange Regulation No. I-E Concerning Obligations for Submitting Information
Monthly Report of Securities Holders Registration as of January 31, 2022	February 09, 2022	√	√			Indonesia Stock Exchange Regulation No. I-E Concerning Obligations for Submitting Information
Request for clarification from Issuers and Other Public Companies	February 15, 2022	√	√			Indonesia Stock Exchange Regulation No. I-E Concerning Obligations for Submitting Information
Invitation for the Annual General Meeting of Shareholders	February 21, 2022	√	√	√		<ul style="list-style-type: none"> Article 21 of the Company's Articles of Association POJK No. 15/POJK.04/2020 concerning Plans and Implementation of General Meeting of Shareholders of Public Companies
Submission of Annual Report	February 21, 2022	√	√	√		POJK No. 29/POJK.04/2016 concerning Annual Reports of Issuers or Public Companies, and Financial Services Authority Regulation 37/POJK.03/2019 concerning Transparency and Publication of Bank Reports.
Submission of Sustainability Report	February 21, 2022	√	√	√		POJK No. 51/POJK.03/2017 concerning Implementation of Sustainable Finance for Financial Services Institutions, Issuers and Public Companies

Report	Report Submission Date	Report Submission				Reference
		OJK	IDX	Website	Mass Media	
Submission of Advertising Evidence Submission for Publication of Invitation to the BNI Annual GMS for Fiscal Year 2021	February 21, 2022	√	√			<ul style="list-style-type: none"> Article 21 of the Company's Articles of Association POJK No. 15/POJK.04/2020 concerning Plans and Implementation of General Meeting of Shareholders of Public Companies
Affiliate Transactions	February 25, 2022	√	√			<ul style="list-style-type: none"> POJK No. 42/POJK.04/2020 Concerning Affiliate Transactions and Transactions with Conflicts of Interest POJK No. 31/POJK/04/2015 Concerning Disclosure of Information or Material Facts by Issuers or Public Companies
Request for clarification from Issuers and Other Public Companies	February 25, 2022	√	√			Indonesia Stock Exchange Regulation No. I-E Concerning Obligations for Submitting Information
Affiliate Transaction Reports	February 25, 2022	√	√			<ul style="list-style-type: none"> POJK No. 42/POJK.04/2020 Concerning Affiliate Transactions and Transactions with Conflicts of Interest POJK No. 31/POJK/04/2015 Concerning Disclosure of Information or Material Facts by Issuers or Public Companies
Affiliate Transactions	March 02, 2022	√	√			<ul style="list-style-type: none"> POJK No. 42/POJK.04/2020 Concerning Affiliate Transactions and Transactions with Conflicts of Interest POJK No. 31/POJK/04/2015 Concerning Disclosure of Information or Material Facts by Issuers or Public Companies
Request for clarification from Issuers and Other Public Companies	March 08, 2022	√	√			Indonesia Stock Exchange Regulation No. I-E Concerning Obligations for Submitting Information
Monthly Report of Securities Holders Registration as of February 28, 2022	March 08, 2022	√	√			Indonesia Stock Exchange Regulation No. I-E Concerning Obligations for Submitting Information

Report	Report Submission Date	Report Submission				Reference
		OJK	IDX	Website	Mass Media	
Summary of Minutes of Annual General Meeting of Shareholders	March 17, 2022	√	√			<ul style="list-style-type: none"> Article 24 paragraph (4) of the Company's Articles of Association POJK No. 15/POJK.04/2020 concerning Plans and Convening General Meetings of Shareholders of Public Companies
Submission of Advertisement Proof for GMS Results	March 17, 2022	√	√			<ul style="list-style-type: none"> Article 23 paragraph (7) of the Company's Articles of Association Article 17 paragraph (1) of OJK Regulation No.15/POJK.04/2020 concerning Planning and Organizing General Meeting of Shareholders of Public Companies
Disclosure of Information Related to Corporate Actions	March 17, 2022	√	√	√		<ul style="list-style-type: none"> POJK No. 31/POJK.04/2015 concerning Disclosure of Information or Material Facts by Issuers or Public Companies Regulation No. I-E Attachment to PT Bursa Efek Indonesia Board of Directors Decision No. Kep-00015/BE1/01- 2021 concerning Obligations for Submitting Information POJK No. 37/POJK.03/2019 concerning Transparency and Publication of Bank Reports
Report on Re-ranking Results	March 22, 2022	√	√			POJK No.49/POJK.04/2020 concerning Rating of Debt Securities and/or Sukuk
Appointment/ Change of Public Accounting Firm and/or Public Accountant	March 24, 2022	√	√	√		<ul style="list-style-type: none"> Provision No. IV.9.4 Regulation No. I-E concerning Obligations for Submitting Information POJK No. 13/POJK.03/2017 concerning the Use of Public Accountant Services and Public Accounting Firms in Financial Services Activities

Report	Report Submission Date	Report Submission				Reference
		OJK	IDX	Website	Mass Media	
Submission of Appointment Documents of the Public Accounting Firm and/or Public Accountant Approved by the GMS	March 24, 2022	√	√			<ul style="list-style-type: none"> Provision No. IV.9.4 Regulation No. I-E concerning Obligations for Submitting Information POJK No. 13/POJK.03/2017 concerning the Use of Public Accountant Services and Public Accounting Firms in Financial Services Activities
Minutes of Annual General Meeting of Shareholders	March 28, 2022	√	√	√		<ul style="list-style-type: none"> Article 24 paragraph (4) of the Company's Articles of Association POJK No. 15/POJK.04/2020 concerning the Plan and Implementation of the General Meeting of Shareholders
Request for clarification from Issuers and Other Public Companies	April 05, 2022	√	√			Indonesia Stock Exchange Regulation No. I-E Concerning Obligations for Submitting Information
Monthly Report of Securities Holders Registration as of March 31, 2022	05 April 2022	√	√			Indonesia Stock Exchange Regulation No. I-E Concerning Obligations for Submitting Information
Submission of Advertising Proof for Interim Financial Information	April 26, 2022	√	√			Indonesia Stock Exchange Regulation No. I-E Concerning Obligations for Submitting Information
Material Information or Facts Report, The Company holds a Performance Analyst Meeting in March 2022 (Unaudited)	April 26, 2022	√	√	√	√	<ul style="list-style-type: none"> POJK No. 31/POJK.04/2015 concerning Disclosure of Information or Material Facts by Issuers or Public Companies Regulation No. I-E Attachment to PT Bursa Efek Indonesia Board of Directors Decision No. Kep-00015/BEI/01-2021 concerning Obligations for Submitting Information
Request for clarification from Issuers and Other Public Companies	May 09, 2022	√	√			Indonesia Stock Exchange Regulation No. I-E Concerning Obligations for Submitting Information
Monthly Report of Securities Holders Registration as of April 30, 2022	May 10, 2022	√	√			Indonesia Stock Exchange Regulation No. I-E Concerning Obligations for Submitting Information

Report	Report Submission Date	Report Submission				Reference
		OJK	IDX	Website	Mass Media	
Report on Material Information or Facts Submission in a Brief Prospectus	May 10, 2022	√	√			<ul style="list-style-type: none"> POJK No. 31/POJK.04/2015 concerning Disclosure of Information or Material Facts by Issuers or Public Companies Indonesia Stock Exchange Regulation No. I-E Kep-00015/BEI/01-2021 concerning Obligations for Submitting Information POJK No. 37/POJK.03/2019 Concerning Transparency and Publication of Bank Reports
Report on Dismissal of Corporate Secretary and Appointment of Temporary Corporate Secretary of PT Bank Negara Indonesia (Persero) Tbk	September 01, 2022	√	√	√		POJK No.35/POJK.04/2014 concerning Corporate Secretary of Issuers or Public Companies
Report on Material Information or Facts on capital deposit for establishing a Subsidiary engaged in venture capital with the name PT BNI Modal Ventura	May 17, 2022	√	√	√	√	<ul style="list-style-type: none"> POJK No. 31/POJK.04/2015 concerning Disclosure of Information or Material Facts by Issuers or Public Companies Indonesia Stock Exchange Regulation No. I-E Kep-00015/BEI/01-2021 concerning Obligations for Submitting Information POJK No. 37/POJK.03/2019 Concerning Transparency and Publication of Bank Reports
Material Information or Facts Report on Inauguration of the Representative Office Opening in Amsterdam and as a Strategy for the Development of the Company's Global Business Network	May 18, 2022	√	√	√	√	<ul style="list-style-type: none"> POJK No. 31/POJK.04/2015 concerning Disclosure of Information or Material Facts by Issuers or Public Companies Indonesia Stock Exchange Regulation No. I-E Kep-00015/BEI/01-2021 concerning Obligations for Submitting Information POJK No. 37/POJK.03/2019 Concerning Transparency and Publication of Bank Reports

Report	Report Submission Date	Report Submission				Reference
		OJK	IDX	Website	Mass Media	
Material Information or Facts Report, The Company has completed the takeover of PT Bank Mayora	May 19, 2022	√	√	√	√	<ul style="list-style-type: none"> POJK No. 31/POJK.04/2015 concerning Disclosure of Information or Material Facts by Issuers or Public Companies Indonesia Stock Exchange Regulation No. I-E Kep-00015/BEI/01-2021 concerning Obligations for Submitting Information POJK No. 37/POJK.03/2019 Concerning Transparency and Publication of Bank Reports
Material Information or Facts Report, Changes in members of the Board of Directors and/or members of the Board of Commissioners	May 31, 2022	√	√	√		<ul style="list-style-type: none"> POJK No. 31/POJK.04/2015 concerning Disclosure of Information or Material Facts by Issuers or Public Companies Indonesia Stock Exchange Regulation No. I-E Kep-00015/BEI/01-2021 concerning Obligations for Submitting Information POJK No. 37/POJK.03/2019 Concerning Transparency and Publication of Bank Reports
Monthly Report of Securities Holders Registration as of May 31, 2022	June 08, 2022	√	√			Indonesia Stock Exchange Regulation No. I-E Concerning Obligations for Submitting Information
Report on Appointment of the Corporate Secretary of PT Bank Negara Indonesia (Persero) Tbk (the "Company")	September 19, 2022	√	√	√		POJK No.35/POJK.04/2014 concerning Corporate Secretary of Issuers or Public Companies
Report on Material Information or Facts, Submission of Readiness of funds for the Settlement of PT Bank Negara Indonesia (Persero) Tbk Debt Securities	June 16, 2022	√	√	√		I-E Concerning Submission Obligations
Report on Material Information or Facts Report on the transfer of shares resulting from the share buyback (buyback)	June 21, 2022	√	√	√		Information
Material Information or Facts Report on the 2022 BNI Green Bond I Listing	June 23, 2022	√	√	√		Indonesia Stock Exchange Regulation No. I-E Concerning Obligations for Submitting Information

Report	Report Submission Date	Report Submission				Reference
		OJK	IDX	Website	Mass Media	
Report on the Use of Public Offering Proceeds	June 30, 2022	√	√			Indonesia Stock Exchange Regulation No. I-E Concerning Obligations for Submitting Information
Explanation of Mass Media Coverage	June 29, 2022	√	√			Indonesia Stock Exchange Regulation No. I-E Concerning Obligations for Submitting Information
Monthly Report of Securities Holder Registration of PT Bank Negara Indonesia (Persero) Tbk as at June 30, 2022	July 07, 2022	√	√			Indonesia Stock Exchange Regulation No. I-E Concerning Obligations for Submitting Information
Material Information or Facts Report	July 12, 2022	√	√	√		Indonesia Stock Exchange Regulation No. I-E Concerning Obligations for Submitting Information
Submission of Publication on 2022 Extraordinary GMS Announcement of PT Bank Negara Indonesia (Persero) Tbk	July 25, 2022	√	√	√		<ul style="list-style-type: none"> Article 23 paragraph (5) of the Company's Articles of Association POJK No. 15/POJK.04/2020 concerning Plans and Implementation of General Meeting of Shareholders of Public Companies
Submission of Advertisement Proof on Invitations for the GMS	August 09, 2022	√	√			Indonesia Stock Exchange Regulation No. I-E Concerning Obligations for Submitting Information
Report on Material Information or Facts Performance Disclosure by a Listed Company to Certain Parties (Analyst Meeting)	July 29, 2022	√	√	√		<ul style="list-style-type: none"> POJK No. 31/POJK.04/2015 concerning Disclosure of Information or Material Facts by Issuers or Public Companies Regulation No. I-E Attachment to PT Bursa Efek Indonesia Board of Directors Decision No. Kep-00015/BEI/01-2021 concerning Obligations for Submitting Information

Report	Report Submission Date	Report Submission				Reference
		OJK	IDX	Website	Mass Media	
PT Bank Negara Indonesia (Persero) Tbk Consolidated Financial Statements Position June 30, 2022 (audited)	July 31, 2022	√	√	√		<ul style="list-style-type: none"> POJK No. 37/POJK.03/2019 concerning Transparency and Publication of Bank Reports SEOJK No. 9/SEOJK.03/2020 concerning Transparency in the Publication of Conventional Commercial Banks and Regulation No. X.K.2 Attachment to the Chairman of Bapepam and LK Decision No. Kep-346/BLJ2011 concerning Submission of Periodic Financial Reports of Issuers or Public Companies
Published PT Bank Negara Indonesia (Persero) Tbk Financial Statements Position June 30, 2022 (audited)	July 31, 2022	√	√	√		<ul style="list-style-type: none"> POJK No. 37/POJK.03/2019 concerning Transparency and Publication of Bank Reports SEOJK No. 9/SEOJK.03/2020 concerning Transparency in the Publication of Conventional Commercial Banks, and Regulation No. X.K.2 Attachment to Chairman of Bapepam and LK Decision No. Kep-346/BLJ2011 concerning Submission of Periodic Financial Reports of Issuers or Public Companies
Report on Changes in Share Ownership of Members of the Board of Directors and Board of Commissioners of PT Bank Negara Indonesia (Persero) Tbk	August 05, 2022	√	√			POJK No. 11/POJK.04/2017 concerning Reports of Ownership or Any Changes in Ownership of Public Company Shares
Monthly Report of Securities Holders Registration as of July 31, 2022	August 08, 2022	√	√			Indonesia Stock Exchange Regulation No. I-E Concerning Obligations for Submitting Information
Invitation for the Extraordinary General Meeting of Shareholders	August 09, 2022	√	√	√		<ul style="list-style-type: none"> Article 21 of the Company's Articles of Association POJK No. 15/POJK.04/2020 concerning Plans and Implementation of General Meeting of Shareholders of Public Companies

Report	Report Submission Date	Report Submission				Reference
		OJK	IDX	Website	Mass Media	
Submission of Advertisement Proof on Announcement of Additional Information and/or Improvement of the Brief Prospectus for the 2022 BNI Green Bond I Public Offering	June 13, 2022	√	√			Indonesia Stock Exchange Regulation No. I-E Concerning Obligations for Submitting Information
Submission of Proof of Publication on Prospectus Publication of the Public Offering of Environmentally Friendly Bonds (Green Bond) I Year 2022 PT Bank Negara Indonesia (Persero) Tbk	May 10, 2022	√	√			Indonesia Stock Exchange Regulation No. I-E Concerning Obligations for Submitting Information
Submission of the 2022 Annual Public Expose Report of PT Bank Negara Indonesia (Persero) Tbk	September 16, 2022	√	√			<ul style="list-style-type: none"> Indonesia Stock Exchange Regulation No. I-E Concerning Obligations for Submitting Information
Summary of Minutes of PT Bank Negara Indonesia (Persero) Tbk Extraordinary GMS 2022	September 02, 2022	√	√			<ul style="list-style-type: none"> Article 24 paragraph (4) of the Company's Articles of Association POJK No. 15/POJK.04/2020 concerning Plans and Implementation of General Meeting of Shareholders of Public Companies
Submission of Publication on Advertisement Evidence of the Summary of Minutes of the PT Bank Negara Indonesia (Persero) Tbk Extraordinary GMS 2022	September 02, 2022	√	√			<ul style="list-style-type: none"> Article 23 paragraph (5) of the Company's Articles of Association POJK No. 15/POJK.04/2020 concerning Plans and Implementation of General Meeting of Shareholders of Public Companies
Monthly Report on the Registration of Securities Holders of PT Bank Negara Indonesia (Persero) Tbk for the position of August 2022	September 07, 2022	√	√			Indonesia Stock Exchange Regulation No. I-E Concerning Obligations for Submitting Information
Submission of the Annual General Meeting of Shareholders Agenda	January 28, 2022	√	√			Indonesia Stock Exchange Regulation No. I-E Concerning Obligations for Submitting Information
Submission of Materials for the PT Bank Negara Indonesia (Persero) Tbk 2022 Annual Public Expose	September 07, 2022	√	√			Indonesia Stock Exchange Regulation No. I-E Concerning Obligations for Submitting Information
Annual Public Expose Plan	August 25, 2022	√	√			Provision 111.3 of Regulation No. I-E concerning Obligations for Submitting Information

Report	Report Submission Date	Report Submission				Reference
		OJK	IDX	Website	Mass Media	
Material Information or Facts Report	September 21, 2022	√	√			<ul style="list-style-type: none"> POJK No. 31/POJK.04/2015 concerning Disclosure of Information or Material Facts by Issuers or Public Companies Indonesia Stock Exchange Regulation No. I-E Kep-00015/BEI/01-2021 concerning Obligations for Submitting Information POJK No. 37/POJK.03/2019 Concerning Transparency and Publication of Bank Reports
Monthly Report of Securities Holder Registration of PT. Bank Negara Indonesia (Persero) Tbk as at September 30, 2022	October 07, 2022	√	√			Indonesia Stock Exchange Regulation No. I-E Concerning Obligations for Submitting Information
PT Bank Negara Indonesia (Persero) Tbk Consolidated Financial Statements Position September 30, 2022 (unaudited)	October 24, 2022	√	√			<ul style="list-style-type: none"> POJK No. 37/POJK.03/2019 concerning Transparency and Publication of Bank Reports SEOJK No. 9/SEOJK.03/2020 concerning Transparency in the Publication of Conventional Commercial Banks and Regulation No. X.K.2 Attachment to Bapepam and LK Chairman Decision No. Kep-346/BLJ2011 concerning Submission of Periodic Financial Reports of Issuers or Public Companies

Report	Report Submission Date	Report Submission				Reference
		OJK	IDX	Website	Mass Media	
Published PT Bank Negara Indonesia (Persero) Tbk Financial Statements Position September 30, 2022 (unaudited)	October 24, 2022	√	√			<ul style="list-style-type: none"> POJK No. 37/POJK.03/2019 concerning Transparency and Publication of Bank Reports SEOJK No. 9/SEOJK.03/2020 concerning Transparency in the Publication of Conventional Commercial Banks jo. Regulation No. X.K.2 Attachment to Bapepam and LK Chairman Decision No. Kep-346/BLJ2011 concerning Submission of Periodic Financial Reports of Issuers or Public Companies
Report on Material Information or Facts Performance on Disclosure by a Listed Company to Certain Parties (Analyst Meeting)	October 24, 2022	√	√			<ul style="list-style-type: none"> POJK No. 31/POJK.04/2015 concerning Disclosure of Information or Material Facts by Issuers or Public Companies Regulation No. I-E Attachment to PT Bursa Efek Indonesia Board of Directors Decision No. Kep-00015/BEI/01-2021 concerning Obligations for Submitting Information
Monthly Report of Securities Holder Registration of PT. Bank Negara Indonesia (Persero) Tbk as at October 31, 2022	November 04, 2022	√	√			Indonesia Stock Exchange Regulation No. I-E Concerning Obligations for Submitting Information
Report on Changes in Share Ownership of Members of the Board of Directors of PT Bank Negara Indonesia (Persero) Tbk	November 21, 2022	√	√			POJK No. 11/POJK.04/2017 concerning Reports of Ownership or Any Changes in Ownership of Public Company Shares
Monthly Report of Securities Registration as at November 30, 2022	December 06, 2022	√	√			Indonesia Stock Exchange Regulation No. I-E Concerning Obligations for Submitting Information
Material Information or Facts Report	December 08, 2022	√	√			<ul style="list-style-type: none"> POJK No. 31/POJK.04/2015 concerning Disclosure of Information or Material Facts by Issuers or Public Companies Indonesia Stock Exchange Regulation No. I-E Kep-00015/BEI/01-2021 concerning Obligations for Submitting Information POJK No. 37/POJK.03/2019 Concerning Transparency and Publication of Bank Reports

Report	Report Submission Date	Report Submission				Reference
		OJK	IDX	Website	Mass Media	
Material Information or Facts Report	December 21, 2022	√	√			<ul style="list-style-type: none"> POJK No. 31/POJK.04/2015 concerning Disclosure of Information or Material Facts by Issuers or Public Companies Indonesia Stock Exchange Regulation No. I-E Kep-00015/BEI/01-2021 concerning Obligations for Submitting Information POJK No. 37/POJK.03/2019 Concerning Transparency and Publication of Bank Reports
Report on Changes in Share Ownership of Members of the Board of Directors of PT Bank Negara Indonesia (Persero) Tbk	December 26, 2022	√	√		√	POJK No. 11/POJK.04/2017 concerning Reports of Ownership or Any Changes in Ownership of Public Company Shares

Conflict of Interest Policy (Including Insider Trading)

To avoid conflicts of interest, all members of the Company are required to:

- Prioritize the interests of the Company, through:
 - An obligation to serve all of the Company's stakeholders as well as possible according to their respective duties and responsibilities;
 - To carry out these duties and responsibilities, it must be based on applicable regulations and policies without prioritizing personal interests or the interests of affiliated parties, including those coming from religions, professions, political parties, ethnicity, and must avoid matters that may cause a conflict of interest;
 - Prohibited from including elements of personal interest when making decisions or actions that may affect the quality of the decisions/actions;
 - Prohibited from giving special treatment to certain parties by ignoring the applicable procedures or provisions;
 - Prohibited from seeking or receiving improper benefits so as to affect the performance of their duties;
 - In the event of a conflict of interest, BNI people are required to prioritize the company's economic interests and avoid companies that may arise or the possibility of reduced company profits.
- Creating transparency when handling Conflicts of Interest:
 - Handling conflict of interest requires transparency from BNI people so that the conflict of interests that occur can be controlled and handled adequately;
 - BNI people who face a potential conflict of interest must express the existence of personal interests and/or affiliated relationships that have the potential to cause conflicts of interest.

- Encouraging individual responsibilities and role models
 - All BNI people must be able to maintain their credibility and integrity in order to be an example for other BNI people;
 - All BNI people must be able to separate personal affairs from company affairs so that they can avoid conflicts of interest that can harm or reduce company profits;
 - All BNI people are required to make annual statements related to conflicts of interest and will try to avoid all forms of possible conflict of interest when carrying out their duties.
- Creating a culture of anti conflict of interest
 - The company is required to submit an annual statement to the public about the prohibition for BNI people to receive prizes or gifts from customers, partners, vendors and other parties;
 - To build awareness and a culture of anti-conflicts of interest, it is necessary to continue to socialize matters related to conflicts of interest, so that all BNI people can avoid conflicts of interest and proactively report the situation/condition that indicates conflicts of interest in their work environment through Internal Complaints Means.
- Enforcing the policy of conflict of interest that each BNI person who is proven to have violated the conflict of interest provisions will be subject to sanctions in accordance with the provisions in force in the company.

Guidelines for conflict of interest are outlined in the Online Company Guidelines (EPP) No. IN/13/KPN/002 dated January 3, 2023.

In addition, the Bank has already implemented policies on conflicts of interest and a policy on securities transactions for insider trading. This is stated in the Guidelines for Companies Contracting Transactions that are prohibited and not prohibited for people in No. IN/500/KMP/001 dated September 23, 2019, and Guidelines for Conflict of Interests as outlined in the Guidelines for Online Corporate (EPP) No. IN/13/KPN/002 dated January 3, 2023.

The Bank has asserted the prohibition of use of insider information (insider trading) in personal transactions by employees and management (in this case members of the Board of Directors and the Board of Commissioners). With this policy, it is expected that the use of internal information for the personal interests of employees and management (insiders) is mitigated.

Shares and Bonds Buyback

During 2022, the Company did not buy back shares or bonds issued by the company.

Management of State Officials' Assets Reports (LHKPN)

LHKPN POLICY

The Company has a policy concerning the implementation of the State Officials Asset Report (LHKPN) based on:

1. Law Number 28 of 1999 concerning State Officials who are Clean and Free from Corruption, Collusion and Nepotism;
2. Law Number 30 of 2002 concerning the Corruption Eradication Commission. Law Number 10 of 2015 concerning Stipulation of Government Regulation in Lieu of Law Number 1 of 2015 concerning Amendments to Law No. 30 of 2002 concerning the Corruption Eradication Commission jo. Republic of Indonesia Law No. 19 of 2019 concerning the Second Amendment to Law No. 30 of 2002 concerning the Corruption Eradication Commission;
3. KPK Regulation No. 07 of 2016, as amended by KPK Regulation No. 2 of 2020 concerning Procedures for Registration, Announcement and Examination of State Officials' Assets;
4. Minister of Republic of Indonesia SOEs Circular No. SE-12/MBU/10/2021 concerning Obligations to Submit State Officials' Asset Reports (LHKPN) for Officials in State-Owned Enterprises.

These policies regulate the Position of BNI State Officials to report their assets, delivery procedures, LHKPN management and administrator work units, to the sanctions that can be imposed on employees who do not carry out their reporting obligations.

MANDATORY LHKPN REPORT

Based on the LHKPN Policy, LHKPN Mandatory Reporting applies to Structural Officials within the Bank, namely:

1. The Board of Commissioners;
2. The Board of Directors;
3. The Senior Executive Vice President;

4. Executive Officers who report to OJK, namely:
 - a. Division/Unit/Head or equivalent;
 - b. Head of Regional;
 - c. Head of Overseas Branch.
5. Active employees who are placed on the Board of Commissioners/Board of Directors in Subsidiaries.

LHKPN MANAGEMENT

The LHKPN reporting management includes the LHKPN Management Coordinator and e-LHKPN Management Admin with the following details:

1. The LHKPN Management Coordinator is the Group Head Corporate Secretary and Group Head Human Capital Services with the following duties:
 - a. Coordinating with KPK in monitoring, filling out, and submitting LHKPN as well as socializing LHKPN obligations;
 - b. Coordinating with the Ministry of SOEs and KPK regarding the management and administration of the Mandatory LHKPN Application.
2. e-LHKPN Management Admin is an official from the Corporate Secretary Group and Human Capital Services Group with the following duties:
 - a. Managing and updating data required to report LHKPN;
 - b. Managing and monitoring LHKPN reporting obligations.

2022 LHKPN REPORT

As of the end of the 2022, out of 105 persons required to report, 104 or 99.5% fulfilled their LHKPN reporting obligations.

Transparency of Financial and Non-Financial Conditions

In accordance with the OJK Regulation (POJK) No. 14/POJK.04/2022 concerning Submission of Periodic Financial Statements of Issuers or Public Companies, article 20 in Media and Publications chapter, states that listed issuers or public companies are required to announce Periodic Financial Statements only through the Stock Exchange website (paragraph 1), and through the website of the issuer or public company (paragraph 3). Prior to the issuance of this POJK on August 22, 2022, the Bank always fulfilled the obligations of financial and non-financial transparency and publication in accordance with applicable regulations. Submission and publication of information is done both through print and on the Bank's website as follows:

1. Monthly Financial Reports to regulators, which are also published through the OJK reporting system and the BNI website;
2. Quarterly Financial Reports to regulators, which are also published through the OJK reporting system, BNI website, and newspapers or other electronic media;
3. Annual Financial Reports to regulators, which are also published through the OJK reporting system, BNI website,
4. BNI Annual Report submitted to regulators, rating agencies, banking development institutions, research institutions and financial magazines and published through the BNI website;

5. Periodic and incidental reports in compliance with regulations in the Capital Market sector, published on the Company's and the Indonesia Stock Exchange websites, and reported to OJK, Indonesia Stock Exchange, Ministry of SOEs, and relevant regulators;
6. Information on Corporate Governance, including the Annual Report on Corporate Governance, Vision, Mission, Corporate Values, Code of Ethics, Board of Commissioners and Board of Directors Composition and Profiles, and internal regulations related to governance ranging from the Articles of Association to the Corporate Charter are also published on the BNI website;
7. Information on the Company's Products and Services including its office network is published through the Annual Report and the BNI website, so that customers, investors and the wider community can easily access information on BNI products and services;
8. Information on Complaint Submission Procedures, BNI Safe Tips for Customers to maintain data confidentiality when using banking services, are published through the BNI website to comply with consumer protection provisions;
9. Other information aimed at supporting information disclosure, financial education and services to the public.

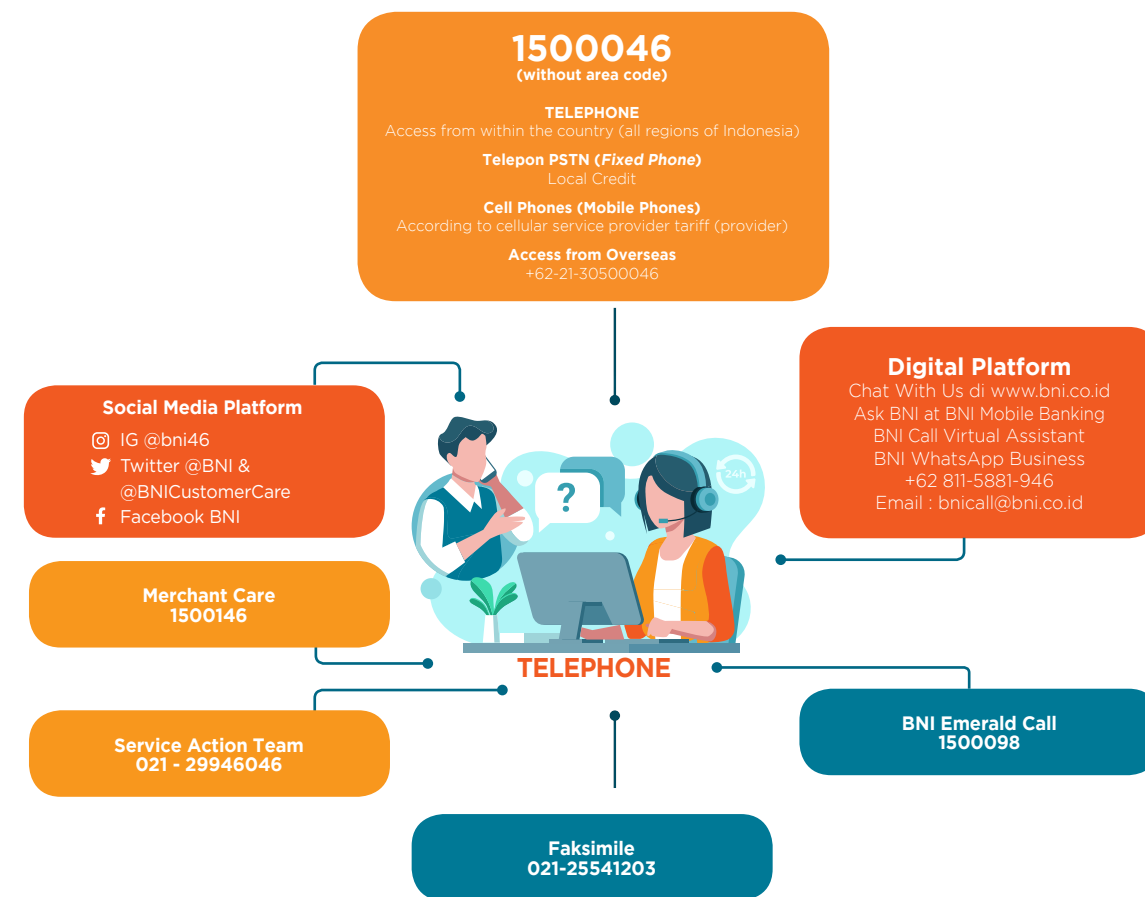
Transparency of Customer Complaints Procedures and Customer Dispute Settlement

EASE OF ACCESS SERVICES

BNI CONTACT CENTER AS BNI TOUCH POINT

One of BNI's missions is to provide excellent service and value-added digital solutions to all customers, and to be the partner of choice. In line with this mission, the BNI Contact Center continues to provide the best service for BNI customers.

BNI Contact Center always prioritizes a fast and easy service for customers by shifting call services to digital services. Customers can easily access the BNI Call 1500046 service, BNI's official social media services on Facebook, Instagram and Twitter, the Live Chat service on the BNI website, the Ask BNI service on BNI Mobile Banking, the WhatsApp Business service and the BNI Call Virtual Assistant application can be downloaded via Playstore and Appstore. In addition, customers can send complaints to BNI via email bnicall@bni.co.id and facsimile 021-25541203.



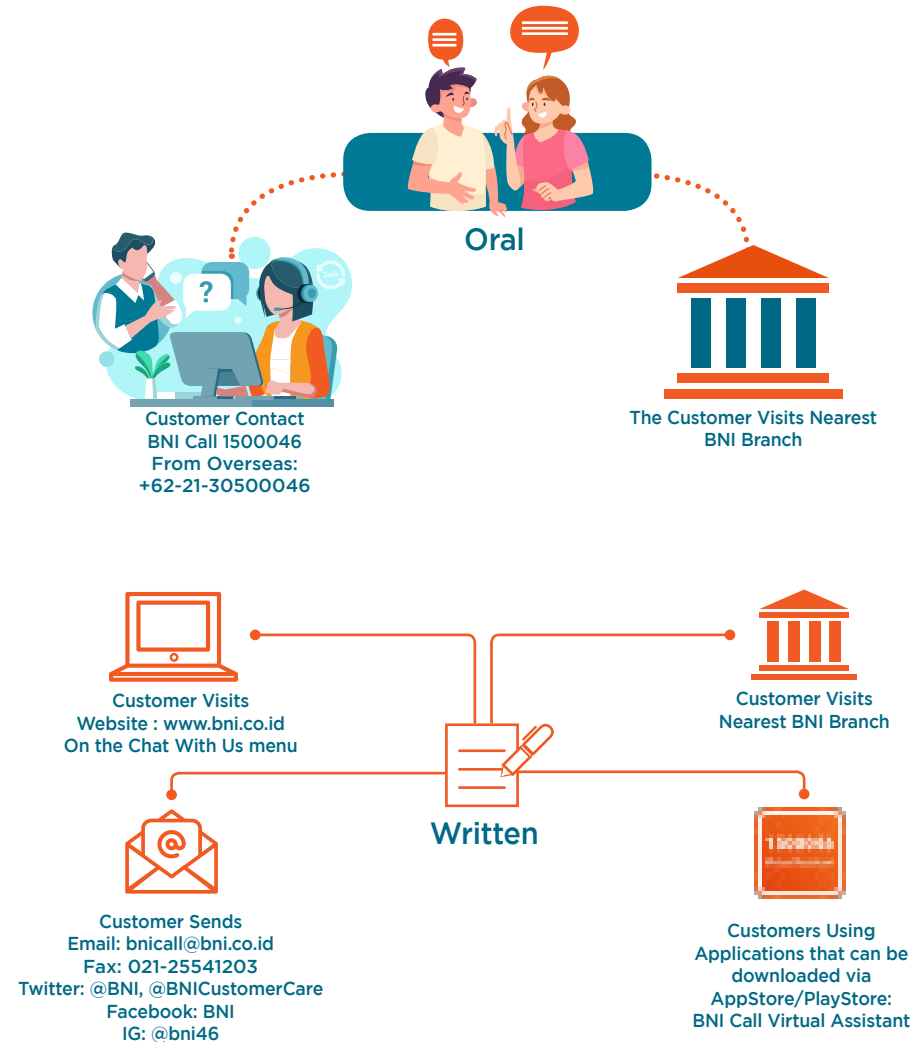
BNI Contact Center's commitment to continuously improve service quality for BNI customers was realized through standardizing the quality of the service process by obtaining ISO 9001:2015 Certification in 2016, and renewing it every year. In 2022, The BNI Contact Center will start using the WhatsApp Business service as a new channel to interact with customers. WhatsApp Business is a digital service channel that is fast, efficient and easy to interact with both through chatbots and with BNI Contact Center officers.

To support BNI Go Global, the BNI Contact Center also has a Trade & Remittance service and a Service Action Team that provides support for the BNI Xpora and BNI Direct program customers. This service helps domestic and foreign customers (individuals and corporations) conduct export-import transactions. As well as BNI Call 1500046, the BNI Contact Center also has a BNI Emerald Call 1500098 service to serve BNI's priority customers, and Merchant Care Service 1500146 to serve BNI merchant customers. BNI Contact Center provides convenience and comfort for customers in obtaining information, requests and submitting complaints, and can be accessed 24 hours a day.

BNI CUSTOMER SERVICE AND COMPLAINT RESOLUTION PROCEDURES

BNI Contact Center, as one of BNI's frontlines, continues to strive to provide the best service, including the resolution of any customer complaints for banking services, credit cards, merchants, Trade & Remittance as well as Wholesale. BNI customers can conveniently access the complaint services using a variety of media options, both verbally and in writing.

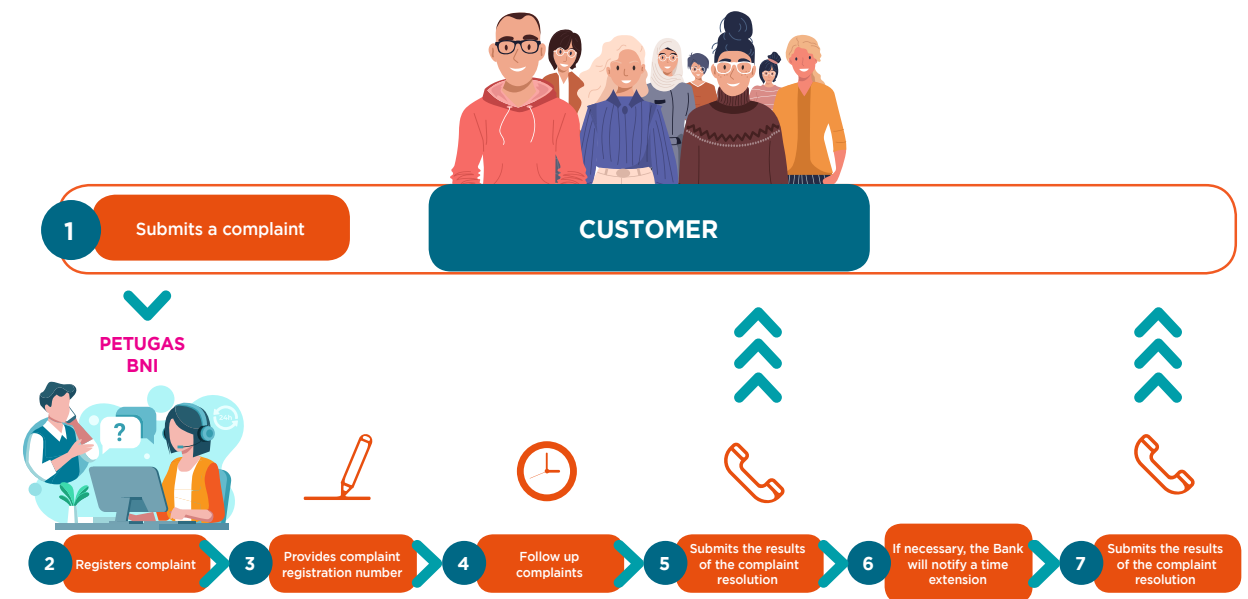
BNI Customer Complaints Submission Media



Solutions for resolving customer complaints submitted orally are carried out within a maximum of 5 (five) working days, while the settlement of written complaints is within a maximum of 20 (twenty) working days. If supporting documents are needed for customer complaints submitted orally, BNI will ask customers to submit written complaints. The customer can complete the documents for the complaint submitted within 20 (twenty) working days and this can be extended another 20 (twenty) working days.

Under certain conditions, the settlement of written complaints can be extended for a further 20 (twenty) working days in accordance with POJK No. 1/POJK.07/2013 as updated through through POJK No. 6/POJK.07/2022 concerning Consumer and Community Protection in the Financial Services Sector and POJK No. 18/POJK.07/2018 concerning Consumer Complaint Services in the Financial Services Sector. Information on the extension of the complaint settlement times is notified in writing to customers via telephone, e-mail, letter or short message service (SMS).

Complaint Submission and Resolution Flow



If a customers feels that the settlement provided by BNI does not meet their expectations, then the customer can continue the complaint resolution process through an Alternative Dispute Resolution Agency listed in the List of Alternative Dispute Resolution Agencies set by the Financial Services Authority.

Bad Corporate Governance Practices

BNI is fully aware of the negative influence of Bad Corporate Governance practices that can interfere with the implementation of Good Corporate Governance (GCG), and during 2022 BNI was committed to not undertaking actions and policies related to the following practice:

Note	Practice
There is a report as a company that pollutes the environment	Nil
Important cases currently being faced by the Bank, its subsidiaries, members of the Board of Directors and/or members of the Board of Commissioners who are currently serving are not disclosed in the Annual Report	Nil
Non-compliance in fulfilling tax obligations	Nil
The inconsistency of the presentation of the Annual Report and Financial Statements with the applicable regulations and Financial Accounting Standards	Nil
Cases related to labor and employees	Nil
There is no disclosure of operating segments in listed companies	Nil
There is a discrepancy between the hardcopy Annual Report and the softcopy Annual Report	Nil

Integrated Governance Implementation

As a form of transparency in the implementation of Integrated Governance in the BNI Financial Conglomerate, as well as a follow-up to the provisions stipulated in OJK Regulation No. 18/POJK.03/2014 dated November 18, 2014 concerning the Implementation of Integrated Governance for Financial Conglomerate, and OJK Circular Letter No. 15/SEOJK.03/2015 dated May 25, 2015 concerning the Implementation of Integrated Governance for Financial Conglomerates, the implementation of Integrated Governance of BNI's Financial Conglomerate in 2022 consisted of:

1. Self-Assessment Report on the Integrated Governance Implementation during 2022;
2. Structure of BNI Financial Conglomerate;
3. Structure of share ownership in BNI Financial Conglomerate as of December 2022;
4. Management Structure of BNI Financial Conglomerate;
5. Basic Principles of Integrated Governance of BNI Financial Conglomerate;
6. Intra-Group Transaction Policy at BNI Financial Conglomerate;
7. Report on the Implementation of BNI Good Corporate Governance as the Main Entity in the BNI Financial Conglomerate.

The following shows the Implementation of BNI Good Corporate Governance as the Main Entity in the BNI Financial Conglomerate.

SELF-ASSESSMENT REPORT ON IMPLEMENTATION OF INTEGRATED GOVERNANCE IN 2022

OJK Regulation No. 18/POJK.03/2014 dated November 18, 2014 concerning Implementation of Integrated Governance for Financial Conglomerates, and OJK Circular No. 15/SEOJK.03/2015 dated May 25, 2015 concerning Implementation of Integrated Governance for Financial Conglomerates, requires Financial Conglomerates to prepare Periodic Integrated Governance Self Assessment Reports (June and December) to OJK, and to submit them no later than the 15th of the second month after the end of the reporting month concerned (15 August and 15 February). Self Assessments related to the application of the principles of Integrated Governance in the BNI Financial Conglomerate. The self-assessment is categorized into 5 (five) ratings and must at least be realized in 7 (seven) factors for evaluating the application of Integrated Governance, and consist of:

Assessment Factors	
No.	Assessment Factors
1.	Board of Directors of Main Entity
2.	Board of Commissioners of Main Entity
3.	Integrated Governance Committee
4.	Integrated Compliance Work Unit
5.	Integrated Internal Audit Work Unit
6.	Implementation of Integrated Risk Management
7.	Integrated Governance Guidelines

For the 2022 period, BNI prepared a self assessment regarding the implementation of Integrated Governance of the BNI Financial Conglomerate as follows:

Implementation of Integrated Governance Self-Assessment Results		
Rating		Rating Definition
June 2022	December 2022	
2	2	The Financial Conglomerate is considered to have implemented good Integrated Governance. This is reflected in adequate compliance with the Integrated Governance principles. If there are weaknesses in the Integrated Governance implementation, in general these weaknesses are less significant and can be resolved by normal actions by the Main Entity and/or FSI.

Based on the Integrated Governance Implementation Self Assessment using 7 (seven) assessment factors for the period 2022, we can conclude that:

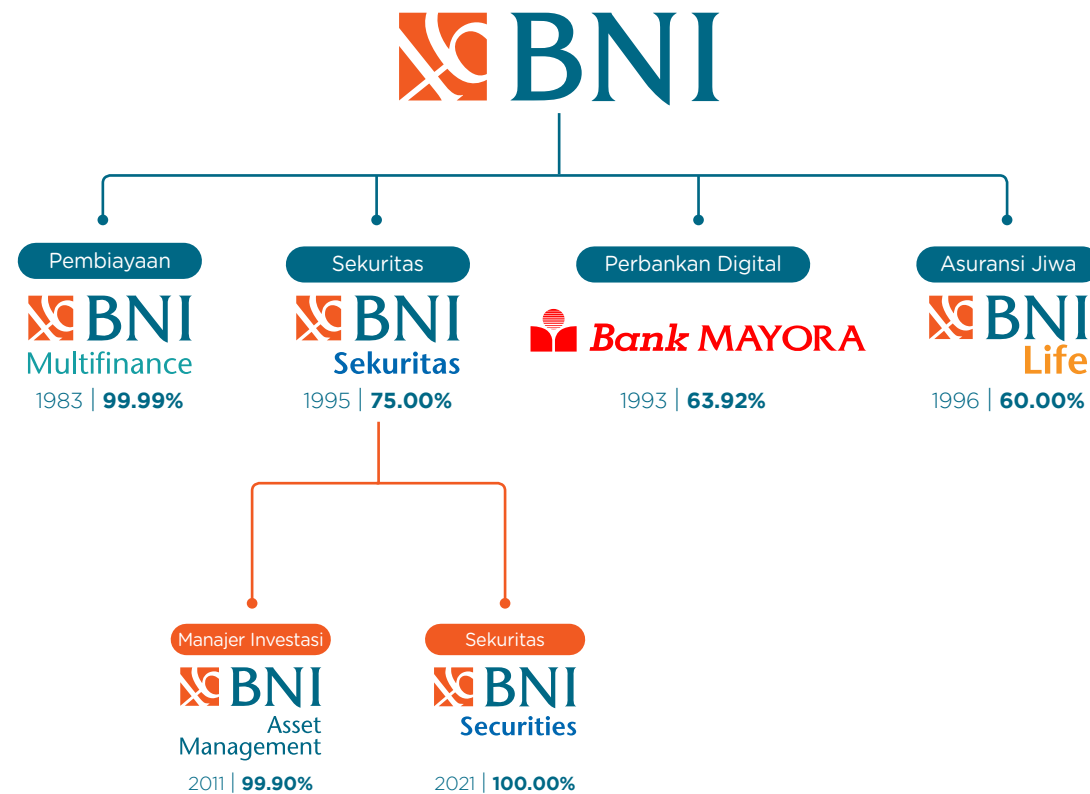
- Board of Directors of main entity
 - In the Integrated Governance structure, all BNI Directors have met the qualifications stipulated by applicable laws;
 - All members of the Board of Directors have sufficient competence relevant to their position to carry out their duties and responsibilities and are able to implement their competencies in carrying out their duties and responsibilities;
 - The Integrated Governance processes have been carried out and followed up in accordance with the BNI Board of Commissioners directives;
 - The BNI Board of Directors has followed up on the BNI Board of Commissioners input on their evaluation of the Integrated Governance Guidelines, as well as ensured that internal and external audit finding have been properly followed up.
- Board of Commissioners of main entity
 - In the Integrated Governance structure, all of BNI's Board of Commissioners have met the qualifications stipulated by applicable laws. Of the 10 (ten) members of the Board of Commissioners, 7 (seven) Commissioners are Independent Commissioners, all members of the Board of Commissioners have passed the fit and proper test, and have obtained an approval letter from the Financial Services Authority (OJK);
 - In the Integrated Governance process, the BNI Board of Commissioners duties and responsibilities related to the Integrated Governance process includes providing input to the BNI Directors to improve the Integrated Governance Guidelines;
 - BNI's Board of Commissioners provided input and directives as well as evaluated the internal and external of audit findings to be followed up by the BNI Directors.

- Integrated Governance Committee
 - The Integrated Governance Committee was established in accordance with applicable regulations;
 - During the January-December 2022 period, the Integrated Governance Committee held 9 (nine) meetings to provide input on the Governance implementation in the BNI Financial Conglomerate.
- Integrated Compliance work unit
 - The Compliance Division as an Integrated Compliance Unit is independent in accordance with applicable regulations;
 - In order to improve the integrated compliance function, the Compliance Division carried out regular coordination and meetings with all work units in each FSI;
 - The Compliance Division monitored, and evaluated the implementation of the compliance function in each FSI and provided suggestions and recommendations on the implementation of the compliance function in each FSI in order to develop and ensure the compliance function in each FSI is running well.
- Integrated Internal audit
 - Internal Audit is an independent Integrated Internal Audit in accordance with applicable regulations;
 - The Internal Audit as the Integrated Internal Audit monitors the internal audit including:
 - Conducting audits of each Subsidiary Company while taking into account the size, characteristics, and business complexity of the subsidiary, as well as coordinating between the FSI SKAI periodically (quarterly) through the Subsidiary Development Division (PPA);
 - Evaluating the implementation of the Internal Audit Work Unit (SKAI) in each FSI;
 - Coordinating with the FSI SKAI periodically involves the Subsidiary Development Division (PPA) every quarter, with material discussed including the FSI Audit Work Plan, Main Audit Results of each LJK and Follow-up on Internal & External Audit Results of each FSI.

- The Internal Audit as the Integrated Internal Audit acts objectively in carrying out its duties and responsibilities, and submits a report on its duties and responsibilities to the President Director and the Board of Commissioners of the Main Entity with a copy to the Director in charge of the Main Entity Compliance Function.
- Implementation of Integrated risk management
 - The Enterprise Risk Management Division is an independent Integrated Risk Management Unit in accordance with applicable regulations;
 - The Risk Management Division has determined and updated the policies and risk limits that apply to all FSI;
 - The implementation of Integrated Risk Management has accommodated the 4 (four) Risk Management pillars in accordance with the OJK Regulation.
 - Integrated Governance Guidelines
 - BNI Financial Conglomerate Integrated Governance Guidelines have been prepared, reviewed and implemented in accordance with OJK Regulation No. 18/POJK/POJK.03/2014 as stipulated in the letters of the Board of Directors and the Board of Commissioners respectively No. DIR/1179 dated December 22, 2022 and No. DK/221 December 29, 2022;
 - The BNI Financial Conglomerate Integrated Governance Guidelines have been communicated to all LJKs in the BNI Financial Conglomerate and will continue to be evaluated in accordance with applicable regulations.

BNI FINANCIAL CONGLOMERATE STRUCTURE

Through Board of Directors Letter No. DIR/401 dated June 02, 2022 The BNI Financial Conglomerate has reported changes to the BNI Financial Conglomerate structure as follows:



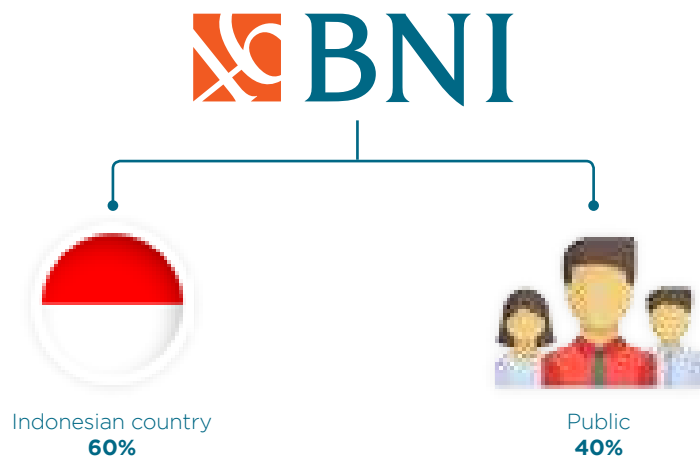
The BNI Financial Conglomerate has fulfilled the administrative requirements and has been recorded in the supervision administration of the Financial Services Authority based on OJK Letter No.S-88/PB.31/2022 dated June 9, 2022 with the joining of PT Bank Mayora as a member of the BNI Financial Conglomerate, and in addition that the BNI Financial Conglomerate has an Integrated Governance Committee (TKT) as follows:

Position	Name
Chairman	Agus Dermawan Wintarto Martowardojo (BNI)
Members	<ul style="list-style-type: none"> Askolani (BNI) Susyanto (BNI) Parikesit Suprpto (BNI Life) Siti Haniatunnisa (BNI Life) Eko Priyo Pratomo (BNI Asset Management) Rufina Tinawati Marianto (Bank Mayora) Nurani Raswindriati (Pihak Independen)

BNI has an Integrated Governance Manual, compiled and reviewed in accordance with the prevailing laws and regulations. The Integrated Governance Guidelines were last updated and reviewed through the Board of Commissioners Decree No. DK/221 dated December 29, 2022. BNI's Integrated Governance Guidelines can be accessed through www.bni.co.id.

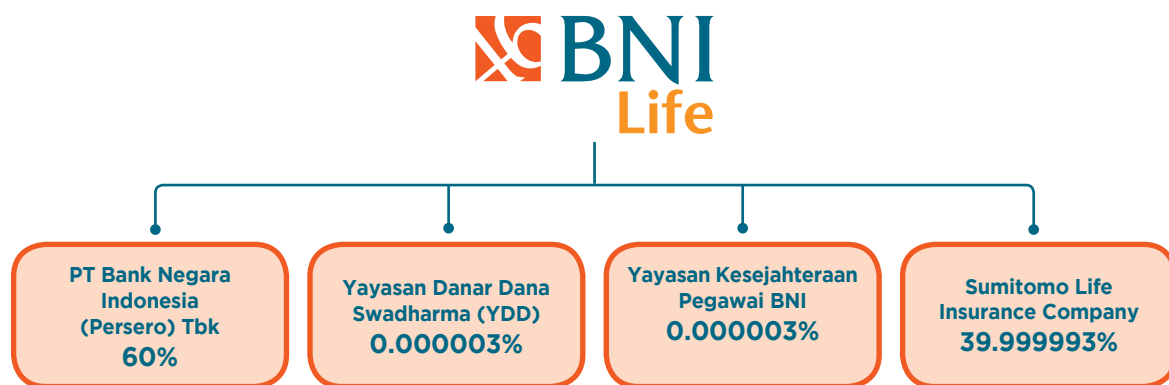
SHARE OWNERSHIP STRUCTURE IN THE BNI FINANCIAL CONGLOMERATE

PT Bank Negara Indonesia (Persero) Tbk as the Main Entity of the BNI Financial Conglomerate.

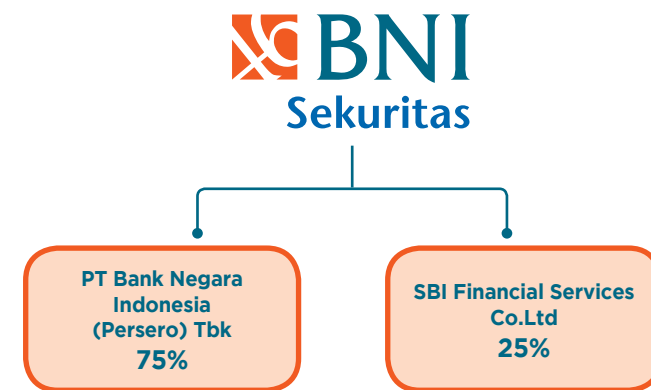


Share Ownership Structure of Financial Services Institutions in the BNI Financial Conglomerate, namely:

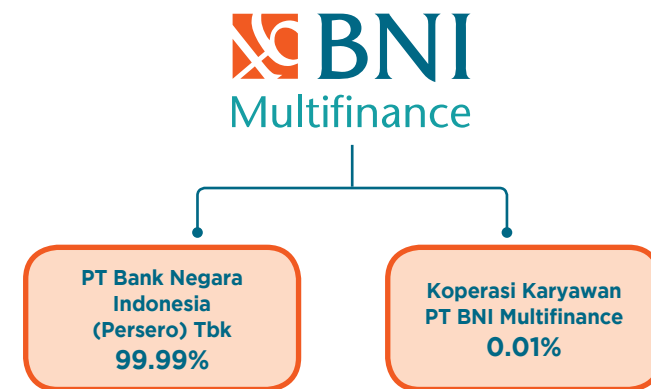
PT BNI Life Insurance



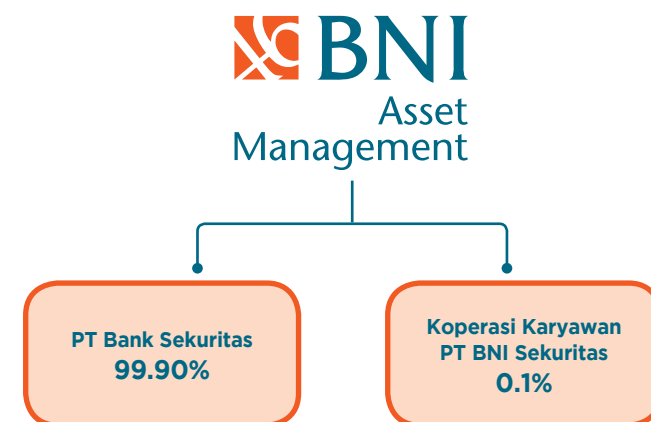
PT BNI Sekuritas



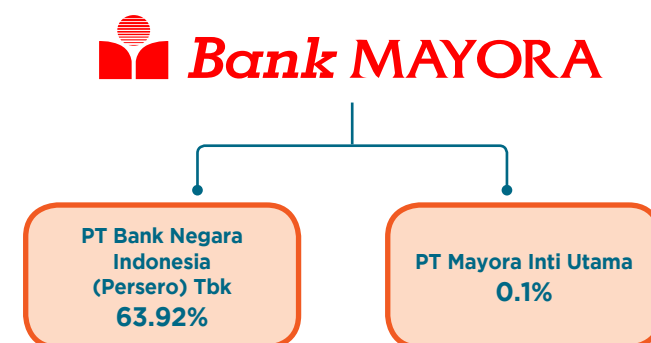
PT BNI Multifinance



PT BNI Asset Management



PT Bank Mayora



BNI Securities Pte, Ltd

**PT Bank Negara
Indonesia
(Persero) Tbk
99.99%**

BNI FINANCIAL CONGLOMERATE MANAGEMENT STRUCTURE**Board of Commissioners' Structure**

Name	Position
Agus Dermawan Wintarto Martowardojo	President Commissioner/Independent Commissioner
Pradjoto	Vice President Commissioner/Independent Commissioner
Sigit Widyawan	Independent Commissioner
Askolani	Commissioner
Fadlansyah Lubis	Commissioner
Asmawi Syam	Independent Commissioner
Iman Sugema	Independent Commissioner
Susyanto	Commissioner
Septian Hario Seto	Independent Commissioner
Erwin Rijanto Slamet	Independent Commissioner

Board of Directors' Structure

Name	Position
Royke Tumilaar	President Director
Adi Sulistyowati	Vice President Director
Corina Leyla Karnalies	Consumer Banking Director
Novita Widya Anggraini	Finance Director
Toto Prasetyo ¹⁾	Technology and Operations Director
Mucharom	Human Capital and Compliance Director
Silvano Winston Rumanthir	Corporate and International Banking Director
David Pirzada	Risk Management Director
Sis Apik Wijayanto	Institutional Banking Director
Ronny Venir	Network and Services Director
Muhammad Iqbal	Enterprise and Commercial Banking Director
Putrama Wahyu Setyawan	Treasury Director

PT BNI LIFE INSURANCE**Board of Commissioners' Structure**

Name	Position
Parikesit Suprpto	President Commissioner/Independent Commissioner
Kazuhiko Arai	Commissioner
Teddy Wishadi	Commissioner
Henry Cratein Suryanaga	Independent Commissioner
Alwi Abdurrahman Shihab	Independent Commissioner

Board of Commissioners' Structure

Name	Position
Shadiq Akasya	President Director
Eben Eser Nainggolan	Director
Neny Asriany	Director
Hiroshi Ono	Director
Masaaki Fuse	Director

Shariah Supervisory Board Structure

Name	Position
Ir. Agus Haryadi, AAAIJ, FIIS, ASAI	Chairman
Prof. Dr. H. Utang Ranuwijaya, MA	Member
Hj. Siti Haniatunnisa, LLB, MH	Member

PT BNI SEKURITAS**Board of Commissioners' Structure**

Name	Position
Yoshihiro Ishiwata	Commissioner
I Made Sukajaya	Commissioner

Board of Directors' Structure

Name	Position
Agung Prabowo	President Director
Putu Bagus Kresna	Director
Nieko Kusuma	Director
Vera Ongyono	Director
Yoga Mulya	Director

PT BNI MULTIFINANCE**Board of Commissioners' Structure**

Name	Position
Agung Turanto Sutarno	Commissioner
Hari Satriyono	Commissioner

Board of Directors' Structure

Name	Position
Yenanto	President Director
Albertus Henditrianto	Director
Legendariah ¹⁾	Director

Note:

¹⁾ Served since August 1, 2022 and effective since January 19, 2023**PT BNI ASSET MANAGEMENT****Board of Commissioners' Structure**

Name	Position
Eko Priyo Pratomo	President Commissioner/Independent Commissioner
Eddy Siswanto	Independent Commissioner
Efrizal	Commissioner

Board of Directors' Structure

Name	Position
Putut Endro Andanawarih	President Director
Donny Susatio Adjie	Director
Ade Yusriansyah	Director

PT BANK MAYORA

Board of Commissioners' Structure

Name	Position
Dharmawan Atmadja	President Commissioner
Taryadi Supangkat	Independent Commissioner
Rufina Tinawati Marianto	Independent Commissioner
Joys Djajanto	Independent Commissioner

Board of Directors' Structure

Name	Position
Ricky Budiono	President Director
Tjahojo Bengawan	Director
Tiolina Indira Aryani Tumanggor Siahaan	Director
Ir. Prihadiyanto ^{*)}	Director

*) Still waiting for the results of the fit and proper test

BNI SECURITIES PTE. LTD

Name

Position

Edwin Chew	Executive Director
Ujuan Marihot H.P	Non Executive Director

BASIC PRINCIPLES OF INTEGRATED GOVERNANCE IN BNI FINANCIAL CONGLOMERATE

To support the business and operations of the BNI Financial Conglomerate, BNI uses the GCG Roadmap issued by the Financial Services Authority and the ASEAN Corporate Governance Scorecard as the basic principles of implementing Integrated Governance.

In accordance with this, the basic principles of Integrated Governance of BNI Financial Conglomerate are as follows:

1. Implementation of Integrated Corporate Governance in BNI Financial Conglomerate to create superior performance and add economic value to shareholders and other stakeholders, and ensure that the BNI Financial Conglomerate operation is in accordance with applicable laws, business ethics, and principles of good corporate governance;
2. Referring to the applicable laws and regulations, subsidiaries are separate legal entities from BNI, so they have their own duties and responsibilities in managing the Company;
3. Subsidiaries are independent legal entities in accordance with applicable laws and regulations, in which BNI is the Controlling Shareholder in BNI's Financial Conglomerate;
4. These Good Corporate Governance Principles guidelines apply to Subsidiary Companies as long as they are not regulated differently, according to the prevailing laws and regulations. Articles of Association of Subsidiaries that are not in accordance with this Code must be adjusted.

INTRA-GROUP TRANSACTION POLICY IN BNI FINANCIAL CONGLOMERATE

UNDERSTANDING INTRA-GROUP TRANSACTION RISK

The relationship between ownership and control in various financial services sectors affects the business continuity of Financial Services Institutions (FSI) due to direct or indirect risk exposures arising from the business activities of entities incorporated in a Financial Conglomerate. Therefore, the Financial Services Authority (OJK) has issued a number of regulations regarding the implementation of integrated Risk Management in conglomerates in the financial services industry, one of which is the obligation for the Financial Conglomerate to manage intra-group transaction risk.

Intra-group transaction risk is the risk arising from the dependency of an entity, directly or indirectly, on other entities within a Financial Conglomerate in the context of fulfilling the obligations of a written or unwritten agreement that is followed by a fund transfer and/or is not followed by a fund transfer.

PURPOSE OF INTRA-GROUP TRANSACTION RISK MANAGEMENT

The implementation of Intra-group transaction Risk Management in the BNI Financial Conglomerate aims to:

1. Manage and oversee the risk of intra-group financial conglomerate transactions based on the principle of prudence;
2. Ensure the integrated risk management process minimizes the possibility of negative impacts caused by the dependency of an FSI either directly or indirectly on another FSI in one Financial Conglomerate, as well as the negative impact on the overall business condition of the BNI Financial Conglomerate.

INTRA-GROUP TRANSACTION RISK MANAGEMENT PRINCIPLES

Matters that BNI as the main entity needs to address in Intra-group transaction Risk Management in the BNI Financial Conglomerate includes:

1. Having sufficient intra-group transaction risk management processes for the Financial Conglomerate as a whole;
2. Monitoring intra-group transactions in the Financial Conglomerate and preparing periodic reports;
3. Encouraging public disclosure related to intra-group transactions;
4. Considering the impact of intra-group transactions on the performance of FSI members of the Financial Conglomerate directly or on the BNI Financial Conglomerate as a whole.

TYPES OF TRANSACTIONS THAT MIGHT POSE INTRA-GROUP TRANSACTION RISKS

The types of transactions that may pose risks to intra-group transactions in the BNI Financial Conglomerate include the following, but not limited to:

1. Cross ownership between the FSIs in the Financial Conglomerate;
2. Centralized short-term liquidity management in the Financial Conglomerate;
3. Guarantees, loans, and commitments given or obtained by an FSI from another FSI in the Financial Conglomerate;
4. Exposures to controlling shareholders, including loan exposures and off-balance sheets such as guarantees and commitments;
5. Purchase or sale of assets from one FSI to another FSI in the Financial Conglomerate;
6. Transfer of Risk through reinsurance; and
7. Transactions to divert third party risk exposure between FSIs in the Financial Conglomerate.

ADEQUACY OF THE RISK IDENTIFICATION, MEASUREMENT, MONITORING AND CONTROL PROCESS AND THE INTRA-GROUP TRANSACTION RISK MANAGEMENT INFORMATION SYSTEM

The intra-group transaction risk management, with BNI as the Main Entity carries out the process of identifying, measuring, monitoring and controlling risks to all material risk factors in an integrated manner, and is supported by an adequate intra-group transaction risk management information system.

1. Identification of Intra-group Transaction Risk
Identification of intra-group transaction risk is carried out by analyzing types of products and/or transactions between the FSI in the BNI Financial Conglomerate that may pose an intra-group transaction risk in the BNI Financial Conglomerate.
2. Measurement of Intra-Group Transaction Risk
Measurement of intra-group transaction risk aims to rank the risk level of intra-group transactions in the Financial Conglomerate. The matters to be addressed by BNI as the main entity for measuring intra-group transaction risk is to compile an intra-group transaction risk measurement methodology and to evaluate the suitability of the assumptions, data sources, and procedures used to measure intra-group transaction risk.
3. Intra-group Transaction Risk Monitoring
Monitoring of intra-group transaction risk is carried out by evaluating the exposure of material Intra-group Transaction Risk or that could have an impact on the capital condition of the Financial Conglomerate; and to improve the process and scope of reporting if there are material changes in business activities, products, transactions, and risk factors.

The material financial relationships in an intra-group relationship between the FSI in the BNI Financial Conglomerate is measured based on the value of BNI's financial transactions with FSI members in the BNI Financial Conglomerate, and between fellow FSIs in the BNI Financial Conglomerate.

4. Intra-group Transaction Risk Control

For risk control, BNI as the Main Entity ensures that the BNI Financial Conglomerate has a method of controlling intra-group transaction risks that could endanger the business continuity of the Financial Conglomerate.

The control of intra-group transaction risk in the BNI Financial Conglomerate is carried out by taking into account:

- a. The composition of inherent risk parameters for intra-group transactions in the assessment of integrated risk profiles;
- b. Compliance with the principle of arm's length (fairness of transactions) related to intra-group transactions;
- c. Availability and completeness of intra-group transaction documentation; and
- d. Compliance with legal/regulatory provisions that apply to each intra-group transaction.

5. Intragroup Transaction Risk Management Information System

The intra-group transaction risk management information system includes:

- a. Intra-group transaction risk profile reports as a part of the integrated risk profile report;
- b. Intra-group transaction report, which contains:
 - i) Recapitulation of transactions with related parties;
 - ii) Important agreements with related parties.

BNI as the Main Entity prepares and submits the intra-group transaction risk profile report as part of the integrated risk profile report and the intra-group transaction report to the Financial Services Authority on a semi-annual basis for reporting positions in June and December.

Throughout 2022, all intra-group transactions have been carried out fairly (fulfilling the arm's length principle).

**BNI GOOD CORPORATE GOVERNANCE IMPLEMENTATION REPORT
AS THE MAIN ENTITY IN THE BNI FINANCIAL CONGLOMERATE**

Based on OJK Regulation No. 55/POJK.03/2016 concerning the Implementation of Governance for Commercial Banks, and OJK Regulation No. 4/POJK.03/2016 concerning Rating of Commercial Banks Soundness, each Bank is required to conduct a self-assessment of the Good Corporate Governance (GCG) principles implementation at least every semester for the position at the end of June and December.

Corporate

Governance Aspects and Principles Implementation In Accordance With Financial Services Authority Regulations

Based on POJK No. 21/POJK.04/2015 concerning Implementation of Public Company Governance Guidelines, and SEOJK No. 32/SEOJK.04/2015 concerning Guidelines for Public Company Governance, where there are 5 (five) aspects, 8 (eight) principles and 25 (twenty five) recommendations for the implementation of good corporate governance aspects and principles. Recommendations for the application of good corporate governance aspects and principles in the Governance Guidelines are standards for the application of good corporate governance aspects and principles that must be applied by the Bank when implementing governance principles. BNI applied these aspects, principles and recommendations based on the “comply or explain” approach in 2022 as follows:

No.	Principle	Recommendation	Statement of Recommendation from OJK	Explanation of Implementation at BNI
I Aspect 1: Public Company Relationship with Shareholders in Ensuring Shareholders' Rights;				
	Principle 1 Increasing the Value of the GMS	The Public Company has technical voting methods or procedures, both openly and privately, that prioritize independence and the interests of shareholders	Each share with voting rights issued has one vote (one share one vote). Shareholders can exercise their voting rights when making decisions, especially in making decisions by voting. However, the mechanism for making decisions by means of voting, either openly or in private, has not been regulated in detail. It is recommended that Public Companies have a voting procedure in making decisions on an agenda of the GMS. The voting procedure must maintain the independence or freedom of Shareholders. For example, open voting is carried out by raising one's hand in accordance with the optional instructions offered by the chairman of the GMS. Closed voting is carried out on decisions requiring confidentiality or at the request of Shareholders, by using a ballot card or by using electronic voting.	Voting Procedures in making decisions on an agenda at the BNI GMS are carried out by closed voting by using a ballot card or electronic voting. The procedure for calculating the quorum, question and answer and the mechanism for making meeting decisions has been outlined in the GMS Rules of Procedure which refer to the Financial Services Authority Regulation No. 32/POJK.04/2014 as lastly amended by the Financial Services Authority Regulation No. 10/POJK.04/2017. Description: Comply

No.	Principle	Recommendation	Statement of Recommendation from OJK	Explanation of Implementation at BNI
		All members of the Board of Directors and the Board of Commissioners of a Public Company attend the Annual GMS.	The presence of all members of the Board of Directors and members of the Board of Commissioners of a Public Company is intended so that each member of the Board of Directors and members of the Board of Commissioners can pay attention, explain and directly answer problems that occur or questions raised by shareholders regarding the agenda of the GMS	Taking into account the health protocols, the 2022 BNI Annual GMS was attended by 12 (twelve) members of the Board of Directors and 9 (nine) members of the Board of Commissioners. Description: Explain
		A summary of the minutes of the GMS is available on the Public Company Website for at least 1 (one) year.	The Public Company must make a summary of the GMS minutes in Indonesian and foreign languages (at least in English), and announce it 2 (two) working days after the GMS is held to the public, one of which is through the Public Company Website. The availability of summary minutes of the GMS on the Public Company Website provides an opportunity for absent Shareholders to obtain important information in organizing the GMS easily and quickly. Therefore, the provisions regarding the minimum period of availability of the summary of the GMS minutes on the Website are intended to provide sufficient time for Shareholders to obtain such information.	The summary of the minutes of the Annual GMS has been announced within a maximum of 2 (two) working days after the GMS is held both on the Company's website and in print media as well as through the IDXnet electronic reporting system and the Financial Services Authority e-reporting Description: Comply

No.	Principle	Recommendation	Statement of Recommendation from OJK	Explanation of Implementation at BNI
	Principle 2 Improving the Quality of Public Company Communication with Shareholders or Investors.	The Public Company has a communication policy with shareholders or investors.	The communication between a public company and shareholders or investors is intended so that shareholders or investors have a clearer understanding of the information that has been published to the public, such as periodic reports, information disclosure, business conditions or prospects and performance, and the implementation of public company governance. In addition, Shareholders or investors can also submit input and opinions to the management of the Public Company. The communication policy with shareholders or investors shows the commitment of the Public Company in communicating with shareholders or investors. The policy may include strategies, programs, and timing of communications, as well as guidelines that support shareholders or investors to participate in these communications.	The communication policy with shareholders or investors is contained in the Investor Relations company guidelines No. IN/41/KMP/001 dated 26 January 2015 which includes policies on investor relations activities such as analyst meetings, preparation of annual reports,, investor meetings, public expose, and roadshow. The policy includes strategies, programs, and timing of communication, as well as guidelines that support shareholders or investors to participate in communications. The existence of a communication policy with shareholders or investors shows that BNI as a public company is committed to communicating with shareholders or investors.. Description: Comply
		The Public Company discloses the communication policy of the Public Company with shareholders or investors on the Website.	The disclosure of the communication policy is a form of transparency on the commitment of the Public Company in providing equality to all shareholders or investors in the implementation of communication. The disclosure of information also aims to increase the participation and role of Shareholders or investors in implementing the communication program for Public Companies.	The disclosure of the communication policy as well as the communication agenda with the Shareholders or investors has been uploaded to the Website in the Investor Relations section. Description: Comply

No.	Principle	Recommendation	Statement of Recommendation from OJK	Explanation of Implementation at BNI
II Aspect 2: Functions and Roles of the Board of Commissioners;				
	Principle 3 Strengthening the Membership and Composition of the Board of Commissioners	Determination of the number of members of the Board of Commissioners by considering the conditions of the Public Company.	The number of members of the Board of Commissioners can affect the effectiveness of the implementation of the duties of the Board of Commissioners. Determination of the number of members of the Board of Commissioners of a Public Company must refer to the provisions of the prevailing laws and regulations, consisting of at least 2 (two) persons based on the provisions of the Financial Services Authority regulations concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies. In addition, it is also necessary to consider the conditions of the Public Company, which include among others the characteristics, capacity and size as well as the achievement of objectives and the fulfillment of different business needs among the Public Companies. However, the large number of members of the Board of Commissioners has the potential to interfere with the effectiveness of the implementation of the functions of the Board of Commissioners.	The number of members of the Board of Commissioners at BNI as of December 31, 2022 was 10 (ten) people with due observance of the diversity of composition, this number is deemed sufficient and in accordance with BNI conditions and adjusted to the provisions of the Financial Services Authority Regulation No. 33/POJK.04/2014.
		Determining the composition of the members of the Board of Commissioners takes into account the diversity of expertise, knowledge and experience required.	The composition of the Board of Commissioners is a combination of characteristics, both in terms of the organs of the Board of Commissioners and members of the Board of Commissioners individually, according to the needs of the Public Company. These characteristics can be reflected in the determination of the expertise, knowledge and experience required in the implementation of supervisory duties and providing advice by the Board of Commissioners of	Description: Comply
			The current composition of the Board of Commissioners fulfills the element of diversity, namely a combination of independence, expertise/education, work experience, age and gender by taking into account the needs and complexities of BNI. This has been described in the Sub-Chapter on the Diversity of the Composition of the Board of Commissioners in this Governance Report.	Description: Comply

No.	Principle	Recommendation	Statement of Recommendation from OJK	Explanation of Implementation at BNI
	Principle 4 Improving the Quality of Implementation of Duties and Responsibilities by the Board of Commissioners.	The Board of Commissioners has a self-assessment policy to assess the performance of the Board of Commissioners.	The Board of Commissioners' self-assessment policy is a guideline used as a form of accountability for collegially assessing the performance of the Board of Commissioners. Self-assessment is carried out by each member to assess the performance of the Board of Commissioners collegially, and not to assess the individual performance of each member of the Board of Commissioners. With this Self Assessment, it is expected that each member of the Board of Commissioners can contribute to improving the performance of the Board of Commissioners on an ongoing basis. This policy may include assessment activities carried out along with their aims and objectives, periodic implementation time, and benchmarks or assessment criteria used in accordance with the recommendations given by the nomination and remuneration function of the Public Company, where these functions are required in the Regulation of Financial Services Authority concerning the Nomination and Remuneration Committee of Issuers or Public Companies.	Self-assessment policy to assess the Board of Commissioners performance based on the realization of the work program of the Board of Commissioners in accordance with the Work Plan and Budget (RKA) of the Board of Commissioners and through the GCG Self Assessment in which there are indicators of the duties and responsibilities of the Board of Commissioners. The self-assessment policy (Self Assessment) to assess the performance of the Board of Commissioners based on the realization of the work program of the Board of Commissioners in accordance with the Work Plan and Budget (RKA) of the Board of Commissioners is described through advisory indicators on performance, strengthening of executive functions, and monitoring of compliance. Meanwhile, the assessment contained in the GCG Self Assessment is divided into 3 (three) benchmarks, namely the Governance Structure, Governance Process and Governance Outcome. Governance structure consists of 14 (fourteen) indicators, governance process consists of 17 (seventeen) indicators, while governance outcome consists of 6 (six) indicators.
				Description: Comply
		The self-assessment policy to assess the performance of the Board of Commissioners is disclosed in the Annual Report of the Public Company.	The disclosure of the Self-Assessment policy on the performance of the Board of Commissioners is carried out not only to fulfill the transparency aspect as a form of accountability for the implementation of its duties, but also to give confidence, especially to shareholders or investors, on the efforts that need to be made to improve the performance of the Board of Commissioners. With this disclosure, the Shareholders or investors will know the check and balance mechanism on the performance of the Board of Commissioners.	Disclosure of Self Assessment Policy on the Board of Commissioners performance. The self-assessment policy contained in the RKA is conveyed through the Annual Report of the Public Company, while the results of the GCG Self Assessment on the duties and responsibilities of the Board of Commissioners are submitted to regulators.
				Description: Comply

No.	Principle	Recommendation	Statement of Recommendation from OJK	Explanation of Implementation at BNI
		The Board of Commissioners has a policy regarding the resignation of a member of the Board of Commissioners if the said person is involved in a financial crime.	The policy of resigning members of the Board of Commissioners who are involved in financial crimes is a policy that can increase the trust of stakeholders in the Public Company, so that the integrity of the company will be maintained. This policy is needed to assist the smooth running of the legal process and so that the legal process does not interfere with business activities. In addition, in terms of morality, this policy builds an ethical culture within the Public Company. This policy can be included in the Guidelines or Code of Ethics that apply to the Board of Commissioners. Furthermore, what is meant by being involved in a financial crime is the status of being convicted of a member of the Board of Commissioners from an authorized party. Financial crimes referred to include manipulation and various forms of embezzlement in financial service activities as well as the Criminal Act of Money Laundering as referred to in Law Number 8 of 2010 concerning Prevention and Eradication of Money Laundering.	The Board of Commissioners resignation policy is contained in the Articles of Association, namely Article 14 paragraph 16 c which states that the dismissal of a member of the Board of Commissioners, among others, is involved in an action that is detrimental to the Company and/or the State, Article 14 paragraph 18 which states that the decision to dismiss for that reason is taken after the person concerned is given the opportunity to defend himself in the GMS, as well as Article 14 paragraph 26 f which states that the position of a member of the Board of Commissioners automatically ends if he no longer meets the requirements as a member of the Board of Commissioners based on this Articles of Association and laws and regulations. Description: Comply
		The Board of Commissioners or the Committee that carries out the Nomination and Remuneration function prepares a succession policy in the Nomination process for members of the Board of Directors.	Based on the provisions of the Financial Services Authority Regulation concerning the Nomination and Remuneration Committee of Issuers or Public Companies, the committee that carries out the nomination function has the duty to formulate the policies and criteria required in the nomination process for candidate members of the Board of Directors. One of the policies that can support the Nomination process as referred to is the succession policy for members of the Board of Directors. The succession policy aims to maintain the continuity of the regeneration process or leadership regeneration at BNI in order to maintain business sustainability and BNI's long-term goals.	One of the Board of Commissioners organs is the Nomination and Remuneration Committee (currently all members of the Board of Commissioners) who carry out the nomination function, including assisting the Board of Commissioners in assessing the performance of members of the Board of Directors and/or members of the Board of Commissioners based on benchmarks that have been prepared as evaluation materials, with based on the BUMN Regulation Number Per-02/MBU/02/2015. Description: Comply

No.	Principle	Recommendation	Statement of Recommendation from OJK	Explanation of Implementation at BNI
III	Aspect 3: Functions and Roles of the Board of Directors			
	Principle 5 Strengthening the Membership and Composition of the Board of Directors.	Determining the number of members of the Board of Directors considers the condition of the BNI Open and its effectiveness in decision making.	As a corporate organ authorized in the management of BNI, determining the number of Directors greatly affects the performance of the Public Company. Thus, the determination of the number of members of the Board of Directors must be carried out through careful consideration and must refer to the provisions of the prevailing laws and regulations, where based on the Financial Services Authority Regulation concerning the Board of Directors and the Board of Commissioners of an Issuer or Public Company consisting of at least 2 (two). In addition, determining the number of Directors must be based on the need to achieve the goals and objectives of the Public Company and adjusted to the conditions of the Public Company, including the characteristics, capacity and size of the Public Company as well as how to achieve the effectiveness of the Board of Directors decision making.	The number and capacity of the members of the Board of Directors are based on the provisions of the Financial Services Authority Regulation No. 33/POJK.04/2014. The number of members of the Board of Directors as of December 31, 2022 was 12 (twelve) people. Description: Comply
		Determining the composition of the members of the Board of Directors takes into account the diversity of expertise, knowledge and experience required.	Like the Board of Commissioners, the diversity of composition of the members of the Board of Directors is a combination of desired characteristics, both in terms of the organs of the Board of Directors and individual members of the Board of Directors, according to the needs of the Public Company. This combination is determined by taking into account the expertise, knowledge and experience appropriate to the division of duties and functions of the Board of Directors in achieving the objectives of the Public Company. Thus, consideration of the combination of characteristics referred to will have an impact on the accuracy of the nomination process and the appointment of individual members of the Board of Directors or the Board of Directors collegially.	The current composition of the BNI Board of Directors has fulfilled the diversity element, namely a combination of independence, expertise/ education, work experience, age and gender by taking into account the needs and complexities of BNI. This has been described in the Sub- Chapter on the Diversity of Directors in this Governance Report. Description: Comply
		Members of the Board of Directors in charge of accounting or finance have expertise and/ or knowledge in accounting.	Members of the Board of Directors in charge of accounting or finance have expertise and/or knowledge in accounting.	The Finance Director is Novita Widya Anggraini has an educational background in accounting economics and throughout 2022 improved competencies in finance and accounting as stated in the Board of Directors Education and/or Training in this Annual Report. Description: Comply

No.	Principle	Recommendation	Statement of Recommendation from OJK	Explanation of Implementation at BNI
	Principle 6 Improving the Quality of Implementation of Duties and Responsibilities of the Board of Directors.	The Board of Directors has a self-assessment policy to assess the performance of the Board of Directors.	As is the case with the Board of Commissioners, the Board of Directors 'self-assessment policy is a guideline used as a form of accountability for collegial evaluation of the Board of Directors' performance. Self-assessment is conducted by each member of the Board of Directors to assess the performance of the Board of Directors collegially, and not to assess the individual performance of each member of the Board of Directors. With this Self Assessment, it is hoped that each member of the Board of Directors can contribute to improving the performance of the Board of Directors on an ongoing basis. The policy may include the assessment activities carried out and their aims and objectives, periodic implementation time, and the benchmarks or assessment criteria used in accordance with the recommendations given by the nomination and remuneration function of the Public Company, where the formation of such functions has been mandatory in the Regulations of the Authority. Financial Services concerning the Nomination and Remuneration Committee of Issuers or Public Companies.	The performance appraisal policy for the Board of Directors is contained in the Guiding Principle Key Performance Indicator (KPI) BOD. The measurement of the performance of the Board of Directors consists of several KPIs which are measured collegially for all Directors and are quantitative and qualitative in nature. The policy includes assessments carried out on several factors, namely market capitalization, profits, market share and leadership. The Remuneration and Nomination Committee has evaluated and compiled and provided recommendations to the Board of Commissioners regarding the nomination and remuneration system/policy for Commissioners, Directors, executive officers and employees as a whole. Description: Comply
		The self-assessment policy to assess the performance of the Board of Directors is disclosed in the annual report of the Public Company.	Disclosure of self-assessment policies on the performance of the Board of Directors is carried out not only to fulfill the transparency aspect as a form of accountability for the implementation of their duties, but also to provide important information on efforts to improve the management of the Public Company. This information is very useful to provide assurance to shareholders or investors that there is certainty that the company's management will continue to be in a better direction. With this disclosure, the Shareholders or investors know the check and balance mechanism on the performance of the Board of Directors.	Each year the Board of Directors Performance Assessment has been disclosed in the Annual Report which can be accessed by Shareholders/investors and other stakeholders through the BNI website so that this information is very useful to provide assurance to Shareholders or investors that there is certainty that the company's management will continue to be in a better direction. Description: Comply

No.	Principle	Recommendation	Statement of Recommendation from OJK	Explanation of Implementation at BNI
		The Board of Directors has a policy regarding the resignation of a member of the Board of Directors if involved in a financial crime.	The policy of resigning members of the Board of Directors who are involved in financial crimes is a policy that can increase the trust of stakeholders in the Public Company, so that the integrity of the company will be maintained. This policy is needed to assist the smooth running of the legal process and so that the legal process does not interfere with business activities. In addition, in terms of morality, this policy will build an ethical culture within the Public Company. This policy can be included in the Guidelines or Code of Ethics that apply to the Board of Directors. Furthermore, what is meant by being involved in a financial crime is the status of being convicted of a member of the Board of Directors from an authorized party. These financial crimes include manipulation and various forms of embezzlement in financial service activities as well as the Criminal Act of Money Laundering as referred to in Law Number 8 of 2010 concerning Prevention and Eradication of Money Laundering.	The company will act actively in the event of a financial crime, as stated in the Articles of Association, namely Article 11 paragraph 13 in conjunction with Article 11 paragraph 14 d which states that members of the Board of Directors can be dismissed at any time for reasons, among others, if they are involved in actions that harm the Company and/or the State, Article 11 paragraph 15 which states that the decision to dismiss for that reason is taken after the person concerned is given the opportunity to defend himself in the GMS, and Article 11 paragraph 24 f which states that the position of a member of the Board of Directors automatically ends if no longer meets the requirements as a member of the Board of Directors based on this Articles of Association, and laws and regulations. In addition, the Articles of Association also state that members of the Board of Directors can be dismissed for the time being by the Board of Commissioners stating the reasons if the person concerned is acting contrary to the Articles of Association or there is an indication that the Company has committed losses or neglected its obligations or there is an urgent reason for the Company. The Company already has a BNI Anti- Money Laundering and Countering Financing of Terrorism (AML & CFT) Policy Statement in order to enforce Law Number 8 of 2010 concerning Prevention and Eradication of Money Laundering.

No.	Principle	Recommendation	Statement of Recommendation from OJK	Explanation of Implementation at BNI
IV Aspect 4: Stakeholder Participation				
	Principle 7 Improving Corporate Governance Aspects through Stakeholder Participation.	The Public Company has a policy to prevent insider trading.	A person who has inside information is prohibited from carrying out a Securities transaction using inside information as referred to in the Capital Market Law. Public Companies can minimize the occurrence of insider trading through preventive policies, for example by strictly separating data and/or information that is confidential and public in nature, as well as dividing the duties and responsibilities of managing the information in a proportional and efficient manner.	BNI has policies related to insider information to prevent insider trading. The policy is outlined in the Online Company Guidelines (e-PP). Description: Comply
		Public companies have anti-corruption and anti-fraud policies.	The anti-corruption policy is useful to ensure that the business activities of the Public Company are carried out legally, prudently and in accordance with the principles of good governance. The policy can be part of a code of ethics, or in a separate form. This policy may include, among others, programs and procedures implemented in overcoming corrupt practices, kickbacks, fraud, bribery and/or gratuities in public companies. The scope of the policy must describe the prevention of the Public Company against all corrupt practices, either giving or receiving from other parties.	To comply with OJK regulation No. SEBI No. 39/POJK.03/2019 concerning Implementation of Anti-Fraud Strategy for Commercial Banks No. 13/28/DPNP dated December 9, 2011 concerning Implementation of Anti-Fraud Strategy to foster the Anti-Fraud Committee to foster anti-fraud culture and awareness at all levels of the organization. The no Fraud for our bank Policy and Principles are organized through the Implementation of an Anti Fraud Strategy. To measure the realization of a compliance culture, the Compliance Division has developed a tool called the Compliance index (CIX). Meanwhile, the anti-corruption policy has been regulated in the code of ethics, the Gratification Guidelines and the Whistleblowing System. BNI which can be accessed by all employees and stakeholders through the BNI website. Description: Comply

No.	Principle	Recommendation	Statement of Recommendation from OJK	Explanation of Implementation at BNI
			The policy on supplier or vendor selection is useful to ensure that the Public Company obtains the necessary goods or services at a competitive price and good quality. Meanwhile, the policy of increasing the ability of suppliers or vendors is useful to ensure that the supply chain runs efficiently and effectively. The ability of suppliers or vendors to supply/ fulfill goods or services needed by the company will affect the quality of the company's output. The implementation of these policies can ensure continuity of supply, both in terms of quantity and quality required by the Public Company. The scope of this policy includes criteria in selecting suppliers or vendors, transparent procurement mechanisms, efforts to increase the ability of suppliers or vendors, and fulfillment of rights related to suppliers or vendors.	The company has a policy of selecting and increasing the ability of suppliers or vendors, which is outlined in the form of online procurement guidelines (e-PP). The policy also regulates the Procurement Procedure including the method and process flow. The implementation of this policy is always applied in the process of procuring goods and/or services and is guided by all employees. Providers of goods and/or services needed by BNI must be registered in the manual system or in the e-Procurement application system. The notification of the winner of the procurement of goods and/or services is carried out transparently. Description: Comply
		The Public Company has a policy for fulfilling creditor rights.	The policy for fulfilling creditors' rights is used as a guide when making loans to creditors. The policy's purpose is to maintain the fulfillment of rights and to maintain creditors' trust in the Public Company. The policy includes the considerations when entering into agreements, as well as the follow-up when fulfilling the obligations of a Public Company to creditors.	Loan agreements with creditors. This agreement states the rights and obligations of the parties, related to creditors' rights, for example the form of providing information in a transparent, accurate and timely manner, at the time of requesting and using the loan, maintaining financial ratios (Current Ratio, DeR, Debt to Service Ratio) in accordance with the ratios agreed with the creditor, submitting annual audited financial reports at a time agreed with the creditors, etc. Description: Comply

No.	Principle	Recommendation	Statement of Recommendation from OJK	Explanation of Implementation at BNI
		The Public Company has a whistleblowing system policy.	A well-developed whistleblowing system policy will provide assurance of protection to witnesses or reporters for indications of violations committed by employees or management of the Public Company. The application of this system policy will have an impact on the formation of a culture of good corporate governance. The whistleblowing system policy covers, among others, the types of violations that can be reported through the whistleblowing system, how to complain, protect and guarantee the confidentiality of the reporter, handling complaints, the party who manages the complaint, and the results of the handling and follow-up of complaints	Management of the Whistleblowing System (WBS) at BNI under the name “WBS to CEO”. WBS is a commitment to creating a clean and integrity work environment in the form of active participation of BNI Hi-Movers to report violations that occur within BNI. Violation reports via WBS can be made by telephone, email, letter SMS/ Whatsapp, or website. Description: Comply
		Public Companies have a policy of providing long-term incentives to Directors and employees	Long-term incentives are incentives based on long-term performance achievement. Long-term incentive plans have the premise that the company's long-term performance is reflected by the growth in the value of its shares or other long-term targets. Long-term incentives are useful in order to maintain loyalty and provide motivation to Directors and employees to increase their performance or productivity which will have an impact on improving the company's performance in the long term. The existence of a long-term incentive policy is a real commitment of the Public Company to encourage the implementation of long-term incentives for Directors and Employees with terms, procedures and forms that are adjusted to the long-term goals of the Public Company. Such policies may include, among others: the aims and objectives of providing long-term incentives, the terms and procedures for providing incentives, as well as conditions and risks that must be considered by the Public Company in providing incentives. This policy can also be included in the remuneration policy of the existing Public Company.	To comply with Article 23 of OJK Regulation No. 45/POJK.03/2015 concerning Implementation of Governance when Providing Remuneration for Commercial Banks, for the 2021 Performance to be paid in 2022, at 10% (ten percent) of the total Tantiem, to be paid as Variable remuneration deferred for 3 years for parties who become Material Risk Takers (MRT), as an implementation of Long-Term Incentives. Tantiem in the form of deferred Variable Remuneration to Non-Independent Members of the Board of Commissioners is given in the form of BNI shares, while Independent members of the Board of Commissioners are given cash in the form of deposits. The Company may postpone the Variable Deferred Remuneration payment (Malus), or withdraw the Variable Remuneration paid (clawback), with parties who are Material Risk Takers under certain conditions. This deferred Variable Remuneration payment policy is a BNI commitment that is adjusted to the Company's long-term goals and statutory provisions.

No.	Principle	Recommendation	Statement of Recommendation from OJK	Explanation of Implementation at BNI
V	Aspect 5: Information Disclosure			
	Principle 8 Improving the Implementation of Information Disclosure.	Public Companies make wider use of information technology in addition to website sites as a medium for information disclosure.	The use of information technology can be useful as a medium for information disclosure. The disclosure of information that is carried out is not only disclosure of information that has been regulated in laws and regulations, but also other information related to the Public Company which is deemed useful to be known by Shareholders or investors. With the wider use of information technology in addition to the website, it is hoped that the company can increase the effectiveness of the company's information dissemination. Nonetheless, the use of information technology should still pay attention to the benefits and costs of the company.	In addition to the website, BNI also uses other information technologies such as email, twitter and Instagram as a means of communication and media for information disclosure. Information disclosure carried out is not only disclosure of information regulated in laws and regulations but also other information related to a Public Company that is considered useful for shareholders/investors to know. Description: Comply
		The Annual Report of the Public Company discloses the ultimate beneficial owner in the share ownership of the Public Company of at least 5% (five percent), in addition to the disclosure of the ultimate beneficial owner in the ownership of shares of the Public Company through the major and controlling shareholders.	The laws and regulations in the Capital Market sector that govern the submission of annual reports of Public Companies, have stipulated the obligation to disclose information regarding Shareholders who own 5% (five percent) or more shares of Public Companies and the obligation to disclose information regarding the main and controlling shareholders of the Public Company directly or indirectly up to the ultimate beneficial owner in ownership of the shares. In this Governance Guidelines it is recommended to disclose the ultimate beneficial owner of share ownership of a Public Company of at least 5% (five percent), in addition to disclosing the ultimate beneficial owner of share ownership by the majority and controlling shareholders.	The ultimate beneficial owner of share ownership of a Public Company of at least 5% (five percent) has been disclosed in the Annual Report, Sub-Chapter List of Shareholders and Sub-Chapter Share Ownership of Directors and Board of Commissioners. Description: Comply

Implementation of the ASEAN Corporate Governance Scorecard

As explained in the Governance Assessment section through an independent party assessment based on the ASEAN Corporate Governance Scorecard parameters, BNI was awarded a “Leadership Corporate Governance” predicate with a score of 106.02, which is an increase compared to the previous year’s score of 97.32. The assessment was carried out based on BNI’s information disclosure that can be accessed by all stakeholders based on the ASEAN Corporate Governance Scorecard parameters. The availability of information based on these ASEAN Corporate Governance Scorecard parameters are shown as follows:

ASEAN Corporate Governance			
No.	Parameter	Availability	Presentation Description
Principle A: Shareholder’s Rights			
A.1.1	Does the company pay (interim and final/annual) dividends in an equitable and timely manner; that is, all shareholders are treated equally and paid within 30 days after being (i) declared for interim dividends and (ii) approved by shareholders at annual general meeting (AGM) for final dividends	Yes	It’s appropriate
Do shareholders have the right to participate in:			
A.2.1	Amendments to the company’s constitution?	Yes	As stated in Article 28 of the Company’s Articles of Association
A.2.2	The authorization of additional shares?	Yes	As stated in Article 4 Paragraph 6 of the Company’s Articles of Association
A.2.3	The transfer of all or substantially all assets, which in effect results in the sale of the company?	Yes	As stated in Article 12 Paragraph 7 of the Company’s Articles of Association
A.3.1	Do shareholders have the opportunity, evidenced by an agenda items, to approve remuneration (fees, allowances, benefit-in-kind and other emoluments) or any increases in remuneration for the non-executive Directors/Commissioners?	Yes	In accordance with the implementation of the Annual GMS held on March 15, 2022, as stated in the Summary of Minutes of the GMS published on the Company’s website
A.3.2	Does the company provide minority shareholders a right to nominate candidates for Board of Directors/Commissioners?	Yes	In accordance with the implementation of the Annual GMS held on March 15, 2022, as stated in the Summary of Minutes of the GMS published on the Company’s website
A.3.3	Does the company allow shareholders to elect directors/commissioners individually?	Yes	In accordance with the implementation of the Annual GMS held on March 15, 2022, as stated in the Summary of Minutes of the GMS published on the Company’s website
A.3.4	Does the company disclose voting? The procedure to be used before the start of the meeting?	Yes	In accordance with the rules of the GMS published on the Company’s website 21 (twenty one) days before the GMS:

ASEAN Corporate Governance			
No.	Parameter	Availability	Presentation Description
A.3.5	Do the minutes of the most recent AGMS record that the shareholders were given the opportunity to ask questions and the questions raised by shareholders and answers given recorded?	Yes	In accordance with the implementation of the Annual GMS held on March 15, 2022, as stated in the Summary of Minutes of the GMS published on the Company’s website
A.3.6	Does the company disclose the voting results including approving, dissenting, and abstaining votes for all resolutions/each agenda item for the most recent AGMS?	Yes	In accordance with the implementation of the Annual GMS held on March 15, 2022, and the EGMS held on August 31, 2022
A.3.7	Does the company disclose the list of board members who attended the most recent AGMS?	Yes	In accordance with the implementation of the Annual GMS held on March 15, 2022, and the EGMS held on August 31, 2022
A.3.8	Does the company disclose that all board members and the CEO (if not a board member) attended the most recent AGMS?	n/a	-
A.3.9	Does the company allow for voting in absentia?	Yes	In accordance with the implementation of the Annual GMS held on March 15, 2022, and the EGMS held on August 31, 2022
A.3.10	Did the company vote by poll (as opposed to by show of hands) for all resolutions at the most recent AGMS?	Yes	In accordance with the implementation of the Annual GMS held on March 15, 2022, and the EGMS held on August 31, 2022
A.3.11	Does the company disclose that it has appointed an independent party (scrutineers/inspectors) to count and/or validate the votes at the AGMS?	Yes	In accordance with the implementation of the Annual GMS held on March 15, 2022, and the EGMS held on August 31, 2022
A.3.12	Does the company make publicly available by the next working day the result of the votes taken during the most recent AGMS/EGMS for all resolutions?	No	-
A.3.13	Did the company summons the AGMS and EGMS 21 days in advance?	Yes	In accordance with the implementation of the Annual GMS held on March 15, 2022, and the EGMS held on August 31, 2022
A.3.14	Does the company provide the rationale and explanation for each agenda which require shareholders’ approval in the notice of AGMS/circulars and/or the accompanying statement?	Yes	In accordance with the implementation of the Annual GMS held on March 15, 2022, and the EGMS held on August 31, 2022
A.3.15	Does the company give the opportunity for shareholder to place item/s on the agenda of AGMS?	Yes	In accordance with the implementation of the Annual GMS held on March 15, 2022, and the EGMS held on August 31, 2022

ASEAN Corporate Governance

No.	Parameter	Availability	Presentation Description
A.4.1	In cases of mergers, acquisitions and/or takeovers, does the board of directors/commissioners of the offeree company appoint an independent party to evaluate the fairness of the transaction price?	Yes	-
A.5.1	Does the company publicly disclose policy/practice to encourage shareholders including institutional shareholders to attend the general meetings or engagement with the company?	Yes	In accordance with the implementation of the Annual GMS held on March 15, 2022, and the EGMS held on August 31, 2022
Principle B: Equal Treatment of Shareholders			
B.1.1	Do the company's ordinary or common shares have one vote for one share?	Yes	The invitation for the 2021 Annual GMS was published on the Company's website
B.1.2	Where the company has more than one class of shares, does the company publicize the voting rights attached to each class of shares (e.g. through the company website/reports/ the stock exchange/the regulator's website)?	Yes	As stated in the Company's Articles of Association:
B.2.1	Does each resolution in the most recent AGMS deal with only one item, i.e., there is no bundling of several items into the same resolution?	No	Explanation of the Company: As stated in the minutes of the AGMS, each agenda was decided for one matter only.
B.2.2	Are the company's notice of the most recent AGMS/ circulars fully translated into English and published on the same date as the local-language version?	Yes	As published on the Company's website and IDX website: https://bni.co.id/id-id/company/tatakelola/rups
Does the notice of AGMS/circulars have the following details:			
B.2.3	Are the profiles of directors/commissioners (at least age, qualification, date of first appointment, experience, and directorships in other listed companies) in seeking election/re-election included?	No	Company Explanation: Minister of SOEs Regulation No. PER-02/MBU/02/2015 and No. PER-03/MBU/02/2015 concerning Requirements, Procedures for Appointment, and Dismissal of Members of the Board of Commissioners/Board of Directors of State-Owned Enterprises stipulates that for Publicly listed SOEs, curriculum vitae of candidates for members of the Board of Commissioners/Board of Directors to be proposed for appointment at the GMS, must be available and announced at the time of holding the GMS before making a decision regarding the appointment of the person concerned as a member of the Board of Commissioners/Board of Directors. Since the Company is a Publicly listed SOE, the Company is subject to these provisions.
B.2.4	Are the auditors seeking appointment/re-appointment clearly identified?	No	-
B.2.5	Were the proxy documents made easily available?	Yes	In accordance with the implementation of the Annual GMS held on March 15, 2022, and the EGMS held on August 31, 2022
B.3.1	Does the company have policies and/or rules prohibiting directors/commissioners and employees to benefit from knowledge which is not generally available to the market?	Yes	As stated in the Company's Guidelines provisions for Prohibited and Not Prohibited Transactions for Insiders, as reported in the 2022 Annual Report concerning Governance Principles for Improving the Corporate Governance Aspect through Stakeholder Participation.

ASEAN Corporate Governance

No.	Parameter	Availability	Presentation Description
B.3.2	Are the directors and commissioners required to report their dealings in company shares within 3 business days?	No	Company explanation: The Company already has these provisions in the Company Guidelines provisions for Prohibited and Non-Prohibited Transactions as reported in the 2022 Annual Report concerning Governance Principles to Improve Aspects of Corporate Governance through Stakeholder Participation.
B.4.1	Are directors and commissioners required to disclose their interest in transactions and any other conflicts of interest?	Yes	As stated in the Board of Directors' Work Guidelines and Procedures and Commissioners Work Guidelines and Procedures
B.4.2	Does the company have a policy requiring a committee of independent directors/commissioners to review material/significant RPTs to determine whether they are in the best interests of the company and shareholders?	Yes	As stated in the Board of Directors' Work Guidelines and Rules and Guidelines and Work Rules of the Commissioners
B.4.3	Does the company have a policy that requires members of the Board of Directors/ Board of Commissioners not to participate in discussions of the agenda of meetings where they have an interest?	Yes	As stated in the Board of Directors' Work Guidelines and Procedures and Commissioners Work Guidelines and Procedures
B.4.4	Does the company have policies on loans to directors and commissioners either forbidding this practice or ensuring that they are being conducted at arm's length basis and at market rates?	No	-
B.5.1	Does the company disclose that RPTs are conducted in such a way to ensure that they are fair and at arms' length?	Yes	As stated in this Annual Report
B.5.2	In case of related party transactions requiring shareholders approval, is the decision made by disinterested shareholders?	Yes	-
Principle C: The Role of Stakeholders			
Does the company disclose this policy?			
C.1.1	The existence and scope of business of the company to fulfill the customer's welfare?	Yes	As stated in the 2022 Annual Report in the section Social Responsibility - Corporate Social Responsibility Related to Responsibility to Consumers.
C.1.2	Supplier/Contractor selection procedure?	Yes	Ya, sebagaimana telah dimuat pada bagian Lelang Pengadaan di website Perseroan http://bni.co.id/id-id/beranda/berita/lelangpengadaan
C.1.3	The company's efforts to ensure that its value chain is environmentally friendly or consistent with the promoting sustainable development?	Yes	As stated in the 2022 Annual Report in the Social Responsibility section and in the 2022 Sustainability Report
C.1.4	The company's efforts to interact with the communities in which the company operates?	Yes	As stated in the 2022 Annual Report in the Social Responsibility section and in the 2022 Sustainability Report

ASEAN Corporate Governance

No.	Parameter	Availability	Presentation Description
C.1.5	Company anti-corruption programs and procedures?	Yes	As stated in the 2022 Annual Report in the Corporate Social Responsibility section Related to Fair Operations
C.1.6	How are Creditor's rights protected?	Yes	As stated in several sections in the 2022 Annual Report, including the section on the Implementation of the Principles of Corporate Governance in accordance with the provisions of the Financial Services Authority.
C.1.7	Does the company have a separate report/section that describes the company's efforts on environmental/ economic and social issues?	Yes	The Company publishes the 2022 Sustainability Report that can be accessed through the Company's website: https://bni.co.id/id-id/perusahaan/hubunganinvestor/laporanpresentasi
C.2.1	Does the company provide contact details through the website or the company's Annual Report, so that Stakeholders (such as customers, suppliers, the public, etc.) can raise concerns and/or complaints regarding possible violations of their rights?	Yes	The Company announces the Company's contact details in the 2022 Annual Report and the Company's website: https://bni.co.id/id-id/kontak/kontakbni/hubungikami
C.3.1	Does the company explicitly disclose policies and practices for the health, safety and welfare of its employees?	Yes	As stated in the 2022 Annual Report in the Corporate Social Responsibility section Related to Employment, Health and Safety and the 2022 Sustainability Report.
C.3.2	Does the company disclose policies and practices regarding its employee training and development programs?	Yes	As stated in the 2022 Annual Report in the Employee Profile and Competency Development section.
C.3.3	Does the company have a remuneration/compensation policy that does not only take into account the company's short-term performance?	No	-
C.4.1	Does the company have a whistleblowing policy that contains procedures for complaints by employees and other stakeholders regarding suspected illegal and unethical behavior and provides contact details through the website or the company's Annual Report?	Yes	As stated in the 2022 Annual Report in the Corporate Governance section - Whistleblowing System.
C.4.2	Does the company have policies or procedures to protect employees who disclose illegal or unethical behavior from retaliation?	Yes	As stated in the 2022 Annual Report in the Legal Aid Facilities section.
Principle D: Disclosure & Transparency			
D.1.1	Does the share ownership information reveal the identity of the beneficial owners, with 5% or more share ownership?	Yes	As stated in the 2022 Annual Report in the Majority and Controlling Shareholder Information section.
D.1.2	Does the company disclose the direct/indirect ownership of the majority shareholder?	Yes	As stated in the 2022 Annual Report in the Majority and Controlling Shareholder Information section.

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No.	Parameter	Availability	Presentation Description
D.1.3	Does the company disclose share ownership by members of the Board of Directors and the Board of Commissioners, either directly/indirectly?	Yes	As stated in the 2022 Annual Report in the Majority and Controlling Shareholder Information section.
D.1.4	Does the company disclose share ownership by Senior Management, either directly/indirectly?	Yes	As stated in the 2022 Annual Report in the Majority and Controlling Shareholder Information section.
D.1.5	Does the company disclose details of parent companies, subsidiaries, associations, joint ventures and special purpose enterprises?	Yes	As stated in the 2022 Annual Report in the Name and Address section of Subsidiaries, Associate Entities.
Does the company's Annual Report disclose the following:			
D.2.1	Company objectives	Yes	As stated in the 2022 Annual Report in the Vision, Mission and Corporate Culture section.
D.2.2	Financial performance indicators	Yes	As stated in several sections in the 2022 Annual Report, including in the Financial Highlights and Management Reports section.
D.2.3	Non-financial performance indicators	Yes	As stated in several sections in the 2022 Annual Report including in the Operational Overview and Management Report sections.
D.2.4	Dividend Policy	No	As stated in the 2022 Annual Report in the Dividend Policy section.
D.2.5	Biographical details (minimum age, educational qualification, date of first appointment, relevant experience and positions in other public companies) of all members of the Board of Directors and the Board of Commissioners.	Yes	As stated in the 2022 Annual Report in the Profiles of the Directors and Commissioners.
D.2.6	Attendance details of each member of the Board of Directors and the Board of Commissioners in the Board of Directors and/or Board of Commissioners Meetings	Yes	As stated in the 2022 Annual Report in the Board of Commissioners and Directors Meeting section.
D.2.7	Total remuneration for each member of the Board of Directors and Board of Commissioners.	No	-
D.2.8	Does the Annual Report contain a statement confirming the company's compliance with corporate governance and, if there is a violation, have been identified and explained the reasons for each problem?	Yes	As stated in the 2022 Annual Report in the section on Management Reports and Implementation of Corporate Governance Aspects and Principles in accordance with Financial Services Authority Regulations, as well as Bad Corporate Governance Practices.
D.3.1	Does the company disclose a policy regarding the review and approval of material related party transactions?	Yes	As stated in the 2022 Annual Report in the Transactions with Related Parties section and Significant Prohibitions, Limitations and/or Barriers to Transferring Funds between Banks and Other Entities in One Business Group.
D.3.2	Does the company disclose the name, relationship and nature and value of any material related party transactions?	Yes	As stated in the 2022 Annual Report in the Transactions with Related Parties section and Significant Prohibitions, Limitations and/or Barriers to Transfer Funds between Bank and Other Entities in One Business Group.
D.4.1	Does the company disclose insider trading of the company's stock?	Yes	As stated in the 2022 Annual Report in the Report on Ownership/Changes in Share Ownership for the Board of Commissioners and Directors.
D.5.1	Are audit and non-audit fees disclosed?	Yes	As stated in the 2021 Annual Report in the Independent External Auditor section.
D.5.2	Do non-audit fees exceed audit fees?	No	-

ASEAN Corporate Governance			
No.	Parameter	Availability	Presentation Description
Does the company use the following media to communicate?			
D.6.1	Quarterly Report	Yes	The Quarterly Report has been published on the Company's and IDX website https://bni.co.id/id-id/perseroan/hubungan-investor/laporan-presentation
D.6.2	Company website	Yes	The Company's website is bni.co.id
D.6.3	Analyst meetings	Yes	The Quarterly Report on the Analyst Meeting is published on the Company's website and the IDX website. https://bni.co.id/id-id/company/relationsinvestor/reportpresentations
D.6.4	Media briefings	Yes	The press release is published on the Company's website: http://bni.co.id/id-id/beranda/berita/siaranpers
D.7.1	Are audited Annual Financial Statements issued within 120 days of the end of the financial year?	Yes	The Annual Report accompanied for the 2022 Financial Statements will be published on the Company's website on January 24, 2023
D.7.2	Is the Annual Report issued within 120 days of the end of the financial year?	Yes	The Annual Report accompanied for the 2022 Financial Statements will be published on the Company's website https://we.tl/t-o5XkM1f9M7
D.7.3	Is the statement that the Annual Financial Statements have been presented correctly and fairly confirmed by the Board of Commissioners or Directors and/or related officials of the company.	Yes	As stated in the 2022 Annual Report Ratification Form.
Does the company have a website that discloses up-to-date information on the following:			
D.8.1	Financial Report (last quarter)	Yes	https://bni.co.id/id-id/perusahaan/hubunganinvestorlaporanpresentasi
D.8.2	The material presented in the briefing to analysts and the media	Yes	https://bni.co.id/id-id/perusahaan/hubunganinvestor/laporanpresentasi
D.8.3	Downloadable Annual Report	Yes	https://bni.co.id/id-id/perusahaan/hubunganinvestor/laporanpresentasi
D.8.4	Summons to the GMS and/or EGMS	Yes	https://bni.co.id/id-id/perusahaan/tatakelola/rups
D.8.5	Minutes of the AGMS and/or EGMS	Yes	https://bni.co.id/id-id/perusahaan/tatakelola/rups
D.8.6	Company constitution (Laws, company notes and articles of association)	Yes	https://bni.co.id/id-id/perusahaan/tatakelola/anggarandasarbni
D.9.1	Does the company disclose contact details (eg telephone, fax and e-mail) of officers/ institutions responsible for investor relations?	Yes	https://bni.co.id/id-id/perusahaan/hubunganinvestor/kontakinvestor/kontakinformasi As also stated in the 2022 Annual Report in the Corporate Identity section.
Principle E: Responsibilities of the Board of Directors and the Board of Commissioners			
The responsibilities of the Board of Commissioners and CG Policy should be clearly stated by the company:			
E.1.1	Does the company disclose its corporate governance policies/ board of directors/board of commissioners charter?	Yes	The Board of Directors and the Board of Commissioners Charter are published on the Company's website. http://bni.co.id/id-id/perusahaan/tatakelola/pedomandantatatertib As stated in the 2022 Annual Report in the section on the Implementation of Good Corporate Governance Principles, Guidelines and Work Procedures for the Board of Commissioners, as well as the Board of Directors Work Guidelines and Code of Conduct.
E.1.2	Are the types of decisions that require the approval of the Board of Directors/ Board of Commissioners to be disclosed?	Yes	Published in the Company's Articles of Association. http://bni.co.id/Portals/1/BNI/Perusahaan/TataKelola/Docs/GCG/072018_resize_AD%20BNI%202018%20(dan%20AHU).pdf As stated in the 2022 Annual Report in the Board of Commissioners Decree and 2022 Directors Decree

ASEAN Corporate Governance			
No.	Parameter	Availability	Presentation Description
E.1.3	Are the roles and responsibilities of the Board of Directors/Board of Commissioners clearly stated?	Yes	Published in the Board of Directors and the Board of Commissioners Charter and the Company's Articles of Association. http://bni.co.id/id-id/perusahaan/tatakelola/pedomandantatatertib http://bni.co.id/Portals/1/BNI/Perusahaan/TataKelola/Docs/GCG/072018_resize_AD%20BNI%202018%20(dan%20AHU).pdf As stated in the 2022 Annual Report in the Duties and Responsibilities section of the Board of Commissioners as well as the Duties and Responsibilities of the Board of Directors.
Vision and Mission of the Company:			
E.1.4	Does the company have an updated Vision and Mission statement	Yes	As stated in the 2022 Annual Report in the Vision, Mission and Corporate Culture Section
E.1.5	Does the Board of Directors play a major role in the process of developing and reviewing the company's strategy every year?	Yes	As stated in the 2022 Annual Report in the Management Report and Business Prospects section.
E.1.6	Does the Board of Directors have a process to review, monitor and supervise the implementation of company strategy?	Yes	As stated in the 2022 Annual Report in the Management Report and Business Development Strategy section.
Code of Ethics or Code of Conduct:			
E.2.1	Are details of the code of conduct or behavior disclosed?	Yes	Regulated in the Board of Directors and the Board of Commissioners Charter published on the Company's website http://bni.co.id/id-id/perusahaan/tatakelola/pedomandantatatertib As stated in the 2022 Annual Report in the Company's Code of Ethics.
E.2.2	Are all Directors/ Commissioners, Senior Management and employees required to comply with the code of conduct?	Yes	As stated in the 2022 Annual Report in the Code of Ethics Compliance section.
E.2.3	Does the company have a process for implementing and monitoring compliance with a code of conduct or behavior?	Yes	As stated in the 2022 Annual Report in the Efforts to Implement and Enforce the Code of Ethics.
Struktur dan Komposisi Dewan Komisaris:			
E.2.4	Does the composition of the Independent Director/ Commissioner constitute at least 50% of the total members of the Board of Directors/ Board of Commissioners?	Yes	https://bni.co.id/id-id/perusahaan/tentangbni/komisaris
E.2.5	Does the company have a term limit of nine years or less or 2 terms of five years each for its Independent Director/ Commissioner?	Yes	Regulated in the Board of Directors/Board of Commissioners' Working Guidelines and Procedures in the term of office of the Board of Directors/Board of Commissioners http://bni.co.id/id-id/perusahaan/tatakelola/pedomandantatatertib
E.2.6	Has the company set a limit of five seats for the Board of Directors and the Board of Commissioners that can be held simultaneously by an independent/non-Executive Director/Commissioner?	Yes	Regulated in the Board of Directors/Board of Commissioners' Working Guidelines and Procedures in the term of office of the Board of Directors/Board of Commissioners http://bni.co.id/id-id/perusahaan/tatakelola/pedomandantatatertib
E.2.7	Does the company have any executive directors/ commissioners who serve on more than two boards of listed companies outside of the group?	No	-

ASEAN Corporate Governance

No.	Parameter	Availability	Presentation Description
Nomination Committee:			
E.2.8	Does the company have a Nomination Committee?	Yes	The Company has a Nomination and Remuneration Committee http://bni.co.id/id-id/perusahaan/tatakelola/komitedewankomisaris
E.2.9	Is the Nomination Committee comprise a majority of independent directors/commissioners?	Yes	As stated in the 2022 Annual Report in the Nomination and Remuneration Committee section
E.2.10	Is the chairman of the Nomination Committee an independent director/commissioner?	Yes	As stated in the 2022 Annual Report in the Nomination and Remuneration Committee section, the Nomination and Remuneration Committee Chair is held by
E.2.11	Does the company disclose the terms of reference/governance structure/charter of the Nomination Committee?	Yes	https://bni.co.id/id-id/perusahaan/tatakelola/komitedewankomisaris
E.2.12	Is the meeting attendance of the Nomination Committee disclosed and if so, did the Nomination Committee meet at least twice during the year?	Yes	As stated in the 2022 Annual Report, the Agenda for the Nomination and Remuneration Committee Meetings, as well as the Frequency and Attendance Level of the Nomination and Remuneration Committee Meetings.
Remuneration Committee/Compensation Committee:			
E.2.13	Does the company have a Remuneration Committee?	Yes	The Company has a Nomination and Remuneration Committee https://bni.co.id/id-id/perusahaan/tatakelola/komitedewankomisaris
E.2.14	Is the Remuneration Committee comprised of a majority of independent directors/commissioners?	Yes	As stated in the 2022 Annual Report in the Nomination and Remuneration Committee section
E.2.15	Is the chairman of the Remuneration Committee an independent director/commissioner?	Yes	As in the 2022 Annual Report, the Nomination and Remuneration Committee Chair is held by Agus Dermawan Wintarto Martowardojo, President Commissioner/Independent Commissioner.
E.2.16	Does the company disclose the terms of reference/governance structure/charter of the Remuneration Committee?	Yes	https://bni.co.id/id-id/perusahaan/tatakelola/komitedewankomisaris
E.2.17	Is the meeting attendance of the Remuneration Committee disclosed, and if so, did the Remuneration Committee meet at least twice during the year?	Yes	As stated in the 2022 Annual Report, the Agenda for the Nomination and Remuneration Committee Meetings, as well as the Frequency and Attendance Level of the Nomination and Remuneration Committee Meetings.
Audit Committee:			
E.2.18	Does the company have an Audit Committee?	Yes	https://bni.co.id/id-id/perusahaan/tatakelola/komitedewankomisaris
E.2.19	Is the Audit Committee comprised entirely of non-executive directors/commissioners with a majority of independent directors/commissioners?	Yes	As published on the Company's website https://bni.co.id/id-id/perusahaan/tatakelola/komitedewankomisaris and the 2002 Annual Report in the Audit Committee section.
E.2.20	Is the chairman of the Audit Committee an independent director/commissioner?	Yes	As published on the Company's website https://bni.co.id/id-id/perusahaan/tatakelola/komitedewankomisaris and the 2022 Annual Report in the Audit Committee section.
E.2.21	Does the company disclose the terms of reference/governance structure/charter of the Audit Committee?	Yes	https://www.bni.co.id/Portals/1/BNI/Perusahaan/Docs/Piagam-Komite-Audit-2021.pdf
E.2.22	Does at least one of the independent directors/commissioners of the committee have accounting expertise (accounting qualification or experience)?	Yes	As stated in the 2022 Annual Report on the Audit Committee Structure, Membership and Expertise.

ASEAN Corporate Governance

No.	Parameter	Availability	Presentation Description
E.2.23	Is the meeting attendance of the Audit Committee disclosed, and if so, did the Audit Committee meet at least four times during the year?	Yes	As stated in the 2022 Annual Report on the Frequency and Attendance of the Audit Committee Meetings.
E.2.24	Does the Audit Committee have primary responsibility for recommendation on the appointment, and removal of the external auditor?	Yes	-
Meetings and Attendance of the Board of Commissioners:			
E.3.1	Are the board of directors meetings scheduled before the start of fiscal year?	Yes	As stated in the 2022 Annual Report.
E.3.2	Does the board of directors/commissioners meet at least six times per year?	Yes	As stated in the 2022 Annual Report.
E.3.3	Has each of the directors/commissioners attended at least 75% of all the board meetings held during the year?	Yes	As stated in the 2022 Annual Report.
E.3.4	Does the company require a minimum quorum of at least 2/3 for board decisions?	No	As state in the Company's Articles of Association https://bni.co.id/id-id/perusahaan/tatakelola/anggarandasarbni
E.3.5	Did the non-executive directors/commissioners of the company meet separately at least once during the year without any executives present?	Yes	As stated in the 2022 Annual Report.

IMPLEMENTATION OF CORPORATE GOVERNANCE PRINCIPLES FOR BANKS
ACCORDING TO BASEL COMMITTEE ON BANKING SUPERVISION STANDARDS

The standard implementation of corporate governance principles for banks issued by the Basel Committee on Banking Supervision includes 12 principles. The implementation at BNI was as follows:

PRINCIPLE	EXPLANATION	IMPLEMENTATION AT BNI
Principle 1 Board of Commissioners Responsibilities	The Board of Commissioners responsibilities include: approval and supervision of the implementation of business strategy, structure and governance mechanisms and corporate culture	The Board of Commissioners has duties, responsibilities and authorities as stipulated in the Work Guidelines and Rules of the Board of Commissioners of PT Bank Negara Indonesia (Persero) Tbk, which was ratified through the PT Bank Negara Indonesia (Persero) Tbk Board of Commissioners Decree of No. KEP/049/DK/2017 dated October 26, 2017 concerning Guidelines and Working Rules for the PT Bank Negara Indonesia Tbk Board of Commissioners

PRINCIPLE	EXPLANATION	IMPLEMENTATION AT BNI
Principle 7 Identification of Risk Monitoring Management	Risks must be identified, monitored and controlled for all Bank activities. The risk management and internal control infrastructure quality must be keep up with changes in the Bank's risk profile, external risk conditions and industry practices.	BNI has instigated a risk management process that includes a continuous process of identifying, measuring, monitoring and controlling risks for all material risk factors supported by a Risk Management Information System.
		The risk identification process is carried out proactively to analyze the source, the level and possibility of risk occurring, as well as the impact on the Company. The Matters to consider in the risk identification process are: 1. Identification of all risks carried out periodically; 2. With a method or system to identify risks in all BNI products and business activities; 3. Specifically identifying risks for new products and activities, before new products/activities are introduced or implemented.
		The risk measurement process is carried out to determine the amount of risk exposure as a reference for carrying out risk control, and for meeting Capital Adequacy. Risk measurement is carried out quantitatively and/or qualitatively according to the measurement method stipulated by the regulator, or by using internal methods for methods that have not been specifically determined. BNI's Risk measurement also includes stress testing for credit risk, market risk and liquidity risk to anticipate extreme conditions.

PRINCIPLE	EXPLANATION	IMPLEMENTATION AT BNI
		The risk monitoring process is carried out to ensure that risks have been managed properly, by monitoring risk mitigation and limits that have been set. Risk monitoring is carried out by the Operational Work Unit (Risk Taking Unit) as the risk owner (risk owner) and by the Risk Management Work Unit as (Risk Control Unit).
		The risk control process carried out by BNI aims to manage risks that can disrupt the Company's business continuity. BNI's risk control strategy is to reduce risk (risk mitigation), accept risk (risk acceptance), avoid risk (risk avoidance), and transfer risk (risk transfer).
		In addition, BNI has also developed a Risk Management Information System to support the risk identification, measurement, monitoring and control processes, and ensure the availability of accurate, complete, informative, timely and reliable information so it can be used in the decision making process by Management in anticipation of changes in the Bank's risk profile, industry practices and external risk conditions.

PRINCIPLE	EXPLANATION	IMPLEMENTATION AT BNI
Principle 8 Risk Communication	Effective implementation of risk governance requires accurate risk communication within the Bank between the organization, and through reporting to the Board of Commissioners and Directors.	When applying risk management in the Company, BNI considers the need for alignment between strategies and business objectives with risk management strategy and risk appetite. The risk management strategies consists of 4 (four) main components, namely: <ol style="list-style-type: none">1. The level of risk to be taken (risk appetite) and risk tolerance (risk tolerance);2. Risk management principles and policies3. Risk governance;4. Types of risk exposure and market conditions..
		The governance for determining the risk management strategies consisted of: <ol style="list-style-type: none">1. The risk management strategy as one of the bases (references) for determining the business strategy as outlined in the annual BNI Bank Business Plan (RBB) that is submitted to Regulators;2. The risk management strategy is compiles and prepared by the Risk Management Work Unit, and approved by the Board of Directors through the Risk Management & Anti-Fraud Committee Meeting for Risk Management, and then the approval of the Board of Commissioners is sought.
		The risk management strategy is communicated by the Board of Directors to the Divisions/Work Units and is reviewed periodically in line with changes in business strategy, taking into account economic conditions, banking business, changes in regulations by regulators and their impact on the Bank's financial performance.
		The Board of Commissioners supervisory function on the Bank's compliance risk is carried out by the Risk Monitoring Committee, in relation to the application of the precautionary principle, to ensure that all Bank activities and policies have been carried out in accordance with the applicable laws and regulations. The Board of Commissioners regularly reviews and evaluates the compliance function.
Principle 9 Compliance	The Board of Commissioners is responsible for overseeing management related to the Bank's compliance risk. The Board of Commissioners must establish a compliance function and provide approval for policies and processes for identifying, assessing, monitoring and reporting, and providing advice on compliance risks.	
Principle 10 Internal Auditing	The internal audit function must report independent assurance activities to the Board of Commissioners and must support the Board of Commissioners and the Board of Directors in encouraging an effective governance process and the long term health of the Bank.	BNI already has an internal audit work unit, which is carried out by Internal Audit, with the main task of carrying out assurance and consulting to provide added value and improvement to the quality of control, risk management and corporate governance, independently and objectively, as described in this Annual Report in the about Internal Audit section.

PRINCIPLE	EXPLANATION	IMPLEMENTATION AT BNI
Principle 11 Compensation	The Bank's remuneration structure must support the Application of corporate governance and risk management.	BNI has a Nomination and Remuneration Committee whose formation and functions are in accordance with applicable laws and regulations, so that the remuneration policies support the implementation of corporate governance and risk management.
Principle 12 Disclosure and Transparency.	The Bank's governance implementation must be carried out in a transparent manner to Shareholders, Depositors, other relevant Stakeholders and Market Participants.	BNI has a high commitment to applying the corporate governance principles, including the transparency principle. BNI always prioritizes disclosure and transparency about the Company to shareholders and other stakeholders in accordance with applicable rules and regulations.

SOCIAL & ENVIRONMENTAL RESPONSIBILITY

Social Environmental Responsibility Governance	1088
Social Environmental Responsibility Program Performance	1099
Social and Environmental Responsibility Program Strategic Plan for 2023	1110



Account • Electronic Money
Mobile Top Up • Electricity Token • Bill Payments

Social Environmental Responsibility Governance

“As a good corporate citizen, BNI always strives to provide economic, social and environmental benefits using more integrated, directed, measurable and accountable principles as part of BNI’s business approach to achieve sustainability and business continuity”

SOCIAL AND ENVIRONMENTAL RESPONSIBILITY PROGRAMS IMPLEMENTATION COMMITMENT AND POLICIES

In all of its business activities, BNI is committed to contributing to sustainable development, by providing economic, social and environmental benefits with more integrated, directed, measurable and accountable principles as part of the Company’s business approach to achieving sustainability and business continuity.

As a State-Owned Company (SOE) that acts as an agent of development, BNI is strongly committed to developing a sustainable economy by always paying attention to responsibility and balancing the economic, social and environmental aspects. For this reason, BNI organizes its Social and Environmental Responsibility (SER) programs with an awareness that the Bank’s success in maintaining sustainable performance is not only determined by management and operational performance, but also for its support by the communities in its operating areas. This is aligned with the Sustainable Development Goals (SDGs), namely development that maintains a sustainable increase in people’s economic welfare, development that maintains the sustainability of the communities social life, development that maintains environmental quality, and development that guarantees justice, with governance to maintain an increase in the quality of life from one generation to the next.

BNI is committed to implementing its SER programs and activities to contribute to sustainable development, as stated in the BNI Mission statements 5 and 6, namely to increase concern and responsibility for the environment and communities, and to become a reference for implementing compliance and good corporate governance for the industry. BNI has established policies that are used as the basis for implementing compliance with information disclosure on the impact of the Bank’s business decisions and activities on society and the environment through transparent and ethical behavior.

BNI’s SER program policies include:

1. Corporate Guidelines No. IN/924/KMP/001 dated January 03, 2022 concerning the Social and Environmental Responsibility (SER) program;
2. Corporate Guidelines on Business Banking Credit BUKU I Corporate Segment for customer credit risk analysis that regulates the requirements for AMDAL or PROPER (Company Rating Assessment Program in Environmental Management) BPP No. IN/690/PGV/001 dated December 20, 2018;
3. Corporate Guidelines on Community Development Management No. IN/341/KMP/001 dated July 17, 2017;
4. Corporate Guidelines on Environmentally Friendly Lifestyle No. IN/418/KMP/001 dated September 12, 2017.

Meanwhile, as a commitment to implement the sustainable finance, BNI has developed the Sustainable Finance Action Plan (RAKB) of BNI for 2022 which has been approved by the Board of Commissioners, through the letter No. DK/113/R November 29, 2021.

“Comprehensive Information concerning BNI’s social and environmental responsibilities has been disclosed in the 2022 BNI Sustainability Report, which is resented separately from this Annual Report”

BASIS FOR IMPLEMENTING SOCIAL AND ENVIRONMENTAL RESPONSIBILITY PROGRAMS

For their implementation, SER programs and activities always refer to and are aligned with the Bank’s Mission and the Environmental, Social and Governance (ESG) aspects and are also guided by the following regulations:

1. 2007 Law No. 40 concerning Limited Liability Companies;
2. 2012 Government Regulation No. 47 concerning Social and Environmental Responsibility in Limited Liability Companies;
3. Minister of SOEs Regulation of the Republic of Indonesia No. PER-6/MBU/09/2022 dated September 15, 2022 as an Amendment to the Minister of SOEs Regulation No. PER-05/MBU/04/2021 dated April 20, 2021 concerning the Social and Environmental Responsibility Program for SOEs.
4. OJK Regulation No. 51/POJK.03/2017 dated July 18, 2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers and Public Companies;
5. Bank Internal Guidelines No. IN/2/KMP/001 dated January 3, 2022 concerning Social and Environmental Responsibility Program (SER) program.

For BNI, the development of its business activities, and to promote a sustainable economy, is carried out with full integrity in line with the applicable laws and regulations, and upholds business ethics. Therefore, BNI carries out its SER programs and activities that are not just for fulfilling regulations, but more than that, SER has become BNI’s responsibility to stakeholders.

SOCIAL AND ENVIRONMENTAL RESPONSIBILITY PROGRAM PRINCIPLES AND OBJECTIVES

BNI’s SER program principles and objectives refer to the Minister of SOEs Regulation No. PER-05/MBU/04/2021 dated April 20, 2021 concerning the SER Program for SOEs, and its amendment, Minister of SOEs Regulation No. PER-6/MBU/09/2022 dated September 15, 2022, whereby there are four principles that serve as a reference so that the SER program is carried out in a systematic and integrated manner to ensure the implementation and achievement of the SER program’s success is in accordance with priorities and work plans. These four principles include:

1. Integrated, namely based on risk analysis and business processes related to stakeholders;
2. Targeted, namely having a clear direction to achieve corporate goals;
3. Measurable, namely making a contribution and providing benefits that produce change or added value for stakeholders and the Company; and
4. Accountability, namely being accountable so as to keep away from potential abuse and irregularities.

BNI’s SER program is oriented towards achieving the SGDs based on the SOEs SER program objectives, namely:

1. Providing benefits for economic development, social development, environmental development as well as legal and corporate governance development;
2. Contributing to the creation of added value for the Company with principles that are integrated, directed and measurable, as well as accountable;

3. Fostering micro and small businesses to be more resilient and independent, as well as the communities around the company.

In addition, BNI's SER program is also implemented with reference to 4 (four) main pillars, namely the Social Development Pillar, the Economic Development Pillar, the Environmental Development Pillar, and the Law and Governance Development Pillar, in line with Minister of SOEs Regulation No. PER-05/MBU/04/2021 dated April 20, 2021 concerning the SER Program for SOEs, and its amendment, the Minister of SOEs Regulation No. PER-6/MBU/09/2022 dated September 15, 2022. The four main pillars cover 17 Sustainable Development Goals: (1) No Poverty; (2) Zero

Hunger; (3) Good Health and Well-Being; (4) Quality Education; (5) Gender Equality; (6) Clean Water and Sanitation; (7) Affordable and Clean Energy; (8) Decent Work and Economic Growth; (9) Industry, Innovation and Infrastructure; (10) Reduced Inequalities; (11) Sustainable Cities and Communities; (12) Responsible Consumption and Production; (13) Climate Action; (14) Life Below Water; (15) Life on Land; (16) Peace, Justice and Strong Institutions; (17) Partnerships for the Goals.



SOCIAL AND ENVIRONMENTAL RESPONSIBILITY IMPLEMENTATION STRATEGY AND PROGRAM BASED ON THE CONCEPT OF SUSTAINABLE FINANCE

When developing its strategies and programs for implementing SER, as one of the largest banks in Indonesia, BNI always refers to the concept of sustainable finance. Where for its implementation, BNI seeks to have a positive influence, and be able to advance the social conditions of communities and people connected to BNI, through the implementation of appropriate and long-impact SER programs. The SER implementation strategy and activity program is also structured to always respect and take into account the expectations

of stakeholders, to comply with the applicable laws, and to be consistent with international norms of behavior. In addition, BNI also avoids implementing SER programs that only aim to improve BNI's image in the eyes of the public and the business environment. Understanding the SER program objectives being implemented, as well as the expected positive impact, is BNI's main goal to achieve the ideal, objective, targeted and sustainable SER implementation goals in line with the concept of sustainable finance to achieve the sustainable development goals.

The concept of sustainable finance, which is BNI's foundation when developing strategies and programs for implementing BNI's SER, reflects

BNI's commitment to complying with OJK No. 51/POJK.03/2017 dated July 18, 2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers and Public Companies. This POJK was issued to support OJK's Sustainable Finance Roadmap, covering public health and welfare, through to the financial industry and financial institutions. This will have an impact on BNI's efforts to encourage responsible behavior in all parts of the organization. In this regard, BNI's management including the Board of Commissioners and Board of Directors provide support in planning and direct supervision related to sustainable finance. Through the President Director, BNI has instigated the implementation of sustainable finance and the division of functions related to sustainable finance through the President Director's Decree No. KMP/4/2602, June 21, 2019 concerning the Implementation of Sustainable Finance. BNI has also established an ESG (Environmental, Social & Governance) Sub-Committee under the Risk Management & Anti-Fraud Committee through Board of Directors Decree No. KP/484/DIR/R dated October 26, 2021.

In addition, the substance of the SER program implementation, as interpreted by BNI is to fulfill POJK 51 Sustainable Finance, which has lead to BNI establishing Sustainability Pillars to build harmonious and mutually beneficial relationships with the environment, community and stakeholders, both locally, nationally and globally, as well as to provide a positive impact on the way of thinking and environmental life.

The BNI SER implementation program includes the following:

1. Micro and Small Business Funding Program (PUMK)
 - a. Focusing on clustering distribution by establishing synergistic cooperation with BUMN/BUMD/Pemda to manage fostered partners or MSMEs;
 - b. Collaborating with Community Empowerment Institutions (LPM) that fosters MSMEs.
2. Social and Environmental Responsibility Program (Non PUMK)
 - a. Distributing SER funds in line with the provisions;
 - b. Cooperating with professional and competent partners to organize community empowerment programs;
 - c. Collaborating in community development to improve the programs' quality;
 - d. Increasing the SER capacity and capability by providing education, training, apprenticeship, marketing and other forms of assistance.

The above SER activity program is divided into 3 (three) major programs, namely:

1. BNI Initiation

An activity based on BNI thematic initiatives related to the SDGs and BNI's vision and mission. BNI Initiation can also be based on developing national issues that have a broad impact on society.
2. Collaboration Program

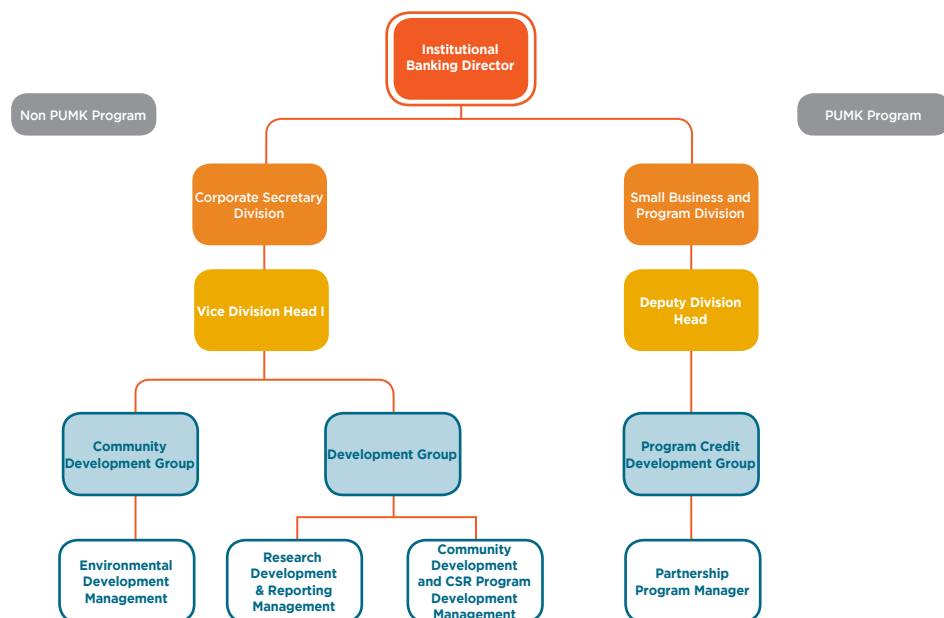
A program that is carried out in collaboration with various parties to create a wider and more sustainable program impact.
3. National Support

An activity based on the initiative of the Government as the primary stakeholder, and other community stakeholders.

SOCIAL AND ENVIRONMENTAL RESPONSIBILITY PROGRAM MANAGER

To carry out the SER program within BNI, the programs' implementation is divided across several divisions with responsibilities based on the program category. The BNI SER program management is currently in the Corporate Secretary (CSE) Division and the Small Business and Program (SBP) Division, which are directly responsible to the Institutional Banking Director, as explained in the organizational structure below.

SER Program Management Organizational Structure



SOCIAL AND ENVIRONMENTAL RESPONSIBILITY PROGRAM MAIN FOCUS, AND COMPANY SUPPORT FOR SUSTAINABLE DEVELOPMENT GOALS

BNI continuously strives to be tougher, agile and ready to face challenges to achieve business continuity and sustainability. For BNI, the meaning of sustainability is how to become a financial institution that provides superior performance and service to all customers, increases investment value for investors, creates the best working conditions for employees, increases concern for the environment and society, and upholds corporate governance in the context of sustainable finance. This commitment is in line with BNI's vision and mission.

To realize sustainability and a better future through the SER program, BNI's main focus programs consists of 5 (five) BNI Sustainability Pillars as a form of BNI's support for the Sustainable Development Goals. The five BNI Sustainability Pillars include, BNI for Indonesia, BNI for Customers, BNI for the Environment, BNI for the Community, and BNI for Employees.

5 (five) Sustainability Pillars



BNI FOR THE EMPLOYEES

Creating the best conditions for employees as a place of pride to work and achieve.



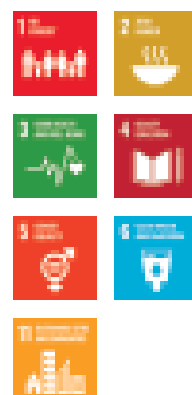
BNI FOR INDONESIA

Running the Company's business by integrating economic, social and environmental interests and governance.



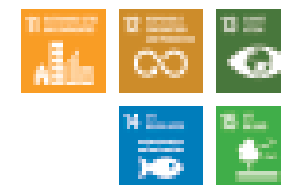
BNI FOR CUSTOMERS

Providing excellent service, digital solutions, security and privacy protection for all customers.



BNI FOR THE COMMUNITY

Increasing awareness and responsibility at all levels of society in line with business development.



BNI FOR THE ENVIRONMENT

Improving the environment's quality in line with business development.

SOCIAL AND ENVIRONMENTAL RESPONSIBILITY PROGRAM FINANCING BUDGET AND REALIZATION IN 2022

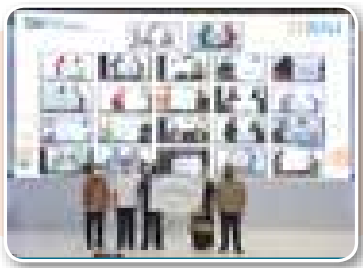
For determining the SER program implementation budget, the approach taken by BNI is to refer to the Ministry of SOEs Regulation No. PER-05/MBU/04/2021 dated April 20, 2021 concerning the SER Program for SOEs, and its amendment, Ministry of SOEs Regulation No. PER-6/MBU/09/2022 dated September 15, 2022. As mandated in this regulation, BNI has established SER program funds for 2022, consisting of the PUMK Program with Rp169,576,888,744 and the SER (Non PUMK) Program, with Rp99,748,806,937.

The SER Program (Non PUMK) Budget is based on 4 (four) main pillars, namely the Social Development Pillar, the Economic Development Pillar, the Environmental Development Pillar, and the Law and Governance Development Pillar, as explained below.

Realization of 2022 Program Funds Based on 4 (four) Pillars		
No	Sustainable Development Goals (SDG) (TPB)	Realization of Funds 2022 (Rp)
SOCIAL PILLAR		
1	SDG 1 (No Poverty)	897,691,757
2	SDG 2 (Zero Hunger)	29,216,635,544
3	SDG 3 (Good Health and Well-Being)	21,516,933,473
4	SDG 4 (Quality Education)	17,116,804,153
5	SDG 5 (Gender Equality)	166,905,000
Sub Total		68,914,969,927
ECONOMIC PILLAR		
1	SDG 7 (Affordable and Clean Energy)	355,400,000
2	SDG 8 (Decent Work and Economic Growth)	2,247,710,250
3	SDG 9 (Industry, Innovation and Infrastructure)	604,776,150
4	SDG 10 (Reduced Inequalities)	44,999,400
5	SDG 17 (Partnerships for the Goals)	27,800,000
Sub Total		3,280,685,800
ENVIRONMENTAL PILLAR		
1	SDG 6 (Clean Water and Sanitation)	1,542,781,500
2	SDG 11 (Sustainable Cities and Communities)	18,982,801,501
3	SDG 12 (Responsible Consumption and Production)	792,449,000
4	SDG 13 (Climate Action)	196,084,000
5	SDG 14 (Life Below Water)	2,974,192,000
6	SDG 15 (Life on Land)	2,864,958,900
Sub Total		27,353,266,901
LEGAL AND GOVERNANCE PILLAR		
1	SDG 16 (Peace, Justice and Strong Institutions)	199,884,309
Sub Total		199,884,309
Overall Total		99,748,806,937

SOCIAL AND ENVIRONMENTAL RESPONSIBILITY PROGRAM ACTIVITIES

BNI Sharing Program for Education



Submission of Honorary Teacher Appreciation in the 3T Region which was carried out simultaneously throughout Indonesia

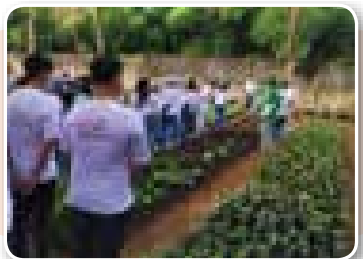
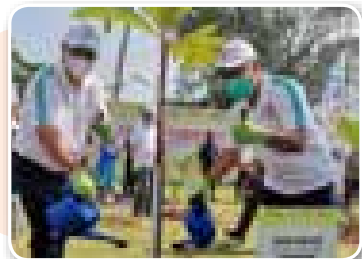


Educational Facilities and Infrastructure support

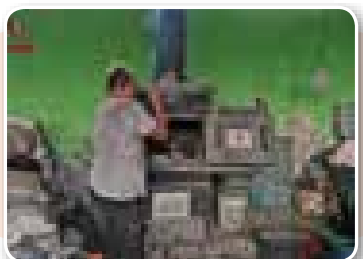


Educational Assistance and Scholarships

BNI Program for the Environment (BNI GoGreen)



Nurseries, Planting and Maintenance Programs in the Citarum Region and the Anyer Coastal Green Belt, Banten



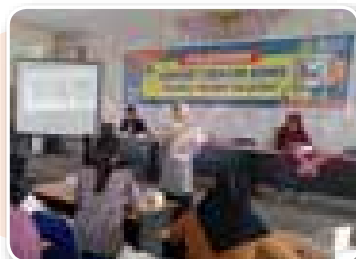
Community Based Waste Management Program which the management is measurable through literacy (BNI Agen46 Waste Bank)



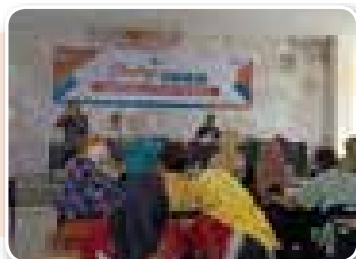
New Renewable Energy Program (EBT) in areas that do not have electricity in the Regions of West Kalimantan and Papua



BNI Sharing Program with MSMEs



MSME Training and Development Program



BNI Xpora MSME Program Abroad



Appreciation for Nurses/Midwives, and Migrant Workers throughout Indonesia



Submission of Nurse/Midwife Appreciation which was carried out simultaneously throughout Indonesia on January 22, 2022



Submission of Appreciation for Indonesian Migrant Workers which was carried out on January 23, 2022



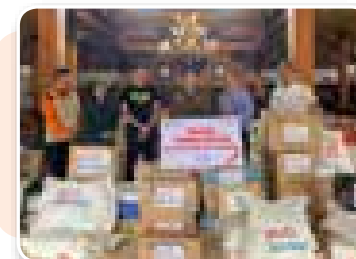
BNI Sharing Disaster Emergency Response Assistance



Assistance from the Trauma Healing Post for Disaster Response in Cianjur, West Java



BNI Emergency Response Assistance Sharing in the Form of Staple Foods at several Disaster points throughout Indonesia



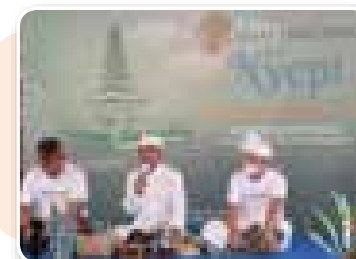
Jump Higher Program Achieves Blessings of Ramadhan, Catur Brata Penyepian, and Christmas Peace



Jumping Higher Program to Achieve Blessings of Ramadhan 1443 H



Jumping Higher Program to Achieve Chess Brata Penyepian



Jumping Higher Program to Achieve Blessings of Christmas Peace 2022



ACHIEVEMENT OF THE 2022 SOCIAL AND ENVIRONMENTAL RESPONSIBILITY PROGRAM

For its SER program carried out in 2022, BNI received various awards, as evidence of BNI's commitment to implementing the SER program and achieving the Sustainable Development Goals.

The following awards were received by BNI in 2022 for its Social and Environmental Responsibility program.

Awards for the Implementation of the SER Program in 2022			
Awards Event	Category	Award Giver	Date
Appreciation of Scholarship Providers	Corporate Chapter for Platinum Category	Universita Bina Nusantara (Binus)	November 21, 2022
Apresiasi Pemberi Beasiswa	Appreciation of Scholarship Providers	Universitas Indonesia	November 22, 2022
LPS Banking Awards	Most Active Bank in CSR Activities in 2022	Lembaga Penjamin Simpanan	November 29, 2022
LPS Banking Awards	Most Active Bank in Green Banking Practices	Lembaga Penjamin Simpanan	November 29, 2022
LPS Banking Awards	The Best Bank in conveying information about the Deposit Guarantee Program	Lembaga Penjamin Simpanan	November 29, 2022
BI Best MSME Support Bank Award Ranked 2nd in 2022	MSME Support Bank Best of 2022	Bank Indonesia	November 30, 2022
Directorate General of Higher Education, Research and Technology 2022 award	Most Innovative Bank For Digital Campus Transformation 2022	Directorate General of Higher Education, Research and Technology	December 16, 2022
Directorate General of Higher Education, Research and Technology 2022 award	Partners who contributed to the 2022 Higher Education Award	Directorate General of Higher Education, Research and Technology	December 16, 2022
ASRRAT (Asia Sustainable Report Rating)	Gold Rank	NCSR (National Center For Sustainable Reporting)	November 2022

Social Environmental Responsibility Program Performance



THE COMPANY'S CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS

For BNI, sustainability is part of BNI's commitment to realizing its vision and mission, and to creating a better future for all stakeholders. Therefore, BNI consistently applies sustainable finance and increases its support for the achievement of the Sustainable Development Goals (SDG), one way through the SER activity programs.

BNI strives to support the initiatives to achieve the Sustainable Development Goals as part of the efforts to meet global scale sustainable development targets set out in the 17 Sustainable Development Goals (SDGs) goals. BNI, as a financing institution, is selective in channeling financing to industries that have an understanding of the principles of sustainable development in order to create a better future.

The following shows the achievements of BNI's contribution or support for the Sustainable Development Goals (SDG) that are appropriate and relevant to BNI's activities and business fields.

BNI's Support for Sustainable Development Goals (SDG) Achievement

No	Sustainable Development Goals (SDG)	BNI Achievement
1	SDG 1 (No Poverty)	<ul style="list-style-type: none">Student Savings Fund 10.131.096 account with total of Rp1.556,66 billion.Disbursement through the PUMK Program, Rp97.78 billion for 2,428 fostered partners.Disbursement of financing for the marine and fisheries sector for the small segment, Rp2,018.6 billion.Assistance for Uninhabitable Houses (RLTH) for 42 houses in the 3T area.Disaster Response Assistance Program at 30 disaster locations.Employee remuneration above the Provincial Minimum Wage/City/Regency Minimum Wage (UMP/UMK)164,979 BNI Agen46 spread throughout Indonesia, which includes 7,629 BNI Agen46 in the 3T area.Open job vacancies for BINA BNI employee and apprenticeship positions.
2	SDG 2 (Zero Hunger)	<ul style="list-style-type: none">Social Forestry KUR for 187.186 farmers with a total of Rp9,696 million.Food Package Assistance totaling 238,069 food packages for the communities.BNI provides assistance in the agriculture and livestock sector, including agricultural infrastructure, agricultural machinery, agricultural certification, and provision of livestock and construction of livestock pens.
3	SDG 3 (Good Health and Well-Being)	<ul style="list-style-type: none">Assistance with 63 ambulances throughout Indonesia, including Kab. East Oku and Kab. Way Kanan (South Sumatra), Kab. Ngada (East Nusa Tenggara), Kab. Banggai Laut (Central Sulawesi), and Manokwari City (West Papua).Construction and renovation of health facilities, including the construction of sub-health centers in Kab. Lebak (Banten) and Development of a Polyclinic (North Sulawesi).Assistance to health facilities including operating equipment and medical check-up equipment.Appreciation for 423 Nurses and Midwives in Handling the COVID-19 Pandemic in the 3T areas.Mass circumcision for 260 orphans and poor people in DKI Jakarta Province.Provision of health assistance for the elderly with 1,000 glasses and 46 hearing aids.Zero incidents of fatal accidents at work.
4	SDG 4 (Quality Education)	<ul style="list-style-type: none">Financial literacy for migrant workers, total 800 people.Conduct waste-wise education for students and the public through Let's Save with Garbage.875 outstanding students received scholarships.Assistance for educational infrastructure in 131 schools, including construction of classrooms in Kab. Sikka and Kab. Ende (NTT), Kab. Lebak (Banten). and Kab. Kotabaru (South Kalimantan).Teacher Appreciation & Certification Program for 3,038 in 3T areas, including in Kab. Asmat, Kab. Merauke, Kab. Biak, Kab. Yapen Islands, and Kab. Nabire.27.676 employees receive training.115 employees receive undergraduate and postgraduate scholarships.26.074 employees take part in training on Sustainable Finance.
5	SDG 5 (Gender Equality)	<ul style="list-style-type: none">The percentage of female employees as of 31 December 2022 was recorded at 52% of the total number of employees.Equal salary ratio between women and men.30% of female employees occupy managerial positions and above.
6	SDG 6 (Clean Water and Sanitation)	<ul style="list-style-type: none">Waste water management system in BNI building, Plaza BNI 122 m³ per day.Clean Water and Sanitation Assistance at 12 points in clean water crisis areas, including Tanjung Balai Karimun City, Riau Archipelago and Kab. East Sumba, East Nusa Tenggara.Loan financing to KUBL "Sustainable Water and Wastewater Management" amounting to Rp314 billion.

BNI's Support for Sustainable Development Goals (SDG) Achievement

No	Sustainable Development Goals (SDG)	BNI Achievement
7	SDG 7 (Affordable and Clean Energy)	<ul style="list-style-type: none">Use of solar cell with a capacity of 2.200 watts for lighting at Plaza BNI.KKUB Funding related to Energy:<ul style="list-style-type: none">Renewable Energy Rp10.872 billion; andEnergy Efficiency Rp14.033 billion.BNI contributed by providing assistance for 32 public solar street lights, in Kel. Mandala, Kab. Merauke, Papua and Setia Budi Village, Kab. Bengkayang, West Kalimantan.
8	SDG 8 (Decent Work and Economic Growth)	<ul style="list-style-type: none">Number of BNI employees as of December 31, 2022, 27.170 people.Training assistance, certification, exhibitions and MSE support for 8,196 MSMEs, in West Sumatra, West Java, East Java, East Nusa Tenggara and West Kalimantan.BNI provided business equipment assistance to 90 MSMEs in the form of sewing machines, workshop equipment and production machines.The National Children's Tourism Area Program (KAWAN) in 3 super priority destination locations, Mandalika (NTB), Likupang (North Sulawesi), and Labuan Bajo (NTT).
9	SDG 9 (Industry, Innovation and Infrastructure)	<ul style="list-style-type: none">BNI built 3 bridges to improve community accessibility, in Kab. Simalungun (North Sumatra) and Kab. Pandeglang and Kab. Lebak (Banten).Assistance of 2 (two) Prototype Reserve Vending Garbage Machine in DKI Jakarta.Road repairs in 25 locations including Kab. Religion and Kab. East Pasaman (West Sumatra), Kab. Sukoharjo (Central Java), Kab. Probolinggo (East Java), Kab. Tabanan (Bali), and Kab. Enrekang (South Sulawesi).
10	SDG 10 (Reduced Inequalities)	<ul style="list-style-type: none">Disability Assistance in the form of laptops for students with disabilities at universities and educational aids for special schools, including speech trainer equipment, hearing aids, nasalizers, recording devices, breathing exercise equipment, and spatulas.BNI employs 33 workers with disabilities.There were no complaints concerning discriminatory practices within BNI work areas.2,141 MSMEs from BUMN houses attended the exhibition.BNI employs 34 people to manage 29 BUMN houses.
11	SDG 11 (Sustainable Cities and Communities)	<ul style="list-style-type: none">Menara BNI has also received a Gold and a Cyclist-Friendly Building Certification from the Governor of DKI Jakarta, while Plaza BNI has received a Platinum Certification for building design from the Green Building Council Indonesia (GBCI) in 2022.Provision of 3.222 ATMs that can be used by persons with disabilities throughout Indonesia.Assistance for 367 houses of worship.BNI provided assistance in the form of renovation/construction of Integrated Waste Management Sites (TPST) and supporting equipment in Bogor City (West Java) and Kab. Karangasem (Bali).Assistance with infrastructure development programs, public facilities and social facilities for BNI assisted villages (KAWAN program).BNI already has 3 electric cars and 4 electric motorbikes which are currently used by the Head Office, and has 3 SPKLUs in Jakarta and Bali.
12	SDG 12 (Responsible Consumption and Production)	<ul style="list-style-type: none">Initiative to turn off the lights in the work area during lunch time.GHG Emissions: Scope 1, 2 and 3.Level of customer complaints handling was 99.83%.BNI has mandatory requirements for the selection and evaluation for all debtors in the palm oil plantation sector, where they must have ISPO/RSPO certification along with other ESG-related documents.
13	SDG 13 (Climate Action)	<ul style="list-style-type: none">Providing financing to 52 companies with Blue PROPER, and 6 Green PROPER Companies, and 7 Gold PROPER Companies.Providing financing to 69 companies that hold ISPO/RSPO certificates, with 33 companies already having ISPO/RSPO certificates and 36 others in the process of obtaining certificates.Rehabilitation of watersheds (DAS) by planting 200,000 trees.Rehabilitation of the Green Belt on the Anyer Coast by planting 100,000 trees.

BNI's Support for Sustainable Development Goals (SDG) Achievement

No	Sustainable Development Goals (SDG)	BNI Achievement
14	TPB 14 (Life Below Water)	<ul style="list-style-type: none">BNI, FishOn and Aruna bringing fishermen closer to the Bank through inclusion and financial literacy.BNI disbursed financing of Rp2,018.6 billion to coastal communities, included in the small segment of the marine and fisheries sub-sector.Coral Reef Conservation Assistance in Raja Ampat, West Papua Province.Planting 70,000 mangroves in Madura, Brebes and the the Thousand Islands.
15	SDG 15 (Life on Land)	<ul style="list-style-type: none">Conservation of 76 Javan rhinoceros in Ujung Kulon with WWF and other SOEs.Tree nursery assistance for ±438,000 trees including jati mas, trembesi, durian, in Batam, Banyumas and Bali.Involve the community for the nursery of around 300,000 trees in the Anyer area, Banten.
16	SDG 16 (Peace, Justice and Strong Institutions)	<ul style="list-style-type: none">Counter-terrorism assistance through training and assistance with business tools to communities in areas prone to exposure to radicals and terrorism as referred to by the BNPT, in: Palu City, Parigi Moutong, Tojo Una-Una, Poso, North Morowali (Central Sulawesi).Having an Anti-Corruption Policy to reduce corruption and bribery in all its forms.BNI invests in IT infrastructure and continues to develop the management of Personal Data and Cyber Security (Data Privacy & Cyber Security Management) to improve data security and ease of payment by consumers.In the supply chain, BNI involves local parties to support economic growth in Indonesia.
17	SDG 17 (Partnerships for the Goals)	<ul style="list-style-type: none">Developed a credit card with environmental benefits with WWF, 38,234 BNI-WWF Affinity Credit Cards with a total sharing fee of Rp1,530 million.Get involved in a sustainability association.Having branch and representative offices overseas.

FLAGSHIP PROGRAM

In line with its role as an SOE engaged in the financial sector, BNI's SER program is aligned with its corporate objectives and implemented in a directed, structured and sustainable manner. As well as improving BNI's corporate image and corporate business, BNI's SER program is also aimed at having a positive impact on society and the environment and is oriented towards Sustainable Development Goals.

BNI is committed to continuing its innovations and designing flagship programs that can have a positive impact on society and the environment. For 2022, BNI budgeted Rp81,586,242,151 for its flagship program fund, as shown in the table below.

Flagship Programs Budget in 2022

Program	Realization of Funds 2022 (Rp)
Food security	27,237,104,851
Places of Worship Infrastructure Assistance	16,052,768,751
MSME support	11,305,135,154
Honorary Teacher Appreciation and Teacher Certification Program	14,521,730,000
Greening	4,000,000,000
Waste management	2,300,000,000
New Renewable Energy	405,400,000
Healt	1,090,000,000
Collaboration	4,478,643,047
Scholarships for Children of Outsourced Employees	195,460,348
Total	81,586,242,151

The following explains the flagship programs carried out by BNI in 2022.

Description of BNI's flagship programs:

- Food Security Program
 - In line with BNI's progress during the global economic decline, BNI remained committed to solving food security and hunger problems occurring in the communities. BNI understands that its progress is inseparable from delivering a prosperous society. Related to food security, BNI distributed food packages through three special programs including the Jumping Higher Program during Ramadan, the Jumping Higher Program during the Hindu Catur Brata, and the Jumping Higher Program during Christmas. These programs involve distributing food packages to the communities in all BNI work areas on a regular basis every year through a series of religious holiday celebrations. In addition, BNI is playing an active role in handling COVID-19 by distributing Food Packages to people affected by COVID-19.
 - Distribution of the Food Security Program is prioritized for underprivileged communities, communities affected by COVID-19, either through BNI directly or through related foundations/ organizations. The provision of food packages by BNI takes into account the precautionary principle so that BNI's distribution does not duplicate the assistance for basic food assistance provided by the Government.
 - In 2022 BNI distributed food packages with a value reaching Rp27,237,104,851 (twenty seven billion two hundred thirty seven million one hundred four thousand eight hundred and fifty one rupiah), with 79,700 food packages distributed as a response to COVID-19 and 158,369 food packages distributed for religious holidays and other initiation assistance. Food packages delivered through agencies or institutions are coordinated with the local government after collecting data on poor and deserving people needing food package assistance.
 - The impact of the food security program includes sharing happiness, and helping to ease the burden on the communities, especially for the underprivileged and those affected by COVID-19, as well as for improving people's welfare.

- Places of Worship Infrastructure Assistance Program
 - To create a nation with character and to develop a sustainable environment, BNI participates in helping to build and or renovate places of worship infrastructure for religions in all of BNI's work areas. BNI provides assistance to places of worship, which are packaged into three special programs, including the Jumping Higher Program during Ramadan, the Jumping Higher Program during the Hindu Catur Brata, and the Jumping Higher Program during Christmas. The places of worship facilities program does not only help support the infrastructure, but also helps meet the needs for supporting the places of worship facilities or infrastructure.
 - In 2022, BNI assisting 367 places of worship in various religions, at a cost of Rp16,052,768,751 (sixteen billion fifty two million seven hundred sixty eight thousand seven hundred and fifty one rupiah). The impact of this program is to create sustainable cities and communities, improve and repair religious facilities, and increase BNI's concern and responsibility for the surrounding communities.
- Honorary Teacher Appreciation and Teacher Certification Program

In an effort to improve the quality of education in Indonesia, BNI strives to improve the welfare of those frontline educators who will shape the next generation of the nation. To realize this, BNI conducted two series of programs, namely the Honorary Teacher Appreciation in Frontier, Remote and Disadvantaged Regions (3T), and Teacher Certification Training and Appreciation.

 - Honorary Teacher Appreciation Program in 3T Regions
 - This program is a form of appreciation for honorary teachers in 3T areas in 118 districts in 22 provinces, where the welfare of honorary teachers is often a problem, is unclear, lacks incentives/honors that are often not enough for everyday life, and lacks appreciation that honorary teachers receive. As well as those in the 3T areas far from the center of government, they often do not get attention, especially in terms of incentives;
 - The budget allocation for this was given to 3,638 teachers, with a total allocation of Rp18,190,000,000 (eighteen billion one hundred and ninety million rupiah); and
 - The impact of this program is to ease the burden on honorary teachers in meeting their needs and can help support the welfare of honorary teachers.

b. Teacher Certification Training and Appreciation Program in South Sumatra

- i) This is a support program for teachers to develop their competencies through teacher certification, aimed at improving the quality of education and improving the welfare of teachers financially; and
- ii) This program is carried out through two schemes, based on data from the Ministry of Education, Culture, Research and Technology
 - Teacher certification exam preparation training to for 81 teachers who had not passed certification in 2022 in South Sumatra;
 - Appreciation for teachers who have passed the certification (Retaker) in 2022 by giving each Rp500,000 (five hundred thousand rupiah).

4. MSME Support Program

MSMEs are one of the important sectors for national economic growth. To date, MSMEs continue to grow and develop and have a real impact on supporting GDP and employment. To support this, BNI continues to provide support for MSMEs so that they can improve their quality and raise the level of MSMEs to what is often known as “UMKM Class Up”. As a concrete manifestation, BNI has implemented several programs including MSME Certification, Business Equipment Support, and Entrepreneurial Competency Improvement Training and MSME business quality.

a. MSME Certification

- i) The MSME certification program is aimed at improving the quality of MSME by providing guarantees for MSME products being marketed. The program implemented so far is for Halal Certification. The purpose of halal certificates is to guarantee the halal products to provide convenience, security, safety and certainty of the availability of halal products for the public when consuming and using products, as well as to increase added value for businesses to produce and sell halal product;
- ii) Halal certification has been carried out in all BNI work areas for 403 MSMEs at a cost of Rp1,394,575,000 (one billion three hundred ninety four million five hundred seventy five thousand rupiah);
- iii) Overall this program’s impact has increased the value of MSMEs in terms of production, sales, and a wider market reach, so as to increase their income and

welfare. In addition, it also provides a sense of comfort and security for consumers to buy MSME products.

b. Business Equipment

- i) Business equipment assistance is aimed at supporting MSMEs in terms of production productivity, so they have adequate good condition business equipment to increase production to meet market needs;
- ii) To date, BNI has provided support for increasing production and product quality to 90 MSMEs at a cost of Rp858,539,400 (eight hundred fifty eight million five hundred thirty nine thousand and four hundred rupiah); and
- iii) The impact of this assistance will help increase MSME production to meet market needs. As well as guarantee the good quality of the products.

c. Entrepreneurial Competency Improvement Training and MSME business quality;

- i) The Entrepreneurial Competency Improvement and MSME business quality Program is aimed at helping MSMEs gain an understanding and knowledge about business, both in terms of opportunities and broad market conditions;
- ii) This program is carried out by providing training and product marketing support through bazaars or exhibitions held directly by BNI, or at certain events. In addition, BNI also supports sustainable product marketing by helping to provide facilities in the form of strategic and sustainable sales locations;
- iii) To date, support for Entrepreneurial Competency Improvement and MSME business quality has been provided to 7,914 MSMEs at a cost of Rp9,052,020,754 (Nine billion fifty two million twenty thousand seven hundred and fifty four rupiah);
- iv) The impact of this support program has increased the MSMEs welfare, competence, competitiveness, expansion of market share, increased product quality, with the ability to be more competitive and ready to face the Global Economy era and support Indonesia’s economic growth.

5. Greening Program

- a. Based on BNI’s 4th mission to increase awareness and responsibility for the environment and community, as well as being one of the Ministry of SOEs SER Focus, namely the Environment. In 2022 BNI carried out a reforestation program (Seeding, Planting and Maintenance) for 438,941 Plants at a cost of Rp4,000,000,000 (four billion rupiah), through the following programs:

- i) Rehabilitation of critical land and ecosystems in the Upstream Areas of the Citarum & Ciliwung and Cisadane River Basins (DAS),
- ii) Land rehabilitation for the Coastal Area (Green Belt) at Carita Beach – Anyer, Seribu Islands - Banten, Tanjung Balai Karimun - Riau Islands
- iii) The BNI Greening Program does not only involve handling climate change, but also includes preserving Indonesia’s natural environment, and preventing landslides and floods so as to drive the community’s economy from forest products
- iv) Rehabilitation of critical land and ecosystems through sustainable development goals No.13 Climate Action by taking immediate action to combat climate change and its impact, and No.15 Life on Land by protecting, restoring and promoting the sustainable use of terrestrial ecosystems, managing forests, combating, stopping land degradation and stopping the loss of biodiversity.

6. Waste Management Program

- a. The waste management program carried out by BNI follows a pattern of community involvement and measurable waste processing, through literacy (46 waste bank agents) and education where this program has an impact in the form of reducing the amount of waste sent to TPA, and has an economic impact on the segregation of waste that is can still be reused;
- b. BNI as assisted the community-based waste management program through several forms of assistance at a cost of Rp2.3 billion, such as:
 - i) Smart Post Program (Center, Garbage Processing, Sorting, Collecting, Saving, Recycling, Tools and Innovation); and
 - ii) Incinerator assistance, an environmentally friendly machine that does not use fuels such as electricity and gasoline, with minimal smoke that endangers the environment for the management of waste residues by minimizing the buildup of waste in the settlement waste residues to zero and producing waste that has a return value;
 - iii) Assistance with Garbage Motorbikes and Trash Cans for waste processing sites, Bumdes and Schools;
- c. Participating in SDG No. 15 to restore and promote sustainable use of terrestrial ecosystems, and No. 11 to make cities and human settlements inclusive, safe, resilient and sustainable, for the City Government of Bogor, West Java.

7. New Renewable Energy Program

- In supporting the Government’s program in handling climate change, within the broad framework of sustainable development, BNI is implementing a New and Renewable Energy assistance program in 2 locations, namely:
- a. Setia Budi Village, Kec/District Bengkayang–West Kalimantan for those in the middle to lower socio-economic sector, and the livelihood of most traders where villages do not have electricity, through BNI’s

solar panel EBT assistance program for 26 buildings consisting of 22 residents’ houses and 4 public buildings that are well located, and very useful for the people of Setia Budi Village, totaling 476 people, as this will increase community economic activities and study activities at night;

- b. Mandala Village, Merauke City, Papua, a middle to lower class community with livelihoods coming from farmers, traders and laborers who have to pass through public roads that are pitch black every day due to no electricity for street lighting so that from a security point of view it is dangerous and the community’s economic activities is limited. The assistance of 10 (ten) areas of solar-powered public street lighting has been very beneficial for the surrounding communities, with 428 families so that from a security standpoint, the community’s economy and residents’ activities at night can function better.

8. Health program

In order to support the Government’s Program through the Health Program, BNI participates in appreciating nurses and midwives who have contributed to serve and deal with security and safety risks at work, so they are very vulnerable to exposure to COVID-19. In this regard, BNI has succeeded in assisting 423 nurses and midwives in handling COVID-19 in all BNI work areas, with a value of Rp1.09 billion

9. Collaboration Program

As a concrete form of BNI’s seriousness in providing a wider and sustainable impact for the communities, BNI participates by conducting collaborative programs to deliver effective, efficient and targeted problem solving solutions. To date, BNI has implemented the following programs:

- a. Collaboration programs in Lampung Province, for the construction of an MSME Center in West Lampung, Creative Hub Building in the Bakauheni Harbor City Area, Open Sports Building in Central Lampung with total assistance of Rp11,204,000,000 (eleven billion two hundred and four million rupiah) together with 22 SOEs and the Local Government;
- b. Collaboration program in Banten Province, for the construction of a two bridges in Keboncau Village, Kec. Bojongmaik, Kab. Lebak and in Cibitung Village, Kec. Mujul, Kab. Pandeglang Banten Province with assistance of Rp996,882,000 (Nine hundred ninety six million eight eight hundred eighty two thousand rupiah) together with 3 SOEs. Also, collaboration by providing school uniforms to 3,000 students/l in Banten Province with assistance value of Rp375,939,789 (three hundred seventy five million nine hundred thirty nine thousand seven hundred and eighty nine rupiah) together with 15 SOEs;
- c. Collaborative programs for improving education including scholarships for children of migrant workers in collaboration with the Consulate General of the Republic of Indonesia, scholarships for 286

children of TNI POLRI in collaboration with 35 related SOEs. BNI also participated in improving teacher welfare by conducting PPG certification training and also appreciated 373 teachers who passed PPG certification by collaborating with 9 related SOEs. In addition, BNI also participated by collaborating with 31 related SOEs to provide training and entrepreneurship for students to create preneur students, with assistance provided by BNI of Rp1,750,880,128 (one billion seven hundred fifty million eight hundred eighty thousand one hundred and twenty eight rupiah);

- d. Collaboration program for the construction of religious facilities. BNI has also participated in the collaboration program for the construction of religious facilities and infrastructure in DKI Jakarta and West Nusa Tenggara by collaborating with 5 related SOEs with assistance of Rp1,017,183,750 (one billion seventeen million one hundred eighty three million seven hundred and fifty rupiah);
- e. Collaborative program for preventing terrorism. As an important aspect in maintaining national stability, security conditions are an important matter in social life. BNI participates in supporting the prevention of terrorism by collaborating with the National Counterterrorism Agency through business equipment assistance training of Rp337,757,380 (three hundred thirty seven million seven hundred fifty seven thousand three hundred and eighty rupiah);
- f. Collaborative program by providing ±238,069 which were distributed to underprivileged and communities affected by COVID-19 together with 3 SOEs including Bulog, RNI, and Food Station.

10.Scholarships for Children of Outsourced Employees Program

- a. Demonstrates BNI's appreciation for the contribution of outsourced employees who have worked and served BNI, and in line with the Company's commitment contained in the 4th mission statement, to create the best conditions for employees as a place of pride to work and achievement, and the 5th mission, to increase awareness and responsibility to the environment and society;

- b. It is a full scholarship assistance program at the Higher Education level covering assistance for entrance fees and tuition fees per semester up to 8 semesters for S1 (bachelor's degree) and 6 semesters for D3 (Diploma);
- c. The assistance provided for 115 children amounted to Rp10,000,000 (ten million rupiah), allocated as entrance fees, and tuition fees per semester of Rp6,000,000 (six million rupiah);
- d. These scholarships are awarded after selection of prospective recipients not currently receiving scholarships from other parties, not currently experiencing legal cases, already accepted at tertiary institutions or equivalent, and have maintained a 3.0 GPA each semester.
- e. Activity impact:
- i) Provides learning opportunities for children of outsourced employees to pursue higher education;
 - ii) Alleviates the burden on outsourced employees to pay for their children's education, which in turn improves family welfare;
 - iii)Increases outsourced employee productivity with BNI.

CREATE SHARE VALUE PROGRAM

One of BNI's SER programs is to apply the Creating Shared Value (CSV) approach as part of BNI's strategy to increase its competitive value, and support BNI's business processes so they simultaneously provide social and economic benefits for the communities and the environment.

In 2022, BNI implemented a SER program using the Creating Shared Value (CSV) approach, with funds realized for Rp7,385,169,573 with details in the table below.

CSV Program Realization and Generated Benefits in 2022		
CSV Program	Realization of Funds 2022 (Rp)	Generated Benefits
BNI's Local Tourism (KAWAN) Area	1,013,305,000	The benefits/impact from BNI's KAWAN program is to improve the welfare of the Indonesian people, especially in the Labuan Bajo Super Priority Tourism Destinations (DPSP), Kuta Village in the Mandalika DPSP, and Marinsow Village in the Likupang DPSP.
Ponggok Tourism Village	4,549,871,252	The benefits/impact from developing the Ponggok Tourism Village provides added value and benefits for the community so that it can increase local revenue (PAD) for Ponggok Village, and is a form of BNI's commitment to community development and sustainable tourism.
Let's save with waste	1,821,993,321	Benefits/Impact Let's save with waste is to form a culture of saving in the midst of society and provide banking services in areas that have limited access to banking.

The following explains the CSV program carried out by BNI in 2022.

The BNI CSV program includes:
BNI's Local Tourism Area (KAWAN).

PT Bank Negara Indonesia (Persero) Tbk CSV program for the welfare of the Indonesian people, especially in Super Priority Tourism Destinations (DPSP). The three locations that were the focus of the BNI KAWAN program for 2022 were Cunca Wulang Village in the Labuan Bajo DPSP, Kuta Village in the Mandalika DPSP and Marinsow Village in the Likupang DPSP.

During 2022, BNI focused on building infrastructure facilities and developing Human Resources (HR) at the BNI KAWAN locations. HR development was carried out and included Governance & Institutional training, Entrepreneurship, Hospitality & Service and Digital Marketing. The regular training provided by BNI during 2022 will have a direct impact on the governance and management of tourism in the villages as the main foundation for managing tourism villages.

In line with the 8th Sustainable Development Goal (SDG) to promote the community's economy, BNI continues to be committed to KAWAN programs that provide added value to local communities living in tourist destination areas by improving community-based tourism services. The assistance provided through BNI's KAWAN program is expected to increase the attractiveness of local and international tourists, which will have a direct impact on increasing the number of tourists, as well as to form a tourism ecosystem that carries the concept of interaction between nature, culture and local communities with good governance.

In 2022, BNI's KAWAN CSV Program budget realized was Rp1,013,305,000 (One Billion Thirteen Million Three Hundred and Five Thousand Rupiah), which was distributed to assist the development of infrastructure facilities in Kuta Mandalika Village amounting to Rp519,580,000 (Five Hundred Nineteen Million Five Hundred Eighty Thousand Rupiah), and assistance for the construction of infrastructure facilities for Cunca Wulang Village amounting to Rp493,725,000 (Four Hundred Ninety Three Million Seven Hundred Twenty Five Thousand Rupiah).

Ponggok Tourism Village

This village is located in Polanharjo District, Klaten Regency, Central Java. One of the leading tourist destinations in the Ponggok Village is Umbul Ponggok, the location of a modern bathing pool with swimming and diving facilities.

In 2022 BNI contributed to the development of the Ponggok Tourism Village through the construction of the Ponggok Paradiso tourist attraction, the construction of Balkondes, and assistance for drinking water treatment machines. Ponggok Paradiso is the main attraction of Ponggok Village and is managed directly by the Ponggok community and is a driving force for the economy in Ponggok Village.

The provision of drinking water treatment machines will later provide added value and benefits for the community and increase the local revenue (PAD) of Ponggok Village.

BNI help and assistance at the Ponggok Paradiso Tourism Village location is a form of BNI's commitment to community development and sustainable tourism.

Let's save with trash

The Let's Save with Waste program is a program that aims to educate the public in managing a clean, tidy and healthy environment, while at the same time changing the community's paradigm so that waste is seen as something that has economic value. This education is also aimed at forming a culture of saving in the community through Agen46 BNI media, which is an extension of BNI in providing banking services in areas that have limited access to banking.

In 2022, the budget for the CSV Program for the development of the Ponggok Tourism Village was realized in the amount of Rp4,549,871,252 (Four Billion Five Hundred Forty Nine Million Eight Hundred Seventy One Two Hundred Fifty Two Rupiah).

MICRO AND SMALL ENTERPRISES FUNDING AND DEVELOPMENT PROGRAM (PUMK)

Micro and Small Business Funding Program

The PUMK program an SER activity that is more directed at improving the quality of life of the surrounding communities by fostering micro and small businesses formed with the community. The PUMK program aims to provide easy access to capital for micro and small businesses as well as provide guidance to improve the capabilities of MSEs to make them more resilient and independent.

In 2022, the total distribution of the PUMK Program is Rp169,576,888,744 which is classified as follows:

PUMK Program Distribution and Number of Foster Partners by Business Sector in 2022		
Business Sector	Distribution Realization (Rp)	Number of Foster Partners
Processing Industry	2.442.000.000	33
Business Services	6.815.000.000	91
Community Social Services	1.557.257.254	14
Construction	250.000.000	2
Transportation, Warehousing and Communication	1.925.000.000	10
Trading, Restaurant & Hotel	44.464.031.450	647
Farming, Hunting & Farming Facilities	12.123.600.040	157
Distribution through Other SOEs	100.000.000.000	-
Total	169.576.888.744	954

The PUMK program refers to the Ministry of SOEs Regulation No. PER-05/MBU/04/2021 dated April 20, 2021 concerning the Social and Environmental Responsibility Program for State-Owned Enterprises, as amended by Ministry of SOEs Regulation No. PER-6/MBU/09/2022 dated September 15, 2022. The PUMK program at BNI has been carried out by the Small Business and Program Division since 2017. BNI channels the PUMK Program in the form of soft loans to fostered partners by currently only charging administrative services at 3% per year from the loan limit, and this is channeled in the form of:

- Loans to finance working capital and or purchase of fixed assets in order to increase production and sales;
- Special loans to finance the business activities of fostered partners in the form of additional and short-term loans to fulfill orders from their customers;
- Development Program Expenses Coaching Expenses::
 - Expenses for education, training, apprenticeships, marketing, promotion, and other activities related to increase the productivity of the fostered partners and for conducting the assessments/research related to the Small Business and Micro Business Funding Program (PUMK);
 - Development program expenses in the form of grants with a maximum amount of 20% of the Partnership Program funds disbursed in the current year;
 - Development Program expenses can only be given to or for the benefit of fostered partners.

PUMK Program Distribution Based on BNI Regional Offices in 2022			
Region	Budget 2022 (Rp)	Distribution Realization (Rp)	Distribution Realization Compared to Budget (%)
REG 1. MEDAN	3,000,000,000	2,780,000,000	93%
REG 2. PADANG	5,000,000,000	2,865,000,000	57%
REG 3. PALEMBANG	15,000,000,000	15,993,971,343	107%
REG 4. BANDUNG	6,500,000,000	2,320,000,000	36%
REG 5. SEMARANG	6,500,000,000	3,429,444,444	53%
REG 6. SURABAYA	3,000,000,000	1,890,000,000	63%
REG 7. MAKASSAR	3,000,000,000	741,213,588	25%
REG 8. DENPASAR	5,000,000,000	5,495,000,000	110%
REG 9. BANJARMASIN	5,000,000,000	3,450,000,000	69%
REG 10. JAKARTA SENAYAN	5,000,000,000	6,225,000,000	125%
REG 11. MANADO	5,000,000,000	4,495,901,769	90%
REG 12. JAKARTA KOTA	5,000,000,000	5,725,000,000	115%
REG 14. JAKARTA BSD	5,000,000,000	2,643,000,000	53%
REG 15. JAKARTA KEMAYORAN	5,000,000,000	3,395,000,000	68%
REG 16. PAPUA	2,000,000,000	530,000,000	27%
REG 17. YOGYAKARTA	6,000,000,000	4,333,000,000	72%
REG .18. MALANG	15,000,000,000	3,265,357,600	22%
Distribution through Other SOEs	-	100,000,000,000	-
Total	100,000,000,000	169,576,888,744	170%

Micro and Small Business Development Program

BNI's fostered partners are micro and small businesses actors who are technically not familiar with banking due to their limited access to receiving loans from banks. These micro and small businesses operate in various formal and non-formal economic sectors, but have a strategic role to play in the real sector economy and it has been proven that the micro and small business segment is relatively more resilient to economic crises. BNI's fostered partners are expected to increase their business activities, business capital, entrepreneurial spirit, access to banking, business administration, product quality and marketing outreach.

BNI provides guidance to its fostered micro and small business partners, so they can improve their business governance towards better governance and generate increased benefits, and by so doing become the driver of economic movement in their area.

Based on the Ministry of SOEs Regulation No. PER-05/MBU/04/2021 dated April 20, 2021 concerning the Social and Environmental Responsibility Program for SOEs, and its amendment, Ministry of SOEs Regulation No. PER-6/MBU/09/2022 dated September 15, 2022, Fostered Partner development funds form part of the SER fund distribution program. Coaching expenses are directed at increasing the capacity of fostered partners.

Information on the Financial Statements of the Micro and Small Business Funding Program (PUMK)

As a form of accountability for the implementation of PUMK, BNI conducted an audit of the PUMK Financial Statements for the fiscal year ending December 31, 2022 by Tanudiredja Public Accounting Firm, Wibisana, Rintis & Partners (a member firm of the PricewaterhouseCoopers network).

Social and Environmental Responsibility Program Strategic Plan for 2023

BNI continues to develop and implement its CSR programs to bring optimal benefits to all stakeholders. The preparation of the work plan and budget for the BNI SER program is guided by the Minister of SOEs Regulation No. PER-05/MBU/04/2021 dated April 20, 2021 concerning the Social and Environmental Responsibility Program for SOEs, and amendment, Minister of SOEs Regulation No. PER-6/MBU/09/2022 dated September 15, 2022, with an orientation towards achieving the Sustainable Development Goals.

The strategic plan for BNI's SER program for 2023 is to optimize the SER program through CSR activities that have an economic, social and environmental impact, to contribute to sustainable development, by implementing the following programs:

1. Initiation Program
 - BNI's national children's tourism area (Kawan);
 - BNI sharing program for the coast;
 - Eco-tourism program (sustainable tourism);
 - New Renewable Energy (EBT) program;
 - Nature conservation program;
 - Employee volunteering program;
 - BNI Non-CID Program;
 - Social programs - stunting;
 - Social programs - disability;
 - UMK certification program;
 - Outsourcing Scholarship Program 2023;
 - Development of educational facilities in the regions;
 - Waste management program;
 - Help for fauna.
2. Other Stakeholder Support
 - Ambulance for regional stakeholders;
 - Tourism village program & stakeholders;
 - Incidental program;
 - Other support programs.
3. Collaboration Program
 - Special business support programs.



ESG COMMITMENT

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Environmentally Friendly Building Management
Financial Support for the Renewable Energy Sector
Greening Program Campaign • Solar Panel Installation

BNI ESG Performance

2022 Performance

Management Report

Company Profile

Management Discussion and Analysis on Company Performance

Capital & Risk Management Practices

Good Corporate Governance

Social & Environmental Responsibility

ESG Commitment

Financial Statements

ESG RATING



MSCI

December 27, 2022



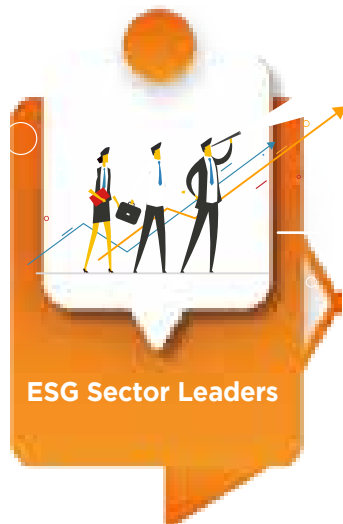
MSCI Indonesia

December 30, 2022



Sustainalytics

March 19, 2022



IDX KEHATI

December 2022 - May 2023



IDX KEHATI

December 2022 - May 2023

AWARDS



**“The Best Stated-Owned Enterprise”
The 13th IICD Corporate Governance Award**

May 27, 2022



“The Most Trusted Company” CGPI Awards

December 20, 2022



Leadership in Corporate Governance

Asean Corporate Governance Scorecard (ACGS)

May 27, 2022

ENVIRONMENTAL

BNI is highly committed to implementing the sustainability principles in its financing products and operations.

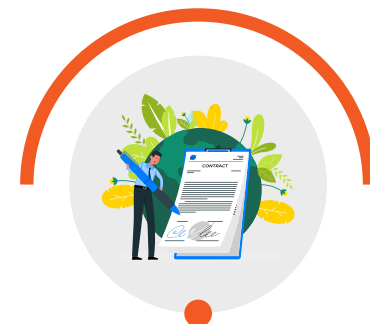
FINANCING

For financing, BNI applies the following:



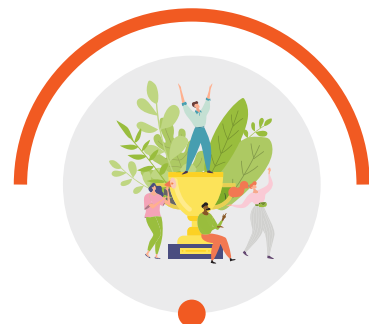
Sustainability Linked Loan

BNI disbursed Sustainability Linked Loans (SLL) to top tier debtors in the livestock sector and the food product processing industry, cement processing industry and steel processing industry amounting to Rp5.3 trillion.



Green Bond

Issued the First Environmentally Friendly Bond (Green Bond) with a Rupiah denomination of Rp5 trillion.

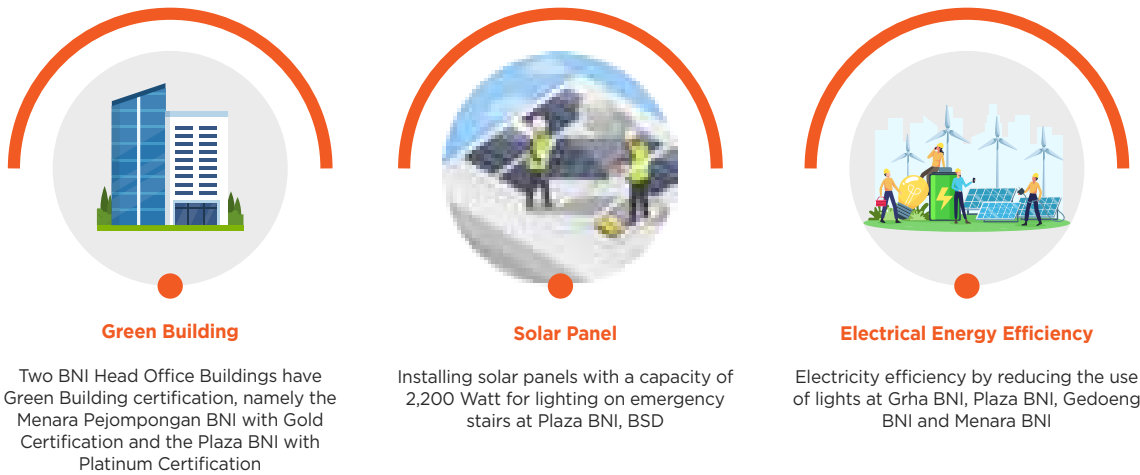


KKUB and THI

Achieved Sustainable Business Activity Category (KKUB) portfolio, amounting to Rp182,93 trillion, with a growth of 6.1% YoY and Applied the Indonesian Green Taxonomy when monitoring BNI's green portfolio.

OPERATIONAL

BNI consistently makes efforts to reduce energy consumption to support emission reductions.



SOCIAL

1. Female employees compared to total employees is 52.04%;
2. Females who occupy managerial positions and above is 30%;
3. The average training hours is 191.67 hours;
4. Employee training and education costs amount to Rp265.79 billion;
5. Employee engagement rate is 96%;
6. Customer satisfaction index is 4.27 (Scale 1-5);
7. Customer complaint settlement rate is 99.93%; and
8. The number of participants in financial literacy education is 19,356 people.

GOVERNANCE

- BNI continues to make efforts to improve ESG risk management by developing tools & guidance that takes into account ESG aspects, as follows:
- Initiative Industry Risk Appetite (IRA) for Pipeline Management;
 - Strengthened Risk Acceptance Criteria (RAC) that takes into account ESG aspects;
 - Loan Exposure Limit (LEL) that takes into account ESG and IRA aspects;
 - Internal Rating System (IRS) by sharpening ESG aspects; and
 - Adding ESG Flagging to BNI ICONS for monitoring the sustainable business portfolios.

BNI ESG
Development

BNI is committed to continuing to be a transformation agent for applying environmental, social and governance (ESG) principles. For this reason, BNI continues to actively add green financing and credit classifications to its portfolio to support sustainable businesses. The following shows the application of ESG in BNI:

1	BNI participated in piloting the reporting of Indonesian Green Taxonomy (THI) to the Financial Services Authority (OJK).
2	BNI's KKUB loan portfolio in December 2022 was Rp182.93 billion, a growth of 6.1% compared to December 2021. This shows BNI's continuing support for expansion in sustainable business financing.
3	To support environmentally friendly technology and strengthen its commitment to strengthening the electric vehicle ecosystem, BNI offers electric vehicle financing with special interest rates and relatively mild terms.
4	BNI has proactively participated in preparing the infrastructure for the electric vehicle ecosystem, by becoming the first bank in Indonesia to use the SPKLU Partnership Investor Own Investor Operate (IO2) cooperation scheme from PLN. The development of Public Electric Vehicle Charging Stations (SPKLU) is BNI's concrete step to accelerate the use of Battery-Based Electric Motorized Vehicles (KBLBB) in Indonesia, which will have a positive impact on the environment.
5	BNI issued its first Green Bonds amounting to Rp5 trillion in June 2022, which will become the capital needed for strengthening the green portfolio. Funds from the Green Bond public offering will be used to finance and refinance environmentally sound projects.
Environmentally sound projects must meet the requirements based on the BNI Green Bond Framework, and have obtained a second party opinion (SPO) from Sustainalytics to assess the validity of the framework, and have been assessed and provided confirmation that the projects underlying the issuance of Green Bonds are contributing to the environment, and the investors provide an annual independent assessment of the progress of the projects.	
The following are the Environmentally Friendly Projects that meet the requirements:	
<ul style="list-style-type: none">• Renewable energy;• Energy Efficiency;• Processing of Waste into Energy and Waste Management;• Sustainable Use of Natural Resources and Land Use;• Conservation of Land and Water Biodiversity;• Environmentally Friendly Transportation;• Sustainable Water and Wastewater Treatment;• Climate Change Adaptation;• Environmentally Friendly Buildings;• Sustainable Agriculture.	
6	BNI provides support for energy transition, in the form of: <ul style="list-style-type: none">• Supporting energy transition financing in the form of PLTU replacement projects with PLTG/GU;• Supporting financing for PLTG, including pipeline gas transmission and infrastructure or storage for energy buffer reserves and as a reduction in the use of fuel by increasing the use of gas as a cleaner energy source;• Supporting the development of NRE production and optimizing BBN (Biodiesel or biohydrocarbon) production, including PLTS as a by-product of waste management;• Supporting financing for PLTS, PLTA, PLTGeothermal and other EBT as a source of energy transition programs.
7	In an effort to encourage the development of debtors and prospective debtors towards an environmentally sound business, BNI continues to increase its commitment to promote sustainable business activities in Indonesia and is committed to supporting sustainable ESG finance in line with the increasing trend of sustainable business investment. For this reason, BNI collaborates with several corporations in the Sustainability Linked Loan (SLL) program, including: <ul style="list-style-type: none">• Companies in the livestock sector and food product processing industry by establishing key environmental performance indicators related to achieving sustainability targets aimed at minimizing the impact of water pollution;• Companies in the steel processing industry sector by implementing a Sustainability Framework with indicators for improving the ESG Risk Rating;• Companies in the cement processing industry sector by implementing a sustainability framework to minimize the impact of carbon emissions through a syndicated loan facility.

8	<p>BNI also conducts socialization within BNI for programs that have been created on an ongoing basis, including:</p> <ul style="list-style-type: none">• BNI GoGreen Program;• Mandatory E-Learning related to Sustainable Finance for all employees,• ESG awareness webinar program for all employees, such as a webinar with the theme ESG Trends & Market Outlook, with guest speakers Jewel Myrtel Bautista (Head of Climate Risk Solutions) and Steven Cochrane, PhD (Chief APAC Economist Economic Solutions Moody's Analyst).• Webinar with the theme Building Carbon-Risk-Free Future Business based on ESG, with guest speaker Martinus Haryo Sutejo (Carbon Specialist, ESG & Sustainability Experts).
9	<p>BNI conducts Automated Monitoring of the ESG portfolio using coding or flagging based on the ESG category for BNI ICONS.</p>
10	<p>BNI consistently makes efforts to reduce its energy consumption to support emission reductions, as follows:</p> <ul style="list-style-type: none">• Turning off the lights in the office during break times (12:00-13:00);• Electricity efficiency by reducing the use of lights at Grha BNI, Plaza BNI, Gedoeng BNI and Menara BNI;• AC temperature setting in the range of 23°C-25°C at Menara BNI, Grha BNI, Gedoeng BNI and Plaza BNI;• Reducing chiller use on Saturdays and Sundays;• Application of magnetic bearing technology to Plaza BNI coolers so that it allows minimal friction between the driving components when working (frictionless);• Installing solar panels with a capacity of 2,200 Watt for the emergency staircase at Plaza BNI;• Limiting business trips and replacing them with teleconferences;• Using energy saving lamps; and• Using online taxis as operational vehicles to provide fuel efficiency of around 15%.

ESG Implementation Commitment

BNI is strongly committed to supporting the achievement of sustainable development goals, which has become a global issue and also has the full attention of the Government of Indonesia, by applying sustainability principles that support alignment between business and ESG aspects (Environmental, Social, and Governance). BNI's ESG is carried out by following policies for developing a sustainable financial products & services portfolio, internal capabilities, and organization to increase social value (people), economic value (profit), and ecological value (planet).

For BNI, sustainability means having a positive impact on all stakeholders and the environment, and being able to pass on something useful for future generations. To achieve this, BNI maintains and manages a balance in all aspects of ESG as much as is possible. Through Sustainable Finance, BNI is committed to continuously increasing ESG-oriented financing.

Until the end of 2022, BNI raised funds and disbursed loans with green portfolio criteria (green financing), as well as financing to the MSME sector, which have been monitored through the KPI ESG Assessment as the collegial KPI for the Board of Directors in 2022, and served as a booster for all related divisions. To support this, BNI collaborates with corporations throuh the Sustainability Linked Loan (SLL) program, and provides support for debtors for the energy transition through project financing for replacing PLTU to PLTG/GU and financing for Renewable Energy (EBT).

BNI's business activities, which are always aligned with the ESG aspects, are intended not only to pursue profit, but also to pay attention to the benefits BNI brings to the environment, Government, and other stakeholders that can increases BNI's long-term value.

ESG-Based Pipeline

MANAGEMENT FLOW

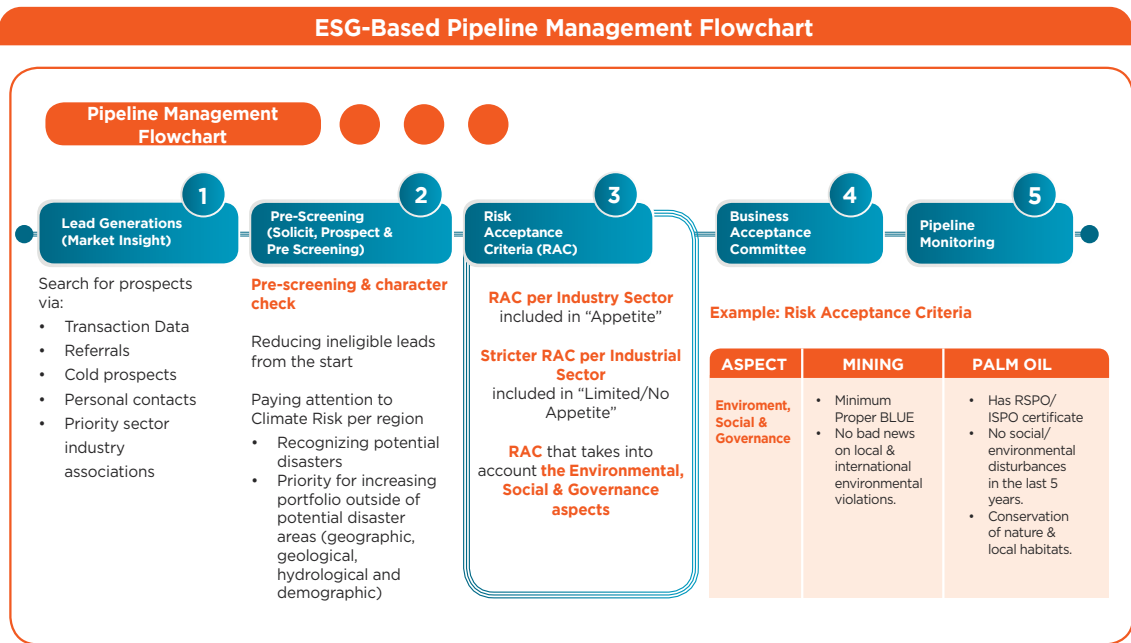
BNI as a financial services institution and SOE, supports Bank Indonesia's policy as the central bank to pay attention to climate change and environmental risks. One form of this support is that BNI has already instigated an industry risk appetite and risk acceptance that pays attention to ESG issues.

BNI pays attention to the issues of forest logging, loss of biodiversity, deforestation, floods, droughts and environmental pollution. Even though these do not have a direct impact on the Bank's business, the financial risk analysis covers financing to debtors with the same risk potential.

Therefore, BNI always prioritizes the precautionary principle and looks to reduce financing to sectors that have the potential risk of damaging the environment or increasing global warming/climate change.

BNI has instigated an ESG-oriented credit policy, as well as mapped the banking activities to start mitigating and adapting to climate change. BNI has also developed a process or flow for ESG risk management. This process is consistently carried out by the Corporate Banking Division 1, 2 and 3, Enterprise Banking Division, Commercial Banking Division, Institutional Banking Division 1 and 2, Syndication & Corporate Solution Division, International Division, SME Banking Division, Small Business & Program Division, SME Risk Corporate & Enterprise Division, and Corporate & Enterprise Credit Risk Division as the units that disburse loans at BNI.

The BNI ESG risk management flow can be explained in the following chart:



PIPELINE MANAGEMENT MECHANISM

1. For determining the industry sectors for portfolio enhancement, BNI will conduct reviews through discussions between business units, risk units and risk management. To determine the industrial sector, BNI uses the Industry Risk Appetite (IRA), whereby the Bank considers the prospects of the leading industrial sector/regional advantage, the Industry Risk Rating (IRR), and opinions on business and pipeline considerations.

The pre-screening process focuses on reducing prospects that do not meet BNI's sustainability requirements, such as climate risk and potential for natural disasters in each region. Furthermore, this process will ensure that businesses are not subject to government-prohibited exposures, such as local community rights violations, forced labor, child exploitation, human rights violations, and other government regulations.

In addition, BNI also focuses on selecting businesses in sectors that have applied the sustainable financial principles, or who have prioritized the ESG factors in the company's operations, although this implementation is still being gradually and continuously improved. Based on these IRA factors, BNI categorizes the industrial sectors into three groups; Appetite, Limited Appetite and No Appetite.

2. To support pipeline management, BNI has Risk Acceptance Criteria (RAC) for the Corporate Segment in 11 industrial sectors, namely:
- Palm Oil Plantations (Upstream and Midstream);
 - Mining (Mine Operator, Smelter Refiner, Fabricator, Trader);
 - Construction (Contractors and Toll Road Contractors);
 - Electricity/Energy;
 - Real Estate;
 - Telecommunications;
 - Chemicals;
 - Non-Metal Mineral Subsector (Cement Industry);
 - Fast Moving Consumer Goods (FMCG);
 - Hospitals;
 - Pharmaceutical.

These RAC industrial sectors were arranged with an emphasis on the application of ESG based on the characteristics of the industrial sector. BNI has strengthened the RAC in 4 main sectors, namely Palm Oil Plantations (Upstream and Midstream), Mining (Mine Operator, Smelter Refiner, Fabricator, Trader), Construction (Contractors and Toll Road Contractors) and Electricity/Energy. Details for the ESG aspect criteria in each sector are explained in the following table:

Risk Acceptance Criteria	
Sector	ESG Aspect Criteria
Palm Oil Plantations	<ul style="list-style-type: none">Minimum ISPO or RSPO certified;Maintaining nature conservation in terms of clearing land that does not disturb the environment and preserving the condition of the land after empowering oil palm plantations;There have been no social/environmental disturbances in the last 5 years that impacted business continuity.
Mining	<p>Mine Operator:</p> <ul style="list-style-type: none">Minimum BLUE PROPER rating;Having a special team for reporting to the Board of Directors to manage corporate social responsibility issues;No bad news concerning violations of local and international environmental regulations;There have been no social/environmental disturbances in the last 5 years that impacted business continuity. <p>Smelter:</p> <ul style="list-style-type: none">Has received environmental impact analysis approval;No bad news concerning violations of local and international environmental regulations;Complies with regulations on air & noise pollution including dust dispersion;Complies with regulations on water, sediment and wastewater treatment;Complies with regulations on the management of hazardous waste materials;Manages social and cultural impact on local communities;Manages wildlife conservation/ecological in local habitats;There have been no social/environmental disturbances in the last 5 years that impacted business continuity.

Risk Acceptance Criteria

Sector	ESG Aspect Criteria
Construction	<ul style="list-style-type: none">• Must have Environmental Impact Analysis (AMDAL) and Health, Safety and Environment (HSE) certification;• Meets and complies with construction sub-sector regulations, including: land use rights, employee occupational safety and health, minimizing pollution, minimizing the effects of hazardous materials, using/maintaining natural water sources;• There have been no social/environmental disturbances in the last 5 years that impacted business continuity.
Electricity/Energy	<ul style="list-style-type: none">• Must have an AMDAL and OHS certificate;• There have been no social and environmental disturbances related to the project in the last 5 years that impacted business continuity.
Real Estate	<ul style="list-style-type: none">• Complies with regional spatial planning plans (Spatial and Regional Planning);• Appropriate land use (Land suitability with its function based on the area/regional master plan, Basic Building Coefficient (KDB), Building Area Coefficient (KLB)); and• There have been no social/environmental disturbances in the last 5 years that impacted business continuity.
Telecommunications	<ul style="list-style-type: none">• There have been no social/environmental disturbances in the last 3 years that impacted business continuity.
Chemicals	<ul style="list-style-type: none">• There have been no social/environmental disturbances in the last 5 years that impacted business continuity.
Cement Industry	<ul style="list-style-type: none">• Minimum BLUE PROPER rating;• There have been no social/environmental disturbances in the last 5 years that impacted business continuity.
Fast Moving Consumer Goods (FMCG)	<ul style="list-style-type: none">• Have AMDAL and OHSE;• There have been no social/environmental disturbances in the last 5 years that impacted business continuity.
Hospitals	<ul style="list-style-type: none">• Minimum ISO 14001 certification;• There has been no malpractice news that impacted business continuity;• Has a hospital waste management unit in accordance with Government regulations;• There have been no social/environmental disturbances in the last 5 years that impacted business continuity.
Pharmaceutical	<ul style="list-style-type: none">• There has never been news of fatal side effects from the drugs produced;• There have been no social/environmental disturbances in the last 5 years that impacted business continuity.

3. The BNI Compliance Division will conduct a Credit Compliance Review (C2R) prior to loan approval to ensure that the loan process complies with all applicable regulations, including the ESG aspects set by BNI.
4. The credit committee will analyze the debtor/prospective debtor, including all risks and risk mitigation, before deciding to approve or reject the loan, including issues related to ESG. The Credit Committee is structured in stages according to their authority to decide, up to the level of the Board of Directors.
5. Pipeline Monitoring:
- a. Periodically the Business Unit will conduct monitoring using a watchlist system and assess the debtor's ratings. If a violation of the ESG aspect is found, BNI will verify it with related parties and may make adjustments to the debtor's rating if it is proven that the debtor does not meet the specified ESG aspects;
 - b. The Internal Audit will regularly conduct audits of debtors whose operational activities can have a negative impact on the environment.

BNI continues to make efforts so that the loans disbursed are aimed at financing productive and responsible businesses that do not damage the environment. Periodically the Banking Business Unit will monitor using a watchlist system and assess the debtor's ratings. The results of the watchlist system will be reported every three months to the Corporate & Enterprise Credit Risk Division (CER) and the Commercial & SME Credit Risk Division (CMR). Each responsible unit is also required to conduct an assessment of a sample of debtors as part of its monitoring.

If violations are found against environmental, social, and governance (ESG) aspects, BNI will verify with the relevant parties, and may make adjustments (downgrading) if it is proven that the debtor has not complied with the ESG regulations.

In 2022, the Bank mapped the fulfillment of ESG aspects in portfolios with a high impact on the environment to support ESG implementation, including:

1. The number of debtors with RSPO/ISPO certificates is 33 companies, while 36 other companies are in the process of obtaining RSPO/ISPO certificates;
2. For debtors operating in the Cement Industry who have received GREEN and BLUE PROPER Rating;
3. For debtors engaged in the Fertilizer Industry, must have received the GOLD Rating Rating Program (PROPER);
4. Debtors in the mining industry (Mine Operators) who have received a GREEN PROPER Rating;

In these cases, BNI continues to encourage debtors in the palm oil sector to obtain RSPO/ISPO certification, and fulfill certification in accordance with their industrial sector.

In addition, BNI has also refined its loan policies and SOPs for lending by taking into account the following ESG factors:

1. General analysis of lending for the palm oil sector that already has RSPO/ISPO certification;
2. General social forestry sector program policies (HPHD, IUPHKm, IUPHHK-HTR, IPHPS); and
3. Fulfillment of AMDAL for all sectors in the manufacturing industry.

**IMPROVEMENTS IN ESG
RISK MANAGEMENT**

BNI is committed to continuing to be a transformation agent when applying ESG principles. During 2022, BNI made improvements and refinements to the ESG Risk Management aspect, starting with the development of tools & guidance related to ESG aspects, participation in the Indonesian Green Taxonomy Piloting Project from OJK, and fulfilled the data required by the regulators, as well as strengthened its ESG-based policies.

1. Tools and Guidance with ESG Aspects

To support BNI's commitment to becoming a Transformation agent when applying the ESG principles, BNI has developed tools and guidance related to the ESG aspects, namely Industry Risk Appetite (IRA), Risk Acceptance Criteria (RAC), Loan Exposure Limit (LEL), and Internal Rating System.

a. Industry Risk Appetite (IRA)

To improve risk management and support the Pipeline Management process, BNI uses an Industry Risk Appetite (IRA) policy with 3 (three) categories namely Appetite, Limited Appetite and No Appetite. Preparation of the Industry Risk Appetite (IRA) takes into account the Industry Risk Rating (IRR) factors that describes the level of risk of each industrial sector, the prospects for the leading industrial sector/regional advantage, the Environmental Impact from the economic sectors, and opinions on business and pipeline developments.

b. Risk Acceptance Criteria (RAC)

BNI's Risk Acceptance Criteria covers the ESG aspects in 11 industrial sectors that have a high impact on the environment, including: the Palm Oil Plantation sector (Upstream & Midstream); Mining (mining operator, smelter refiner, fabricator trader); Construction (Toll Road Contractors and Contractors); Electricity/Energy; Real Estate, Telecommunications; Chemicals; Non-Metal Minerals (Cement Industry); FMCG; Hospitals; and Pharmaceuticals. The industrial sector RAC has been prepared with an emphasis on the application of ESG based on the characteristics of each industrial sector.

c. Loan Exposure Limit (LEL)

BNI has instigated a Loan Exposure Limit (LEL) policy per Economic Sector/sub-sector by taking into account the Environmental, Social and Governance (ESG) policies, Industrial Risk Appetite (IRA) and Economic Sector Recovery Indicators to spread risks and to optimize risks and profitability (risk and return).

d. Internal Rating System (IRS)

BNI already has a rating model in which the parameters include sharpening the ESG aspect.

2. Flagging ESG pada BNI ICONS

BNI carries out Automated Monitoring of the ESG portfolio by coding or flagging based on the ESG category.

3. Monitoring and Mandatory Green Portfolio Reporting Regulations

In an effort to apply the ESG principles, BNI monitors its green portfolio based on regulations issued by OJK, including the Indonesian Green Taxonomy (THI) and the Sustainable Business Activity Category (KKUB). The Indonesian Green Taxonomy is a classification of economic activities that support climate change mitigation and its adaptation in Indonesia, with the aim of developing standard definitions and green criteria for economic sector activities to encourage financial sector growth in funding green economic activities. KKUB is a categorization of sustainable business activities, and describes 11 (eleven) environmentally sound business activities (KUBL), and Micro, Small and Medium Enterprises (MSMEs) activities.

During 2022, BNI as one of the contributors to the THI development, classified the Green Taxonomy of its largest debtors based on their debit balance, with the data sent to OJK for THI development. As well as from THI, BNI also reports data related to KKUB-based green financing to regulators, including the Board of Governor's Meeting Questionnaire (RDG), and Bank Indonesia's Banking Financing Supply Survey every month. KKUB is a categorization of sustainable business activities, and describes 11 (eleven) environmentally sound business activities (KUBL), and Micro, Small and Medium Enterprises (MSMEs) activities.

4. Strengthening ESG-Based Policies

In line with BNI's commitment to applying ESG, in 2022 BNI worked with consultants to strengthen its ESG policies, which refer to the Taskforce For Climate-Related Financial Disclosure (TCFD) standards and guidelines. Strengthening the ESG policies included compiling an ESG framework and re-sharpening the policies related to environmental, social and governance, as well as establishing BNI's short, medium and long term roadmap towards Net Zero Emissions.

Persons Responsible

For Implementing ESG at BNI

BNI has established the Environment, Social, and Governance (ESG) Sub Committee, as the body responsible for implementing ESG aspects. It was established based the Board of Directors Decree No. KP/484/DIR/R dated October 26, 2021. The ESG Sub-Committee is under a Board of Directors' Committee, namely the Risk Management & Anti-Fraud Committee.

ESG Sub Committee membership composition is as follows:

Chair	Vice President Director
Vice Chair	Risk Management Director
Secretary	Head of Enterprise Risk Management Division (also a permanent non-voting member)
Permanent Members at the Board of Directors and SEVP level (Voting Members)	<ul style="list-style-type: none">Finance DirectorCorporate & International Banking DirectorInstitutional Banking DirectorEnterprise & Commercial Banking DirectorTreasury DirectorConsumer Banking DirectorNetwork & Services DirectorSEVP Treasury
Permanent Members at the Board of Directors level (Non-Voting Members)	<ul style="list-style-type: none">Human Capital and Compliance Director
Permanent Members at the Division/Unit Level (Non-Voting Members)	<ul style="list-style-type: none">Head of Enterprise Risk Management DivisionHead of Corporate Secretary DivisionHead of Policy Governance DivisionHead of Investor Relations DivisionHead of Data Management & Analytics DivisionHead of Corporate Planning & Accounting DivisionHead of Corporate Development & Transformation DivisionHead of International DivisionHead of Subsidiaries Development DivisionHead of Treasury DivisionHead of Compliance DivisionHead of Human Capital Strategy DivisionHead of Corporate Banking Division 1Head of Corporate Banking Division 2Head of Corporate Banking Division 3Head of Enterprise Banking DivisionHead of Commercial Banking DivisionHead of Corporate & Enterprise Credit Risk DivisionHead of Commercial & SME Credit Risk DivisionHead of Consumer Product DivisionHead of Channel Management DivisionHead of SME Banking DivisionHead of Small Business & Programs Division
Non-Voting Members	Director/SEVP/Division Head related to the topic of discussion.

- The ESG Sub Committee's duties and responsibilities include:
1. Developing environmental, social and governance (ESG) management policies and strategies and their changes;
 2. Identifying potential ESG risks that have an impact on both BNI and BNI stakeholders;
 3. Monitoring the implementation of the sustainable finance strategy;
 4. Monitoring, evaluating, and providing recommendations on BNI's ESG assessment results;
 5. Evaluating the implementation of the ESG strategy in all BNI business lines.

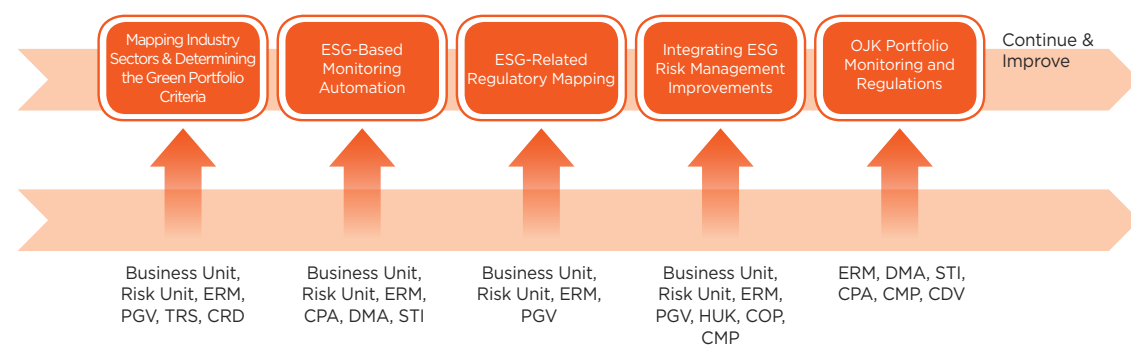
The sustainability aspects management is part of all work units responsibility, under the supervision of the Board of Commissioners and the Board of Directors. To ensure the application of sustainable governance, and to supervise the application of Sustainable Finance, BNI has a special work unit, called the Environment Social Governance (ESG) Management Group established based on Board of Directors Decree No. KP/218/DIR/R dated June 17, 2022. The ESG Management Group is part of the Enterprise Risk Management (ERM) Division.

The ESG Management Group's main duties include:

1. Managing the implementation of ESG strategies and policies
2. Monitoring the integration of ESG management in operational activities
3. Managing BNI ESG communication and publication activities
4. Acting as a liaison with regulators and other external parties.
5. Managing ESG reporting.

BNI's ESG IMPLEMENTATION SUPERVISION AND EVALUATION

BNI's ESG Monitoring and evaluation can be summarized as follows:



Implementation of Sustainable Finance In Subsidiaries

The implementation of sustainable finance in the subsidiary companies has been carried out through the preparation and submission of the Sustainable Finance Action Plan (SFOP) documents to OJK:

1. PT BNI Multifinance;
2. PT BNI Sekuritas;
3. PT BNI Life Insurance; and
4. PT Bank Mayora.

Index ESG

(Environmental, Social & Governance)

Based on Morgan Stanley Capital International (MSCI) Standards

Environmental	
COMPANY PRACTICE	PAGE
Environmental Impact Financing	
Scope of management system to assess ESG risk in financing activities	
<ul style="list-style-type: none">BNI has implemented a management system to assess ESG risk for all loan and investment banking operations.	Sustainability Report pages 107-108
<ul style="list-style-type: none">BNI has extended the integration of ESG risk in the underwriting process to other industrial sectors as one of the strategies for managing loan risk in 2022.	Sustainability Report pages 38
Environmental loan policy	
<ul style="list-style-type: none">BNI has developed binding environmental loan/investment policies related to agriculture, including palm oil.	Annual Report pages 1.121-1.122
<ul style="list-style-type: none">BNI has participated in the development of sustainable agricultural ecosystems through the Millennial Smart Farming program.	Sustainability Report pages 69
BNI has developed an environmentally sound loan policy in the following sectors:	Annual Report pages 1.121-1.122
<ul style="list-style-type: none">Palm oil plantationsMining (Mine Operator, Smelter Refiner, Fabricator, Trader)Construction (Toll Road Contractors and Contractors)Electricity/EnergyReal EstateTelecommunicationsChemicalsNon-Metal Mineral Subsector (Cement Industry)Fast Moving Consumer Goods (FMCG)HospitalsPharmaceuticals	Sustainability Report pages 39-40
BNI participates in the development of social forestry programs aimed at economic equity, improving the welfare of communities living around the forests and preventing illegal logging through sustainable forest empowerment.	Sustainability Report pages 68
BNI already has a loan policy to regulate the loan terms for industries related to agriculture; biodiversity; energy use; forestry; mining; oil and gas; transportation; and use of materials. The general loan policy is determined by the Credit Policy Committee and environmental and social risk analysis is carried out by the Risk Management & Anti-Fraud Committee, with evaluations carried out by the Audit Committee.	Sustainability Report pages 33 Sustainability Report pages 38
ESG Risk Management Integration	
To strengthen supervision in establishing the Environmental, Social & Governance (ESG) policies and management, BNI established an ESG sub-committee of the Risk Management & Anti-Fraud Committee, chaired by the Vice President Director with the Risk Management Director as vice chairperson. The Bank's Head of Enterprise Risk Management Division is the secretary of the committee.	Annual Report pages 1.125
All BNI staff are trained on ESG risks and procedures, evidenced by the valid ESG training program provided.	Sustainability Report pages 94
ESG Risk Management Supervision	
<ul style="list-style-type: none">Active supervision of the Board of Commissioners and Board of Directors in the application of risk management, including establishing a risk appetite and risk tolerance framework, risk control tools, as well as an integrated risk management framework and implementation.	Annual Report pages 479

Environmental	
COMPANY PRACTICE	PAGE
<ul style="list-style-type: none">To strengthen supervision of the Environmental, Social & Governance (ESG) policies and management, BNI established an ESG sub-committee of the Risk Management & Anti-Fraud Committee, chaired by the Vice President Director with the Risk Management Director as vice chairperson.	Annual Report pages 1.125
Through the ESG Sub Committee under the Risk Management and Anti-Fraud Committee, the Board of Directors is actively involved in managing ESG risks including:	Annual Report pages 1.125
<ul style="list-style-type: none">Developing Environmental, Social, & Governance (ESG) management policies and strategies and their changes;Identifying potential ESG risks that impact both BNI and BNI stakeholders;Monitoring the application of Sustainability Finance strategies;Monitoring, evaluating and providing recommendations on the BNI ESG Assessment results;Evaluating the application of the ESG strategy in all BNI business lines.	
ESG Risk Management System	
BNI has developed a strong management system to assess ESG risk in financing activities, which is outlined in the form of:	Annual Report pages 1.123
<ul style="list-style-type: none">Industry Risk RatingProspective SectorIndustry Risk AppetiteRisk Acceptance Criteria	
Environmental Financing Opportunities	
BNI is one of the recognized sustainability leaders and has received a number of ESG awards, and is entered in the IDX ESG Senior Leader and SRI Kehati Index	Sustainability Report pages 5 Annual Report pages 1.114
<ul style="list-style-type: none">Gradually, BNI has taken an approach to identify and analyze climate-related risks, as well as take steps to reduce emissions.BNI has a significant investment in impact and target investments.	Sustainability Report pages 61
BNI's total financing portfolio in the Sustainable Business Activities (KKUB) category amounts to Rp182.93 trillion, mainly in the form of financing to the MSME segment, sustainable natural resource management, energy efficiency and renewable energy.	Sustainability Report pages 32

Social	
COMPANY PRACTICE	PAGE
Consumer Financial Protection	
Practice	
BNI provides annual training for all employees dealing with customers, including frontliners who serve customers directly. In 2022, 99.17% of the employees received training.	Annual Report page 159
BNI strives to ensure fair operating practice policies are applied, and are in accordance with the Bank's policies and prevailing regulations. In its operational practices, BNI guarantees the following:	Annual Report pages 996-999 (APU PPT) Annual Report page 1,000 (Protection of Creditors' Rights) Annual Report page 1,001 (Anti-Corruption Policy) Annual Report pages 1,005-1,007 (Anti Gratification & Anti-Bribery Policy) Annual Report pages 1,008-1,010 (WBS) Annual Report page 1,039 (Conflict of Interest) Annual Report page 895 (Policy for customer protection and provision of Information/Data)
<ul style="list-style-type: none">Prevention of conflicts of interestProhibition of giving, accepting gifts or souvenirsProvisions for prohibition of abuse of office and accepting gratificationTo realize good corporate governance, BNI has a Whistleblowing System (WBS).Customer protection policies and provision of Information/Data/ Documents to external partiesPolicy on fulfillment of creditor rightsAnti-corruption and anti-fraud policies	
BNI has an independent debt collection policy with clear procedures, and regular training for related employees. Collection training was held for 742 employees in 2022.	...

Social

COMPANY PRACTICE

PAGE

The Board of Directors is highly involved in product supervision through the Business Committee sub Product Committee, whose duties and responsibilities including:

- Determining the size and business development strategy through BNI products/activities;
- Conducting comprehensive testing and deciding on the “feasibility” of new products/activities, especially related to cross-sectoral/segmental alliances and strategic alliances with subsidiaries/other companies outside BNI by inviting the relevant Sector Directors;
- Monitoring BNI products/activities and making decisions on the products/activities sustainability based on recommendations from the Supporting Staff Group/product owner; and
- Acting as an arbitration institution in cross-sectoral issues related to the new products/activities.

Annual Report page 877

BNI carries out marketing communications transparently based on OJK regulations and in accordance with company internal policies.

Sustainability Report pages 52

BNI has an independent customer ombudsman & internal complaint review body with clear procedures and/or targets.

Annual Report page 1008

BNI has an independent settlement system to provide protection for reporting parties and special training on internal and external protection programs

Annual Report page 1008

In the Debt Collection Policy, BNI has well-defined loan modification options including income-based considerations and customer access to escalation options.

Annual Report page 429-430

BNI runs BNICorpu TV on its youtube channel to educate the public regarding financial literacy and the latest trends in society by presenting speakers from internal BNI and from professional institutions. Education is also carried out through social media and in collaboration with various government/ private institutions.

Annual Report page 440

The BNI Board of Commissioners’-level committees supervise the complaints.

Annual Report page 463

Human Capital Development

Practice

- BNI provides training and competency development on all aspects of the Company’s operations in a planned and sustainable manner and provides equal opportunities, including gender, to all levels of the organization. In 2022, BNI provided training and development programs organized by the Bank internally, and external parties, to 27.676 employees or 99,17%, with an average for each employee receiving training of 38,90 times.
- BNI has a program that covers all employees (including part time and suppliers/vendors)
- Since 2018, BNI has had a mandatory learning program for all employees through Sustainable Finance e-learning to increase awareness and capability regarding the practice of integrating Environmental, Social and Governance (ESG) criteria into financial services to realize sustainable development outcomes, including mitigation and adaptation to the adverse effects of climate change.

Annual Report page 159

Annual Report page 1007

Sustainability Report pages 93-95

Strategy

BNI has a Whistleblowing System (WBS) with the name “WBS to CEO”, as an early detection mechanism for any violations at BNI that can cause financial losses, including matters that can damage BNI’s image. WBS management is carried out in collaboration with an external party, namely Deloitte

Annual Report page 1008
Annual Report page 111

BNI carries out employee engagement surveys every year through a digital platform. In 2022, the employee engagement level was 96%.

Annual Report page 443

Social

COMPANY PRACTICE

PAGE

Talent path development strategy

The workforce planning strategy is directed at ensuring employee availability in functions is in line with BNI’s strategy. Recruitment is carried out through various programs including the Officer Development Program, Assistant Development Program and Experience Hire. In 2022, BNI strengthened its talent acquisition mechanism by improving the General ODP policy and opening new ODP channels, including ODP Information Technology, ODP Data Scientist, ODP Digital and ODP Global Analyst Program.

Annual Report page 434-443

In addition to the Bina internship program, BNI also has an internship program for students. In 2022 internship were given to 779 people, through the BNI Digital Talent Internship program, Ministry of SOEs Certified Student Internship Program from FHCI, Digital Apprentice Program for 2020 Kominfo Graduate Digital Talent Scholarship (DTS), Ministry of Education, Culture, Research and Technology (Kemendikbudristek) Independent Campus Internship Program, BNI Digital Bootcamp Malang Internship Program, and Individual Internship Programs.

BNI’s Bina Apprenticeship Program is organized to provide training and work guidance to the inexperienced workforce by providing the knowledge, skills, and abilities needed to compete in the world of work.

Sustainability Report pages 116

To provide learning solutions for its employees, BNI Corporate University provides learning facilities and infrastructure in-house and in partnership with other educational institutions.

Annual Report page 439-440

Programs & Initiatives

BNI has a share ownership program for the Company’s employees and management after receiving approval from the shareholders at the fiscal year 2020 annual GMS held on March 29, 2021. The Company management share ownership program commenced on July 29, 2022.

Annual Report page 725

The remuneration strategy covers all employees, and is determined based on the principles of supply and demand, BNI’s remuneration position compared to the market, and considers employees’ talent classification. The employee remuneration consists of fixed remuneration that is calculated based on a position and person value weighting. Variable remuneration is based on performance based on the Bank’s performance, unit performance, and individual employee performance.

Annual Report page 724

BNI provides training and competency development at all Company levels, which are carried out in a planned and sustainable manner by upholding the provision of equal opportunities, adapted to the training and development needs at each level.

Annual Report page 159-162

The Education and Training Costs in 2022 amounted to Rp267,1 billion (2,3% of total personnel costs) with the total number of training participation increasing by 1,7% to 27.676 participants.

Access to Finance

Products and Strategies

BNI is a direct provider or is directly involved in providing services in Micro services/Micro Insurance

Sustainability Report pages 67-74

Distribution and Reach

To support customer convenience when conducting banking transactions, BNI offers a variety of e-Banking facilities that are constantly being refined through developments and innovations. The number of E-banking users in 2022 reached 13,6 million.

Annual Report page 325-326

To expand its reach, BNI has more than 157 thousand BNI Agen46 who are BNI partners in providing banking services to the public in the context of financial inclusion. Agen46 can facilitate many kinds of banking services to assist in the distribution of Government programs, such as distribution of social assistance and subsidies.

Annual Report page 327-328
Sustainability Report pages 75

Advanced innovations in branchless alternative distribution channels targeting underserved demographics through Digital and Agen46 services.

Annual Report page 327-328

Social

COMPANY PRACTICE

PAGE

Privacy & Data Security

Practice - Operations

- BNI guarantees that customers can update data, change, access and update data changes through BNICall and Customer Service. Sustainability Report page 44, 56
- BNI has a data protection and information security policy that regulates all related business lines/subsidiaries. Sustainability Report page 46
- BNI's consumer data/information protection policies follow Bank Indonesia Regulation (PBI) No. 22/20/PBI/2020 dated December 22, 2020 concerning Consumer Protection, and the Bank Indonesia Board of Governors Members Regulation No. 23/17/PADG/2021 dated September 9, 2021 concerning Procedures for Implementing Bank Indonesia Consumer Protection. Annual Report page 416

BNI launched innovations for credit card and other consumer loan applications through e-forms, including opening digital accounts through mobile banking to reduce the potential misuse of customer data, as data is directly stored in the system without any physical forms. Annual Report page 274-276
Annual Report page 284-285

BNI has established a special organization (Information Security Division) combining several units with functions related to information security to maintain independence and focus more on evaluating, running, monitoring and improving cyber security. Annual Report page 64

To ensure system reliability and information security, technology audits are conducted regularly by the Internal Audit. Assessments by external parties include the National Cyber and Crypto Agency (BSSN) through the Information Security Index (WE Index). Annual Report page 451

The Technology Management Committee is a permanent committee at BNI authorized to provide recommendations to the Board of Directors on the formulation, determination of policies and strategies for BNI's information technology development. This committee was established to assist the Board of Commissioners and the Board of Directors in supervising Information Technology (IT) activities, including those related to cyber security. Annual Report page 880

Practices - Employees

BNI provides IT Work Unit employees with training to develop their soft skills and hard skills. The hard skills training includes project management, IT architecture, programming, CI/CD, secure coding, cloud security, and others, carried out in-house or through LinkedIn Learning, Google and AWS training, and other training media. Annual Report page 449

For all employees, data security and/or privacy risks and procedures awareness is also carried out by increasing awareness through training and digital mindset development.

Governance

COMPANY PRACTICE

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Corporate Governance

Salary Figures
• Executive Officer Payment Disclosure Annual Report page 717

Ownership Structure
Controlling shareholders
Controlling Shareholders Requiring Attention Annual Report page 635

One Share One Vote
Multiple Equity Classes with Different Voting Rights
Government Intervention Requiring Attention Annual Report page 640

Board of Directors

BOARD OF DIRECTORS' INDEPENDENCE
Executive Officers on the Board of Directors
Transactions with Related Parties Annual Report page 774

BOARD OF DIRECTORS EXPERTISE & DIVERSITY
are 25% female directors Annual Report page 698

Governance

Salaries

PAYMENT FIGURES
Executive Officer Payment Disclosure Annual Report page 717

PAYMENT PERFORMANCE ALIGNMENT
CEO's Equity Policy
Clawback & Malus
Payments Related to Sustainability Annual Report page 720-723

Share Ownership & Control

DIRECTOR SELECTION
Annual Director Selection
Proxy Access Annual Report page 677-678
Annual Report page 636

ONE SHARE ONE VOTE
Multiple Equity Classes with Different Voting Rights Annual Report page 640

SHAREHOLDERS' RIGHTS
Right to Talk about Payment Policy Annual Report page 635

Accountancy

ACCOUNTING RISK
Expenditure Recognition Annual Report page 375-376

Business Ethics

Business Ethics Policies and Practices

BNI has a Board of Directors or C-suite level committee or executive committee that oversees ethical issues. Annual Report page 873-874

BNI has a detailed formal policy on bribery and anti-corruption Annual Report page 1005-1007
Annual Report page 1001

BNI audits all operations at least once every three years. Annual Report page 926

BNI has a formal anonymous reporting system with legal protection for whistleblowers through the Whistle Blowing System (WBS) that is managed by an external party, Deloitte. Annual Report page 1008

BNI has an ethical standard training program covering all employees (including part-time employees) and contractors Annual Report page 1002

All BNI suppliers are required to have a mandatory anti-corruption policy and program for compliance verification. Annual Report page 1018

BNI already has an Anti-Money Laundering Policy. The policy and implementation strategy is explained Annual Report page 996-999

Tax Transparency

Implementation of tax transparency already refers to Government regulations or policies Annual Report page 1.136

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Attachment of Republic of Indonesia Financial Services Authority Circular Letter No. 9/SEOJK.03/2020 Concerning Transparency and Publication of Conventional Commercial Bank Reports	1423
Cross-Reference No. 16/SEOJK.04/2021: Format and Completing the Annual Report of Issuers or Public Companies	1428



Domestic & International Business Expansion
Export & Non-Export Loans
Training and Assistance for Export-Oriented Businesses
Access to Information on Licensing & Legal Procedures • Diaspora Loans

PT BANK NEGARA INDONESIA (PERSERO) Tbk DAN ENTITAS ANAK/AND SUBSIDIARIES

LAPORAN KEUANGAN KONSOLIDASIAN/ CONSOLIDATED FINANCIAL STATEMENTS

31 DESEMBER 2022 DAN 2021/
31 DECEMBER 2022 AND 2021

Direksi

PT BANK NEGARA INDONESIA (PERSERO) Tbk
DAN ENTITAS ANAK

SURAT PERNYATAAN DIREKSI
TENTANG TANGGUNG JAWAB ATAS
LAPORAN KEUANGAN KONSOLIDASIAN
PADA TANGGAL 31 DESEMBER 2022 DAN 2021
SERTA UNTUK TAHUN YANG BERAKHIR
31 DESEMBER 2022 DAN 2021

No. DIR/05/0

Kami yang bertanda tangan di bawah ini:

1. Nama : Royke Tumilasar
Alamat Kantor : Jl. Jenderal Sudirman Kav. 1, Jakarta 10220, Indonesia
Alamat Domisil : Komp. Billy & Moon Blok LS/10 RT.007 RW.012 Pondok Kelapa, Duren Sawit, Jakarta Timur
Nomor Telepon : 021-5728043
Jabatan : Direktur Utama
2. Nama : Novita Widya Anggraini
Alamat Kantor : Jl. Jenderal Sudirman Kav. 1, Jakarta 10220, Indonesia
Alamat Domisil : GR.BJ FEDORA Blok J-20/10 RT.006 RW.015 Segong Utara, Tangerang Selatan
Nomor Telepon : 021-5728025
Jabatan : Direktur Finance

menyatakan bahwa:

1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian PT Bank Negara Indonesia (Persero) Tbk dan Entitas Anak;
2. Laporan keuangan konsolidasian PT Bank Negara Indonesia (Persero) Tbk dan Entitas Anak telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia;
3. a. Semua informasi dalam laporan keuangan konsolidasian PT Bank Negara Indonesia (Persero) Tbk dan Entitas Anak telah dibuat secara lengkap dan benar.
b. Laporan keuangan konsolidasian PT Bank Negara Indonesia (Persero) Tbk dan Entitas Anak tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material.
4. Kami bertanggung jawab atas sistem pengendalian internal dalam PT Bank Negara Indonesia (Persero) Tbk dan Entitas Anak.

Demikian pernyataan ini dibuat dengan sebenarnya.

Atas nama dan mewakili Direksi/For and on behalf of the Directors



Royke Tumilasar
Direktur Utama/
President Director

Jakarta, 20 JAN 2023



Novita Widya Anggraini
Direktur Finance/
Managing Director - Finance

PT BANK NEGARA INDONESIA (PERSERO) Tbk
AND SUBSIDIARIES

BOARD OF DIRECTORS' STATEMENT
REGARDING THE RESPONSIBILITY FOR
THE CONSOLIDATED FINANCIAL STATEMENTS
AS OF 31 DECEMBER 2022 AND 2021 AND
FOR THE YEARS ENDED
31 DECEMBER 2022 AND 2021

No. DIR/05/0

We, the undersigned:

1. Name : Royke Tumilasar
Office address : Jl. Jenderal Sudirman Kav. 1, Jakarta 10220, Indonesia
Residential Address : Komp. Billy & Moon Blok LS/10 RT.007 RW.012 Pondok Kelapa, Duren Sawit, Jakarta Timur
Telephone : 021-5728043
Title : President Director
2. Name : Novita Widya Anggraini
Office Address : Jl. Jenderal Sudirman Kav. 1, Jakarta 10220, Indonesia
Residential Address : GR.BJ FEDORA Blok J-20/10 RT.006 RW.015 Segong Utara, Tangerang Selatan
Telephone : 021-5728025
Title : Managing Director - Finance

declare that:

1. We are responsible for the preparation and the presentation of PT Bank Negara Indonesia (Persero) Tbk and Subsidiaries' consolidated financial statements;
2. PT Bank Negara Indonesia (Persero) Tbk and Subsidiaries' consolidated financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards;
3. a. All information in the PT Bank Negara Indonesia (Persero) Tbk and Subsidiaries' consolidated financial statements have been disclosed in a complete and truthful manner.
b. PT Bank Negara Indonesia (Persero) Tbk and Subsidiaries' consolidated financial statements do not contain any incorrect information or material facts, nor do they omit material information or material facts.
4. We are responsible for PT Bank Negara Indonesia (Persero) Tbk and Subsidiaries' internal control system.

Thus this statement is made truthfully.



**LAPORAN AUDITOR INDEPENDEN
KEPADA PARA PEMEGANG SAHAM**

**INDEPENDENT AUDITORS' REPORT
TO THE SHAREHOLDERS OF**

PT BANK NEGARA INDONESIA (PERSERO) TBK

Opini

Kami telah mengaudit laporan keuangan konsolidasian PT Bank Negara Indonesia (Persero) Tbk dan entitas anaknya ("Grup"), yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2022, serta laporan laba rugi dan penghasilan komprehensif lain konsolidasian, laporan perubahan ekuitas konsolidasian dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, serta catatan atas laporan keuangan konsolidasian, termasuk ikhtisar kebijakan akuntansi signifikan.

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian Grup tanggal 31 Desember 2022, serta kinerja keuangan konsolidasian dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Basis opini

Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Tanggung jawab kami menurut standar tersebut diuraikan lebih lanjut dalam paragraf Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian pada laporan kami. Kami independen terhadap Grup berdasarkan ketentuan etika yang relevan dalam audit kami atas laporan keuangan konsolidasian di Indonesia, dan kami telah memenuhi tanggung jawab etika lainnya berdasarkan ketentuan tersebut. Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

Hal audit utama

Hal audit utama adalah hal-hal yang, menurut pertimbangan profesional kami, merupakan hal yang paling signifikan dalam audit kami atas laporan keuangan konsolidasian periode kini. Hal-hal tersebut disampaikan dalam konteks audit kami atas laporan keuangan konsolidasian secara keseluruhan, dan dalam merumuskan opini kami atas laporan keuangan konsolidasian terkait, kami tidak menyatakan suatu opini terpisah atas hal audit utama tersebut.

Opinion

We have audited the consolidated financial statements of PT Bank Negara Indonesia (Persero) Tbk and its subsidiaries (the "Group"), which comprise the consolidated statement of financial position as at 31 December 2022, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at 31 December 2022, and its consolidated financial performance and its consolidated cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

Basis for opinion

We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the consolidated financial statements paragraph of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.



Hal audit utama yang teridentifikasi dalam audit kami diuraikan sebagai berikut.

1. Kerugian kredit ekspektasian ("KKE") – cadangan kerugian penurunan nilai atas pinjaman yang diberikan

Seperti yang dijelaskan dalam Catatan 2c.(x) – Cadangan kerugian penurunan nilai atas aset keuangan dan Catatan 12 – Pinjaman yang diberikan, atas laporan keuangan konsolidasian pada tanggal 31 Desember 2022, cadangan kerugian penurunan nilai atas pinjaman yang diberikan Grup adalah sebesar Rp 50.333.988 juta. Cadangan kerugian penurunan nilai atas pinjaman yang diberikan ditentukan oleh Grup berdasarkan kerangka Kerugian Kredit Ekspektasian ("KKE") sesuai dengan PSAK 71, "Instrumen Keuangan" ("PSAK 71").

Kami fokus pada area ini karena nilai tercatat atas pinjaman yang diberikan mewakili 62% dari total aset Grup dan besarnya nilai cadangan kerugian penurunan nilai yang dibentuk atas pinjaman tersebut, yang nilainya signifikan terhadap laporan keuangan konsolidasian Grup. Penentuan KKE membutuhkan pertimbangan manajemen yang subjektif dan melibatkan penggunaan estimasi dengan tingkat ketidakpastian yang tinggi.

Grup menghitung KKE untuk pinjaman yang diberikan yang tidak memburuk dan pinjaman yang diberikan yang memburuk. Untuk pinjaman yang diberikan yang tidak memburuk dan pinjaman yang diberikan yang memburuk, yang secara individual tidak dianggap signifikan, Grup menghitung KKE secara kolektif menggunakan model parameter risiko yang menggunakan beberapa parameter utama, antara lain, *probability of default*, *loss given default*, *exposure at default* dan tingkat diskonto, setelah memperhitungkan faktor masa depan dan informasi eksternal lainnya.

Untuk pinjaman yang memburuk, yang secara individual dianggap signifikan, Grup menghitung KKE secara individual dengan mengestimasi arus kas ekspektasian dari pinjaman yang diberikan.

Pertimbangan-pertimbangan signifikan yang digunakan dalam menentukan KKE meliputi:

- Mengembangkan model penilaian kolektif yang tepat untuk menghitung KKE. Model yang dikembangkan secara inheren kompleks dan melibatkan pertimbangan manajemen dalam menentukan dan mempersiapkan model tersebut;
- Mengidentifikasi pinjaman yang diberikan yang telah mengalami peningkatan risiko kredit secara signifikan; dan

The key audit matters identified in our audit are outlined as follows.

1. Expected credit losses ("ECL") – allowance for impairment losses of loans

As described in Note 2c.(x) – Allowance for impairment losses on financial assets and Note 12 – Loans, to the consolidated financial statements as at 31 December 2022, the allowance for impairment losses of loans of the Group was Rp 50,333,988 million. The allowance for impairment losses of loans is determined by the Group based on the Expected Credit Losses ("ECL") framework under SFAS 71, "Financial Instruments" ("SFAS 71").

We focused on this area as the carrying value of loans represents 62% of the total assets of the Group and the respective allowance for impairment losses provided against the loans is significant to the Group's consolidated financial statements. Determining ECL involves subjective management judgement and is subject to a high degree of estimation uncertainty.

The Group calculated ECL for both non-credit-impaired and credit-impaired loans. For non-credit-impaired loans and for credit-impaired loans which are not considered individually significant, the Group assesses collective ECL using the risk parameter modelling approach that incorporates key parameters, including probability of default, loss given default, exposure at default and discount rate, after considering forward looking factors and other external information.

For credit-impaired loans, which are considered individually significant, the Group assesses individual ECL by estimating the expected cash flows obtained from the loans.

The significant judgements involved in determining the ECL include the following:

- Developing appropriate collective assessment models used to calculate ECL. The models are inherently complex, and management's judgement is applied in determining and preparing the models;
- Identification of loans that have experienced a significant increase in credit risk; and

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- Asumsi-asumsi yang digunakan dalam model KKE seperti proyeksi arus kas masa depan yang diharapkan, perkiraan faktor ekonomi makro masa depan, beberapa skenario probabilitas tertimbang dan penyesuaian *overlay* KKE yang dibuat.

Bagaimana audit kami merespons hal audit utama

Kami melakukan prosedur-prosedur audit berikut untuk merespons hal audit utama ini:

- Kami memahami dan menguji pengendalian yang relevan atas identifikasi aset keuangan yang mengalami peningkatan risiko kredit secara signifikan atau bukti objektif penurunan nilai, melalui pengujian atas pengendalian penetapan *rating* internal dan melakukan pemeriksaan secara *sampling* atas dokumen pinjaman. Kami memeriksa sampel aset keuangan yang diidentifikasi oleh Grup memiliki kualitas kredit yang lebih rendah, kredit yang direstrukturisasi, debitur di industri yang terkena dampak COVID-19 dan membuat penilaian independen kami apakah ada peningkatan risiko kredit secara signifikan atau terdapat bukti objektif penurunan nilai.
- Ketika bukti objektif penurunan nilai diidentifikasi oleh Grup dan kerugian penurunan nilai dihitung secara individual, kami menilai kecukupan penyisihan penurunan nilai dengan memeriksa baik jumlah dan waktu dari arus kas masa depan yang digunakan oleh Grup dalam perhitungan kerugian penurunan nilai, menguji rata-rata probabilitas tertimbang yang digunakan dalam menyusun arus kas, termasuk membandingkan jadwal pembayaran kembali dengan perjanjian pinjaman dan memeriksa ketepatan penggunaan faktor diskonto.
- Kami menilai dan menguji metodologi dan asumsi pemodelan signifikan yang digunakan dalam model KKE, termasuk penentuan *probability of default*, *loss given default* dan *exposure at default*, yang diterapkan terhadap persyaratan PSAK 71, yang melibatkan (i) evaluasi model dan metodologi yang digunakan dalam perhitungan; (ii) evaluasi prakiraan makroekonomi Indonesia dengan membandingkan prakiraan dengan informasi yang tersedia untuk umum tentang prospek makroekonomi Indonesia; dan (iii) menguji kelengkapan dan keakuratan data yang digunakan dalam model dengan data aktual yang tersedia di Grup dengan melibatkan spesialis Teknologi Informasi ("TI") kami.

- *Assumptions used in the ECL models such as expected future cash flows, forward-looking macroeconomic factors, probability weighted multiple scenarios and ECL overlay adjustments made.*

How our audit addressed the key audit matter

We have performed the following audit procedures to address this key audit matter:

- *We understood and tested the relevant controls over the identification of financial assets that have experienced a significant increase in credit risk or objective evidence of impairment by performing control testing over the internal rating process and examining the credit files on a sampling basis. We examined sampled financial assets identified by the Group as having lower credit quality, restructured loans, debtors in industries impacted by COVID-19 and formed our own independent judgement as to whether there was a significant increase in credit risk or any objective evidence of impairment.*
- *When objective evidence of impairment was identified by the Group and impairment losses were individually calculated, we assessed the adequacy of impairment allowance by examining both the quantum and timing of future cash flows used by the Group in the impairment loss calculation, testing the probability-weighted outcome used in preparing the cash flows, including comparing the repayment schedule to the credit agreement and checking the appropriateness of discount factor used.*
- *We assessed and tested the methodologies and significant modelling assumptions inherent within the ECL models, which include determination of probability of default, loss given default and exposure at default, which applied against the requirements of SFAS 71, which involved (i) evaluating the models and methodologies used in the calculations; (ii) evaluating the forecasts of Indonesia macroeconomics by comparing forecasts with publicly available information on the Indonesia macroeconomic outlook; and (iii) testing the completeness and accuracy of data used in the model with the actual data available within the Group by involving our Information Technology ("IT") specialists.*



- Kami memeriksa keakuratan data dan perhitungan KKE, dengan melakukan perhitungan ulang atas keseluruhan portofolio yang penurunan nilainya dinilai secara kolektif. Secara sampel, kami melakukan perhitungan ulang atas penurunan nilai yang dinilai secara individual.

2. Penilaian atas utang ke pemegang polis

Seperti yang dijelaskan dalam Catatan 2y – Kontrak asuransi dan Catatan 28 – Liabilitas lain-lain atas laporan keuangan konsolidasian, pada tanggal 31 Desember 2022, utang ke pemegang polis adalah sebesar Rp 15.967.679 juta.

Berdasarkan penilaian dari Grup atas penyisihan penyelesaian klaim masa depan, kewajiban kontraktual asuransi jiwa melibatkan penilaian yang kompleks dan subjektif terhadap kejadian yang akan datang, dimana adanya perubahan asumsi dapat memberikan dampak yang material terhadap penilaian atas kewajiban tersebut. Terdapat juga faktor ketidakpastian dari pandemi COVID-19 dan dampaknya terhadap berbagai asumsi aktuarial.

Asumsi-asumsi yang digunakan dalam perhitungan cadangan kewajiban masa depan ke pemegang polis dan liabilitas klaim ditentukan berdasarkan asumsi-asumsi aktuarial yang ditetapkan oleh Grup termasuk tingkat diskonto, mortalitas, morbiditas, *lapse*, biaya dan inflasi. Asumsi-asumsi ini ditentukan berdasarkan pengalaman aktual dan studi pengalaman Grup. Untuk produk baru, asumsi yang digunakan adalah berdasarkan asumsi-asumsi yang dikembangkan selama *product pricing*.

Bagaimana audit kami merespons hal audit utama

Kami memahami dan telah mengevaluasi penilaian atas utang kepada pemegang polis, dimana kami telah melibatkan pakar aktuarial kami dan melakukan pengujian substantif. Kami melakukan prosedur-prosedur audit berikut untuk merespons hal audit utama ini:

- Kami memeriksa dan menguji metodologi dan asumsi atas utang ke pemegang polis termasuk konsistensi penerapan asumsi dalam perhitungan, seperti: tingkat diskonto, asumsi morbiditas dan mortalitas, inflasi, tingkat *lapse* dan alokasi biaya.
- Secara sampel, kami melakukan perhitungan matematis ulang secara independen atas *Gross Premium Reserve* ("GPV") dan aset reasuransi untuk portofolio tradisional jangka panjang dan Cadangan Risiko untuk portofolio *non-unit link* pada tanggal 31 Desember 2022 sesuai dengan PSAK 62, "Kontrak Asuransi" ("PSAK 62").

- *We checked the accuracy of data and calculation of the ECL, by recalculating the whole portfolio for the collective impairment assessment for the portfolio. On a sample basis, we recalculated the individual impairment assessment.*

2. Valuation of obligation to policyholders

As described in Note 2y – Insurance Contract and Note 28 – Other liabilities to the consolidated financial statements, as at 31 December 2022, the obligation to policyholders was Rp 15,967,679 million.

Based on the Group's assessment of provision for future claim settlements, life insurance contractual obligations involve a complex and subjective assessment of future events, which a change in assumptions could have a material impact on the assessment of these obligations. There is also uncertainty arising from COVID-19 and its impact on various actuarial assumptions.

The assumptions used to calculate the policyholder's future liability reserves and the claim liabilities are determined using actuarial assumptions set by the Group, including the discount rate, mortality, morbidity, lapse, expense and inflation rates. These are determined based on the Group's actual experience and its experience study. For new products, the assumptions used are based on those developed during product pricing.

How our audit addressed the key audit matter

We understood and evaluated the valuation of obligations to policyholders, in which we involved our actuarial expert and performed substantive testing. We have performed the following audit procedures to address this key audit matter:

- *We examined and tested the methodology and assumptions used in determining the obligation to policyholders, including the consistency of application in calculations, such as: discount rates, assumption of morbidity and mortality, inflation, lapse rate and cost allocation.*
- *On a sample basis, we performed independent mathematical recalculation of the Gross Premium Reserve ("GPV") and reinsurance assets for traditional long-term portfolios and Risk Reserves for non-unit-linked portfolios as at 31 December 2022 based on SFAS 62, "Insurance Contract" ("SFAS 62").*



- Kami melakukan perhitungan matematis ulang secara independen, berdasarkan sampel, atas nilai cadangan kotor dan bersih terhadap klaim yang telah terjadi namun belum dilaporkan (IBNR) dan metodologi yang digunakan pada tanggal 31 Desember 2022 sesuai dengan PSAK 62.
- Kami melakukan perhitungan matematis ulang secara independen atas Pengujian Kecukupan Liabilitas (*Liability Adequacy Testing*) untuk portofolio tradisional sesuai dengan PSAK dan melakukan pemeriksaan terhadap kecukupan cadangan teknis pada tanggal 31 Desember 2022.
- Kami melakukan pemeriksaan atas kelengkapan dan akurasi data yang digunakan untuk menghitung cadangan teknis dengan melakukan rekonsiliasi antara laporan aktuaria dengan angka dalam dokumen pendukung pada tanggal 31 Desember 2022.

3. Sistem dan pengendalian Teknologi Informasi ("TI") yang berdampak pada pelaporan keuangan

Grup sangat bergantung pada infrastruktur, sistem, dan pengendalian TI untuk mendukung kegiatan operasional sehari-hari dan proses pelaporan keuangan. Lingkungan TI Grup dianggap kompleks dengan mempertimbangkan jumlah dan kompleksitas dari sistem utama pelaporan keuangan dan integrasi antar sistem. Oleh karena itu, kami menganggap pengoperasian pengendalian teknologi informasi Grup sebagai hal audit utama.

Bagaimana audit kami merespons hal audit utama

Kami melakukan prosedur-prosedur audit berikut untuk merespons hal audit utama ini:

- Kami melibatkan spesialis TI untuk mengevaluasi risiko yang terkait dengan lingkungan TI Grup.
- Kami menguji pengendalian TI Grup atas sistem informasi yang relevan dengan audit kami.
- Kami mendapatkan pemahaman tentang sistem TI dan pengendalian yang mendukung proses pelaporan keuangan. Kemudian kami menilai efektivitas rancangan, implementasi dan pengoperasian dari pengendalian utama yang dirancang untuk mempertahankan integritas dari sistem utama pelaporan keuangan. Penilaian ini mencakup evaluasi atas hal berikut:

- *We performed independent mathematical recalculation, on a sample basis, on the gross and net adequacy of Incurred but Not Reported ("IBNR") reserves and the IBNR methodology used as at 31 December 2022 based on SFAS 62.*
- *We performed independent mathematical recalculation of Liability Adequacy Testing ("LAT") for traditional portfolios based on SFAS and examined the adequacy of technical reserves as at 31 December 2022.*
- *We checked the completeness and accuracy of the data used to calculate the technical reserve balance by reconciling the actuarial reports to the amounts in the supporting documents as at 31 December 2022.*

3. Information Technology ("IT") systems and controls that impact financial reporting

The Group is heavily reliant on its IT infrastructure, systems and controls for its daily operations and financial reporting processes. The IT environment of the Group is considered to be complex due to the number and complexity of the key financial reporting systems and their system integration. Therefore, we consider the operation of the Group's information technology controls to be a key audit matter.

How our audit addressed the key audit matter

We have performed the following audit procedures to address this key audit matter:

- *We involved IT specialists in evaluating the risks associated with the Group's IT environment.*
- *We tested the Group's IT controls over information systems that were relevant to our audit.*
- *We obtained an understanding of the IT systems and controls that support the financial reporting process. Then we assessed the effectiveness of the design, implementation and operation of the associated key controls designed to maintain the integrity of the key financial reporting systems. This assessment includes the evaluation as follows:*



- i. Pengendalian atas manajemen perubahan: Proses dan pengendalian untuk mengembangkan, menguji dan mengesahkan perubahan pada fungsi dan konfigurasi di dalam sistem;
 - ii. Pengendalian atas keamanan hak akses: Pengendalian hak akses dirancang untuk melaksanakan pemisahan tugas, mengatur penggunaan akun umum dan istimewa, atau memastikan bahwa perubahan data hanya dilakukan melalui proses yang sah; dan
 - iii. Pengendalian atas operasional TI: Pengendalian atas operasi digunakan untuk memastikan bahwa setiap masalah yang muncul dikelola dengan tepat.
- Kami menguji pengendalian utama yang bergantung pada TI yang mendukung proses pelaporan keuangan, seperti penghitungan otomatis sistem, pemrosesan transaksi, pembuatan laporan dan transmisi data. Pengujian kami mencakup pemeriksaan konfigurasi sistem yang relevan dan pengujian keluaran sistem secara sampel.

Informasi lain

Manajemen bertanggung jawab atas informasi lain. Informasi lain terdiri dari informasi yang tercantum dalam laporan tahunan, tetapi tidak termasuk laporan keuangan konsolidasian dan laporan auditor kami. Laporan tahunan diharapkan akan tersedia bagi kami setelah tanggal laporan auditor ini.

Opini kami atas laporan keuangan konsolidasian tidak mencakup informasi lain, dan oleh karena itu, kami tidak menyatakan bentuk keyakinan apapun atas informasi lain tersebut.

Sehubungan dengan audit kami atas laporan keuangan konsolidasian, tanggung jawab kami adalah untuk membaca informasi lain yang teridentifikasi di atas, jika tersedia dan, dalam melaksanakannya, mempertimbangkan apakah informasi lain mengandung ketidakkonsistensian material dengan laporan keuangan konsolidasian atau pemahaman yang kami peroleh selama audit, atau mengandung kesalahan penyajian material.

Ketika kami membaca laporan tahunan, jika kami menyimpulkan bahwa terdapat suatu kesalahan penyajian material di dalamnya, kami diharuskan untuk mengomunikasikan hal tersebut kepada pihak yang bertanggung jawab atas tata kelola dan mengambil tindakan tepat berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia.

- i. *Change management controls: The processes and controls to develop, test and authorise changes to the functionality and configurations within systems;*
 - ii. *Access security controls: The access controls designed to enforce segregation of duties, govern the use of generic and privileged accounts or check that data is only changed through authorised means; and*
 - iii. *IT operation related controls: The controls over operations used to check that any issues that arise are managed appropriately.*
- *We tested the key IT dependent controls supporting the financial reporting process, such as the automated system calculations, transaction processing, generation of reports and data transmission. Our testing included the inspection of relevant system configurations and testing system outputs on a sample basis.*

Other information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated financial statements and our auditors' report thereon. The annual report is expected to be made available to us after the date of this auditors' report.

Our opinion on the consolidated financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate actions in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants.



Tanggung jawab manajemen dan pihak yang bertanggung jawab atas tata kelola terhadap laporan keuangan konsolidasian

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan konsolidasian yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Dalam penyusunan laporan keuangan konsolidasian, manajemen bertanggung jawab untuk menilai kemampuan Grup dalam mempertahankan kelangsungan usahanya, mengungkapkan, sesuai dengan kondisinya, hal-hal yang berkaitan dengan kelangsungan usaha, dan menggunakan basis akuntansi kelangsungan usaha, kecuali manajemen memiliki intensi untuk melikuidasi Grup atau menghentikan operasi, atau tidak memiliki alternatif yang realistis selain melaksanakannya.

Pihak yang bertanggung jawab atas tata kelola bertanggung jawab untuk mengawasi proses pelaporan keuangan Grup.

Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian

Tujuan kami adalah untuk memperoleh keyakinan memadai tentang apakah laporan keuangan konsolidasian secara keseluruhan bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan, dan untuk menerbitkan laporan auditor yang mencakup opini kami. Keyakinan memadai merupakan suatu tingkat keyakinan tinggi, namun bukan merupakan suatu jaminan bahwa audit yang dilaksanakan berdasarkan Standar Audit akan selalu mendeteksi kesalahan penyajian material ketika hal tersebut ada. Kesalahan penyajian dapat disebabkan oleh kecurangan maupun kesalahan dan dianggap material jika, baik secara individual maupun secara agregat, dapat diekspektasikan secara wajar akan memengaruhi keputusan ekonomi yang diambil oleh pengguna berdasarkan laporan keuangan konsolidasian tersebut.

Responsibilities of management and those charged with governance for the consolidated financial statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Auditors' responsibilities for the audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.



Sebagai bagian dari suatu audit berdasarkan Standar Audit, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga:

- Mengidentifikasi dan menilai risiko kesalahan penyajian material dalam laporan keuangan konsolidasian, baik yang disebabkan oleh kecurangan maupun kesalahan, mendesain dan melaksanakan prosedur audit yang responsif terhadap risiko tersebut, serta memperoleh bukti audit yang cukup dan tepat untuk menyediakan basis bagi opini kami. Risiko tidak terdeteksinya kesalahan penyajian material yang disebabkan oleh kecurangan lebih tinggi dari yang disebabkan oleh kesalahan, karena kecurangan dapat melibatkan kolusi, pemalsuan, penghilangan secara sengaja, pernyataan salah, atau pengabaian pengendalian internal.
- Memperoleh suatu pemahaman tentang pengendalian internal yang relevan dengan audit untuk mendesain prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektifitasan pengendalian internal Grup.
- Mengevaluasi ketepatan kebijakan akuntansi yang digunakan serta kewajaran estimasi akuntansi dan pengungkapan terkait yang dibuat oleh manajemen.
- Menyimpulkan ketepatan penggunaan basis akuntansi kelangsungan usaha oleh manajemen dan, berdasarkan bukti audit yang diperoleh, apakah terdapat suatu ketidakpastian material yang terkait dengan peristiwa atau kondisi yang dapat menyebabkan keraguan signifikan atas kemampuan Grup untuk mempertahankan kelangsungan usahanya. Ketika kami menyimpulkan bahwa terdapat suatu ketidakpastian material, kami diharuskan untuk menarik perhatian dalam laporan auditor kami ke pengungkapan terkait dalam laporan keuangan konsolidasian atau, jika pengungkapan tersebut tidak memadai, harus menentukan apakah perlu untuk memodifikasi opini kami. Kesimpulan kami didasarkan pada bukti audit yang diperoleh hingga tanggal laporan auditor kami. Namun, peristiwa atau kondisi masa depan dapat menyebabkan Grup tidak dapat mempertahankan kelangsungan usaha.

As part of an audit in accordance with Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- *Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.*
- *Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.*
- *Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.*
- *Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group to cease to continue as a going concern.*



• Mengevaluasi penyajian, struktur, dan isi laporan keuangan konsolidasian secara keseluruhan, termasuk pengungkapannya, dan apakah laporan keuangan konsolidasian mencerminkan transaksi dan peristiwa yang mendasarinya dengan suatu cara yang menjadi penyajian wajar.

• Memperoleh bukti audit yang cukup dan tepat untuk informasi keuangan entitas atau aktivitas bisnis dalam Grup untuk menyatakan opini atas laporan keuangan konsolidasian. Kami bertanggung jawab atas standar, supervisi dan pelaksanaan audit grup. Kami juga bertanggung jawab atasnya atas opini audit kami.

Kami mengkomunikasikan kepada pihak yang bertanggung jawab atas tata kelola mengenai, antara lain, hasil-hasil dari audit yang dilaksanakan atas audit serta temuan audit signifikan, termasuk adanya defisiensi signifikan dalam pengendalian internal yang teridentifikasi oleh kami selama audit.

Kami juga memberikan suatu pernyataan kepada pihak yang bertanggung jawab atas tata kelola bahwa kami telah mematuhi ketentuan etika yang relevan mengenai independensi, dan mengkomunikasikan seluruh hubungan serta hal-hal lain yang dianggap secara wajar berpengaruh terhadap independensi kami, dan jika relevan, pengemban terkait.

Dari hal-hal yang dikomunikasikan kepada pihak yang bertanggung jawab atas tata kelola, kami menentukan hal-hal tersebut yang paling signifikan dalam audit atas laporan keuangan konsolidasian periode ini dan yang karenanya menjadi hal audit utama. Kami menguraikan hal audit utama dalam laporan auditor kami kecuali peraturan perundang-undangan, mengenai pengungkapan publik tentang hal tersebut atau bahwa dalam kondisi yang sangat jarang terjadi, kami menentukan bahwa suatu hal tidak boleh dikomunikasikan dalam laporan kami karena ketidakmampuan kami dan mengkomunikasikan hal tersebut akan dapat mengakibatkan secara wajar melebihi manfaat kepentingan publik atas komunikasi tersebut.

JAKARTA
20 Januari/January 2023


Drs. M. Yusuf Wibisono, M.Fil., CPA
Ttd. Revisi: Public/Member of Public Accountant No. AP 0222

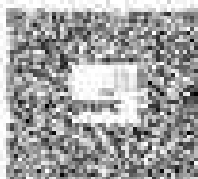
• Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

• Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or where, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.



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PT BANK NEGARA INDONESIA (PERSERO) Tbk
DAN ENTITAS ANAK/AND SUBSIDIARIES

LAPORAN KEUANGAN KONSOLIDASIAN
31 DESEMBER 2022 DAN 2021
DAN UNTUK TAHUN-TAHUN YANG BERAKHIR PADA
31 DESEMBER 2022 DAN 2021

CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2022 AND 2021
AND FOR THE YEARS THEN ENDED
31 DECEMBER 2022 AND 2021

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**PT BANK NEGARA INDONESIA (PERSERO) Tbk
DAN ENTITAS ANAK/AND SUBSIDIARIES****LAPORAN POSISI KEUANGAN
KONSOLIDASIAN
31 DESEMBER 2022 DAN 2021**
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)**CONSOLIDATED STATEMENTS OF
FINANCIAL POSITION
31 DECEMBER 2022 AND 2021**
(Expressed in millions of Rupiah,
unless otherwise stated)

	Catatan/ Notes	2022	2021
ASET			
Kas	4	13,448,092	13,683,598
Giro pada Bank Indonesia	5	82,921,989	48,682,431
Giro pada bank lain	6,46b		
- Pihak berelasi		113,602	1,559,874
- Pihak ketiga		15,808,274	18,010,023
Total giro pada bank lain		15,921,876	19,569,897
Dikurangi: Cadangan kerugian penurunan nilai		(8)	(6)
		15,921,868	19,569,891
Penempatan pada bank lain dan Bank Indonesia	7,46c		
- Pihak berelasi		705,107	694,323
- Pihak ketiga		50,864,235	91,595,907
Total penempatan pada bank lain dan Bank Indonesia		51,569,342	92,290,230
Dikurangi: Cadangan kerugian penurunan nilai		(26)	(110)
		51,569,316	92,290,120
Efek-efek	8,46d		
- Pihak berelasi		7,795,611	5,915,976
- Pihak ketiga		21,007,140	20,137,034
Total efek-efek		28,802,751	26,053,010
Dikurangi: Cadangan kerugian penurunan nilai		(246,668)	(250,048)
		28,556,083	25,802,962
Efek-efek yang dibeli dengan janji dijual kembali	14,46e	16,631,271	22,010,968
Wesel ekspor dan tagihan lainnya	9,46g		
- Pihak berelasi		10,326,392	10,095,576
- Pihak ketiga		10,575,737	9,870,360
Total wesel ekspor dan tagihan lainnya		20,902,129	19,965,936
Dikurangi: Cadangan kerugian penurunan nilai		(172,909)	(402,618)
		20,729,220	19,563,318

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

**PT BANK NEGARA INDONESIA (PERSERO) Tbk
DAN ENTITAS ANAK/AND SUBSIDIARIES****LAPORAN POSISI KEUANGAN
KONSOLIDASIAN
31 DESEMBER 2022 DAN 2021**
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)**CONSOLIDATED STATEMENTS OF
FINANCIAL POSITION
31 DECEMBER 2022 AND 2021**
(Expressed in millions of Rupiah,
unless otherwise stated)

	Catatan/ Notes	2022	2021	
ASET (lanjutan)				ASSETS (continued)
Tagihan akseptasi	10,46h			Acceptance receivables
- Pihak berelasi		4,665,596	6,482,887	Related parties -
- Pihak ketiga		15,348,632	15,074,553	Third parties -
Total tagihan akseptasi		20,014,228	21,557,440	Total acceptance receivables
Dikurangi: Cadangan kerugian penurunan nilai		(1,102,385)	(1,014,673)	Less: Allowance for impairment losses
		18,911,843	20,542,767	
Tagihan derivatif	11,46i			Derivative receivables
- Pihak berelasi		4,189	29,948	Related parties -
- Pihak ketiga		681,048	464,235	Third parties -
Total tagihan derivatif		685,237	494,183	Total derivative receivables
Pinjaman yang diberikan	12,46j			Loans
- Pihak berelasi		104,726,161	97,554,050	Related parties -
- Pihak ketiga		541,462,152	484,882,180	Third parties -
Total pinjaman yang diberikan		646,188,313	582,436,230	Total loans
Dikurangi: Cadangan kerugian penurunan nilai		(50,333,988)	(50,294,886)	Less: Allowance for impairment losses
		595,854,325	532,141,344	
Obligasi Pemerintah setelah penyesuaian amortisasi diskonto dan premi	13,46f			Government Bonds adjusted for amortization of discount and premium
Dikurangi: Cadangan kerugian penurunan nilai		(1,391)	(1,649)	Less: Allowance for impairment losses
		121,290,867	111,428,330	
Pajak dibayar di muka	29a	643,563	1,051,189	Prepaid taxes
Beban dibayar di muka	15	3,243,620	3,095,927	Prepaid expenses
Investasi pada entitas asosiasi	16,46k	10,048,975	8,688,406	Investment in associates
Penyertaan saham - bersih	17,46k	608,797	829,763	Equity investments - net
Aset lain-lain - bersih	18	13,856,114	11,849,220	Other assets - net
Aset tetap dan aset hak-guna	19			Fixed assets and right-of-use
Dikurangi: Akumulasi penyusutan		41,755,458 (15,206,565)	39,834,564 (12,951,582)	Less: Accumulated depreciation
		26,548,893	26,882,982	
Aset tak berwujud	20	752,311	-	Intangible assets
Aset pajak tangguhan - bersih	29d	7,614,484	6,230,293	Deferred tax assets - net
TOTAL ASET		1,029,836,868	964,837,692	TOTAL ASSETS

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

**PT BANK NEGARA INDONESIA (PERSERO) Tbk
DAN ENTITAS ANAK/AND SUBSIDIARIES**

**LAPORAN POSISI KEUANGAN
KONSOLIDASIAN
31 DESEMBER 2022 DAN 2021**
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

**CONSOLIDATED STATEMENTS OF
FINANCIAL POSITION
31 DECEMBER 2022 AND 2021**
(Expressed in millions of Rupiah,
unless otherwise stated)

	Catatan/ Notes	2022	2021
LIABILITAS DAN EKUITAS			
LIABILITAS			
Liabilitas segera	21	4,686,360	4,553,735
Simpanan nasabah	22,46l		
- Pihak berelasi		154,808,263	152,257,041
- Pihak ketiga		614,460,728	576,911,570
Total simpanan nasabah		769,268,991	729,168,611
Simpanan dari bank lain	23,46m		
- Pihak berelasi		3,190,421	1,269,116
- Pihak ketiga		12,054,133	13,107,893
Total simpanan dari bank lain		15,244,554	14,377,009
Liabilitas derivatif	11,46q		
- Pihak berelasi		118,439	12,277
- Pihak ketiga		656,692	97,671
Total liabilitas derivatif		775,131	109,948
Efek-efek yang dijual dengan janji dibeli kembali	24	2,885,286	1,828,652
Liabilitas akseptasi	25,46r		
- Pihak berelasi		988,843	244,229
- Pihak ketiga		4,312,400	5,343,840
Total liabilitas akseptasi		5,301,243	5,588,069
Beban yang masih harus dibayar	26	1,440,670	1,242,130
Utang pajak	29b		
- Pajak penghasilan badan		1,391,695	1,210,152
- Pajak lainnya		159,351	74,100
Total utang pajak		1,551,046	1,284,252
Imbalan kerja	41	6,879,968	6,137,763
Penyisihan	27	2,712,346	2,276,397
Liabilitas lain-lain	28	21,129,380	20,542,001
Efek-efek yang diterbitkan	30,46n	4,896,875	2,986,530
Pinjaman yang diterima	31,46o	35,654,206	32,457,936
Efek-efek subordinasi	32,46p	17,213,150	15,764,682
TOTAL LIABILITAS		889,639,206	838,317,715

LIABILITIES AND EQUITY

LIABILITIES

Obligations due immediately

Deposits from customers
Related parties -
Third parties -

Total deposits from customers

Deposits from other banks
Related parties -
Third parties -

Total deposits from other banks

Derivative payables
Related parties -
Third parties -

Total derivative payables

Securities sold under
agreements to repurchase

Acceptance payables
Related parties -
Third parties -

Total acceptance payables

Accrued expenses

Taxes payable
Corporate income tax -
Other taxes -

Total taxes payable

Employee benefits

Provisions

Other liabilities

Securities issued

Borrowings

Subordinated securities

TOTAL LIABILITIES

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

**PT BANK NEGARA INDONESIA (PERSERO) Tbk
DAN ENTITAS ANAK/AND SUBSIDIARIES**

**LAPORAN POSISI KEUANGAN
KONSOLIDASIAN
31 DESEMBER 2022 DAN 2021**
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

**CONSOLIDATED STATEMENTS OF
FINANCIAL POSITION
31 DECEMBER 2022 AND 2021**
(Expressed in millions of Rupiah,
unless otherwise stated)

	Catatan/ Notes	2022	2021
EKUITAS			
Ekuitas diatribusikan kepada pemilik entitas induk			
Modal saham:			
- Seri A Dwiwarna - nilai nominal Rp7.500 per saham (dalam Rupiah penuh)			
- Seri B - nilai nominal Rp7.500 per saham (dalam Rupiah penuh)			
- Seri C - nilai nominal Rp375 per saham (dalam Rupiah penuh)			
Modal dasar:			
- Seri A Dwiwarna - 1 saham			
- Seri B - 289.341.866 saham			
- Seri C - 34.213.162.660 saham			
Modal ditempatkan dan disetor penuh:			
- Seri A Dwiwarna - 1 saham	33	9,054,807	9,054,807
- Seri B - 289.341.866 saham			
- Seri C - 18.359.314.591 saham			
Tambahan modal disetor	33	17,010,254	17,010,254
Transaksi dengan kepentingan nonpengendali	1i	2,256,999	2,256,999
Cadangan revaluasi aset	19	15,441,439	15,442,025
(Kerugian)/keuntungan yang belum direalisasi atas efek-efek dan Obligasi Pemerintah yang diukur pada nilai wajar melalui penghasilan komprehensif lain, setelah pajak	8	(1,971,154)	1,948,658
Selisih kurs karena penjabaran laporan keuangan dalam mata uang asing		(36,370)	(17,100)
Saldo laba			
Sudah ditentukan penggunaannya			
Cadangan umum dan wajib	35	2,778,412	2,778,412
Cadangan khusus	36	-	-
Tidak ditentukan penggunaannya		91,281,328	75,471,792
Total saldo laba		94,059,740	78,250,204
Saham treasuri	2ag,33	-	(207,475)
Total ekuitas yang dapat diatribusikan kepada pemilik entitas induk		135,815,715	123,738,372
Kepentingan non-pengendali		4,381,947	2,781,605
TOTAL EKUITAS		140,197,662	126,519,977
TOTAL LIABILITAS DAN EKUITAS		1,029,836,868	964,837,692

EQUITY

Equity attributable to equity holders of the parent entity
Share capital:

Class A Dwiwarna -
Rp7,500 par value per share
(in full Rupiah amount)

Class B - Rp7,500 -
par value per share
(in full Rupiah amount)

Class C - Rp375 -
par value per share
(in full Rupiah amount)

Share capital - Authorized:
Class A Dwiwarna - 1 share -
Class B - 289,341,866 shares -
Class C - 34,213,162,660 shares -

Issued and fully paid:
Class A Dwiwarna - 1 share -
Class B - 289,341,866 shares -
Class C - 18,359,314,591 shares -

Additional paid-in capital

Transactions with non-controlling interests

Asset revaluation reserve

Unrealized (loss)/gain on marketable securities and Government Bonds at fair value through other comprehensive income, net of tax

Exchange difference on translation of foreign currency financial statements

Retained earnings
Appropriated

General and legal reserves
Specific reserves
Unappropriated

Total retained earnings

Treasury shares

Total equity attributable to equity holders of the parent entity

Non-controlling interests

TOTAL EQUITY

TOTAL LIABILITIES AND EQUITY

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

**PT BANK NEGARA INDONESIA (PERSERO) Tbk
DAN ENTITAS ANAK/AND SUBSIDIARIES**

**LAPORAN LABA RUGI DAN PENGHASILAN
KOMPREHENSIF LAIN KONSOLIDASIAN
UNTUK TAHUN-TAHUN YANG BERAKHIR
31 DESEMBER 2022 DAN 2021**
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

**CONSOLIDATED STATEMENTS OF PROFIT OR LOSS
AND OTHER COMPREHENSIVE INCOME
FOR THE YEARS ENDED
31 DECEMBER 2022 AND 2021**
(Expressed in millions of Rupiah,
unless otherwise stated)

	Catatan/ Notes	2022	2021	
PENDAPATAN BUNGA DAN PENDAPATAN SYARIAH	37			INTEREST INCOME AND SHARIA INCOME
Pendapatan bunga		54,658,681	49,692,623	Interest income
Pendapatan syariah		-	333,264	Sharia income
TOTAL PENDAPATAN BUNGA DAN PENDAPATAN SYARIAH		54,658,681	50,025,887	TOTAL INTEREST INCOME AND SHARIA INCOME
BEBAN BUNGA DAN BEBAN SYARIAH	38			INTEREST EXPENSE AND SHARIA EXPENSE
Beban bunga		(13,337,989)	(11,720,943)	Interest expense
Beban syariah		-	(58,213)	Sharia expense
TOTAL BEBAN BUNGA DAN BEBAN SYARIAH		(13,337,989)	(11,779,156)	TOTAL INTEREST EXPENSE AND SHARIA EXPENSE
PENDAPATAN BUNGA DAN PENDAPATAN SYARIAH - BERSIH		41,320,692	38,246,731	INTEREST INCOME AND SHARIA INCOME - NET
Pendapatan premi dan hasil investasi		6,221,661	5,886,644	Premium income and investment return
Beban klaim		(4,670,128)	(4,487,687)	Claims expense
PENDAPATAN PREMI DAN HASIL INVESTASI - BERSIH		1,551,533	1,398,957	PREMIUM INCOME AND INVESTMENTS RETURN - NET
PENDAPATAN OPERASIONAL LAINNYA				OTHER OPERATING INCOME
Provisi dan komisi lainnya		9,738,240	8,943,427	Other fee and commission
Laba dari entitas asosiasi		1,083,052	698,334	Income from investment in associates
Penerimaan kembali aset yang telah dihapusbukukan		3,780,086	2,580,871	Recovery of assets written off
Keuntungan/(kerugian) yang belum direalisasi dari perubahan nilai wajar aset keuangan yang diukur pada nilai wajar melalui laba rugi		15,544	(4,078)	Unrealized gain/(loss) on changes in fair value of financial assets at fair value through profit or loss
Keuntungan dari penjualan aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain dan nilai wajar melalui laba rugi		1,331,839	1,719,534	Gain on sale of financial assets at fair value through other comprehensive income and fair value through profit or loss
Laba selisih kurs - bersih		1,596,936	1,327,928	Foreign exchange gains - net
Lain-lain		1,053,974	953,683	Others
TOTAL PENDAPATAN OPERASIONAL LAINNYA		18,599,671	16,219,699	TOTAL OTHER OPERATING INCOME
PEMBENTUKAN CADANGAN KERUGIAN PENURUNAN NILAI		(11,513,892)	(18,297,151)	ALLOWANCE FOR IMPAIRMENT LOSSES
BEBAN OPERASIONAL LAINNYA				OTHER OPERATING EXPENSES
Gaji dan tunjangan	39,46v	(12,456,022)	(11,195,268)	Salaries and employees' benefits
Umum dan administrasi	40	(8,791,956)	(8,764,956)	General and administrative
Premi penjaminan simpanan		(1,411,806)	(1,293,463)	Deposit guarantee premium
Beban promosi		(1,116,323)	(921,654)	Promotion expense
Lain-lain		(3,283,042)	(2,625,611)	Others
TOTAL BEBAN OPERASIONAL LAINNYA		(27,059,149)	(24,800,952)	TOTAL OTHER OPERATING EXPENSES
LABA OPERASIONAL		22,898,855	12,767,284	OPERATING INCOME

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

**PT BANK NEGARA INDONESIA (PERSERO) Tbk
DAN ENTITAS ANAK/AND SUBSIDIARIES**

**LAPORAN LABA RUGI DAN PENGHASILAN
KOMPREHENSIF LAIN KONSOLIDASIAN
UNTUK TAHUN-TAHUN YANG BERAKHIR
31 DESEMBER 2022 DAN 2021**
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

**CONSOLIDATED STATEMENTS OF PROFIT OR LOSS
AND OTHER COMPREHENSIVE INCOME
FOR THE YEARS ENDED
31 DECEMBER 2022 AND 2021**
(Expressed in millions of Rupiah,
unless otherwise stated)

	Catatan/ Notes	2022	2021	
BEBAN BUKAN OPERASIONAL - BERSIH		(212,147)	(216,297)	NON-OPERATING EXPENSE - NET
LABA SEBELUM BEBAN PAJAK		22,686,708	12,550,987	INCOME BEFORE TAX EXPENSES
BEBAN PAJAK				TAX EXPENSES
Kini		(5,041,267)	(3,293,213)	Current
Tangguhan		836,339	1,719,277	Deferred
TOTAL BEBAN PAJAK	29c	(4,204,928)	(1,573,936)	TOTAL TAX EXPENSES
LABA BERSIH		18,481,780	10,977,051	NET INCOME
PENGHASILAN KOMPREHENSIF LAIN:				OTHER COMPREHENSIVE INCOME:
Pos-pos yang tidak akan direklasifikasi ke laba rugi (Kerugian)/keuntungan yang berasal dari revaluasi aset tetap		(977)	439,994	Items that will not be reclassified to profit or loss (Loss)/gain from revaluation of fixed assets
Pengukuran kembali liabilitas imbangan kerja		285,365	918,412	Remeasurement of post employment benefit
Pajak penghasilan terkait		(54,554)	(156,130)	Related income tax
Pos-pos yang akan direklasifikasi ke laba rugi Penyesuaian akibat penjabaran laporan keuangan dalam mata uang asing		(19,270)	(40,354)	Items that will be reclassified to profit or loss Translation adjustment of foreign currency financial statements
Kerugian dari perubahan nilai aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain		(4,627,413)	(501,852)	Loss on changes in value of financial assets at fair value through other comprehensive income
Pajak penghasilan terkait		591,165	85,315	Related income tax
(RUGI)/LABA KOMPREHENSIF LAIN TAHUN BERJALAN SETELAH PAJAK		(3,825,684)	745,385	OTHER COMPREHENSIVE (LOSS)/INCOME FOR THE YEAR AFTER TAXES
TOTAL LABA KOMPREHENSIF TAHUN BERJALAN		14,656,096	11,722,436	TOTAL COMPREHENSIVE INCOME FOR THE YEAR
LABA TAHUN BERJALAN DIATRIBUSIKAN KEPADA:				INCOME FOR THE YEAR ATTRIBUTABLE TO:
Pemilik entitas induk		18,312,054	10,898,518	Equity holders of the parent entity
Kepentingan non-pengendali		169,726	78,533	Non-controlling interest
TOTAL		18,481,780	10,977,051	TOTAL

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

PT BANK NEGARA INDONESIA (PERSERO) Tbk DAN ENTITAS ANAK/AND SUBSIDIARIES			
LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN UNTUK TAHUN-TAHUN YANG BERAKHIR 31 DESEMBER 2022 DAN 2021 (Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)		CONSOLIDATED STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEARS ENDED 31 DECEMBER 2022 AND 2021 (Expressed in millions of Rupiah, unless otherwise stated)	
	Catatan/ Notes	2022	2021
LABA KOMPREHENSIF TAHUN BERJALAN DIATRIBUSIKAN KEPADA:			
Pemilik entitas induk		14,594,497	11,620,510
Kepentingan nonpengendali		61,599	101,926
TOTAL		14,656,096	11,722,436
LABA PER SAHAM DASAR DIATRIBUSIKAN KEPADA PEMILIK ENTITAS INDUK (DALAM RUPIAH PENUH)		42	983
			585

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

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**CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY
FOR THE YEARS ENDED 31 DECEMBER 2022 AND 2021**
(Expressed in millions of Rupiah, unless otherwise stated)

**LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN
UNTUK TAHUN-TAHUN YANG BERAKHIR 31 DESEMBER 2022 DAN 2021**
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

[illegible]

*) Termasuk di dalam saldo laba tidak dicadangkan adalah pengukuran kembali liabilitas imbalan kerja.

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

**PT BANK NEGARA INDONESIA (PERSERO) Tbk
DAN ENTITAS ANAK/AND SUBSIDIARIES**

**LAPORAN ARUS KAS KONSOLIDASIAN
UNTUK TAHUN-TAHUN YANG BERAKHIR
31 DESEMBER 2022 DAN 2021**
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

	Catatan/ Notes	2022	2021
ARUS KAS DARI AKTIVITAS OPERASI			
Penerimaan pendapatan bunga		53,867,559	49,017,156
Penerimaan pendapatan syariah		-	333,264
Pembayaran beban bunga		(12,982,903)	(11,603,250)
Pembayaran beban syariah		-	(58,213)
Pendapatan premi dan hasil investasi		6,221,661	5,886,644
Beban klaim		(4,670,128)	(4,487,687)
Pendapatan operasional lainnya		29,188,180	17,340,344
Beban operasional lainnya		(19,243,701)	(23,518,575)
Beban bukan operasional - bersih		(212,151)	(216,297)
Pembayaran pajak penghasilan		(4,452,098)	(3,075,099)
Arus kas sebelum perubahan dalam aset dan liabilitas operasi		47,716,419	29,618,287
Perubahan dalam aset dan liabilitas operasi:			
(Kenaikan)/penurunan aset operasi:			
Penempatan pada Bank Indonesia dan bank lain		924,885	2,039,585
Efek-efek dan Obligasi Pemerintah yang diukur pada nilai wajar melalui laba rugi		4,774,591	(3,449,230)
Efek-efek yang dibeli dengan janji dijual kembali	14	6,910,457	(13,344,877)
Wesel ekspor dan tagihan lainnya		(936,193)	(1,949,501)
Pinjaman yang diberikan		(71,597,247)	(5,735,124)
Tagihan akseptasi		1,625,087	217,600
Beban dibayar di muka	15	(128,492)	(288,835)
Aset lain-lain		(1,086,042)	2,265,680
(Penurunan)/kenaikan liabilitas operasi:			
Liabilitas segera	21	129,115	(1,006,967)
Simpanan nasabah	22	32,009,728	81,596,867
Simpanan dari bank lain	23	766,330	5,353,978
Beban yang masih harus dibayar	26	198,540	60,596
Imbalan kerja	41	(252,786)	(1,300,303)
Liabilitas akseptasi	25	(368,701)	87,709
Utang pajak		83,617	(81,640)
Liabilitas lain-lain	28	(816,473)	3,395,200
Kas bersih diperoleh dari aktivitas operasi		19,952,835	97,479,025

**CONSOLIDATED STATEMENTS OF
CASH FLOWS FOR THE YEARS ENDED
31 DECEMBER 2022 AND 2021**
(Expressed in millions of Rupiah,
unless otherwise stated)

CASH FLOWS FROM OPERATING ACTIVITIES
Receipts from interest income
Receipts from sharia income
Payments of interest expense
Payment of sharia expense
Premium and investment income
Claims expense
Other operating income
Other operating expenses
Non-operating expenses - net
Payment of income tax

Cash flows before changes in operating assets and liabilities

Changes in operating assets and liabilities:
(Increase)/decrease in operating assets:
Placements with Bank Indonesia and other banks
Marketable securities and Government Bonds at fair value through profit or loss
Securities purchased under agreements to resell
Bills and other receivables
Loans
Acceptance receivables
Prepaid expenses
Other assets

(Decrease)/increase in operating liabilities:
Obligations due immediately
Deposits from customers
Deposits from other banks
Accrued expenses
Employee benefits
Acceptance payables
Taxes payable
Other liabilities

Net cash provided from operating activities

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

**LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN
UNTUK TAHUN-TAHUN YANG BERAKHIR 31 DESEMBER 2022 DAN 2021**
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

	Modal ditempatkan dan disetor penuh/ Issued and fully paid-up capital	Tambahan modal disetor/ Additional paid-in capital	Tersisa/ nonpengendali/ Interest with non-controlling interest	Kemungkinan/ keuntungan/ yang belum terdistribusi/ Retained earnings and Government Bonds at fair value/ Comprehensive income - net of tax	Selanjutnya/ perbedaan dalam mata uang/ Exchange difference on translation of currency/ Financial statements	Cadangan revaluasi/ Asset revaluation reserve	Dicadangkan/ Appropriated/ Cadangan umum/ General and legal reserves	Tidak dicadangkan/ Unappropriated/ reserves	Saluran/ Treasury shares	Total ekuitas/ Total equity owners	Kepentingan nonpengendali/ Non-controlling interest	Total ekuitas/ Total equity	Balance as of 31 December 2020
Saldo pada tanggal 31 Desember 2020	9,054,807	14,588,468	2,256,999	2,424,779	23,254	14,962,861	2,778,412	64,202,288	(79,448)	110,192,520	2,679,679	112,872,199	Balance as of 31 December 2020
Laba komprehensif untuk tahun berjalan	8,13	-	-	(478,121)	(40,354)	479,064	-	11,657,021	-	11,620,510	101,506	11,722,436	Comprehensive income for the year
Realisasi surplus revaluasi akibat dampak ketidangan pengendali	19	-	-	-	-	-	-	431,683	-	431,683	-	431,683	Revaluation surplus realization due to impact of loss of control
Pembagian dividen	36	-	-	-	-	-	-	(820,101)	-	(820,101)	-	(820,101)	Distribution of dividends
Saluran Treasuri	-	-	-	-	-	-	-	-	(128,026)	(128,026)	-	(128,026)	Treasury shares
Penyerahan di PT Bank Syariah Indonesia Tbk	35	2,441,786	-	-	-	-	-	-	-	2,441,786	-	2,441,786	Investment at PT Bank Syariah Indonesia Tbk
Saldo pada tanggal 31 Desember 2021	9,054,807	17,010,254	2,256,999	1,948,658	(17,100)	15,442,023	2,778,412	75,471,792	(207,475)	123,738,372	2,781,605	126,519,977	Balance as of 31 December 2021

*) Termasuk di dalam saldo laba tidak dicadangkan adalah pengukuran kembali liabilitas imbalan kerja.

*) Included in unappropriated retained earnings is the measurement of post-employment benefit.

**PT BANK NEGARA INDONESIA (PERSERO) Tbk
DAN ENTITAS ANAK/AND SUBSIDIARIES**

**CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY
FOR THE YEARS ENDED 31 DECEMBER 2022 AND 2021**
(Expressed in millions of Rupiah, unless otherwise stated)

**PT BANK NEGARA INDONESIA (PERSERO) Tbk
DAN ENTITAS ANAK/AND SUBSIDIARIES**

**LAPORAN ARUS KAS KONSOLIDASIAN
UNTUK TAHUN-TAHUN YANG BERAKHIR
31 DESEMBER 2022 DAN 2021**

(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

**CONSOLIDATED STATEMENTS OF
CASH FLOWS FOR THE YEARS ENDED
31 DECEMBER 2022 AND 2021**

(Expressed in millions of Rupiah,
unless otherwise stated)

	Catatan/ Notes	2022	2021	
ARUS KAS DARI AKTIVITAS INVESTASI				CASH FLOWS FROM INVESTING ACTIVITIES
Penjualan efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lain dan biaya perolehan yang diamortisasi		143,833,511	254,275,145	<i>Proceed from marketable securities measured at fair value through other comprehensive income and amortized cost</i>
Pembelian efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lain dan biaya perolehan yang diamortisasi		(154,549,209)	(248,008,600)	<i>Placement from marketable securities measured at fair value through other comprehensive income and amortized cost</i>
Penjualan dari Obligasi Pemerintah yang diukur pada nilai wajar melalui penghasilan komprehensif lain dan biaya perolehan yang diamortisasi		55,920,426	57,828,978	<i>Proceed from Government Bonds at fair value through other comprehensive income and amortized cost</i>
Pembelian dari Obligasi Pemerintah yang diukur pada nilai wajar melalui penghasilan komprehensif lain dan biaya perolehan yang diamortisasi		(78,352,075)	(78,228,153)	<i>Placement of Government Bonds at fair value through other comprehensive income and amortized cost</i>
Pembelian aset tetap	19	(2,441,525)	(1,850,402)	<i>Acquisition of fixed assets</i>
Hasil penjualan aset tetap		952,777	326,725	<i>Proceeds from sale of fixed assets</i>
Akuisisi Entitas Anak	43	(3,500,000)	-	<i>Acquisition of Subsidiary</i>
Penyertaan pada Entitas anak		(500,000)	-	<i>Capital injection in Subsidiary</i>
Penyertaan modal di investasi asosiasi		(425,756)	-	<i>Capital Injection in investment associate</i>
Kas yang diperoleh dari akuisisi Entitas Anak	43	6,828,697	-	<i>Cash receipts from acquisition of Subsidiary</i>
Kas bersih digunakan dari aktivitas investasi		(32,233,154)	(15,656,307)	Net cash used in investing activities
ARUS KAS DARI AKTIVITAS PENDANAAN				CASH FLOWS FROM FINANCING ACTIVITIES
Penerimaan pinjaman yang diterima		13,668,405	2,054,080	<i>Receipt from borrowings</i>
Pembayaran pinjaman yang diterima		(10,919,385)	(14,156,183)	<i>Payment for borrowings</i>
Penerimaan/(pembayaran) efek-efek yang dijual dengan janji dibeli kembali	24	1,042,592	(541,791)	<i>Receipt/(proceed) in securities sold under agreements to repurchase</i>
Pembayaran atas efek-efek yang diterbitkan		(3,000,000)	-	<i>Securities issued</i>
Penerimaan atas efek-efek yang diterbitkan		5,000,000	-	<i>Receipt from securities issued</i>
Saham treasury		-	(128,026)	<i>Treasury shares</i>
Penerimaan surat berharga subordinasi		-	15,664,702	<i>Receipt from subordinated securities</i>
Pembayaran liabilitas sewa		(341,741)	(353,980)	<i>Payment of lease liability</i>
Pembayaran dividen		(2,724,629)	(820,101)	<i>Payment of dividends</i>
Kas bersih diperoleh dari aktivitas pendanaan		2,725,242	1,718,701	Net cash provided from financing activities

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

**PT BANK NEGARA INDONESIA (PERSERO) Tbk
DAN ENTITAS ANAK/AND SUBSIDIARIES**

**LAPORAN ARUS KAS KONSOLIDASIAN
UNTUK TAHUN-TAHUN YANG BERAKHIR
31 DESEMBER 2022 DAN 2021**

(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

**CONSOLIDATED STATEMENTS OF
CASH FLOWS FOR THE YEARS ENDED
31 DECEMBER 2022 AND 2021**

(Expressed in millions of Rupiah,
unless otherwise stated)

	Catatan/ Notes	2022	2021	
(PENURUNAN)/PENINGKATAN BERSIH KAS DAN SETARA KAS		(9,555,077)	83,541,419	NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS
Dampak kehilangan pengendalian		-	(37,613,983)	<i>Impact of loss of control</i>
KAS DAN SETARA KAS PADA AWAL TAHUN		173,340,293	126,907,599	CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR
Pengaruh perubahan kurs mata uang asing		115,105	505,258	<i>Effect of foreign currency exchange rate changes</i>
KAS DAN SETARA KAS PADA AKHIR TAHUN		163,900,321	173,340,293	CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR
KAS DAN SETARA KAS TERDIRI DARI:				CASH AND CASH EQUIVALENTS CONSIST OF:
Kas	4	13,448,092	13,683,598	<i>Cash</i>
Giro pada Bank Indonesia	5	82,921,989	48,682,431	<i>Current accounts with Bank Indonesia</i>
Giro pada bank lain	6	15,921,876	19,569,897	<i>Current accounts with other banks</i>
Penempatan pada Bank Indonesia dan bank lain - jangka waktu jatuh tempo tiga bulan atau kurang sejak tanggal perolehan		51,608,364	91,404,367	<i>Placements with Bank Indonesia and other banks - maturing within three months of acquisition date</i>
Total kas dan setara kas		163,900,321	173,340,293	Total cash and cash equivalents

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

**PT BANK NEGARA INDONESIA (PERSERO) Tbk
DAN ENTITAS ANAK/AND SUBSIDIARIES**

**CATATAN ATAS LAPORAN KEUANGAN
KONSOLIDASIAN
31 DESEMBER 2022 DAN 2021**

(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

1. INFORMASI UMUM

a. Pendirian Bank

PT Bank Negara Indonesia (Persero) Tbk ("BNI" atau "Bank") pada awalnya didirikan di Indonesia sebagai bank sentral dengan nama "Bank Negara Indonesia" berdasarkan Peraturan Pemerintah Pengganti Undang-Undang No. 2 tahun 1946 tanggal 5 Juli 1946. Selanjutnya, berdasarkan Undang-Undang No. 17 tahun 1968, BNI ditetapkan menjadi "Bank Negara Indonesia 1946", dan statusnya menjadi Bank Umum Milik Negara.

Berdasarkan Peraturan Pemerintah No. 19 tahun 1992, tanggal 29 April 1992, telah dilakukan penyesuaian bentuk hukum BNI menjadi perusahaan perseroan terbatas (Persero). Penyesuaian bentuk hukum menjadi Persero, dinyatakan dalam Akta No. 131, tanggal 31 Juli 1992, dibuat di hadapan Muhani Salim, S.H., yang telah diumumkan dalam Berita Negara Republik Indonesia No. 73 tanggal 11 September 1992 Tambahan No. 1A.

Untuk memenuhi ketentuan Undang-Undang No. 40 Tahun 2007 tanggal 16 Agustus 2007 tentang Perseroan Terbatas, Anggaran Dasar BNI telah dilakukan penyesuaian. Penyesuaian tersebut dinyatakan dalam Akta No. 46 tanggal 13 Juni 2008 yang dibuat di hadapan Fathiah Helmi, S.H., notaris di Jakarta, berdasarkan keputusan Rapat Umum Pemegang Saham Luar Biasa tanggal 28 Mei 2008 dan telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia, dengan Surat Keputusan No. AHU-AH.01.02-50609 tanggal 12 Agustus 2008 dan telah diumumkan dalam Berita Negara Republik Indonesia No. 103 tanggal 23 Desember 2008 Tambahan No. 29015.

Perubahan terakhir Anggaran Dasar BNI dilakukan antara lain tentang penyusunan kembali seluruh Anggaran Dasar sesuai dengan Akta No. 23 tanggal 20 April 2021 Notaris Fathiah Helmi, S.H. telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia, dengan surat keputusan No. AHU-0076627.AH.01.11 Tahun 2021 tanggal 26 April 2021.

Berdasarkan Pasal 3 Anggaran Dasar BNI, ruang lingkup kegiatan BNI adalah melakukan usaha di bidang perbankan umum.

**NOTES TO THE CONSOLIDATED
FINANCIAL STATEMENTS
31 DECEMBER 2022 AND 2021**

(Expressed in millions of Rupiah, unless otherwise stated)

1. GENERAL INFORMATION

a. Establishment of the Bank

PT Bank Negara Indonesia (Persero) Tbk ("BNI" or "Bank") was originally established in Indonesia as the central bank under the name "Bank Negara Indonesia" based on Government Regulation in Lieu of Law No. 2 of 1946 dated 5 July 1946. Subsequently, by virtue of Law No. 17 of 1968, BNI became "Bank Negara Indonesia 1946", and changed its status to a state-owned commercial bank.

Based on Government Regulation No. 19 of 1992, dated 29 April 1992, BNI changed its legal status to a limited liability corporation (Persero). The change in legal status to become a limited liability corporation was covered by Notarial Deed No. 131, dated 31 July 1992 of Muhani Salim, S.H., and was published in Supplement No. 1A of the State Gazette No. 73 dated 11 September 1992.

In compliance with the Indonesian Limited Liability Company Law No. 40 Year 2007 dated 16 August 2007, BNI's Articles of Association has been amended. The amendment was covered by Notarial Deed No. 46 dated 13 June 2008 of Fathiah Helmi, S.H., a notary in Jakarta, as approved in the Extraordinary General Shareholders' Meeting on 28 May 2008 and approved by the Minister of Laws and Human Rights of the Republic of Indonesia, in its Decision Letter No. AHU-AH.01.02-50609 dated 12 August 2008 and published in Supplement No. 29015 of the State Gazette No. 103 dated 23 December 2008.

The latest amendment of BNI's Articles of Association was made regarding, among other matters, realignment of the entire Articles of Association based on Notarial Deed No. 23 dated 20 April 2021 of Fathiah Helmi, S.H. and has been approved by the Minister of Laws and Human Rights of the Republic of Indonesia, in its decision letter No. AHU-0076627.AH.01.11 Tahun 2021 dated 26 April 2021.

According to Article 3 of BNI's Articles of Association, BNI's scope of activity is to engage in general banking services.

**PT BANK NEGARA INDONESIA (PERSERO) Tbk
DAN ENTITAS ANAK/AND SUBSIDIARIES**

**CATATAN ATAS LAPORAN KEUANGAN
KONSOLIDASIAN
31 DESEMBER 2022 DAN 2021**

(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

1. INFORMASI UMUM (lanjutan)

b. Penawaran Umum Perdana Saham

Pada tanggal 28 Oktober 1996, BNI melakukan penawaran umum perdana atas 1.085.032.000 saham Seri B dengan nilai nominal sebesar Rp500 (nilai penuh) setiap saham dan harga penawaran setiap saham sebesar Rp850 (nilai penuh) kepada masyarakat di Indonesia. Saham yang ditawarkan tersebut mulai diperdagangkan di Bursa Efek Jakarta dan Surabaya (sekarang Bursa Efek Indonesia atau BEI) pada tanggal 25 November 1996.

c. Penawaran Umum Saham Terbatas I

Pada tanggal 30 Juni 1999, BNI melakukan Penawaran Umum Terbatas I dalam rangka penerbitan Hak Memesan Efek Terlebih Dahulu (HMETD) sebanyak 151.904.480.000 saham Seri C dengan nilai nominal sebesar Rp25 (nilai penuh) setiap saham. Setiap pemegang 1 saham lama berhak membeli 35 saham baru dengan harga Rp347,58 (nilai penuh) setiap saham. Dari penawaran umum ini, BNI meningkatkan modal sahamnya sebanyak 683.916.500 lembar saham Seri C yang diterbitkan kepada masyarakat umum pada tanggal 21 Juli 1999 dan terdaftar di Bursa Efek Jakarta dan Surabaya (sekarang BEI). BNI juga menerbitkan 151.220.563.500 lembar saham Seri C kepada Pemerintah Indonesia pada tanggal 7 April 2000 dan 30 Juni 2000 melalui program rekapitalisasi berdasarkan Peraturan Pemerintah No. 52 tahun 1999.

d. Rekapitalisasi

Pada tanggal 30 Maret 2000, Menteri Keuangan menyetujui rekapitalisasi BNI sebesar Rp61,8 triliun, yang meningkat sebesar Rp9 triliun dibandingkan dengan jumlah yang ditetapkan dalam Peraturan Pemerintah No. 52 tahun 1999. Sehubungan dengan peningkatan rekapitalisasi tersebut, yang telah disetujui melalui Peraturan Pemerintah No. 32 tahun 2000, BNI menerbitkan tambahan saham Seri C sebanyak 44.946.404.500 saham tanpa Hak Memesan Efek Terlebih Dahulu.

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1. GENERAL INFORMATION (continued)

b. Initial Public Offering (IPO)

On 28 October 1996, BNI undertook an initial public offering of 1,085,032,000 Class B shares with a par value per share of Rp500 (full amount) and offering price per share of Rp850 (full amount) to the public in Indonesia. The shares began trading on the Jakarta and Surabaya Stock Exchanges (currently Indonesia Stock Exchange or IDX) on 25 November 1996.

c. Limited Public Offering I

On 30 June 1999, BNI undertook a Limited Public Offering I ("LPO I") through the issuance of pre-emptive rights of 151,904,480,000 Class C shares with a par value per share of Rp25 (full amount). Each holder of 1 share was entitled to buy 35 new shares for Rp347.58 (full amount) per share. As a result of LPO I, BNI increased its capital by 683,916,500 Class C shares issued to the public on 21 July 1999 and the LPO I listed in the Jakarta and Surabaya Stock Exchanges (currently IDX). On 7 April 2000 and 30 June 2000, BNI also issued 151,220,563,500 Class C shares to the Government of Indonesia through the recapitalization program under the Government Regulation No. 52 year 1999.

d. Recapitalization

On 30 March 2000, the Ministry of Finance approved BNI's recapitalization amounting to Rp61.8 trillion, which was Rp9 trillion higher than the amount stated in the Government Regulation No. 52 year 1999. In connection with the increase in the recapitalization amount, which was approved in the Government Regulation No. 32 year 2000, BNI issued additional 44,946,404,500 Class C shares without pre-emptive rights.

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1. INFORMASI UMUM (lanjutan)

d. Rekapitalisasi (lanjutan)

Pada tanggal 20 Juli 2001, modal saham BNI berkurang sebanyak 1.965.701.500 saham Seri C sehubungan dengan pengembalian kelebihan dana rekapitalisasi kepada Pemerintah Indonesia. Pengembalian tersebut telah disetujui oleh pemegang saham dalam Rapat Umum Pemegang Saham Luar Biasa pada tanggal 25 Juni 2001.

e. Kuasi-reorganisasi

Untuk menghilangkan konsekuensi negatif karena dibebani dengan saldo rugi, BNI melakukan kuasi-reorganisasi sesuai keputusan Rapat Umum Pemegang Saham Luar Biasa ("RUPS-LB") tanggal 15 Desember 2003.

Penyesuaian kuasi-reorganisasi yang telah dibukukan pada tanggal 30 Juni 2003 adalah sebagai berikut:

Akumulasi kerugian	(58,905,232)
Cadangan umum dan wajib	432,952
Cadangan khusus	382,541
Selisih penilaian kembali aktiva tetap	1,190,598
Laba yang belum direalisasi atas efek-efek dalam kelompok tersedia untuk dijual	58,660
Kenaikan penilaian kembali nilai wajar aktiva bersih	2,472,634
Tambahan modal disetor	54,367,847
	-

Anggaran Dasar BNI telah mengalami perubahan sehubungan dengan perubahan tambahan modal disetor karena adanya kuasi-reorganisasi sesuai dengan Akta Notaris Agung Prihatin, S.H., No. 42 tanggal 30 Desember 2003 dan telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia berdasarkan Surat Keputusan No. C-29647.HT.01.07.TH.2003 tanggal 19 Desember 2003 dan diumumkan pada Berita Negara Republik Indonesia No. 1152 tanggal 30 Januari 2004, Tambahan No. 9.

f. Penawaran Umum Saham Terbatas II

Pada tanggal 30 Juli 2007, pada Rapat Umum Pemegang Saham Luar Biasa (RUPSLB), Pemegang Saham telah memutuskan untuk melakukan Penawaran Umum Terbatas II kepada para pemegang saham dalam rangka penerbitan sampai dengan sejumlah 1.992.253.110 saham Seri C baru dengan nilai nominal Rp375 (nilai penuh) setiap lembar saham.

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1. GENERAL INFORMATION (continued)

d. Recapitalization (continued)

On 20 July 2001, BNI's capital was reduced by 1,965,701,500 Class C shares in connection with the refund of excess recapitalization funds to the Government of Indonesia. The refund was approved by the shareholders at the Extraordinary General Shareholders' Meeting held on 25 June 2001.

e. Quasi-reorganization

In order for BNI to eliminate the negative consequences of being burdened by accumulated losses, BNI undertook quasi-reorganization as approved in the Extraordinary General Shareholders' Meeting ("RUPS-LB") on 15 December 2003.

The quasi-reorganization adjustments which were booked on 30 June 2003 were as follows:

Accumulated losses
General and legal reserve
Specific reserve
Fixed assets revaluation reserve
Unrealize gain on available for sale securities
Revaluation uplift in the fair value of net assets
Additional paid in capital

BNI's Articles of Association were amended to reflect the changes in additional paid-in capital as a result of quasi-reorganization, based on Notarial Deed of Agung Prihatin, S.H., No. 42 dated 30 December 2003 which was approved by the Ministry of Law and Human Rights of the Republic of Indonesia in its decision letter No. C-29647.HT.01.07.TH.2003 dated 19 December 2003 and was published in the State Gazette No. 1152, Supplement No. 9 dated 30 January 2004.

f. Limited Public Offering II

On 30 July 2007, the Extraordinary General Shareholders' Meeting approved the issuance of up to 1,992,253,110 new Class C shares through Limited Public Offering II to shareholders with a par value per share of Rp375 (full amount).

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1. INFORMASI UMUM (lanjutan)

f. Penawaran Umum Saham Terbatas II (lanjutan)

Setiap pemegang 20 saham lama yang namanya tercatat dalam Daftar Pemegang Saham BNI pada tanggal 9 Agustus 2007 pukul 16.00 WIB mempunyai 3 HMETD, dimana setiap 1 HMETD memberikan hak kepada pemegangnya untuk membeli sebanyak 1 saham baru dengan harga pelaksanaan Rp2.025 (nilai penuh) setiap saham. Dari Penawaran Umum Terbatas II, BNI mendapatkan tambahan modal disetor sebesar Rp747.094 dan tambahan agio saham sebesar Rp3.287.218 dan biaya emisi penerbitan saham sebesar Rp195.280.

Perdagangan perdana dilaksanakan pada tanggal 13 Agustus 2007 di Bursa Efek Jakarta dan Bursa Efek Surabaya (sekarang BEI).

g. Penawaran Umum Saham Terbatas III

Pada tanggal 25 November 2010, dalam Rapat Umum Pemegang Saham Luar Biasa (RUPSLB), Pemegang Saham telah memutuskan antara lain untuk menyetujui peningkatan modal ditempatkan dan disetor BNI melalui Penawaran Umum Terbatas III (PUT III) dengan penerbitan HMETD sebesar 3.374.715.948 saham Seri C baru dengan nilai nominal Rp375 (nilai penuh) setiap lembar saham. HMETD tersebut dapat diperdagangkan di dalam dan di luar Bursa Efek Indonesia (BEI) mulai tanggal 10 Desember 2010 sampai dengan 16 Desember 2010, dengan memperhatikan ketentuan yang berlaku di bidang pasar modal. Dari PUT III tersebut, BNI mendapatkan tambahan modal disetor sebesar Rp1.265.519 dan tambahan agio saham, bersih setelah dikurangkan dengan biaya emisi penerbitan saham, sebesar Rp8.950.869.

h. Organisasi dan Struktur Manajemen

Susunan Dewan Komisaris dan Direksi BNI pada tanggal 31 Desember 2022 dan 31 Desember 2021 yang ditetapkan berdasarkan RUPS Luar Biasa BNI tanggal 31 Agustus 2022 yang dinyatakan dengan Akta Notaris No. 16 tanggal 31 Agustus 2022 dan berdasarkan RUPS Luar Biasa BNI tanggal tanggal 29 Maret 2021 yang dinyatakan dengan Akta Notaris No. 14 tanggal 29 Maret 2021 adalah sebagai berikut:

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1. GENERAL INFORMATION (continued)

f. Limited Public Offering II (continued)

Each owner of 20 old shares whose name was registered in the List of Shareholders of BNI as of 9 August 2007 at 16.00 WIB was entitled to 3 pre-emptive rights where each right entitles the owner to buy a new share at the price of Rp2,025 (full amount) per share. From the Limited Public Offering II, BNI raised Rp747,094 additional share capital and Rp3,287,218 additional paid-in capital and Rp195,280 shares issuance cost.

The initial trading took place on 13 August 2007 at the Jakarta Stock Exchange and Surabaya Stock Exchange (currently IDX).

g. Limited Public Offering III

On 25 November 2010, at the Extraordinary General Shareholders' Meeting, the shareholders decided, among other matters, to increase the issued and paid-up capital through limited public offering with pre-emptive right (LPO III) to shareholders for the issuance of 3,374,715,948 new Class C shares with a par value per share of Rp375 (full amount). Such pre-emptive rights can be traded inside and outside the Indonesia Stock Exchange (IDX) starting 10 December 2010 until 16 December 2010, with consideration to the existing capital market regulation. From the LPO III, BNI obtained Rp1,265,519 additional share capital and Rp8,950,869 additional paid-in capital, net of shares issuance cost.

h. Organizational and Management Structure

The composition of the Boards of Commissioners and Directors of BNI as of 31 December 2022 and 31 December 2021 based on BNI's Extraordinary Shareholders' General Meeting held on 31 August 2022 as stated under the Notarial Deed No. 16 dated 31 August 2022 and BNI's Extraordinary Shareholders' General Meeting held on 29 March 2021 as stated under the Notarial Deed No. 14 dated 29 March 2021 are as follows:

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1. INFORMASI UMUM (lanjutan)

**h. Organisasi dan Struktur Manajemen
(lanjutan)**

Dewan Komisaris

Komisaris Utama/
Komisaris Independen
Wakil Komisaris Utama
Komisaris Independen
Komisaris Independen
Komisaris Independen
Komisaris Independen
Komisaris
Komisaris
Komisaris

31 Desember/December 2022

Agus Dermawan Wintarto Martowardojo

Pradjoto
Sigit Widyawan
Asmawi Syam
Septian Hario Seto
Iman Sugema
Erwin Rijanto Slamet
Askolani
Susyanto
Fadlansyah Lubis¹⁾

Board of Commissioners

President Commissioner/
Independent Commissioner/
Vice President Commissioner/
Independent Commissioner/
Independent Commissioner/
Independent Commissioner/
Independent Commissioner/
Independent Commissioner/
Commissioner
Commissioner
Commissioner

31 Desember/December 2022

Direksi

Direktur Utama
Wakil Direktur Utama
Direktur Finance
Direktur Corporate
& International Banking
Direktur Institutional
Banking
Direktur Risk Management
Direktur Enterprise &
Commercial Banking
Direktur Network &
Services
Direktur Consumer
Banking
Direktur Treasury
Direktur Technology & Operation
Direktur Human Capital &
Compliance

Royke Tumilaar
Adi Sulistyowati
Novita Widya Anggraini
Silvano Winston Rumantir
Sis Apik Wijayanto
David Pirzada
Muhammad Iqbal
Ronny Venir
Corina Leyla Kernalies
Putrama Wahju Setyawan¹⁾
Toto Prasetyo³⁾
Mucharom²⁾

Board of Directors

President Director (CEO)
Vice President Director
Managing Director - Finance (CFO)
Managing Director – Corporate
& International Banking
Managing Director -
Institutional Banking
Managing Director - Risk Management
Managing Director - Enterprise &
Commercial Banking
Managing Director - Network &
Services
Managing Director - Consumer
Banking
Managing Director - Treasury
Managing Director - Technology & Operation
Managing Director - Human Capital &
Compliance

31 Desember/December 2022

Komite Audit*)

Ketua
Anggota
Anggota
Anggota
Anggota

Asmawi Syam
Sigit Widyawan
Iman Sugema
Human Brilianto
Suhendi Muharam

Audit Committee*)

Chairman
Member
Member
Member
Member

1. Efektif menjabat sejak 19 Desember 2022 setelah mendapatkan persetujuan dari OJK
2. Efektif bergabung sejak 31 Agustus 2022
3. Efektif setelah mendapatkan persetujuan dari Otoritas Jasa Keuangan (OJK)

*) Pembentukan Komite Audit Bank telah dilakukan sesuai dengan peraturan OJK No. 55/POJK/04/2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit.

1. Effective joined since 19 December 2022 after obtaining approval from FSA
2. Effective joined since 31 August 2022
3. Effective after the issuance of approval from Financial Service Authority

*) The formation of Audit Committee is in accordance with Financial Service Authority rule No. 55/POJK/04/2015 regarding the Establishment and Guidelines for the Work Implementation of the Audit Committee.

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1. INFORMASI UMUM (lanjutan)

**h. Organisasi dan Struktur Manajemen
(lanjutan)**

Dewan Komisaris

Komisaris Utama/
Komisaris Independen
Wakil Komisaris Utama
Komisaris Independen
Komisaris Independen
Komisaris Independen
Komisaris Independen
Komisaris Independen
Komisaris
Komisaris
Komisaris

31 Desember/December 2021

Agus Dermawan Wintarto Martowardojo

Pradjoto
Sigit Widyawan
Asmawi Syam
Septian Hario Seto
Iman Sugema
Erwin Rijanto Slamet¹⁾
Ratih Nurdianti⁴⁾
Askolani
Susyanto

Board of Commissioners

President Commissioner/
Independent Commissioner/
Vice President Commissioner/
Independent Commissioner/
Independent Commissioner/
Independent Commissioner/
Independent Commissioner/
Independent Commissioner/
Commissioner
Commissioner
Commissioner

31 Desember/December 2021

Direksi

Direktur Utama
Wakil Direktur Utama
Direktur Keuangan
Direktur Corporate
Banking
Direktur Treasury
& International
Direktur Hubungan
Kelembagaan
Direktur Manajemen Risiko
Direktur Bisnis Usaha Mikro,
Kecil, dan Menengah
(UMKM)
Direktur Layanan &
Jaringan
Direktur Bisnis
Konsumer
Direktur IT & Operasi
Direktur Human Capital &
Kepatuhan

Royke Tumilaar
Adi Sulistyowati
Novita Widya Anggraini
Silvano Winston Rumantir
Henry Panjaitan⁴⁾
Sis Apik Wijayanto
David Pirzada
Muhammad Iqbal
Ronny Venir
Corina Leyla Kernalies
Hariantono⁴⁾
Bob Tyasika Ananta³⁾

Board of Directors

President Director (CEO)
Vice President Director
Managing Director - Finance (CFO)
Managing Director - Corporate
Banking
Managing Director - Treasury &
International Banking
Managing Director -
Institutional Relation
Managing Director - Risk Management
Managing Director - Micro, Small, and
Medium Enterprise (MSME)
Managing Director - Services &
Network
Managing Director - Consumer
Banking
Managing Director - IT & Operation
Managing Director - Human Capital &
Compliance

31 Desember/December 2021

Komite Audit*)

Ketua
Anggota
Anggota
Anggota
Anggota

Asmawi Syam
Sigit Widyawan
Iman Sugema
Human Brilianto
Suhendi Muharam²⁾

Audit Committee*)

Chairman
Member
Member
Member
Member

1. Efektif menjabat sejak 6 Agustus 2021 setelah mendapatkan persetujuan dari OJK
2. Efektif bergabung sejak 5 Juli 2021
3. Masa jabatan berakhir pada tanggal 27 Mei 2022
4. Masa jabatan berakhir pada tanggal 31 Agustus 2022

*) Pembentukan Komite Audit Bank telah dilakukan sesuai dengan peraturan OJK No. 55/POJK/04/2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit.

1. Effective joined since 6 August 2021 after obtaining approval from FSA
2. Effective joined since 5 July 2021
3. Term of office ended on 27 May 2022
4. Term of office ended on 31 August 2022

*) The formation of Audit Committee is in accordance with Financial Service Authority rule No. 55/POJK/04/2015 regarding the Establishment and Guidelines for the Work Implementation of the Audit Committee.

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1. INFORMASI UMUM (lanjutan)

**h. Organisasi dan Struktur Manajemen
(lanjutan)**

Pada tanggal 31 Desember 2022, Sekretaris Perusahaan BNI adalah Okki Rushartomo Budiprabowo dan tanggal 31 Desember 2021, Sekretaris Perusahaan BNI adalah Mucharom.

Jumlah pegawai BNI adalah sebagai berikut (tidak diaudit):

	Tetap/ Permanent	Tidak tetap/ Non-permanent
31 Desember 2022	25,334	1,836
31 Desember 2021	25,082	2,095

Kantor pusat BNI berlokasi di Jl. Jend. Sudirman Kav. 1, Jakarta. Pada tanggal 31 Desember 2022, BNI memiliki 17 kantor wilayah, 195 kantor cabang, 1.094 kantor layanan serta 843 outlet lainnya (31 Desember 2021: 17 kantor wilayah, 195 kantor cabang, 1.097 kantor layanan serta 874 outlet lainnya) (tidak diaudit). Selain itu, BNI juga memiliki jaringan di luar negeri melalui 6 kantor cabang luar negeri yang berada di pusat keuangan dunia yaitu Singapura, Hong Kong, Tokyo, London, New York dan Seoul. Di samping itu BNI juga memiliki 2 kantor perwakilan di Osaka dan Amsterdam, serta 2 kantor kas di Singapura.

i. Entitas Anak

BNI mempunyai kepemilikan langsung pada Entitas Anak berikut:

Nama Perusahaan/ Company Name	Kegiatan Usaha/ Business Activity	Tahun Mulai Beroperasi Komersial/ Year Started Commercial Operations	Persentase Kepemilikan/ Percentage of Ownership		Total Aset/ Total Assets	
			31 Desember/ December 2022	31 Desember/ December 2021	31 Desember/ December 2022	31 Desember/ December 2021
PT BNI Life Insurance	Asuransi jiwa/ Life insurance	1997	60.00%	60.00%	23,322,020	22,769,205
PT BNI Multifinance	Pembiayaan/ Financing	1983	99.99%	99.99%	1,028,686	1,241,245
PT BNI Sekuritas dan Entitas Anak/and Subsidiary	Sekuritas/Securities	1995	75.00%	75.00%	1,634,408	1,655,831
BNI Remittance Ltd.	Jasa keuangan/ Financial services	1998	100.00%	100.00%	18,193	20,071
PT Bank Mayora	Perbankan/Banking	1993	63.92%	-	11,611,753	-
PT BNI Modal Ventura	Permodalan ventura/ Venture capital	2022	99.98%	-	505,111	-

Semua Entitas Anak BNI berkedudukan di Jakarta, kecuali BNI Remittance Ltd. berkedudukan di Hong Kong.

PT BNI Life Insurance (“BNI Life”)

BNI Life pada awalnya didirikan dengan nama PT Asuransi Jiwa BNI Jiwasraya berdasarkan Akta Notaris No. 24 tanggal 28 November 1996. Pada tanggal 26 November 2004, PT Asuransi Jiwa BNI Jiwasraya telah mengubah nama menjadi PT BNI Life Insurance.

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1. GENERAL INFORMATION (continued)

**h. Organizational and Management Structure
(continued)**

As of 31 December 2022, BNI's Corporate Secretary is Okki Rushartomo Budiprabowo. and as of 31 December 2021, BNI's Corporate Secretary is Mucharom.

The number of employees of BNI is as follows (unaudited):

	Tetap/ Permanent	Tidak tetap/ Non-permanent	Total
31 Desember 2022	25,334	1,836	27,170
31 Desember 2021	25,082	2,095	27,177

BNI's head office is located at Jl. Jend. Sudirman Kav. 1, Jakarta. As of 31 December 2022, BNI has 17 regional offices, 195 domestic branches, 1,094 sub-branches and 843 other outlets (31 December 2021: 17 regional offices, 195 domestic branches, 1,097 sub-branches and 874 other outlets) (unaudited). In addition, BNI has a presence in overseas through 6 overseas branches located in the global financial center located in Singapore, Hong Kong, Tokyo, London, New York and Seoul. Further than that, BNI also has 2 representative offices in Osaka and Amsterdam, and 2 Limited Purpose Branch in Singapore.

i. Subsidiaries

BNI has direct ownership in the following Subsidiaries:

Nama Perusahaan/ Company Name	Kegiatan Usaha/ Business Activity	Tahun Mulai Beroperasi Komersial/ Year Started Commercial Operations	Persentase Kepemilikan/ Percentage of Ownership		Total Aset/ Total Assets	
			31 Desember/ December 2022	31 Desember/ December 2021	31 Desember/ December 2022	31 Desember/ December 2021
PT BNI Life Insurance	Asuransi jiwa/ Life insurance	1997	60.00%	60.00%	23,322,020	22,769,205
PT BNI Multifinance	Pembiayaan/ Financing	1983	99.99%	99.99%	1,028,686	1,241,245
PT BNI Sekuritas dan Entitas Anak/and Subsidiary	Sekuritas/Securities	1995	75.00%	75.00%	1,634,408	1,655,831
BNI Remittance Ltd.	Jasa keuangan/ Financial services	1998	100.00%	100.00%	18,193	20,071
PT Bank Mayora	Perbankan/Banking	1993	63.92%	-	11,611,753	-
PT BNI Modal Ventura	Permodalan ventura/ Venture capital	2022	99.98%	-	505,111	-

All of the Subsidiaries of BNI are domiciled in Jakarta, except for BNI Remittance Ltd. which is domiciled in Hong Kong.

PT BNI Life Insurance (“BNI Life”)

BNI Life was originally established under the name PT Asuransi Jiwa BNI Jiwasraya based on Notarial Deed No. 24 dated 28 November 1996. On 26 November 2004, PT Asuransi Jiwa BNI Jiwasraya changed its name to PT BNI Life Insurance.

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1. INFORMASI UMUM (lanjutan)

i. Entitas Anak (lanjutan)

PT BNI Life Insurance (“BNI Life”) (lanjutan)

Sesuai dengan pasal 3 Anggaran Dasar BNI Life, ruang lingkup kegiatan BNI Life adalah menjalankan usaha-usaha dalam bidang asuransi jiwa termasuk usaha asuransi jiwa dengan prinsip syariah. BNI Life memperoleh izin usaha sebagai perusahaan asuransi jiwa berdasarkan Keputusan Menteri Keuangan Republik Indonesia No. Kep-305/KMK.017/1997 tanggal 7 Juli 1997.

Kantor pusat BNI Life berlokasi di Centennial Tower, Lantai 9, 10, dan 11 Jl. Gatot Subroto Kav. 24-25, Jakarta 12930. Pada tanggal 31 Desember 2022 dan 31 Desember 2021, BNI Life memiliki 12 kantor pemasaran dan 10 kantor pemasaran mandiri yang tersebar di beberapa kota di Indonesia (tidak diaudit) dan memiliki karyawan sebanyak 733 orang pada tanggal 31 Desember 2022 (31 Desember 2021: 771 karyawan) (tidak diaudit).

PT BNI Multifinance (“BNI Multifinance”)

Sesuai dengan Pasal 3 Anggaran Dasar BNI Multifinance, ruang lingkup kegiatan BNI Multifinance adalah menjalankan kegiatan dalam bidang pembiayaan investasi, pembiayaan modal kerja, pembiayaan multi guna dan sewa operasi.

Perubahan terakhir Anggaran Dasar BNI Multifinance dilakukan antara lain tentang penyusunan kembali Anggaran Dasar dan penambahan modal ditempatkan dan disetor Perusahaan sebesar Rp203.000.000.000 (nilai penuh) dan seluruhnya sejumlah penerbitan 4.060.000.000 saham (nilai penuh) Perusahaan oleh BNI sesuai dengan Akta Notaris No. 90 tanggal 23 Juni 2016 Notaris I Gede Buda Gunamanta, S.H. telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia, dengan Surat Keputusan No. AHU-AH.01.03-0060863 tanggal 24 Juni 2016.

Kantor pusat BNI Multifinance berlokasi di Gedung BNI Life Insurance, lantai 5, Jl. Aipda KS. Tubun No. 67, Jakarta 10260. Pada tanggal 31 Desember 2022 dan 31 Desember 2021, BNI Multifinance memiliki 9 outlet cabang tersebar di beberapa kota di Indonesia (tidak diaudit) dan memiliki 243 dan 131 karyawan masing-masing pada tanggal 31 Desember 2022 dan 31 Desember 2021 (tidak diaudit).

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1. GENERAL INFORMATION (continued)

i. Subsidiaries (continued)

PT BNI Life Insurance (“BNI Life”) (continued)

In accordance with Article 3 of BNI Life's Articles of Association, the scope of BNI Life's activities is to engage in life insurance business including life insurance business under sharia principle. BNI Life obtained its operating license as a life insurance company based on the Ministry of Finance of the Republic of Indonesia Decree No. Kep-305/KMK.017/1997 dated 7 July 1997.

BNI Life's head office is located in Centennial Tower, 9th, 10th, and 11th floor Jl. Gatot Subroto Kav. 24-25, Jakarta 12930. As of 31 December 2022 and 31 December 2021, BNI Life has 12 marketing offices and 10 personal marketing offices located in various cities in Indonesia (unaudited) and has 733 employees as of 31 December 2022 (31 December 2021: 771 employees) (unaudited).

PT BNI Multifinance (“BNI Multifinance”)

In accordance with Article 3 of BNI Multifinance's Articles of Association, the scope of the BNI Multifinance's activities involves investment financing, working capital financing, multipurpose financing and operating lease.

The latest amendment of BNI Multifinance's Articles of Association was made regarding, among other matters, the increase in issued and fully paid capital amounting to Rp203,000,000,000 (full amount) and issuance of 4,060,000,000 shares (full amount) contributed by BNI, based on Notarial Deed No. 90 dated 23 June 2016 of I Gede Buda Gunamanta, S.H. and has been approved by the Ministry of Laws and Human Rights of the Republic of Indonesia, in its Decision Letter No. AHU-AH.01.03-0060863 dated 24 June 2016.

BNI Multifinance head office is located in Gedung BNI Life Insurance, 5th floor, Jl. Aipda KS. Tubun No. 67, Jakarta 10260. As of 31 December 2022 and 31 December 2021, BNI Multifinance has 9 counters located in various cities in Indonesia (unaudited) and had 243 dan 131 employees as of 31 December 2022 and 31 December 2021, respectively (unaudited).

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1. INFORMASI UMUM (lanjutan)

i. Entitas Anak (lanjutan)

**PT BNI Sekuritas (“BNI Sekuritas”) dan
Entitas Anak**

BNI Sekuritas didirikan berdasarkan Akta Notaris No. 22 tanggal 12 April 1995 dari Koesbiono Sarmanhadi, S.H., di Jakarta. Akta tersebut kemudian diubah dengan Akta Notaris No. 39 dari notaris yang sama tanggal 3 Mei 1995. Akta pendirian dan perubahannya disahkan oleh Menteri Kehakiman Republik Indonesia dalam Surat Keputusan No. C2-6278.HT.01.01.Th.95 tanggal 19 Mei 1995, serta diumumkan dalam Berita Negara Republik Indonesia No. 55, Tambahan No. 5804 tanggal 11 Juli 1995.

Berdasarkan Pasal 3 dari Anggaran Dasar BNI Sekuritas, ruang lingkup kegiatan usahanya meliputi perdagangan efek, termasuk di dalamnya bertindak sebagai penjamin dan penasehat investasi dan kegiatan lain yang berhubungan dengan kegiatan tersebut dengan memperhatikan peraturan Otoritas Jasa Keuangan (OJK), dahulu Badan Pengawas Pasar Modal dan Lembaga Keuangan (Bapepam dan LK) dan peraturan perundang-undangan lain yang berlaku.

BNI Sekuritas memiliki 99,90% dari jumlah saham PT BNI Asset Management (“BNI Asset Management”), entitas anak yang didirikan tanggal 28 Maret 2011 dan bergerak di bidang manajemen dan penasehat investasi.

Kantor pusat BNI Sekuritas berlokasi di Sudirman Plaza Indofood Tower, lantai 16, Jl. Jenderal Sudirman Kav. 76-78, Jakarta 12910, Indonesia. Pada tanggal 31 Desember 2022 dan 31 Desember 2021, BNI Sekuritas memiliki 32 dan 45 outlet cabang yang tersebar di beberapa kota di Indonesia (tidak diaudit) dan memiliki karyawan sebanyak 277 orang dan 195 orang masing-masing pada tanggal 31 Desember 2022 dan 31 Desember 2021 (tidak diaudit).

**BNI Remittance Ltd. (dahulu BNI
Nakertrans)**

BNI telah menambah modalnya sebesar HKD7.434.944 (nilai penuh) setara dengan Rp10.000 pada tanggal 11 Juni 2009 yang dicatat menggunakan metode biaya. Kantor pusat BNI Remittance Ltd. berada di Causeway Bay, Hong Kong dan memiliki karyawan sebanyak 6 dan 8 orang pada tanggal 31 Desember 2022 dan 31 Desember 2021 (tidak diaudit).

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1. GENERAL INFORMATION (continued)

i. Subsidiaries (continued)

**PT BNI Sekuritas (“BNI Sekuritas”) and
Subsidiary**

BNI Sekuritas was established by virtue of Notarial Deed No. 22 dated 12 April 1995 of Koesbiono Sarmanhadi, S.H., in Jakarta. The deed was amended by Notarial Deed No. 39 dated 3 May 1995 of the same notary. The Deed of Establishment and amendment thereon were approved by the Decision Letter of the Ministry of Justice of the Republic of Indonesia No. C2-6278.HT.01.01.Th.95 dated 19 May 1995 and was published in the State Gazette No. 55, Supplement No. 5804 dated 11 July 1995.

In accordance with Article 3 of BNI Sekuritas’ Articles of Association, the scope of its business activities comprises of securities trading, including investment underwriting and advisory investment and other related activities allowed by Financial Service Authority (OJK), previously the Capital Market and Financial Institutions Supervisory Agency (Bapepam and LK) and other regulations.

BNI Sekuritas owns 99.90% of the total share capital of PT BNI Asset Management (“BNI Asset Management”), a subsidiary established on 28 March 2011 and engaged in investment management and advisory activities.

BNI Sekuritas’ head office is located in Sudirman Plaza Indofood Tower, 16th floor, Jl. Jenderal Sudirman Kav. 76-78, Jakarta 12910, Indonesia. As of 31 December 2022 and 31 December 2021, BNI Sekuritas has 32 and 45 counters located in various cities in Indonesia (unaudited) and has 277 employees and 195 employees as of 31 December 2022 and 31 December 2021 (unaudited).

**BNI Remittance Ltd. (formerly BNI
Nakertrans)**

On 11 June 2009, BNI increased its capital by HKD7,434,944 (full amount) equivalent to Rp10,000, which was recorded using the cost method. The main office of BNI Remittance Ltd. is located in Causeway Bay, Hong Kong and has 6 and 8 employees as of 31 December 2022 and 31 December 2021, respectively (unaudited).

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1. INFORMASI UMUM (lanjutan)

i. Entitas Anak (lanjutan)

PT Bank BNI Syariah (“BNI Syariah”)

BNI Syariah didirikan dengan Akta Pendirian Nomor 160 tanggal 22 Maret 2010 yang dibuat di hadapan Aulia Taufani, S.H., sebagai Pengganti Sutjipto, S.H., notaris di Jakarta. Akta Pendirian tersebut telah memperoleh pengesahan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat No. AHU-15574.AH.01.01.Tahun 2010 tanggal 25 Maret 2010.

BNI Syariah adalah bank umum syariah yang merupakan hasil pemekaran usaha (*spin-off*) Unit Usaha Syariah BNI (“UUS BNI”). Proses pendiriannya telah disetujui oleh Rapat Umum Pemegang Saham Luar Biasa BNI tanggal 5 Oktober 2009 sesuai Akta No. 37 Notaris Fathiah Helmi, S.H. Pemekaran usaha dilakukan dengan mengacu kepada PBI No. 11/10/PBI/2009 tentang Unit Usaha Syariah dengan cara mendirikan bank umum syariah baru.

Pemberitahuan atas rancangan *spin-off* kepada karyawan, nasabah dan pihak ketiga telah diumumkan di surat kabar nasional pada tanggal 12 Agustus 2009 sedangkan pemberitahuan atas rencana pengalihan hak dan liabilitas UUS BNI telah diumumkan di surat kabar nasional pada tanggal 15 Februari 2010. Pendirian tersebut dilakukan dengan izin Bank Indonesia melalui dua tahap yaitu persetujuan izin prinsip usaha dan izin usaha. Pada tanggal 8 Februari 2010 BNI Syariah telah mendapatkan izin prinsip dari Bank Indonesia untuk melaksanakan pemisahan UUS Bank BNI berdasarkan surat No. 12/2/DpG/Dpbs. Pemisahan UUS BNI dilakukan dengan Akta Pemisahan Nomor 159 tanggal 22 Maret 2010 yang dibuat di hadapan Aulia Taufani, S.H. sebagai pengganti Sutjipto, S.H., notaris di Jakarta.

Pada tanggal 21 Mei 2010, BNI Syariah memperoleh izin usaha dari Bank Indonesia, berdasarkan Keputusan Gubernur Bank Indonesia No. 12/41/KEP.GBI/2010. Selanjutnya pemisahan terjadi secara efektif pada tanggal 19 Juni 2010, yakni saat pertama kalinya BNI Syariah melakukan kegiatan usaha, sebagaimana yang dilaporkan kepada Bank Indonesia dengan surat No. Dir/1/03 tanggal 19 Juni 2010 perihal Laporan Pelaksanaan Pembukaan Bank Umum Syariah Hasil Pemisahan.

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1. GENERAL INFORMATION (continued)

i. Subsidiaries (continued)

PT Bank BNI Syariah (“BNI Syariah”)

BNI Syariah was established based on Establishment Deed No. 160 dated 22 March 2010 which was notarized by Aulia Taufani, S.H., as the substitute of Sutjipto, S.H., notary in Jakarta. The Establishment Deed was approved by the Ministry of Laws and Human Rights of the Republic of Indonesia through Letter No. AHU-15574.AH.01.01.Year 2010 dated 25 March 2010.

BNI Syariah is a general sharia bank as a result of the spin-off of the Sharia Business Unit of BNI (“UUS BNI”). The establishment process was approved at the Shareholders’ Extraordinary General Meeting of BNI held on 5 October 2009 in accordance with the Notarial Deed No. 37 of Notary Fathiah Helmi, S.H. The spin-off was conducted in accordance with PBI No. 11/10/PBI/2009 regarding Sharia Business Unit by establishing a new general sharia bank.

The announcement to the employees, customers and third parties regarding the planned spin-off was made through a national newspaper on 12 August 2009 while the announcement regarding the transfer of the rights and obligations of UUS BNI was made through a national newspaper on 15 February 2010. The establishment was approved by Bank Indonesia in two stages, which are the approval of the business license in principle and the business license. On 8 February 2010, BNI Syariah received its license in principle from Bank Indonesia to conduct the separation of UUS BNI based on Bank Indonesia letter No. 12/2/DpG/Dpbs. The separation of UUS BNI was made under Separation Deed No. 159 dated 22 March 2010 which was notarized by Aulia Taufani, S.H., as the substitute of Sutjipto, S.H., notary in Jakarta.

On 21 May 2010, BNI Syariah received its business license from Bank Indonesia, based on the Decision Letter No. 12/41/KEP.GBI/2010 of the Governor of Bank Indonesia. The separation became effective on 19 June 2010, in which BNI Syariah started its operational activity, as reported to Bank Indonesia under letter No. Dir/1/03 dated 19 June 2010 regarding the Report on the Implementation of the Opening of General Sharia Bank Resulting from the Spin-Off.

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1. INFORMASI UMUM (lanjutan)

i. Entitas Anak (lanjutan)

**PT Bank BNI Syariah (“BNI Syariah”)
(lanjutan)**

BNI Syariah menjalankan operasional sebagai bank devisa sejak tanggal 9 Juli 2010 berdasarkan Salinan Surat Keputusan Deputi Gubernur Bank Indonesia No. 12/5/KEP.DpG/2010 tertanggal 9 Juli 2010.

Sehubungan dengan telah beroperasinya BNI Syariah, maka Bank Indonesia pada tanggal 27 Agustus 2010 mencabut izin usaha UUS Bank BNI melalui keputusan Deputi Gubernur Bank Indonesia No. 12/7/KEP.DpG/2010.

Berdasarkan Keputusan Para Pemegang Saham Sebagai Pengganti Rapat Umum Pemegang Saham Luar Biasa BNI Syariah pada tanggal 24 Maret 2020, sesuai dengan Akta Notarial No. 4 dengan dari Notaris & PPAT Gamal Wahidin S.H tanggal 26 Maret dan 29 Juni 2020, di Jakarta, yang telah memperoleh pengesahan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-0059630.AH.01.11 dan AHU-0102042.AH.01.11 tahun 2020. PT Bank Negara Indonesia (Persero) Tbk menambah modal ditempatkan dan disetor penuh sebesar Rp419.835.000.000 (nilai penuh), berupa barang tidak bergerak (*inbreng*).

Kantor pusat BNI Syariah berlokasi di Gedung Tempo Pavillion 1, Jl. HR Rasuna Said Kav. 11, Kuningan, Jakarta 12950 - Indonesia. Pada tanggal 31 Desember 2020, BNI Syariah memiliki 68 kantor cabang, 241 kantor cabang pembantu dan 93 outlet lainnya (tidak diaudit) dan memiliki karyawan sebanyak 5.738 karyawan (tidak diaudit).

Sejak tanggal 1 Februari 2021, BNI Syariah telah resmi bergabung ke Bank Syariah Indonesia sesuai persetujuan Otoritas Jasa Keuangan (OJK) Pasar Modal melalui surat No. S-289/D.04/2020 tertanggal 11 Desember 2020 serta melalui surat OJK Perbankan No. 4/KDK.03/2021 tanggal 27 Januari 2021.

Dengan bergabungnya BNI Syariah ke Bank Syariah Indonesia, maka pengendalian BNI terhadap BNI Syariah telah berakhir dan tidak dilakukan konsolidasi atas laporan keuangan Bank Syariah Indonesia pada laporan keuangan konsolidasian BNI dan Entitas Anak.

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1. GENERAL INFORMATION (continued)

i. Subsidiaries (continued)

**PT Bank BNI Syariah (“BNI Syariah”)
(continued)**

BNI Syariah started its operational activities as a foreign exchange bank on 9 July 2010 based on the Copy of the Decision Letter No. 12/5/KEP.DpG/2010 of the Deputy Governor of Bank Indonesia dated 9 July 2010.

As BNI Syariah has commenced its operations, UUS BNI's business license was revoked pursuant to the Decision Letter No. 12/7/KEP.DpG/2010 of the Deputy Governor of Bank Indonesia dated 27 August 2010.

Based on the Decision from Shareholders in replacement of the Shareholders' Extraordinary General Meeting of BNI Syariah on 24 March 2020, in accordance with Notarial Deed No. 4 of Notary Gamal Wahidin, S.H. dated 26 March and 29 June 2020, in Jakarta, which has been approved by the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-0059630.AH.01.11 and AHU-0102042.AH.01.11 in 2020. PT Bank Negara Indonesia (Persero) Tbk had additional paid in capital amounting to Rp419,835,000,000 (full amount), in the form of inbreng.

BNI Syariah's head office is located in Gedung Tempo Pavillion 1, Jl. HR Rasuna Said Kav. 11, Kuningan, Jakarta 12950 - Indonesia. As of 31 December 2020, BNI Syariah has 68 branches, 241 sub-branches and 93 other outlets (unaudited) and has 5,738 employees (unaudited).

Since 1 February 2021, BNI Syariah has officially joined Bank Syariah Indonesia as approved by The Financial Service Authority (OJK) Capital Market through letter No. S-289/D.04/2020 dated 11 December 2020 as well as through OJK Perbankan through letter No. 4/KDK.03/2021 dated 27 January 2021.

By joining BNI Syariah to Bank Syariah Indonesia, BNI's control of BNI Syariah has ended and there is no consolidation of the financial statements of Bank Syariah Indonesia in the consolidated financial statements of BNI and its Subsidiaries.

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1. INFORMASI UMUM (lanjutan)

i. Entitas Anak (lanjutan)

**PT Bank BNI Syariah (“BNI Syariah”)
(lanjutan)**

Nilai buku dari saldo laba ditahan dan modal ditempatkan dan disetor BNI Syariah pada tanggal 31 Januari 2021 adalah sebesar Rp5.543.135 dengan nilai wajar sebesar Rp7.984.951. Selisih antara nilai buku dan nilai wajar sebesar Rp2.441.786 dicatat sebagai tambahan modal disetor.

Sejak 1 Februari 2021, Penyertaan BNI terhadap Bank Syariah Indonesia dianggap sebagai penyertaan terhadap perusahaan asosiasi dengan pengaruh signifikan yang dicatat menggunakan metode ekuitas.

PT Bank Mayora

PT Bank Mayora didirikan pada tahun 1993 berdasarkan Akta No.14 tanggal 25 Februari 1993 dari Dr. Widjojo Wilami, S.H., notaris di Jakarta. Akta pendirian ini telah mendapat pengesahan dari Menteri Kehakiman Republik Indonesia melalui Surat Keputusannya No.C2-2108.HT.01.01.Th.1993 tanggal 10 April 1993 serta diumumkan dalam Berita Negara Republik Indonesia No.44, tanggal 2 Juni 1993, Tambahan No.2457. Anggaran Dasar Perusahaan telah mengalami beberapa kali perubahan dengan perubahan terakhir berdasarkan Akta No.82 tanggal 18 Mei 2022 yang dibuat oleh Jose Dima Satria, S.H., M.KN notaris di Jakarta, yaitu mengenai perubahan Peningkatan Modal Ditempatkan/Disetor pasal 4 ayat 3, Pasal 7, Pasal 9, Pasal 10, Pasal 11, Pasal 12, Pasal 13, Pasal 14, dan Pasal 16. Perubahan Anggaran Dasar tersebut telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia yang tertuang dalam Surat No.AHU-0033592.AH.01.02.Tahun 2022 pada tanggal 18 Mei 2022.

Kantor pusat Bank Mayora berlokasi di Jakarta dengan alamat di Jalan Tomang Raya Kav. 21-23, Jakarta Barat. Pada tanggal 31 Desember 2022, Bank Mayora memiliki 3 kantor cabang, 25 kantor cabang pembantu dan 8 kantor kas (31 Desember 2021: 4 kantor cabang, 25 kantor cabang pembantu, dan 8 kantor kas) (tidak diaudit) serta memiliki karyawan sebanyak 621 orang dan 531 orang masing-masing pada tanggal 31 Desember 2022 dan 31 Desember 2021 (tidak diaudit).

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1. GENERAL INFORMATION (continued)

i. Subsidiaries (continued)

**PT Bank BNI Syariah (“BNI Syariah”)
(continued)**

Carrying value of retained earning and capital stock of BNI Syariah as of 31 January 2021 is amounting to Rp5,543,135 with the fair value of Rp7,984,951. The difference between carrying value and fair value amounting Rp2,441,786 are recorded as additional paid-in-capital.

Since 1 February 2021, BNI's participation in Bank Syariah Indonesia is considered as participation in associated companies with significant influence which is recorded using the equity method.

PT Bank Mayora

PT Bank Mayora was established in 1993 based on Notarial Deed No. 14 dated 25 February 1993 of Dr. Widjojo Wilami, S.H., public notary in Jakarta. The Deed of Establishment was approved by the Minister of Justice of the Republic of Indonesia in his Decision Letter No. C2-2108.HT.01.01.Th.1993 dated 10 April 1993 and published in the State Gazette of the Republic of Indonesia No.44 dated 2 June 1993, Supplement No.2457. Articles of Association have been amended several times with the latest amendment by notarial Deed No. 82 dated 18 May 2022 from Jose Dima Satria, S.H., M.KN notary in Jakarta, regarding the amendment to Issued/Paid-Up Capital Article 4 paragraph 3, Article 7, Article 9, Article 10, Article 11, Article 12, Article 13, Article 14, and Article 16. The amendment to the Articles of Association was approved by the Minister of Law and Human Rights of the Republic of Indonesia as stated in the Letter No.AHU-0033592.AH.01.02.Tahun 2022 on 18 May 2022.

Bank Mayora's head office is located in Jakarta, Jalan Tomang Raya Kav. 21-23, Jakarta Barat. As of 31 December 2022, Bank Mayora has 3 branches, 25 sub-branches and 8 other outlets (31 December 2021: 4 branches, 25 sub-branches and 8 other outlets) (unaudited) and has 621 employees and 531 employees as of 31 December 2022 and 31 December 2021 (unaudited).

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1. INFORMASI UMUM (lanjutan)

i. Entitas Anak (lanjutan)

PT Bank Mayora (lanjutan)

Sesuai dengan Surat Keputusan Bank Indonesia No.15/5/KEP.DpG/2013 tanggal 7 Mei 2013, Bank memperoleh peningkatan status menjadi Bank Devisa.

Bank Mayora tergabung dalam Kelompok Usaha Bank (KUB) BNI sebagaimana penegasan terhadap rencana pembentukan KUB BNI yang disampaikan oleh Otoritas Jasa Keuangan cfm. Surat OJK No. S-83/PB.31/2022 tanggal 23 Mei 2022 dan menjadi bagian dari anggota Lembaga Jasa Keuangan Konglomerasi Keuangan BNI sebagaimana telah dicatat dalam administrasi pengawasan OJK cfm. Surat OJK No. S-88/PB.31/2022 tanggal 9 Juni 2022.

PT BNI Modal Ventura ("BNI Ventures")

BNI Ventures didirikan pada tahun 2022 berdasarkan Akta No.17 tanggal 12 April 2022 dari Ariani L. Rachim, notaris di Jakarta. Akta pendirian ini telah mendapatkan pengesahan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia yang tertuang dalam Surat No. AHU-0027437.AH.01.01.TAHUN 2022 tanggal 19 April 2022 serta diumumkan dalam Berita Negara Republik Indonesia No.032 Tambahan Berita Negara RI No.014450 tanggal 22 April 2022.

Berdasarkan pasal 3 dari Anggaran Dasar BNI Ventures, ruang lingkup kegiatan usahanya mencakup usaha modal ventura yang diselenggarakan secara konvensional, dengan kegiatan usaha meliputi penyertaan saham (*equity participation*), penyertaan melalui pembelian obligasi (*quasi equity participation*), pembiayaan melalui pembelian surat utang yang diterbitkan pasangan usaha pada tahap rintisan awal (*startup*) dan/atau pengembangan usaha, dan/atau pembiayaan usaha produktif. Dalam melakukan kegiatan usahanya, BNI Ventures dapat mengelola dana ventura. Selain usaha modal ventura, BNI Ventures juga dapat menyelenggarakan kegiatan usaha lain yaitu kegiatan jasa berbasis *fee* dan/atau kegiatan usaha lain dengan persetujuan Otoritas Jasa Keuangan (OJK).

Kantor pusat BNI Ventures berlokasi di Jakarta dengan alamat di Menara BNI Lt. 2, Jl. Pejompongan Raya No.7, Tanah Abang, Jakarta Pusat.

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1. GENERAL INFORMATION (continued)

i. Subsidiaries (continued)

PT Bank Mayora (continued)

In accordance with the Decree of Bank Indonesia No.15/5/KEP.DpG/2013 dated 7 May 2013, the Bank was authorized to operate as a Foreign Exchange Bank.

Bank incorporated in the BNI Bank Business Group (KUB) as an affirmation of the plan to establish a BNI KUB by the Financial Services Authority (OJK) confirmed by OJK Letter No. S-83/PB.31/2022 dated 23 May 2022 and became a Financial Services Institution member of the BNI Financial Conglomerate as recorded in the OJK supervision administration confirmed by OJK Letter No. S-88/PB.31/2022 dated 9 June 2022.

PT BNI Modal Ventura ("BNI Ventures")

BNI Ventures was established in 2022 based on Deed No. 17 dated 12 April 2022 from Ariani L. Rachim, a notary in Jakarta. This deed of establishment has been approved by the Minister of Law and Human Rights of the Republic of Indonesia as stated in Letter No. AHU-0027437.AH.01.01.TAHUN 2022 dated 19 April 2022 and announced in the State Gazette of the Republic of Indonesia No.032 Supplement to the State Gazette of the Republic of Indonesia No.014450 dated 22 April 2022.

Based on article 3 of the Articles of Association of BNI Ventures, the scope of its business activities includes conventional venture capital ventures, with business activities including equity participation, equity participation through the purchase of bonds (quasi equity participation), financing through the purchase of issued debt securities by business partners at the initial startup stage and/or business development, and/or productive business financing. In carrying out its business activities, the BNI Ventures can manage venture funds. In addition to venture capital businesses, BNI Ventures can also carry out other business activities, namely fee-based service activities and/or other business activities with the approval of the Financial Services Authority (OJK).

BNI Ventures head office is located in Jakarta, at Menara BNI Lt. 2, Jl. Pejompongan Raya No.7, Tanah Abang, Central Jakarta.

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2. IKHTISAR KEBIJAKAN AKUNTANSI YANG PENTING

Laporan keuangan konsolidasian BNI dan Entitas Anak ("Grup") ini diselesaikan dan diotorisasi untuk terbit oleh Direksi pada tanggal 20 Januari 2023.

Kebijakan akuntansi utama yang diterapkan dalam penyusunan laporan keuangan konsolidasian BNI dan Entitas Anak ("Grup") adalah seperti dijabarkan dibawah ini:

a. Dasar penyusunan laporan keuangan konsolidasian

Berikut ini adalah ikhtisar kebijakan akuntansi penting yang diterapkan dalam penyusunan laporan keuangan konsolidasian Grup yang disusun berdasarkan Standar Akuntansi Keuangan di Indonesia yang mencakup Pernyataan Standar Akuntansi Keuangan ("PSAK") dan Interpretasi Standar Akuntansi Keuangan ("ISAK") yang diterbitkan oleh Ikatan Akuntan Indonesia dan Peraturan Badan Pengawas Pasar Modal dan Lembaga Keuangan ("BAPEPAM-LK") No. VIII.G.7 tentang Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik, yang terlampir dalam surat keputusan No. KEP-347/BL/2012. Peraturan tersebut sekarang merupakan regulasi dari Otoritas Jasa Keuangan ("OJK").

Laporan keuangan konsolidasian disusun sesuai dengan PSAK 1, "Penyajian Laporan Keuangan".

Laporan keuangan konsolidasian telah disajikan berdasarkan konsep harga perolehan, yang dimodifikasi oleh revaluasi tanah dan bangunan, aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain dan aset dan liabilitas keuangan (termasuk instrumen derivatif) yang diukur pada nilai wajar melalui laba rugi, serta disusun dengan dasar akrual, kecuali laporan arus kas konsolidasian.

Laporan arus kas konsolidasian disusun dengan menggunakan metode langsung dengan mengelompokkan arus kas dalam aktivitas operasi, investasi dan pendanaan. Kas dan setara kas terdiri dari kas, giro pada Bank Indonesia dan giro pada bank lain, penempatan pada bank lain dan Sertifikat Bank Indonesia yang jatuh tempo dalam waktu 3 bulan atau kurang sejak tanggal perolehan, sepanjang tidak digunakan sebagai jaminan atas pinjaman yang diterima serta tidak dibatasi penggunaannya.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The consolidated financial statements of BNI and its Subsidiaries ("Group") were completed and authorized for issuance by the Board of Directors on 20 January 2023.

The principal accounting policies adopted in preparing the consolidated financial statements of BNI and Subsidiaries ("Group") are set out below:

a. Basis of preparation of the consolidated financial statements

Presented below are the principal accounting policies applied in the preparation of the consolidated financial statements of the Group in accordance with Indonesian Financial Accounting Standards which comprise of Statements of Financial Accounting Standards ("SFAS") and Interpretation of Financial Accounting Standards ("ISAK") issued by Institute of Indonesian Chartered Accountant and the Capital Market and Financial Institution Supervisory Agency ("BAPEPAM-LK")'s Regulation No. VIII.G.7 regarding the Presentations and Disclosures of Financial Statements of Listed Entity, enclosed in the decision letter No. KEP-347/BL/2012. The regulation is now a regulation under Indonesian Financial Services Authority ("OJK").

The consolidated financial statements are prepared in accordance with SFAS 1, "Presentation of Financial Statements".

The consolidated financial statements have been prepared on a historical cost basis, as modified by revaluation of land and buildings, financial assets at fair value through other comprehensive income, and financial assets and liabilities (including derivative instruments) at fair value through profit or loss, and under the accrual basis of accounting, except for consolidated statements of cash flows.

The consolidated statements of cash flows are prepared in the direct method with cash flows classified into operating, investing and financing activities. Cash and cash equivalents consist of cash, current accounts with Bank Indonesia and current accounts with other banks, placements with other banks and Certificates of Bank Indonesia maturing within 3 months from the date of acquisition, and which are not pledged as collateral for borrowings nor restricted.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING (lanjutan)**

**a. Dasar penyusunan laporan keuangan
konsolidasian (lanjutan)**

Pos-pos dalam penghasilan komprehensif lainnya disajikan terpisah antara akun-akun yang akan direklasifikasikan ke laba rugi dan akun-akun yang tidak akan direklasifikasikan ke laba rugi.

Mata uang pelaporan yang digunakan dalam laporan keuangan konsolidasian adalah mata uang Rupiah (Rp). Angka-angka yang disajikan dalam laporan keuangan konsolidasian, kecuali bila dinyatakan secara khusus, adalah dibulatkan dalam jutaan Rupiah.

**b. Perubahan Pernyataan Standar Akuntansi
Keuangan dan Interpretasi Standar
Akuntansi Keuangan**

Berikut ini adalah standar akuntansi keuangan, perubahan dan interpretasi standar akuntansi keuangan yang berlaku efektif sejak 1 Januari 2022.

- Amendemen PSAK 22: "Kombinasi bisnis tentang referensi ke kerangka konseptual";
- Amendemen PSAK 57: "Provisi, liabilitas kontinjensi dan aset kontinjensi tentang kontrak memberatkan - Biaya memenuhi kontrak";
- Penyesuaian tahunan PSAK 71: "Instrumen keuangan"; dan
- Penyesuaian tahunan PSAK 73: "Sewa".

Implementasi dari standar-standar tersebut tidak menghasilkan perubahan substansial terhadap kebijakan akuntansi Grup dan tidak memiliki dampak yang material terhadap laporan keuangan konsolidasian di tahun berjalan atau tahun sebelumnya.

Bank saat ini memiliki sejumlah kontrak yang mengacu pada USD LIBOR dan berlaku hingga lebih dari 31 Desember 2022. Bank telah menentukan suku bunga acuan alternatif pengganti LIBOR yang mengikuti rekomendasi *working group* setiap mata uang. Manajemen akan terus memonitor hal ini dan mengambil tindakan yang diperlukan untuk mengatasi risiko dan ketidakpastian terkait di masa mendatang.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

**a. Basis of preparation of the consolidated
financial statements (continued)**

Items within other comprehensive income are classified separately, between accounts which will be reclassified to profit or loss and which will not be reclassified to profit or loss.

The reporting currency used for the consolidated financial statements is the Indonesian Rupiah (Rp). Unless otherwise stated, all figures presented in the consolidated financial statements are rounded off to millions of Rupiah.

**b. Changes to Statements of Financial
Accounting Standards and Interpretations
of Statements of Financial Accounting
Standards**

The followings are financial accounting standard, amendments and interpretation of financial accounting standard which become effective starting 1 January 2022.

- Amendment of SFAS 22: "Business combination for reference to conceptual framework";
- Amendment of SFAS 57: "Provision, contingent liabilities, and contingent assets related to onerous contracts – Cost of fulfilling the contract";
- Amendment of SFAS 71: "Financial instrument"; and
- Annual improvement of SFAS 73: "Lease".

The implementation of the above standards did not result in substantial changes to the Group's accounting policies and had no material impact to the consolidated financial statements for current or prior financial years.

Bank currently has a number of contracts which refers to USD LIBOR and extend beyond 31 December 2022. The Bank has already determined alternative interest benchmark referring to the recommendation of working group of each currency. Management will continue to monitor this and take the necessary actions to address related risks and uncertainties going forward.

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PENTING (lanjutan)**

**b. Perubahan Pernyataan Standar Akuntansi
Keuangan dan Interpretasi Standar
Akuntansi Keuangan (lanjutan)**

Tabel berikut berisi rincian instrumen keuangan yang dimiliki Bank pada tanggal 31 Desember 2022 yang mengacu pada USD LIBOR dan belum bertransisi ke acuan suku bunga alternatif:

	2022		
	Aset/ Assets	Liabilitas/ Liabilities	
Pinjaman bank	57,135,209	21,226,597	Bank borrowings
Instrumen keuangan derivatif	9,338,341	9,338,341	Derivative financial instruments
Total aset dan liabilitas yang terekspos terhadap USD LIBOR	66,473,550	30,564,938	Total assets and liabilities exposed to USD LIBOR

Terkait adanya siaran pers DSAK IAI "Pengatribusian Imbalan pada Periode Jasa" pada bulan April 2022, Grup mengubah kebijakan terkait atribusi imbalan pensiun pada periode jasa sesuai ketentuan dalam PSAK 24 untuk pola fakta umum dari program pensiun berbasis UU Cipta Kerja No. 11/2020 dan PP 35/2021. Dampak perubahan perhitungan tersebut adalah tidak material terhadap Grup, sehingga dibukukan seluruhnya pada laporan keuangan konsolidasian pada tahun berjalan.

c. Aset dan liabilitas keuangan

(i) Klasifikasi

Grup mengklasifikasikan aset keuangannya berdasarkan kategori sebagai berikut pada saat pengakuan awal:

- Aset keuangan yang diukur pada nilai wajar melalui laba rugi;
- Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain;
- Aset keuangan yang diukur pada biaya perolehan diamortisasi.

Aset keuangan diukur pada biaya perolehan diamortisasi jika memenuhi kondisi sebagai berikut:

- aset keuangan dikelola dalam model bisnis yang bertujuan untuk memiliki aset keuangan dalam rangka mendapatkan arus kas kontraktual;

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

**b. Changes to Statements of Financial
Accounting Standards and Interpretations
of Statements of Financial Accounting
Standards (continued)**

The following table contains details of the financial instruments that the Bank holds as of 31 December 2022 which refer to USD LIBOR and have not yet transitioned to an alternative interest rate benchmark:

Regarding the DSAK IAI press release "Compensation Attribution in the Service Period" in April 2022, the Group changed the policy related to the attribution of pension compensation in the service period in accordance with the provisions in SFAS 24 for the general fact pattern of pension programs based on the UU Cipta Kerja No. 11/2020 dan PP 35/2021. The impact of the change in calculation is immaterial to the Group, therefore the impact of the changes is recorded entirety in the consolidated financial statements for the current year.

c. Financial assets and liabilities

(i) Classification

The Group classifies its financial assets according to the following categories at initial recognition:

- Financial assets measured at fair value through profit or loss;
- Financial assets measured at fair value through other comprehensive income;
- Financial assets measured at amortized cost.

Financial assets are measured at amortized cost if they meet the following conditions:

- financial assets are managed in a business model that aims to have financial assets in order to obtain contractual cash flow;

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING (lanjutan)**

c. Aset dan liabilitas keuangan (lanjutan)

(i) Klasifikasi (lanjutan)

Aset keuangan diukur pada biaya perolehan diamortisasi jika memenuhi kondisi sebagai berikut: (lanjutan)

- persyaratan kontraktual dari aset keuangan tersebut memberikan hak pada tanggal tertentu atas arus kas yang diperoleh semata dari pembayaran pokok dan bunga (SPPI) dari jumlah pokok terutang.

Aset keuangan diukur pada nilai wajar melalui penghasilan komprehensif lain jika memenuhi kondisi sebagai berikut:

- Aset keuangan dikelola dalam model bisnis yang bertujuan untuk mendapatkan arus kas kontraktual dan menjual aset keuangan; dan
- Persyaratan kontraktual dari aset keuangan tersebut memenuhi kriteria SPPI.

Pada saat pengakuan awal, Grup dapat membuat pilihan yang tidak dapat dibatalkan untuk menyajikan instrumen ekuitas yang bukan dimiliki untuk diperdagangkan pada nilai wajar melalui penghasilan komprehensif lain.

Aset keuangan lainnya yang tidak memenuhi persyaratan untuk diklasifikasikan sebagai aset keuangan diukur pada biaya perolehan diamortisasi atau nilai wajar melalui penghasilan komprehensif lain, diklasifikasikan sebagai diukur pada nilai wajar melalui laba rugi.

Saat pengakuan awal Grup dapat membuat penetapan yang tidak dapat dibatalkan untuk mengukur aset yang memenuhi persyaratan untuk diukur pada biaya perolehan diamortisasi atau nilai wajar melalui penghasilan komprehensif lain pada nilai wajar melalui laba rugi, apabila penetapan tersebut mengeliminasi atau secara signifikan mengurangi inkonsistensi pengukuran atau pengakuan (kadang disebut sebagai "accounting mismatch").

Penilaian model bisnis

Model bisnis ditentukan pada level yang mencerminkan bagaimana kelompok aset keuangan dikelola bersama-sama untuk mencapai tujuan bisnis tertentu.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

c. Financial assets and liabilities (continued)

(i) Classification (continued)

Financial assets are measured at amortized cost if they meet the following conditions: (continued)

- the contractual terms of the financial asset provide rights on a certain date for cash flow obtained solely from payment of principal and interest (SPPI) on the principal amount owed.

Financial assets are measured at fair value through other comprehensive income if they meet the following conditions:

- Financial assets are managed in a business model that aims to obtain contractual cash flow and sell financial assets; and
- The contractual requirements of the financial assets meet the SPPI criteria.

At initial recognition, the Group may make an irrevocable choice to present equity instruments that are not held for trading at fair value through other comprehensive income.

Other financial assets that do not meet the requirements to be classified as financial assets measured at amortized cost or fair value through other comprehensive income, are classified as measured at fair value through profit or loss.

At initial recognition, the Group can make an irrevocable determination to measure assets that meet the requirements to be measured at amortized cost or fair value through other comprehensive income at fair value through profit or loss, if the determination eliminates or significantly reduces the measurement or recognition inconsistencies (sometimes referred to as "accounting mismatch").

Evaluation of business models

The business model is determined at a level that reflects how groups of financial assets are managed together to achieve certain business objectives.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING (lanjutan)**

c. Aset dan liabilitas keuangan (lanjutan)

(i) Klasifikasi (lanjutan)

Penilaian model bisnis (lanjutan)

Penilaian model bisnis dilakukan dengan mempertimbangkan, tetapi tidak terbatas pada, hal-hal berikut:

- Bagaimana kinerja dari model bisnis dan aset keuangan yang dimiliki dalam model bisnis dievaluasi dan dilaporkan kepada personil manajemen kunci Grup;
- Apakah risiko yang mempengaruhi kinerja dari model bisnis (termasuk aset keuangan yang dimiliki dalam model bisnis) dan khususnya bagaimana cara aset keuangan tersebut dikelola; dan
- Bagaimana penilaian kinerja pengelola aset keuangan (sebagai contoh, apakah penilaian kinerja berdasarkan nilai wajar dari aset yang dikelola atau arus kas kontraktual yang diperoleh).

Aset keuangan yang dimiliki untuk diperdagangkan atau dikelola dan penilaian kinerjanya berdasarkan nilai wajar diukur pada nilai wajar melalui laba rugi.

Derivatif juga dikategorikan dalam kelompok ini, kecuali derivatif yang ditetapkan sebagai instrumen lindung nilai efektif.

Penilaian mengenai arus kas kontraktual yang diperoleh semata dari pembayaran pokok dan bunga

Untuk tujuan penilaian ini, pokok didefinisikan sebagai nilai wajar dari aset keuangan pada saat pengakuan awal. Bunga didefinisikan sebagai imbalan untuk nilai waktu atas uang dan risiko kredit terkait jumlah pokok terutang pada periode waktu tertentu dan juga risiko dan biaya peminjaman standar, dan juga margin laba.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

c. Financial assets and liabilities (continued)

(i) Classification (continued)

**Evaluation of business models
(continued)**

The evaluation of the business model is carried out by considering, but not limited to, the following:

- How the performance of the business model and financial assets held in the business model are evaluated and reported to the Group's key management personnel;
- What risks affect the performance of the business model (including financial assets held in the business model) and specifically how the financial assets are managed; and
- How to evaluate the performance of managers of financial assets (for example, whether performance appraisals are based on the fair value of the assets being managed or the contractual cash flows obtained).

Financial assets held for trading or managed and which performance appraisals based on fair value are measured at fair value through profit or loss.

Derivatives are also categorized under this classification, unless they are designated as effective hedging instruments.

Evaluation of contractual cash flows obtained solely from payment of principal and interest

For the purpose of this evaluation, principal is defined as the fair value of financial assets at initial recognition. Interest is defined as compensation for the time value of money and credit risk in relation to the principal amount owed over a certain period of time and also the risk and standard borrowing costs, as well as profit margins.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING (lanjutan)**

c. Aset dan liabilitas keuangan (lanjutan)

(i) Klasifikasi (lanjutan)

Penilaian mengenai arus kas kontraktual yang diperoleh semata dari pembayaran pokok dan bunga (lanjutan)

Penilaian mengenai arus kas kontraktual yang diperoleh semata dari pembayaran pokok dan bunga dilakukan dengan mempertimbangkan persyaratan kontraktual, termasuk apakah aset keuangan mengandung persyaratan kontraktual yang dapat mengubah waktu atau jumlah arus kas kontraktual. Dalam melakukan penilaian, Grup mempertimbangkan:

- Peristiwa kontinjensi yang akan mengubah waktu atau jumlah arus kas kontraktual;
- Fitur *leverage*;
- Persyaratan pembayaran di muka dan perpanjangan kontraktual;
- Persyaratan mengenai klaim yang terbatas atas arus kas yang berasal dari aset spesifik; dan
- Fitur yang dapat mengubah nilai waktu dari elemen uang.

Liabilitas keuangan diklasifikasikan kedalam kategori sebagai berikut pada saat pengakuan awal:

- Liabilitas keuangan yang diukur pada nilai wajar melalui laporan laba rugi, yang memiliki 2 (dua) sub-klasifikasi, yaitu liabilitas keuangan yang ditetapkan demikian pada saat pengakuan awal dan liabilitas keuangan yang telah diklasifikasikan dalam kelompok diperdagangkan;
- Liabilitas keuangan lain. Liabilitas keuangan lainnya merupakan liabilitas keuangan yang tidak dimiliki untuk dijual atau ditentukan sebagai nilai wajar melalui laba rugi saat pengakuan liabilitas.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

c. Financial assets and liabilities (continued)

(i) Classification (continued)

Evaluation of contractual cash flows obtained solely from payment of principal and interest (continued)

An assessment of contractual cash flows obtained solely from principal and interest payments is made by considering contractual terms, including whether financial assets contain contractual terms that can change the timing or amount of contractual cash flows. In assessing, the Group considers:

- Contingency events that will change the timing or amount of contractual cash flow;
- Leverage feature;
- Terms of advance payment and contractual extension;
- Requirements regarding limited claims for cash flows from specific assets; and
- Features that can change the time value of money element.

Financial liabilities are classified into the following categories at initial recognition:

- Financial liabilities at fair value through profit or loss, which has 2 (two) sub-classifications, i.e. those designated as such upon initial recognition and those classified as held for trading;
- Other financial liabilities. Other financial liabilities pertain to financial liabilities that are not held for trading nor designated as at fair value through profit or loss upon recognition of the liability.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING (lanjutan)**

c. Aset dan liabilitas keuangan (lanjutan)

(i) Klasifikasi (lanjutan)

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

c. Financial assets and liabilities (continued)

(i) Classification (continued)

Kategori yang didefinisikan oleh PSAK 71/ Category as defined by SFAS 71		Golongan (ditentukan oleh Grup)/ Class (as determined by the Group)	Subgolongan/ Subclasses
Aset keuangan/ Financial assets	Aset keuangan yang diukur pada nilai wajar melalui laba rugi/ Financial assets at fair value through profit or loss	Efek-efek/ <i>Marketable securities</i>	
		Obligasi Pemerintah/ <i>Government Bonds</i>	
		Tagihan derivatif - tidak terkait lindung nilai/ <i>Derivative receivables - non hedging related</i>	
		Penyertaan saham/ <i>Equity Investment</i>	
	Aset keuangan yang diukur pada biaya perolehan yang diamortisasi/ Financial assets at amortized cost	Kas/ <i>Cash</i>	Kas pada vendor/ <i>Cash in vendor</i>
		Giro pada Bank Indonesia/ <i>Current accounts with Bank Indonesia</i>	
		Giro pada bank lain/ <i>Current accounts with other banks</i>	
		Penempatan pada bank lain dan Bank Indonesia/ <i>Placements with other banks and Bank Indonesia</i>	
		Efek-efek yang dibeli dengan janji dijual kembali/ <i>Securities purchased under agreements to resell</i>	
		Wesel ekspor dan tagihan lainnya/ <i>Bills and other receivables</i>	
		Tagihan akseptasi/ <i>Acceptance receivables</i>	
		Pinjaman yang diberikan/ <i>Loans</i>	
		Aset lain-lain/ <i>Other assets</i>	Piutang lain-lain/ <i>Other receivables</i>
			Piutang bunga/ <i>Interest receivables</i>
			Lain-lain/ <i>Others</i>
			Piutang terkait transaksi ATM/ <i>Receivables related to ATM transactions</i>
			Piutang premi asuransi/ <i>Insurance premium receivables</i>
	Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain/ Financial assets at fair value through other comprehensive income	Efek-efek/ <i>Marketable securities</i>	
		Obligasi Pemerintah/ <i>Government Bonds</i>	
		Efek-efek/ <i>Marketable securities</i>	
		Obligasi Pemerintah/ <i>Government Bonds</i>	
		Penyertaan saham/ <i>Equity investments</i>	

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2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING (lanjutan)

c. Aset dan liabilitas keuangan (lanjutan)

(i) Klasifikasi (lanjutan)

Kategori yang didefinisikan oleh PSAK 71/ Category as defined by SFAS 71		Golongan (ditentukan oleh Grup)/ Class (as determined by the Group)	Subgolongan/ Subclasses
Liabilitas keuangan/ Financial liabilities	Liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi/ <i>Financial liabilities at fair value through profit or loss</i>	Liabilitas derivatif - tidak terkait lindung nilai/ <i>Derivative payables - non hedging related</i>	
	Liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi/ <i>Financial liabilities at amortized cost</i>	Liabilitas segera/ <i>Obligation due immediately</i>	
		Simpanan nasabah/ <i>Deposits from customers</i>	
		Simpanan dari bank lain/ <i>Deposits from other banks</i>	
		Efek-efek yang dijual dengan janji dibeli kembali/ <i>Securities sold under agreements to repurchase</i>	
		Liabilitas akseptasi/ <i>Acceptance payables</i>	
		Beban yang masih harus dibayar/ <i>Accrued expenses</i>	
		Liabilitas lain-lain/ <i>Other liabilities</i>	Setoran jaminan/ <i>Security deposit</i>
			Utang bunga/ <i>Interest payable</i>
			Utang nasabah/ <i>Payable to customers</i>
			Utang ke pemegang polis/ <i>Obligation to policyholders</i>
			Utang reasuransi dan komisi/ <i>Reinsurance payable and commission</i>
			Lain-lain/ <i>Others</i>
		Efek-efek yang diterbitkan/ <i>Securities issued</i>	
		Efek-efek subordinasi/ <i>Subordinated securities</i>	
		Pinjaman yang diterima/ <i>Borrowings</i>	
Komitmen pinjaman dan kontrak jaminan keuangan/ Loan commitment and financial guarantee contract	Fasilitas kredit yang belum digunakan/ <i>Unused loan facilities (committed)</i>		
	Letters of credit yang tidak dapat dibatalkan/ <i>Irrevocable letters of credit</i>		
	Garansi bank yang diberikan/ <i>Bank Guarantees issued</i>		
		Standby letters of credit	

(ii) Pengakuan awal

- Pembelian atau penjualan aset keuangan yang memerlukan penyerahan aset dalam kurun waktu yang telah ditetapkan oleh peraturan dan kebiasaan yang berlaku di pasar (pembelian secara reguler) diakui pada tanggal perdagangan, yaitu tanggal Grup berkomitmen untuk membeli atau menjual aset.
- Aset keuangan dan liabilitas keuangan pada awalnya diukur pada nilai wajarnya. Dalam hal aset keuangan atau liabilitas keuangan tidak diklasifikasikan sebagai nilai wajar melalui laba rugi, nilai wajar tersebut ditambah/dikurangi biaya transaksi yang dapat diatribusikan secara langsung dengan perolehan atau penerbitan aset keuangan atau liabilitas keuangan.

2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)

c. Financial assets and liabilities (continued)

(i) Classification (continued)

(ii) Initial recognition

- Purchase or sale of financial assets that requires delivery of assets within a time frame established by regulation or convention in the market (regular purchases) is recognized on the trade date, i.e., the date that the Group commits to purchase or sell the assets.
- Financial assets and financial liabilities are initially recognized at fair value. For those financial assets or financial liabilities not classified as fair value through profit or loss, the fair value is added/deducted with directly attributable transaction costs to the issuance of financial assets or liabilities.

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c. Aset dan liabilitas keuangan (lanjutan)

(ii) Pengakuan awal (lanjutan)

Grup, pada pengakuan awal, dapat menetapkan aset keuangan dan liabilitas keuangan tertentu sebagai nilai wajar melalui laba rugi (opsi nilai wajar). Opsi nilai wajar dapat digunakan hanya bila memenuhi ketentuan sebagai opsi nilai wajar mengurangi atau mengeliminasi ketidak-konsistenan pengukuran dan pengakuan (accounting mismatch) yang dapat timbul.

(iii) Pengukuran setelah pengakuan awal

Aset keuangan dalam kelompok aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain dan aset keuangan dan liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi diukur pada nilai wajarnya. Aset keuangan kelompok biaya perolehan diamortisasi dan liabilitas keuangan lainnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

(iv) Penghentian pengakuan

- Aset keuangan dihentikan pengakuannya jika:
 - Hak kontraktual atas arus kas yang berasal dari aset keuangan tersebut berakhir; atau
 - Grup telah mentransfer haknya untuk menerima arus kas yang berasal dari aset tersebut atau menanggung liabilitas untuk membayarkan arus kas yang diterima tersebut secara penuh tanpa penundaan berarti kepada pihak ketiga dibawah kesepakatan pelepasan, dan antara (a) Grup telah mentransfer secara substansial seluruh risiko dan manfaat atas aset, atau (b) Grup tidak mentransfer maupun tidak memiliki secara substansial seluruh risiko dan manfaat atas aset, tetapi telah mentransfer kendali atas aset.

Ketika Grup telah mentransfer hak untuk menerima arus kas dari aset atau telah memasuki kesepakatan pelepasan dan tidak mentransfer serta tidak mempertahankan secara substansial seluruh risiko dan manfaat atas aset atau tidak mentransfer kendali atas aset, aset diakui sebesar keterlibatan Grup yang berkelanjutan atas aset tersebut.

2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)

c. Financial assets and liabilities (continued)

(ii) Initial recognition (continued)

The Group, upon initial recognition, may designate certain financial assets and financial liabilities, at fair value through profit or loss (fair value option). The fair value option is only applied when the application of the fair value option reduces or eliminates the measurement or recognition inconsistencies (accounting mismatch) that would otherwise arise.

(iii) Subsequent measurement

Financial assets at fair value through other comprehensive income and financial assets and financial liabilities at fair value through profit or loss are measured at fair value. Financial assets classified as amortized cost and other financial liabilities measured at amortized cost using the effective interest rate method.

(iv) Derecognition

- Financial assets are derecognized when:
 - The contractual rights to receive cash flows from the financial assets have expired; or
 - The Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flow in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement and has neither transferred nor retained substantially all the risks and rewards of the asset nor transferred control of the asset, the asset is recognized to the extent of the Group's continuing involvement in the asset.

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c. Aset dan liabilitas keuangan (lanjutan)

(iv) Penghentian pengakuan (lanjutan)

**a. Aset keuangan dihentikan
pengakuannya jika: (lanjutan)**

Pinjaman yang diberikan dihapusbukukan ketika tidak terdapat prospek yang realistis mengenai pengembalian pinjaman atau hubungan normal antara Grup dan debitur telah berakhir. Pinjaman yang tidak dapat dilunasi tersebut dihapusbukukan dengan mendebit cadangan kerugian penurunan nilai.

**b. Liabilitas keuangan dihentikan
pengakuannya jika liabilitas yang
ditetapkan dalam kontrak dilepaskan
atau dibatalkan atau kadaluarsa.**

Jika suatu liabilitas keuangan yang ada digantikan dengan liabilitas yang lain oleh pemberi pinjaman yang sama pada keadaan yang secara substansial berbeda, atau berdasarkan suatu liabilitas yang ada yang secara substansial telah diubah, maka pertukaran atau modifikasi tersebut diperlakukan sebagai penghentian pengakuan liabilitas awal dan pengakuan liabilitas baru, dan perbedaan nilai tercatat masing-masing diakui dalam laporan laba rugi.

(v) Pengakuan pendapatan dan beban

**a. Pendapatan dan beban bunga atas
aset keuangan yang diukur pada nilai
wajar melalui penghasilan
komprehensif lain serta aset
keuangan dan liabilitas keuangan
yang dicatat berdasarkan biaya
perolehan diamortisasi, diakui pada
laporan laba rugi dengan
menggunakan metode suku bunga
efektif.**

Jumlah tercatat bruto aset keuangan adalah biaya perolehan diamortisasi aset keuangan sebelum disesuaikan dengan cadangan penurunan nilai.

Dalam menghitung pendapatan dan beban bunga, tingkat bunga efektif diterapkan pada jumlah tercatat bruto aset (ketika aset tersebut bukan aset keuangan memburuk) atau terhadap biaya perolehan diamortisasi dari liabilitas.

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c. Financial assets and liabilities (continued)

(iv) Derecognition (continued)

**a. Financial assets are derecognized
when: (continued)**

Loans are written off when there is no realistic prospect of collection in the near future or the normal relationship between the Group and the borrowers have ceased to exist. When a loan is deemed uncollectible, it is written off against the related allowance for impairment losses.

**b. Financial liabilities are derecognized
when the obligation under the liability
is discharged or cancelled or has
expired.**

Where an existing financial liability is replaced by another liability from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognized in the profit or loss.

(v) Income and expense recognition

**a. Interest income and expense on
financial assets measured at fair
value through other comprehensive
income as well as financial assets
and financial liabilities recorded at
amortized cost are recognized in the
statement of profit or loss using the
effective interest rate method.**

The gross carrying amount of a financial asset is the amortized cost of a financial asset before adjusting for allowance for impairment.

In calculating interest income and expenses, the effective interest rate is applied to the gross carrying amount of an asset (when the asset is not an impaired financial asset) or to the amortized cost of a liability.

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c. Aset dan liabilitas keuangan (lanjutan)

**(v) Pengakuan pendapatan dan beban
(lanjutan)**

**b. Keuntungan dan kerugian yang timbul
dari perubahan nilai wajar atas aset
keuangan yang diklasifikasikan dalam
kelompok nilai wajar melalui
penghasilan komprehensif lain diakui
secara langsung dalam laporan laba
rugi dan penghasilan komprehensif
lain (merupakan bagian dari ekuitas)
sampai aset keuangan tersebut
dihentikan pengakuannya atau
adanya penurunan nilai, kecuali
keuntungan atau kerugian akibat
perubahan nilai tukar untuk instrumen
utang.**

Pada saat aset keuangan dihentikan pengakuannya atau dilakukan penurunan nilai, keuntungan atau kerugian kumulatif yang sebelumnya diakui dalam ekuitas harus diakui pada laporan laba rugi.

(vi) Reklasifikasi aset keuangan

Grup mereklasifikasi aset keuangan jika dan hanya jika, model bisnis untuk pengelolaan aset keuangan berubah.

Reklasifikasi aset keuangan dari klasifikasi biaya perolehan yang diamortisasi ke klasifikasi nilai wajar melalui laba rugi dicatat sebesar nilai wajarnya. Selisih antara nilai tercatat dengan nilai wajar diakui sebagai keuntungan atau kerugian pada laba rugi dan penghasilan komprehensif lain.

Reklasifikasi aset keuangan dari klasifikasi biaya perolehan yang diamortisasi ke klasifikasi nilai wajar melalui penghasilan komprehensif lain dicatat sebesar nilai wajarnya.

Reklasifikasi aset keuangan dari klasifikasi nilai wajar melalui penghasilan komprehensif lain ke klasifikasi nilai wajar melalui laba rugi dicatat pada nilai wajarnya. Keuntungan atau kerugian yang belum direalisasi direklasifikasi ke laba rugi.

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c. Financial assets and liabilities (continued)

**(v) Income and expense recognition
(continued)**

**b. Gains and losses arising from
changes in the fair value of financial
assets that classified as fair value
through statement of profit or loss
and other comprehensive income are
recognized directly in other
comprehensive income (as part of
equity), until the financial asset is
derecognized or impaired, except
gain or loss arising from changes in
exchange rate for debt instruments.**

When a financial asset is derecognized or impaired, the cumulative gains or losses previously recognized in equity are recognized in profit or loss.

(vi) Reclassification of financial assets

The Group reclassifies financial assets if and only if, the business model for managing financial assets changes.

Reclassifications of financial assets from amortized cost classifications to fair value through profit or loss are recorded at fair value. The difference between the recorded value and fair value is recognized in profit or loss on the statement of profit or loss and other comprehensive income.

Reclassifications of financial assets from amortized cost classifications to fair value classifications through other comprehensive are recorded at their fair values.

Reclassification of financial assets from fair value through other comprehensive income to fair value through profit or loss is recorded at fair value. Unrealized gains or losses are reclassified to profit or loss.

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c. Aset dan liabilitas keuangan (lanjutan)

(vi) Reklasifikasi aset keuangan (lanjutan)

Reklasifikasi aset keuangan dari klasifikasi nilai wajar melalui penghasilan komprehensif lain ke klasifikasi biaya perolehan yang diamortisasi dicatat pada nilai wajarnya pada tanggal reklasifikasi. Keuntungan atau kerugian yang belum direalisasi dihapus dari ekuitas dan disesuaikan terhadap nilai wajar.

Reklasifikasi aset keuangan dari klasifikasi nilai wajar melalui laba rugi ke klasifikasi nilai wajar melalui penghasilan komprehensif lain dicatat pada nilai wajar.

Reklasifikasi aset keuangan dari klasifikasi nilai wajar melalui laba rugi ke klasifikasi biaya perolehan yang diamortisasi dicatat pada nilai wajar.

(vii) Saling hapus

Aset keuangan dan liabilitas keuangan saling hapus buku dan nilai netonya disajikan dalam laporan posisi keuangan konsolidasian jika, dan hanya jika Grup memiliki hak yang berkekuatan hukum untuk melakukan saling hapus atas jumlah yang telah diakui tersebut dan adanya maksud untuk menyelesaikan secara neto atau untuk merealisasikan aset dan menyelesaikan liabilitasnya secara bersamaan.

Hal yang berkekuatan hukum harus tidak kontingen atas peristiwa di masa depan dan harus dapat dipaksakan di dalam situasi bisnis yang normal, peristiwa kegagalan atau kebangkrutan dari Grup atau pihak lawan.

Pendapatan dan beban disajikan dalam jumlah neto hanya jika diperkenankan oleh standar akuntansi.

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c. Financial assets and liabilities (continued)

**(vi) Reclassification of financial assets
(continued)**

Reclassification of financial assets from fair value through other comprehensive income to the amortized cost is recorded at fair value at the date of reclassification. Unrealized gains or losses is removed from equity and is adjusted against the fair value.

Reclassifications on financial assets from fair value through profit or loss to fair value through other comprehensive income are recorded at fair value.

Reclassification of financial assets from fair value through profit or loss to amortized cost classification is recorded at fair value.

(vii) Offsetting

Financial assets and liabilities are set off and the net amount is presented in the consolidated statement of financial position when, and only when, the Group has a legal right to set off the amounts and intends either to settle on a net basis or to realize the asset and settle the liability simultaneously.

The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy of the Group or the counterparty.

Income and expenses are presented on a net basis only when permitted by the accounting standards.

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(viii) Pengukuran biaya diamortisasi

Biaya perolehan diamortisasi dari aset keuangan atau liabilitas keuangan adalah jumlah aset keuangan atau liabilitas keuangan yang diukur pada saat pengakuan awal dikurangi pembayaran pokok pinjaman, ditambah atau dikurangi amortisasi kumulatif menggunakan metode suku bunga efektif yang dihitung dari selisih antara nilai pengakuan awal dan nilai jatuh temponya, dan dikurangi penurunan nilai.

(ix) Pengukuran nilai wajar

Nilai wajar adalah harga yang akan diterima untuk menjual suatu aset atau harga yang akan dibayar untuk mengalihkan suatu liabilitas dalam suatu transaksi teratur antara pelaku pasar pada tanggal pengukuran.

Jika tersedia, Grup mengukur nilai wajar dari suatu instrumen dengan menggunakan harga kuotasi di pasar aktif untuk instrumen terkait. Suatu pasar dianggap aktif bila harga yang dikuotasikan tersedia sewaktu-waktu dari bursa, pedagang efek (*dealer*), perantara efek (*broker*), kelompok industri, badan pengawas (*pricing service or regulatory agency*), dan merupakan transaksi pasar aktual dan teratur terjadi yang dilakukan secara wajar. Nilai wajar dapat diperoleh dari *Interdealer Market Association (IDMA)* atau harga pasar atau harga yang diberikan oleh *broker (quoted price)* dari *Bloomberg* atau *Reuters* pada tanggal pengukuran.

Jika pasar untuk instrumen keuangan tidak aktif, Grup menetapkan nilai wajar dengan menggunakan teknik penilaian.

Grup menggunakan beberapa teknik penilaian yang digunakan secara umum untuk menentukan nilai wajar dari instrumen keuangan dengan tingkat kompleksitas yang rendah, seperti opsi nilai tukar dan *swap* mata uang. Input yang digunakan dalam teknik penilaian untuk instrumen keuangan di atas adalah data pasar yang diobservasi.

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c. Financial assets and liabilities (continued)

(viii) Amortized cost measurement

The amortized cost of a financial asset or liability is the amount at which the financial asset or liability is measured at initial recognition, minus principal repayments, plus or minus the cumulative amortization using the effective interest rate method of any difference between the initial amount recognized and the maturity amount, minus any reduction for impairment.

(ix) Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at measurement date.

When available, the Group measures the fair value of an instrument using quoted prices in an active market for that instrument. A market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service or regulatory agency and those prices represent actual and regularly occurring market transaction on an arm's length basis. The fair value can be obtained from IDMA's (Interdealer Market Association) or quoted market prices or broker's quoted price from Bloomberg or Reuters on the measurement date.

If a market for a financial instrument is not active, the Group establishes fair value using a valuation technique.

The Group uses widely recognized valuation models for determining fair values of financial instruments of lower complexity, such as exchange value options and currency swaps. For these financial instruments, inputs into models are generally market-observable data.

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(ix) Pengukuran nilai wajar (lanjutan)

Untuk instrumen yang lebih kompleks, Grup menggunakan model penilaian internal, yang pada umumnya berdasarkan teknik dan metode penilaian yang umumnya diakui sebagai standar industri. Model penilaian terutama digunakan untuk menilai kontrak derivatif yang ditransaksikan melalui pasar *over-the-counter, unlisted debt securities* (termasuk surat utang dengan derivatif melekat) dan instrumen utang lainnya yang pasarnya tidak aktif.

Untuk instrumen keuangan yang tidak mempunyai harga pasar, estimasi atas nilai wajar efek-efek ditetapkan dengan mengacu pada nilai wajar instrumen lain yang substansinya sama atau dihitung berdasarkan arus kas yang diharapkan terhadap aset bersih efek-efek tersebut.

Hasil dari suatu teknik penilaian merupakan sebuah estimasi atau perkiraan dari suatu nilai yang tidak dapat ditentukan dengan pasti, dan teknik penilaian yang digunakan mungkin tidak dapat menggambarkan seluruh faktor yang relevan atas posisi yang dimiliki Grup. Dengan demikian, penilaian disesuaikan dengan faktor tambahan seperti *model risk*, risiko likuiditas dan risiko kredit *counterparty*. Berdasarkan kebijakan teknik penilaian nilai wajar, pengendalian dan prosedur yang diterapkan, manajemen berkeyakinan bahwa penyesuaian atas penilaian tersebut di atas diperlukan dan dianggap tepat untuk menyajikan secara wajar nilai dari instrumen keuangan yang diukur berdasarkan nilai wajar dalam laporan posisi keuangan konsolidasian. Data harga dan parameter yang digunakan di dalam prosedur pengukuran pada umumnya telah ditelaah dan disesuaikan jika diperlukan, khususnya untuk perkembangan atas pasar terkini.

Nilai wajar atas pinjaman yang diberikan dan piutang, serta liabilitas kepada bank dan nasabah ditentukan menggunakan nilai berdasarkan arus kas kontraktual, dengan mempertimbangkan kualitas kredit, likuiditas dan biaya.

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c. Financial assets and liabilities (continued)

(ix) Fair value measurement (continued)

For more complex instruments, the Group uses internally developed models, which are usually based on valuation methods and techniques generally recognized as standard within the industry. Valuation models are used primarily to value derivatives transacted in the over-the-counter market, unlisted debt securities (including those debt with embedded derivatives) and other debt instruments for which markets were or have become illiquid.

For financial instruments with no quoted market price, a reasonable estimate of the fair value is determined by reference to the fair value of another instrument which substantially has the same characteristics or calculated based on the expected cash flows of the underlying net asset base of the marketable securities.

The output of a valuation technique is an estimation or approximation of a value that cannot be determined with certainty, and the valuation technique employed may not fully reflect all factors relevant to the positions that the Group holds. Valuations are therefore adjusted, with additional factors such as model risk, liquidity risk and counterparty credit risk. Based on the established fair value valuation technique policy, related controls and procedures applied, management believes that these valuation adjustments are necessary and considered appropriate to fairly state the values of financial instruments measured at fair value in the consolidated statement of financial position. Price data and parameters used in the measurement procedures applied are generally reviewed and adjusted, if necessary, particularly in view of the current market developments.

The fair value for loans and receivables as well as liabilities to banks and customers are determined using a present value model on the basis of contractually agreed cash flows, taking into account credit quality, liquidity and costs.

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c. Aset dan liabilitas keuangan (lanjutan)

(ix) Pengukuran nilai wajar (lanjutan)

Semua aset dan liabilitas dimana nilai wajar diukur atau diungkapkan dalam laporan keuangan konsolidasian dapat dikategorikan pada level hirarki nilai wajar, berdasarkan tingkatan sebagai berikut:

- Tingkat 1: Harga kuotasian (tidak disesuaikan) dari pasar aktif untuk aset atau liabilitas yang identik.
- Tingkat 2: Input selain harga yang dikutip dari pasar yang disertakan pada Tingkat 1 yang dapat diobservasi untuk aset dan liabilitas, baik secara langsung (yaitu sebagai suatu harga) atau secara tidak langsung (sebagai turunan dari harga).
- Tingkat 3: Input untuk aset atau liabilitas yang tidak didasarkan pada data pasar yang dapat diobservasi (informasi yang tidak dapat diobservasi).

(x) Cadangan kerugian penurunan nilai atas aset keuangan

- Grup mengakui penyisihan kerugian kredit ekspektasian pada instrumen keuangan yang tidak diukur pada nilai wajar melalui laba rugi.
- Tidak ada penyisihan kerugian kredit ekspektasian pada investasi instrumen ekuitas.
- Grup mengukur cadangan kerugian sejumlah kerugian kredit ekspektasian sepanjang umurnya, kecuali untuk hal berikut, diukur sejumlah kerugian kredit ekspektasian 12 bulan:
 - instrumen utang yang memiliki risiko kredit rendah pada tanggal pelaporan; dan
 - instrumen keuangan lainnya yang risiko kreditnya tidak meningkat secara signifikan sejak pengakuan awal.

Grup menganggap instrumen utang memiliki risiko kredit yang rendah ketika peringkat risiko kreditnya setara dengan definisi *investment grade* yang dipahami secara global.

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c. Financial assets and liabilities (continued)

(ix) Fair value measurement (continued)

All assets and liabilities which fair value is measured or disclosed in the consolidated financial statements can be classified in fair value hierarchy levels, based on following level:

- Level 1: Quoted price (unadjusted) in active markets for identical assets or liabilities.
- Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (as a price) or indirectly (as derived from price).
- Level 3: Input for asset or liability based on unobservable inputs for the asset or liability.

(x) Allowance for impairment losses on financial assets

- The Group recognizes the allowance for expected credit losses on financial instruments that are not measured at fair value through profit or loss.
- There is no allowance for expected credit losses on investment in equity instruments.
- The Group measure the allowance for losses for the lifetime of an expected credit losses, except for the following, which are measured according to 12 months expected credit losses:
 - debt instruments that have low credit risk at the reporting date; and
 - other financial instruments for which credit risk has not increased significantly since initial recognition.

The Group considers debt instruments to have low credit risk when the credit risk rating is at par with the globally understood definition of investment grade.

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- (x) Cadangan kerugian penurunan nilai atas aset keuangan (lanjutan)

Kerugian kredit ekspektasian 12 bulan adalah bagian dari kerugian kredit ekspektasian sepanjang umurnya yang merepresentasikan kerugian kredit ekspektasian yang timbul dari peristiwa gagal bayar instrumen keuangan yang mungkin terjadi dalam 12 bulan setelah tanggal pelaporan.

Pengukuran Ekspektasian	Kerugian	Kredit
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Kerugian Kredit Ekspektasian adalah estimasi probabilitas tertimbang dari kerugian kredit yang diukur sebagai berikut:

- aset keuangan yang tidak memburuk pada tanggal pelaporan, kerugian kredit ekspektasian diukur sepanjang umur aset yang timbul dari kemungkinan gagal bayar di masa yang akan datang dalam kurun waktu 12 bulan sejak tanggal pelaporan. Kredit ekspektasian terus ditentukan oleh dasar ini sampai timbul peningkatan risiko kredit yang signifikan pada instrumen tersebut atau instrumen tersebut telah mengalami penurunan nilai kredit. Jika suatu instrumen tidak lagi dianggap menunjukkan peningkatan risiko kredit yang signifikan, maka kerugian kredit ekspektasian dihitung kembali berdasarkan basis 12 bulan;
- aset keuangan yang memburuk pada tanggal pelaporan, kerugian kredit ekspektasian diukur sebesar selisih antara jumlah tercatat bruto dan nilai kini arus kas masa depan yang diestimasi;
- komitmen pinjaman yang belum ditarik, kerugian kredit ekspektasian diukur sebesar selisih antara nilai kini jumlah arus kas jika komitmen ditarik dan arus kas yang diperkirakan akan diterima oleh Grup;
- kontrak jaminan keuangan, kerugian kredit ekspektasian diukur sebesar selisih antara pembayaran yang diperkirakan untuk mengganti pemegang atas kerugian kredit yang terjadi dikurangi jumlah yang diperkirakan dapat dipulihkan.

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c. Financial assets and liabilities (continued)

- (x) Allowance for impairment losses on financial assets (continued)

The 12-month expected credit loss is part of the expected credit loss throughout its lifetime that represents an expected credit loss arising from a default on financial instruments that might occur 12 months after reporting date.

Measurement of Expected Credit Losses

Expected Credit Loss is an estimate of the weighted probability of a credit loss measured as follows:

- financial assets that do not deteriorate at the reporting date, the expected credit loss is measured at the lifetime cash shortfalls arising from possible default events up to 12 months into the future from the reporting date. Expected credit losses continue to be determined on this basis until there is either a significant increase in the credit risk of an instrument or the instrument becomes credit impaired. If an instrument is no longer considered to exhibit a significant increase in credit risk, expected credit losses will revert to being determined on a 12-month basis;
- financial assets that deteriorate at the reporting date, the expected credit loss is measured at the difference between the gross carrying amount and the present value of estimated future cash flows;
- for undisbursed loan commitments, expected credit losses are measured at the difference between the present value of the amount of cash flow if the commitments is withdrawn and the cash flow expected to be received by the Group;
- for financial guarantee contracts, expected credit losses are measured at the difference between the estimated payments to replace the holder for the credit losses incurred less the amount estimated to be recoverable.

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- (x) Cadangan kerugian penurunan nilai atas aset keuangan (lanjutan)

Aset Keuangan Yang Direstrukturisasi

Jika ketentuan aset keuangan dinegosiasikan ulang atau dimodifikasi atau aset keuangan yang ada diganti dengan yang baru karena kesulitan keuangan peminjam, maka dilakukan penilaian apakah aset keuangan yang ada harus dihentikan pengakuannya dan kerugian kredit ekspektasian diukur sebagai berikut:

- Apabila syarat-syarat tersebut berbeda secara substansial, Grup menghentikan pengakuan aset keuangan awal dan mengakui aset keuangan yang 'baru' pada nilai wajarnya dan menghitung kembali suku bunga efektif yang baru untuk aset tersebut. Tanggal renegotiasi syarat pinjaman dianggap sebagai tanggal pengakuan awal untuk keperluan perhitungan penurunan nilai, termasuk untuk menentukan apakah terdapat kenaikan signifikan risiko kredit. Namun, Grup juga menilai apakah aset keuangan baru dianggap sebagai aset keuangan yang mengalami penurunan nilai pada pengakuan awal, terutama dalam keadaan dimana renegotiasi didorong oleh peminjam yang tidak dapat melakukan pembayaran yang sudah disetujui sebelumnya. Selisih dari nilai tercatat juga diakui pada laporan laba rugi konsolidasian di pembentukan cadangan kerugian penurunan nilai sebagai laba rugi dari penghentian pengakuan aset keuangan. Untuk Grup, bila kerugian berelasi dengan risiko kredit, Grup mengklasifikasikan kerugian kedalam pembentukan cadangan kerugian penurunan nilai.
- Apabila syarat-syarat tersebut tidak berbeda secara substansial, renegotiasi atau modifikasi tidak menghasilkan penghentian pengakuan, dan Grup menghitung kembali nilai tercatat bruto berdasarkan arus kas yang sudah dimodifikasi dari aset keuangan dan mengakui laba atau rugi modifikasian di laporan laba rugi konsolidasian. Nilai tercatat bruto yang baru dihitung kembali dengan mendiskontokan arus kas yang telah dimodifikasi dengan menggunakan tingkat suku bunga efektif awal.

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c. Financial assets and liabilities (continued)

- (x) Allowance for impairment losses on financial assets (continued)

Restructured Financial Assets

If the terms of the financial assets are renegotiated or modified or the existing financial assets are replaced with new ones due to the borrower's financial difficulties, an assessment is made whether recognition of existing financial assets must be derecognized and expected credit losses measured as follows:

- If the terms are substantially different, the Group derecognises the original financial asset and recognizes a 'new' asset at fair value and recalculates a new effective interest rate for the asset. The date of renegotiation is consequently considered to be the date of initial recognition for impairment calculation purposes, including for the purpose of determining whether a significant increase in credit risk has occurred. However, the Group also assesses whether the new financial asset recognized is deemed to be credit-impaired at initial recognition, especially in circumstances where the renegotiation was driven by the debtor being unable to make the originally agreed payments. Differences in the carrying amount are also recognised in the consolidated statement of profit or loss in allowance for impairment losses as a gain or loss on derecognition. For the Group, to the extent that the loss does relate to credit risk, the Group classifies that loss within allowance for impairment losses.
- If the terms are not substantially different, the renegotiation or modification does not result in derecognition, and the Group recalculates the gross carrying amount based on the revised cash flows of the financial asset and recognizes a modification gain or loss in consolidated statements of profit or loss. The new gross carrying amount is recalculated by discounting the modified cash flows at the original effective interest rate.

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- (x) Cadangan kerugian penurunan nilai atas aset keuangan (lanjutan)

Aset Keuangan Yang Memburuk

Pada setiap tanggal pelaporan, Grup menilai apakah aset keuangan yang dicatat pada biaya perolehan diamortisasi dan aset keuangan instrumen utang yang dicatat pada nilai wajar melalui penghasilan komprehensif lain mengalami penurunan nilai kredit (memburuk). Aset keuangan memburuk ketika satu atau lebih peristiwa yang memiliki dampak merugikan atas estimasi arus kas masa depan dari aset keuangan telah terjadi.

Bukti bahwa aset keuangan mengalami penurunan nilai kredit (memburuk) termasuk data yang dapat diobservasi mengenai peristiwa berikut ini:

- kesulitan keuangan signifikan yang dialami penerbit atau pihak peminjam;
- pelanggaran kontrak, seperti peristiwa gagal bayar atau peristiwa tunggakan;
- pihak pemberi pinjaman, untuk alasan ekonomi atau kontraktual sehubungan dengan kesulitan keuangan yang dialami pihak peminjam, telah memberikan konsesi pada pihak peminjam yang tidak mungkin diberikan jika pihak peminjam tidak mengalami kesulitan tersebut;
- terjadi kemungkinan bahwa pihak peminjam akan dinyatakan pailit atau melakukan reorganisasi keuangan lainnya; atau
- hilangnya pasar aktif dari aset keuangan akibat kesulitan keuangan.
- Pembelian atau penerbitan aset keuangan dengan diskon sangat besar yang mencerminkan kerugian kredit yang terjadi.

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- (x) Allowance for impairment losses on financial assets (continued)

Credit-impaired Financial Assets

At each reporting date, the Group assesses whether the financial assets recorded at amortized cost and the debt instrument financial assets which are recorded at fair value through other comprehensive income are credit-impaired (worsening). Financial assets deteriorate when one or more events that have an adverse effect on the estimated future cash flows of the financial assets have occurred.

Evidence that financial assets become credit impaired including observable data regarding the following events:

- significant financial difficulties experienced by the issuer or the borrower;
- breach of contract, such as a default or arrears;
- the lender, for economic or contractual reasons in relation to the financial difficulties experienced by the borrower, has given concessions to the borrower which is not possible if the borrower does not experience such difficulties;
- it is probable that the borrower will enter bankruptcy or the other financial reorganization; or
- loss of an active market for financial assets due to financial difficulties.
- Purchase or issuance of financial asset at significant discount which reflect the credit loss that occurs.

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- (x) Cadangan kerugian penurunan nilai atas aset keuangan (lanjutan)

Aset Keuangan yang dibeli atau yang berasal dari aset keuangan memburuk

Aset keuangan dikategorikan sebagai POCI apabila terdapat bukti objektif penurunan nilai pada saat pengakuan awal. Pada saat pengakuan awal, tidak ada penyisihan kerugian kredit yang diakui karena harga pembelian atau nilainya telah termasuk estimasi kerugian kredit sepanjang umurnya. Selanjutnya, setiap perubahan kerugian kredit ekspektasian sepanjang umurnya akan diakui sebagai keuntungan atau kerugian penurunan nilai dalam laporan laba rugi konsolidasian.

Penyajian Penyisihan Kerugian Kredit Ekspektasian Dalam Laporan Posisi Keuangan Konsolidasian

Penyisihan kerugian kredit ekspektasian disajikan dalam laporan posisi keuangan konsolidasian sebagai berikut:

- aset keuangan yang diukur pada biaya perolehan diamortisasi, penyisihan kerugian kredit ekspektasian disajikan sebagai pengurang dari jumlah tercatat bruto aset;
- komitmen pinjaman dan kontrak jaminan keuangan, penyisihan kerugian kredit ekspektasian disajikan sebagai provisi;
- instrumen utang yang diukur pada nilai wajar melalui penghasilan komprehensif lain, penyisihan kerugian kredit ekspektasian tidak diakui dalam laporan posisi keuangan karena jumlah tercatat dari aset-aset ini adalah nilai wajarnya. Namun demikian penyisihan kerugian kredit ekspektasian diungkapkan dan diakui dalam penghasilan komprehensif lain.

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c. Financial assets and liabilities (continued)

- (x) Allowance for impairment losses on financial assets (continued)

Purchased or originated credit-impaired financial assets - POCI

Financial assets are categorized as POCI if there is objective evidence of impairment at initial recognition. At initial recognition, no allowance for credit losses is recognized because the purchase price or value has included lifetime estimated credit losses. Subsequently, any changes in the lifetime expected credit losses will be recognised as an impairment gain or loss in the consolidated statement of profit or loss.

Presentation of Allowance for Expected Credit Losses in the Statement of Consolidated Financial Position

Allowance for expected credit losses is presented in the statement of consolidated financial positions as follows:

- for financial assets measured at amortized cost, allowance for expected credit losses is presented as a deduction from the gross carrying amount of the asset;
- for loan commitments and financial guarantee contracts, allowance for expected credit losses is presented as a provision;
- for debt instruments measured at fair value through other comprehensive income, allowance for expected credit losses are not recognized in the statement of financial position because the carrying amounts of these assets are at their fair values. However, allowance for expected credit losses is disclosed and recognized in other comprehensive income.

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- (x) Cadangan kerugian penurunan nilai atas aset keuangan (lanjutan)

Perhitungan penurunan nilai secara individual

Bank menetapkan pinjaman yang diberikan yang harus dievaluasi penurunan nilainya secara individual, dengan ketentuan sebagai berikut:

- a. Pinjaman yang diberikan Segmen Korporasi dan Menengah yang memenuhi kriteria:
- Memiliki umur tunggakan lebih dari 90 hari (kolektibilitas 3-5); atau
 - Memiliki *rating default* (*rating* 20-23); atau
 - Memiliki *rating non-investment grade* (*rating* 13-19) dan dilakukan restrukturisasi (kecuali untuk restrukturisasi Covid-19).
- b. Pinjaman yang diberikan Segmen Kecil dan Konsumer yang memiliki maksimum lebih besar atau sama dengan Rp15 miliar (nilai penuh) yang memenuhi kriteria:
- Memiliki umur tunggakan lebih dari 90 hari (kolektibilitas 3-5); atau
 - Dilakukan restrukturisasi (kecuali untuk restrukturisasi Covid-19).

Perhitungan penurunan nilai secara kolektif

Bank menetapkan pinjaman yang diberikan yang harus dievaluasi penurunan nilainya secara kolektif, jika memenuhi salah satu kriteria di bawah ini:

- a. Pinjaman yang diberikan yang secara individual memiliki nilai tidak signifikan; atau
- b. Pinjaman yang diberikan yang direstrukturisasi yang secara individual memiliki nilai tidak signifikan.

Penerimaan kembali atas aset keuangan yang telah dihapusbukukan

Ketika pinjaman yang diberikan tidak tertagih, pinjaman yang diberikan tersebut dihapusbuku dengan menjurnal balik cadangan kerugian penurunan nilai. Pinjaman yang diberikan tersebut dapat dihapus buku setelah semua prosedur yang diperlukan telah dilakukan dan jumlah kerugian telah ditentukan.

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- (x) Allowance for impairment losses on financial assets (continued)

Individual impairment calculation

The Bank determines that loans should be evaluated for impairment through individual evaluation with the following criteria:

- a. Loans for Corporate and Middle Segment that meet the criteria:
- Has overdue age more than 90 days (collectability 3-5); or
 - Has a default rating (rating 20-23); or
 - Has a non-investment grade rating (rating 13-19) and is undergoing restructuring (except for restructuring Covid-19).
- b. Loans for Small and Consumer Segment with the maximum of more than or equal to Rp15 billion (full amount) that meet the criteria:
- Has overdue age > 90 days (collectability 3-5); or
 - Has been restructured (except for restructuring Covid-19).

Collective impairment calculation

The Bank determines loans to be evaluated for impairment through collective evaluation if one of the following criteria is met:

- a. Loans which individually have insignificant value; or
- b. Restructured loans which individually have insignificant value.

Recoveries of written-off financial assets

When a loan is uncollectible, it is written-off against the related allowance for impairment loss. Such loans are written off after all the necessary procedures have been completed and the amount of the loss has been determined.

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- (x) Cadangan kerugian penurunan nilai atas aset keuangan (lanjutan)

Penerimaan kembali atas aset keuangan yang telah dihapusbukukan (lanjutan)

Penerimaan kembali atas aset keuangan yang telah dihapusbukukan pada tahun berjalan dikreditkan dengan menyesuaikan akun cadangan kerugian penurunan nilai. Penerimaan kembali atas aset keuangan yang telah dihapusbukukan pada tahun sebelumnya dicatat sebagai pendapatan operasional selain pendapatan bunga.

d. Prinsip konsolidasian

Laporan keuangan konsolidasian meliputi laporan keuangan BNI beserta seluruh Entitas Anak yang berada di bawah pengendalian BNI. Entitas anak adalah seluruh entitas (termasuk entitas terstruktur) dimana Grup memiliki pengendalian.

Dalam hal pengendalian terhadap Entitas Anak dimulai atau diakhiri dalam suatu tahun berjalan, maka hasil usaha Entitas Anak yang diperhitungkan ke dalam laporan keuangan konsolidasian hanya sebatas hasil pada saat pengendalian tersebut mulai diperoleh atau hingga saat pengendalian itu berakhir.

Pengendalian didapat ketika BNI terekspos atau memiliki hak atas imbal hasil variabel dari keterlibatannya dengan Entitas Anak dan memiliki kemampuan untuk mempengaruhi imbal hasil tersebut melalui kekuasaannya atas Entitas Anak.

BNI mengendalikan Entitas Anak, jika dan hanya jika, BNI memiliki hal berikut ini:

- a) kekuasaan atas Entitas Anak (hak yang ada saat ini yang memberi kemampuan kini untuk mengarahkan aktivitas relevan yang secara signifikan mempengaruhi imbal hasil Entitas Anak);
- b) eksposur atau hak atas imbal hasil variabel dari keterlibatannya dengan Entitas Anak; dan
- c) kemampuan untuk menggunakan kekuasaannya atas Entitas Anak untuk mempengaruhi jumlah imbal hasil Entitas Anak.

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- (x) Allowance for impairment losses on financial assets (continued)

Recoveries of written-off financial assets (continued)

The recoveries of written-off financial assets in the current year are credited by adjusting the allowance for impairment losses accounts. Recoveries of written-off financial assets from previous years are recorded as operating income other than interest income.

d. Principles of consolidation

The consolidated financial statements include the financial statements of BNI and all its Subsidiaries that are controlled by BNI. Subsidiaries are all entities (including structured entities) over which the Group has control.

Where Subsidiaries either began or ceased to be controlled during the year, the results of operations of those Subsidiaries are included in the consolidated financial statements only from the date that the control has commenced or up to the date that the control has ceased.

Control is acquired when BNI is exposed or has rights to variable returns from its involvement with Subsidiaries and has the ability to affect those returns through its power over Subsidiaries.

BNI controls a Subsidiary if, and only if, BNI has the following:

- a) power over a Subsidiary (existing rights that provide the current ability to direct the relevant activities that significantly affect returns of a Subsidiary);
- b) exposure, or rights to variable returns from its involvement with the Subsidiary; and
- c) the ability to use its power over the Subsidiary to affect the amount of the Subsidiary's returns.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING (lanjutan)**

d. Prinsip konsolidasian (lanjutan)

Bila Grup tidak memiliki hak suara atau hak serupa secara mayoritas atas suatu Entitas Anak, Grup mempertimbangkan semua fakta dan keadaan yang relevan dalam mengevaluasi apakah mereka memiliki kekuasaan atas Entitas Anak, termasuk:

- Pengaturan kontraktual dengan pemilik hak suara lainnya dari Entitas Anak,
- Hak yang timbul atas pengaturan kontraktual lain, dan
- Hak suara dan hak suara potensial yang dimiliki Grup.

Grup menilai kembali apakah mereka mengendalikan Entitas Anak bila fakta dan keadaan mengindikasikan adanya perubahan terhadap satu atau lebih dari ketiga elemen dari pengendalian. Konsolidasi atas Entitas Anak dimulai sejak Grup memperoleh pengendalian atas Entitas Anak dan tidak lagi mengkonsolidasikan ketika Grup kehilangan pengendalian atas Entitas Anak. Aset, liabilitas, penghasilan dan beban dari Entitas Anak yang diakuisisi pada tahun tertentu disertakan dalam laporan keuangan konsolidasian sejak tanggal Grup memperoleh kendali sampai tanggal Grup tidak lagi mengendalikan Entitas Anak tersebut.

Kombinasi bisnis dicatat dengan menggunakan metode akuisisi. Imbalan yang diserahkan untuk akuisisi suatu entitas anak adalah sebesar nilai wajar aset yang diserahkan, saham yang diterbitkan atau liabilitas yang diakui pada tanggal akuisisi. Kelebihan jumlah imbalan yang dialihkan dan nilai wajar jumlah kepentingan non-pengendali atas jumlah aset teridentifikasi bersih yang diperoleh dan kewajiban yang timbul dicatat sebagai *goodwill*. Jika jumlah imbalan yang diserahkan lebih rendah dari nilai wajar aset bersih entitas anak yang diakuisisi, selisihnya diakui langsung dalam laporan laba rugi konsolidasian.

Jika akuntansi awal untuk kombinasi bisnis belum selesai pada akhir periode pelaporan saat kombinasi terjadi, Grup melaporkan jumlah sementara untuk pos-pos yang proses akuntansinya belum selesai dalam laporan keuangannya. Selama periode pengukuran, pihak pengakuisisi menyesuaikan, aset atau liabilitas tambahan yang diakui, untuk mencerminkan informasi baru yang diperoleh tentang fakta dan keadaan yang ada pada tanggal akuisisi dan, jika diketahui, akan berdampak pada jumlah yang diakui pada tanggal tersebut.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

d. Principles of consolidation (continued)

When the Group has less than a majority of the voting or similar rights of a Subsidiary, the Group considers all relevant facts and circumstances in assessing whether it has power over a Subsidiary, including:

- The contractual arrangement with the other vote holders of the Subsidiary,*
- Rights arising from other contractual arrangements, and*
- The Group's voting rights and potential voting rights.*

The Group re-assesses whether or not it controls a Subsidiary if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a Subsidiary begins when the Group obtains control over the Subsidiary and ceases when the Group loses control of the Subsidiary. Assets, liabilities, income and expenses of a Subsidiary acquired during the year are included in the consolidated financial statements from the date the Group obtains the control up to the date of the Group ceases the control the Subsidiary.

The acquisition method is used to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair value of the assets given, shares issued or liabilities incurred at the date of acquisition. The excess of the aggregate of the consideration transferred and the fair value of non-controlling interest over the net identifiable assets acquired and liabilities is recorded as goodwill. If this consideration is lower than the fair value of the net assets of the subsidiary acquired, the difference is recognized directly in the consolidated profit or loss.

If the initial accounting of a business combination is incomplete by the end of the reporting period in which the combination occurs, the Group reports provisional amounts for the items for which the accounting is incomplete. Those provisional amounts are adjusted during the measurement period, or additional assets or liabilities are recognised, to reflect new information obtained about facts and circumstances that existed as of the acquisition date that, if known, would have affected the amount recognised as of that date.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING (lanjutan)**

d. Prinsip konsolidasian (lanjutan)

Untuk setiap akuisisi, Grup mengakui kepentingan non-pengendali pada pihak yang diakuisisi baik sebesar nilai wajar atau sebesar bagian proporsional kepentingan non-pengendali atas aset bersih pihak yang diakuisisi. Kepentingan non-pengendali disajikan di ekuitas dalam laporan posisi keuangan konsolidasian, terpisah dari ekuitas pemilik entitas induk.

Biaya terkait akuisisi dibebankan pada saat terjadinya.

Seluruh saldo dan transaksi termasuk keuntungan/kerugian yang belum direalisasi antara BNI dan Entitas Anak yang signifikan dieliminasi untuk mencerminkan posisi keuangan dan hasil usaha konsolidasian BNI dan Entitas Anak sebagai satu kesatuan usaha.

Laporan keuangan konsolidasian disusun dengan menggunakan kebijakan akuntansi yang sama untuk peristiwa dan transaksi sejenis dalam kondisi yang sama. Apabila laporan keuangan Entitas Anak menggunakan kebijakan akuntansi yang berbeda dari kebijakan akuntansi yang digunakan dalam laporan keuangan konsolidasian, maka dilakukan penyesuaian yang diperlukan terhadap laporan keuangan Entitas Anak tersebut.

Kepentingan non-pengendali disajikan di ekuitas dalam laporan posisi keuangan konsolidasian dan dinyatakan sebesar proporsi pemegang saham non-pengendali atas laba tahun berjalan dan ekuitas Entitas Anak tersebut sesuai dengan persentase kepemilikan pemegang saham non-pengendali pada Entitas Anak tersebut.

Entitas Asosiasi

Entitas asosiasi adalah seluruh entitas dimana Grup memiliki pengaruh signifikan namun bukan pengendalian, biasanya melalui kepemilikan hak suara antara 20% dan 50%. Investasi pada entitas asosiasi dicatat dengan metode ekuitas, setelah pada awalnya diakui pada nilai perolehan dikurangi kerugian penurunan nilai, jika ada.

Investasi pada entitas asosiasi pada awalnya diakui sebesar biaya perolehan. Biaya perolehan diukur berdasarkan nilai wajar aset yang diserahkan, instrumen ekuitas yang diterbitkan atau liabilitas yang timbul atau diambil alih pada tanggal akuisisi, ditambah biaya yang berhubungan langsung dengan akuisisi.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

d. Principles of consolidation (continued)

The Group recognizes any non-controlling interests in the acquiree on an acquisition by acquisition basis, either at fair value or at the non-controlling interest's proportionate share of the acquiree's net assets. Non-controlling interests are reported as equity in the consolidated statement of financial position, separate from the owner of the parent's equity.

Acquisition-related costs are expensed as incurred.

All significant balances and transactions, including unrealized gains/losses among BNI and Subsidiaries are eliminated to reflect the consolidated financial position and results of operations of BNI and its Subsidiaries as a single entity.

The consolidated financial statements are prepared using uniform accounting policies for transactions and events in similar circumstances. If the Subsidiaries' financial statements use accounting policies different from those adopted in the consolidated financial statements, appropriate adjustments are made to the Subsidiaries' financial statements.

The non-controlling interest is presented in the equity of the consolidated statement of financial position and represents the non-controlling stockholders' proportionate share in the income for the year and equity of the Subsidiaries based on the percentage of ownership of the non-controlling stockholders in the Subsidiaries.

Associates

Associates are all entities over which the Group has significant influence but not control, generally accompanying a shareholding of between 20% and 50% of the voting rights. Investment in associates are accounted for using the equity method of accounting, after initially being recognised at cost less impairment losses, if any.

Investment in an associate is initially recognised at cost. The cost of an acquisition is measured at the fair value of the assets transferred, equity instruments issued or liabilities incurred or assumed as at the date of acquisition, plus costs directly attributable to the acquisition.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING (lanjutan)**

d. Prinsip konsolidasian (lanjutan)

Entitas Asosiasi (lanjutan)

Goodwill pada akuisisi entitas asosiasi merupakan selisih lebih yang terkait dengan biaya perolehan investasi pada entitas asosiasi dengan bagian Grup atas nilai wajar neto aset teridentifikasi dari entitas asosiasi dan dimasukkan dalam jumlah tercatat investasi.

Dalam menerapkan metode ekuitas, bagian Grup atas laba rugi entitas asosiasi setelah perolehan diakui dalam laba rugi, dan bagian Grup atas penghasilan komprehensif lain setelah tanggal perolehan diakui dalam penghasilan komprehensif lain.

Perubahan dan penerimaan distribusi dari entitas asosiasi setelah tanggal perolehan disesuaikan terhadap nilai tercatat investasi.

Jika bagian Grup atas rugi entitas asosiasi sama dengan atau melebihi kepentingannya pada entitas asosiasi, termasuk piutang tidak lancar tanpa jaminan, maka Grup menghentikan pengakuan bagiannya atas rugi lebih lanjut, kecuali Grup memiliki kewajiban untuk melakukan pembayaran atau telah melakukan pembayaran atas nama entitas asosiasi.

Keuntungan yang belum direalisasi atas transaksi antara Grup dengan entitas asosiasi dieliminasi sebesar bagian Grup dalam entitas asosiasi tersebut. Kerugian yang belum direalisasi juga dieliminasi kecuali transaksi tersebut memberikan bukti penurunan nilai atas aset yang ditransfer. Kebijakan akuntansi entitas asosiasi akan disesuaikan, apabila diperlukan, agar konsisten dengan kebijakan akuntansi Grup.

Dividen yang akan diterima dari entitas asosiasi diakui sebagai pengurang jumlah tercatat investasi.

Pada setiap tanggal pelaporan, Grup menentukan apakah terdapat bukti objektif bahwa telah terjadi penurunan nilai atas investasi pada entitas asosiasi. Jika bukti tersebut ada, maka Grup menghitung besarnya penurunan nilai sebagai selisih antara jumlah yang terpulihkan dan nilai tercatat atas investasi pada entitas asosiasi dan mengakui selisih tersebut pada laba rugi.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

d. Principles of consolidation (continued)

Associates (continued)

Goodwill on acquisition of an associate represents the excess of the cost of acquisition of the associate over the Group's share of the fair value of the identifiable net assets of the associate and is included in the carrying amount of the investment.

In applying the equity method of accounting, the Group's share of its associate's post-acquisition profit or loss is recognised in profit or loss and its share of post-acquisition other comprehensive income is recognised in other comprehensive income.

These post-acquisition movements and distributions received from an associate are adjusted against the carrying amounts of the investment.

When the Group's share of the losses of an associate equals or exceeds its interest in the associate, including any other unsecured non-current receivables, the Group does not recognise further losses, unless it has obligations to make or has made payments on behalf of the associate.

Unrealised gains on transactions between the Group and its associate are eliminated to the extent of the Group's interest in the associate. Unrealised losses are also eliminated unless the transaction provides evidence of impairment of the asset being transferred. The accounting policies of the associate will be changed where necessary to ensure consistency with the accounting policies adopted by the Group.

Dividend receivables from an associate are recognised as reductions in the carrying amounts of the investment.

The Group determines at each reporting date whether there is any objective evidence that the investment in an associate is impaired. If any such evidence exists, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate and its carrying value and recognises the amount in profit or loss.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING (lanjutan)**

d. Prinsip konsolidasian (lanjutan)

Entitas Asosiasi (lanjutan)

Jika bagian kepemilikan entitas pada entitas asosiasi atau ventura bersama berkurang, tetapi investasi tetap diklasifikasikan masing-masing sebagai entitas asosiasi atau ventura bersama, maka entitas mereklasifikasi ke laba rugi proporsi keuntungan atau kerugian yang telah diakui sebelumnya dalam penghasilan komprehensif lain yang terkait dengan pengurangan bagian kepemilikan tersebut jika keuntungan atau kerugian tersebut disyaratkan untuk direklasifikasi ke laba rugi atas pelepasan aset atau liabilitas yang terkait.

**e. Transaksi dalam mata uang asing dan
penjabaran**

Transaksi dalam mata uang asing

Pos-pos yang disertakan dalam laporan keuangan setiap entitas anggota Grup diukur menggunakan mata uang yang sesuai dengan lingkungan ekonomi utama di mana entitas beroperasi ("mata uang fungsional").

BNI dan Entitas Anak yang berdomisili di Indonesia menyelenggarakan pembukuannya dalam mata uang Rupiah, kecuali untuk BNI Remittance yang pembukuan akuntansinya dilakukan dalam Dolar Amerika Serikat. Transaksi-transaksi dalam mata uang selain Rupiah yang terjadi di sepanjang tahun dicatat dengan nilai kurs yang berlaku pada saat terjadinya transaksi yang bersangkutan.

Laporan keuangan konsolidasian disajikan dalam Rupiah yang merupakan mata uang fungsional BNI.

Pada tanggal laporan posisi keuangan konsolidasian, aset dan liabilitas moneter dalam mata uang asing dijabarkan ke dalam mata uang Rupiah dengan menggunakan kurs tengah *Reuters* pada pukul 15:00 WIB. Keuntungan atau kerugian yang timbul sebagai akibat dari penjabaran aset dan liabilitas moneter dalam mata uang asing dicatat dalam laporan laba rugi konsolidasian tahun berjalan.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

d. Principles of consolidation (continued)

Associates (continued)

If an entity's ownership interest in an associate or a joint venture is reduced, but the investment continues to be classified either as an associate or a joint venture respectively, the entity shall reclassify to profit or loss the proportion of the gain or loss that had previously been recognised in other comprehensive income relating to the reduction in ownership interest if that gain or loss would be required to be reclassified to profit or loss on the disposal of the related assets or liabilities.

**e. Foreign currency transactions and
translations**

Transactions denominated in foreign currencies

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates (the "functional currency").

BNI and its Subsidiaries domiciled in Indonesia maintain their accounting records in Rupiah, except for BNI Remittance in which its accounting records are maintained in United States Dollar. Transactions during the year involving currencies other than Rupiah are recorded at the exchange rates prevailing at the time the transactions were made.

The consolidated financial statements are presented in Rupiah, which is the functional currency of BNI.

At the consolidated statement of financial position date, all monetary assets and liabilities denominated in foreign currencies are translated to Rupiah using the Reuters middle rate at 15:00 Western Indonesian Time (WIB). The resulting gains or losses from the translation of monetary assets and liabilities in foreign currencies are recognized in the consolidated statement of profit or loss for the current year.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING (lanjutan)**

**e. Transaksi dalam mata uang asing dan
penjabaran (lanjutan)**

Penjabaran aset dan liabilitas dalam mata
uang asing (lanjutan)

Pada tanggal 31 Desember 2022 dan 2021,
kurs mata uang asing yang digunakan untuk
penjabaran mata uang asing terhadap Rupiah
adalah sebagai berikut (dalam Rupiah
penuh):

	2022	2021
1 Pound Sterling Inggris	18,786	19,251
1 Euro Eropa	16,582	16,112
1 Dolar Amerika Serikat	15,568	14,253
1 Dolar Singapura	11,593	10,555
1 Dolar Australia	10,558	10,347
1 Dolar Hong Kong	1,997	1,828
1 Yen Jepang	118	124

Penjabaran laporan keuangan sehubungan
dengan konsolidasian laporan cabang BNI
yang berkedudukan di luar negeri

Cabang BNI yang berkedudukan di luar
negeri menyelenggarakan pembukuannya
dalam mata uang negara tempat
kedudukannya.

Untuk tujuan konsolidasian, laporan
keuangan cabang BNI tersebut dijabarkan ke
dalam mata uang Rupiah dengan cara
sebagai berikut:

- Saldo akun-akun aset dan liabilitas
dijabarkan dengan menggunakan kurs
spot Reuters jam 15:00 WIB pada
tanggal laporan posisi keuangan
konsolidasian;
- Saldo akun-akun laba rugi setiap
bulannya dijabarkan dengan
menggunakan kurs *spot Reuters* jam
15:00 WIB rata-rata untuk bulan yang
bersangkutan. Saldo untuk tahun
berjalan merupakan jumlah dari
penjabaran bulanan tersebut;
- Akun ekuitas dijabarkan dengan
menggunakan kurs historis; dan
- Selisih yang timbul sebagai akibat dari
penjabaran ini disajikan di laporan posisi
keuangan konsolidasian sebagai bagian
dari ekuitas pada akun "Selisih Kurs
karena Penjabaran Laporan Keuangan
dalam Mata Uang Asing".

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

**e. Foreign currency transactions and
translations (continued)**

Translation of assets and liabilities
denominated in foreign currencies (continued)

As of 31 December 2022 and 2021, the
foreign currency exchange rates used for
translation of foreign currencies to Rupiah are
as follows (amounts in full Rupiah):

	2022	2021	
1 Pound Sterling Inggris	18,786	19,251	Great Britain Pound Sterling 1
1 Euro Eropa	16,582	16,112	European Euro 1
1 Dolar Amerika Serikat	15,568	14,253	United States Dollar 1
1 Dolar Singapura	11,593	10,555	Singapore Dollar 1
1 Dolar Australia	10,558	10,347	Australian Dollar 1
1 Dolar Hong Kong	1,997	1,828	Hong Kong Dollar 1
1 Yen Jepang	118	124	Japanese Yen 1

Translation of financial statements relating to
consolidation of BNI branches domiciled
outside of Indonesia

BNI's branches domiciled outside of
Indonesia maintain their accounting records
in their respective domestic currencies.

For consolidation purposes, the financial
statements of such branches domiciled
outside of Indonesia are translated into
Rupiah as follows:

- Assets and liabilities accounts are
translated using the Reuters spot rates at
15:00 WIB at the consolidated statement
of financial position date;
- Revenues and expenses accounts are
translated using the average Reuters
spot rate at 15:00 WIB for the respective
month. The balances for the year
represent the sum of those monthly
translations;
- Equity accounts are recorded using the
historical rates; and
- Differences arising from translation are
presented in the consolidated statement
of financial position balance as part of
equity under "Exchange Difference on
Translation of Foreign Currency Financial
Statements".

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING (lanjutan)**

f. Giro pada bank lain dan Bank Indonesia

Giro pada bank lain dan Bank Indonesia
diklasifikasikan sebagai biaya perolehan yang
diamortisasi. Giro pada bank lain dan Bank
Indonesia dinyatakan sebesar biaya
perolehan diamortisasi menggunakan metode
suku bunga efektif dikurangi cadangan
kerugian penurunan nilai.

Lihat Catatan 2c untuk kebijakan akuntansi
atas aset dan liabilitas keuangan.

**g. Penempatan pada bank lain dan Bank
Indonesia**

Penempatan pada bank lain dan Bank
Indonesia terdiri dari *Deposit Facility* Bank
Indonesia, *Term Deposit*, *call money* dan
deposito berjangka.

Penempatan pada bank lain dan Bank
Indonesia diklasifikasikan sebagai biaya
perolehan yang diamortisasi. Penempatan
pada bank lain dinyatakan sebesar biaya
perolehan diamortisasi menggunakan metode
suku bunga efektif dikurangi cadangan
kerugian penurunan nilai.

Lihat Catatan 2c untuk kebijakan akuntansi
atas aset dan liabilitas keuangan.

h. Efek-efek dan Obligasi Pemerintah

Efek-efek yang dimiliki terdiri dari Sertifikat
Bank Indonesia (SBI), Sertifikat Deposito Bank
Indonesia, unit penyertaan reksa dana,
obligasi, obligasi subordinasi dan instrumen
utang lainnya yang diperdagangkan di pasar
uang dan pasar modal.

Obligasi Pemerintah terdiri dari Obligasi
Rekapitalisasi Pemerintah yang diterbitkan
kepada BNI dan bank lainnya berkaitan
dengan program rekapitalisasi Pemerintah dan
obligasi lainnya yang diterbitkan oleh
Pemerintah Indonesia dan negara lainnya
yang tidak berkaitan dengan program
rekapitalisasi yang diperoleh melalui pasar
perdana dan sekunder.

Pada saat pengakuan awal, efek-efek dan
Obligasi Pemerintah dicatat sesuai dengan
kategorinya yaitu aset keuangan
diklasifikasikan pada biaya perolehan yang
diamortisasi, nilai wajar melalui penghasilan
komprehensif lain atau nilai wajar melalui laba
rugi.

Lihat Catatan 2c untuk kebijakan akuntansi
atas aset dan liabilitas keuangan.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

**f. Current accounts with other banks and
Bank Indonesia**

The current accounts with other banks and
Bank Indonesia are classified as amortized
cost. Current accounts with other banks and
Bank Indonesia are stated at amortized cost
using the effective interest rate method less
allowance for impairment losses.

Refer to Note 2c for the accounting policies of
financial assets and liabilities.

**g. Placements with other banks and Bank
Indonesia**

Placements with other banks and Bank
Indonesia consist of Bank Indonesia Deposit
Facility, Term Deposit, call money and time
deposits.

Placements with other banks and Bank
Indonesia are classified as amortized cost.
Placements with other banks are stated at
amortized cost using the effective interest
rate method less allowance for impairment
losses.

Refer to Note 2c for the accounting policies of
financial assets and liabilities.

**h. Marketable securities and Government
Bonds**

Marketable securities consist of Certificates of
Bank Indonesia (SBI), Certificates Deposits of
Bank Indonesia, mutual fund units, bonds,
subordinated bonds and other debt
instruments traded in the money market and
stock exchanges.

Government Bonds consist of Government
Recapitalization Bonds issued to BNI and
other banks with respect to the recapitalization
program of the Government and other bonds
issued by the Government of Indonesia and
other countries, that are not related to the
recapitalization program, acquired through the
primary and secondary markets.

At initial recognition, the marketable securities
and Government Bonds are recorded
according to their category, i.e., amortized
cost, fair value through other comprehensive
income or at fair value through profit or loss.

Refer to Note 2c for the accounting policies of
financial assets and liabilities.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING (lanjutan)**

h. Efek-efek dan Obligasi Pemerintah (lanjutan)

Surat Berharga Syariah adalah surat bukti investasi berdasarkan prinsip syariah yang lazim diperdagangkan di pasar uang syariah dan/atau pasar modal syariah antara lain obligasi syariah (sukuk) dan surat berharga lainnya berdasarkan prinsip syariah.

Pada saat pengakuan awal, Grup mengakui investasi pada sukuk sebagai diukur pada biaya perolehan dan pada nilai wajar melalui penghasilan komprehensif lain sebesar nilai wajar ditambah atau dikurangi biaya transaksi terkait perolehan investasi tersebut. Sedangkan investasi pada Sukuk ijarah dan sukuk mudharabah yang diukur pada nilai wajar melalui laba rugi diakui sebesar nilai wajar.

Grup menentukan klasifikasi investasi pada surat berharga, khususnya sukuk, berdasarkan model usaha yang ditentukan berdasarkan klasifikasi sesuai PSAK 110 (Revisi 2020) tentang "Akuntansi Sukuk" sebagai berikut:

- Surat berharga diukur pada biaya perolehan disajikan sebesar biaya perolehan (termasuk biaya investasi) yang yang disesuaikan dengan premi dan/atau diskonto yang belum diamortisasi. Premi dan diskonto diamortisasi selama periode hingga jatuh tempo.
- Surat berharga diukur pada nilai wajar melalui laba rugi, yang dinyatakan sebesar nilai wajar. Keuntungan atau kerugian yang belum direalisasi akibat kenaikan atau penurunan nilai wajarnya disajikan dalam laporan laba rugi periode yang bersangkutan.
- Surat berharga yang diukur pada nilai wajar melalui penghasilan komprehensif lainnya disajikan sebesar nilai wajar. Keuntungan atau kerugian yang belum direalisasi akibat kenaikan atau penurunan nilai wajarnya disajikan dalam penghasilan komprehensif lain. Premi dan diskonto diamortisasi selama periode hingga jatuh tempo.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

**h. Marketable securities and Government
Bonds (continued)**

Sharia Securities are proof of investment based on sharia principles that are commonly traded in the sharia money market and/or sharia capital markets, including sharia bonds (sukuk) and other securities following sharia principles.

At initial recognition, the Group recognise investments in sukuk are stated at cost and measured at fair value through other comprehensive income at fair value increase/decrease transaction cost related to acquisition investment. Where as investment in sukuk ijarah and sukuk mudharabah measured at fair value through profit and loss and recognise at fair value.

The Group defines the classification of investment in marketable securities, specifically sukuk, based on business model in accordance with SFAS 110 (Revised 2020) on "Accounting for Sukuk" as follows:

- *At cost securities are stated at cost (including transaction costs), adjusted by unamortised premium and/or discount. Premium and discount are amortised over the period until maturity.*
- *Securities are stated at fair values through profit or loss, and stated at fair value. Unrealized gains or losses from the increase or decrease in fair values are presented in current period profit or loss.*
- *At fair value through other comprehensive income securities are measured at fair value. Unrealized gains or losses from the increase or decrease in fair value are presented in other comprehensive income. Premium and discount are amortized over the period until maturity.*

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING (lanjutan)**

**i. Efek-efek yang dibeli/dijual dengan janji
dijual/dibeli kembali**

Efek-efek yang dibeli dengan janji untuk dijual kembali diklasifikasikan sebagai biaya perolehan yang diamortisasi.

Efek-efek yang dibeli dengan janji untuk dijual kembali disajikan sebagai aset dalam laporan posisi keuangan konsolidasian sebesar jumlah penjualan kembali dikurangi dengan pendapatan bunga yang belum diamortisasi dan cadangan kerugian penurunan nilai. Selisih antara harga beli dan harga jual kembali diperlakukan sebagai pendapatan bunga yang ditangguhkan, dan diakui sebagai pendapatan selama periode sejak efek-efek tersebut dibeli hingga dijual menggunakan suku bunga efektif.

Efek-efek yang dijual dengan janji untuk dibeli kembali diklasifikasikan sebagai liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi.

Efek-efek yang dijual dengan janji untuk dibeli kembali disajikan sebagai liabilitas dalam laporan posisi keuangan konsolidasian sebesar jumlah pembelian kembali, dikurangi dengan bunga dibayar di muka yang belum diamortisasi. Selisih antara harga jual dan harga beli kembali diperlakukan sebagai bunga dibayar di muka dan diakui sebagai beban bunga selama jangka waktu sejak efek-efek tersebut dijual hingga dibeli kembali menggunakan metode suku bunga efektif.

Lihat Catatan 2c untuk kebijakan akuntansi atas aset dan liabilitas keuangan.

k. Instrumen keuangan derivatif

Dalam melakukan usaha bisnisnya, BNI melakukan transaksi instrumen keuangan derivatif seperti kontrak berjangka mata uang asing, swap mata uang asing, swap atas suku bunga, dan transaksi *spot* untuk mengelola eksposur pada risiko pasar seperti risiko mata uang dan risiko tingkat suku bunga.

Instrumen keuangan derivatif diakui di laporan posisi keuangan konsolidasian pada nilai wajar. Setiap kenaikan nilai wajar kontrak derivatif dicatat sebagai aset apabila memiliki nilai wajar positif dan sebagai liabilitas apabila memiliki nilai wajar negatif.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

**i. Securities purchased/sold under
agreements to resell/repurchase**

Securities purchased under agreements to resell are classified as amortized cost.

Securities purchased under agreements to resell are presented as assets in the consolidated statement of financial position, at the resale price net of unamortized interest income and allowance for impairment losses. The difference between the purchase price and the resale price is treated as unearned interest income, and recognized as income over the period starting from when those securities are purchased until they are sold using effective interest rate method.

Securities sold under agreements to repurchase are classified as financial liabilities measured at amortized cost.

Securities sold under agreements to repurchase are presented as liabilities in the consolidated statement of financial position, at the repurchase price, net of unamortized prepaid interest. The difference between the selling price and the repurchase price is treated as prepaid interest and recognized as interest expense over the period starting from when those securities are sold until they are repurchased using effective interest rate method.

Refer to Note 2c for the accounting policies of financial assets and liabilities.

k. Derivative financial instruments

In the normal course of its business, BNI enters into transactions involving derivative financial instruments such as foreign currency forward contracts, foreign currency swaps, interest rate swaps, and spot transactions to manage exposures on market risks, such as currency risk and interest rate risks.

Derivative financial instruments are recognized in the consolidated statement of financial position at fair value. Each increase in fair value derivative contract is carried as asset when the fair value is positive and as liability when the fair value is negative.

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PENTING (lanjutan)**

k. Instrumen keuangan derivatif (lanjutan)

Tagihan dan liabilitas derivatif diklasifikasikan sebagai aset dan liabilitas keuangan yang diukur pada nilai wajar melalui laporan laba rugi.

Keuntungan atau kerugian yang terjadi dari perubahan nilai wajar diakui dalam laporan laba rugi konsolidasian.

Nilai wajar instrumen derivatif ditentukan berdasarkan diskonto arus kas dan model penentu harga atau harga yang diberikan oleh broker (*quoted price*) atas instrumen lainnya yang memiliki karakteristik serupa.

Kontrak berjangka mata uang asing, *swap* mata uang asing dan *cross currency swap* dan tingkat suku bunga *swap* dilakukan untuk tujuan pendanaan dan perdagangan.

l. Pinjaman yang diberikan

Pinjaman yang diberikan

Pinjaman yang diberikan adalah penyediaan uang atau tagihan yang dapat disetarakan dengan itu, berdasarkan persetujuan atau kesepakatan pinjam-meminjam dengan debitur yang mewajibkan debitur untuk melunasi utang dan bunganya setelah jangka waktu tertentu, dan tagihan yang berasal dari fasilitas *trade finance* yang telah jatuh tempo yang belum diselesaikan dalam waktu 15 hari.

Pinjaman yang diberikan diklasifikasikan sebagai biaya perolehan yang diamortisasi.

Pinjaman yang diberikan pada awalnya diukur pada nilai wajar ditambah dengan biaya transaksi yang dapat diatribusikan secara langsung untuk memperoleh aset keuangan tersebut, dan setelah pengakuan awal diukur pada biaya perolehan diamortisasi menggunakan metode suku bunga efektif dikurangi dengan cadangan kerugian penurunan nilai.

Pinjaman sindikasi dan pinjaman penerusan dicatat sesuai dengan porsi pinjaman yang risikonya ditanggung oleh Grup.

Lihat Catatan 2c untuk kebijakan akuntansi atas aset dan liabilitas keuangan.

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POLICIES (continued)**

k. Derivative financial instruments (continued)

Derivative receivable and payable are classified as financial assets and liabilities at fair value through profit or loss.

Gains or losses resulting from fair value changes are recognized in the consolidated statement of profit or loss.

The fair value of derivative instruments is determined based on discounted cash flows and pricing models or quoted prices from brokers of other instruments with similar characteristics.

Foreign currency forward contracts, foreign currency swaps, and cross currency and interest rate swaps are for funding and trading purposes.

l. Loans

Loans

Loans represent funds provided or receivables that can be considered as equivalents there of, based on agreements or financing contracts with borrowers, where borrowers are required to repay their debts with interest after a specified period, and matured trade finance facilities which have not been settled within 15 days.

Loans are classified as amortized cost.

Loans are initially measured at fair value plus transaction costs that are directly attributable obtain financial assets, and after initial recognition are measured at amortized cost based on the effective interest rate method less allowance for impairment losses.

Syndicated loans and two step loans are recorded according to the proportion of risks borne by the Group.

Refer to Note 2c for the accounting policies of financial assets and liabilities.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING (lanjutan)**

m. Kontrak jaminan keuangan

Kontrak jaminan keuangan adalah kontrak yang mengharuskan penerbit untuk melakukan pembayaran yang ditetapkan untuk mengganti uang pemegang kontrak atas kerugian yang terjadi karena debitur tertentu gagal untuk melakukan pembayaran pada saat jatuh tempo, sesuai dengan ketentuan dari instrumen hutang. Jaminan keuangan tersebut diberikan kepada bank-bank, lembaga keuangan dan badan-badan lainnya atas nama debitur untuk menjamin kredit dan fasilitas-fasilitas perbankan lainnya.

Jaminan keuangan diakui awalnya sebesar nilai wajar pada tanggal jaminan diberikan. Nilai wajar dari jaminan keuangan pada saat dimulainya transaksi pada umumnya sama dengan provisi yang diterima untuk jaminan diberikan dengan syarat dan kondisi normal. Pendapatan provisi yang diperoleh diamortisasi selama jangka waktu jaminan menggunakan metode garis lurus.

Setelah pengakuan awal kontrak, jaminan keuangan dicatat pada nilai yang lebih tinggi antara nilai wajar amortisasi dengan nilai kerugian kredit ekspektasian sesuai PSAK 71 "Instrumen Keuangan".

Cadangan kerugian penurunan nilai atas kontrak jaminan keuangan yang memiliki risiko kredit dihitung berdasarkan model kerugian ekspektasian.

n. Tagihan dan liabilitas akseptasi

Tagihan akseptasi diklasifikasikan sebagai aset keuangan dalam kelompok biaya perolehan diamortisasi. Liabilitas akseptasi diklasifikasikan sebagai liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi.

Lihat Catatan 2c untuk kebijakan akuntansi atas aset dan liabilitas keuangan.

o. Penyertaan saham

Penyertaan saham merupakan penanaman dana dalam bentuk saham pada perusahaan non-publik yang bergerak di bidang jasa keuangan untuk tujuan jangka panjang.

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POLICIES (continued)**

m. Financial guarantee contracts

Financial guarantee contracts are contracts that require the issuer to make specified payments to reimburse the holder for a loss incurred because a specified debtor defaulted to make payments when due, in accordance with the terms of a debt instrument. Such financial guarantees are given to banks, financial institutions and other institutions on behalf of customers to secure loans and other banking facilities.

Financial guarantees are initially recognized at fair value on the date the guarantee was given. The fair value of a financial guarantee at inception is likely to equal the premium received because all guarantors are agreed on arm's length terms. The fee income earned is amortized over the period of guarantees using the straight line method.

After initial recognition of the contract, the financial guarantee is recorded at the higher of the amortized fair value and the expected credit loss value in accordance with SFAS 71 "Financial Instrument".

Allowances for impairment on financial guarantee contracts with credit risk are calculated based on expected credit losses model.

n. Acceptance receivables and payables

Acceptance receivables are classified as financial assets measured at amortized cost. Acceptance liabilities are classified financial liabilities measured at amortized cost.

Refer to Note 2c for the accounting policies of financial assets and liabilities.

o. Equity investments

Equity investments represent investments in the form of shares of stock, in non-public companies engaged in financial services held for long-term purposes.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING (lanjutan)**

o. Penyertaan saham (lanjutan)

Investasi dengan persentase kepemilikan di bawah 20% dan tidak memiliki pengaruh signifikan yang diklasifikasikan sebagai aset keuangan yang dimiliki untuk dijual dicatat pada nilai wajar melalui laba rugi.

Investasi dengan persentase kepemilikan di bawah 20% dan tidak memiliki pengaruh signifikan yang diklasifikasikan sebagai aset keuangan yang dimiliki tidak untuk dijual dicatat pada nilai wajar melalui penghasilan komprehensif lain.

Penyertaan sementara pada perusahaan debitur timbul akibat konversi pinjaman yang diberikan menjadi saham. Pada saat pengakuan awal, saham yang diterima diakui dengan nilai wajar. Selanjutnya, saham tersebut dinilai dengan menggunakan metode ekuitas apabila BNI memiliki pengaruh signifikan terhadap *investees* dan diklasifikasikan sebagai aset keuangan apabila BNI tidak memiliki pengaruh signifikan terhadap *investees*.

p. Aset tetap, aset hak guna, liabilitas sewa dan aset tak berwujud

Aset tetap

Grup menerapkan kebijakan akuntansi model revaluasi untuk aset tetap berupa tanah dan bangunan. Untuk aset tetap selain tanah dan bangunan menggunakan model biaya.

Tanah dan bangunan disajikan sebesar nilai wajar, dikurangi akumulasi penyusutan untuk bangunan. Penilaian terhadap tanah dan bangunan dilakukan oleh penilai independen eksternal yang telah memiliki sertifikasi. Penilaian atas aset tersebut dilakukan secara berkala untuk memastikan bahwa nilai wajar aset yang direvaluasi tidak berbeda secara material dengan nilai tercatatnya. Nilai tercatat bruto disesuaikan dengan cara yang konsisten dengan nilai tercatat revaluasi aset. Sebagai contoh, nilai tercatat bruto dapat direvaluasi dengan mengacu pada data pasar yang dapat diobservasi atau dapat direvaluasi secara proporsional dengan perubahan nilai tercatat. Akumulasi penyusutan pada tanggal revaluasi disesuaikan dengan selisih antara nilai tercatat bruto dan nilai tercatat aset setelah memperhitungkan akumulasi kerugian penurunan nilai.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

o. Equity investments (continued)

Investments with an ownership interest below 20% and have no significant influence classified as financial asset which held for sale is measured at fair value through profit or loss.

Investments with an ownership interest below 20% and have no significant influence classified as financial asset which are not held for sale are measured at fair value through other comprehensive income.

Temporary investments in debtor companies arise from conversion of loans to shares/equity. At initial recognition, shares received were recognized at fair value. Subsequently, the shares were recognized using equity method if BNI has significant influence over the investees or classified as financial asset if BNI does not have significant influence over the investees.

p. Fixed assets, right-of-use assets, lease liabilities and intangible assets

Fixed assets

Group applies revaluation model as accounting policy for land and buildings. For fixed assets other than land and buildings, it applies cost model.

Land and buildings are shown at fair value, less subsequent depreciation for buildings. Valuation of land and buildings are performed by external independent valuers with certain qualification. Valuations are performed with sufficient regularity to ensure that the fair value of a revalued asset does not differ materially from its carrying amount. The gross carrying amount is adjusted in a manner that is consistent with the revaluation of the carrying amount of the asset. For example, the gross carrying amount may be revalued by reference to observable market data or it may be revalued proportionately to the change in the carrying amount. The accumulated depreciation at the date of the revaluation is adjusted to equal the difference between the gross carrying amount and the carrying amount of the assets after taking into account accumulated impairment losses.

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PENTING (lanjutan)**

p. Aset tetap, aset hak guna, liabilitas sewa dan aset tak berwujud (lanjutan)

Aset tetap (lanjutan)

Jika nilai wajar dari aset yang direvaluasi mengalami perubahan yang signifikan dan fluktuatif, maka perlu direvaluasi secara tahunan, sedangkan jika nilai wajar dari aset yang direvaluasi tidak mengalami perubahan yang signifikan dan fluktuatif, maka perlu dilakukan revaluasi paling kurang 3 tahun sekali.

Kenaikan nilai tercatat yang timbul dari revaluasi tanah dan bangunan dicatat sebagai “Cadangan Revaluasi Aset” dan disajikan sebagai “Penghasilan Komprehensif Lain”. Penurunan nilai tercatat yang timbul dari revaluasi dicatat sebagai beban pada tahun berjalan. Apabila aset tersebut memiliki saldo “Keuntungan Revaluasi Aset Tetap” yang disajikan sebagai “Penghasilan Komprehensif Lain”, maka selisih penurunan nilai tercatat tersebut dibebankan terhadap “Keuntungan Revaluasi Aset Tetap” dan sisanya diakui sebagai beban tahun berjalan.

Aset tetap selain tanah dan bangunan disajikan sebesar harga perolehan dikurangi dengan akumulasi penyusutan.

Biaya perolehan termasuk biaya penggantian bagian aset tetap saat biaya tersebut terjadi, jika memenuhi kriteria pengakuan.

Semua biaya pemeliharaan dan perbaikan yang tidak memenuhi kriteria untuk dikapitalisasi diakui dalam laporan laba rugi pada saat terjadinya. Pada setiap akhir tahun buku, nilai residu, umur manfaat, dan metode penyusutan ditelaah kembali dan jika sesuai dengan keadaan, disesuaikan secara prospektif.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

p. Fixed assets, right-of-use assets, lease liabilities and intangible assets (continued)

Fixed assets (continued)

If the fair value of the revalued asset change significantly, it is necessary to revaluate on an annual basis, whereas if the fair value of the revaluated asset does not change significantly, it is necessary to revaluate at a minimum every 3 years.

Increases in the carrying amount arising on revaluation of land and building is recorded in “Asset Revaluation Reserve” and presented as “Other Comprehensive Income”. Decreases in carrying amount as the result of revaluation is recorded as expense in the current year. If the asset has a balance on its “Gain on Revaluation of Fixed Assets”, loss from revaluation of fixed asset is charged to “Gain on Revaluation of Fixed Assets” which is presented as “Other Comprehensive Income” and the rest of the amount is charged to current year’s expenses.

Fixed assets besides land and buildings are stated at historical cost less accumulated depreciation.

Cost includes the replacement cost of a part of the fixed assets when the expenditure meets the criteria for recognition.

All maintenance and repair costs which do not fulfill the capitalization criteria, are recognized in profit or loss upon occurrence. At each financial year end, the assets’ residual values, useful lives and methods of depreciation are reviewed, and adjusted prospectively as appropriate.

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PENTING (lanjutan)**

**p. Aset tetap, aset hak guna, liabilitas sewa
dan aset tak berwujud (lanjutan)**

Aset tetap (lanjutan)

Semua aset tetap kecuali tanah, disusutkan berdasarkan metode garis lurus selama estimasi masa manfaat aset tersebut sebagai berikut:

	Tarif Penyusutan/ Depreciation Rate
Bangunan	6.67%
Perlengkapan kantor dan kendaraan bermotor	20.00%

Perlengkapan kantor terdiri dari perabotan dan perlengkapan, instalasi, Anjungan Tunai Mandiri (ATM), perangkat lunak dan perangkat keras komputer, peralatan komunikasi dan peralatan kantor lainnya.

Grup menganalisa fakta dan keadaan untuk masing-masing jenis hak atas tanah dalam menentukan akuntansi untuk masing-masing hak atas tanah tersebut sehingga dapat merepresentasikan dengan tepat suatu kejadian atau transaksi ekonomi yang mendasarinya. Jika hak atas tanah tersebut tidak mengalihkan pengendalian atas aset pendasar kepada Grup, melainkan mengalihkan hak untuk menggunakan aset pendasar, Grup menerapkan perlakuan akuntansi atas transaksi tersebut sebagai sewa berdasarkan PSAK 73 "Sewa", kecuali jika hak atas tanah secara substansi menyerupai pembelian tanah, maka Grup menerapkan PSAK 16 "Aset tetap".

Apabila nilai tercatat aset lebih besar dari nilai yang dapat diperoleh kembali, nilai tercatat aset diturunkan menjadi sebesar nilai yang dapat diperoleh kembali, yang ditentukan sebagai nilai tertinggi antara harga jual neto dan nilai yang dipakai.

Apabila aset tetap tidak digunakan lagi atau dijual, maka nilai perolehan dan akumulasi penyusutannya dihapuskan dari akun tersebut. Keuntungan atau kerugian yang terjadi diakui dalam laporan laba rugi.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

**p. Fixed assets, right-of-use assets, lease
liabilities and intangible assets (continued)**

Fixed assets (continued)

All fixed assets, except land, are depreciated using the straight-line method over their expected useful lives as follows:

Tahun/Years	
15	<i>Buildings</i>
5	<i>Office equipment and motor vehicles</i>

Office equipment consists of furniture and fixtures, installation, Automatic Teller Machines (ATM), computer software and hardware, communication and other office equipment.

The Group analyses the facts and circumstances for each type of landrights in determining the accounting for each of these land rights so that it can accurately represent an underlying economic event or transaction. If the landrights do not transfer control of the underlying assets to the Group, but gives the rights to use the underlying assets, the Group applies the accounting treatment of these transactions as leases under SFAS 73 "Leases", except if landrights substantially similar to land purchases, the Group applies SFAS 16 "Property, plant and equipment".

When the carrying amount of an asset is greater than its estimated recoverable amount, it is written down to its recoverable amount, which is determined as the higher of the net selling price or value in use.

When fixed assets are retired or disposed of, their costs and the related accumulated depreciation are derecognized from the accounts. Any resulting gain or loss is recognized in profit or loss.

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(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING (lanjutan)**

**p. Aset tetap, aset hak guna, liabilitas sewa
dan aset tak berwujud (lanjutan)**

Aset tetap (lanjutan)

Akumulasi biaya konstruksi aset tetap dikapitalisasi dan dicatat sebagai "Aset dalam Penyelesaian". Biaya tersebut direklasifikasi ke akun aset tetap yang terkait pada saat proses konstruksi atau pemasangan telah selesai.

Aset hak guna dan liabilitas sewa

Pada tanggal permulaan kontrak, Grup menilai apakah kontrak merupakan atau mengandung sewa. Suatu kontrak merupakan atau mengandung sewa jika kontrak tersebut memberikan hak untuk mengendalikan penggunaan aset identifikasian selama suatu jangka waktu untuk dipertukarkan dengan imbalan. Grup dapat memilih untuk tidak mengakui aset hak guna dan liabilitas sewa untuk:

- Sewa dengan jangka waktu kurang atau sama dengan 12 bulan dan tidak terdapat opsi beli;
- Sewa atas aset dengan nilai rendah.

Untuk menilai apakah kontrak memberikan hak untuk mengendalikan penggunaan aset identifikasian, Grup harus menilai apakah:

- Grup memiliki hak untuk mendapatkan secara substansial seluruh manfaat ekonomi dari penggunaan aset identifikasian; dan
- Grup memiliki hak untuk mengarahkan penggunaan aset identifikasian. Grup memiliki hak ini ketika Grup memiliki hak untuk pengambilan keputusan yang relevan tentang bagaimana dan untuk tujuan apa aset digunakan telah ditentukan sebelumnya:
 1. Grup memiliki hak untuk mengoperasikan aset; dan
 2. Grup telah mendesain aset dengan cara menetapkan sebelumnya bagaimana dan untuk tujuan apa aset akan digunakan selama periode penggunaan.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

**p. Fixed assets, right-of-use assets, lease
liabilities and intangible assets (continued)**

Fixed assets (continued)

The accumulated costs of construction of fixed assets are capitalized and recognized as "Construction in progress". These costs are reclassified to the related fixed asset account when the construction or installation is completed.

Right-of-use assets and lease liabilities

At the inception of a contract, the Group assesses whether the contract is or contains a lease. A contract is or contains a lease if the contract conveys the right to control the use of an identified assets for a period of time in exchange for consideration. The Group can choose not to recognise the right-of-use asset and lease liabilities for:

- Leases with a term of less or equal to 12 months and there is no call option;
- Leases of low value assets.

To assess whether a contract conveys the right to control the use of an identified asset, the Group shall assess whether:

- The Group has the right to obtain substantially all the economic benefit from use of the asset throughout the period of use; and
- The Group has the right to direct the use of the asset. The Group has described when it has a decision-making right that are the most relevant to changing how and for what purpose the asset is used are predetermined:
 1. The Group has the right to operate the asset; and
 2. The Group has designed the asset in a way that predetermine how and for what purposes it will be used.

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- p. **Aset tetap, aset hak guna, liabilitas sewa dan aset tak berwujud (lanjutan)**

Aset hak guna dan liabilitas sewa (lanjutan)

Pada tanggal permulaan sewa, Grup mengakui aset hak-guna dan liabilitas sewa. Aset hak guna diukur pada biaya perolehan, dimana meliputi jumlah pengukuran awal liabilitas sewa yang disesuaikan dengan pembayaran sewa yang dilakukan pada atau sebelum tanggal permulaan, ditambah dengan biaya langsung awal yang dikeluarkan. Aset hak guna diamortisasi dengan menggunakan metode garis lurus sepanjang jangka waktu sewa.

Liabilitas sewa diukur pada nilai kini pembayaran sewa yang belum dibayar pada tanggal permulaan, didiskontokan dengan menggunakan suku bunga implisit dalam sewa atau jika suku bunga tersebut tidak dapat ditentukan, maka menggunakan suku bunga pinjaman inkremental. Pada umumnya, Grup menggunakan suku bunga pinjaman inkremental sebagai tingkat bunga diskonto.

Pembayaran sewa dialokasikan menjadi bagian pokok dan biaya keuangan. Biaya keuangan dibebankan pada laba rugi selama periode sewa sehingga menghasilkan tingkat suku bunga periodik yang konstan atas saldo liabilitas untuk setiap periode.

Jika sewa mengalihkan kepemilikan aset pendasar kepada Grup pada akhir masa sewa atau jika biaya perolehan aset hak guna merefleksikan Grup akan mengeksekusi opsi beli, maka Grup menyusutkan aset hak guna dari tanggal permulaan hingga tanggal yang lebih awal antara akhir umur manfaat aset hak-guna atau akhir masa sewa.

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- p. **Fixed assets, right-of-use assets, lease liabilities and intangible assets (continued)**

Right-of-use assets and lease liabilities (continued)

The Group recognises a right-of-use asset and a leases liability at the leases commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the leases liability adjusted for any leases payment made at or before the commencement date, plus any initial direct cost incurred. The right-of-use asset is amortized over the straight-line method throughout the lease term.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that right cannot be readily determined, using incremental borrowing rate. Generally, the Group uses its incremental borrowing rate as a discount rate.

Each leases payment is allocated between the liability and finance cost. The finance cost is charged to profit or loss over the leases period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

If the leases transfers ownership of the underlying asset to the Group by the end of the leases term or if the cost of the right-of-use asset reflects that the Group will exercise a purchase option, the Group depreciates the right-of-use asset from the commencement date to the end of the useful life of the underlying asset. Otherwise, the Group depreciates the right-of-use asset from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the leases term.

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- p. **Aset tetap, aset hak guna, liabilitas sewa dan aset tak berwujud (lanjutan)**

Modifikasi sewa

Grup mencatat modifikasi sewa sebagai sewa terpisah jika:

- Modifikasi meningkatkan ruang lingkup sewa dengan menambahkan hak untuk menggunakan satu aset pendasar atau lebih;
- Imbalan sewa meningkat sebesar jumlah yang setara dengan harga tersendiri untuk peningkatan dalam ruang lingkup dan penyesuaian yang tepat pada harga tersendiri tersebut untuk merefleksikan kondisi kontrak tertentu.

Aset tak berwujud

Aset tak berwujud diakui jika, dan hanya jika, biaya perolehan aset tersebut dapat diukur secara andal dan kemungkinan besar Bank dan Entitas Anak akan memperoleh manfaat ekonomis masa depan dari aset tersebut. Aset tak berwujud terdiri dari *goodwill*, hubungan pelanggan dan merek dagang yang diperoleh pada saat akuisisi.

Lihat Catatan 2d untuk kebijakan akuntansi terkait *goodwill*.

q. Agunan yang diambil alih

Agunan yang diambil alih disajikan dalam akun "Aset Lain-lain".

Agunan yang diambil alih (AYDA) adalah aset yang diperoleh BNI dan Entitas Anak, baik melalui pelelangan maupun diluar pelelangan berdasarkan penyerahan secara sukarela oleh pemilik agunan atau berdasarkan kuasa untuk menjual diluar lelang dari pemilik agunan dalam hal debitur tidak memenuhi liabilitasnya kepada BNI dan Entitas Anak. AYDA merupakan jaminan kredit yang diberikan yang telah diambil alih sebagai bagian dari penyelesaian kredit yang diberikan dan disajikan pada "Aset Lain-lain".

Agunan yang diambil alih diakui sebesar nilai neto yang dapat direalisasi atau sebesar nilai *outstanding* kredit yang diberikan, mana yang lebih rendah. Nilai neto yang dapat direalisasi adalah nilai wajar agunan yang diambil alih dikurangi dengan estimasi biaya untuk menjual agunan tersebut. Selisih lebih saldo kredit di atas nilai neto yang dapat direalisasi dari agunan yang diambil alih dibebankan ke dalam akun cadangan kerugian penurunan nilai aset. Selisih antara nilai agunan yang diambil alih dengan hasil penjualan diakui sebagai keuntungan atau kerugian pada saat penjualan.

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- p. **Fixed assets, right-of-use assets, lease liabilities and intangible assets (continued)**

Lease modification

The Group account for a lease modification as a separate lease if both:

- *The modification increases the scope of the lease by adding the right to use one or more underlying assets;*
- *The consideration for the lease increases by an amount commensurate with the stand-alone price for the increase in scope and any appropriate adjustments to that stand-alone price to reflect the circumstances of the particular contract.*

Intangible Assets

Intangible assets are recognized if, and only if the cost of the asset can be measured reliably and it is probable that the Bank and Subsidiaries will obtain future economic benefits from the asset. Intangible assets consist of goodwill, customer relationships and trademarks acquired by the Bank and Subsidiaries when acquisition.

Refer to Note 2d for the accounting policies of goodwill.

q. Foreclosed collaterals

Foreclosed collaterals are included in the "Other Assets" account.

Foreclosed collaterals represent assets acquired by BNI and Subsidiaries, both from auction and non auction based on voluntary transfer by the debtor or based on debtor's approval to sell the collateral where the debtor could not fulfill their obligations to BNI and Subsidiaries. Foreclosed collaterals represent loan collateral that were taken over as part of loans settlement and presented in "Other Assets".

Foreclosed collaterals are stated at net realizable value or stated at loan outstanding amount, whichever is lower. Net realizable value is the fair value of the foreclosed collaterals less the estimated costs to sell the assets. The excess of loan receivable over the net realizable value of the foreclosed collateral is charged to allowance for impairment losses. The difference between the recorded amount of the foreclosed collateral and the proceeds from the sale of such collateral is recorded as a gain or loss at the time of sale.

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q. Agunan yang diambil alih (lanjutan)

Beban-beban yang berkaitan dengan pemeliharaan agunan yang diambil alih dibebankan dalam laporan laba rugi pada saat terjadinya.

Bila terjadi penurunan nilai yang bersifat permanen, maka nilai tercatatnya dikurangi untuk mengakui penurunan tersebut dan kerugiannya dibebankan dalam laporan laba rugi.

r. Liabilitas segera

Liabilitas segera dicatat pada saat liabilitas kepada masyarakat maupun kepada bank lain timbul.

Akun ini diklasifikasikan sebagai liabilitas keuangan lain dan dihitung berdasarkan biaya perolehan diamortisasi.

Lihat Catatan 2c untuk kebijakan akuntansi atas aset dan liabilitas keuangan.

s. Simpanan nasabah

Tabungan merupakan simpanan nasabah di BNI dan Entitas Anak yang bergerak di bidang perbankan yang penarikannya hanya dapat dilakukan melalui *counter* dan Anjungan Tunai Mandiri (ATM) atau dengan cara pemindahbukuan melalui *SMS Banking, Phone Banking, Mobile Banking* dan *Internet Banking* jika memenuhi persyaratan yang disepakati, tetapi penarikan tidak dapat dilaksanakan dengan menggunakan cek atau instrumen setara lainnya.

Deposito berjangka merupakan simpanan nasabah di BNI dan Entitas Anak yang bergerak di bidang perbankan yang penarikannya hanya dapat dilakukan pada waktu tertentu sesuai dengan perjanjian antara nasabah dengan BNI dan Entitas Anak yang bergerak di bidang perbankan.

Simpanan nasabah diklasifikasikan sebagai liabilitas keuangan lain yang diukur dengan biaya perolehan diamortisasi menggunakan metode suku bunga efektif. Biaya tambahan yang dapat diatribusikan secara langsung dengan perolehan simpanan nasabah dikurangkan dari jumlah simpanan yang diterima.

Lihat Catatan 2c untuk kebijakan akuntansi atas aset dan liabilitas keuangan.

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q. Foreclosed collaterals (continued)

Maintenance and repair costs related to foreclosed collaterals are charged as an expense in profit or loss when incurred.

If there is permanent decline in value, the carrying amount of foreclosed collaterals is written down to recognize such permanent decline in value and any losses from such write-down is recognized in profit or loss.

r. Obligations due immediately

Obligations due immediately are recorded at the time obligations to public customers or other banks arise.

This account is classified as other financial liabilities and is measured at amortized cost.

Refer to Note 2c for the accounting policies of financial assets and liabilities.

s. Deposits from customers

Savings account represent deposits of customers in BNI and a Subsidiary engaged in banking that may only be withdrawn over the counter and via ATMs or funds transfers by SMS Banking, Phone Banking, Mobile Banking and Internet Banking when certain agreed conditions are met, but which may not be withdrawn by cheque or other equivalent instruments.

Time deposits represent customer's deposits in BNI and a Subsidiary engaged in banking that may be withdrawn at a certain time based on the agreement between the depositor and BNI and a Subsidiary engaged in banking.

Deposits from customers are classified as other financial liabilities which are measured at amortized cost using effective interest rate method. Incremental costs directly attributable to the acquisition of deposits from customers are deducted from the amount of deposits.

Refer to Note 2c for the accounting policies of financial assets and liabilities.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
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t. Simpanan dari bank lain

Simpanan dari bank lain terdiri dari liabilitas terhadap bank lain baik lokal maupun luar negeri, dalam bentuk giro, *inter-bank call money* dengan periode jatuh tempo menurut perjanjian kurang dari atau 90 hari, deposito berjangka dan sertifikat deposito.

Simpanan dari bank lain diklasifikasikan sebagai liabilitas keuangan lain yang diukur dengan biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif. Biaya tambahan yang dapat diatribusikan secara langsung dengan perolehan simpanan dari bank lain dikurangkan dari jumlah simpanan yang diterima.

Lihat Catatan 2c untuk kebijakan akuntansi atas aset dan liabilitas keuangan.

u. Efek-efek yang diterbitkan

Efek-efek yang diterbitkan terdiri dari obligasi yang diterbitkan oleh Grup.

Efek-efek yang diterbitkan diklasifikasikan sebagai liabilitas keuangan lain yang diukur dengan biaya perolehan diamortisasi. Biaya tambahan yang dapat diatribusikan secara langsung dengan penerbitan efek dikurangkan dari jumlah efek-efek yang diterbitkan.

Obligasi yang diterbitkan dicatat sebesar nilai nominal dikurangi saldo diskonto yang belum diamortisasi. Biaya-biaya yang terjadi sehubungan dengan penerbitan obligasi dicatat sebagai pengurang hasil emisi dan diamortisasi selama jangka waktu obligasi dengan menggunakan metode suku bunga efektif.

Lihat Catatan 2c untuk kebijakan akuntansi atas aset dan liabilitas keuangan.

v. Pinjaman yang diterima

Pinjaman diterima merupakan dana yang diterima dari bank lain, Bank Indonesia atau pihak lain dengan liabilitas pembayaran kembali sesuai dengan persyaratan perjanjian pinjaman.

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t. Deposits from other banks

Deposits from other banks represent liabilities to local and overseas banks, in the form of current accounts, inter-bank call money with original maturities of 90 days or less, time deposits and certificates of deposits.

Deposits from other banks are classified as other financial liabilities which are measured at amortized cost using effective interest rate method. Incremental costs directly attributable to the acquisition of deposits from other banks are deducted from the amount of deposits.

Refer to Note 2c for the accounting policies of financial assets and liabilities.

u. Securities issued

Securities issued consist of bonds issued by the Group.

Securities issued are classified as other financial liabilities which are measured at amortized cost. Incremental costs directly attributable to the issuance of marketable securities are deducted from the amount of securities issued.

Bonds issued are presented at nominal value net of unamortized discount. Costs incurred related to the bond issuance are presented as deduction from the proceeds of bonds issued and amortized over the term of the bonds using the effective interest rate method.

Refer to Note 2c for the accounting policies of financial assets and liabilities.

v. Borrowings

Borrowings are funds received from other bank, Bank Indonesia or other parties with payment obligation based on borrowings agreement.

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v. Pinjaman yang diterima (lanjutan)

Pinjaman diterima diakui sebesar nilai wajar pada awalnya dan selanjutnya diukur sebesar biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif. Biaya perolehan diamortisasi dihitung dengan memperhitungkan adanya diskonto atau premi terkait dengan pengakuan awal pinjaman diterima dan biaya transaksi merupakan bagian tidak terpisahkan dari metode suku bunga efektif.

Lihat Catatan 2c untuk kebijakan akuntansi atas aset dan liabilitas keuangan.

w. Pendapatan bunga dan pendapatan syariah, beban bunga dan beban syariah

Pendapatan dan beban bunga untuk semua instrumen keuangan yang dikenakan suku bunga diakui pada laporan laba rugi dengan menggunakan metode suku bunga efektif.

Suku bunga efektif adalah suku bunga yang secara tepat mendiskontokan estimasi pembayaran atau penerimaan kas di masa datang selama perkiraan umur dari aset keuangan atau liabilitas keuangan (atau, jika lebih tepat, digunakan periode yang lebih singkat) untuk memperoleh nilai tercatat bersih dari instrumen keuangan atau liabilitas keuangan. Pada saat menghitung suku bunga efektif, Grup mengestimasi arus kas di masa datang dengan mempertimbangkan seluruh persyaratan kontraktual dalam instrumen keuangan tersebut, tetapi tidak mempertimbangkan kerugian kredit di masa mendatang. Perhitungan ini mencakup seluruh komisi, provisi, dan bentuk lain diterima oleh para pihak dalam kontrak yang merupakan bagian tidak terpisahkan dari suku bunga efektif, biaya transaksi, dan seluruh premi atau diskon lainnya.

Kredit yang pembayaran angsuran pokok atau bunganya telah lewat 90 hari atau lebih setelah jatuh tempo, atau kredit yang pembayarannya secara tepat waktu diragukan, secara umum diklasifikasikan sebagai kredit yang mengalami penurunan nilai (*impairment*).

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v. Borrowings (continued)

Borrowings are initially recognized at fair value and subsequently measured at amortized cost using the effective interest rate method. Amortized cost is calculated by taking into account any discount or premium related to the initial recognition of borrowings and transaction costs are an integral part of the effective interest rate method.

Refer to Note 2c for the accounting policies of financial assets and liabilities.

w. Interest income and sharia income, interest expense and sharia expense

Interest income and expense for all interest-bearing financial instruments are recognized in profit or loss using the effective interest rate method.

The effective interest rate is the rate that exactly discounts the estimated future cash payments or receipts through the expected life of the financial assets and financial liabilities (or, where appropriate, a shorter period) to the carrying amount of the financial asset or financial liability. When calculating the effective interest rate, the Group estimates future cash flows considering all contractual terms of the financial instrument but not future credit losses. This calculation includes all commissions, fees, and other forms received by the parties in the contract are an integral part of the effective interest rate, transaction costs, and all other premiums or discounts.

Loans for which the principal or interest has been past due for 90 days or more, or where reasonable doubt exists as to its timely collection, are generally classified as impaired loans.

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x. Pendapatan provisi dan komisi

Pendapatan provisi dan komisi yang berkaitan langsung dengan kegiatan pinjaman, atau pendapatan provisi dan komisi yang berhubungan dengan jangka waktu tertentu, diamortisasi sesuai dengan jangka waktu kontrak menggunakan metode suku bunga efektif dan diklasifikasikan sebagai bagian dari pendapatan bunga pada laporan laba rugi.

Pendapatan provisi dan komisi yang tidak berkaitan dengan kegiatan pemberian kredit atau suatu jangka waktu diakui sebagai pendapatan pada saat terjadinya transaksi sebagai pendapatan operasional lainnya.

y. Kontrak asuransi

Kontrak asuransi adalah kontrak yang diterbitkan oleh perusahaan asuransi dimana pada saat penerbitan polis perusahaan asuransi menerima risiko asuransi yang signifikan dari pemegang polis.

Risiko asuransi yang signifikan adalah kemungkinan untuk membayar manfaat secara signifikan kepada pemegang polis apabila suatu kejadian yang diasuransikan terjadi dibandingkan dengan manfaat minimum yang akan dibayarkan apabila risiko yang diasuransikan tidak terjadi. Skenario-skenario yang diperhatikan adalah skenario yang mengandung unsur komersial.

Grup mendefinisikan risiko asuransi yang signifikan sebagai kemungkinan membayar manfaat pada saat terjadinya suatu kejadian yang diasuransikan, yang setidaknya 10% lebih besar dari manfaat yang dibayarkan jika kejadian yang diasuransikan tidak terjadi. Jika suatu kontrak asuransi tidak mengandung risiko asuransi yang signifikan, maka kontrak tersebut diklasifikasikan sebagai kontrak investasi. Ketika sebuah kontrak telah diklasifikasi sebagai kontrak asuransi, reklasifikasi terhadap kontrak tersebut tidak dapat dilakukan kecuali ketentuan perjanjian kemudian diamandemen.

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x. Fees and commission income

Fees and commissions directly related to lending activities, or fee and commission income which relates to a specific period, is amortized over the term of contract using the effective interest rate method and classified as part of interest income in profit or loss.

Fees and commissions income which are not related to lending activities or a specific period are recognized as revenues on the transaction date as other operating income.

y. Insurance contract

Insurance contract is contract issued by insurance company which accepts significant insurance risk from policyholder upon the issuance of the policy.

Significant insurance risk is the possibility of paying significantly more benefit to the policyholder upon the occurrence of insured event compared to the minimum benefit payable in a scenario where the insured event does not occur. Scenarios considered are those with commercial substance.

Group defines significant insurance risk as the possibility of having to pay benefits on the occurrence of an insured event of at least 10% more than the benefits payable if the insured event did not occur. If the insurance contract does not contain significant insurance risk, the contract will be deemed as an investment contract. Once a contract has been classified as an insurance contract, no reclassification can be performed unless the terms of the agreement are later amended.

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2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING (lanjutan)

y. Kontrak asuransi (lanjutan)

Grup menerbitkan kontrak asuransi untuk produk asuransi tradisional dan produk asuransi yang dikaitkan dengan investasi. Kedua jenis produk ini mempunyai risiko asuransi yang signifikan.

Produk-produk dari Grup dibagi berdasarkan kategori utama sebagai berikut:

Tipe polis/ Policy type	Deskripsi manfaat/ Description of benefits
1) Asuransi jiwa tradisional <i>non-participating/ Traditional non-participating life insurance</i>	Produk <i>non-participating</i> memberikan perlindungan untuk menutupi risiko kematian, kecelakaan, penyakit kritis, dan kesehatan dari pemegang polis. Jumlah uang pertanggungan akan dibayarkan pada saat terjadinya risiko yang ditanggung./ <i>Non participating products provide protection to cover the risk of death, accident, critical illness, and health of the insured. The basic sum assured will be paid upon the occurrence of the risks covered.</i>
2) Produk asuransi <i>unit link/ Unit-linked insurance products</i>	<p><i>Unit link</i> adalah produk asuransi dengan pembayaran premi tunggal maupun regular yang dikaitkan dengan investasi yang memberikan kombinasi manfaat proteksi dan manfaat investasi./<i>Unit-linked is the insurance product with single and regular premium payment which linked to investment products, which provide a combined benefit of the protection and investment.</i></p> <p>Manfaat dari perlindungan asuransi adalah untuk menanggung risiko kematian yang memberikan manfaat sebesar nilai uang pertanggungan dan ditambah manfaat investasi berupa akumulasi nilai dana investasi yang akan dibayarkan pada saat terjadinya risiko yang ditanggung./<i>The benefit of protection is to cover the risks of death which provide basic sum assured plus the cumulative balance of the fund value, these benefit will be paid upon the occurrence of the risks covered.</i></p> <p>Nilai dana investasi akan dihitung berdasarkan tingkat pengembalian investasi yang didapat dari <i>fund</i> tergantung dari tipe <i>fund</i> yang dipilih oleh pemegang polis berdasarkan profil risiko investasi./<i>The investment fund value will be measured based on the yield of return from the underlying fund depend on the fund type which is chosen by the policyholders, depending on investment risk profile.</i></p>

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2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)

y. Insurance contract (continued)

Group issues insurance contracts for traditional insurance product and investment linked insurance product. Both of these products have significant insurance risk.

Group's products may be divided into the following main categories:

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2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
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y. Kontrak asuransi (lanjutan)

Grup memisahkan komponen deposit dari kontrak *unit link* seperti yang disyaratkan oleh PSAK 62 hanya jika kondisi-kondisi di bawah ini terpenuhi:

- Grup dapat mengukur komponen “*deposit*” secara terpisah (termasuk opsi penyerahan melekat, yaitu tanpa memperhitungkan komponen “asuransi”); dan
- Kebijakan akuntansi Grup tidak mensyaratkan untuk mengakui semua hak dan kewajiban yang timbul dari komponen “*deposit*”.

Karena hanya kondisi pertama di atas terpenuhi, maka Grup tidak memisahkan komponen deposit dari kontrak *unit link*.

Penujian kecukupan liabilitas

PSAK 62, “Kontrak Asuransi” mengharuskan setiap akhir periode pelaporan, Grup menilai apakah liabilitas manfaat polis masa depan, premi yang belum merupakan pendapatan dan estimasi klaim yang diakui dalam laporan posisi keuangan konsolidasian telah mencukupi, dengan membandingkan total tercatat tersebut dengan estimasi arus kas masa depan sesuai dengan kontrak asuransi.

Jika perbandingan tersebut menunjukkan bahwa nilai tercatat atas liabilitas kontrak asuransi (dikurangi dengan biaya akuisisi tangguhan dan aset tak berwujud terkait) lebih rendah dibandingkan dengan estimasi nilai kini atas arus kas masa depan, maka kekurangan tersebut diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

Tes kecukupan liabilitas dihitung berdasarkan diskonto dari arus kas untuk semua arus kas yang terkait yaitu arus kas keluar dan arus kas masuk seperti yang disebutkan di atas dengan menggunakan asumsi-asumsi aktuarial berdasarkan estimasi terbaik terkini yang ditetapkan oleh aktuaris Perusahaan, termasuk asumsi diskonto, mortalitas/morbiditas, *lapse*, biaya, dan inflasi tanpa margin atas risiko pemburukan (dan tanpa *flooring* atas cadangan untuk bisnis Konvensional).

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2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)

y. Insurance contract (continued)

Group unbundles the deposit component of unit-linked contract as required by SFAS 62 only when both of the following conditions are met:

- Group can measure separately the “*deposit*” component (including any embedded surrender option, i.e. without taking into account the “insurance” component); and
- Group's accounting policies do not otherwise require to recognize all obligations and rights arising from the “*deposit*” component.

Since only the first condition above is met, Group does not unbundle the deposit component of unit-linked contract.

Liability adequacy tests

SFAS 62, “Insurance Contracts” requires that at each end of reporting period, Group evaluates whether the liabilities for future policy benefits, unearned premium and estimated claims as recognised in the consolidated statement of financial position have been adequately recognised by comparing the carrying amount with the estimated future cash flows in accordance with the insurance contracts.

If the valuation indicates that the carrying value of insurance contract liabilities (net of deferred acquisition costs and relevant intangible assets) is lower compared to the estimated present value of future cash flows, then such deficiency is recognised in the consolidated statement of profit or loss and other comprehensive income.

The liability adequacy test is calculated based on discounted cash flows basis for all related cash flows i.e. both of cash outflows and cash inflows as mentioned above using a set of most recent best estimate actuarial assumptions which is set by the Company's appointed actuary, including discount rate assumptions, mortality/morbidity assumptions, *lapse* assumptions, expense assumptions and inflation assumptions without margin for adverse deviation assumption (and without reserve *flooring* for Conventional business).

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PENTING (lanjutan)**

y. Kontrak asuransi (lanjutan)

Pengujian kecukupan liabilitas (lanjutan)

Grup menerapkan metode *Gross Premium Reserve* dalam perhitungan liabilitas kepada pemegang polis dengan menggunakan asumsi aktuarial berdasarkan asumsi estimasi terbaik dan margin atas risiko pemburukan, kecuali untuk asumsi biaya (untuk bisnis Konvensional) dan asumsi tingkat diskonto, sehingga tes kecukupan liabilitas perlu dilakukan. Berdasarkan hasil uji, estimasi liabilitas lebih tinggi dari estimasi arus kas yang memenuhi persyaratan minimum yang menunjukkan bahwa estimasi liabilitas tersebut cukup.

Pengakuan pendapatan premi

Premi kontrak jangka pendek diakui sebagai pendapatan dalam periode kontrak sesuai dengan proporsi total proteksi asuransi yang diberikan. Premi kontrak jangka panjang diakui sebagai pendapatan pada saat polis jatuh tempo.

Pendapatan premi yang diterima sebelum jatuh tempo polis dicatat sebagai titipan premi di laporan posisi keuangan.

Premi reasuransi bruto diakui sebagai beban pada saat dibayarkan atau pada tanggal di mana polis tersebut efektif.

Grup menghitung cadangan atas premi yang belum merupakan pendapatan dengan menggunakan metode amortisasi harian.

Cadangan atas premi yang belum merupakan pendapatan hanya diterapkan terhadap premi yang mempunyai risiko (asuransi jangka warsa, kecelakaan diri, dan kesehatan) yang periode asuransinya tidak lebih dari satu tahun.

Penurunan/(kenaikan) cadangan atas premi yang belum merupakan pendapatan diakui dalam laporan laba rugi periode berjalan.

Ujrah/fee yang diterima oleh Perusahaan diakui sebagai pendapatan dalam laporan laba rugi dan penghasilan komprehensif lain. Ujrah diamortisasi menggunakan metode garis lurus.

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POLICIES (continued)**

y. Insurance contract (continued)

Liability adequacy tests (continued)

Group applies the *Gross Premium Reserve* method to calculate the liability for future policy benefit based on actuarial assumptions which are based on best estimate assumptions and margin for adverse deviation, except for expense assumptions (for Conventional business) and discount rate assumptions, therefore, the liability adequacy test is required. Based on the assessment, the estimated liability is higher than the measure of cash flows that meet the minimum requirement which shows that the estimated liability is adequate.

Premium income recognition

Premiums received from short-term insurance contracts are recognised as income within the contract period based on the insurance coverage provided. Premium income from long duration contracts is recognised as revenue when the policy is due.

Premium income received before the due date of the respective policies are reported as policyholders' deposits in the statement of financial position.

Gross reinsurance premiums are recognised as an expense when payable or on the date in which the policy becomes effective.

The Group calculates unearned premium reserves using daily amortization method.

Unearned premium reserves only apply to premiums that are short-term with less than one year insurance period which have risk component only (term life, personal accident, and health insurance).

Decrease/(increase) in unearned premium reserves is recognised in the current year's profit or loss.

Ujrah/fee received by the Company is recognised as income in the statement of profit or loss and other comprehensive income. Ujrah is amortized using straight-line method.

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y. Kontrak asuransi (lanjutan)

Reasuransi

Grup mereasuransikan sebagian porsi risikonya kepada perusahaan reasuradur. Total premi yang dibayar atau porsi premi atas transaksi reasuransi prospektif diakui sesuai dengan proporsi total proteksi reasuransi yang diterima berdasarkan kontrak reasuransi.

Aset reasuransi termasuk saldo yang diharapkan dibayarkan oleh perusahaan reasuransi untuk *ceded* liabilitas manfaat polis masa depan, *ceded* estimasi liabilitas klaim dan *ceded* premi yang belum merupakan pendapatan. Total manfaat yang ditanggung oleh reasuradur diperkirakan secara konsisten sesuai dengan liabilitas yang terkait dengan polis reasuransi.

Jika aset reasuransi mengalami penurunan nilai, Grup mengurangi nilai tercatat dan mengakui kerugian penurunan nilai tersebut dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian. Aset reasuransi mengalami penurunan nilai jika ada bukti obyektif, sebagai akibat dari suatu peristiwa yang terjadi setelah pengakuan awal aset reasuransi, bahwa Grup tidak dapat menerima seluruh total karena di bawah syarat-syarat kontrak, dan dampak pada total yang akan diterima dari reasuradur dapat diukur secara andal.

Klaim dan manfaat polis

Klaim dan manfaat polis terdiri dari klaim yang telah diselesaikan, klaim dalam proses penyelesaian dan estimasi atas klaim yang telah terjadi namun belum dilaporkan (IBNR). Klaim dan manfaat polis diakui sebagai beban pada saat terjadinya liabilitas untuk memberikan proteksi. Klaim reasuransi yang diperoleh dari Grup diakui dan dicatat sebagai pengurang klaim dan manfaat polis pada periode yang sama dengan periode pengakuan klaim dan manfaat polis.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

y. Insurance contract (continued)

Reinsurance

Group reinsures a portion of its risk with reinsurance companies. The amount of premium paid or portion of premium from prospective reinsurance transactions is recognized over the reinsurance contract in proportion with the protection received.

Reinsurance assets include balances expected to be recovered from reinsurance companies for *ceded* liability for future policy benefits, *ceded* estimated claim liabilities and *ceded* unearned premiums. Amounts recoverable from reinsurers are estimated in a manner consistent with the liability associated with the reinsured policy.

If a reinsurance asset is impaired, Group reduces the carrying amount and recognises the impairment loss in the consolidated statement of profit or loss and other comprehensive income. A reinsurance asset is impaired if there is objective evidence, as a result of an event that occurred after initial recognition of the reinsurance asset, that Group may not receive all amounts due to it under the terms of the contract, and the impact of the amounts that will receive from the reinsurer can be reliably measured.

Claims and policy benefits

Claims and policy benefits consist of settled claims, claims that are still in process of completion and estimate of claims incurred but not yet reported (IBNR). Claims and policy benefits are recognized as expenses when the liabilities to cover claims are incurred. Reinsurance claims recoveries from reinsurance Group are recognized and recorded as deduction from claims and policy benefits consistent in the same period with the claims and policies benefits recognition.

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y. Kontrak asuransi (lanjutan)

Klaim dan manfaat polis (lanjutan)

Total klaim dalam penyelesaian, termasuk klaim yang telah terjadi namun belum dilaporkan, dinyatakan berdasarkan estimasi menggunakan teknik perhitungan teknis oleh aktuaris yang dilaporkan sebagai bagian dari "Estimasi liabilitas klaim" yang diakui pada laporan keuangan konsolidasian di liabilitas klaim, sebagai hasil dari evaluasi lebih lanjut dan perbedaan antara estimasi klaim dengan klaim yang dibayarkan, diakui sebagai biaya tambahan atau pengurang biaya pada periode terjadinya perubahan.

Utang klaim

Utang klaim merupakan liabilitas yang timbul dari klaim yang diajukan oleh pemegang polis dan disetujui oleh Grup tetapi belum dibayar hingga tanggal laporan posisi keuangan. Utang klaim diakui pada saat total yang harus dibayar disetujui. Liabilitas tersebut dihentikan pengakuannya pada saat kontrak berakhir, dilepaskan atau dibatalkan.

Liabilitas manfaat polis masa depan

Liabilitas manfaat polis masa depan merupakan nilai sekarang estimasi manfaat polis masa depan yang akan dibayarkan kepada pemegang polis atau ahli warisnya dikurangi dengan nilai sekarang dari estimasi premi masa depan yang akan diterima dari pemegang polis dan diakui secara konsisten pada saat pengakuan pendapatan premi. Liabilitas manfaat polis masa depan ditentukan dan dihitung dengan menggunakan rumus tertentu oleh aktuaris Grup.

Grup menghitung liabilitas manfaat polis masa depan dengan menggunakan metode *Gross Premium Valuation* yang mencerminkan nilai sekarang estimasi pembayaran seluruh manfaat yang diperjanjikan termasuk seluruh opsi yang disediakan, nilai sekarang estimasi seluruh biaya yang dikeluarkan dan juga mempertimbangkan penerimaan premi di masa depan.

Perubahan liabilitas manfaat polis masa depan diakui dalam laba rugi tahun berjalan.

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POLICIES (continued)**

y. Insurance contract (continued)

Claims and policy benefits (continued)

Total claims in process, including claims incurred but not yet reported, are stated at estimated amounts determined based on the actuarial technical insurance calculations which is reported as part of "Estimated claim liabilities" which recognised in the consolidated statement of financial position in other liabilities. Changes in estimated claim liabilities as a result of further evaluation and the difference between estimated claims and paid claims are recognized as addition to or deduction from expenses in the period the changes occurred.

Claims payable

Claims payable represents liability arising from the submitted claim by policyholders and approved by the Group but not yet paid as of statement of financial position date. Claims payable is recognised at the time the amount to be paid is approved. The liability is derecognised when the contract expires, discharged or cancelled.

Liability for future policy benefits

The liabilities for future policy benefits represent the present value of estimated future policy benefits to be paid to policyholders or their heirs less present value of estimated future premiums to be received from the policyholders and recognized consistently with the recognition of premium income. The liabilities for future policy benefits are determined and computed based on certain formula by Group's actuary.

Group calculates the liabilities for future policy benefits using *Gross Premium Valuation* method that reflect the present value of estimated payments throughout the guaranteed benefits including all the embedded options available, the estimated present value of all handling costs incurred and also considering the future premium receipt.

Changes in the liabilities for future policy benefits are recognized in the current year's profit or loss.

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y. Kontrak asuransi (lanjutan)

Liabilitas manfaat polis masa depan (lanjutan)

Untuk produk *unit link*, liabilitas kepada pemegang polis *unit link* diakui pada saat penerimaan dana dikonversi menjadi unit setelah dikurangi biaya-biaya dan akan bertambah atau berkurang sesuai dengan nilai aset bersih efektif yang berlaku. Risiko investasi terkait ditanggung oleh pemegang polis *unit link*.

Penerimaan dana dari nasabah untuk produk non syariah diakui sebagai pendapatan premi bruto di laporan laba rugi dan penghasilan komprehensif lain konsolidasian. Liabilitas kepada pemegang polis *unit link* diakui di laporan posisi keuangan konsolidasian di liabilitas lain-lain yang termasuk di dalam liabilitas manfaat polis masa depan sebesar jumlah yang diterima setelah dikurangi dengan bagian premi yang merupakan pendapatan Entitas Anak, disertai dengan pengakuan kenaikan liabilitas kepada pemegang polis *unit link* di laba rugi.

Setiap bunga, keuntungan atau kerugian dari kenaikan atau penurunan nilai pasar investasi dicatat sebagai pendapatan atau beban, disertai dengan pengakuan kenaikan atau penurunan liabilitas manfaat polis masa depan di laporan laba rugi dan liabilitas manfaat polis masa depan di laporan posisi keuangan konsolidasian.

Penerimaan dana dari nasabah untuk produk *unit link* diakui sebagai liabilitas manfaat polis masa depan (diakui di liabilitas lain-lain) dan di laporan posisi keuangan sebesar total yang diterima setelah dikurangi *charges* atau *admin fee* lainnya dalam rangka mengelola pendapatan dari produk *unit link*.

z. Perpajakan

Beban pajak terdiri dari pajak kini dan pajak tangguhan. Pajak diakui dalam laporan laba rugi, kecuali jika pajak tersebut terkait dengan transaksi atau kejadian yang diakui di penghasilan komprehensif lain atau langsung diakui ke ekuitas. Dalam hal ini, pajak tersebut masing-masing diakui dalam penghasilan komprehensif lain atau ekuitas.

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y. Insurance contract (continued)

Liabilities for future policy benefits (continued)

For unit-linked products, the liabilities to unit-linked policyholders is recognized at the time the funds received are converted into units, net of related expenses and will increase or decrease in accordance with effective net asset value. Related investment risk are born by the unit-linked policyholders.

Funds received from customers for non-sharia products are recognized as gross premiums income in the consolidated statement of profit and loss and other comprehensive income. Liabilities to unit-linked policyholders are recognized in the consolidated statement of financial position in the other liabilities which is included in the liabilities for future policy benefits for the amount received net of the portion of premium representing Subsidiary's revenue, with corresponding profit or loss recognition for the increase in liabilities to unit-linked policyholders.

Any interest, gain or loss due to increases or decreases in market value of investments are recorded as income or expense, with a corresponding recognition of increase or decrease in liabilities for future policy benefits in the profit or loss and liabilities for future policy benefits in the consolidated statement of financial position.

Funds received from customers for unit-linked products are recognised as liabilities for future policy benefits (recognised in other liabilities) in the consolidated statement of financial position for the amount received net of charges or other admin fee in managing the unit-linked product revenue.

z. Taxation

The tax expense comprises of current and deferred tax. Tax are recognized in the profit or loss, except to the extent that it relates to items recognized in other comprehensive income or directly in equity. In this case, the tax is also recognized in other comprehensive income or directly in equity, respectively.

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z. Perpajakan (lanjutan)

Beban pajak kini dihitung berdasarkan peraturan perpajakan yang berlaku pada tanggal pelaporan keuangan. Manajemen secara periodik mengevaluasi posisi yang dilaporkan di Surat Pemberitahuan Tahunan (SPT) sehubungan dengan situasi dimana aturan pajak yang berlaku membutuhkan interpretasi. Jika perlu, manajemen menentukan provisi berdasarkan jumlah yang diharapkan akan dibayar kepada otoritas pajak.

Pajak penghasilan tangguhan diakui, dengan menggunakan metode posisi keuangan untuk semua perbedaan temporer antara dasar pengenaan pajak aset dan liabilitas dengan nilai tercatatnya pada laporan keuangan konsolidasian. Namun, liabilitas pajak penghasilan tangguhan tidak diakui jika berasal dari pengakuan awal *goodwill* atau pada saat pengakuan awal aset dan liabilitas yang timbul dari transaksi selain kombinasi bisnis yang pada saat transaksi tersebut tidak mempengaruhi laba rugi akuntansi dan laba rugi kena pajak. Pajak penghasilan tangguhan ditentukan dengan menggunakan tarif pajak yang telah berlaku atau secara substantif telah berlaku pada akhir periode pelaporan dan diharapkan diterapkan ketika aset pajak penghasilan tangguhan direalisasi atau liabilitas pajak penghasilan tangguhan diselesaikan.

Aset pajak penghasilan tangguhan diakui hanya jika besar kemungkinan jumlah penghasilan kena pajak dimasa depan akan memadai untuk dikompensasi dengan perbedaan temporer yang masih dapat dimanfaatkan.

Aset dan liabilitas pajak penghasilan tangguhan dapat saling hapus apabila terdapat hak yang berkekuatan hukum untuk melakukan saling hapus antara aset pajak kini dengan liabilitas pajak kini dan apabila aset dan liabilitas pajak penghasilan tangguhan dikenakan oleh otoritas perpajakan yang sama, baik atas entitas kena pajak yang sama atau pun berbeda dan adanya niat untuk melakukan penyelesaian saldo-saldo tersebut secara neto.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

z. Taxation (continued)

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the reporting date. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provision where appropriate on the basis of amounts expected to be paid to the tax authorities.

Deferred income tax is recognized, using the financial position method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, deferred tax liabilities are not recognized if they arise from the initial recognition of goodwill and deferred income tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss. Deferred income tax is determined using tax rates that have been enacted or substantially enacted as at reporting period and is expected to apply when the related deferred income tax asset is realized or the deferred income tax liability is settled.

Deferred tax assets are recognized only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilized.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income taxes assets and liabilities relate to income taxes levied by the same taxation authority either the same taxable entity or different taxable entities where there is an intention to settle the balances on a net basis.

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PENTING (lanjutan)**

z. Perpajakan (lanjutan)

Koreksi terhadap kewajiban perpajakan diakui saat surat ketetapan pajak diterima atau jika mengajukan keberatan, pada saat keputusan atas keberatan tersebut telah ditetapkan.

aa. Imbalan kerja

Imbalan kerja jangka pendek

Imbalan kerja jangka pendek diakui pada saat terutang kepada karyawan.

Imbalan pensiun dan imbalan pasca-kerja lainnya

BNI memiliki program pensiun imbalan pasti dan iuran pasti.

Program pensiun imbalan pasti adalah program pensiun yang menetapkan jumlah imbalan pensiun yang akan diterima oleh karyawan pada saat pensiun, yang biasanya tergantung pada satu faktor atau lebih, seperti umur, masa kerja, dan jumlah kompensasi. Program ini dikelola oleh Dana Pensiun PT Bank Negara Indonesia (Persero) Tbk ("Dana Pensiun").

Program pensiun iuran pasti adalah program pensiun dimana Bank akan membayar iuran tetap kepada sebuah entitas yang terpisah (dana pensiun) dan tidak memiliki liabilitas hukum atau konstruktif untuk membayar kontribusi lebih lanjut. Program ini dikelola oleh Dana Pensiun Lembaga Keuangan PT Bank Negara Indonesia (Persero) Tbk ("DPLK").

BNI diharuskan menyediakan imbalan pensiun minimum yang diatur dalam Undang-Undang Cipta Kerja No. 11/2020 dan PP 35/2021, yang merupakan liabilitas imbalan pasti. Jika imbalan pensiun sesuai dengan Undang-Undang Cipta Kerja No. 11/2020 dan PP 35/2021 lebih besar, selisih tersebut diakui sebagai bagian dari liabilitas imbalan pensiun.

Karena Undang-Undang Cipta Kerja menentukan rumus tertentu untuk menghitung jumlah minimal imbalan pensiun, pada dasarnya program pensiun berdasarkan Undang-Undang Cipta Kerja adalah program imbalan pasti.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

z. Taxation (continued)

Corrections to taxation obligations are recorded when an assessment is received or, if appealed against, when the appeal has been decided.

aa. Employee benefits

Short-term employee benefits

Short-term employee benefits are recognized when they accrued to the employees.

Pension benefits and other post-employment

BNI has defined benefit and defined contribution pension plans.

A defined benefit pension plan is a pension plan that defines an amount of pension that will be received by the employee on becoming entitled to a pension, which usually depends on one or more factors such as age, years of service and compensation. This plan is managed by Dana Pensiun PT Bank Negara Indonesia (Persero) Tbk ("Dana Pensiun").

A defined contribution plan is a pension plan under which the Bank pays fixed contributions into a separate entity (pension fund) and has no legal or constructive obligation to pay further contributions. This plan is managed by Dana Pensiun Lembaga Keuangan PT Bank Negara Indonesia (Persero)Tbk ("DPLK").

BNI is required to provide minimum pension benefits as stipulated in Undang-Undang Cipta Kerja No. 11/2020 and PP 35/2021 which represents an underlying defined benefit obligation. If the pension benefits based on Undang-Undang Cipta Kerja No. 11/2020 and PP 35/2021 are higher, the difference is recorded as part of the overall pension benefits obligation.

Since the Undang-Undang Cipta Kerja sets the formula for determining the minimum amount of benefits, in substance pension plans under the Undang-Undang Cipta Kerja represent defined benefit plans.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING (lanjutan)**

aa. Imbalan kerja (lanjutan)

**Imbalan pensiun dan imbalan pasca-kerja
lainnya (lanjutan)**

Sehubungan dengan program imbalan pasti, liabilitas diakui pada laporan posisi keuangan konsolidasian sebesar nilai kini kewajiban imbalan pasti pada akhir periode pelaporan dikurangi nilai wajar aset program. Kewajiban imbalan pasti dihitung setiap tahun oleh aktuaris yang independen dengan menggunakan metode *projected unit credit*.

Nilai kini kewajiban imbalan pasti ditentukan dengan mendiskontokan arus kas keluar yang diestimasi dengan menggunakan tingkat bunga Obligasi Pemerintah (dikarenakan saat ini tidak ada pasar aktif untuk obligasi perusahaan yang berkualitas tinggi) yang didenominasikan dalam Rupiah dimana imbalan akan dibayarkan dan memiliki jangka waktu jatuh tempo mendekati jangka waktu kewajiban pensiun.

Keuntungan dan kerugian aktuarial yang timbul dari penyesuaian dan perubahan dalam asumsi-asumsi aktuarial langsung diakui seluruhnya melalui penghasilan komprehensif lainnya pada saat terjadinya.

Biaya jasa lalu diakui segera dalam laporan laba rugi.

Keuntungan dan kerugian dari kurtailmen atau penyelesaian program manfaat pasti diakui di laba rugi ketika kurtailmen atau penyelesaian tersebut terjadi.

Grup juga memberikan imbalan pasca kerja lainnya, seperti uang penghargaan dan uang pisah. Imbalan berupa uang penghargaan diberikan apabila karyawan bekerja hingga mencapai usia pensiun. Sedangkan imbalan berupa uang pisah, dibayarkan kepada karyawan yang mengundurkan diri secara sukarela, setelah memenuhi minimal masa kerja tertentu. Imbalan ini dihitung dengan menggunakan metodologi yang sama dengan metodologi yang digunakan dalam perhitungan program pensiun imbalan pasti.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

aa. Employee benefits (continued)

Pension benefits and other post-employment benefits (continued)

The liability recognized in the consolidated statement of financial position in respect of defined benefit pension plans is the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method.

The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of Government Bonds (considering that currently there is no active market for high-quality corporate bonds) that are denominated in Rupiah in which the benefits will be paid, and that have terms to maturity approximating to the terms of the related pension obligation.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in other comprehensive income in the period in which they arise.

Past-service costs are recognized immediately in profit or loss.

Gains or losses on the curtailment or settlement of a defined benefit plan are recognized in profit or loss when the curtailment or settlement occurs.

The Group also provides other post-employment benefits, such as service pay and separation pay. The service pay benefit vests when the employees reach their retirement age. The separation pay benefit is paid to employees in the case of voluntary resignation, subject to a minimum number of years of service. These benefits have been accounted for using the same methodology as for the defined benefit pension plan.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING (lanjutan)**

aa. Imbalan kerja (lanjutan)

Imbalan jangka panjang lainnya

Imbalan jangka panjang lainnya seperti cuti berimbalan jangka panjang, imbalan cacat permanen dan penghargaan *jubilee* dihitung dengan menggunakan metode *projected unit credit* dan didiskontokan ke nilai kini. Keuntungan dan kerugian aktuarial yang timbul dari penyesuaian dan perubahan dalam asumsi-asumsi aktuarial diakui dalam laporan laba rugi.

ab. Laba per saham dasar

Laba per saham dasar dihitung dengan membagi laba tahun berjalan yang tersedia bagi pemegang saham biasa (laba *residual*) dengan jumlah rata-rata tertimbang lembar saham biasa yang beredar selama tahun berjalan.

ac. Transaksi dengan pihak-pihak berelasi

BNI dan Entitas Anak melakukan transaksi dengan pihak-pihak berelasi seperti yang didefinisikan dalam PSAK 7 tentang "Pengungkapan Pihak-pihak Berelasi" dan Peraturan Bapepam-LK No. KEP-347/BL/2012 tanggal 25 Juni 2012 tentang "Pedoman Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik" yang didefinisikan antara lain:

- (i) perusahaan di bawah pengendalian BNI dan Entitas Anak;
- (ii) perusahaan asosiasi;
- (iii) investor yang memiliki hak suara, yang memberikan investor tersebut suatu pengaruh yang signifikan;
- (iv) perusahaan di bawah pengendalian investor yang dijelaskan dalam Catatan iii di atas;
- (v) karyawan kunci dan anggota keluarganya; dan
- (vi) entitas yang dikendalikan, dikendalikan bersama atau dipengaruhi secara signifikan oleh Pemerintah yaitu Menteri Keuangan yang merupakan pemegang saham dari entitas.

Semua transaksi signifikan dengan pihak-pihak berelasi, telah diungkapkan pada catatan atas laporan keuangan konsolidasian.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

aa. Employee benefits (continued)

Other long-term benefits

Other long-term employee benefits such as long service leave, permanent disability benefit and jubilee awards are calculated using the projected unit credit method and discounted to present value. Actuarial gains and losses arising from experience adjustments and change in actuarial assumption are recognised and credited to profit or loss.

ab. Basic earnings per share

Basic earnings per share is computed by dividing income for the year available to shareholders of ordinary shares (residual income) by the weighted average number of ordinary shares outstanding during the current year.

ac. Transactions with related parties

BNI and Subsidiaries enter into transactions with parties which are defined as related parties in accordance with SFAS 7 regarding "Related Party Disclosures" and Regulation of the Capital Market and Financial Institution Supervisory Board (Bapepam-LK) No. KEP-347/BL/2012 dated 25 June 2012 regarding "Guidelines for Financial Statements Presentation and Disclosure of Issuers or Public Companies", which are defined, among others, as:

- (i) entities under the control of BNI and Subsidiaries;
- (ii) associated companies;
- (iii) investors with voting rights that gives them significant influence;
- (iv) entities controlled by investors under Note iii above;
- (v) key employees and family members; and
- (vi) entity that is controlled, jointly controlled or significantly influenced by Government, which is defined as the Minister of Finance who has share ownership in the entity.

All significant transactions with related parties have been disclosed in notes to the consolidated financial statements.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING (lanjutan)**

ad. Dividen

Pembagian dividen kepada para pemegang saham diakui sebagai liabilitas dalam laporan keuangan konsolidasian pada periode ketika dividen tersebut disetujui oleh para pemegang saham.

ae. Pelaporan segmen

Grup mengidentifikasi segmen operasi sebagai suatu komponen dari entitas:

- yang terlibat dalam aktivitas bisnis yang mana memperoleh pendapatan dan menimbulkan beban (termasuk pendapatan dan beban terkait dengan transaksi dengan komponen lain dari entitas yang sama);
- hasil operasinya dikaji ulang secara reguler oleh pengambil keputusan operasional untuk membuat keputusan tentang sumber daya yang dialokasikan pada segmen tersebut dan menilai kinerjanya; dan
- tersedia informasi keuangan yang dapat dipisahkan.

Sesuai dengan PSAK No. 5 tentang “Segmen Operasi”, Grup menyajikan segmen operasi berdasarkan laporan internal Grup yang disajikan kepada pengambil keputusan operasional. Pengambil keputusan operasional adalah Direksi.

Pada tahun 2021, Grup mengungkapkan segmen operasionalnya berdasarkan segmen usaha yang meliputi Korporasi, Menengah, Kecil, Konsumer dan Ritel, Treasury dan Institusi Keuangan, Kantor Pusat dan Entitas Anak.

Di tahun 2022, Grup menerapkan perubahan terhadap pengelompokan segmen operasi yang digunakan dalam laporan kinerja manajemen internal. Grup mengungkapkan segmen operasionalnya berdasarkan segmen usaha sebagai berikut: *Corporate & International Banking, Institutional Banking, Enterprises & Commercial Banking, Consumer Banking, Treasury*, Kantor Pusat dan Entitas Anak dengan terdapat reklasifikasi di masing-masing bisnis segmen sesuai dengan organisasi direksi dan pembidangan yang baru.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

ad. Dividends

Dividend distribution to the shareholders is recognized as a liability in the consolidated financial statements in the period in which the dividends are approved by the shareholders.

ae. Segment reporting

The Group defines an operating segment as a component of an entity:

- that engages in business activities from which it may earn revenues and incur expenses (including revenues and expenses relating to transactions with other components of the same entity);*
- whose operating results are reviewed regularly by the entity's chief operating decision maker to make decisions about resources to be allocated to the segment and assess its performance; and*
- for which discrete financial information is available.*

Refer to SFAS No.5 about “Operating Segments”, the Group discloses its operating segments based on Group's internal report presented to operation-decision makers. The operation-decision makers are the Board of Directors.

In 2021, the Group discloses its operating segments based on business segments divisions that consist of Corporate, Middle, Small, Consumer and Retail, Treasury and Financial Institution, Head Office and Subsidiaries.

In 2022, the Group implements some changes in disclosing its operational segments for the internal management performance report. The new operating segments are defined based on business segments as follows: Corporate & International Banking, Institutional Banking, Enterprises & Commercial Banking, Consumer Banking, Treasury, Head Office and Subsidiaries with some reclassification for each business segments referring to the new organizational of board of directors.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG
PENTING (lanjutan)**

af. Biaya emisi penerbitan saham

Biaya-biaya emisi efek yang terjadi sehubungan dengan penawaran saham kepada masyarakat (termasuk penerbitan hak memesan efek terlebih dahulu) dikurangkan langsung dari hasil emisi dan disajikan sebagai pengurang pada akun “Tambahan Modal Disetor - Bersih”, sebagai bagian dari Ekuitas pada laporan posisi keuangan konsolidasian.

ag. Saham treasury

Ketika entitas Grup membeli modal saham ekuitas entitas (saham treasury), imbalan yang dibayar, termasuk biaya tambahan yang secara langsung dapat diatribusikan (dikurangi pajak penghasilan) dikurangkan dari ekuitas yang diatribusikan kepada pemilik ekuitas entitas sampai saham tersebut dibatalkan atau diterbitkan kembali. Ketika saham biasa tersebut selanjutnya diterbitkan kembali, imbalan yang diterima, dikurangi biaya tambahan transaksi yang terkait dan dampak pajak penghasilan yang terkait dimasukkan kepada ekuitas yang dapat diatribusikan kepada pemilik ekuitas entitas.

ah. Kompensasi berbasis saham

Bank menjalankan program kompensasi berbasis saham dengan penyelesaian menggunakan ekuitas. Nilai wajar dari jasa karyawan yang dikompensasikan dengan saham Bank diakui sebagai beban di laporan laba rugi. Jumlah keseluruhan yang diakui sepanjang periode *vesting* ditentukan berdasarkan nilai wajar saham yang diberikan pada tanggal pemberian kompensasi.

**3. PENGGUNAAN ESTIMASI DAN PERTIMBANGAN
AKUNTANSI YANG PENTING**

Beberapa estimasi dan asumsi dibuat dalam rangka penyusunan laporan keuangan konsolidasian dimana dibutuhkan pertimbangan manajemen dalam menentukan metodologi yang tepat untuk penilaian aset dan liabilitas.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

af. Shares issuance costs

Costs related to the public offering of shares (including pre-emptive rights issue) are deducted from the proceeds and presented as a deduction of “Additional Paid-In Capital - Net” account, under Equity section in the consolidated statement of financial position.

ag. Treasury shares

When any Group entity purchases the entity's equity share capital (treasury shares), the consideration paid, including any directly attributable incremental costs (net of income taxes) is deducted from equity attributable to the entity's equity holders until the shares are cancelled or reissued. When ordinary shares are subsequently reissued, any consideration received, net of any directly attributable incremental transaction costs and the related income tax effects, is included in equity attributable to the entity's equity holders.

ah. Share-based payment

Bank operates an equity-settled, share-based compensation plan. The fair value of the employee services received in exchange for the grant of shares is recognised as an expense in the statements of profit or loss. The total amount to be recognised over the vesting period is determined based on the fair value of the shares granted on the grant date.

**3. USE OF CRITICAL ACCOUNTING ESTIMATES
AND JUDGMENTS**

Certain estimates and assumptions are made in the preparation of the consolidated financial statements and these require management judgement in determining the appropriate methodology for valuation of assets and liabilities.

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**3. PENGGUNAAN ESTIMASI DAN PERTIMBANGAN
AKUNTANSI YANG PENTING (lanjutan)**

Manajemen membuat estimasi dan asumsi yang berimplikasi pada pelaporan nilai aset dan liabilitas atas tahun keuangan satu tahun kedepan. Semua estimasi dan asumsi yang diharuskan oleh PSAK adalah estimasi terbaik yang didasarkan pada standar yang berlaku. Estimasi dan pertimbangan dievaluasi secara terus menerus dan berdasarkan pengalaman masa lalu dan faktor-faktor lain termasuk harapan atas kejadian yang akan datang.

Walaupun estimasi dan asumsi ini dibuat berdasarkan pengetahuan terbaik manajemen atas kejadian dan tindakan saat ini, hasil yang timbul mungkin berbeda dengan estimasi dan asumsi semula.

Sumber utama ketidakpastian estimasi:

a. Cadangan kerugian penurunan nilai aset keuangan

Kondisi spesifik *counterparty* yang mengalami penurunan nilai dalam pembentukan cadangan kerugian atas aset keuangan dievaluasi secara individu berdasarkan estimasi terbaik manajemen atas nilai kini arus kas yang diharapkan akan diterima. Dalam mengestimasi arus kas tersebut, manajemen membuat pertimbangan tentang situasi keuangan *counterparty* dan nilai realisasi bersih dari setiap agunan. Setiap aset yang mengalami penurunan nilai dinilai sesuai dengan manfaat yang ada, dan strategi penyelesaian serta estimasi arus kas yang diperkirakan dapat diterima.

Perhitungan cadangan penurunan nilai kolektif meliputi kerugian kredit yang melekat dalam portofolio aset keuangan dengan karakteristik ekonomi yang sama, tetapi penurunan nilai secara individu belum dapat diidentifikasi. Dalam menilai kebutuhan untuk cadangan kolektif, manajemen mempertimbangkan faktor-faktor seperti kualitas kredit dan jenis produk. Guna membuat estimasi cadangan yang diperlukan, manajemen membuat asumsi untuk menentukan kerugian yang melekat, dan untuk menentukan parameter input yang diperlukan, berdasarkan pengalaman masa lalu, kondisi ekonomi saat ini dan perkiraan kondisi ekonomi dimasa depan. Keakuratan penyisihan tergantung pada seberapa baik estimasi arus kas masa depan untuk cadangan *counterparty* tertentu dan asumsi model dan parameter yang digunakan dalam menentukan cadangan kolektif.

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**3. USE OF CRITICAL ACCOUNTING ESTIMATES
AND JUDGMENTS (continued)**

Management makes estimates and assumptions that affect the reported amounts of assets and liabilities within the next financial year. All estimates and assumptions required in conformity with SFAS are best estimates undertaken in accordance with the applicable standard. Estimates and judgements are evaluated on a continuous basis, and are based on past experiences and other factors, including expectations with regard to future events.

Although these estimates and assumptions are based on management's best knowledge of current events and activities, actual result may differ from those estimates and assumptions.

Key sources of estimation uncertainty:

a. Allowances for impairment losses of financial assets

In the calculation of allowance for impairment losses of financial assets, the specific condition of impaired counterparty is individually evaluated based on management's best estimate of the present value of the expected cash flows to be received. In estimating these cash flows, management makes judgements about the counterparty's financial situation and the net realizable value of any underlying collateral. Each impaired asset is assessed on its merits, and the workout strategy and estimated cash flows considered recoverable.

Collectively assessed impairment allowances cover credit losses inherent in portfolios of financial assets with similar economic characteristics, but the individually impaired items cannot yet be identified. In assessing the need for collective allowances, management considers factors such as credit quality and type of product. In order to estimate the required allowance, assumptions are made to define the way inherent losses are modelled and to determine the required input parameters, based on historical experiences, current economic conditions and forecast on future economic condition. The accuracy of the allowances depends on how well these estimated future cash flows for specific counterparty allowances and the model assumptions and parameters are used in determining collective allowances.

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**3. PENGGUNAAN ESTIMASI DAN PERTIMBANGAN
AKUNTANSI YANG PENTING (lanjutan)**

Sumber utama ketidakpastian estimasi: (lanjutan)

b. Menentukan nilai wajar instrumen keuangan

Dalam menentukan nilai wajar aset keuangan dan liabilitas yang tidak mempunyai harga pasar, Grup menggunakan teknik penilaian seperti yang dijelaskan dalam Catatan 2c. Untuk instrumen keuangan yang jarang diperdagangkan dan memiliki informasi harga yang terbatas, nilai wajar menjadi kurang objektif dan membutuhkan berbagai tingkat penilaian tergantung pada likuiditas, konsentrasi, faktor ketidakpastian pasar, asumsi harga dan risiko lainnya.

Masukan (*input*) untuk model ini berasal dari data pasar yang bisa diamati. Bila data pasar yang bisa diamati tersebut tidak tersedia, manajemen mempertimbangkan masukan dan asumsi diperlukan untuk menentukan nilai wajar. Pertimbangan tersebut mencakup *feedback* model atas likuiditas volatilitas untuk transaksi derivatif dan tingkat diskonto yang berjangka waktu panjang, tingkat pelunasan dipercepat dan asumsi tingkat gagal bayar.

c. Imbalan kerja karyawan

Nilai kini atas imbalan kerja karyawan tergantung dari banyaknya faktor yang dipertimbangkan oleh aktuaris berdasarkan beberapa asumsi. Perubahan atas asumsi-asumsi tersebut akan mempengaruhi *carrying amount* atas imbalan kerja karyawan.

Asumsi yang digunakan dalam menentukan biaya atau pendapatan bersih untuk imbalan kerja termasuk tingkat diskonto. Grup menentukan tingkat diskonto yang tepat pada setiap periode pelaporan. Ini merupakan tingkat suku bunga yang digunakan untuk menentukan nilai kini atas arus kas masa depan yang diestimasi akan digunakan untuk membayar imbalan kerja. Dalam menentukan tingkat diskonto yang tepat, Grup mempertimbangkan tingkat suku bunga atas Obligasi Pemerintah yang mempunyai jatuh tempo yang menyerupai jangka waktu imbalan kerja karyawan.

Asumsi kunci liabilitas pensiun lainnya sebagian ditentukan berdasarkan kondisi pasar saat ini.

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**3. USE OF CRITICAL ACCOUNTING ESTIMATES
AND JUDGMENTS (continued)**

Key sources of estimation uncertainty: (continued)

b. Determining fair values of financial instruments

In determining the fair value for financial assets and financial liabilities for which there is no observable market price, the Group uses the valuation techniques as described in Note 2c. For financial instruments that are traded infrequently and there is a lack of price transparency, fair value is less objective and requires varying degrees of judgement depending on liquidity, concentration, uncertainty of market factors, pricing assumptions and other risks affecting the specific instrument.

The input for this model comes from observable market data. When observable market data are not available, management considers necessary inputs and assumptions to determine the fair value. The above considerations include liquidity and volatility feedback model for derivative transactions and long term discount rate, the level of early payment and the level of default assumption.

c. Employee benefit

The present value of the employee benefit obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. Any changes in these assumptions will impact the carrying amount of employee benefit obligations.

The assumptions used in determining the net cost or for employee benefits include the discount rate. The Group determines the appropriate discount rate at the end of each reporting period. This is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the pension obligations. In determining the appropriate discount rate, the Group considers the interest rates of Government Bonds that have terms to maturity approximating the terms of the related employee benefit liability.

Other key assumptions for pension obligations are partly based on current market conditions.

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**3. PENGGUNAAN ESTIMASI DAN PERTIMBANGAN
AKUNTANSI YANG PENTING (lanjutan)**

Sumber utama ketidakpastian estimasi: (lanjutan)

d. Provisi perpajakan

Grup menentukan provisi perpajakan berdasarkan estimasi atas kemungkinan adanya tambahan beban pajak. Jika hasil akhir dari hal ini berbeda dengan jumlah yang dicatat semula, maka perbedaan tersebut akan berdampak terhadap laba/rugi.

e. Liabilitas asuransi untuk kontrak asuransi dan reasuransi aset

Aset yang timbul dari kontrak reasuransi juga dihitung dengan menggunakan metode di atas. Selain itu, pemulihan aset ini dinilai secara periodik untuk memastikan bahwa jumlahnya mencerminkan jumlah yang pada akhirnya akan diterima, mempertimbangkan faktor-faktor seperti *counterparty* dan risiko kredit. Penurunan nilai diakui dimana terdapat bukti objektif bahwa Perusahaan tidak dapat menerima jumlah yang terhutang untuk itu dan jumlah ini dapat diukur secara andal.

Cadangan teknis Entitas Anak dicatat di laporan posisi keuangan konsolidasian sebagai bagian dari "Liabilitas lain-lain" berdasarkan perhitungan teknis asuransi dengan menggunakan asumsi-asumsi aktuarial yaitu asumsi estimasi terbaik dan margin atas risiko pemburukan. Termasuk dalam cadangan teknis adalah liabilitas manfaat polis masa depan, estimasi liabilitas klaim, dan premi yang belum merupakan pendapatan. Entitas Anak menggunakan metode *Gross Premium Reserve* yang menghitung liabilitas manfaat polis masa depan berdasarkan asumsi estimasi terbaik dan margin atas risiko pemburukan.

f. Aset pajak tangguhan

Aset pajak tangguhan diakui atas jumlah pajak penghasilan terpulihkan (*recoverable*) pada periode mendatang sebagai akibat perbedaan temporer yang boleh dikurangkan. Justifikasi manajemen diperlukan untuk menentukan jumlah aset pajak tangguhan yang dapat diakui, sesuai dengan waktu yang tepat dan tingkat laba fiskal di masa mendatang sejalan dengan strategi rencana perpajakan ke depan.

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**3. USE OF CRITICAL ACCOUNTING ESTIMATES
AND JUDGMENTS (continued)**

Key sources of estimation uncertainty: (continued)

d. Provision for taxes

The Group provides for tax provision based on estimates whether the additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the profit/loss.

e. Insurance liabilities on insurance contracts and reinsurance assets

Assets arising from reinsurance contracts are also computed using the above methods. In addition, the recoverability of these assets is assessed on a periodic basis to ensure that the balance is reflective of the amounts that will ultimately be received, taking into consideration factors such as *counterparty* and *credit risk*. Impairment is recognised where there is objective evidence that the Company may not receive amounts due to it and these amounts can be reliably measured.

Technical reserves of the Subsidiary recorded in the consolidated statement of financial position as part of "Other liabilities" are calculated based on insurance technical calculation using certain actuarial assumptions which are based on best estimate assumptions and margin for adverse risk. Included in the technical reserves are liability for future policy benefits, estimated claim liabilities, and unearned premium income. The Subsidiary uses *Gross Premium Reserve* method in calculating liability for future policy benefits which are based on best estimate assumptions and margin for adverse risk.

f. Deferred tax asset

Deferred tax assets are recognized for the future recoverable taxable income arising from temporary difference. Management judgment is required to determine the amount of deferred tax assets that can be recognized, based upon the likely timing on level of future taxable profits together with future strategic planning.

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Sumber utama ketidakpastian estimasi: (lanjutan)

g. Revaluasi aset tetap

Revaluasi aset tetap Grup bergantung pada pemilihan asumsi yang digunakan oleh penilai independen dalam menghitung jumlah-jumlah tersebut. Asumsi tersebut termasuk antara lain: tingkat diskonto, nilai tukar, tingkat inflasi dan tingkat kenaikan pendapatan dan biaya. Grup berkeyakinan bahwa asumsi tersebut adalah wajar dan sesuai, perbedaan signifikan dalam asumsi yang ditetapkan Grup dapat mempengaruhi secara material nilai aset tetap yang direvaluasi.

h. Konsolidasian entitas terstruktur

Dalam menentukan tingkat pengendalian yang dimiliki, Grup mempertimbangkan apakah entitas tersebut memenuhi definisi Entitas Terstruktur dan apakah Grup, secara substansi, mengendalikan entitas tersebut.

Ketika Grup, secara substansi, mengendalikan entitas terstruktur tersebut, entitas tersebut dikonsolidasikan oleh Grup.

i. Menentukan jangka waktu kontrak dengan opsi perpanjangan dan penghentian kontrak - Grup sebagai lessee

Grup menentukan jangka waktu sewa sebagai jangka waktu sewa yang tidak dapat dibatalkan, bersama dengan periode yang dicakup oleh opsi untuk memperpanjang masa sewa jika dipastikan akan dilaksanakan, atau periode apa pun yang dicakup oleh opsi untuk menghentikan sewa, jika cukup wajar untuk tidak dilakukan.

Grup memiliki beberapa kontrak sewa yang mencakup opsi perpanjangan dan penghentian jangka waktu sewa. Grup menerapkan penilaian dalam mengevaluasi apakah dapat dipastikan jika akan menggunakan opsi untuk memperpanjang atau menghentikan sewa. Hal tersebut dilakukan dengan mempertimbangkan seluruh fakta dan keadaan yang relevan yang memberikan insentif ekonomi untuk melakukan perpanjangan atau penghentian sewa. Setelah tanggal dimulainya, Grup menilai kembali masa sewa, jika terdapat peristiwa atau perubahan signifikan dalam keadaan yang berada dalam kendali dan mempengaruhi apakah *lessee* cukup pasti untuk mengeksekusi opsi memperpanjang atau menghentikan sewa.

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**3. USE OF CRITICAL ACCOUNTING ESTIMATES
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Key sources of estimation uncertainty: (continued)

g. Fixed asset revaluation

The Group's fixed assets revaluation depends on its selection of certain assumptions used by the independent appraisal in calculating such amounts. Those assumptions include among others: discount rate, exchange rate, inflation rate and revenue and cost increase rate. The Group believes that its assumptions are reasonable and appropriate and significant differences in the Group's assumptions may materially affect the valuation of its fixed assets.

h. Consolidation of structured entities

In determining the degree of control exercised, the Group considers whether these entities meet the definition of Structured Entities and whether the Group, in substance, controls such entities.

When the Group, in substance, controls the entity to which the financial assets have been transferred, the entity is consolidated by the Group.

i. Determine the contract term with extension and contract termination options - the Group as lessee

The Group determines the lease term as non-cancellable term, together with the period covered by the option to extend the lease if it is determined to be exercised, or any period covered by the option to terminate the lease, if it is reasonably certain not to be exercised.

The Group has several lease contracts that include extension and contract termination in the lease terms. The Group applies its judgment in evaluating whether it is certain to exercise the option to extend or terminate the lease. This is done by considering all relevant facts and circumstances that provide economic incentives to extend or terminate the lease. After the commencement date, the Group reassesses the lease term, if there is a significant event or change in circumstances which is under its control and affects whether the lessee is certain enough to exercise the option to extend or terminate the lease.

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AKUNTANSI YANG PENTING (lanjutan)**

Sumber utama ketidakpastian estimasi: (lanjutan)

j. Penurunan nilai aset non-keuangan

Grup mengevaluasi penurunan nilai aset apabila terdapat kejadian atau perubahan keadaan yang mengindikasikan bahwa nilai tercatat aset tidak dapat dipulihkan kembali. Faktor-faktor penting yang dapat menyebabkan penelaahan penurunan nilai adalah sebagai berikut:

- performa yang tidak tercapai secara signifikan terhadap ekspektasi historis atau proyeksi hasil operasi di masa yang akan datang;
- perubahan yang signifikan dalam cara penggunaan aset atau strategi bisnis secara keseluruhan; dan
- industri atau tren ekonomi yang secara signifikan bernilai negatif.

Grup mengakui kerugian penurunan nilai apabila nilai tercatat aset melebihi nilai yang dapat dipulihkan. Jumlah terpulihkan adalah nilai yang lebih tinggi antara nilai wajar dikurang biaya untuk menjual dengan nilai pakai aset (atau unit penghasil kas). Jumlah terpulihkan diestimasi untuk aset individual atau, jika tidak memungkinkan, untuk unit penghasil kas yang mana aset tersebut merupakan bagian daripada unit tersebut.

Pembalikan rugi penurunan nilai, untuk aset selain *goodwill*, diakui jika, dan hanya jika, terdapat perubahan estimasi yang digunakan dalam menentukan jumlah terpulihkan aset sejak pengujian penurunan nilai terakhir kali. Pembalikan rugi penurunan nilai tersebut diakui segera dalam laba rugi, tetapi tidak boleh melebihi akumulasi rugi penurunan nilai yang telah diakui sebelumnya. Rugi penurunan nilai yang diakui atas *goodwill* tidak dibalik lagi.

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**3. USE OF CRITICAL ACCOUNTING ESTIMATES
AND JUDGMENTS (continued)**

Key sources of estimation uncertainty: (continued)

j. Impairment of non-financial assets

The Group assesses impairment of assets whenever events or changes in circumstances that would indicate that the carrying amount of an asset may not be recoverable. The factors that the Group considers important which could trigger an impairment review include the following:

- significant underperformance relative to expected historical or projected future operating results;
- significant changes in the manner of use of the acquired assets or the strategy for overall business; and
- significant negative industry or economic trends.

The Group recognizes an impairment loss whenever the carrying amount of an asset exceeds its recoverable amount. The recoverable amount is the higher of an asset's (or cash-generating unit's) fair value less costs to sell and its value in use. Recoverable amounts are estimated for individual assets or, if it is not possible, for the cash-generating unit to which the asset belongs.

Reversal on impairment loss for assets other than goodwill would be recognized if, and only if, there has been a change in the estimates used to determine the assets' recoverable amount since the last impairment test was carried out. Reversal on impairment losses will be immediately recognized in profit or loss, but not in excess of any accumulated impairment loss previously recognized. Impairment losses relating to goodwill would not be reversed.

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**3. PENGGUNAAN ESTIMASI DAN PERTIMBANGAN
AKUNTANSI YANG PENTING (lanjutan)**

Sumber utama ketidakpastian estimasi (lanjutan)

k. Additional Tier 1 Perpetual Non-Cumulative Capital Securities ("AT-1 Capital")

Dalam mengklasifikasikan *AT-1 Capital* sebagai liabilitas keuangan, Bank telah menetapkan bahwa dalam *terms and conditions*, terdapat klausul *mandatory redemption - redemption for a capital trigger event* dimana ketika *Capital Adequacy Ratio* ("CAR") BNI mencapai rasio tertentu maka BNI harus melakukan pelunasan terhadap pokok terutang dan bunga dari *AT-1 Capital*. Hal ini telah memenuhi kriteria *contingent settlement* yang bersifat *genuine* dan tidak dapat dihindari sehingga akan menimbulkan kewajiban kontraktual dimasa yang akan datang.

Dalam mengklasifikasikan *AT-1 Capital* pada liabilitas keuangan, Bank telah menetapkan bahwa *AT-1 Capital* tersebut telah memenuhi persyaratan klasifikasi sebagaimana disebutkan di atas.

l. Kombinasi bisnis

Proses awal akuisisi melibatkan pengidentifikasian dan penentuan nilai wajar yang akan dialokasikan ke aset dan liabilitas yang dapat diidentifikasi dari entitas yang diakuisisi. Nilai wajar dari aset tetap dan aset tidak berwujud ditentukan oleh penilai independen dengan mengacu pada biaya penggantian atau nilai sekarang dari arus kas bersih yang diharapkan dari aset tersebut. Setiap perubahan dalam asumsi yang digunakan dan estimasi yang dibuat dalam menentukan nilai wajar, dan kemampuan manajemen untuk mengukur dengan andal imbalan kontinjensi dari entitas yang diakuisisi akan berdampak pada nilai tercatat aset dan liabilitas tersebut. Manajemen membuat pertimbangan dalam menentukan dasar yang digunakan untuk mencatat jumlah sementara pos-pos yang akuntansi awalnya belum selesai dilaporkan.

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**3. USE OF CRITICAL ACCOUNTING ESTIMATES
AND JUDGMENTS (continued)**

Key sources of estimation uncertainty (continued)

k. Additional Tier 1 Perpetual Non-Cumulative Capital Securities ("AT-1 Capital")

In classifying *AT-1 Capital* as a financial liability, the Bank has determined that in terms and conditions, there is a mandatory redemption clause - redemption for a capital trigger event where when BNI's Capital Adequacy Ratio ("CAR") reaches a certain ratio, BNI shall repay the outstanding principal and interest from *AT-1 Capital*. This has met the criteria for contingent settlement which is genuine and unavoidable hence that it will create contractual obligations in the future.

In classifying *AT-1 Capital* as a financial liability, the Bank has determined that the *AT-1 Capital* has met the classification requirements as stated above.

l. Business combination

The initial process on the acquisition involves identifying and determining the fair values to be assigned to the identifiable assets and liabilities of the acquired entities. The fair value of fixed assets and intangible assets are determined by independent valuers by reference to replacement cost or present value of expected net cash flows from the assets. Any changes in the assumptions used and estimates made in determining the fair values, and management's ability to measure reliably the contingent consideration of the acquired entity will impact the carrying amount of these assets and liabilities. Management exercised judgement in determining the basis to record the provisional amounts for the items for which initial accounting is incomplete.

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4. KAS

Kas terdiri dari:

	2022	2021
Rupiah	12,689,627	13,249,214
Mata uang asing		
Dolar Amerika Serikat	378,491	244,255
Dolar Singapura	191,113	90,851
Euro Eropa	73,736	31,972
Dolar Australia	48,572	13,866
Pound Sterling Inggris	16,531	5,171
Dolar Hong Kong	14,855	10,351
Real Arab Saudi	11,030	16,325
Yen Jepang	10,066	11,049
Dirham Uni Emirat Arab	2,671	1,249
Ringgit Malaysia	2,486	3,580
Franc Swiss	2,224	1,988
Dolar Brunei	1,749	682
Dolar Kanada	1,133	551
Won Korea Selatan	1,096	1,153
Yuan China	989	880
Baht Thailand	761	161
Dolar Selandia Baru	603	15
Dolar Taiwan	359	285
	758,465	434,384
	13,448,092	13,683,598

Saldo dalam mata uang Rupiah termasuk uang pada mesin ATM (Anjungan Tunai Mandiri) sejumlah Rp5.088.052 dan Rp4.488.649 masing-masing pada tanggal 31 Desember 2022 dan 2021.

5. GIRO PADA BANK INDONESIA

	2022	2021
Rupiah	76,036,584	42,949,363
Dolar Amerika Serikat	6,885,405	5,733,068
	82,921,989	48,682,431

Bank BNI

Bank dipersyaratkan untuk memiliki Giro Wajib Minimum (GWM) dalam mata uang Rupiah dalam kegiatannya sebagai bank umum, serta GWM dalam mata uang asing dalam kegiatannya melakukan transaksi mata uang asing.

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4. CASH

Cash consists of the following:

	2022	2021
Rupiah	12,689,627	13,249,214
Foreign currencies		
United States Dollar	378,491	244,255
Singapore Dollar	191,113	90,851
European Euro	73,736	31,972
Australian Dollar	48,572	13,866
Great Britain Pound Sterling	16,531	5,171
Hong Kong Dollar	14,855	10,351
Saudi Arabian Real	11,030	16,325
Japanese Yen	10,066	11,049
United Arab Emirates Dirham	2,671	1,249
Malaysian Ringgit	2,486	3,580
Swiss Franc	2,224	1,988
Brunei Dollar	1,749	682
Canadian Dollar	1,133	551
South Korean Won	1,096	1,153
Chinese Yuan	989	880
Thailand Baht	761	161
New Zealand Dollar	603	15
Taiwan Dollar	359	285

The Rupiah balance includes cash in ATMs (Automatic Teller Machines) of Rp5,088,052 and Rp4,488,649 as of 31 December 2022 and 2021, respectively.

5. CURRENT ACCOUNTS WITH BANK INDONESIA

Bank BNI

The Bank is required to maintain Minimum Statutory Reserves (GWM) in Rupiah for conventional bank and Minimum Statutory Reserves in foreign currencies for foreign exchange transactions.

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5. GIRO PADA BANK INDONESIA (lanjutan)

Bank BNI (lanjutan)

Pada tanggal 31 Desember 2022 Giro Wajib Minimum (GWM) Bank telah sesuai dengan Peraturan Bank Indonesia (PBI) No. 24/4/PBI/2022 tanggal 1 Maret 2022 tentang Giro Wajib Minimum Bank Umum Dalam Rupiah dan Valuta Asing Bagi Bank Umum Konvensional dan Peraturan Anggota Dewan Gubernur (PADG) No. 24/8/PADG/2022 tanggal 30 Juni 2022 (2021: Giro Wajib Minimum (GWM) Bank telah sesuai dengan Peraturan Bank Indonesia (PBI) No. 20/3/PBI/2018 tanggal 29 Maret 2018 tentang Giro Wajib Minimum Bank Umum Dalam Rupiah dan Valuta Asing Bagi Bank Umum Konvensional dan Peraturan Anggota Dewan Gubernur (PADG) No. 22/19/PADG/2020 tanggal 29 Juli 2020), yang masing-masing sebesar:

	2022	2021
Rupiah		
- GWM Primer	7.90%	3.50%
- Harian*)	0.00%	0.00%
- Rata-rata*)	7.90%	3.00%
- PLM**)	6.00%	6.00%
Mata uang asing***)	4.00%	4.00%

*) Mulai berlaku per 1 September 2022. Bank melakukan penyediaan dana untuk kegiatan ekonomi tertentu dan inklusif, sehingga Bank mendapatkan insentif berupa kelonggaran GWM dalam Rupiah pada 30 September 2022 sebesar 1,10%. GWM dalam Rupiah yang harus dipenuhi Bank pada 31 Desember 2022 yang seharusnya sebesar 9,00% dengan ketentuan harian 0,00% dan rata-rata 9,00% menjadi sebesar 7,90% dengan ketentuan harian 0,00% dan rata-rata 7,90%.

**) Berdasarkan PADG Nomor 22/17/PBI/2020 tanggal 30 September 2020 tentang kewajiban pemenuhan Penyangga Likuiditas Makroprudensial (PLM) ditetapkan perubahan menjadi 6%.

***) Per 16 Maret 2020, berdasarkan PADG Nomor 22/2/PADG/2020 tanggal 13 Maret 2020. Penyesuaian kebijakan pengaturan GWM dengan menurunkan GWM Valuta Asing untuk Bank Umum Konvensional (BUK) sebesar 400 bps dari 8% (delapan persen) menjadi 4% (empat persen)

Giro Wajib Minimum (GWM) adalah simpanan minimum yang wajib dipelihara oleh Bank dalam bentuk saldo Rekening Giro pada Bank Indonesia. Penyangga Likuiditas Makroprudensial (PLM) adalah cadangan minimum yang wajib dipelihara oleh Bank berupa Sertifikat Bank Indonesia (SBI), Sertifikat Deposito Bank Indonesia (SDBI), Sukuk Bank Indonesia (SukBI) dan/atau Surat Berharga Negara (SBN). Giro RIM adalah tambahan simpanan minimum yang wajib dipelihara oleh Bank dalam bentuk saldo Rekening Giro pada Bank Indonesia, jika RIM Bank dibawah minimum RIM target Bank Indonesia (84%) atau jika di atas maksimum RIM target Bank Indonesia (94%) dan Kewajiban Penyediaan Modal Minimum (KPMM) Bank lebih kecil dari KPMM Insentif Bank Indonesia sebesar 14%.

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**5. CURRENT ACCOUNTS WITH BANK INDONESIA
(continued)**

Bank BNI (continued)

As of 31 December 2022 the Bank's Minimum Statutory Reserve complied with Bank Indonesia (BI) Regulation PBI No. 24/4/PBI/2022 dated 1 March 2022 and Regulation of Members of The Board of Governors (PADG) No. 24/8/PADG/2022 dated 30 June 2022 concerning Minimum Statutory Reserve of Commercial Banks with BI in Rupiah and foreign currency (2021: the Bank's Minimum Statutory Reserve complied with Bank Indonesia (BI) Regulation PBI No. 20/3/PBI/2018 dated 29 March 2018 and Regulation of Members of The Board of Governors (PADG) No. 22/19/PADG/2020 dated 29 July 2020 concerning Minimum Statutory Reserve of Commercial Banks in Rupiah and foreign currency), which are as follows:

	2022	2021
Rupiah		
- GWM Primer	7.90%	3.50%
- Harian*)	0.00%	0.00%
- Rata-rata*)	7.90%	3.00%
- PLM***)	6.00%	6.00%
Mata uang asing***)	4.00%	4.00%

*) Effective since 1 September 2022. Bank provides funds for certain and inclusive economic activities, so that Bank gets incentives in the form of relaxation of the Statutory Reserves in Rupiah on 30 September 2022 amounting to 1.10%. Statutory Reserves in Rupiah that must be fulfilled by the Bank on 31 December 2022 which should be 9.00% with daily provisions of 0.00% and an average of 9.00% become 7.90% with daily provisions of 0.00% and an average of 7.90%.

**) Based on PADG No. 22/17/PBI/2020 dated 30 September 2020 regarding fulfillment of Macroprudential Liquidity Buffer (PLM) with changes to 6%

***) As of 16 March 2020, based on PADG No. 22/2/PADG/2020 dated 13 March 2020. Adjusting the statutory reserve requirement policy by lowering the Foreign Exchange Reserve Requirement for Bank Umum Konvensional (BUK) by 400 bps from 8% (eight percent) to 4% (four percent)

Minimum Statutory Reserve is a minimum reserve that should be maintained by the Bank in Current Accounts with Bank Indonesia. Macroprudential Liquidity Buffer are the minimum reserves that should be maintained by the Bank which comprised of Certificates of Bank Indonesia (SBI), Certificates Deposit of Bank Indonesia (SDBI), Sukuk of Bank Indonesia (SukBI), and/or Government Securities (SBN). RIM Current Account is the additional reserve that should be maintained by the Bank in the form of Current Accounts with Bank Indonesia, if the Bank's RIM is below the minimum of RIM targeted by Bank Indonesia (84%) or if the Bank's RIM is above the maximum of RIM targeted by Bank Indonesia (94%) and the Capital Adequacy Ratio (CAR) is below Bank Indonesia requirement of 14%.

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5. GIRO PADA BANK INDONESIA (lanjutan)

Rasio Giro Wajib Minimum untuk rekening Rupiah dan mata uang asing pada tanggal 31 Desember 2022 dan 2021 masing-masing sebesar:

	2022	2021
Rupiah		
- GWM Primer	11.88%	7.66%
- Harian	0.09%	1.99%
- Rata-rata	11.79%	5.67%
- PLM	13.66%	17.40%
Mata uang asing	4.01%	4.02%

BNI telah memenuhi ketentuan Bank Indonesia tentang Giro Wajib Minimum pada tanggal 31 Desember 2022 dan 2021.

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**5. CURRENT ACCOUNTS WITH BANK INDONESIA
(continued)**

The ratio of the Minimum Statutory Reserve requirement for its Rupiah and foreign currencies accounts as 31 December 2022 and 2021, are as follows:

	Rupiah
Primary Minimum Statutory Reserve -	
Daily	
Average	
PLM -	
Foreign currencies	

BNI has complied with the Bank Indonesia regulations regarding the Minimum Statutory Reserve as of 31 December 2022 and 2021.

6. GIRO PADA BANK LAIN

a. Berdasarkan mata uang

	2022	2021
Rupiah	384,661	472,155
Mata uang asing		
Dolar Amerika Serikat	8,205,920	13,304,783
Yen Jepang	2,711,194	2,607,273
Euro Eropa	1,807,823	313,946
Dolar Singapura	1,152,366	1,257,222
Yuan China	757,596	1,047,381
Won Korea Selatan	482,121	58,363
Franc Swiss	142,502	5,885
Dolar Hong Kong	70,468	161,074
Pound Sterling Inggris	67,935	169,733
Dolar Australia	39,372	68,000
Dolar Kanada	36,534	69,816
Dirham Uni Emirat Arab	20,445	7,078
Ringgit Malaysia	17,829	1,869
Dolar Selandia Baru	13,237	12,428
Real Arab Saudi	10,200	11,121
Baht Thailand	1,673	1,770
	15,537,215	19,097,742
Total	15,921,876	19,569,897
Cadangan kerugian penurunan nilai	(8)	(6)
	15,921,868	19,569,891

b. Berdasarkan hubungan

	2022	2021
Pihak berelasi		
Rupiah	24,334	38,487
Mata uang asing	89,268	1,521,387
Total pihak berelasi	113,602	1,559,874

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6. GIRO PADA BANK LAIN (lanjutan)

b. Berdasarkan hubungan (lanjutan)

	2022	2021
Pihak ketiga		
Rupiah	360,327	433,668
Mata uang asing	15,447,947	17,576,355
Total pihak ketiga	15,808,274	18,010,023
Total	15,921,876	19,569,897
Cadangan kerugian penurunan nilai	(8)	(6)
	15,921,868	19,569,891

c. Berdasarkan kolektibilitas Bank Indonesia

Seluruh giro pada bank lain pada tanggal-tanggal 31 Desember 2022 dan 2021 diklasifikasikan lancar.

**d. Nilai tercatat bruto dan cadangan kerugian
penurunan nilai**

Perubahan nilai tercatat bruto adalah sebagai berikut:

	2022			
	Kerugian kredit ekspektasian 12 bulan/12-month ECL	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit-impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit-impaired	Total/Total
Giro pada bank lain				
Saldo awal	19,569,897	-	-	19,569,897
Pengukuran kembali bersih penyisihan kerugian*)	38,134,575	-	-	38,134,575
Aset keuangan baru yang diterbitkan atau dibeli	25,986,266	-	-	25,986,266
Pembayaran penuh	(69,145,912)	-	-	(69,145,912)
Valuta asing dan perubahan lain	1,377,050	-	-	1,377,050
	15,921,876	-	-	15,921,876

*) Termasuk di dalam pengukuran kembali bersih penyisihan kerugian, adalah pembayaran kembali dan dampak akuisisi

**6. CURRENT ACCOUNTS WITH OTHER BANKS
(continued)**

b. By relationship (continued)

Third parties
Rupiah
Foreign currencies

Total third parties

Total

Allowance for impairment losses

c. By Bank Indonesia collectibility

All current accounts with other banks as of 31 December 2022 and 2021 are classified as current.

**d. Gross carrying amount and allowance for
impairment losses**

Movements in the gross carrying amount are as follows:

Including in the net remeasurement of loss allowance is repayment and impact of acquisition*)

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6. GIRO PADA BANK LAIN (lanjutan)

**d. Nilai tercatat bruto dan cadangan kerugian
penurunan nilai (lanjutan)**

2021					
	Kerugian kredit ekspektasian 12 bulan/12- month ECL	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit- impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit- impaired	Syariah/ Sharia	Total/Total
Giro pada bank lain					
Saldo awal	15,507,040	-	-	606,826	16,113,866
Pengukuran kembali bersih penyisihan kerugian**)	8,910,319	-	-	-	8,910,319
Aset keuangan baru yang diterbitkan atau dibeli	913,923	-	-	-	913,923
Pembayaran penuh	(5,687,285)	-	-	-	(5,687,285)
Valuta asing dan perubahan lain	(74,100)	-	-	-	(74,100)
Dampak kehilangan pengendalian*)	-	-	-	(606,826)	(606,826)
	19,569,897	-	-	-	19,569,897

*) Lihat Catatan 1

**) Termasuk di dalam pengukuran kembali bersih penyisihan
kerugian, adalah pembayaran kembali

Refer to Note 1*)

Including in the net remeasurement of loss allowance is repayment**)

Perubahan cadangan kerugian penurunan nilai
adalah sebagai berikut:

The movements in the allowance for
impairment losses are as follows:

2022				
	Kerugian kredit ekspektasian 12 bulan/12-month ECL	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit-impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit-impaired	Total/Total
Giro pada bank lain				
Saldo awal	6	-	-	6
Pengukuran kembali bersih penyisihan kerugian*)	19	-	-	19
Pembayaran penuh	(19)	-	-	(19)
Aset keuangan baru yang diterbitkan atau dibeli	2	-	-	2
	8	-	-	8

*) Termasuk di dalam pengukuran kembali bersih penyisihan
kerugian, adalah dampak akuisisi

Including in the net remeasurement of loss allowance is impact of
acquisition*)

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6. GIRO PADA BANK LAIN (lanjutan)

**d. Nilai tercatat bruto dan cadangan kerugian
penurunan nilai (lanjutan)**

2021					
	Kerugian kredit ekspektasian 12 bulan/12- month ECL	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit- impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit- impaired	Syariah/ Sharia	Total/Total
Giro pada bank lain					
Saldo awal	9	-	-	6,069	6,078
Pengukuran kembali bersih penyisihan kerugian	2	-	-	-	2
Pembayaran penuh	(5)	-	-	-	(5)
Dampak kehilangan pengendalian*)	-	-	-	(6,069)	(6,069)
	6	-	-	-	6

*) Lihat Catatan 1

Refer to Note 1*)

Manajemen berpendapat bahwa jumlah
cadangan kerugian penurunan nilai telah
memadai.

Management believes that the allowance for
impairment losses is adequate.

e. Tingkat suku bunga per tahun

	Dolar Amerika Serikat/ United States Dollar %
2022	0.00 - 4.40
2021	0.01 - 0.13

Giro pada bank lain selain dalam mata uang
Dolar Amerika Serikat dan Yuan China tidak
mendapat bunga.

e. Annual interest rates

	Yuan China/ Chinese Yuan %
2022	0.05 - 1.00
2021	2.00

Current accounts with other banks stated in
currency other than United States Dollar and
Chinese Yuan do not earn interest.

**7. PENEMPATAN PADA BANK LAIN DAN BANK
INDONESIA**

a. Berdasarkan jenis dan mata uang

	2022	2021
Rupiah		
Bank Indonesia - Deposit Facility	8,349,649	48,988,439
Call Money		
PT Bank Syariah Indonesia Tbk	200,000	-
PT Bank DKI	150,000	-
PT Bank Pembangunan Daerah Jawa Tengah	100,000	-
PT Bank Mayapada Internasional Tbk	100,000	31,400
PT Bank Rakyat Indonesia (Persero) Tbk	21,000	158,400
PT Bank Tabungan Negara (Persero) Tbk	12,800	-
PT Bank Mega Tbk	7,850	-
PT Bank KB Bukopin Tbk	6,000	-
Subtotal	597,650	189,800

**7. PLACEMENTS WITH OTHER BANKS AND
BANK INDONESIA**

a. By type and currency

	2022	2021
Rupiah		
Bank Indonesia - Deposit Facility	8,349,649	48,988,439
Call Money		
PT Bank Syariah Indonesia Tbk	200,000	-
PT Bank DKI	150,000	-
PT Bank Pembangunan Daerah Jawa Tengah	100,000	-
PT Bank Mayapada Internasional Tbk	100,000	31,400
PT Bank Rakyat Indonesia (Persero) Tbk	21,000	158,400
PT Bank Tabungan Negara (Persero) Tbk	12,800	-
PT Bank Mega Tbk	7,850	-
PT Bank KB Bukopin Tbk	6,000	-
Subtotal	597,650	189,800

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**7. PENEMPATAN PADA BANK LAIN DAN BANK
INDONESIA (lanjutan)**

a. Berdasarkan jenis dan mata uang (lanjutan)

	2022	2021
Rupiah (lanjutan)		
<i>Negotiable Certificate of Deposit</i>		
PT Bank Maybank Indonesia Tbk	-	38,817
PT Bank DKI	-	9,688
Subtotal	-	48,505
Deposito berjangka	817,441	566,583
	9,764,740	49,793,327
Mata uang asing		
Bank Indonesia - <i>Deposit Facility</i>	41,039,795	41,332,924
<i>Call Money</i>		
Wachovia Bank	158,010	-
JP Morgan Chase	82,885	-
Bank of New York Mellon	72,389	17,103
PT Bank Rakyat Indonesia (Persero) Tbk	-	285,050
San In Godo Bank, Tokyo	-	171,030
Wells Fargo Bank	-	50,596
Subtotal	313,284	523,779
Deposito berjangka		
DZ Bank AG, Singapore	108,973	-
KEB Hana Bank, Seoul	98,800	35,940
Industrial Bank of Korea	77,838	-
The Chugoku Bank Limited, Hong Kong	77,838	427,575
BNP Paribas	65,074	-
PT Bank Pembangunan Daerah Jawa Barat	23,000	21,546
Woori Bank Seoul	-	83,860
Mizuho Bank Ltd., Hong Kong	-	57,010
PT Bank Rakyat Indonesia (Persero) Tbk	-	14,269
Subtotal	451,523	640,200
	41,804,602	42,496,903
Total	51,569,342	92,290,230
Cadangan kerugian penurunan nilai	(26)	(110)
	51,569,316	92,290,120

**7. PLACEMENTS WITH OTHER BANKS AND
BANK INDONESIA (continued)**

a. By type and currency (continued)

Rupiah (continued)	
<i>Negotiable Certificate of Deposit</i>	
PT Bank Maybank Indonesia Tbk	
PT Bank DKI	
Subtotal	
Time deposits	
Foreign currencies	
Bank Indonesia - <i>Deposit Facility</i>	
<i>Call Money</i>	
Wachovia Bank	
JP Morgan Chase	
Bank of New York Mellon	
PT Bank Rakyat Indonesia (Persero) Tbk	
San In Godo Bank, Tokyo	
Wells Fargo Bank	
Subtotal	
Time deposits	
DZ Bank AG, Singapore	
KEB Hana Bank, Seoul	
Industrial Bank of Korea	
The Chugoku Bank Limited, Hong Kong	
BNP Paribas	
PT Bank Pembangunan Daerah Jawa Barat	
Woori Bank Seoul	
Mizuho Bank Ltd., Hong Kong	
PT Bank Rakyat Indonesia (Persero) Tbk	
Subtotal	
Total	
Allowance for impairment losses	

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**7. PENEMPATAN PADA BANK LAIN DAN BANK
INDONESIA (lanjutan)**

a. Berdasarkan jenis dan mata uang (lanjutan)

Perincian penempatan pada bank lain dan Bank Indonesia berdasarkan mata uang adalah sebagai berikut:	2022	2021
Rupiah	9,764,740	49,793,327
Mata uang asing		
Dolar Amerika Serikat	41,705,802	42,377,103
Won Korea Selatan	98,800	119,800
	41,804,602	42,496,903
Total	51,569,342	92,290,230
Cadangan kerugian penurunan nilai	(26)	(110)
	51,569,316	92,290,120

b. Berdasarkan hubungan

b. By relationship

	2022	2021	
Pihak berelasi			Related parties
Rupiah			Rupiah
Deposito berjangka	505,107	395,004	Time deposits
Call Money	200,000	-	Call Money
	705,107	395,004	
Mata uang asing			Foreign currencies
Call Money	-	285,050	Call Money
Deposito berjangka	-	14,269	Time deposits
	-	299,319	
Total pihak berelasi	705,107	694,323	Total related parties
Pihak ketiga			Third parties
Rupiah			Rupiah
Bank Indonesia - <i>Deposit Facility</i>	8,349,649	48,988,439	Bank Indonesia - <i>Deposit Facility</i>
Call Money	397,650	189,800	Call Money
Deposito berjangka	312,334	171,579	Time deposits
Negotiable Certificate Deposit	-	48,505	Negotiable Certificate Deposit
	9,059,633	49,398,323	
Mata uang asing			Foreign currencies
Bank Indonesia - <i>Deposit Facility</i>	41,039,795	41,332,924	Bank Indonesia - <i>Deposit Facility</i>
Deposito berjangka	451,523	625,931	Time deposits
Call Money	313,284	238,729	Call Money
	41,804,602	42,197,584	
Total pihak ketiga	50,864,235	91,566,878	Total third parties
Total	51,569,342	92,290,230	Total
Cadangan kerugian penurunan nilai	(26)	(110)	Allowance for impairment losses
	51,569,316	92,290,120	

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**7. PENEMPATAN PADA BANK LAIN DAN BANK
INDONESIA (lanjutan)**

c. Berdasarkan kolektibilitas Bank Indonesia

Seluruh penempatan pada bank lain dan Bank Indonesia pada tanggal-tanggal 31 Desember 2022 dan 2021 diklasifikasikan sebagai lancar.

**d. Nilai tercatat bruto dan cadangan kerugian
penurunan nilai**

Perubahan nilai tercatat bruto adalah sebagai berikut:

	2022			
	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit-impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit-impaired		Total/Total
Penempatan pada bank lain dan Bank Indonesia				
Saldo awal	92,290,230	-	-	92,290,230
Pengukuran kembali bersih penyisihan kerugian*)	(594,877,463)	(72,485)	-	(594,949,948)
Aset keuangan baru yang diterbitkan atau dibeli	554,100,570	72,485	-	554,173,055
Valuta asing dan perubahan lain	56,005	-	-	56,005
	51,569,342	-	-	51,569,342

*) Termasuk di dalam pengukuran kembali bersih penyisihan kerugian, adalah pembayaran kembali dan dampak akuisisi

Including in the net remeasurement of loss allowance is repayment and impact of acquisition*)

	2021			
	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit-impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit-impaired	Syariah/ Sharia	Total/Total
Penempatan pada bank lain dan Bank Indonesia				
Saldo awal	61,329,432	-	-	61,329,432
Pengukuran kembali bersih penyisihan kerugian*)	(728,100,646)	-	-	(728,100,646)
Aset keuangan baru yang diterbitkan atau dibeli	759,080,480	-	-	759,080,480
Valuta asing dan perubahan lain	(19,036)	-	-	(19,036)
	92,290,230	-	-	92,290,230

*) Termasuk di dalam pengukuran kembali bersih penyisihan kerugian adalah pembayaran kembali

Including in the net measurement of loss allowance, is repayment*):

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**7. PENEMPATAN PADA BANK LAIN DAN BANK
INDONESIA (lanjutan)**

**d. Nilai tercatat bruto dan cadangan kerugian
penurunan nilai (lanjutan)**

Perubahan cadangan kerugian penurunan nilai adalah sebagai berikut:

	2022			
	Kerugian kredit ekspektasian 12 bulan/ 12-month ECL	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit-impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit-impaired	Total/Total
Penempatan pada bank lain dan Bank Indonesia				
Saldo awal	110	-	-	110
Pengukuran kembali bersih penyisihan kerugian*)	(472)	(5)	-	(477)
Aset keuangan baru yang diterbitkan atau dibeli	388	5	-	393
	26	-	-	26

*) Termasuk di dalam pengukuran kembali bersih penyisihan kerugian, adalah dampak akuisisi

Including in the net remeasurement of loss allowance is impact of acquisition*)

	2021			
	Kerugian kredit ekspektasian 12 bulan/ 12-month ECL	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit-impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit-impaired	Syariah/ Sharia
Penempatan pada bank lain dan Bank Indonesia				
Saldo awal	173	-	-	-
Pengukuran kembali bersih penyisihan kerugian	(332)	-	-	-
Aset keuangan baru yang diterbitkan atau dibeli	269	-	-	-
	110	-	-	110

Manajemen berpendapat bahwa jumlah cadangan kerugian penurunan nilai di atas telah memadai.

Management believes that the allowance for impairment losses is adequate.

**e. Penempatan pada bank lain yang
digunakan sebagai jaminan**

Tidak terdapat penempatan pada bank lain yang digunakan sebagai jaminan pada tanggal 31 Desember 2022 dan 2021.

**e. Placements with other banks pledged as
collateral**

There were no placements with other banks pledged as collateral as of 31 December 2022 and 2021.

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**7. PENEMPATAN PADA BANK LAIN DAN BANK
INDONESIA (lanjutan)**

f. Tingkat suku bunga per tahun

	Rupiah %	Dolar Amerika Serikat/ United States Dollar %	Won Korea/ Korean Won %	
2022	0.00 - 6.00	0.01 - 4.75	1.35 - 3.30	2022
2021	2.75 - 10.00	0.02 - 2.39	0.55 - 2.15	2021

Penempatan pada Bank Indonesia dan bank lain dalam mata uang selain Rupiah, Dolar Amerika Serikat, dan Won Korea, tidak mendapat bunga.

**7. PLACEMENTS WITH OTHER BANKS AND
BANK INDONESIA (continued)**

f. Annual interest rates

Placements with Bank Indonesia and other banks stated in currency other than Rupiah, United States Dollar, and Korean Won, do not earn interest.

8. EFEK-EFEK

a. Berdasarkan jenis dan mata uang

	2022		2021	
	Nilai nominal/ Nominal value	Nilai tercatat/ Carrying Value	Nilai nominal/ Nominal value	Nilai tercatat/ Carrying value
Nilai wajar melalui laba rugi				
Rupiah				
Reksadana	4,007,955	5,374,735	7,646,834	8,660,074
Obligasi	1,031	1,029	22,050	23,116
Obligasi subordinasi	6,000	6,109	6,000	6,172
Efek lainnya	1,742,286	1,742,286	826,474	826,914
	5,757,272	7,124,159	8,503,358	9,518,276
Mata uang asing				
Reksadana	38,347	50,126	51,630	53,952
Obligasi	1,557	1,589	-	-
	39,904	51,715	51,630	53,952
Total nilai wajar melalui laba rugi	5,797,176	7,175,874	8,554,988	9,572,228
Nilai wajar melalui penghasilan komprehensif lain				
Rupiah				
Reksadana	13,160,390	13,137,516	7,653,486	7,182,068
Obligasi	5,449,910	5,577,050	5,945,300	7,437,279
Obligasi subordinasi	581,800	597,465	578,800	601,467
Efek beragunan aset	-	-	70,580	71,969
	19,192,100	19,312,031	14,248,166	15,292,783
Mata uang asing				
Sertifikat Bank Indonesia	77,838	77,838	128,273	127,885
Obligasi	787,716	726,398	799,565	804,062
Reksadana	778,375	788,105	-	-
	1,643,929	1,592,341	927,838	931,947
Total nilai wajar melalui penghasilan komprehensif lain	20,836,029	20,904,372	15,176,004	16,224,730
Biaya perolehan diamortisasi				
Rupiah				
Obligasi	601,000	547,493	306,500	256,052
Efek lainnya	7,448	7,448	-	-
	608,448	554,941	306,500	256,052
Mata uang asing				
Obligasi	167,568	167,564	-	-
Total biaya perolehan diamortisasi	776,016	722,505	306,500	256,052
Total efek-efek		28,802,751		26,053,010
Cadangan kerugian penurunan nilai		(246,668)		(250,048)
		28,556,083		25,802,962

Fair value through profit or loss

Rupiah
Mutual funds
Bonds
Subordinated bonds
Other securities

Foreign currencies
Mutual funds
Bonds

Total fair value through profit or loss

Fair value through other comprehensive income

Rupiah
Mutual funds
Bonds
Subordinated bonds
Asset backed security

Foreign currencies
Certificate of Bank Indonesia
Bonds
Mutual funds

Total fair value through other comprehensive income

Amortized cost

Rupiah
Bonds
Other securities

Foreign currencies
Bonds

Total amortized cost

Total marketable securities
Allowance for impairment losses

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8. EFEK-EFEK (lanjutan)

a. Berdasarkan jenis dan mata uang (lanjutan)

Perincian efek-efek berdasarkan mata uang adalah sebagai berikut:

	2022	2021
Rupiah	26,991,131	25,067,111
Mata uang asing		
Dolar Amerika Serikat	1,811,620	985,899
Total	28,802,751	26,053,010
Cadangan kerugian penurunan nilai	(246,668)	(250,048)
	28,556,083	25,802,962

b. Berdasarkan hubungan

	2022	2021
Pihak berelasi		
Rupiah	7,497,961	5,569,658
Mata uang asing	297,650	346,318
Total pihak berelasi	7,795,611	5,915,976
Pihak ketiga		
Rupiah	19,493,170	19,497,453
Mata uang asing	1,513,970	639,581
Total pihak ketiga	21,007,140	20,137,034
Total	28,802,751	26,053,010
Cadangan kerugian penurunan nilai	(246,668)	(250,048)
	28,556,083	25,802,962

c. Berdasarkan penerbit

	2022	2021
Korporasi	25,352,334	21,826,648
Bank	3,372,580	4,098,477
Bank Indonesia	77,837	127,885
Total	28,802,751	26,053,010
Cadangan kerugian penurunan nilai	(246,668)	(250,048)
	28,556,083	25,802,962

8. MARKETABLE SECURITIES (continued)

a. By type and currency (continued)

Marketable securities based on currencies are as follow:

Rupiah

Foreign currency
United States Dollar

Total

Allowance for impairment losses

b. By relationship

Related parties

Rupiah
Foreign currencies

Total related parties

Third parties

Rupiah
Foreign currencies

Total third parties

Total

Allowance for impairment losses

c. By issuer

Corporates

Banks
Bank Indonesia

Total

Allowance for impairment losses

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8. EFEK-EFEK (lanjutan)

d. Berdasarkan peringkat

2022			
Pemeringkat/ Agencies	Peringkat/ Rating	Nilai tercatat/ Carrying value	
Nilai wajar melalui laba rugi			
Rupiah			
Reksadana	-	-	5,374,735
Obligasi	Pefindo	idAA - idAAA	1,029
Obligasi subordinasi	Beragam/Various	Beragam/Various	6,109
Efek lainnya	Pefindo	idAA+ - idAAA	1,742,286
			7,124,159
Mata uang asing			
Reksadana	-	-	50,126
Obligasi	-	-	1,589
			51,715
Total nilai wajar melalui laba rugi			
			7,175,874
Nilai wajar melalui penghasilan			
komprehensif lain			
Rupiah			
Reksadana	-	-	13,137,516
Obligasi subordinasi			
PT Bank Pan Indonesia Tbk	Pefindo	idA+	243,595
PT Bank UOB Indonesia	Fitch	AA(idn)	206,468
PT Bank Mandiri (Persero)Tbk	Pefindo	idAA	76,222
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	Pefindo	idAAA	66,101
PT Bank Maybank Indonesia Tbk	Pefindo	idAA	5,079
Subtotal			597,465
Obligasi			
PT Perusahaan Listrik Negara (Persero)	Pefindo	idAAA	820,293
PT Sarana Multigriya Finansial (Persero)	Fitch	AAA(idn)	414,498
PT Hutama Karya (Persero)	Pefindo	idAA-	397,662
PT Bank Mandiri (Persero)Tbk	Pefindo	idAAA	340,301
PT Adira Dinamika Multi Finance Tbk	Pefindo	idAAA	327,789
PT Bank Rakyat Indonesia (Persero) Tbk	Pefindo	idAAA	298,785
PT Permodalan Nasional Madani	Pefindo	idAA	269,163
PT Bank Maybank Indonesia Tbk	Pefindo	idAAA	267,815
PT Bank Tabungan Negara (Persero) Tbk	Pefindo	idAA+	264,387
PT Semen Indonesia (Persero) Tbk	Pefindo	idAA+	260,800
PT Indosat Tbk	Pefindo	idAAA	227,470
PT Chandra Asri Petrochemical Tbk	Pefindo	idAA-	224,032
PT Sarana Multi Infrastruktur (Persero)	Pefindo	idAAA	150,872
PT Bank Pan Indonesia Tbk	Pefindo	idA+	120,351
PT XL Axiata Tbk	Fitch	AAA(idn)	106,462
PT Jasa Marga (Persero) Tbk	Pefindo	idAA	103,102
PT Pegadaian	Pefindo	idAAA	95,593
PT Bank KB Bukopin Tbk	Pefindo	idAAA	90,059
PT Kereta Api Indonesia (Persero)	Pefindo	idAA+	81,256
PT Pupuk Indonesia (Persero)	Fitch	AAA(idn)	76,134
PT Astra Sedaya Finance	Pefindo	idAAA	70,490
PT Maybank Indonesia Finance	Fitch	AA+(idn)	70,100
PT Mora Telematika Indonesia Tbk	Pefindo	idA+	52,411
PT Adhi Karya (Persero) Tbk	Pefindo	idA-	49,308
PT Bank Mandiri Taspen	Pefindo	idAA+	42,762
PT Bank CIMB Niaga Tbk	Pefindo	idAAA	20,532
PT Telkom Indonesia Tbk	Pefindo	idAAA	13,222
PT BRI Multifinance Indonesia	Pefindo	idAA	12,345
Lembaga Pembiayaan Ekspor Indonesia	Pefindo	idAAA	7,205
PT Bank Pembangunan Daerah Sulawesi Selatan dan Sulawesi Barat	Pefindo	idA+	4,746
Lainnya	Beragam/various	Beragam/various	297,105
Subtotal			5,577,050
			19,312,031

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8. MARKETABLE SECURITIES (continued)

d. By rating

2022			
Pemeringkat/ Agencies	Peringkat/ Rating	Nilai tercatat/ Carrying value	
Fair value through profit or loss			
Rupiah			
<i>Mutual funds</i>			
<i>Bonds</i>			
<i>Subordinated bonds</i>			
<i>Other securities</i>			
Foreign currencies			
<i>Mutual funds</i>			
<i>Bonds</i>			
Total fair value through profit or loss			
Fair value through other comprehensive income			
Rupiah			
<i>Mutual funds</i>			
<i>Subordinated bonds</i>			
<i>PT Bank Pan Indonesia Tbk</i>			
<i>PT Bank UOB Indonesia</i>			
<i>PT Bank Mandiri (Persero) Tbk</i>			
<i>PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk</i>			
<i>PT Bank Maybank Indonesia Tbk</i>			
<i>Subtotal</i>			
Bonds			
<i>PT Perusahaan Listrik Negara (Persero)</i>			
<i>PT Sarana Multigriya Finansial (Persero)</i>			
<i>PT Hutama Karya (Persero)</i>			
<i>PT Bank Mandiri (Persero) Tbk</i>			
<i>PT Adira Dinamika Multi Finance Tbk</i>			
<i>PT Bank Rakyat Indonesia (Persero) Tbk</i>			
<i>PT Permodalan Nasional Madani</i>			
<i>PT Bank Maybank Indonesia Tbk</i>			
<i>PT Bank Tabungan Negara (Persero) Tbk</i>			
<i>PT Semen Indonesia (Persero) Tbk</i>			
<i>PT Indosat Tbk</i>			
<i>PT Chandra Asri Petrochemical Tbk</i>			
<i>PT Sarana Multi Infrastruktur (Persero)</i>			
<i>PT Bank Pan Indonesia Tbk</i>			
<i>PT XL Axiata Tbk</i>			
<i>PT Jasa Marga (Persero) Tbk</i>			
<i>PT Pegadaian</i>			
<i>PT Bank KB Bukopin Tbk</i>			
<i>PT Kereta Api Indonesia (Persero)</i>			
<i>PT Pupuk Indonesia (Persero)</i>			
<i>PT Astra Sedaya Finance</i>			
<i>PT Maybank Indonesia Finance</i>			
<i>PT Mora Telematika Indonesia Tbk</i>			
<i>PT Adhi Karya (Persero) Tbk</i>			
<i>PT Bank Mandiri Taspen</i>			
<i>PT Bank CIMB Niaga Tbk</i>			
<i>PT Telkom Indonesia Tbk</i>			
<i>PT BRI Multifinance Indonesia</i>			
<i>Lembaga Pembiayaan Ekspor Indonesia</i>			
<i>PT Bank Pembangunan Daerah Sulawesi Selatan dan Sulawesi Barat</i>			
<i>Others</i>			
<i>Subtotal</i>			

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8. EFEK-EFEK (lanjutan)

d. Berdasarkan peringkat (lanjutan)

2022			
Pemeringkat/ Agencies	Peringkat/ Rating	Nilai tercatat/ Carrying value	
Nilai wajar melalui penghasilan			
komprehensif lain			
Mata uang asing			
Reksadana	-	-	788,105
Sertifikat Bank Indonesia	-	-	77,838
Obligasi			
PT Perusahaan Listrik Negara (Persero)	Pefindo	idAAA	96,130
PT Bank Rakyat Indonesia (Persero) Tbk	Pefindo	idAAA	76,474
JPMorgan Chase Bank, N.A.	Fitch	BBB	75,210
Suntrust Bank	S&P	BB+	73,158
Bank of America	Fitch	BBB+	71,951
The Huntington National Bank	Fitch	BB+	70,800
M&T Bank Corporation	S&P	BBB+	70,288
Wells Fargo	Fitch	BBB	67,341
PT Pertamina (Persero)	S&P	BBB	63,308
PT Pelabuhan Indonesia (Persero)	S&P	BBB	61,738
Subtotal			1,592,341
Total nilai wajar pada penghasilan			
komprehensif lain			
			20,904,372
Biaya perolehan diamortisasi			
Rupiah			
Obligasi			
Intan Baruprana Finance	-	-	246,493
PT Sarana Multi Infrastruktur (Persero)	Pefindo	idAAA	200,000
PT Semen Indonesia (Persero) Tbk	Pefindo	idAA+	100,000
PT Bank Syariah Indonesia Tbk	Pefindo	idAAA	1,000
Efek lainnya	Beragam/Various	Beragam/Various	7,448
Subtotal			554,941
Mata uang asing			
Obligasi			
PT Bank KEB Hana Indonesia	Fitch	AAA	31,131
Efek lainnya	Beragam/Various	Beragam/Various	136,433
Subtotal			167,564
Total biaya perolehan diamortisasi			
			722,505
Total efek-efek			
			28,802,751
Cadangan kerugian penurunan nilai			
			(246,668)
Efek-efek - bersih			
			28,556,083

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8. MARKETABLE SECURITIES (continued)

d. By rating (continued)

2022			
Pemeringkat/ Agencies	Peringkat/ Rating	Nilai tercatat/ Carrying value	
Fair value through other comprehensive income			
Foreign currencies			
<i>Mutual funds</i>			
<i>Certificate of Bank Indonesia</i>			
<i>Bonds</i>			
<i>PT Perusahaan Listrik Negara (Persero)</i>			
<i>PT Bank Rakyat Indonesia (Persero) Tbk</i>			
<i>JPMorgan Chase Bank, N.A.</i>			
<i>Suntrust Bank</i>			
<i>Bank of America</i>			
<i>The Huntington National Bank</i>			
<i>M&T Bank Corporation</i>			
<i>Wells Fargo</i>			
<i>PT Pertamina (Persero)</i>			
<i>PT Pelabuhan Indonesia (Persero)</i>			
Subtotal			
			1,592,341
Total fair value through other comprehensive income			
			20,904,372
Amortized cost			
Rupiah			
Bonds			
<i>Intan Baruprana Finance</i>			
<i>PT Sarana Multi Infrastruktur (Persero)</i>			
<i>PT Semen Indonesia (Persero) Tbk</i>			
<i>PT Bank Syariah Indonesia Tbk</i>			
<i>Other securities</i>			
Subtotal			
			554,941
Foreign currencies			
Bonds			
<i>PT Bank KEB Hana Indonesia</i>			
<i>Other securities</i>			
Subtotal			
			167,564
Total amortized cost			
			722,505
Total marketable securities			
			28,802,751
Allowance for impairment losses			
			(246,668)
Marketable securities - net			
			28,556,083

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8. MARKETABLE SECURITIES (continued)

d. Berdasarkan peringkat (lanjutan)

d. By rating (continued)

	2021			
	Pemeringkat/ Agencies	Peringkat/ Rating	Nilai tercatat/ Carrying value	
Nilai wajar melalui laba rugi				Fair value through profit or loss
Rupiah				Rupiah
Reksadana	-	-	8,660,074	Mutual funds
Obligasi	Pefindo	(AA-) - (AAA)	23,116	Bonds
Obligasi subordinasi	Beragam/Various	Beragam/Various	6,172	Subordinated bonds
Efek lainnya	Pefindo	(A+) - (AAA)	828,914	Other securities
			9,518,276	
Mata uang asing				Foreign currencies
Reksadana	-	-	53,952	Mutual funds
Total nilai wajar melalui laba rugi			9,572,228	Total fair value through profit or loss
Nilai wajar melalui penghasilan komprehensif lain				Fair value through other comprehensive income
Rupiah				Rupiah
Reksadana	-	-	7,182,068	Mutual funds
Efek beragunan aset	Pefindo	idAAA(sf)	71,969	Asset backed security
Obligasi				Bonds
PT Perusahaan Listrik Negara (Persero)	Pefindo	idAAA	1,113,543	PT Perusahaan Listrik Negara (Persero)
PT Bank Tabungan Negara (Persero) Tbk	Pefindo	idAA+	667,943	PT Bank Tabungan Negara (Persero) Tbk
PT Bank Mandiri (Persero) Tbk	Pefindo	idAAA	659,028	PT Bank Mandiri (Persero) Tbk
PT Utama Karya (Persero)	Pefindo	idAAA	475,548	PT Utama Karya (Persero)
PT Bank Rakyat Indonesia (Persero) Tbk	Pefindo	AA	417,913	PT Bank Rakyat Indonesia (Persero) Tbk
PT Permodalan Nasional Madani	Pefindo	idAAA	402,845	PT Permodalan Nasional Madani
PT Bank Panin Dubai Syariah Tbk	Pefindo	idAA+	321,591	PT Bank Panin Dubai Syariah Tbk
PT Adira Dinamika Multi Finance Tbk	Pefindo	AAA	244,160	PT Adira Dinamika Multi Finance Tbk
PT Semen Indonesia (Persero) Tbk	Pefindo	AA	226,161	PT Semen Indonesia (Persero) Tbk
PT Bank UOB Indonesia	Pefindo	AA	214,352	PT Bank UOB Indonesia
PT Bank CIMB Niaga Tbk	Pefindo	idAAA	313,908	PT Bank CIMB Niaga Tbk
PT Sarana Multigriya Finansial (Persero)	Pefindo	idAAA	144,067	PT Sarana Multigriya Finansial (Persero)
PT Sarana Multi Infrastruktur (Persero)	Pefindo	AAA	149,086	PT Sarana Multi Infrastruktur (Persero)
PT Bank Maybank Indonesia Tbk	Pefindo	AAA	232,288	PT Bank Maybank Indonesia Tbk
PT Pupuk Indonesia (Persero)	Pefindo	idAAA	129,721	PT Pupuk Indonesia (Persero)
PT Mora Telematika Indonesia	Pefindo	idA	126,983	PT Mora Telematika Indonesia
PT XL Axiata Tbk	Pefindo	AAA(idn)	115,709	PT XL Axiata Tbk
PT Indosat Tbk	Pefindo	AA	111,452	PT Indosat Tbk
PT Jasa Marga (Persero) Tbk	Pefindo	idAA-	102,117	PT Jasa Marga (Persero) Tbk
PT Bank KB Bukopin Tbk	Pefindo	AAA	-	PT Bank KB Bukopin Tbk
PT Kereta Api Indonesia (Persero)	Pefindo	idAA+	74,011	PT Kereta Api Indonesia (Persero)
PT Astra Sedaya Finance	Pefindo	AAA	47,185	PT Astra Sedaya Finance
PT Maybank Indonesia Finance	Pefindo	idAAA	10,316	PT Maybank Indonesia Finance
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	Pefindo	A	60,223	PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk
Lembaga Pembiayaan Ekspor Indonesia	Pefindo	idAAA	54,625	Lembaga Pembiayaan Ekspor Indonesia
PT Bank Mandiri Taspen	Pefindo	idAA	21,198	PT Bank Mandiri Taspen
PT Pegadaian	Pefindo	AAA	295,332	PT Pegadaian
Lainnya	Beragam/Various	Beragam/Various	1,307,441	Others
Subtotal			8,038,746	Subtotal
			15,292,783	

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8. MARKETABLE SECURITIES (continued)

d. Berdasarkan peringkat (lanjutan)

d. By rating (continued)

	2021			
	Pemeringkat/ Agencies	Peringkat/ Rating	Nilai tercatat/ Carrying value	
Mata uang asing				Foreign currencies
Sertifikat Bank Indonesia	-	-	127,885	Certificate of Bank Indonesia
Obligasi				Bonds
PT Pelabuhan Indonesia (Persero)	S&P	BBB	138,987	PT Pelabuhan Indonesia (Persero)
PT Pertamina (Persero)	S&P	BBB	111,366	PT Pertamina (Persero)
PT Bank Rakyat Indonesia (Persero) Tbk	Pefindo	idAAA	75,197	PT Bank Rakyat Indonesia (Persero) Tbk
JPMorgan Chase Bank, N.A.	Moody's	Baa1	70,830	JPMorgan Chase Bank, N.A.
The Huntington National Bank	Moody's	Baa2	70,221	The Huntington National Bank
Suntrust Bank	Moody's	Baa1	69,561	Suntrust Bank
Bank of America, N.A.	Moody's	Baa1	69,489	Bank of America, N.A.
M&T Bank Corporation	S&P	NR	67,851	M&T Bank Corporation
Wells Fargo Bank, N.A.	Fitch	BBB	66,470	Wells Fargo Bank, N.A.
PT Perusahaan Listrik Negara (Persero)	Pefindo	idAAA	64,090	PT Perusahaan Listrik Negara (Persero)
Subtotal			804,062	Subtotal
			931,947	
Total nilai wajar pada penghasilan komprehensif lain			16,224,730	Total fair value through other comprehensive income
Biaya perolehan diamortisasi				Amortized cost
Rupiah				Rupiah
Obligasi				Bonds
Intan Baruprana Finance	-	-	250,048	Intan Baruprana Finance
PT Perusahaan Listrik Negara (Persero)	Pefindo	idAAA	2,004	PT Perusahaan Listrik Negara (Persero)
PT Bank Rakyat Indonesia (Persero) Tbk	Pefindo	idAAA	1,000	PT Bank Rakyat Indonesia (Persero) Tbk
Lainnya	Beragam/Various	Beragam/Various	3,000	Others
Subtotal			256,052	Subtotal
Total biaya perolehan diamortisasi			256,052	Total amortized cost
Total efek-efek			26,053,010	Total marketable securities
Cadangan kerugian penurunan nilai			(250,048)	Allowance for impairment losses
Efek-efek - bersih			25,802,962	Marketable securities - net

e. Berdasarkan kolektibilitas Bank Indonesia

e. By Bank Indonesia collectibility

	2022		2021	
	Pokok/ Principal	Cadangan kerugian penurunan nilai/ Allowance for impairment losses	Pokok/ Principal	Cadangan kerugian penurunan nilai/ Allowance for impairment losses
Lancar	28,268,598	(175)	25,483,291	-
Kurang lancar*)	287,660	-	319,671	-
Macet	246,493	(246,493)	250,048	(250,048)
	28,802,751	(246,668)	26,053,010	(250,048)

^{*)} Cadangan kerugian penurunan nilai pada efek-efek dengan klasifikasi nilai wajar melalui penghasilan komprehensif lain dicatat pada penghasilan komprehensif lain, karena nilai tercatatnya disajikan sebesar nilai wajarnya.

^{*)} Allowance for impairment losses on marketable securities classified as fair value through other comprehensive income is recorded in other comprehensive income, because the carrying value is presented at fair value.

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8. EFEK-EFEK (lanjutan)

**f. Nilai tercatat bruto dan cadangan kerugian
penurunan nilai**

Perubahan nilai tercatat bruto adalah sebagai berikut:

2022				
Kerugian kredit ekspektasian 12 bulan/12-month ECL	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit-impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit-impaired		Total/Total
Efek-efek yang diukur pada biaya perolehan diamortisasi				
Saldo awal	6,004	-	250,048	256,052
Aset keuangan baru yang diterbitkan atau dibeli	470,008	-	-	470,008
Pembayaran penuh	-	-	(3,555)	(3,555)
	476,012	-	246,493	722,505

2022				
Kerugian kredit ekspektasian 12 bulan/12-month ECL	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit-impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit-impaired		Total/Total
Efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lain				
Saldo awal	15,939,415	285,315	-	16,224,730
Pengukuran kembali bersih penyisihan kerugian*)	2,887,136	(16)	-	2,887,120
Aset keuangan baru yang diterbitkan atau dibeli	2,339,323	-	-	2,339,323
Pembayaran penuh	(624,666)	-	-	(624,666)
Valuta asing dan perubahan lain	51,541	26,324	-	77,865
	20,592,749	311,623	-	20,904,372

Efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lain

Saldo awal	15,939,415	285,315	-	16,224,730
Pengukuran kembali bersih penyisihan kerugian*)	2,887,136	(16)	-	2,887,120
Aset keuangan baru yang diterbitkan atau dibeli	2,339,323	-	-	2,339,323
Pembayaran penuh	(624,666)	-	-	(624,666)
Valuta asing dan perubahan lain	51,541	26,324	-	77,865
	20,592,749	311,623	-	20,904,372

*) Termasuk di dalam pengukuran kembali bersih penyisihan kerugian adalah penjualan efek-efek

Including in the net measurement of loss allowance, is sales of marketable securities *)

2021				
Kerugian kredit ekspektasian 12 bulan/12-month ECL	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit-impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit-impaired	Syariah/ Sharia	Total/Total
Efek-efek yang diukur pada biaya perolehan diamortisasi				
Saldo awal	6,013	-	255,390	7,320,715
Pembayaran penuh	(9)	-	(5,342)	(5,351)
Dampak kehilangan pengendalian*)	-	-	-	(7,059,312)
	6,004	-	250,048	256,052

*) Lihat Catatan 1

*) Refer to Note 1

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8. EFEK-EFEK (lanjutan)

**f. Nilai tercatat bruto dan cadangan kerugian
penurunan nilai (lanjutan)**

Perubahan nilai tercatat bruto adalah sebagai berikut: (lanjutan)

2021				
Kerugian kredit ekspektasian 12 bulan/12-month ECL	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit-impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit-impaired	Syariah/ Sharia	Total/Total
Efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lain				
Saldo awal	15,133,011	281,332	-	15,414,343
Pengukuran kembali bersih penyisihan kerugian*)	561,102	(73)	-	561,029
Aset keuangan baru yang diterbitkan atau dibeli	539,965	-	-	539,965
Pembayaran penuh	(299,564)	-	-	(299,564)
Valuta asing dan perubahan lain	4,901	4,056	-	8,957
	15,939,415	285,315	-	16,224,730

*) Termasuk di dalam pengukuran kembali bersih penyisihan kerugian adalah penjualan efek-efek

Including in the net measurement of loss allowance, is sales of marketable securities *)

Perubahan cadangan kerugian penurunan nilai adalah sebagai berikut:

Movements in the allowance for impairment losses are as follows:

2022			
Kerugian kredit ekspektasian 12 bulan/12-month ECL	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit-impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit-impaired	Total/Total
Efek-efek yang diukur pada biaya perolehan diamortisasi			
Saldo awal	-	-	250,048
Aset keuangan baru yang diterbitkan atau dibeli	175	-	175
Pembayaran penuh	-	-	(3,555)
	175	-	246,668

Efek-efek yang diukur pada biaya perolehan diamortisasi

Saldo awal	-	-	250,048	250,048
Aset keuangan baru yang diterbitkan atau dibeli	175	-	-	175
Pembayaran penuh	-	-	(3,555)	(3,555)
	175	-	246,493	246,668

Marketable securities at amortized cost

Beginning balance
New financial assets
originated or purchased
Fully repayment

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8. EFEK-EFEK (lanjutan)

f. Nilai tercatat bruto dan cadangan kerugian
penurunan nilai (lanjutan)

Perubahan cadangan kerugian penurunan nilai
adalah sebagai berikut: (lanjutan)

2022				
	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit-impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit-impaired	Total/Total*)	
Efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lain				
Saldo awal	6,870	4,357	-	11,227
Pengukuran kembali bersih penyisihan kerugian**)	(6,380)	(1,435)	-	(7,815)
Aset keuangan baru yang diterbitkan atau dibeli	3,993	-	-	3,993
Pembayaran penuh	(1,672)	-	-	(1,672)
Valuta asing dan perubahan lain	41	336	-	377
	2,852	3,258	-	6,110

*) Cadangan kerugian penurunan nilai pada efek-efek dengan klasifikasi nilai wajar melalui penghasilan komprehensif lain dicatat pada penghasilan komprehensif lain, karena nilai tercatatnya disajikan sebesar nilai wajarnya.

**) Termasuk di dalam pengukuran kembali bersih penyisihan kerugian adalah penjualan efek-efek

*) Lihat Catatan 1

2021				
Kerugian kredit ekspektasian 12 bulan/12-month ECL	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit-impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit-impaired	Syariah/ Sharia	Total/Total
Efek-efek yang diukur pada biaya perolehan diamortisasi				
Saldo awal	-	-	255,389	4,830
Pembayaran penuh	-	-	(5,341)	-
Dampak kehilangan Pengendalian*)	-	-	-	(4,830)
	-	-	250,048	250,048

*) Lihat Catatan 1

**) Termasuk di dalam pengukuran kembali bersih penyisihan kerugian adalah penjualan efek-efek

8. MARKETABLE SECURITIES (continued)

f. Gross carrying amount and allowance for
impairment losses (continued)

Movements in the allowance for impairment
losses are as follows: (continued)

2022				
Kerugian kredit ekspektasian 12 bulan/12-month ECL	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit-impaired	Total/Total*)	
<i>Marketable securities at fair value through other comprehensive income</i>				
-	11,227		Beginning balance	
-	(7,815)		Net remeasurement of loss allowance**)	
-	3,993		New financial assets originated or purchased	
-	(1,672)		Fully repayment Foreign exchange and other movements	
-	377			
-	6,110			

*) Allowance for impairment losses on marketable securities classified as fair value through other comprehensive income is recorded in other comprehensive income, because the carrying value is presented at fair value.

**) Including in the net measurement of loss allowance, is sales of marketable securities.

*) Refer to Note 1

2021				
Kerugian kredit ekspektasian 12 bulan/12-month ECL	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit-impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit-impaired	Syariah/ Sharia	Total/Total*)
Marketable securities at fair value through other comprehensive income				
Saldo awal	6,870	4,357	-	11,227
Pengukuran kembali bersih penyisihan kerugian**)	(6,380)	(1,435)	-	(7,815)
Aset keuangan baru yang diterbitkan atau dibeli	3,993	-	-	3,993
Pembayaran penuh	(1,672)	-	-	(1,672)
Valuta asing dan perubahan lain	41	336	-	377
	2,852	3,258	-	6,110

*) Allowance for impairment losses on marketable securities classified as fair value through other comprehensive income is recorded in other comprehensive income, because the carrying value is presented at fair value.

**) Including in the net measurement of loss allowance, is sales of marketable securities.

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8. EFEK-EFEK (lanjutan)

f. Nilai tercatat bruto dan cadangan kerugian
penurunan nilai (lanjutan)

Manajemen berpendapat bahwa jumlah
cadangan kerugian penurunan nilai di atas
telah memadai.

g. Tingkat suku bunga per tahun

	Rupiah %	Dolar Amerika Serikat/ United States Dollar %	Yen Jepang/ Japanese Yen %	Interest Rate: 2022 2021
Suku Bunga :				
2022	4.00 - 11.25	0.50 - 6.50	-	2022
2021	4.75 - 12.90	0.16 - 5.63	0.30 - 0.92	2021

8. MARKETABLE SECURITIES (continued)

f. Gross carrying amount and allowance for
impairment losses (continued)

Management believes that the allowance for
impairment losses stated above is adequate.

g. Annual interest rates

9. WESEL EKSPOR DAN TAGIHAN LAINNYA

a. Berdasarkan jenis dan mata uang

	2022	2021
Rupiah		
Surat Keterangan Berdokumen		
Dalam Negeri (SKBDN)	2,902,559	722,713
Wesel Ekspor	529,043	602,116
Tagihan lainnya:		
- Open account financing dan Supply chain financing	11,207,612	11,217,690
	14,639,214	12,542,519
Mata uang asing		
Wesel Ekspor	4,941,865	4,654,824
Surat Keterangan Berdokumen	-	251
Dalam Negeri (SKBDN)		
Tagihan lainnya:		
- Open account financing dan Supply chain financing	771,519	2,261,766
- Tagihan transaksi L/C Sight	549,531	506,576
	6,262,915	7,423,417
Total	20,902,129	19,965,936
Cadangan kerugian penurunan nilai	(172,909)	(402,618)
	20,729,220	19,563,318

Total
Cadangan kerugian
penurunan nilai

9. BILLS AND OTHER RECEIVABLES

a. By type and currency

	2022	2021
Rupiah		
Surat Keterangan Berdokumen		
Dalam Negeri (SKBDN)	2,902,559	722,713
Wesel Ekspor	529,043	602,116
Tagihan lainnya:		
- Open account financing dan Supply chain financing	11,207,612	11,217,690
	14,639,214	12,542,519
Mata uang asing		
Wesel Ekspor	4,941,865	4,654,824
Surat Keterangan Berdokumen	-	251
Dalam Negeri (SKBDN)		
Tagihan lainnya:		
- Open account financing dan Supply chain financing	771,519	2,261,766
- Tagihan transaksi L/C Sight	549,531	506,576
	6,262,915	7,423,417
Total	20,902,129	19,965,936
Cadangan kerugian penurunan nilai	(172,909)	(402,618)
	20,729,220	19,563,318

Total
Cadangan kerugian
penurunan nilai

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**9. WESEL EKSPOR DAN TAGIHAN LAINNYA
(lanjutan)**

**d. Nilai tercatat bruto dan cadangan kerugian
penurunan nilai (lanjutan)**

Perubahan cadangan kerugian penurunan nilai
adalah sebagai berikut:

2022				
	Kerugian kredit ekspektasian 12 bulan/12-month ECL	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit-impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit-impaired	Total/Total
Wesel ekspor dan tagihan lainnya				
Saldo awal	103,823	245,349	53,446	402,618
Pengalihan dari				
- Kerugian kredit ekspektasian 12 bulan	(1,688)	1,688	-	-
- Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk	301,888	(301,888)	-	-
Pengukuran kembali bersih penyisihan kerugian*)	(192,491)	135,767	-	(56,724)
Aset keuangan baru yang diterbitkan atau dibeli	56,707	786	-	57,493
Pembayaran penuh	(148,554)	(88,117)	-	(236,671)
Valuta asing dan perubahan lain	(11,035)	17,228	-	6,193
	108,650	10,813	53,446	172,909

*) Termasuk di dalam pengukuran kembali bersih penyisihan
kerugian, adalah dampak akuisisi

Including in the net remeasurement of loss allowance is impact of
acquisition*)

2021				
	Kerugian kredit ekspektasian 12 bulan/12-month ECL	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit-impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit-impaired	Total/Total
Weasel ekspor dan tagihan lainnya				
Saldo awal	58,930	69,736	(5,765)	122,901
Pengalihan dari				
- Kerugian kredit ekspektasian 12 bulan	(4,914)	4,914	-	-
- Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk	4,940	(4,940)	-	-
Pengalihan ke kerugian kredit ekspektasian sepanjang umurnya- kredit memburuk - bersih	(74)	-	74	-
Pengukuran kembali bersih penyisihan kerugian	53,981	223,942	73,056	350,979
Aset keuangan baru yang diterbitkan atau dibeli	11,822	3,522	16,655	31,999
Pembayaran penuh	(20,704)	(52,089)	(31,790)	(104,583)
Valuta asing dan perubahan lain	(158)	264	1,216	1,322
	103,823	245,349	53,446	402,618

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**9. WESEL EKSPOR DAN TAGIHAN LAINNYA
(lanjutan)**

**d. Nilai tercatat bruto dan cadangan kerugian
penurunan nilai (lanjutan)**

Manajemen berpendapat bahwa jumlah
cadangan kerugian penurunan nilai diatas
telah memadai.

**d. Gross carrying amount and allowance for
impairment losses (continued)**

Management believes that the above
allowance for impairment losses is adequate.

e. Tingkat suku bunga per tahun

	Rupiah %	Dolar Amerika Serikat/ United States Dollar %
Bunga kontrak		
2022	4.13 - 10.00	1.00 - 8.90
2021	4.00 - 7.71	0.68 - 5.15

e. Annual interest rates

	Euro Eropa/ European Euro %	Yuan China/ Chinese Yuan %
Bunga kontrak		
2022	2.65 - 3.75	2.08 - 3.50
2021	-	-

Contractual rates
2022
2021

10. TAGIHAN AKSEPTASI

a. Berdasarkan pihak dan mata uang

	2022	2021
Rupiah		
Debitur non-bank	11,357,348	14,529,448
Bank	161,579	101,923
	11,518,927	14,631,371
Mata uang asing		
Debitur non-bank	8,412,891	6,879,954
Bank	82,410	46,115
	8,495,301	6,926,069
Total	20,014,228	21,557,440
Cadangan kerugian penurunan nilai	(1,102,385)	(1,014,673)
	18,911,843	20,542,767

Perincian tagihan akseptasi berdasarkan mata
uang adalah sebagai berikut:

	2022	2021
Rupiah	11,518,927	14,631,371
Mata uang asing		
Dolar Amerika Serikat	8,064,042	6,387,118
Euro Eropa	288,198	377,788
Pound Sterling Inggris	58,873	43,582
Yuan China	27,797	9,445
Yen Jepang	23,488	32,440
Dolar Singapura	23,484	64,237
Dolar Australia	6,660	9,061
Franc Swiss	2,759	2,398
	8,495,301	6,926,069
Total	20,014,228	21,557,440
Cadangan kerugian penurunan nilai	(1,102,385)	(1,014,673)
	18,911,843	20,542,767

Acceptance receivables based on currencies
are as follows:

Foreign currencies
United States Dollar
European Euro
Great Britain Pound Sterling
Chinese Yuan
Japanese Yen
Singapore Dollar
Australian Dollar
Swiss Franc

Total
Allowance for
impairment losses

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10. TAGIHAN AKSEPTASI (lanjutan)

b. Berdasarkan hubungan

	2022	2021
Pihak berelasi		
Rupiah	2,386,383	3,530,885
Mata uang asing	2,279,213	2,952,002
Total pihak berelasi	4,665,596	6,482,887
Pihak ketiga		
Rupiah	9,132,544	11,100,486
Mata uang asing	6,216,088	3,974,067
Total pihak ketiga	15,348,632	15,074,553
Total	20,014,228	21,557,440
Cadangan kerugian penurunan nilai	(1,102,385)	(1,014,673)
	18,911,843	20,542,767

b. By relationship

Related parties
Rupiah
Foreign currencies
Total related parties

Third parties
Rupiah
Foreign currencies
Total third parties
Total
Allowance for
impairment losses

c. Berdasarkan kolektibilitas Bank Indonesia

	2022		2021	
		Cadangan kerugian penurunan nilai/ <i>Allowance for impairment losses</i>		Cadangan kerugian penurunan nilai/ <i>Allowance for impairment losses</i>
	<i>Pokok/ Principal</i>		<i>Pokok/ Principal</i>	
Lancar	19,461,562	(600,251)	20,217,253	(661,275)
Dalam perhatian khusus	552,666	(502,134)	1,340,187	(353,398)
	20,014,228	(1,102,385)	21,557,440	(1,014,673)

Current
Special mention

**d. Nilai tercatat bruto dan cadangan kerugian
penurunan nilai**

Perubahan nilai tercatat bruto adalah sebagai berikut:

	2022	
	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit- impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit-impaired
Tagihan akseptasi		
Saldo awal	12,446,412	7,934,724
Pengalihan dari:		
- Kerugian kredit ekspektasian 12 bulan	(1,765,540)	1,765,540
- Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk	1,204,784	(1,204,784)
Pengalihan dari/ke kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk - bersih	-	(171,260)
Pengukuran kembali bersih penyisihan kerugian	15,209,779	3,686,572
Aset keuangan baru yang diterbitkan atau dibeli	7,995,865	174,892
Pembayaran penuh	(22,173,594)	(6,220,193)
Valuta asing dan perubahan lain	543,882	49,135
	13,461,588	6,014,626

*) Termasuk di dalam pengukuran kembali bersih penyisihan kerugian, adalah pembayaran kembali dan dampak akuisisi

Including in the net remeasurement of loss allowance is repayment and impact of acquisition*)

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10. TAGIHAN AKSEPTASI (lanjutan)

**d. Nilai tercatat bruto dan cadangan kerugian
penurunan nilai (lanjutan)**

Perubahan nilai tercatat bruto adalah sebagai berikut: (lanjutan)

	2021	
	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit- impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit- impaired
Tagihan akseptasi		
Saldo awal	16,113,536	2,623,822
Pengalihan dari:		
- Kerugian kredit ekspektasian 12 bulan	(7,150,355)	7,150,355
- Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk	651,568	(651,568)
Pengalihan dari/ke kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk - bersih	-	(1,639)
Pengukuran kembali bersih penyisihan kerugian	13,325,416	2,366,693
Aset keuangan baru yang diterbitkan atau dibeli	3,644,689	395,441
Pembayaran penuh	(14,163,618)	(3,951,402)
Valuta asing dan perubahan lain	25,176	3,022
Dampak kehilangan pengendalian*)	-	-
	12,446,412	7,934,724

*) Lihat Catatan 1

Perubahan cadangan kerugian penurunan nilai adalah sebagai berikut:

	2022	
	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit-impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit-impaired
Tagihan akseptasi		
Saldo awal	38,123	753,472
Pengalihan dari:		
- Kerugian kredit ekspektasian 12 bulan	(7,838)	7,838
- Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk	47,140	(47,140)
Pengalihan dari/ke kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk	-	(136,495)
Pengukuran kembali bersih penyisihan kerugian*)	7,703	1,177,451
Aset keuangan baru yang diterbitkan atau dibeli	9,560	31,445
Pembayaran penuh	(58,620)	(1,226,061)
Valuta asing dan perubahan lain	1,125	6,113
	37,193	566,623

*) Termasuk di dalam pengukuran kembali bersih penyisihan kerugian, adalah dampak akuisisi

Including in the net remeasurement of loss allowance is impact of acquisition*)

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10. TAGIHAN AKSEPTASI (lanjutan)

**d. Nilai tercatat bruto dan cadangan kerugian
penurunan nilai (lanjutan)**

Perubahan cadangan kerugian penurunan nilai
adalah sebagai berikut: (lanjutan)

	2021			Syariah/ Sharia	Total/Total	
	Kerugian kredit ekspektasian 12 bulan/12- month ECL	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit- impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit- impaired			
Tagihan akseptasi						Acceptance receivables
Saldo awal	65,377	18,100	1,115,114	783	1,199,374	Beginning balance
Pengalihan dari:						Transfer to:
- Kerugian kredit ekspektasian 12 bulan	(50,701)	50,701	-	-	-	12-month ECL-
- Kerugian kredit ekspektasian sepanjang umurnya – kredit tidak memburuk	90,870	(90,870)	-	-	-	Lifetime ECL credit - -not impaired
- Kerugian kredit ekspektasian sepanjang umurnya – kredit memburuk	-	20,614	(20,614)	-	-	- Lifetime ECL credit-impaired -
Pengukuran kembali bersih penyisihan kerugian	(48,274)	853,558	1,626,786	-	2,432,070	Net remeasurement of loss allowance
Aset keuangan baru yang diterbitkan atau dibeli	23,544	3,218	-	-	26,762	New financial assets originated or purchased
Pembayaran penuh	(42,633)	(101,755)	(2,498,793)	-	(2,643,181)	Fully repayment
Valuta asing dan perubahan lain	(60)	(94)	585	-	431	Foreign exchange and other movements
Dampak kehilangan pengendalian*)	-	-	-	(783)	(783)	Impact of loss of control*)
	38,123	753,472	223,078	-	1,014,673	

*) Lihat Catatan 1

Refer Note 1 *)

Manajemen berpendapat bahwa jumlah
cadangan kerugian penurunan nilai diatas
telah memadai.

Management believes that the above
allowance for impairment losses is adequate.

e. Tingkat suku bunga per tahun

	Dolar Singapura /Singapore Dollar %	Dolar Amerika Serikat/ United States Dollar %	Yuan China/ Chinese Yuan %
Suku Bunga :			
2022	0.00 - 2.75	0.00 - 7.34	0.00 - 3.82
2021	0.00 - 2.50	0.00 - 4.16	-

Interest Rate:
2022
2021

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11. TAGIHAN DAN LIABILITAS DERIVATIF

Dalam melakukan usaha bisnis, BNI melakukan
transaksi instrumen keuangan derivatif seperti
kontrak berjangka mata uang asing, swap mata
uang asing, swap atas suku bunga dan transaksi
spot untuk keperluan pembiayaan, perdagangan
dan lindung nilai.

In the normal course of business, BNI enters into
transactions involving derivative financial
instruments such as foreign currency forward
contracts, currency swaps, interest rate swaps and
spot transactions for financing, trading and hedging
purposes.

a. Berdasarkan jenis dan mata uang

a. By type and currency

	2022			
	Jumlah nosional mata uang asing (jumlah penuh)/ <i>Notional amount in foreign currency (full amount)</i>	Nilai wajar/ <i>Fair values</i>		
Instrumen		Tagihan derivatif/ <i>Derivative receivables</i>	Liabilitas derivatif/ <i>Derivative payables</i>	Instruments
Terkait Nilai Tukar				Exchange Rate Related
Kontrak berjangka - beli				Forward contract - buy
EUR	9,166,660	1,458	-	EUR
USD	13,933,623	146	(2,386)	USD
Kontrak berjangka - jual				Forward contract - sell
EUR	8,519,286	-	(322)	EUR
USD	213,878,959	16,783	(11,858)	USD
Swap mata uang asing - beli				Foreign currency swaps - buy
EUR	241,427,287	22,520	(4,575)	EUR
USD	1,144,587,000	14,444	(54,680)	USD
Swap mata uang asing - jual				Foreign currency swaps - sell
AUD	7,000,000	-	(538)	AUD
EUR	234,112,280	4,790	(35,280)	EUR
GBP	10,000,000	-	(369)	GBP
USD	2,073,075,398	126,318	(268,500)	USD
Spot mata uang asing - beli				Foreign currency spots - buy
AUD	250,000	21	-	AUD
EUR	3,200,000	139	-	EUR
GBP	171,000	7	-	GBP
USD	152,940,000	18	(14,341)	USD
Spot mata uang asing - jual				Foreign currency spots - sell
EUR	1,350,000	1	(1)	EUR
USD	162,680,000	14,764	(65)	USD
Terkait Nilai Tukar dan Suku Bunga				Exchange and Interest Rate Related
Swap atas suku bunga				Interest rate swap
USD	668,026,229	378,399	(366,427)	USD
Swap mata uang asing dan suku bunga				Cross currency swaps and interest rate
USD	436,345,780	97,113	(13,547)	USD
Risk Free Rate				Risk Free Rate
USD	110,874,000	8,316	(2,242)	USD
		685,237	(775,131)	

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11. TAGIHAN DAN LIABILITAS DERIVATIF (lanjutan)**11. DERIVATIVE RECEIVABLES AND PAYABLES
(continued)****a. Berdasarkan jenis dan mata uang (lanjutan)****a. By type and currency (continued)**

Instrumen	2021			Instruments
	Jumlah nosional mata uang asing (jumlah penuh)/ <i>Notional amount in foreign currency (full amount)</i>	Nilai wajar/ <i>Fair values</i>		
		Tagihan derivatif/ <i>Derivative receivables</i>	Liabilitas derivatif/ <i>Derivative payables</i>	
Terkait Nilai Tukar				
Kontrak berjangka - beli				Exchange Rate Related
USD	113,692,000	418	(10,876)	<i>Forward contract - buy</i>
Kontrak berjangka - jual				<i>Forward contract - sell</i>
USD	203,494,247	10,149	(1,170)	USD
Swap mata uang asing - beli				<i>Foreign currency swaps - buy</i>
EUR	396,204	1	(34)	EUR
USD	897,705,593	5,342	(66,598)	USD
Swap mata uang asing - jual				<i>Foreign currency swaps - sell</i>
EUR	31,000,000	71	(18)	EUR
GBP	8,000,000	-	(883)	GBP
USD	2,490,090,459	445,133	(5,733)	USD
Spot mata uang asing - beli				<i>Foreign currency spots - buy</i>
EUR	7,520,000	-	(232)	EUR
GBP	1,050,000	8	-	GBP
USD	60,286,000	284	(595)	USD
Spot mata uang asing - jual				<i>Foreign currency spots - sell</i>
EUR	1,150,000	28	(3)	EUR
USD	68,810,000	1,048	(182)	USD
Terkait Nilai Tukar dan Suku Bunga				
Swap atas suku bunga				Exchange and Interest Rate Related
USD	468,026,229	31,471	(23,398)	<i>Interest rate swap</i>
Swap mata uang asing dan suku bunga				<i>Cross currency swaps and interest rate</i>
USD	699,842	230	(226)	USD
		494,183	(109,948)	

b. Berdasarkan hubungan**b. By relationship**

	2022	2021	
Tagihan derivatif			Derivatives receivables
Pihak berelasi			Related parties
Mata uang asing	4,189	29,948	Foreign currencies
Pihak ketiga			Third parties
Mata uang asing	681,048	464,235	Foreign currencies
Total	685,237	494,183	Total
Liabilitas derivatif			Derivatives payables
Pihak berelasi			Related parties
Mata uang asing	(118,439)	(12,277)	Foreign currencies
Pihak ketiga			Third parties
Mata uang asing	(656,692)	(97,671)	Foreign currencies
Total	(775,131)	(109,948)	Total

Berdasarkan hasil penelaahan dan evaluasi manajemen Bank, seluruh tagihan derivatif pada tanggal 31 Desember 2022 dan 2021 digolongkan lancar.

Based on the Bank's management review and evaluation, all derivative receivables as of 31 December 2022 and 2021 are classified as current.

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12. PINJAMAN YANG DIBERIKAN**12. LOANS**

Informasi mengenai pinjaman yang diberikan kepada pihak-pihak berelasi diungkapkan pada Catatan 46j.

Information related to loans to related parties are disclosed in Note 46j.

a. Berdasarkan jenis dan mata uang**a. By type and currency**

	2022	2021	
Rupiah			Rupiah
Modal kerja	271,030,818	236,068,627	<i>Working capital</i>
Investasi	109,402,254	106,256,507	<i>Investment</i>
Konsumen	106,182,759	95,173,361	<i>Consumer</i>
Sindikasi	26,753,804	27,528,283	<i>Syndicated</i>
Karyawan	4,148,178	3,922,764	<i>Employee</i>
Program pemerintah	69,576	127,594	<i>Government programs</i>
	517,587,389	469,077,136	
Mata uang asing			Foreign currencies
Modal kerja	79,593,302	75,350,577	<i>Working capital</i>
Investasi	27,657,249	25,629,217	<i>Investment</i>
Sindikasi	21,325,289	12,212,694	<i>Syndicated</i>
Konsumen	21,876	161,749	<i>Consumer</i>
Karyawan	3,208	4,857	<i>Employee</i>
	128,600,924	113,359,094	
Total	646,188,313	582,436,230	Total
Cadangan kerugian penurunan nilai	(50,333,988)	(50,294,886)	<i>Allowance for impairment losses</i>
	595,854,325	532,141,344	

Perincian pinjaman yang diberikan berdasarkan mata uang adalah sebagai berikut:

Loans based on currencies are as follows:

	2022	2021	
Rupiah	517,587,389	469,077,136	Rupiah
Mata uang asing			Foreign currencies
Dolar Amerika Serikat	125,582,725	110,569,955	<i>United States Dollar</i>
Dolar Singapura	1,064,568	19,875	<i>Singapore Dollar</i>
Yen Jepang	871,699	1,218,250	<i>Japanese Yen</i>
Won Korea Selatan	383,459	353,410	<i>South Korean Won</i>
Euro Eropa	375,844	780,585	<i>European Euro</i>
Dolar Hong Kong	240,859	111,063	<i>Hong Kong Dollar</i>
Yuan China	80,328	299,519	<i>Chinese Yuan</i>
Pound Sterling Inggris	1,442	6,437	<i>Great Britain Pound Sterling</i>
	128,600,924	113,359,094	
Total	646,188,313	582,436,230	Total
Cadangan kerugian penurunan nilai	(50,333,988)	(50,294,886)	<i>Allowance for impairment losses</i>
	595,854,325	532,141,344	

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12. PINJAMAN YANG DIBERIKAN (lanjutan)**b. Berdasarkan hubungan**

	2022	2021
Pihak berelasi		
Rupiah		
Modal kerja	54,430,750	56,239,889
Sindikasi	21,368,528	22,226,132
Investasi	12,117,953	5,645,181
Konsumen	99,266	87,928
Karyawan	95,832	74,076
	88,112,329	84,273,206
Mata uang asing		
Modal kerja	13,554,527	10,861,971
Sindikasi	2,829,526	1,859,271
Investasi	229,779	559,602
	16,613,832	13,280,844
Total pihak berelasi	104,726,161	97,554,050
Pihak ketiga		
Rupiah		
Modal kerja	216,600,068	179,828,738
Konsumen	106,083,493	95,085,433
Investasi	97,284,301	100,611,326
Sindikasi	5,385,276	5,302,151
Karyawan	4,052,346	3,848,688
Program pemerintah	69,576	127,594
	429,475,060	384,803,930
Mata uang asing		
Modal kerja	66,038,775	64,488,606
Investasi	27,427,470	25,069,615
Sindikasi	18,495,763	10,353,423
Konsumen	21,876	161,749
Karyawan	3,208	4,857
	111,987,092	100,078,250
Total pihak ketiga	541,462,152	484,882,180
Total	646,188,313	582,436,230
Cadangan kerugian penurunan nilai	(50,333,988)	(50,294,886)
	595,854,325	532,141,344

c. Berdasarkan sektor ekonomi

	2022	2021
Rupiah		
Perdagangan, restoran dan hotel	104,637,587	92,014,646
Perindustrian	81,954,469	68,720,712
Konstruksi	55,478,551	54,699,273
Pertanian	54,047,523	55,717,884
Jasa dunia usaha	38,243,520	34,758,985
Pengangkutan, pergudangan dan komunikasi	32,305,905	32,715,436
Jasa pelayanan sosial	20,884,627	18,646,982
Pertambangan	12,306,796	6,127,907
Listrik, gas dan air	6,566,661	5,971,716
Lain-lain	111,161,750	99,703,595
	517,587,389	469,077,136

12. LOANS (continued)**b. By relationship**

Related parties
Rupiah
Working capital
Syndicated
Investment
Consumer
Employee
Foreign currencies
Working capital
Syndicated
Investment
Third parties
Rupiah
Working capital
Consumer
Investment
Syndicated
Employee
Government programs
Foreign currencies
Working capital
Investment
Syndicated
Consumer
Employee
Total third parties
Total
Allowance for impairment losses

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12. PINJAMAN YANG DIBERIKAN (lanjutan)**c. Berdasarkan sektor ekonomi (lanjutan)**

	2022	2021
Mata uang asing		
Perindustrian	51,941,051	53,275,895
Pertambangan	26,755,968	9,557,197
Listrik, gas dan air	15,506,567	14,329,374
Pengangkutan, pergudangan dan komunikasi	12,656,468	10,294,387
Jasa dunia usaha	8,909,291	8,200,225
Perdagangan, restoran dan hotel	5,115,132	9,661,449
Pertanian	3,083,110	3,712,387
Jasa pelayanan sosial	2,354,880	2,278,062
Konstruksi	386,260	510,578
Lain-lain	1,892,197	1,539,540
	128,600,924	113,359,094
Total	646,188,313	582,436,230
Cadangan kerugian penurunan nilai	(50,333,988)	(50,294,886)
	595,854,325	532,141,344

d. Berdasarkan penilaian secara kolektif dan individual

	2022	2021
Pokok		
Individual	78,111,198	77,809,184
Kolektif	568,077,115	504,627,046
	646,188,313	582,436,230
Cadangan kerugian penurunan nilai		
Individual	(40,865,811)	(39,047,140)
Kolektif	(9,468,177)	(11,247,746)
	(50,333,988)	(50,294,886)
	595,854,325	532,141,344

e. Berdasarkan kolektibilitas Bank Indonesia

	2022		2021	
		Cadangan kerugian penurunan nilai/ Allowance for impairment losses		Cadangan kerugian penurunan nilai/ Allowance for impairment losses
	Pokok/ Principal		Pokok/ Principal	
Lancar	605,231,569	(20,266,721)	533,438,860	(17,557,712)
Dalam perhatian khusus	22,795,246	(15,101,672)	27,469,565	(15,455,383)
Kurang lancar	3,123,399	(2,687,594)	4,113,774	(3,202,723)
Diragukan	1,470,672	(1,004,969)	2,346,329	(1,889,092)
Macet	13,567,427	(11,273,032)	15,067,702	(12,189,976)
	646,188,313	(50,333,988)	582,436,230	(50,294,886)

c. By economic sector (continued)

Foreign currencies
Manufacturing
Mining
Electricity, gas and water
Transportation, warehousing and communications
Business services
Trading, restaurants and hotels
Agriculture
Social services
Construction
Others
Total
Allowance for impairment losses

d. By assessment as collective and individual

Principal
Individual
Collective
Allowance for impairment losses
Individual
Collective

e. By Bank Indonesia collectibility

Current
Special mention
Substandard
Doubtful
Loss

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12. PINJAMAN YANG DIBERIKAN (lanjutan)

f. Pinjaman bermasalah dan cadangan kerugian penurunan nilai berdasarkan sektor ekonomi

	2022		2021		
	Pokok/ Principal	Cadangan kerugian penurunan nilai/ Allowance for impairment losses	Pokok/ Principal	Cadangan kerugian penurunan nilai/ Allowance for impairment losses	
Perdagangan, restoran dan hotel	5,264,399	(4,176,031)	7,226,635	(5,752,409)	Trading, restaurants and hotels
Perindustrian	5,184,920	(4,697,358)	6,390,417	(5,718,118)	Manufacturing
Konstruksi	2,004,663	(1,629,482)	1,434,742	(1,118,429)	Construction
Jasa dunia usaha	1,331,615	(1,193,454)	1,445,318	(940,907)	Business services
Pertanian	702,214	(540,248)	813,180	(444,403)	Agriculture
Pengangkutan, pergudangan dan komunikasi	690,864	(547,576)	333,554	(227,656)	Transportation, warehousing and communications
Pertambangan	525,029	(458,641)	759,926	(668,991)	Mining
Jasa pelayanan sosial	292,448	(183,871)	336,149	(248,040)	Social services
Listrik, gas dan air	240,675	(239,757)	524,209	(520,414)	Electricity, gas and water
Lain-lain	1,924,671	(1,299,177)	2,263,675	(1,642,424)	Others
	18,161,498	(14,965,595)	21,527,805	(17,281,791)	

Rasio kredit bermasalah BNI dan Entitas Anak secara *gross* (sebelum dikurangi cadangan kerugian penurunan nilai) sesuai dengan peraturan OJK yang berlaku pada tanggal 31 Desember 2022 dan 2021 masing-masing sebesar 2,81% dan 3,70% (rasio untuk BNI saja 2,81% dan 3,70% masing-masing pada tanggal 31 Desember 2022 dan 2021), sedangkan rasio kredit bermasalah BNI dan Entitas Anak secara *neto* pada tanggal 31 Desember 2022 dan 2021 masing-masing sebesar 0,49% dan 0,73% (rasio untuk BNI saja 0,49% dan 0,73% masing-masing pada tanggal 31 Desember 2022 dan 2021).

g. Tingkat suku bunga per tahun

	Dolar Amerika Serikat/ United States Dollar		Yuan Cina/ Chinese Yuan		Yen Jepang/ Japanese Yen
	Rupiah %	%	%	%	
Bunga kontrak					Contractual rates
2022	0.10 - 26.62	0.10 - 13.13	4.75 - 6.50	0.50 - 5.00	2022
2021	5.00 - 24.00	0.02 - 8.50	4.00 - 7.00	0.50 - 2.09	2021
Bunga efektif					Effective interest rate
2022	5.00 - 51.48	0.10 - 15.00	4.75 - 6.50	0.50 - 5.00	2022
2021	5.99 - 51.48	1.13 - 13.00	6.50	0.50 - 2.09	2021

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12. LOANS (continued)

f. Non-performing loans and allowance for impairment losses by economic sector

Trading, restaurants and hotels
Manufacturing
Construction
Business services
Agriculture
Transportation, warehousing and communications
Mining
Social services
Electricity, gas and water
Others

The non-performing loans ratio of BNI and Subsidiaries on a gross basis (before deducting the allowance for impairment losses) in accordance with the OJK regulation as of 31 December 2022 and 31 December 2021 were 2.81% and 3.70%, respectively (the ratios for BNI only were 2.81% and 3.70% as 31 December 2022 and 31 December 2021, respectively), while the non-performing loans ratio of BNI and Subsidiaries on a net basis as of 31 December 2022 and 2021 were 0.49% and 0.73%, respectively (the ratios for BNI only were 0.49% and 0.73% as 31 December 2022 and 2021, respectively).

g. Annual interest rates

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12. PINJAMAN YANG DIBERIKAN (lanjutan)

h. Pinjaman yang direstrukturisasi

Berikut ini adalah jenis dan jumlah kredit yang telah direstrukturisasi per 31 Desember 2022 dan 2021:

	2022	2021	
Penurunan suku bunga kredit	27,824,140	34,983,766	Reduction of interest rates
Perpanjangan jangka waktu	26,100,325	33,912,027	Extension of loan maturity dates
Lainnya*)	38,134,764	54,033,048	Others*)
	92,059,229	122,928,841	

*) Program restrukturisasi lain-lain terutama terdiri dari penambahan fasilitas kredit, Perjanjian Penyelesaian Hutang (PPH) dan *Interest Balloon Payments (IBP)*.

Jumlah kredit yang telah direstrukturisasi dan dalam kategori kredit bermasalah pada tanggal 31 Desember 2022 dan 2021 adalah masing-masing sebesar Rp10.192.217 dan Rp11.294.115.

BNI telah melakukan restrukturisasi kredit untuk debitur yang terdampak pandemi Covid-19 sesuai dengan Peraturan Otoritas Jasa Keuangan No.17/POJK.03/2021 (POJK 17/2021) tentang Perubahan Kedua Atas Peraturan Otoritas Jasa Keuangan Nomor 11/POJK.03/2020 Tentang Stimulus Perekonomian Nasional Sebagai Kebijakan *Countercyclical* Dampak Penyebaran *Coronavirus Disease 2019* (berlaku hingga 31 Maret 2023).

i. Pinjaman sindikasi

Pinjaman sindikasi merupakan pinjaman yang diberikan kepada debitur berdasarkan perjanjian pembiayaan bersama dengan bank-bank lain.

Keikutsertaan Grup dalam pinjaman sindikasi dengan bank-bank lain adalah sebesar Rp48.079.093 dan Rp39.740.977 masing-masing pada tanggal 31 Desember 2022 dan 2021.

Persentase bagian BNI dalam pinjaman sindikasi, dimana BNI bertindak sebagai pimpinan sindikasi adalah sebagai berikut

	2022	2021
% Partisipasi	5.04% - 83.30%	5.04% - 83.30%

% Participation

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12. LOANS (continued)

h. Restructured loans

Below are the types and amounts of restructured loans as of 31 December 2022 and 2021:

*) Other restructuring scheme mainly includes additions of loan facilities, debt settlement agreements (PPH) and *Interest Balloon Payments (IBP)*.

The total of restructured loans that are categorized as non-performing loan amounted to Rp10,192,217 and Rp11,294,115 as of 31 December 2022 and 2021, respectively.

BNI has restructured credit for debtors affected by the Covid-19 pandemic in accordance with *Financial Services Authority Regulation No.17/POJK.03/2021 (POJK 17/2021)* concerning the Second Amendment to *Financial Services Authority Regulation Number 11/POJK.03/2020 concerning National Economic Stimulus as a Countercyclical Policy on the Impact of the Spread of Coronavirus Disease 2019 (valid until 31 March 2023)*.

i. Syndicated loans

Syndicated loans represent loans provided to debtors based on syndication agreements with other banks.

Group participation in syndicated loans with other banks amounted to Rp48,079,093 and Rp39,740,977 as of 31 December 2022 and 2021, respectively.

BNI's percentage shares in syndicated loans, in which BNI acts as the lead arranger, is as follows:

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12. PINJAMAN YANG DIBERIKAN (lanjutan)

i. Pinjaman sindikasi (lanjutan)

Keikutsertaan BNI dalam pinjaman sindikasi, dimana BNI bertindak sebagai anggota sindikasi adalah sebagai berikut:

	2022	2021	
% Partisipasi	0.01% - 50.00%	0.04% - 66.58%	% Participation

j. Nilai tercatat bruto dan cadangan kerugian penurunan nilai

Perubahan nilai tercatat bruto adalah sebagai berikut:

2022				
Kerugian kredit ekspektasian 12 bulan/12-month ECL	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit-impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit-impaired	Total/Total	
Pinjaman yang diberikan				Loans
Saldo awal	457,917,664	93,256,903	31,261,663	Beginning balance
Pengalihan dari:				Transfer from:
- Kerugian kredit ekspektasian 12 bulan	(40,429,326)	40,429,326	-	12-month ECL-
- Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk	50,547,835	(50,547,835)	-	Lifetime ECL not credit - -impaired
Pengalihan dari/ke kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk - bersih	(175,518)	(14,591,391)	14,766,909	Transfer from/to lifetime ECL credit impaired - net
Pengukuran kembali bersih penyisihan kerugian*)	(97,065,722)	(15,154,675)	(2,908,989)	Net remeasurement of loss allowance*)
Aset keuangan baru yang diterbitkan atau dibeli	301,399,637	17,362,538	2,938,469	New financial assets originated or purchased
Pembayaran penuh	(132,294,503)	(7,828,708)	(1,095,683)	Fully repayment
Modifikasi arus kas kontraktual pinjaman yang diberikan	-	-	(2,071,927)	Modification of contractual cash flows of loans
Penghapusbukuan	(27,004)	(53,295)	(10,803,333)	Write-offs
Valuta asing dan perubahan lain	8,713,016	2,043,956	598,306	Foreign exchange and other movements
548,586,079	64,916,819	32,685,415	646,188,313	

*) Termasuk di dalam pengukuran kembali bersih penyisihan kerugian, adalah pembayaran kembali dan dampak akusisi

Including in the net remeasurement of loss allowance is repayment and impact of acquisition*)

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12. PINJAMAN YANG DIBERIKAN (lanjutan)

j. Nilai tercatat bruto dan cadangan kerugian penurunan nilai (lanjutan)

Perubahan nilai tercatat bruto adalah sebagai berikut: (lanjutan)

2021					
	Kerugian kredit ekspektasian 12 bulan/12- month ECL	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit- impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit- impaired	Syariah/ Sharia	Total/Total
Pinjaman yang diberikan					
Saldo awal	446,363,559	72,797,258	33,945,652	33,100,318	586,206,786
Pengalihan dari:					
- Kerugian kredit ekspektasian 12 bulan	(84,302,132)	84,302,132	-	-	-
- Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk	59,396,763	(59,396,763)	-	-	-
Pengalihan dari/ke kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk - bersih	412,049	(8,015,618)	7,603,569	-	-
Pengukuran kembali bersih penyisihan kerugian	(84,102,061)	(32,020,697)	(5,382,892)	-	(121,505,650)
Aset keuangan baru yang diterbitkan atau dibeli	232,606,675	48,482,087	5,284,283	-	286,373,045
Pembayaran penuh	(113,587,122)	(12,826,736)	(850,216)	-	(127,264,074)
Penghapusbukuan	(19,440)	(62,903)	(9,423,338)	-	(9,505,681)
Valuta asing dan perubahan lain	1,149,373	(1,857)	84,605	-	1,232,121
Dampak kehilangan pengendalian*)	-	-	-	(33,100,318)	(33,100,318)
	457,917,664	93,256,903	31,261,663	-	582,436,230

*) Lihat Catatan 1

Refer to Note 1*)

Perubahan cadangan kerugian penurunan nilai adalah sebagai berikut:

The movements in the allowance for impairment losses are as follows:

2022				
	Kerugian kredit ekspektasian 12 bulan/12-month ECL	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit-impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit-impaired	Total/Total
Pinjaman yang diberikan				
Saldo awal	4,139,156	22,193,319	23,962,411	50,294,886
Pengalihan dari:				
- Kerugian kredit ekspektasian 12 bulan	(1,166,868)	1,166,868	-	
- Kerugian kredit ekspektasian sepanjang umurnya – kredit tidak memburuk	6,300,543	(6,300,543)	-	
Pengalihan dari/ke kerugian kredit ekspektasian sepanjang umurnya – kredit memburuk - bersih	668,840	(7,647,936)	6,979,096	
Pengukuran kembali bersih penyisihan kerugian*)	(6,121,523)	4,971,009	3,977,082	2,826,568
Aset keuangan baru yang diterbitkan atau dibeli	1,938,095	5,549,696	2,536,244	10,024,035
Pembayaran penuh	(1,641,601)	(915,350)	(450,888)	(3,007,839)
Penghapusbukuan	(27,004)	(53,295)	(10,803,333)	(10,883,632)
Penerimaan kembali aset keuangan yang telah dihapusbukuan	-	-	677,678	677,678
Valuta asing dan perubahan lain	37,335	597,176	(232,219)	402,292
	4,126,973	19,560,944	26,646,071	50,333,988

*) Termasuk di dalam pengukuran kembali bersih penyisihan kerugian, adalah dampak akusisi

Including in the net remeasurement of loss allowance is impact of acquisition*)

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12. PINJAMAN YANG DIBERIKAN (lanjutan)

12. LOANS (continued)

**j. Nilai tercatat bruto dan cadangan kerugian
penurunan nilai (lanjutan)**

**j. Gross carrying amount and allowance for
impairment losses (continued)**

Perubahan cadangan kerugian penurunan nilai
adalah sebagai berikut: (lanjutan)

The movements in the allowance for
impairment losses are as follows: (continued)

	2021					
	Kerugian kredit ekspektasian 12 bulan/12- month ECL	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit- impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit- impaired	Syariah/ Sharia	Total/Total	
Pinjaman yang diberikan						Loans
Saldo awal	3,509,181	12,813,566	26,615,842	1,289,397	44,227,986	Beginning balance
Pengalihan dari:						Transfer from:
- Kerugian kredit ekspektasian 12 bulan	(1,540,766)	1,540,766	-	-	-	12-month ECL-
- Kerugian kredit ekspektasian sepanjang umumnya - kredit tidak memburuk	10,123,769	(10,123,769)	-	-	-	Lifetime ECL not credit - -impaired
Pengalihan dari/ke kerugian kredit ekspektasian sepanjang umumnya - kredit memburuk - bersih	1,068,196	(1,470,370)	402,174	-	-	Transfer from/to: - Lifetime ECL credit-impaired -
Pengukuran kembali bersih penyisihan kerugian	(9,483,674)	12,669,399	3,583,943	-	6,769,668	Net remeasurement of loss allowance
Aset keuangan baru yang diterbitkan atau dibeli	1,425,819	8,644,642	3,309,450	-	13,379,911	New financial assets originated or purchased
Pembayaran penuh	(947,300)	(1,806,324)	(577,516)	-	(3,331,140)	Fully repayment
Penghapusbukuan	(19,440)	(62,903)	(9,423,338)	-	(9,505,681)	Write-offs
Penerimaan kembali aset keuangan yang telah dihapusbukukan	-	-	434,457	-	434,457	Recoveries of amounts previously written off
Valuta asing dan perubahan lain	3,371	(11,688)	(382,601)	-	(390,918)	Foreign exchange and other movements
Dampak kehilangan pengendalian*)	-	-	-	(1,289,397)	(1,289,397)	Impact of loss of control*)
	4,139,156	22,193,319	23,962,411	-	50,294,886	

*) Lihat Catatan 1

Refer to Note 1*)

Manajemen berpendapat bahwa jumlah
cadangan kerugian penurunan nilai di atas
telah memadai.

Management believes that the allowance for
impairment losses above is adequate.

k. Kredit dihapusbukukan

Kredit yang telah dihapusbukukan oleh BNI
dicatat sebagai kredit ekstra-komtabel di
dalam rekening administratif.

k. Loans written off

The loans written off by BNI are recorded as
extra-comptable in the administrative account.

**l. Fasilitas pembiayaan dengan perusahaan
pembiayaan**

BNI memiliki perjanjian pembiayaan dengan
beberapa lembaga pembiayaan untuk
membiayai kepemilikan kendaraan bermotor
sebesar Rp2.473.242 dan Rp1.127.104
masing-masing pada tanggal 31 Desember
2022 dan 2021.

**l. Financing arrangements with multi-finance
companies**

BNI has financing arrangements with several
multi-finance companies with respect to motor
vehicles financing amounting to
Rp2,473,242 and Rp1,127,104 as of 31
December 2022 and 2021, respectively.

**m. Informasi pokok lainnya sehubungan
dengan pinjaman yang diberikan**

Grup memiliki agunan atas pinjaman yang
diberikan dalam bentuk kas, deposito, agunan
yang diikat dengan hipotik, garansi serta
jaminan dalam bentuk aset lainnya.

**m. Other significant information relating to
loans**

The Group holds collateral against loans in the
form of cash, deposits, registered mortgages,
guarantees and other assets held as
collaterals.

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12. LOANS (continued)

**m. Informasi pokok lainnya sehubungan
dengan pinjaman yang diberikan (lanjutan)**

**m. Other significant information relating to
loans (continued)**

Pinjaman karyawan adalah pinjaman yang
diberikan kepada karyawan dengan tingkat
bunga sebesar 3% - 5% per tahun yang
ditujukan untuk pembelian rumah dan
keperluan lainnya dengan jangka waktu
berkisar antara 1 tahun sampai 20 tahun.
Pembayaran pokok pinjaman dan bunga
dilunasi melalui pemotongan gaji setiap bulan.

Loans to employees which carried interest rate
of 3% - 5% per annum are intended for
purchase of houses and other necessities with
1 year to 20 years period. The loan principal
and interest payments are settled through
monthly payroll deductions.

Pada tanggal 31 Desember 2022 dan
2021, tidak terdapat pelanggaran maupun
pelampauan Batas Maksimum Pemberian
Kredit (BMPK) kepada pihak berelasi dan
pihak ketiga sesuai dengan peraturan yang
ditetapkan Otoritas Jasa Keuangan.

As of 31 December 2022 and 2021, there is
neither any breach nor violation of Legal
Lending Limit (LLL) to related parties and third
parties as required by Regulation of Financial
Services Authority.

Rasio kredit usaha mikro dan kecil terhadap
jumlah kredit yang diberikan BNI per
31 Desember 2022 dan 2021 masing-masing
adalah sebesar 13,00% dan 13,17%,
sedangkan bila rasio tersebut ditambahkan
dengan kredit menengah maka rasionya
menjadi sebesar 19,17% dan 20,14% masing-
masing untuk tanggal 31 Desember 2022 dan
2021.

The micro and small scale loans to total loans
ratio for BNI as of 31 December 2022 and
2021 were 13.00% and 13.17%, respectively,
whereas if that ratio is added with middle scale
loans, the ratio will become 19.17% and
20.14% as of 31 December 2022 and 2021,
respectively.

13. OBLIGASI PEMERINTAH

Informasi mengenai Obligasi Pemerintah
diungkapkan pada Catatan 46f.

13. GOVERNMENT BONDS

Information related to Government Bonds are
disclosed in Note 46f.

a. Berdasarkan jenis dan mata uang

a. By type and currency

	2022		2021		
	Nilai Nominal/ Nominal Value	Nilai Tercatat/ Carrying Value	Nilai Nominal/ Nominal Value	Nilai Tercatat/ Carrying Value	
Nilai wajar melalui laba rugi Rupiah					Fair value through profit or loss Rupiah
Tingkat bunga tetap	1,787,247	1,768,312	3,841,813	3,836,997	Fixed rate
Mata uang asing					Foreign currencies
Tingkat bunga tetap	7,395	6,741	249,062	274,608	Fixed rate
Total nilai wajar melalui laba rugi	1,794,642	1,775,053	4,090,875	4,111,605	Total fair value through profit or loss
Nilai wajar melalui penghasilan komprehensif lain Rupiah					Fair value through other comprehensive income Rupiah
Tingkat bunga tetap	62,445,623	63,188,504	61,612,384	65,712,860	Fixed rate
Tingkat bunga mengambang	100,000	99,907	100,000	100,007	Floating rate
	62,545,623	63,288,411	61,712,384	65,812,867	
Mata uang asing					Foreign currencies
Tingkat bunga tetap	20,239,117	19,039,776	18,565,959	19,384,791	Fixed rate
Total nilai wajar melalui penghasilan komprehensif lain	82,784,740	82,328,187	80,278,343	85,197,658	Total fair value through other comprehensive income

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13. OBLIGASI PEMERINTAH (lanjutan)

a. Berdasarkan jenis dan mata uang (lanjutan)

	2022		2021	
	Nilai Nominal/ Nominal Value	Nilai Tercatat/ Carrying Value	Nilai Nominal/ Nominal Value	Nilai Tercatat/ Carrying Value
Biaya perolehan diamortisasi Rupiah Tingkat bunga tetap, setelah diskonto/premi yang belum diamortisasi, sebesar Rp1.931.399 per 31 Desember 2022 dan Rp481.150 per 31 Desember 2021	21,615,806	23,547,205	12,850,436	13,331,586
Mata uang asing Tingkat bunga tetap, setelah diskonto/premi yang belum diamortisasi sebesar Rp155.101 per 31 Desember 2022 dan Rp45.510 per 31 Desember 2021	13,499,701	13,641,813	8,743,620	8,789,130
Total biaya perolehan diamortisasi	35,115,507	37,189,018	21,594,056	22,120,716
Total Obligasi Pemerintah		121,292,258		111,429,979
Cadangan kerugian penurunan nilai		(1,391)		(1,649)
Obligasi Pemerintah - bersih		121,290,867		111,428,330

Jumlah nominal Obligasi Pemerintah yang diterima BNI dari program rekapitalisasi masing-masing sebesar Rp100.000 pada tanggal 31 Desember 2022 dan 2021.

Jumlah Obligasi Pemerintah yang dikelompokkan sebagai nilai wajar melalui penghasilan komprehensif lain yang dijual selama tahun berjalan adalah sebagai berikut:

	Total dijual/ Sold	Kepada pihak ketiga/ To third parties	
	Nilai nominal/ Nominal value	Nilai nominal/ Nominal value	Harga jual/ Selling price
2022	26,304,779	18,501,068	19,668,485
2021	36,135,534	25,765,533	28,893,469

Jumlah nilai nominal Obligasi Pemerintah yang telah jatuh tempo pada 31 Desember 2022 dan 2021 masing-masing adalah sebesar Rp4.493.351 dan Rp2.631.785.

Untuk tingkat bunga tetap, harga pasar Obligasi Pemerintah berkisar antara 71,90% sampai dengan 130,68% dan antara 100,74% sampai dengan 132,60% masing-masing pada tanggal 31 Desember 2022 dan 2021.

Untuk obligasi tingkat bunga mengambang, harga pasar Obligasi Pemerintah adalah 99,91% dan 100% pada tanggal 31 Desember 2022 dan 2021 dari nilai nominal.

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13. GOVERNMENT BONDS (continued)

a. By type and currency (continued)

Amortized cost
Rupiah
Fixed rate,
net of unamortized
discount/premium of Rp1,931,399
as of 31 December 2022 and
Rp481,150 as of 31 December 2021

Foreign currencies
Fixed rate,
net of unamortized discount/
premium of Rp155,101 as of
31 December 2022 and Rp45,510
as of 31 December 2021

Total amortized cost

Total Government Bonds

Allowance for impairment losses

Government Bonds - net

The total outstanding nominal amount of Government Bonds received by BNI from the recapitalization program amounted to Rp100,000 as of 31 December 2022 and 2021, respectively.

The total Government Bonds at fair value through other comprehensive income sold during the current year are as follows:

Total nominal amount of Government Bonds which have matured amounted to Rp4,493,351 and Rp2,631,785 as of 31 December 2022 and 2021, respectively.

For fixed interest rate bonds, the market price of Government Bonds ranged from 71.90% to 130.68% and from 100.74% to 132.60% as of 31 December 2022 and 2021, respectively.

For floating interest rate bonds, the market price of Government Bonds is 99.91% and 100% as of 31 December 2022 and 2021 of the nominal amounts.

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13. OBLIGASI PEMERINTAH (lanjutan)

a. Berdasarkan jenis dan mata uang (lanjutan)

BNI mengakui adanya keuntungan atau kerugian yang belum direalisasi atas perubahan nilai pasar Obligasi Pemerintah dalam kelompok nilai wajar melalui penghasilan komprehensif lain (bersih setelah pajak) sebesar Rp3.561.533 (rugi) dan Rp516.641 (laba) masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2022 dan 2021 yang dicatat pada bagian ekuitas laporan posisi keuangan konsolidasian.

Pada 31 Desember 2022 dan 2021, Obligasi Pemerintah dengan tingkat bunga tetap dengan jumlah nominal Rp3.331.098 dan Rp2.200.024 telah dijual dengan janji dibeli kembali hingga jatuh tempo (lihat Catatan 24).

b. Berdasarkan kisaran tanggal jatuh tempo dan jenis bunga

2022		
Nilai wajar melalui laba rugi		Fair value through profit of loss
Obligasi tingkat bunga tetap	04/01/2023 - 12/03/2071	Fixed rate bonds
Nilai wajar melalui penghasilan komprehensif lain		Fair value through other comprehensive income
Obligasi tingkat bunga tetap	15/04/2023 - 15/07/2038	Fixed rate bonds
Obligasi tingkat bunga mengambang	25/04/2025	Floating rate bonds
Biaya perolehan diamortisasi		Amortized cost
Obligasi tingkat bunga tetap	01/03/2023 - 15/05/2037	Fixed rate bonds
2021		
Nilai wajar melalui laba rugi		Fair value through profit of loss
Obligasi tingkat bunga tetap	06/01/2022 - 12/03/2071	Fixed rate bonds
Nilai wajar melalui penghasilan komprehensif lain		Fair value through other comprehensive income
Obligasi tingkat bunga tetap	08/01/2022 - 15/07/2038	Fixed rate bonds
Obligasi tingkat bunga mengambang	25/04/2025	Floating rate bonds
Biaya perolehan diamortisasi		Amortized cost
Obligasi tingkat bunga tetap	08/01/2022 - 15/05/2037	Fixed rate bonds

c. Nilai tercatat bruto dan cadangan kerugian penurunan nilai

Perubahan nilai tercatat bruto adalah sebagai berikut:

2022			
Kerugian kredit ekspektasian 12 bulan/ 12-month ECL	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit-impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit-impaired	Total/Total
Obligasi Pemerintah yang diukur pada biaya perolehan diamortisasi	22,120,716	-	22,120,716
Saldo awal	(408,317)	-	(408,317)
Pengukuran kembali bersih penyisihan kerugian*)	14,445,001	-	14,445,001
Aset keuangan baru yang diterbitkan atau dibeli	1,031,618	-	1,031,618
Valuta asing dan perubahan lain	37,189,018	-	37,189,018

*) Termasuk di dalam pengukuran kembali bersih penyisihan kerugian adalah penjualan Obligasi Pemerintah

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13. GOVERNMENT BONDS (continued)

a. By type and currency (continued)

BNI recognized the unrealized gains or losses from the changes in the market value of the Government Bonds categorized as fair value through other comprehensive income (net of taxes) in the amount of Rp3,561,533 (loss) and Rp516,641 (gain) for the year ended 31 December 2022 and 2021, respectively, both recorded in the equity section of the consolidated statement of financial position.

As of 31 December 2022 and 2021, the fixed rate government bonds have been sold under agreements to repurchase at maturity with nominal amount of Rp3,331,098 and Rp2,200,024, respectively (refer to Note 24).

b. Based on maturity date and type of interest rate

c. Gross carrying amount and allowance for impairment losses

Movements in the gross carrying amount are as follows:

Government Bond at
amortized cost
Beginning balance
Net remeasurement of
loss allowances*)
New financial assets
originated or purchased
Foreign exchange and
other movements

Including in the net measurement of loss allowance, is sales of Government Bonds *)

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13. OBLIGASI PEMERINTAH (lanjutan)

**c. Nilai tercatat bruto dan cadangan kerugian
penurunan nilai (lanjutan)**

Perubahan nilai tercatat bruto adalah sebagai
berikut: (lanjutan)

	2022			
	Kerugian kredit ekspektasian 12 bulan/12-month ECL	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit-impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit-impaired	Total/Total
Obligasi Pemerintah yang diukur pada nilai wajar melalui penghasilan komprehensif lain				
Saldo awal	85,197,658	-	-	85,197,658
Pengukuran kembali bersih penyisihan kerugian*)	(30,192,129)	-	-	(30,192,129)
Aset keuangan baru yang diterbitkan atau dibeli	26,794,116	-	-	26,794,116
Pembayaran penuh	(1,152,099)	-	-	(1,152,099)
Valuta asing dan perubahan lain	1,680,641	-	-	1,680,641
	82,328,187	-	-	82,328,187

*) Termasuk di dalam pengukuran kembali bersih penyisihan kerugian
adalah penjualan Obligasi Pemerintah

*Government Bond at
fair value through other
comprehensive income
Beginning balance
Net remeasurement of
loss allowances**)
New financial assets
originated or purchased
Fully repayment
Foreign exchange and
other movements*

*Including in the net measurement of loss allowance,
is sales of Government Bonds*)*

	2021				
	Kerugian kredit ekspektasian 12 bulan/12- month ECL	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit- impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit- impaired	Syariah/ Sharia	Total/Total
Obligasi Pemerintah yang diukur pada biaya perolehan diamortisasi					
Saldo awal	22,527,631	-	-	6,438,326	28,965,957
Pengukuran kembali bersih penyisihan kerugian**)	(1,950,597)	-	-	-	(1,950,597)
Aset keuangan baru yang diterbitkan atau dibeli	1,403,000	-	-	-	1,403,000
Valuta asing dan perubahan lain	140,682	-	-	-	140,682
Dampak kehilangan pengendalian*)	-	-	-	(6,438,326)	(6,438,326)
	22,120,716	-	-	-	22,120,716

*) Lihat Catatan 1

**) Termasuk di dalam pengukuran kembali bersih penyisihan kerugian
adalah penjualan Obligasi Pemerintah

Refer to Note 1)*

*Including in the net measurement of loss allowance, is sales of Government
Bonds **)*

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13. OBLIGASI PEMERINTAH (lanjutan)

**c. Nilai tercatat bruto dan cadangan kerugian
penurunan nilai (lanjutan)**

Perubahan nilai tercatat bruto adalah sebagai
berikut: (lanjutan)

	2021				
	Kerugian kredit ekspektasian 12 bulan/12- month ECL	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit- impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit- impaired	Syariah/ Sharia	Total/Total
Obligasi Pemerintah yang diukur pada nilai wajar melalui penghasilan komprehensif lain					
Saldo awal	58,619,434	-	-	52,886	58,672,320
Pengukuran kembali bersih penyisihan kerugian**)	(39,917,456)	-	-	-	(39,917,456)
Aset keuangan baru yang diterbitkan atau dibeli	66,501,474	-	-	-	66,501,474
Valuta asing dan perubahan lain	(5,794)	-	-	-	(5,794)
Dampak kehilangan pengendali*)	-	-	-	(52,886)	(52,886)
	85,197,658	-	-	-	85,197,658

*) Lihat Catatan 1

**) Termasuk di dalam pengukuran kembali bersih penyisihan kerugian
adalah penjualan Obligasi Pemerintah

Refer to Note 1)*

*Including in the net measurement of loss allowance, is sales of Government
Bonds **)*

Perubahan cadangan kerugian penurunan nilai
adalah sebagai berikut:

*The movements in the allowance for
impairment losses are as follows:*

	2022			
	Kerugian kredit ekspektasian 12 bulan/12-month ECL	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit-impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit-impaired	Total/Total
Obligasi Pemerintah yang diukur pada biaya biaya perolehan diamortisasi				
Saldo awal	1,649	-	-	1,649
Pengukuran kembali bersih penyisihan kerugian	(1,314)	-	-	(1,314)
Aset keuangan baru yang diterbitkan atau dibeli	874	-	-	874
Valuta asing dan perubahan lain	182	-	-	182
	1,391	-	-	1,391

*Government Bond at
amortized cost
Beginning balance
Net remeasurement of
loss allowances
New financial assets
originated or purchased
Foreign exchange and
other movements*

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13. OBLIGASI PEMERINTAH (lanjutan)

**c. Nilai tercatat bruto dan cadangan kerugian
penurunan nilai (lanjutan)**

Perubahan cadangan kerugian penurunan nilai
adalah sebagai berikut: (lanjutan)

2022				
Kerugian kredit ekspektasian 12 bulan/12-month ECL	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit-impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit-impaired		Total/Total ¹⁾
Obligasi Pemerintah yang diukur pada nilai wajar melalui penghasilan komprehensif lain				
Saldo awal	3,432	-	-	3,432
Pengukuran kembali bersih penyisihan kerugian	(1,422)	-	-	(1,422)
Aset keuangan baru yang diterbitkan atau dibeli	239	-	-	239
Pembayaran penuh	(5)	-	-	(5)
Valuta asing dan perubahan lain	314	-	-	314
	2,558	-	-	2,558

¹⁾ Cadangan kerugian penurunan nilai pada Obligasi
Pemerintah dengan klasifikasi nilai wajar melalui
penghasilan komprehensif lain dicatat pada penghasilan
komprehensif lain, karena nilai tercatatnya disajikan
sebesar nilai wajarnya.

13. GOVERNMENT BONDS (continued)

**c. Gross carrying amount and allowance for
impairment losses (continued)**

The movements in the allowance for
impairment losses are as follows: (continued)

2022				
Kerugian kredit ekspektasian 12 bulan/12-month ECL	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit-impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit-impaired		Total/Total ¹⁾
Government Bond at fair value through other comprehensive income				
Beginning balance				
Net remeasurement of loss allowances				
New financial assets originated or purchased				
Fully repayment				
Foreign exchange and other movements				

¹⁾ Allowance for impairment losses on Government Bonds
classified as fair value through other comprehensive
income is recorded in other comprehensive income,
because the carrying value is presented at fair value.

2021				
Kerugian kredit ekspektasian 12 bulan/12-month ECL	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit-impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit-impaired	Syariah/ Sharia	Total/Total
Obligasi Pemerintah yang diukur pada biaya biaya perolehan diamortisasi				
Saldo awal	1,803	-	-	1,803
Pengukuran kembali bersih penyisihan kerugian	(179)	-	-	(179)
Valuta asing dan perubahan lain	25	-	-	25
	1,649	-	-	1,649

Government Bond at
amortized cost
Beginning balance
Net remeasurement of
loss allowances
Foreign exchange and
other movements

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13. OBLIGASI PEMERINTAH (lanjutan)

**c. Nilai tercatat bruto dan cadangan kerugian
penurunan nilai (lanjutan)**

Perubahan cadangan kerugian penurunan nilai
adalah sebagai berikut: (lanjutan)

2021					
Kerugian kredit ekspektasian 12 bulan/12-month ECL	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit-impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit-impaired	Syariah/ Sharia		Total/Total ¹⁾
Obligasi Pemerintah yang diukur pada nilai wajar melalui penghasilan komprehensif lain					
Saldo awal	2,105	-	-	-	2,105
Pengukuran kembali bersih penyisihan kerugian	(3,219)	-	-	-	(3,219)
Aset keuangan baru yang diterbitkan atau dibeli	4,557	-	-	-	4,557
Pembayaran penuh	(24)	-	-	-	(24)
Valuta asing dan perubahan lain	13	-	-	-	13
	3,432	-	-	-	3,432

¹⁾ Cadangan kerugian penurunan nilai pada Obligasi
Pemerintah dengan klasifikasi nilai wajar melalui
penghasilan komprehensif lain dicatat pada penghasilan
komprehensif lain, karena nilai tercatatnya disajikan
sebesar nilai wajarnya.

¹⁾ Allowance for impairment losses on Government Bonds
classified as fair value through other comprehensive
income is recorded in other comprehensive income,
because the carrying value is presented at fair value.

Manajemen berpendapat bahwa jumlah
cadangan kerugian penurunan nilai di atas
telah memadai.

Management believes that the allowance for
impairment losses above is adequate.

d. Tingkat suku bunga tetap tahunan

	Rupiah %	Dolar Amerika Serikat/ United States Dollar %	Dolar Singapura/ Singapore Dollar %	Euro Eropa/ European Euro %	Yen Jepang/ Japanese Yen %	Interest rate:
Suku bunga:						
2022	4.00 - 12.00	0.13 - 7.75	1.25	0.90 - 1.75	0.57 - 3.00	2022
2021	3.79 - 12.90	0.74 - 5.88	2.75 - 3.13	0.90 - 2.15	0.30 - 0.92	2021

e. Tingkat suku bunga mengambang tahunan

	Tingkat suku bunga per tahun/ Annual interest rates	
2022	3.45 - 4.33	2022
2021	3.79 - 4.54	2021

d. Annual fixed interest rates

e. Annual floating interest rates

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14. EFEK-EFEK YANG DIBELI DENGAN JANJI
DIJUAL KEMBALI

Efek-efek yang dibeli dengan janji dijual kembali pada tanggal 31 Desember 2022 dan 2021 terdiri dari:

14. SECURITIES PURCHASED UNDER
AGREEMENTS TO RESELL

Securities purchased under agreements to resell as of 31 December 2022 and 2021 are as follows:

2022							
Counterparty	Jenis Sekuritas/ Type of Securities	Nilai Nominal/ Nominal Amount	Tanggal Dimulai/ Start Date	Tanggal Jatuh Tempo/ Maturity Date	Nilai Penjualan Kembali/ Resale Amount	Pendapatan Bunga yang Belum Direalisasi/ Unrealized Interest	Nilai Tercatat/ Carrying Value
Pihak ketiga/Third parties							
Bank Indonesia, Jakarta	OBN	3,000,000	27/12/2022	03/1/2023	2,852,628	1,306	2,851,322
Bank Indonesia, Jakarta	OBN	2,756,100	30/12/2022	06/1/2023	2,639,137	2,417	2,636,720
Bank Indonesia, Jakarta	OBN	2,000,000	30/12/2022	06/1/2023	1,915,124	1,754	1,913,370
Bank Indonesia, Jakarta	OBN	1,144,800	28/12/2022	04/1/2023	1,090,085	665	1,089,420
Bank Indonesia, Jakarta	OBN	855,200	28/12/2022	04/1/2023	813,310	497	812,813
Bank Indonesia, Jakarta	OBN	750,000	29/12/2022	05/1/2023	721,081	770	720,311
Bank Indonesia, Jakarta	OBN	550,000	30/12/2022	06/1/2023	525,496	562	524,934
Bank Indonesia, Jakarta	OBN	500,000	28/12/2022	04/1/2023	475,508	508	475,000
Bank Indonesia, Jakarta	OBN	500,000	26/12/2022	02/1/2023	478,379	511	477,868
Bank Indonesia, Jakarta	OBN	500,000	27/12/2022	03/1/2023	477,937	510	477,427
Bank Indonesia, Jakarta	OBN	300,000	19/12/2022	02/1/2023	281,286	87	281,199
Bank Indonesia, Jakarta	OBN	250,000	29/12/2022	26/1/2023	232,298	1,083	231,215
Bank Indonesia, Jakarta	OBN	250,000	27/12/2022	24/1/2023	233,834	1,090	232,744
Bank Indonesia, Jakarta	OBN	250,000	26/12/2022	23/1/2023	241,708	1,127	240,581
Bank Indonesia, Jakarta	OBN	250,000	28/12/2022	25/1/2023	238,911	1,114	237,797
Bank Indonesia, Jakarta	OBN	243,900	30/12/2022	06/1/2023	233,034	214	232,820
Bank Indonesia, Jakarta	OBN	200,000	20/12/2022	03/1/2023	187,568	86	187,482
Bank Indonesia, Jakarta	OBN	200,000	21/12/2022	04/1/2023	187,725	115	187,610
BPD Jawa Timur	OBN	200,000	15/11/2022	14/2/2023	197,240	1,392	195,848
BPD Jawa Timur	OBN	200,000	15/11/2022	14/2/2023	197,240	1,392	195,848
Bank Indonesia, Jakarta	OBN	200,000	23/12/2022	06/1/2023	186,010	178	185,832
Bank Indonesia, Jakarta	OBN	150,000	23/12/2022	06/1/2023	139,509	313	139,196
Bank Indonesia, Jakarta	OBN	100,000	23/12/2022	06/1/2023	93,005	89	92,916
Bank Indonesia, Jakarta	OBN	100,000	23/12/2022	06/1/2023	93,006	89	92,917
Bank Indonesia, Jakarta	OBN	100,000	28/12/2022	11/1/2023	93,915	165	93,750
Bank Indonesia, Jakarta	OBN	100,000	30/12/2022	13/1/2023	95,869	200	95,669
Bank Indonesia, Jakarta	OBN	100,000	06/12/2022	03/1/2023	93,042	418	92,624
Bank Indonesia, Jakarta	OBN	100,000	07/12/2022	04/1/2023	92,958	417	92,541
Bank Indonesia, Jakarta	OBN	100,000	19/12/2022	02/1/2023	93,762	201	93,561
Bank Indonesia, Jakarta	OBN	100,000	26/12/2022	09/1/2023	93,562	210	93,352
Bank Indonesia, Jakarta	OBN	100,000	27/12/2022	10/1/2023	96,222	215	96,007
Bank Indonesia, Jakarta	OBN	100,000	28/12/2022	11/1/2023	93,915	210	93,705
Bank National Nobu Tbk	OBN	99,000	27/10/2022	26/1/2023	87,385	356	87,029
Bank Indonesia, Jakarta	OBN	75,000	05/12/2022	02/1/2023	72,187	324	71,863
Bank Indonesia, Jakarta	OBN	75,000	09/12/2022	06/1/2023	71,698	322	71,376
Bank Indonesia, Jakarta	OBN	56,330	29/12/2022	12/1/2023	52,442	118	52,324
Bank Indonesia, Jakarta	OBN	50,000	26/10/2022	25/1/2023	47,182	653	46,529
Bank Indonesia, Jakarta	OBN	50,000	27/10/2022	26/1/2023	46,891	648	46,243
Bank Indonesia, Jakarta	OBN	50,000	28/10/2022	27/1/2023	48,449	671	47,778
Bank Indonesia, Jakarta	OBN	50,000	31/10/2022	30/1/2023	47,067	651	46,416
Bank Indonesia, Jakarta	OBN	50,000	01/11/2022	31/1/2023	46,977	651	46,326
Bank Indonesia, Jakarta	OBN	50,000	22/11/2022	21/2/2023	47,276	713	46,563
Bank Indonesia, Jakarta	OBN	50,000	23/11/2022	22/2/2023	47,454	714	46,740
Bank Indonesia, Jakarta	OBN	50,000	24/11/2022	23/2/2023	47,314	714	46,600
Bank Indonesia, Jakarta	OBN	50,000	25/11/2022	24/2/2023	47,303	713	46,590
Bank Indonesia, Jakarta	OBN	50,000	08/12/2022	05/1/2023	46,912	210	46,702
Bank Indonesia, Jakarta	OBN	50,000	26/12/2022	27/3/2023	47,592	741	46,851
Bank Indonesia, Jakarta	OBN	50,000	27/12/2022	28/3/2023	47,601	741	46,860
Bank Indonesia, Jakarta	OBN	50,000	28/12/2022	29/3/2023	47,609	742	46,867
Bank National Nobu Tbk	OBN	50,000	29/11/2022	28/2/2023	45,468	458	45,010
Bank Indonesia, Jakarta	OBN	50,000	29/12/2022	30/3/2023	47,267	736	46,531
Bank Indonesia, Jakarta	OBN	43,670	29/12/2022	12/1/2023	40,203	90	40,113
Bank Indonesia, Jakarta	OBN	30,000	10/10/2022	09/1/2023	28,219	355	27,864
Bank OCBC NISP Tbk	OBN	20,000	03/11/2022	02/2/2023	19,762	102	19,660
Bank OCBC NISP Tbk	OBN	20,000	08/12/2022	09/3/2023	19,779	229	19,550
Bank OCBC NISP Tbk	OBN	20,000	13/12/2022	14/3/2023	19,838	247	19,591
Bank OCBC NISP Tbk	OBN	20,000	20/12/2022	21/3/2023	19,925	271	19,654
Bank OCBC NISP Tbk	OBN	20,000	27/12/2022	28/3/2023	19,910	305	19,605
Bank OCBC NISP Tbk	OBN	20,000	29/12/2022	30/3/2023	19,949	312	19,637
		17,499,000			16,663,963	32,692	16,631,271

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14. EFEK-EFEK YANG DIBELI DENGAN JANJI
DIJUAL KEMBALI (lanjutan)

Efek-efek yang dibeli dengan janji dijual kembali pada tanggal 31 Desember 2022 dan 2021 terdiri dari: (lanjutan)

14. SECURITIES PURCHASED UNDER
AGREEMENTS TO RESELL (continued)

Securities purchased under agreements to resell as of 31 December 2022 and 2021 are as follows: (continued)

2021							
Counterparty	Jenis Sekuritas/ Type of Securities	Nilai Nominal/ Nominal Amount	Tanggal Dimulai/ Start Date	Tanggal Jatuh Tempo/ Maturity Date	Nilai Penjualan Kembali/ Resale Amount	Pendapatan Bunga yang Belum Direalisasi/ Unrealized Interest	Nilai Tercatat/ Carrying Value
Pihak berelasi/Related party							
PT Bank Rakyat Indonesia (Persero) Tbk	OBN	500,000	22/12/2021	05/01/2022	466,950	181	466,769
PT Bank Rakyat Indonesia (Persero) Tbk	OBN	500,000	28/12/2021	04/01/2022	467,096	136	466,960
		1,000,000			934,046	317	933,729
Pihak ketiga/Third parties							
Bank Indonesia, Jakarta	OBN	8,239,850	29/12/2021	05/01/2022	7,860,547	3,054	7,857,493
Bank Indonesia, Jakarta	OBN	3,880,984	28/12/2021	04/01/2022	3,938,238	1,148	3,937,090
Bank Indonesia, Jakarta	OBN	3,199,595	27/12/2021	03/01/2022	3,534,145	686	3,533,459
Bank Indonesia, Jakarta	OBN	2,318,377	30/12/2021	06/01/2022	2,465,655	1,198	2,464,457
Bank Indonesia, Jakarta	OBN	2,501,002	31/12/2021	07/01/2022	2,378,072	1,387	2,376,685
PT Bank Pan Indonesia Tbk	OBN	1,000,000	30/12/2021	03/01/2022	908,199	144	908,055
		21,139,808			21,084,856	7,617	21,077,239
		22,139,808			22,018,902	7,934	22,010,968

Efek-efek yang dibeli dengan janji dijual kembali tersebut di atas diklasifikasikan sebagai lancar.

Securities purchased under agreements to resell are classified as current.

Tingkat suku bunga tetap tahunan:

Annual fixed interest rates:

	Rupiah %	Contractual interest rate: 2022 2021
Suku bunga kontrak: 2022 2021	5.05 - 6.43 2.78 - 3.50	2022 2021

15. BEBAN DIBAYAR DI MUKA

Beban dibayar di muka terdiri dari:

2022	2021	
Asuransi	2,083,359	Insurance
Sewa dibayar di muka	509,603	Prepaid rent
Perbaikan dan pemeliharaan	333,638	Service and maintenance
Promosi	102,316	Promotion
Biaya tangguhan	49,602	Deferred expenses
Lainnya	165,102	Others
3,243,620	3,095,927	

16. INVESTASI PADA ENTITAS ASOSIASI

Otoritas Jasa Keuangan (OJK) Pasar Modal telah menyetujui pernyataan penggabungan usaha PT BRI Syariah Tbk, PT Bank BNI Syariah dan PT Bank Syariah Mandiri melalui surat No. S-289/D.04/2020 tertanggal 11 Desember 2020 serta melalui surat OJK Perbankan No. 4/KDK.03/2021 tanggal 27 Januari 2021. Penggabungan usaha tersebut berlaku efektif di tanggal 1 Februari 2021 dan hasil penggabungan usaha akan menggunakan nama PT Bank Syariah Indonesia Tbk.

16. INVESTMENTS IN ASSOCIATE

The Financial Service Authority (OJK) Capital Market has approved the statement of merger of businesses of PT BRI Syariah Tbk, PT Bank BNI Syariah and PT Bank Syariah Mandiri through letter No. S-289/D.04/2020 dated 11 December 2020 and OJK Perbankan through letter No. 4/KDK.03/2021 dated 27 January 2021. The merger of businesses is effective on 1 February 2021 and the merger of businesses result will use name of PT Bank Syariah Indonesia Tbk.

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16. INVESTASI PADA ENTITAS ASOSIASI (lanjutan)

Pada tanggal 19 Desember 2022, PT Bank Syariah Indonesia Tbk ("BSI") melakukan Penawaran Umum Terbatas dalam rangka penerbitan Hak Memesan Efek Terlebih Dahulu (HMETD) sebanyak 4.999.952.795 saham. Grup berhak membeli saham baru sebanyak 1.242.439.344 saham dengan harga Rp1.000 (nilai penuh) per lembar saham. Grup menggunakan sebagian HMETD dan meningkatkan penyertaan modal sahamnya terhadap BSI sebanyak 500.000.000 saham dengan harga Rp500.000. Sisa HMETD Grup dialihkan ke PT CIMB Sekuritas dimana Grup mendapatkan kas sebesar Rp74.244. Peningkatan dalam penyertaan modal terhadap BSI menyebabkan persentase kepemilikan terhadap BSI terdilusi menjadi 23,24% dan Grup membukukan keuntungan dari saham terdilusi senilai Rp46.794.

Pada tanggal 31 Desember 2022 dan 2021, entitas asosiasi yang dimiliki oleh Grup adalah sebagai berikut:

Nama Perusahaan	Persentase Kepemilikan/ Percentage of Ownership			Company Name
	Kegiatan Usaha/ Business Activity	2022	Nilai tercatat/ Carrying Value	
PT Bank Syariah Indonesia Tbk	Perbankan/Banking	23.24%	10,048,975	PT Bank Syariah Indonesia Tbk
Nama Perusahaan	Persentase Kepemilikan/ Percentage of Ownership			Company Name
	Kegiatan Usaha/ Business Activity	2021	Nilai tercatat/ Carrying Value	
PT Bank Syariah Indonesia Tbk	Perbankan/Banking	24.91%	8,688,406	PT Bank Syariah Indonesia Tbk

Berikut ini adalah ringkasan informasi keuangan PT Bank Syariah Indonesia Tbk yang digunakan untuk pencatatan metode ekuitas pada tanggal 31 Desember 2022 dan 2021, dan untuk tahun yang berakhir pada tanggal-tanggal tersebut, yang dicatat dengan menggunakan metode ekuitas.

	2022	2021	
Aset	305,727,438	265,289,081	Asset
Liabilitas	272,221,828	240,275,147	Liabilities
Aset bersih	33,505,610	25,013,934	Net assets
Pendapatan	19,622,865	14,229,215	Revenue
Laba bersih periode berjalan	4,260,182	3,028,205	Net income for the periods
Penghasilan komprehensif lain setelah pajak	50,894	157,340	Other comprehensive income after tax
Jumlah penghasilan komprehensif tahun berjalan	4,311,076	3,185,545	Total comprehensive income for the year

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16. INVESTMENTS IN ASSOCIATE (continued)

On 19 December 2022, PT Bank Syariah Indonesia Tbk ("BSI") undertook a Limited Public Offering through the issuance of pre-emptive rights of 4,999,952,795 shares. Group was entitled to buy new 1,242,439,344 shares for Rp1,000 (full amount) per share. Group increased its capital through the pre-emptive rights to BSI by 500,000,000 shares with total price of Rp500,000. Remaining pre-emptive rights of the Group was transferred to PT CIMB Sekuritas whereas Group gain cash amounted to Rp74,244. Increased capital to BSI lead to Group percentage of ownership diluted to 23.24% and Group recorded gain from diluted shares of Rp46,794.

As of 31 December 2022 and 2021, the associate of the Group was as follow:

The following table is the summarised financial information for PT Bank Syariah Indonesia Tbk used for equity method accounting as of 31 December 2022 and 2021, and for the years then ended, which are accounted for using the equity method.

	2022	2021	
Aset	305,727,438	265,289,081	Asset
Liabilitas	272,221,828	240,275,147	Liabilities
Aset bersih	33,505,610	25,013,934	Net assets
Pendapatan	19,622,865	14,229,215	Revenue
Laba bersih periode berjalan	4,260,182	3,028,205	Net income for the periods
Penghasilan komprehensif lain setelah pajak	50,894	157,340	Other comprehensive income after tax
Jumlah penghasilan komprehensif tahun berjalan	4,311,076	3,185,545	Total comprehensive income for the year

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16. INVESTASI PADA ENTITAS ASOSIASI (lanjutan)

Jumlah bagian Grup atas penghasilan komprehensif dan jumlah tercatat pada entitas asosiasi adalah sebagai berikut:

	2022	2021	
Saldo awal	8,688,406	7,984,951	Beginning balance
Bagian atas laba bersih	990,066	698,334	Share of net income
Bagian atas laba komprehensif lain	11,829	5,121	Share of other comprehensive gain
Jumlah bagian atas penghasilan komprehensif	1,001,895	703,455	Total share of comprehensive income
Pengurangan sebagian investasi dari dilusi kepemilikan saham di BSI	(615,195)	-	Partial disposal of investment from dilution shares ownership in BSI
Penambahan penyertaan investasi di BSI	500,000	-	Additional investment in BSI
Penambahan investasi dari porsi Grup karena kenaikan aset neto BSI dari Penawaran Umum Terbatas	661,989	-	Addition investment from Group portion due increase net asset BSI from Limited Public Offering
Dividen yang diterima	(188,120)	-	Dividend received
Jumlah tercatat	10,048,975	8,688,406	Carrying value

Rekonsiliasi atas ringkasan informasi keuangan yang disajikan terhadap nilai buku dari kepentingan entitas asosiasi adalah sebagai berikut:

	2022	2021	
Pengakuan awal aset bersih	25,076,755	21,743,144	Net asset initial recognition
Laba bersih periode berjalan	4,260,182	3,028,205	Net income for the year
Penghasilan komprehensif lain setelah pajak	50,894	157,340	Other comprehensive income after tax
Pembayaran dividen	(757,051)	-	Dividend payment
Tambahan modal disetor Lain-lain	4,937,652	-	Additional paid-in-capital Others
	(62,822)	148,066	
	33,505,610	25,076,755	
Persentase kepemilikan efektif	23.24%	24.91%	Percentage of effective ownership
	7,786,704	6,246,620	
Goodwill	2,262,271	2,441,786	Goodwill
Nilai tercatat	10,048,975	8,688,406	Carrying value

17. PENYERTAAN SAHAM - BERSIH

Penyertaan jangka panjang

		Nilai Wajar/ Fair Value	
		2022	2021
Klasifikasi nilai wajar melalui penghasilan komprehensif lain		608,797	829,763
Penyertaan jangka panjang berdasarkan kolektibilitas Bank Indonesia adalah (setelah memperhitungkan pencadangan):			The classification of long-term equity investments based on Bank Indonesia collectibility are as follows (after taking into account of provision loss):
		2022	2021
Lancar		608,797	829,763
Kurang lancar		-	-
Diragukan		-	-
Total		608,797	829,763
			Current Substandard Doubtful Total

Grup mengklasifikasikan investasi berikut pada nilai wajar melalui penghasilan komprehensif lain. Klasifikasi pada nilai wajar melalui penghasilan komprehensif lain dibuat dengan pertimbangan investasi akan dimiliki dalam jangka panjang untuk kepentingan strategis.

The Group designated certain investment as at fair value through comprehensive income (FVOCI). The FVOCI designation was made because the investments are expected to be held for the long-term strategic purposes.

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17. PENYERTAAN SAHAM - BERSIH (lanjutan)

Penyertaan saham terdiri dari:

Equity investment consist of:

	Persentase Kepemilikan/ Percentage of Ownership	2022		2021	
Nama Perusahaan/ Company Name		Biaya perolehan/ Acquisition cost	Nilai wajar/ Fair value	Biaya perolehan/ Acquisition cost	Nilai wajar/ Fair value
Nilai wajar melalui penghasilan komprehensif lain/fair value through other comprehensive income					
PT Fintek Karya Nusantara	9.28%	200,000	472,138	200,000	701,800
PT Bank Mizuho Indonesia	1.00%	75,375	75,375	75,375	75,375
PT Bank BTPN Tbk	0.15%	37,342	37,342	37,342	37,342
PT Penyelesaian Transaksi Elektronik Nasional (PTEN)	17.50%	3,500	9,277	3,500	4,857
PT Kustodian Sentral Efek Indonesia	2.50%	7,500	7,500	750	750
PT Pemeringkat Efek Indonesia	0.64%	158	158	157	157
PT Bursa Efek Indonesia	1.20%	135	135	135	135
Lain-lain	0.00%	6,872	6,872	9,347	9,347
		330,882	608,797	326,606	829,763
Nilai wajar melalui laba rugi/ fair value through profit or loss					
PT PANN Pembiayaan Maritim ¹⁾	48.40%	724,338	-	724,338	-
		1,055,220	608,797	1,050,944	829,763

¹⁾Telah dicadangkan penuh

Full provision¹⁾

Meskipun Grup memiliki lebih dari 20% saham di PT PANN Pembiayaan Maritim, Grup tidak memiliki pengaruh signifikan atas perusahaan tersebut, sesuai dengan perjanjian kontraktual dengan pemegang saham pengendali PT PANN Pembiayaan Maritim.

Although the Group holds more than 20% of the equity shares of PT PANN Pembiayaan Maritim, the Group does not have significant influence over this company, based on the contractual agreement with controlling shareholder of PT PANN Pembiayaan Maritim.

18. ASET LAIN-LAIN – BERSIH

Aset lain-lain - bersih terdiri dari:

Other assets - net consist of:

	2022	2021	
Piutang lain-lain	3,959,580	3,157,530	Other receivables
Piutang bunga	3,848,918	3,057,796	Interest receivables
Piutang terkait transaksi ATM dan kartu kredit	2,577,566	2,051,031	Receivables from transactions related to ATM and credit card
Agunan yang diambil alih setelah dikurangi cadangan kerugian penurunan nilai sebesar Rp806.914 pada tanggal 31 Desember 2022 dan Rp535.040 pada tanggal 31 Desember 2021	1,150,179	1,527,739	Foreclosed collaterals, net of allowance for impairment losses of Rp806,914 as of 31 December 2022 and Rp535,040 as of 31 December 2021
Piutang nasabah - Entitas Anak	259,560	175,865	Receivables from customers - Subsidiary
Persediaan kantor	178,593	102,583	Office supplies
Beban komisi ditangguhkan	64,444	71,111	Deferred commission expenses
Lain-lain setelah dikurangi cadangan kerugian penurunan nilai sebesar Rp27.880 pada tanggal 31 Desember 2022 dan Rp28.041 pada tanggal 31 Desember 2021	1,817,274	1,705,565	Others, net of allowance for impairment losses of Rp27,880 as of 31 December 2022 and Rp28,041 as of 31 December 2021
	13,856,114	11,849,220	

Piutang lain-lain sebagian besar merupakan piutang kepada pemerintah, imbal jasa penjaminan dan penjualan obligasi.

Other receivables mostly comprised of governments receivables, guarantee fee and sale of bonds receivables.

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18. ASET LAIN-LAIN – BERSIH (lanjutan)

Pada tanggal 31 Desember 2022, piutang bunga sebagian besar merupakan bunga yang berasal dari pinjaman yang diberikan dan Obligasi Pemerintah masing-masing sebesar Rp1.591.451 dan Rp1.639.814 (31 Desember 2021: Rp932.050 dan Rp1.350.384).

BNI telah melakukan upaya penyelesaian atas agunan yang diambil alih dengan melakukan upaya penjualan dalam bentuk lelang atau pengambilalihan agunan oleh investor atas agunan yang diambil alih.

Properti terbengkalai termasuk di dalam pos “lain-lain” sebesar Rp Nihil setelah dikurangi cadangan kerugian penurunan nilai sebesar Rp27.260 dan akumulasi penyusutan properti terbengkalai sebesar Rp1.726 pada tanggal 31 Desember 2022 dan sebesar Rp135 setelah dikurangi cadangan kerugian penurunan nilai sebesar Rp27.618 dan akumulasi penyusutan properti terbengkalai sebesar Rp1.756 pada tanggal 31 Desember 2021.

BNI telah melakukan upaya penyelesaian atas properti terbengkalai dalam bentuk pemanfaatan untuk kegiatan operasional Bank (kantor, outlet, galeri, rumah dinas dan gudang kearsipan).

Manajemen berpendapat bahwa cadangan kerugian penurunan nilai yang dibentuk atas aset-aset yang disebutkan di atas telah memadai.

18. OTHER ASSETS - NET (continued)

As of 31 December 2022, interest receivables are mostly comprised of interest from loans and Government Bonds amounting to Rp1,591,451 and Rp1,639,814, respectively (31 December 2021: Rp932,050 and Rp1,350,384).

BNI has made efforts to settle foreclosed collaterals by making an attempt to sell in the form of an auction or take over of collateral by investors on foreclosed collaterals.

Abandoned properties are included in “Others” amounting to Rp Nihil, net of allowance for impairment losses of Rp27,260 and accumulated depreciation of Rp1,726, as of 31 December 2022 and amounting to Rp135, net of allowance for impairment losses of Rp27,618 and accumulated depreciation of abandoned property amounting to Rp1,756, as of 31 December 2021.

BNI has made efforts to resolve abandoned properties by utilizing them for the Bank's operational activities (offices, outlets, gallery, official houses and warehouse).

Management believes that the allowance for impairment losses on the respective assets outlined above is adequate.

19. ASET TETAP DAN ASET HAK GUNA

Aset tetap kepemilikan langsung:

Direct ownership of fixed assets:

	2022							
	Saldo awal/ Beginning balance	Penambahan/ Additions	Pengurangan/ Disposals	Reklasifikasi/ Reclassification	Revaluasi/ Revaluation	Dampak Akuisisi/ Acquisition impact	Saldo akhir/ Ending balance	
Biaya perolehan Tanah	15,968,903	47,028	(6,002)	-	-	13,408	16,023,337	Acquisition cost Land
Bangunan	8,386,707	285,207	(52,441)	96,387	-	7,823	8,723,683	Buildings
Perlengkapan kantor dan kendaraan bermotor	12,747,205	1,736,072	(652,508)	110,745	-	16,756	13,958,270	Office equipment and motor vehicles
	37,102,815	2,068,307	(710,951)	207,132	-	37,987	38,705,290	
Aset dalam penyelesaian	521,525	825,081	(432,065)	(207,132)	-	-	707,409	Construction In progress
Aset hak guna	2,210,224	514,029	(423,159)	-	-	41,665	2,342,759	Right of use of assets
	39,834,564	3,407,417	(1,566,175)	-	-	79,652	41,755,458	
Akumulasi penyusutan Bangunan	2,249,706	565,823	(1,788)	-	-	-	2,813,741	Accumulated depreciation Buildings
Perlengkapan kantor dan kendaraan bermotor	9,889,523	1,793,402	(337,781)	-	-	-	11,345,144	Office equipment and motor vehicles
	12,139,229	2,359,225	(339,569)	-	-	-	14,158,885	
Aset hak guna	812,353	503,906	(268,579)	-	-	-	1,047,680	Right of use of assets
	12,951,582	2,863,131	(608,148)	-	-	-	15,206,565	
Nilai buku bersih	26,882,982						26,548,893	Net book value

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19. ASET TETAP DAN ASET HAK GUNA (lanjutan)

Aset tetap kepemilikan langsung: (lanjutan)

	2021						
	Saldo awal/ Beginning balance	Penambahan/ Additions	Pengurangan/ Disposals	Reklasifikasi/ Reclassification	Revaluasi/ Revaluation	Dampak kehilangan pengendalian/ Impact of loss of control*)	Saldo akhir/ Ending balance
Biaya perolehan Tanah	16,023,730	151,216	(177,648)	5,724	617,963	(652,082)	15,968,903
Bangunan	7,200,216	333,681	(84,545)	813,420	294,893	(170,958)	8,386,707
Perlengkapan kantor dan kendaraan bermotor	12,526,587	993,171	(118,460)	(223,052)	-	(431,041)	12,747,205
	35,750,533	1,478,068	(380,653)	596,092	912,856	(1,254,081)	37,102,815
Aset dalam penyelesaian	1,011,868	113,558	-	(573,685)	-	(30,216)	521,525
Aset hak guna	2,195,844	468,597	(231,520)	(22,407)	-	(200,290)	2,210,224
	38,958,245	2,060,223	(612,173)	-	912,856	(1,484,587)	39,834,564
Akumulasi penyusutan Bangunan	1,247,703	401,687	(960)	612,634	6,566	(17,924)	2,249,706
Perlengkapan kantor dan kendaraan bermotor	9,770,345	1,076,808	(81,194)	(590,227)	-	(286,209)	9,889,523
	11,018,048	1,478,495	(82,154)	22,407	6,566	(304,133)	12,139,229
Aset hak guna	577,797	528,421	(196,714)	(22,407)	-	(74,744)	812,353
	11,595,845	2,006,916	(278,868)	-	6,566	(378,877)	12,951,582
Nilai buku bersih	27,362,400						26,882,982

*) Lihat Catatan 1

Pada tanggal 31 Desember 2022 dan 2021, Grup melakukan peninjauan kembali atas masa manfaat, metode penyusutan, dan nilai residu aset tetap dan menyimpulkan bahwa tidak terdapat perubahan atas metode dan asumsi tersebut.

Beban penyusutan untuk tahun yang berakhir pada tanggal 31 Desember 2022 dan 2021 masing-masing sebesar Rp2.359.225 dan Rp1.478.495 dicatat pada beban umum dan administrasi pada laporan laba rugi.

Aset tetap yang telah terdepresiasi penuh namun masih digunakan oleh Grup sebesar Rp8.676.026 dan Rp7.484.482 masing-masing pada tanggal 31 Desember 2022 dan 2021, antara lain berupa perlengkapan kantor dan kendaraan bermotor.

Manajemen berkeyakinan bahwa tidak terdapat penurunan nilai aset tetap yang dimiliki Grup selama tahun berjalan karena manajemen berpendapat bahwa nilai tercatat aset tetap tidak melebihi estimasi nilai yang dapat diperoleh kembali.

Aset tetap Bank pada tanggal 31 Desember 2022 diasuransikan terhadap risiko kebakaran dan pencurian dengan nilai pertanggungan sebesar Rp18.694.506 (31 Desember 2021: Rp16.226.239). Manajemen berpendapat bahwa nilai pertanggungan tersebut cukup untuk menutupi kemungkinan kerugian atas aset tersebut.

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19. FIXED ASSETS AND RIGHT OF USE OF
ASSETS (continued)

Direct ownership of fixed assets: (continued)

	2021						
	Saldo awal/ Beginning balance	Penambahan/ Additions	Pengurangan/ Disposals	Reklasifikasi/ Reclassification	Revaluasi/ Revaluation	Dampak kehilangan pengendalian/ Impact of loss of control*)	Saldo akhir/ Ending balance
Acquisition cost Land	16,023,730	151,216	(177,648)	5,724	617,963	(652,082)	15,968,903
Buildings	7,200,216	333,681	(84,545)	813,420	294,893	(170,958)	8,386,707
Office equipment and motor vehicles	12,526,587	993,171	(118,460)	(223,052)	-	(431,041)	12,747,205
	35,750,533	1,478,068	(380,653)	596,092	912,856	(1,254,081)	37,102,815
Construction In progress	1,011,868	113,558	-	(573,685)	-	(30,216)	521,525
Right of use of assets	2,195,844	468,597	(231,520)	(22,407)	-	(200,290)	2,210,224
	38,958,245	2,060,223	(612,173)	-	912,856	(1,484,587)	39,834,564
Accumulated depreciation Buildings	1,247,703	401,687	(960)	612,634	6,566	(17,924)	2,249,706
Office equipment and motor vehicles	9,770,345	1,076,808	(81,194)	(590,227)	-	(286,209)	9,889,523
	11,018,048	1,478,495	(82,154)	22,407	6,566	(304,133)	12,139,229
Right of use of assets	577,797	528,421	(196,714)	(22,407)	-	(74,744)	812,353
	11,595,845	2,006,916	(278,868)	-	6,566	(378,877)	12,951,582
Net book value	27,362,400						26,882,982

Refer to Note 1*)

As of 31 December 2022 and 2021, the Group performed a review on useful life, depreciation method, and residual value of fixed assets and concluded that there was no change in those methodology and assumptions.

Depreciation expense for the year ended 31 December 2022 and 2021 amounted to Rp2,359,225 dan Rp1,478,495 are recorded on general and administrative expense in the statement of profit or loss.

The fixed assets that have been fully depreciated but still in use by the Group amounted to Rp8,676,026 and Rp7,484,482 as of 31 December 2022 and 2021, respectively, including, among others, office equipment and motor vehicles.

Management believes that there is no impairment in the value of fixed assets owned by the Group during the year because management believes that the carrying amounts of fixed assets do not exceed the estimated recoverable amount.

As of 31 December 2022, the fixed assets of the Bank were insured against risk of fire and theft with sum insured amounting to Rp18,694,506 (31 December 2021: Rp16,226,239). Management believes that the sum insured is adequate to cover possible losses on the assets insured.

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19. ASET TETAP DAN ASET HAK GUNA (lanjutan)

Aset dalam penyelesaian pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

	2022	2021
Tanah	119,121	100
Bangunan	262,613	305,610
Peralatan kantor dan kendaraan bermotor	325,675	215,815
	707,409	521,525

Estimasi persentase tingkat penyelesaian aset dalam penyelesaian pada tanggal 31 Desember 2022 adalah berkisar antara 86% - 95% dan 31 Desember 2021: 72% - 99%. Aset dalam penyelesaian pada tanggal 31 Desember 2022 tersebut diperkirakan akan selesai pada tahun 2023.

Nilai wajar tanah dan bangunan yang dimiliki Grup pada tanggal 31 Desember 2022 dan 2021 tidak berbeda jauh dengan nilai tercatat karena Grup melakukan penilaian pada tanah dan bangunan pada tanggal 30 September 2021.

Tidak ada aset tetap yang dijaminkan.

Berdasarkan keputusan Ketua Badan Pengawas Pasar Modal Dan Lembaga Keuangan No. KEP-347/BL/2012 tanggal 25 Juni 2012 tentang Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik butir 27.e, dengan mempertimbangkan nilai buku aset tetap (tanah dan bangunan) yang telah dilakukan revaluasi pada tahun 2015 dan 2018, maka pada tanggal 31 Desember 2021 Grup telah menugaskan perusahaan jasa penilai terdaftar untuk melaksanakan penilaian (revaluasi) aset tetap (tanah dan bangunan). Grup melakukan penilaian kembali atas tanah dan bangunan tersebut bukan untuk tujuan perpajakan tetapi hanya untuk pemenuhan ketentuan Bapepam dan LK tersebut.

Penilaian atas tanah dan bangunan dilakukan oleh penilai independen eksternal sebagai berikut:

- KJPP Toha Okky Heru & Rekan
- KJPP Rengganis Hamid & Rekan
- KJPP Toto Suharto & Rekan
- KJPP Abdullah Fitriantoro & Rekan

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19. FIXED ASSETS AND RIGHT OF USE OF
ASSETS (continued)

Construction in progress as of 31 December 2022 and 2021 are as follows:

	2022	2021
Land	119,121	100
Buildings	262,613	305,610
Office equipment and motor vehicles	325,675	215,815
	707,409	521,525

The estimated percentage of completion of construction in progress as of 31 December 2022 is between 86% - 95% and 31 December 2021: 72% - 99%. Those construction in progress as of 31 December 2022 are estimated to be completed in 2023.

There is no significant difference between fair value and carrying value of land and building owned by the Group as of 31 December 2022 and 2021 because the Group performed revaluation over land and buildings on 30 September 2021.

There were no fixed assets pledged as collateral.

Based on Decision of Chairman of Bapepam and LK No. KEP-347/BL/2012 dated 25 June 2012, about the presentation and disclosure in financial report of issuer or a public company in point 27.e, by considering the book value of fixed assets (land and buildings) that on which revaluation has been conducted in 2015 and 2018, therefore on 31 December 2021, the Group assigned registered independent appraisers to appraise (revalue) its fixed assets (land and buildings). The Group has revalued the value of that land and buildings not for tax purpose rather for the compliance of the aforementioned Bapepam and LK regulation.

The valuations of land and buildings are performed by the following external independent appraisers:

- KJPP Toha Okky Heru & Rekan
- KJPP Rengganis Hamid & Rekan
- KJPP Toto Suharto & Rekan
- KJPP Abdullah Fitriantoro & Rekan

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19. ASET TETAP DAN ASET HAK GUNA (lanjutan)

Penilaian dilakukan berdasarkan Standar Penilaian Indonesia, ditentukan berdasarkan transaksi pasar terkini dan dilakukan dengan ketentuan - ketentuan yang lazim. Metode penilaian yang dipakai adalah metode data pasar, metode biaya dan metode pendapatan. Elemen-elemen yang digunakan dalam perbandingan data untuk menentukan nilai wajar aset antara lain:

- Jenis dan hak yang melekat pada properti
- Kondisi pasar
- Lokasi
- Karakteristik fisik
- Karakteristik dalam menghasilkan pendapatan
- Karakteristik tanah

Informasi mengenai penilaian kembali aset tetap pada tanggal 31 Desember 2021 untuk kelompok aset tanah dan bangunan Grup di Indonesia dan luar negeri adalah sebagai berikut:

	Nilai Buku sebelum Revaluasi/ Carrying Amount Before Revaluation	Nilai Buku Setelah Revaluasi/ Carrying Amount after Revaluation	Keuntungan Revaluasi bersih/ Net gain revaluation	
Tanah	15,350,940	15,968,903	617,963	Land
Bangunan	5,842,108	6,137,001	294,893	Buildings
Jumlah	21,193,048	22,105,904	912,856	Total

Penilaian kembali yang dilakukan atas tanah menghasilkan jumlah kenaikan nilai tercatat sebesar Rp617.963 yang terdiri dari kenaikan nilai tanah yang dicatat sebagai "Penghasilan Komprehensif Lain" sebesar Rp669.629 dan penurunan nilai tanah yang diakui sebagai beban tahun 2021 sebesar Rp51.666.

Kenaikan nilai tercatat yang timbul dari revaluasi bangunan dicatat sebesar Rp294.893. Kenaikan ini terdiri dari kenaikan nilai bangunan yang dicatat sebagai "Penghasilan Komprehensif Lain" sebesar Rp315.945 dan penurunan nilai bangunan yang diakui sebagai beban tahun 2021 sebesar Rp21.052.

Secara total kenaikan nilai tercatat yang timbul dari revaluasi tanah dan bangunan dicatat sebagai "Penghasilan Komprehensif Lain" adalah sebesar Rp912.856. Penurunan nilai tercatat yang timbul dari revaluasi dicatat sebagai beban pada tahun 2021 adalah sebesar Rp72.718.

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**19. FIXED ASSETS AND RIGHT OF USE OF
ASSETS (continued)**

Valuations are performed based on Indonesian Valuation Standards, determined based on reference to recent market transactions done on arm's length terms and appropriate requirements. The valuation methods used are market value approach, cost approach and income approach. Elements used in data comparison to determine fair value of assets, among others are as follows:

- Types and rights attached to the property
- Market condition
- Location
- Physical characteristics
- Income producing characteristics
- Land characteristics

Information on revaluation of land and buildings of the Group on 31 December 2021 located in Indonesia and overseas are as follows:

The revaluation of land resulted in an increase in the carrying amount of land amounting to Rp617,963 which consists of the increase in the carrying amount of land recognized as "Other Comprehensive Income" amounting to Rp669,629 and a decrease in carrying amount of land recognized in 2021 expenses amounting to Rp51,666.

Increase in carrying amount of buildings from the revaluation of building is recorded at Rp294,893. The increase consists of the increase in the carrying amount of buildings recognized in "Other Comprehensive Income" amounting to Rp315,945 and decrease in the carrying amount of buildings recognized in 2021 expenses amounting to Rp21,052.

In total, the increase in the carrying amount from revaluation of land and buildings is recognized in "Other Comprehensive Income" amounting to Rp912,856. The decrease of carrying amount from revaluation results recognized in 2021 expenses amounting to Rp72,718.

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19. ASET TETAP DAN ASET HAK GUNA (lanjutan)

Pada tahun 2018, Bank juga melakukan penilaian kembali atas tanah dan bangunan. Informasi mengenai penilaian kembali aset tetap pada tanggal 31 Desember 2018 untuk kelompok aset tanah dan bangunan Grup di Indonesia dan luar negeri adalah sebagai berikut:

	Nilai Buku sebelum Revaluasi/ Carrying Amount Before Revaluation	Nilai Buku Setelah Revaluasi/ Carrying Amount after Revaluation	Keuntungan Revaluasi bersih/ Net gain revaluation	
Tanah	14,097,701	15,511,328	1,413,627	Land
Bangunan	3,823,459	5,188,926	1,365,467	Buildings
Jumlah	17,921,160	20,700,254	2,779,094	Total

Pada tahun 2018, penilaian kembali yang dilakukan atas tanah menghasilkan jumlah kenaikan nilai tercatat sebesar Rp1.413.627 yang terdiri dari kenaikan nilai tanah yang dicatat sebagai "Penghasilan Komprehensif Lain" sebesar Rp1.418.055 dan penurunan nilai tanah yang diakui sebagai beban tahun 2018 sebesar Rp4.428.

Kenaikan nilai tercatat yang timbul dari revaluasi bangunan dicatat sebesar Rp1.365.467. Kenaikan ini terdiri dari kenaikan nilai bangunan yang dicatat sebagai "Penghasilan Komprehensif Lain" sebesar Rp1.397.454 dan penurunan nilai bangunan yang diakui sebagai beban tahun 2018 sebesar Rp31.987.

Secara total kenaikan nilai tercatat yang timbul dari revaluasi tanah dan bangunan dicatat sebagai "Penghasilan Komprehensif Lain" adalah sebesar Rp2.815.509. Penurunan nilai tercatat yang timbul dari revaluasi dicatat sebagai beban pada tahun 2018 adalah sebesar Rp36.415.

Pada tahun 2015, Bank juga melakukan penilaian kembali atas tanah dan bangunan di Indonesia untuk tujuan perpajakan. Penilaian kembali dilakukan atas tanah dan bangunan dengan nilai buku pajak sebelum revaluasi sebesar Rp1.917.157 dan menghasilkan keuntungan revaluasi sebesar Rp6.337.806. Pembayaran pajak final atas keuntungan revaluasi sebesar Rp190.134 dicatat mengurangi "Cadangan Revaluasi Aset".

Penilaian kembali tanah dan bangunan untuk tujuan perpajakan dilakukan setelah mendapatkan persetujuan dari Direktorat Jenderal Pajak dengan Surat Keputusan No. KEP-2547/WPJ.19/2015 tanggal 18 Desember 2015. BNI melakukan penilaian kembali aset tetap dengan mengacu pada ketentuan Peraturan Menteri Keuangan (PMK) No. 191/PMK.010/2015 tanggal 15 Oktober 2015 sebagaimana telah diubah dengan PMK No. 233/PMK.03/2015 tanggal 21 Desember 2015.

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**19. FIXED ASSETS AND RIGHT OF USE OF
ASSETS (continued)**

In 2018, the Bank also performed revaluation for tax purposes of land and buildings. Information on revaluation of land and buildings of the Group on 31 December 2018 located in Indonesia and overseas are as follows:

In 2018, the revaluation of land resulted in an increase in the carrying amount of land amounting to Rp1,413,627 which consists of the increase in the carrying amount of land recognized as "Other Comprehensive Income" amounting to Rp1,418,055 and a decrease in carrying amount of land recognized expenses in 2018 amounting to Rp4,428.

Increase in carrying amount of buildings from the revaluation of building is recorded at Rp1,365,467. The increase consists of the increase in the carrying amount of buildings recognized in "Other Comprehensive Income" amounting to Rp1,397,454 and decrease in the carrying amount of buildings recognized as expenses in 2018 expenses amounting to Rp31,987.

In total, the increase in the carrying amount from revaluation of land and buildings is recognized in "Other Comprehensive Income" amounting to Rp2,815,509. The decrease of carrying amount from revaluation results recognized as expenses in 2018 amounting to Rp36,415.

In 2015, the Bank also performed revaluation for tax purposes of land and buildings located in Indonesia. The revaluation of the land and buildings with fiscal book value before revaluation amounting to Rp1,917,157 resulted in gain on revaluation amounting to Rp6,337,806. The payment of final tax over the gain on revaluation amounting to Rp190,134 was recorded as a deduction of "Asset Revaluation Reserve".

Revaluation of land and buildings for tax purposes is performed after approval from Directorate General of Tax through its letter No. KEP-2547/WPJ.19/2015 dated 18 December 2015. BNI performed revaluation of fixed assets in accordance with the Ministry of Finance Regulation (PMK) No. 191/PMK.010/2015, dated 15 October 2015, with its amendments PMK No. 233/PMK.03/2015 dated 21 December 2015.

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19. ASET TETAP DAN ASET HAK GUNA (lanjutan)

Ketentuan penyusutan fiskal aset tetap setelah penilaian kembali dengan tujuan perpajakan dimulai sejak tanggal 1 Januari 2016.

Jika tanah dan bangunan dicatat sebesar harga perolehan, maka dicatat dalam jumlah sebagai berikut:

	2022	2021	
Tanah	1,774,041	1,760,546	Land
Bangunan			Buildings
Harga perolehan	2,941,815	2,814,454	Cost
Akumulasi penyusutan	(2,850,634)	(2,648,998)	Accumulated depreciation
Nilai buku bangunan	91,181	165,456	Net book amount
Jumlah nilai buku bersih	1,865,222	1,926,002	Total net book value

Perubahan cadangan revaluasi aset bersih setelah pajak adalah sebagai berikut:

	Cadangan revaluasi aset, bersih setelah pajak/ Asset revaluation reserve, net of tax	
Saldo per 31 Desember 2021	15,442,025	Balance as of 31 December 2021
Realisasi surplus revaluasi akibat dampak kehilangan pengendalian	(586)	Revaluation surplus realization due to impact of loss of control
Saldo per 31 Desember 2022	15,441,439	Balance as of 31 December 2022
	Cadangan revaluasi aset, bersih setelah pajak/ Asset revaluation reserve, net of tax	
Saldo per 31 Desember 2020	14,962,961	Balance as of 31 December 2020
Surplus revaluasi	912,855	Surplus revaluation
Realisasi surplus revaluasi akibat dampak kehilangan pengendalian	(433,791)	Revaluation surplus realization due to impact of loss of control
Saldo per 31 Desember 2021	15,442,025	Balance as of 31 December 2021

Pada tanggal 31 Desember 2022 dan 2021, selain tanah dan bangunan, tidak terdapat perbedaan yang signifikan antara nilai wajar aset tetap dengan nilai tercatatnya.

Perhitungan kerugian penjualan dan penghapusan aset tetap sebagai berikut:

	2022	2021	
Harga perolehan	1,566,175	612,173	Acquisition cost
Akumulasi penyusutan	(608,148)	(278,868)	Accumulated depreciation
Nilai buku aset tetap yang dijual	958,027	333,305	Book value of disposed fixed assets
Hasil penjualan aset tetap	952,777	326,725	Proceeds from sales of fixed assets
Kerugian dari penjualan aset tetap	(5,250)	(6,580)	Loss on sale of fixed assets

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19. ASET TETAP DAN ASET HAK GUNA (lanjutan)

Aset hak guna pada 31 Desember 2022 dan 2021 adalah sebagai berikut:

Right of use of assets as of 31 December 2022 and 2021 as follows:

2022							
	Saldo awal/ Beginning balance	Penambahan/ Additions	Pengurangan/ Disposals	Reklasifikasi/ Reclassification	Dampak Akuisi/ Impact from acquisition	Saldo akhir/ Ending balance	
Biaya perolehan Tanah dan bangunan	2,105,361	503,323	(366,597)	-	25,919	2,268,006	Cost
Perlengkapan kantor dan kendaraan bermotor	104,863	10,706	(56,562)	-	15,746	74,753	Land and buildings Office equipment and motor vehicles
	2,210,224	514,029	(423,159)	-	41,665	2,342,759	
Akumulasi penyusutan Tanah dan bangunan	742,393	466,074	(196,706)	-	-	1,011,761	Accumulated depreciation Land and buildings
Perlengkapan kantor dan kendaraan bermotor	69,960	37,832	(71,873)	-	-	35,919	Office equipment and motor vehicles
	812,353	503,906	(268,579)	-	-	1,047,680	
Nilai buku bersih	1,397,871					1,295,079	Net book value

2021							
	Saldo awal/ Beginning balance	Penambahan/ Additions	Pengurangan/ Disposals	Reklasifikasi/ Reclassification	Dampak kehilangan pengendalian Impact of loss of control*)	Saldo akhir/ Ending balance	
Biaya perolehan Tanah dan bangunan	1,936,529	456,333	(119,410)	-	(168,091)	2,105,361	Cost
Perlengkapan kantor dan kendaraan bermotor	259,315	12,264	(112,110)	(22,407)	(32,199)	104,863	Land and buildings Office equipment and motor vehicles
	2,195,844	468,597	(231,520)	(22,407)	(200,290)	2,210,224	
Akumulasi penyusutan Tanah dan bangunan	440,189	453,992	(85,429)	-	(66,359)	742,393	Accumulated depreciation Land and buildings
Perlengkapan kantor dan kendaraan bermotor	137,608	74,429	(111,285)	(22,407)	(8,385)	69,960	Office equipment and motor vehicles
	577,797	528,421	(196,714)	(22,407)	(74,744)	812,353	
Nilai buku bersih	1,618,047					1,397,871	Net book value

Grup menyewa beberapa aset termasuk rumah dinas, gedung kantor, ruang ATM, kendaraan dan lain-lain. Rata-rata masa sewa adalah 5 (lima) tahun.

Jumlah pengeluaran kas untuk sewa selama tahun yang berakhir pada 31 Desember 2022 adalah Rp341.741 (31 Desember 2021: Rp353.980).

Beban penyusutan untuk tahun yang berakhir pada tanggal 31 Desember 2022 dan 2021 masing-masing sebesar Rp503.906 dan Rp528.421 dicatat pada beban umum dan administrasi pada laporan laba rugi.

The Group had rent a number of assets which include official houses, offices, ATM space, vehicle and others. The average of lease term is 5 (five) years.

The total cash outflow for leases for the years ended 31 December 2022 is amounting to Rp341,741 (31 December 2021: Rp353,980).

Depreciation expense for the years ended 31 December 2022 and 2021 amounted to Rp503,906 and Rp528,421 are recorded on general and administrative expense in the statement of profit or loss.

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20. ASET TAK BERWUJUD

Aset tak berwujud terdiri dari:

Intangible assets consist of the following:

	2022	2021	
<i>Goodwill</i>	727,786	-	<i>Goodwill</i>
Hubungan pelanggan	13,966	-	<i>Customer relationships</i>
Merek dagang	10,559	-	<i>Trademarks</i>
	752,311	-	

Pada bulan Mei 2022, Grup telah mengakuisisi Bank Mayora. Atas transaksi ini, Grup memperoleh *goodwill* dan aset tak berwujud tertentu berupa kontrak hubungan pelanggan dan merek dagang.

In May 2022, the Group acquired Bank Mayora. As a result, the Group acquired goodwill and certain intangible assets, such as contractual customer relationships and trademarks.

Lihat Catatan 43 untuk informasi mengenai akuisisi Bank Mayora.

Refer to Note 43 for details acquisition of Bank Mayora.

21. LIABILITAS SEGERA

21. OBLIGATIONS DUE IMMEDIATELY

	2022	2021	
Rupiah			Rupiah
Kewajiban sebagai <i>issuer</i> bank (ATM)	2,706,856	2,065,084	<i>Obligation as issuer bank</i>
Simpanan sementara yang belum diselesaikan	925,895	1,425,473	<i>Temporary deposit transactions not yet settled</i>
Kerjasama pihak ketiga	311,503	543,560	<i>Third party agreements</i>
Setoran pajak sebagai bank persepsi	205,821	202,349	<i>Tax collection received by BNI as collecting bank</i>
Dana setoran <i>smartpay</i>	164,667	127,836	<i>Fund deposits for smartpay</i>
Dana setoran cek	45,489	18,989	<i>Fund deposits for cheques</i>
Dana <i>trust</i>	26,619	6,284	<i>Fund deposits for trust</i>
Kiriman uang	12,790	8,119	<i>Money transfers</i>
Lainnya	22,626	7,812	<i>Others</i>
	4,422,266	4,405,506	
Mata uang asing			Foreign currencies
Dana <i>trust</i>	139,667	111,958	<i>Fund deposits for trust</i>
Kiriman uang	55,524	15,164	<i>Money transfers</i>
Setoran pajak sebagai bank persepsi	32,475	7,234	<i>Tax collection received by BNI as collecting Bank</i>
Simpanan sementara yang belum diselesaikan	26,182	9,775	<i>Temporary deposit transactions not yet settled</i>
Kerjasama pihak ketiga	4,310	4,098	<i>Third party agreements</i>
Lainnya	5,936	-	<i>Others</i>
	264,094	148,229	
	4,686,360	4,553,735	

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22. SIMPANAN NASABAH

22. DEPOSITS FROM CUSTOMERS

Informasi mengenai simpanan berdasarkan pihak yang berelasi diungkapkan pada Catatan 46l.

Information with respect to transactions with related parties are disclosed in Note 46l.

a. Berdasarkan jenis dan mata uang

a. By type and currency

	2022	2021	
Rupiah			Rupiah
Tabungan	230,378,383	215,222,385	<i>Savings accounts</i>
Giro	211,971,828	197,760,132	<i>Current accounts</i>
Deposito berjangka	185,145,882	195,789,906	<i>Time deposits</i>
<i>Negotiable Certificate of Deposits</i>	1,920,027	-	<i>Negotiable Certificate of Deposits</i>
	629,416,120	608,772,423	
Mata uang asing			Foreign currencies
Giro	102,653,306	83,637,910	<i>Current accounts</i>
Deposito berjangka	23,651,727	27,311,101	<i>Time deposits</i>
Tabungan	12,316,209	9,447,177	<i>Savings accounts</i>
<i>Negotiable Certificate of Deposits</i>	1,231,629	-	<i>Negotiable Certificate of Deposits</i>
	139,852,871	120,396,188	
	769,268,991	729,168,611	

Perincian simpanan nasabah berdasarkan mata uang adalah sebagai berikut:

Deposits from customers based on currencies are as follows:

	2022	2021	
Rupiah	629,416,120	608,772,423	Rupiah
Mata uang asing			Foreign currencies
Dolar Amerika Serikat	133,980,970	117,299,040	<i>United States Dollar</i>
Euro Eropa	3,425,591	690,551	<i>European Euro</i>
Yen Jepang	1,163,934	997,284	<i>Japanese Yen</i>
Dolar Singapura	779,082	995,223	<i>Singapore Dollar</i>
Yuan China	330,865	191,643	<i>Chinese Yuan</i>
Dolar Australia	59,191	83,499	<i>Australian Dollar</i>
Pound Sterling Inggris	53,329	40,810	<i>Great Britain Pound Sterling</i>
Dolar Hong Kong	48,120	88,021	<i>Hong Kong Dollar</i>
Won Korea Selatan	5,073	5,080	<i>South Korean Won</i>
Franc Swiss	3,476	1,905	<i>Swiss Franc</i>
Lain-lain	3,240	3,132	<i>Others</i>
	139,852,871	120,396,188	
	769,268,991	729,168,611	

Berdasarkan Undang-Undang No. 24 tanggal 22 September 2004 yang berlaku efektif sejak tanggal 22 September 2005, sebagaimana diubah dengan Peraturan Pemerintah Pengganti Undang-Undang Republik Indonesia No.3 tanggal 13 Oktober 2008, Lembaga Penjaminan Simpanan (LPS) dibentuk untuk menjamin liabilitas tertentu bank-bank umum berdasarkan program penjaminan yang berlaku, yang besaran nilai jaminannya dapat berubah jika memenuhi kriteria tertentu yang berlaku.

Based on Law No. 24 dated 22 September 2004, effective on 22 September 2005, which was amended by the Government Regulation No. 3 dated 13 October 2008, the Indonesia Deposit Insurance Corporation (LPS) was formed to guarantee certain liabilities of commercial banks under the applicable guarantee program, which the amount of guarantee can be amended if the situation complies with the valid particular criteria.

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22. SIMPANAN NASABAH (lanjutan)

a. Berdasarkan jenis dan mata uang (lanjutan)

Berdasarkan Peraturan Pemerintah Republik Indonesia No. 66 Tahun 2008 tanggal 13 Oktober 2008 mengenai Besarnya Nilai Simpanan yang dijamin Lembaga Penjaminan Simpanan, jumlah simpanan yang dijamin LPS adalah simpanan sampai dengan Rp2.000 untuk per nasabah per bank.

Pada tanggal 31 Desember 2022 dan 2021, BNI adalah peserta dari program penjaminan tersebut.

b. Berdasarkan hubungan

	2022	2021	
Pihak berelasi			Related parties
Rupiah			Rupiah
Giro	80,809,404	69,863,657	Current accounts
Deposito berjangka	30,400,970	37,213,016	Time deposits
Tabungan	288,465	288,512	Savings accounts
Negotiable Certificate of Deposits	184,958	-	Negotiable Certificate of Deposits
	111,683,797	107,365,185	
Mata uang asing			Foreign currencies
Giro	39,682,253	36,587,462	Current accounts
Deposito berjangka	3,362,559	8,206,227	Time deposits
Tabungan	79,654	98,167	Savings accounts
	43,124,466	44,891,856	
Total pihak berelasi	154,808,263	152,257,041	Total related parties
Pihak ketiga			Third parties
Rupiah			Rupiah
Tabungan	230,089,918	214,933,873	Savings accounts
Deposito berjangka	154,744,912	158,576,890	Time deposits
Giro	131,162,424	127,896,475	Current accounts
Negotiable Certificate of Deposits	1,735,069	-	Negotiable Certificate of Deposits
	517,732,323	501,407,238	
Mata uang asing			Foreign currencies
Giro	62,971,053	47,050,448	Current accounts
Deposito berjangka	20,289,168	19,104,874	Time deposits
Tabungan	12,236,555	9,349,010	Savings accounts
Negotiable Certificate of Deposits	1,231,629	-	Negotiable Certificate of Deposits
	96,728,405	75,504,332	
Total pihak ketiga	614,460,728	576,911,570	Total third parties
	769,268,991	729,168,611	

c. Tabungan berdasarkan jenis

	2022	2021	
Tabungan BNI	242,188,882	224,122,735	BNI savings accounts
Tabungan Haji	505,710	546,827	Haji savings accounts
	242,694,592	224,669,562	

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22. DEPOSITS FROM CUSTOMERS (continued)

a. By type and currency (continued)

Based on Government Regulation No. 66 Year 2008 dated 13 October 2008 regarding The Amount of Deposit Guaranteed by Indonesia Deposit Insurance Corporation, the amount of deposits covered by LPS is up to Rp2,000 per depositor per bank.

As of 31 December 2022 and 2021, BNI was a participant of the above guarantee program.

b. By relationship

	2022	2021	
Pihak berelasi			Related parties
Rupiah			Rupiah
Giro	80,809,404	69,863,657	Current accounts
Deposito berjangka	30,400,970	37,213,016	Time deposits
Tabungan	288,465	288,512	Savings accounts
Negotiable Certificate of Deposits	184,958	-	Negotiable Certificate of Deposits
	111,683,797	107,365,185	
Mata uang asing			Foreign currencies
Giro	39,682,253	36,587,462	Current accounts
Deposito berjangka	3,362,559	8,206,227	Time deposits
Tabungan	79,654	98,167	Savings accounts
	43,124,466	44,891,856	
Total pihak berelasi	154,808,263	152,257,041	Total related parties
Pihak ketiga			Third parties
Rupiah			Rupiah
Tabungan	230,089,918	214,933,873	Savings accounts
Deposito berjangka	154,744,912	158,576,890	Time deposits
Giro	131,162,424	127,896,475	Current accounts
Negotiable Certificate of Deposits	1,735,069	-	Negotiable Certificate of Deposits
	517,732,323	501,407,238	
Mata uang asing			Foreign currencies
Giro	62,971,053	47,050,448	Current accounts
Deposito berjangka	20,289,168	19,104,874	Time deposits
Tabungan	12,236,555	9,349,010	Savings accounts
Negotiable Certificate of Deposits	1,231,629	-	Negotiable Certificate of Deposits
	96,728,405	75,504,332	
Total pihak ketiga	614,460,728	576,911,570	Total third parties
	769,268,991	729,168,611	

c. Savings accounts by type

	2022	2021	
Tabungan BNI	242,188,882	224,122,735	BNI savings accounts
Tabungan Haji	505,710	546,827	Haji savings accounts
	242,694,592	224,669,562	

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22. SIMPANAN NASABAH (lanjutan)

d. Deposito berjangka berdasarkan jangka waktu kontrak

	2022	2021	
<1 bulan	12,818,276	9,313,184	<1 month
1 - <3 bulan	65,354,176	71,039,134	1 - <3 months
3 - <6 bulan	57,249,871	75,180,511	3 - <6 months
6 - 12 bulan	32,190,538	38,181,078	6 - 12 months
>12 bulan	41,184,748	29,387,100	>12 months
	208,797,609	223,101,007	

e. Simpanan yang diblokir dan dijadikan jaminan

	2022	2021	
Giro	48,907,452	35,918,249	Current accounts
Tabungan	25,863,453	24,494,628	Savings accounts
Deposito berjangka	7,142,865	7,952,589	Time deposits
Total	81,913,770	68,365,466	Total

f. Tingkat suku bunga dan bagi hasil per tahun

	Rupiah %	Dolar Amerika Serikat/ United States Dollar %	Dolar Singapura/ Singapore Dollar %	Euro Eropa/ European Euro %	Yen Jepang/ Japanese Yen %	
2022	0.00 - 6.39	0.00 - 4.75	0.00 - 1.33	0.00 - 0.75	0.00 - 0.01	2022
2021	0.00 - 7.30	0.00 - 1.50	0.00 - 0.75	0.00 - 0.75	0.01 - 0.01	2021

23. SIMPANAN DARI BANK LAIN

Informasi mengenai simpanan berdasarkan pihak yang berelasi diungkapkan pada Catatan 46m.

a. Berdasarkan jenis dan mata uang

	2022	2021	
Rupiah			Rupiah
Giro	1,121,824	800,838	Current accounts
Negotiable Certificate of Deposit	477,808	-	Negotiable Certificate of Deposits
Deposito berjangka	101,455	87,406	Time deposits
Simpanan lainnya	626,030	582,004	Other deposits
	2,327,117	1,470,248	
Mata uang asing			Foreign currencies
Pinjaman pasar uang antar bank	8,175,341	4,540,539	Interbank money market
Giro	3,084,018	5,391,295	Current accounts
Deposito berjangka	801,108	1,442,415	Time deposits
Negotiable Certificate of Deposit	310,304	-	Negotiable Certificate of Deposits
Simpanan lainnya	546,666	1,532,512	Other deposits
	12,917,437	12,906,761	
	15,244,554	14,377,009	

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23. SIMPANAN DARI BANK LAIN (lanjutan)

a. Berdasarkan jenis dan mata uang (lanjutan)

Perincian simpanan dari bank lain berdasarkan mata uang adalah sebagai berikut:

	2022	2021
Rupiah	2,327,117	1,470,248
Mata uang asing		
Dolar Amerika Serikat	9,793,195	9,137,559
Yen Jepang	2,589,026	3,086,881
Dolar Singapura	486,481	367,348
Euro Eropa	24,287	278,355
Dolar Hong Kong	12,245	18,695
Pound Sterling Inggris	12,203	17,923
	12,917,437	12,906,761
	15,244,554	14,377,009

b. Berdasarkan hubungan

	2022	2021
Pihak berelasi		
Rupiah		
Deposito berjangka	156,010	-
Giro	33,041	77,291
Simpanan lainnya	4,889	25
	193,940	77,316
Mata uang asing		
Pinjaman pasar uang antar bank	2,179,450	1,068,938
Giro	506,727	122,862
Negotiable Certificate of Deposit	310,304	-
	2,996,481	1,191,800
Total pihak berelasi	3,190,421	1,269,116
Pihak ketiga		
Rupiah		
Giro	1,088,783	723,547
Deposito berjangka	101,455	87,406
Negotiable Certificate of Deposit	321,798	-
Simpanan lainnya	621,141	581,979
	2,133,177	1,392,932
Mata uang asing		
Giro	2,577,291	5,268,433
Deposito berjangka	801,108	1,442,415
Pinjaman pasar uang antar bank	5,995,891	3,471,601
Simpanan lainnya	546,666	1,532,512
	9,920,956	11,714,961
Total pihak ketiga	12,054,133	13,107,893
	15,244,554	14,377,009

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23. SIMPANAN DARI BANK LAIN (lanjutan)

c. Berdasarkan tingkat suku bunga dan bagi hasil per tahun

	Rupiah %	Dolar Amerika Serikat/ United States Dollar %	Yen Jepang/ Japanese Yen %	Dolar Singapura/ Singapore Dollar %	
2022	0.00 - 5.83	0.00 - 5.00	0.00 - 0.40	0.00 - 4.05	2022
2021	0.00 - 3.25	0.00 - 0.82	0.00 - 0.37	0.00 - 0.80	2021

d. Simpanan yang diblokir dan dijadikan jaminan

	2022	2021	
Giro	51,314	29,592	Current accounts
Tabungan	9,046	10,302	Savings accounts
Deposito berjangka	5,241	8,261	Time deposits
	65,601	48,155	

**24. EFEK-EFEK YANG DIJUAL DENGAN JANJI
DIBELI KEMBALI**

2022							
Counterparty	Jenis Sekuritas/ Type of Securities	Nilai Nominal/ Nominal Amount	Tanggal Dimulai/ Start Date	Tanggal Jatuh Tempo/ Maturity Date	Nilai Pembelian Kembali/ Repurchase Amount	Beban Bunga yang Belum Diamortisasi/ Unamortized Interest Expenses	Nilai Bersih/ Net Value
Pihak ketiga/Third parties							
Rupiah/Rupiah							
Bank Indonesia, Jakarta	OBN	400,000	15/11/2022	14/2/2023	394,442	2,766	391,676
Bank Indonesia, Jakarta	OBN	99,000	27/10/2022	26/1/2023	87,377	354	87,023
Bank Indonesia, Jakarta	OBN	50,000	29/11/2022	28/2/2023	45,463	454	45,009
Bank Indonesia, Jakarta	OBN	20,000	03/11/2022	02/2/2023	19,760	102	19,658
Bank Indonesia, Jakarta	OBN	20,000	20/12/2022	21/3/2023	19,923	270	19,653
Bank Indonesia, Jakarta	OBN	20,000	29/12/2022	30/3/2023	19,947	310	19,637
Bank Indonesia, Jakarta	OBN	20,000	27/12/2022	28/3/2023	19,908	303	19,605
Bank Indonesia, Jakarta	OBN	20,000	13/12/2022	14/3/2023	19,836	245	19,591
Bank Indonesia, Jakarta	OBN	20,000	08/12/2022	09/3/2023	19,777	228	19,549
		669,000			646,433	5,032	641,401
Mata uang asing/Foreign currencies							
JP Morgan Chase Bank	OBN	523,618	17/09/2021	15/5/2024	531,741	17,160	514,581
BNP Paribas, France	OBN	568,214	27/7/2022	31/1/2023	444,523	8,051	436,472
BNP Paribas, France	OBN	474,809	20/7/2022	23/1/2023	416,225	7,561	408,664
Standard Chartered, Jakarta	OBN	356,000	11/5/2020	15/5/2023	332,424	20,045	312,379
HSBC, Hongkong	OBN	358,053	23/12/2022	22/6/2023	310,704	6,782	303,922
BNP Paribas, France	OBN	381,404	13/12/2022	15/6/2023	275,166	7,299	267,867
		2,662,098			2,310,783	66,898	2,243,885
		3,331,098			2,957,216	71,930	2,885,286

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**24. EFEK-EFEK YANG DIJUAL DENGAN JANJI
DIBELI KEMBALI (lanjutan)**

**24. SECURITIES SOLD UNDER AGREEMENTS TO
REPURCHASE (continued)**

2021

Counterparty	Jenis Sekuritas/ Type of Securities	Nilai Nominal/ Nominal Amount	Tanggal Dimulai/ Start Date	Tanggal Jatuh Tempo/ Maturity Date	Nilai Pembelian Kembali/ Repurchase Amount	Beban Bunga yang Belum Diamortisasi/ Unamortized Interest Expenses	Nilai Bersih/ Net Value
Pihak ketiga/Third parties							
Mata uang asing/Foreign currencies							
JP Morgan Chase Bank, Jakarta	OBN	362,156	17/9/2021	15/5/2024	485,837	14,706	471,131
Standard Chartered Bank, Jakarta	OBN	504,000	11/5/2021	15/5/2022	431,549	2,810	428,739
BNP Paribas Jakarta	OBN	454,250	11/5/2021	15/5/2022	359,389	2,298	357,091
Standard Chartered Bank, Jakarta	OBN	523,618	11/5/2021	15/5/2023	295,258	9,249	286,009
JP Morgan Chase Bank, Jakarta	OBN	356,000	11/5/2021	15/5/2022	287,611	1,929	285,682
		2,200,024			1,859,644	30,992	1,828,652

Tingkat suku bunga tetap tahunan:

Annual fixed interest rates:

	Rupiah %	Dolar Amerika Serikat/ United States Dollar %	
Suku bunga kontrak: 2022	5.63 - 8.13	1.50 - 4.75	Contractual interest rate: 2022
2021	-	1.00 - 2.00	2021

25. LIABILITAS AKSEPTASI

25. ACCEPTANCE PAYABLES

a. Berdasarkan pihak dan mata uang

a. By party and currency

	2022	2021	
Rupiah			Rupiah
Bank	1,183,632	1,541,672	Banks
Kreditur non-bank	190,225	231,252	Non-bank creditors
	1,373,857	1,772,924	
Mata uang asing			Foreign currencies
Bank	3,773,041	3,629,761	Banks
Kreditur non-bank	154,345	185,384	Non-bank creditors
	3,927,386	3,815,145	
	5,301,243	5,588,069	

Perincian liabilitas akseptasi berdasarkan mata uang adalah sebagai berikut:

Acceptance payables based on currencies are as follows:

	2022	2021	
Rupiah	1,373,857	1,772,924	Rupiah
Mata uang asing			Foreign currencies
Dolar Amerika Serikat	3,844,172	3,726,634	United States Dollar
Euro Eropa	39,870	74,891	European Euro
Yuan China	26,880	9,445	Chinese Yuan
Yen Jepang	15,421	1,777	Japanese Yen
Franc Swiss	1,043	2,398	Swiss Franc
Dolar Australia	-	-	Australian Dollar
	3,927,386	3,815,145	
	5,301,243	5,588,069	

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25. LIABILITAS AKSEPTASI (lanjutan)

25. ACCEPTANCE PAYABLES (continued)

b. Berdasarkan hubungan

b. By relationship

	2022	2021	
Pihak berelasi			Related parties
Rupiah	836,603	94,157	Rupiah
Mata uang asing	152,240	150,072	Foreign currencies
	988,843	244,229	Total related parties
Pihak ketiga			Third parties
Rupiah	537,254	1,678,767	Rupiah
Mata uang asing	3,775,146	3,665,073	Foreign currencies
	4,312,400	5,343,840	Total third parties
	5,301,243	5,588,069	

26. BEBAN YANG MASIH HARUS DIBAYAR

26. ACCRUED EXPENSES

Beban yang masih harus dibayar terdiri dari:

Accrued expenses consist of the following:

	2022	2021	
Biaya teknologi dan telekomunikasi	509,481	476,031	Technology and telecommunication expenses
Biaya kantor	474,257	501,009	Office expenses
Kewajiban sebagai Bank penerbit	307,780	97,640	Issuer Bank liabilities
Biaya loyalty	47,642	51,695	Loyalty expenses
Biaya promosi	6,253	5,896	Sales promotion expenses
Lain-lain	95,257	109,859	Others
	1,440,670	1,242,130	

27. PENYISIHAN

27. PROVISIONS

	2022	2021	
Estimasi kerugian atas komitmen dan kontinjensi	2,697,672	2,232,039	Estimated losses from commitments and contingencies
Penyisihan atas perkara hukum dan lainnya	14,674	44,358	Provision for legal cases and others
	2,712,346	2,276,397	

a. Perubahan cadangan atas perkara hukum adalah sebagai berikut:

a. The movements of the allowance for legal cases are as follows:

	2022	2021	
Saldo awal	44,358	45,901	Beginning balance
Pembalikan selama tahun berjalan	(29,684)	(1,543)	Reversal during the year
	14,674	44,358	

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27. PENYISIHAN (lanjutan)

Bank saat ini masih menghadapi permasalahan hukum diantaranya dengan debitur, pemilik dana dan/atau pihak ketiga. Saat ini permasalahan hukum tersebut masih dalam proses/upaya hukum.

Jumlah klaim terhadap Bank dan estimasi biaya penyelesaian perkara atas tuntutan hukum yang belum selesai pada tanggal 31 Desember 2022 dan 2021 masing-masing sebesar Rp14.654 dan Rp31.840. Pada tanggal 31 Desember 2022 dan 2021, Manajemen berpendapat bahwa jumlah cadangan atas perkara hukum telah memadai.

- b. Perubahan nilai tercatat bruto pada komitmen dan kontinjensi adalah sebagai berikut:

	2022				
	Kerugian kredit ekspektasian 12 bulan/12-month ECL	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit-impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit-impaired	Total/Total	
Garansi bank yang diterbitkan					Bank guarantees issued
Saldo awal	50,338,165	6,680,398	642,485	57,661,048	Beginning balance
Pengalihan dari:					Transfer from:
- Kerugian kredit ekspektasian 12 bulan	(717,390)	717,390	-	-	12-month ECL-
- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk	2,073,911	(2,073,911)	-	-	Lifetime ECL not credit - -impaired
- Pengalihan dari/ke kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk - bersih	(143,131)	(237,223)	380,354	-	Transfer from/to lifetime ECL credit-impaired - net
Pengukuran kembali bersih penyisihan kerugian*)	(17,381,946)	(4,223,183)	(1,445,387)	(23,050,516)	Net remeasurement of loss allowance**)
Aset keuangan baru yang diterbitkan atau dibeli	35,825,450	5,225,511	1,191,427	42,242,388	New financial assets originated or purchased
Pembayaran penuh	(15,200,904)	(538,012)	-	(15,738,916)	Fully repayment
Valuta asing dan perubahan lain	1,861,424	125,506	8,034	1,994,964	Foreign exchange and other movements
	56,655,579	5,676,476	776,913	63,108,968	

*) Termasuk di dalam pengukuran kembali bersih penyisihan kerugian adalah pembayaran kembali dan dampak akuisisi

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27. PROVISIONS (continued)

The Bank has a number of outstanding litigation cases, including lawsuits with debtors, fund owners and/or third parties. Currently, litigation cases are still in legal process.

The Bank's total potential financial exposure and estimation on settlement of legal cases arising from outstanding lawsuits as of 31 December 2022 and 2021 amounted to Rp14,654 and Rp31,840, respectively. As of 31 December 2022 and 2021, Management believes that the provision for legal cases is adequate.

- b. The movements of gross carrying amount on commitments and contingencies are as follows:

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27. PENYISIHAN (lanjutan)

- b. Perubahan nilai tercatat bruto pada komitmen dan kontinjensi adalah sebagai berikut: (lanjutan)

	2021					
	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit- impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit- impaired	Syariah/ Sharia	Total/Total		
Garansi bank yang diterbitkan						Bank guarantees issued
Saldo awal	48,522,559	8,687,279	230,034	81,919	57,521,791	Beginning balance
Pengalihan dari:						Transfer from:
- Kerugian kredit ekspektasian 12 bulan	(3,583,220)	3,583,220	-	-	-	12-month ECL-
- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk	3,801,021	(3,801,021)	-	-	-	Lifetime ECL not credit - -impaired
- Pengalihan dari/ke kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk - bersih	(178,037)	197,247	(19,210)	-	-	Transfer from/to lifetime ECL credit-impaired - net
Pengukuran kembali bersih penyisihan kerugian**)	(23,787,114)	(5,756,696)	(825,432)	-	(30,369,242)	Net remeasurement of loss allowance**)
Aset keuangan baru yang diterbitkan atau dibeli	32,118,916	6,261,083	1,257,234	-	39,637,233	New financial assets originated or purchased
Pembayaran penuh	(6,688,363)	(2,528,614)	-	-	(9,216,977)	Fully repayment
Valuta asing dan perubahan lain	132,403	37,900	(141)	-	170,162	Foreign exchange and other movements
Dampak kehilangan pengendalian*)	-	-	-	(81,919)	(81,919)	Impact of loss of control*)
	50,338,165	6,680,398	642,485	-	57,661,048	

*) Lihat Catatan 1

**) Termasuk di dalam pengukuran kembali bersih penyisihan kerugian adalah pembayaran kembali

Refer to Note 1*)

Including in the net measurement of loss allowance, is repayment**)

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27. PENYISIHAN (lanjutan)

- b. Perubahan nilai tercatat bruto pada komitmen dan kontinjensi adalah sebagai berikut: (lanjutan)

2022				
	Kerugian kredit ekspektasian 12 bulan/12-month ECL	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit-impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit-impaired	Total/Total
Irrevocable letters of credit				
Saldo awal	7,345,355	1,176,122	224,935	8,746,412
Pengalihan dari:				
- Kerugian kredit ekspektasian 12 bulan	(988,936)	988,936	-	-
- Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk	686,639	(686,639)	-	-
Pengalihan dari/ke:				
kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk - bersih	-	(21,918)	21,918	-
Pengukuran kembali bersih penyisihan kerugian*)	23,149,390	806,690	(29,382)	23,926,698
Aset keuangan baru yang diterbitkan atau dibeli	16,579,659	234,803	522,170	17,336,632
Pembayaran penuh	(32,545,881)	(1,782,816)	(452,759)	(34,781,456)
Valuta asing dan perubahan lain	953,866	(129,279)	21,322	845,909
	15,180,092	585,899	308,204	16,074,195

*) Termasuk di dalam pengukuran kembali bersih penyisihan kerugian adalah pembayaran kembali dan dampak akuisisi

Including in the net measurement of loss allowance, is repayment and impact of acquisition*)

	2021				
	Kerugian kredit ekspektasian 12 bulan/12- month ECL	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit- impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit- impaired	Syariah/ Sharia	Total/Total
Irrevocable letters of credit					
Saldo awal	6,997,568	2,811,274	302,628	1,826	10,113,296
Pengalihan dari:					
- Kerugian kredit ekspektasian 12 bulan	(2,778,596)	2,778,596	-	-	-
- Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk	3,588,502	(3,588,502)	-	-	-
Pengalihan dari/ke:					
kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk - bersih	-	79,487	(79,487)	-	-
Pengukuran kembali bersih penyisihan kerugian**)	12,088,223	1,478,343	3,113,271	-	16,679,837
Aset keuangan baru yang diterbitkan atau dibeli	8,921,155	581,987	180,066	-	9,683,208
Pembayaran penuh	(21,443,682)	(2,929,134)	(3,313,933)	-	(27,686,749)
Valuta asing dan perubahan lain	(27,815)	(35,929)	22,390	-	(41,354)
Dampak kehilangan pengendalian*)	-	-	-	(1,826)	(1,826)
	7,345,355	1,176,122	224,935	-	8,746,412

*) Lihat Catatan 1

**) Termasuk di dalam pengukuran kembali bersih penyisihan kerugian adalah pembayaran kembali dan dampak akuisisi

Refer to Note 1*)
Including in the net measurement of loss allowance, is repayment and impact of acquisition**)

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27. PENYISIHAN (lanjutan)

- c. Perubahan estimasi kerugian pada komitmen dan kontinjensi adalah sebagai berikut:

2022				
	Kerugian kredit ekspektasian 12 bulan/12- month ECL	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit- impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit- impaired	Total/Total
Garansi bank yang diterbitkan				
Saldo awal	114,009	1,001,838	641,837	1,757,684
Pengalihan dari:				
- Kerugian kredit ekspektasian 12 bulan	(1,887)	1,887	-	-
- Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk	371,694	(371,694)	-	-
Pengalihan dari/ke				
kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk - bersih	285	(229,995)	229,710	-
Pengukuran kembali bersih penyisihan kerugian*)	(433,519)	(409,203)	(1,267,222)	(2,109,944)
Aset keuangan baru yang diterbitkan atau dibeli	59,089	1,141,616	1,159,980	2,360,685
Pembayaran penuh	(23,521)	(75,804)	-	(99,325)
Valuta asing dan perubahan lain	3,710	22,482	7,090	33,282
	89,860	1,081,127	771,395	1,942,382

*) Termasuk di dalam pengukuran kembali bersih penyisihan kerugian, adalah dampak akuisisi

Including in the net remeasurement of loss allowance is impact of acquisition*)

2021						
Kerugian kredit ekspektasian 12 bulan/12-month ECL	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit-impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit-impaired	Syariah/ Sharia	Total/Total		
Garansi bank yang diterbitkan					Bank guarantees issued	
Saldo awal	81,008	228,549	98,008	824	408,389	Beginning balance
Pengalihan dari:						Transfer from:
- Kerugian kredit ekspektasian 12 bulan	(6,632)	6,632	-	-	-	12-month ECL
- Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk	49,496	(49,496)	-	-	-	Lifetime ECL not credit -impaired
Pengalihan dari/ke:						
kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk - bersih	309,593	158,711	(468,304)	-	-	Transfer from/to lifetime ECL credit-impaired - net
Pengukuran kembali bersih penyisihan kerugian	(358,179)	507,338	382,532	-	531,691	Net remeasurement of loss allowance
Aset keuangan baru yang diterbitkan atau dibeli	50,394	208,434	629,477	-	888,305	New financial assets originated or purchased
Pembayaran penuh	(11,800)	(58,336)	-	-	(70,136)	Fully repayment
Valuta asing dan perubahan lain	129	6	124	-	259	Foreign exchange and other movements
Dampak kehilangan pengendalian*)	-	-	-	(824)	(824)	Impact of loss of control*)
114,009	1,001,838	641,837	-	1,757,684		

*) Lihat Catatan 1

Refer to Note 1*)

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27. PENYISIHAN (lanjutan)

- c. Perubahan estimasi kerugian pada komitmen dan kontinjensi adalah sebagai berikut: (lanjutan)

2022				
Kerugian kredit ekspektasian 12 bulan/ 12-month ECL	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit-impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit-impaired	Total/Total	
<i>Irrevocable letters of credit</i>				
Saldo awal	17,439	85,990	10	103,439
Pengalihan dari:				
- Kerugian kredit ekspektasian 12 bulan	(3,880)	3,880	-	-
- Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk	197,255	(197,255)	-	-
Pengalihan dari/ke kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk	-	(22,156)	22,156	-
Pengukuran kembali bersih penyisihan kerugian*)	(162,680)	344,277	347,402	528,999
Aset keuangan baru yang diterbitkan atau dibeli	18,753	77,860	54,084	150,697
Pembayaran penuh	(38,604)	(227,397)	(119,114)	(385,115)
Valuta asing dan perubahan lain	1,978	4,425	3,498	9,901
30,261	69,624	308,036	407,921	

*) Termasuk di dalam pengukuran kembali bersih penyisihan kerugian, adalah dampak akuisisi.

Including in the net remeasurement of loss allowance is impact of acquisition*)

2021				
Kerugian kredit ekspektasian 12 bulan/ 12-month ECL	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit-impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit-impaired	Syariah/ Sharia	Total/Total
<i>Irrevocable letters of credit</i>				
Saldo awal	13,936	30,198	67,549	18 111,701
Pengalihan dari:				
- Kerugian kredit ekspektasian 12 bulan	(842)	842	-	-
- Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk	23,183	(23,183)	-	-
Pengalihan dari/ke kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk	-	98,045	(98,045)	-
Pengukuran kembali bersih penyisihan kerugian	1,250	(24,225)	506,987	- 484,012
Aset keuangan baru yang diterbitkan atau dibeli	10,749	9,130	31,733	- 51,612
Pembayaran penuh	(31,009)	(2,404)	(507,224)	- (540,637)
Valuta asing dan perubahan lain	172	(2,413)	(990)	- (3,231)
Dampak kehilangan pengendalian*)	-	-	-	(18) (18)
17,439	85,990	10	-	103,439

*) Lihat Catatan 1

Refer to Note 1*)

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27. PENYISIHAN (lanjutan)

- c. Perubahan estimasi kerugian pada komitmen dan kontinjensi adalah sebagai berikut: (lanjutan)

2022				
Kerugian kredit ekspektasian 12 bulan/12-month ECL	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit-impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit-impaired	Total/Total	
<i>Fasilitas kredit kepada nasabah yang belum ditarik</i>				
Saldo awal	370,916	-	-	370,916
Pengalihan dari:				
- Kerugian kredit ekspektasian 12 bulan	(32,879)	32,879	-	-
Pengalihan ke:				
- Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk	7,181	(7,181)	-	-
- Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk	(96)	(51)	147	-
Pengukuran kembali bersih penyisihan kerugian*)	(446,166)	(25,674)	(147)	(471,987)
Aset keuangan baru yang diterbitkan atau dibeli	68,475	-	-	68,475
Pembayaran penuh	381,763	24	-	381,787
Penghapusbukuan	(2,512)	-	-	(2,512)
Valuta asing dan perubahan lain	691	3	-	694
347,373	-	-	347,373	

*) Termasuk di dalam pengukuran kembali bersih penyisihan kerugian, adalah dampak akuisisi

Including in the net remeasurement of loss allowance is impact of acquisition*)

2021				
Kerugian kredit ekspektasian 12 bulan/ 12-month ECL	Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk/ Lifetime ECL Not Credit-impaired	Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk/ Lifetime ECL Credit-impaired	Syariah/ Sharia	Total/Total
<i>Fasilitas kredit kepada nasabah yang belum ditarik</i>				
Saldo awal	855,920	-	-	855,920
Pengalihan dari:				
- Kerugian kredit ekspektasian 12 bulan	(65,679)	65,679	-	-
Pengalihan ke:				
- Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk	(297)	-	297	-
Pengukuran kembali bersih penyisihan kerugian	(593,284)	(65,679)	(297)	(659,260)
Aset keuangan baru yang diterbitkan atau dibeli	62,651	-	-	62,651
Pembayaran penuh	113,031	-	-	113,031
Penghapusbukuan	(1,460)	-	-	(1,460)
Valuta asing dan perubahan lain	34	-	-	34
370,916	-	-	-	370,916

Manajemen berpendapat bahwa estimasi kerugian pada komitmen dan kontinjensi di atas telah memadai.

Management believes that the estimated losses on commitments and contingencies are adequate.

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28. LIABILITAS LAIN-LAIN

	2022	2021
Utang ke pemegang polis	15,967,679	14,816,920
Liabilitas sewa	1,146,127	1,281,576
Utang bunga	893,932	538,846
Pendapatan yang belum diakui ¹⁾	537,348	576,546
Setoran jaminan	325,915	237,452
Utang nasabah - Entitas anak	253,890	126,563
Rekening dalam penyelesaian	241,464	251,572
Kewajiban pada pihak ketiga	153,272	660,624
Utang reasuransi dan komisi	90,328	86,496
Lain-lain	1,519,425	1,965,406
	21,129,380	20,542,001

¹⁾ Termasuk di dalam pendapatan yang belum diakui adalah klaim asuransi yang telah diterima oleh Bank atas Kredit Usaha Rakyat (KUR).

Utang ke pemegang polis

Utang kepada pemegang polis merupakan liabilitas Entitas Anak yang terdiri dari liabilitas kontrak asuransi jangka panjang, liabilitas manfaat polis masa depan, cadangan premi yang belum merupakan pendapatan dan estimasi klaim.

Rincian jumlah utang kepada pemegang polis adalah sebagai berikut:

	2022	2021
Utang klaim	2,865	1,523
Cadangan atas premi yang belum mendapatkan pendapatan	89,490	106,537
Estimasi liabilitas klaim	264,869	318,693
Liabilitas manfaat polis masa depan	9,286,606	8,312,786
Penyisihan manfaat polis masa depan dan kontribusi yang belum menjadi hak	133,615	135,137
Liabilitas kepada pemegang unit link	6,170,446	5,920,996
Ujrah diterima dimuka	19,788	21,248
	15,967,679	14,816,920

Grup mengakui liabilitas manfaat polis masa depan, penyisihan kontribusi yang belum menjadi hak, estimasi liabilitas klaim dan premi yang belum merupakan pendapatan berdasarkan perhitungan internal aktuaris pada tanggal 31 Desember 2022 dan 2021.

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28. OTHER LIABILITIES

	2022	2021
Utang ke pemegang polis	15,967,679	14,816,920
Liabilities	1,146,127	1,281,576
Interest payable	893,932	538,846
Unearned income ¹⁾	537,348	576,546
Guarantee deposits	325,915	237,452
Payable to customers - Subsidiary	253,890	126,563
Unsettled account	241,464	251,572
Liability to third parties	153,272	660,624
Reinsurance payable and commission	90,328	86,496
Others	1,519,425	1,965,406
	21,129,380	20,542,001

¹⁾ Including in unearned income is insurance claim that has been received by the Bank from Kredit Usaha Rakyat (KUR).

Obligation to policyholders

Obligation to policyholders represent liabilities of Subsidiary which consist of liabilities for long-term insurance contracts, liabilities for future policy benefits, unearned premium reserves and estimated claims.

Details of obligation to policyholders represent liabilities are as follows:

	2022	2021
Utang klaim	2,865	1,523
Unearned premium reserves	89,490	106,537
Estimated claim liabilities	264,869	318,693
Liabilities for future policy benefits	9,286,606	8,312,786
Provision for liabilities for future policy benefits and unearned contributions	133,615	135,137
Liabilities to unit linked holders	6,170,446	5,920,996
Unearned Ujrah	19,788	21,248
	15,967,679	14,816,920

The Group recognized liabilities for future policy benefits, unearned contributions provisions, estimated claim liabilities and unearned premiums as of 31 December 2022 and 2021, based on internal actuary's calculations.

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28. LIABILITAS LAIN-LAIN (lanjutan)

Utang ke pemegang polis (lanjutan)

a. Liabilitas manfaat polis masa depan

Liabilitas manfaat polis masa depan merupakan total dana yang disediakan untuk seluruh kewajiban yang timbul dari persyaratan yang tertera pada polis-polis yang masih berlaku pada tanggal laporan posisi keuangan. Perhitungan liabilitas manfaat polis masa depan menggunakan asumsi-asumsi aktuarial sebagai berikut:

	2022	2021	
Metode aktuarial	Gross Premium Valuation and Fund Value	Gross Premium Valuation and Fund Value	Actuarial methods
Tabel mortalitas	TMI IV (2019)	TMI IV (2019)	Mortality tables
Tabel morbiditas	Munich Re basis Hospitalisation (Health Insurance & Cash Plan)	Munich Re basis Hospitalisation (Health Insurance & Cash Plan)	Morbidity tables
Suku bunga tahunan			Annual interest rate
Rupiah	4.60% - 7.35%	4.18% - 7.79%	Rupiah
Dolar Amerika Serikat	3.18% - 4.99%	1.03% - 4.18%	US Dollar

Asumsi lain yang digunakan dalam perhitungan liabilitas manfaat polis masa depan adalah tingkat *lapse*, inflasi dan asumsi biaya.

Perhitungan liabilitas manfaat polis masa depan dan cadangan atas premi yang belum merupakan pendapatan pada tanggal 31 Desember 2022 telah diperiksa oleh aktuaris Grup.

Rincian liabilitas manfaat polis masa depan adalah sebagai berikut:

	2022	2021	
Asuransi jiwa			Life insurance
Perorangan	8,243,904	7,233,240	Individual
Kumpulan	1,042,702	1,079,546	Group
	9,286,606	8,312,786	
Unit Link			Unit Link
Perorangan	2,511,141	2,751,650	Individual
Kumpulan	3,659,305	3,169,346	Group
	6,170,446	5,920,996	
	15,457,052	14,233,782	

Termasuk dalam liabilitas manfaat polis masa depan adalah saldo dalam mata uang asing sebesar USD5.465.902 (nilai penuh) atau ekuivalen Rp85.090 (2021: USD5.395.671 (nilai penuh) atau ekuivalen dengan Rp76.902).

Included in the above liabilities for future policy benefits are balances in foreign currencies amounting to USD5,465,902 (full amount) or equivalent Rp85,090 (2021: USD 5,395,671 (full amount) or equivalent Rp76,902).

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28. LIABILITAS LAIN-LAIN (lanjutan)

Utang ke pemegang polis (lanjutan)

a. Liabilitas manfaat polis masa depan (lanjutan)

Mutasi pada liabilitas manfaat polis masa depan adalah sebagai berikut:

	31 Desember/December 2022		
	Kotor/Gross	Aset Reasuransi/ Reinsurance assets	Bersih/Net
Saldo awal	14,233,782	(29,734)	14,204,048
Perubahan pada liabilitas manfaat polis masa depan	1,223,270	14,795	1,238,065
Saldo akhir	15,457,052	(14,939)	15,442,113

b. Penyisihan manfaat polis masa depan dan kontribusi yang belum menjadi hak

Penyisihan manfaat polis masa depan merupakan total penyisihan untuk memenuhi risiko yang timbul pada periode mendatang. Perhitungan menggunakan asumsi-asumsi aktuarial sebagai berikut:

	2022	2021	
Metode aktuarial	GPV hanya untuk dana tabarru/ only for tabarru' funds	GPV hanya untuk dana tabarru/ only for tabarru' funds	Actuarial method
Tabel mortalita	TMI III (2011) Rate reasuransi (Kecelakaan diri Grup, Ekawarsa) /Reinsurance rate (Group personal accident, Yearly term life)	TMI III (2011) Rate reasuransi (Kecelakaan diri Grup, Ekawarsa) /Reinsurance rate (Group personal accident, Yearly term life)	Mortality tables
Tabel morbidita	Munich Re basis (Health Insurance)	Munich Re basis (Health Insurance)	Morbidity tables
Tingkat bagi hasil tahunan hanya untuk dana tabarru' Rupiah	4.60% - 7.35%	3.68% - 7.29%	Annual profit sharing rate only for tabarru' funds Rupiah

Rincian penyisihan manfaat polis masa depan dan kontribusi yang belum menjadi hak adalah sebagai berikut:

	2022	2021	
Syariah			Sharia
Penyisihan manfaat polis masa depan	124,565	107,801	Provision for future policy benefit
Kontribusi yang belum menjadi hak	9,050	27,336	Unearned contributions
	133,615	135,137	

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28. OTHER LIABILITIES (continued)

Obligation to policyholders (continued)

a. Liabilities for future policy benefits (continued)

Movements in the liabilities for future policy benefits are as follows:

	31 Desember/December 2021			
	Kotor/Gross	Aset reasuransi/ Reinsurance assets	Bersih/Net	
Saldo awal	13,184,108	(33,202)	13,150,906	Beginning balance
Perubahan pada liabilitas manfaat polis masa depan	1,049,674	3,468	1,053,142	Changes in liabilities for future policy benefits
Saldo akhir	14,233,782	(29,734)	14,204,048	Ending balance

b. Provision for future policy benefits and unearned contributions

Provision for future policy benefits represent reserves amount provided for such risks arising in future periods. The computation is based on the following actuarial assumptions:

	2022	2021	
Metode aktuarial	GPV hanya untuk dana tabarru/ only for tabarru' funds	GPV hanya untuk dana tabarru/ only for tabarru' funds	Actuarial method
Tabel mortalita	TMI III (2011) Rate reasuransi (Kecelakaan diri Grup, Ekawarsa) /Reinsurance rate (Group personal accident, Yearly term life)	TMI III (2011) Rate reasuransi (Kecelakaan diri Grup, Ekawarsa) /Reinsurance rate (Group personal accident, Yearly term life)	Mortality tables
Tabel morbidita	Munich Re basis (Health Insurance)	Munich Re basis (Health Insurance)	Morbidity tables
Tingkat bagi hasil tahunan hanya untuk dana tabarru' Rupiah	4.60% - 7.35%	3.68% - 7.29%	Annual profit sharing rate only for tabarru' funds Rupiah

Details of provision for future policy benefits and unearned contributions are as follows:

	2022	2021	
Syariah			Sharia
Penyisihan manfaat polis masa depan	124,565	107,801	Provision for future policy benefit
Kontribusi yang belum menjadi hak	9,050	27,336	Unearned contributions
	133,615	135,137	

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28. LIABILITAS LAIN-LAIN (lanjutan)

Utang ke pemegang polis (lanjutan)

b. Penyisihan manfaat polis masa depan dan kontribusi yang belum menjadi hak (lanjutan)

Mutasi pada penyisihan adalah sebagai berikut:

	31 Desember/December 2022		
	Kotor/Gross	Aset Reasuransi/ Reinsurance assets	Neto/Net
Saldo awal	135,137	(41,242)	93,895
Perubahan	(1,522)	(210)	(1,732)
Saldo akhir	133,615	(41,452)	92,163

c. Premi yang belum merupakan pendapatan

Premi yang belum merupakan pendapatan menurut jenis asuransi adalah sebagai berikut:

	2022	2021	
Asuransi jiwa			Life insurance
Perorangan			Individual
Kesehatan	3,375	6,400	Health
Kecelakaan diri	21,688	11,630	Personal accident
Ekawarsa	3,148	4,941	Term life
Link	2,788	2,892	Link
	30,999	25,863	
Kumpulan			Group
Kesehatan	51,259	71,037	Health
Ekawarsa	3,892	5,488	Term life
Kecelakaan diri	3,218	3,683	Personal accident
Link	122	466	Link
	58,491	80,674	
	89,490	106,537	

Mutasi pada premi yang belum merupakan pendapatan adalah sebagai berikut:

Movements in unearned premium reserves are as follows:

	31 Desember/December 2022		
	Kotor/Gross	Aset Reasuransi/ Reinsurance assets	Bersih/Net
Saldo awal	106,537	(42,448)	64,089
Perubahan pada premi yang belum merupakan pendapatan	(17,047)	17,590	543
Saldo akhir	89,490	(24,858)	64,632

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28. LIABILITAS LAIN-LAIN (lanjutan)

Utang ke pemegang polis (lanjutan)

c. Estimasi liabilitas klaim

Estimasi liabilitas klaim menurut jenis asuransi adalah sebagai berikut:

	2022	2021
Asuransi jiwa		
<u>Perorangan</u>		
Jangkawarsa	77,496	87,569
Ekawarsa	1,710	193
Kesehatan	8,337	4,342
Kecelakaan diri	2,522	262
<u>Kumpulan</u>		
Seumur hidup	89,797	172,192
Kesehatan	51,179	40,863
	<u>231,041</u>	<u>305,421</u>
Syariah		
<u>Perorangan</u>		
Jangkawarsa	5,480	175
<u>Kumpulan</u>		
Kesehatan	3,338	1,104
Asuransi jiwa kredit	23,954	11,299
Kecelakaan diri	1,056	685
Ekawarsa	-	9
	<u>33,828</u>	<u>13,272</u>
	<u>264,869</u>	<u>318,693</u>

Life insurance
Individual
Term life
Term life
Health
Personal Accident

Group
Life time
Health

Sharia
Individual
Term life

Group
Health
Credit life
Personal accident
Term life

Mutasi pada estimasi liabilitas klaim adalah sebagai berikut:

Movements in estimated claim liabilities are as follows:

	31 Desember/December 2022			31 Desember/December 2021		
	Kotor/Gross	Aset Reasuransi/ Reinsurance assets	Bersih/Net	Kotor/Gross	Aset reasuransi/ Reinsurance assets	Bersih/Net
Asuransi jiwa						
Saldo awal	305,421	(38,024)	267,397	192,310	(12,623)	179,687
Perubahan pada estimasi liabilitas klaim	(74,380)	29,706	(44,674)	113,111	(25,401)	87,710
Saldo akhir	<u>231,041</u>	<u>(8,318)</u>	<u>222,723</u>	<u>305,421</u>	<u>(38,024)</u>	<u>267,397</u>
Syariah						
Saldo awal	13,272	(6,154)	7,118	13,383	(7,455)	5,928
Perubahan pada estimasi liabilitas klaim	20,556	(10,073)	10,483	(111)	1,301	1,190
Saldo akhir	<u>33,828</u>	<u>(16,227)</u>	<u>17,601</u>	<u>13,272</u>	<u>(6,154)</u>	<u>7,118</u>

Life insurance
Beginning balance
Changes in estimated claim liabilities

Ending balance

Sharia
Beginning balance
Changes in estimated claim liabilities

Ending balance

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28. LIABILITAS LAIN-LAIN (lanjutan)

Utang ke pemegang polis (lanjutan)

d. Utang klaim

	2022	2021
Asuransi jiwa		
Kesehatan	1	645
Jatuh tempo	178	273
Kematian	23	177
Penebusan	14	40
	<u>216</u>	<u>1,135</u>
Syariah		
Kesehatan	409	388
Kematian	2,240	-
	<u>2,649</u>	<u>388</u>
	<u>2,865</u>	<u>1,523</u>

Life insurance
Health
Maturities
Death
Surrender

Sharia
Health
Death

Tabel berikut menyajikan sensitivitas dari nilai liabilitas asuransi terhadap perubahan asumsi yang digunakan dalam estimasi liabilitas asuransi. Korelasi asumsi akan memiliki dampak yang signifikan dalam menentukan cadangan teknis, tetapi untuk menunjukkan dampak akibat perubahan asumsi, asumsi harus diubah secara individual. Tabel ini juga menunjukkan dampak terhadap cadangan teknis akibat perubahan asumsi aktuarial (tidak diaudit).

The following tables present the sensitivity of the value of insurance liabilities to the movements in the assumptions used in the estimation of insurance liabilities. The correlation of assumptions will have a significant effect in determining the ultimate technical reserves, but to demonstrate the impact due to changes in assumptions, assumptions had to be changed on an individual basis. This table also indicates the impact on the technical reserve due to the changes in the actuarial assumptions (unaudited).

		Saldo liabilitas asuransi/ Balance of insurance liabilities		
	Persentase perubahan/ Percentage of change	31 Desember/December		
		2022	2021	
Tingkat suku bunga	+1%	15,459,630	14,381,755	Interest rate
Tingkat suku bunga	-1%	16,152,383	14,978,370	Interest rate
Tingkat mortalitas	+10%	15,857,994	14,717,555	Mortality rate
Tingkat mortalitas	-10%	15,701,376	14,244,408	Mortality rate

Liabilitas lain-lain

Jumlah beban bunga atas liabilitas sewa sebesar Rp44.601 pada tanggal 31 Desember 2022 dan Rp68.822 pada tanggal 31 Desember 2021.

Analisis jatuh tempo liabilitas lain-lain terkait sewa adalah sebagai berikut:

	2022	2021	
1 tahun	312,059	80,198	1 year
2 tahun	223,400	121,541	2 years
3 tahun	181,578	202,646	3 years
4 tahun	109,315	131,210	4 years
5 tahun	319,775	745,981	5 years
	<u>1,146,127</u>	<u>1,281,576</u>	

Other liabilities

The balances of interest expense from lease liabilities amounted to Rp44,601 as of 31 December 2022 and Rp68,822 as of 31 December 2021.

The maturity analysis of other liabilities related to lease is as follows:

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29. PERPAJAKAN**a. Pajak dibayar di muka**

	2022	2021
Pajak penghasilan badan BNI	626,869	1,048,889
Entitas Anak	16,694	2,300
	643,563	1,051,189

b. Utang pajak

	2022	2021
Pajak penghasilan badan BNI		
Pasal 25	262,222	42,503
Pasal 29	1,108,655	1,160,902
	1,370,877	1,203,405
Entitas Anak		
Pasal 25	4,977	6,183
Pasal 29	15,841	564
	19,818	6,747
Total pajak penghasilan badan	1,391,695	1,210,152
Pajak lainnya		
BNI	149,811	61,175
Entitas Anak	9,540	12,925
	159,351	74,100
Total pajak lainnya	1,551,046	1,284,252

c. Beban pajak

	2022	2021
BNI		
Kini	4,997,178	3,239,975
Tangguhan	(817,700)	(1,215,866)
Tangguhan atas dampak penurunan tarif pajak	-	(478,500)
	4,179,478	1,545,609
Pajak penghasilan - BNI		
Entitas Anak		
Kini	44,089	53,238
Tangguhan	(18,639)	(24,911)
	25,450	28,327
Pajak penghasilan - Entitas Anak	25,450	28,327
	4,204,928	1,573,936

Rekonsiliasi antara beban pajak penghasilan dengan hasil perkalian laba akuntansi sebelum pajak penghasilan dan tarif pajak yang berlaku adalah sebagai berikut:

	2022	2021
Laba konsolidasian sebelum pajak penghasilan	22,686,708	12,550,987
Pajak dihitung dengan tarif pajak yang berlaku	4,309,691	2,394,258
Pendapatan yang tidak dapat dikurangkan untuk tujuan perpajakan, termasuk dampak perubahan tarif pajak		
BNI	(135,962)	(299,967)
Entitas Anak	31,199	(41,855)
	(104,763)	(341,822)
Dampak penyesuaian tarif pajak	-	(478,500)
	4,204,928	1,573,936

29. TAXATION**a. Prepaid taxes**

	2022	2021
Pajak penghasilan badan BNI	626,869	1,048,889
Entitas Anak	16,694	2,300
	643,563	1,051,189

b. Taxes payable

	2022	2021
Pajak penghasilan badan BNI		
Pasal 25	262,222	42,503
Pasal 29	1,108,655	1,160,902
	1,370,877	1,203,405
Entitas Anak		
Pasal 25	4,977	6,183
Pasal 29	15,841	564
	19,818	6,747
Total pajak penghasilan badan	1,391,695	1,210,152
Pajak lainnya		
BNI	149,811	61,175
Entitas Anak	9,540	12,925
	159,351	74,100
Total pajak lainnya	1,551,046	1,284,252

c. Tax expense

	2022	2021
BNI		
Kini	4,997,178	3,239,975
Tangguhan	(817,700)	(1,215,866)
Tangguhan atas dampak penurunan tarif pajak	-	(478,500)
	4,179,478	1,545,609
Pajak penghasilan - BNI		
Entitas Anak		
Kini	44,089	53,238
Tangguhan	(18,639)	(24,911)
	25,450	28,327
Pajak penghasilan - Entitas Anak	25,450	28,327
	4,204,928	1,573,936

The reconciliation between income tax expense and the theoretical tax amount on the profit before income tax is as follows:

	2022	2021
Laba konsolidasian sebelum pajak penghasilan	22,686,708	12,550,987
Pajak dihitung dengan tarif pajak yang berlaku	4,309,691	2,394,258
Pendapatan yang tidak dapat dikurangkan untuk tujuan perpajakan, termasuk dampak perubahan tarif pajak		
BNI	(135,962)	(299,967)
Entitas Anak	31,199	(41,855)
	(104,763)	(341,822)
Dampak penyesuaian tarif pajak	-	(478,500)
	4,204,928	1,573,936

*Corporate income tax
BNI
Subsidiaries**Corporate income tax
BNI
Article 25
Article 29**Subsidiaries
Article 25
Article 29**Total corporate income tax**Other taxes
BNI
Subsidiaries**Total other taxes**BNI
Current
Deferred
Effect of changes
in tax rate - deferred tax**Income tax - BNI**Subsidiaries
Current
Deferred**Income tax - Subsidiaries**Consolidated income
before income tax
Tax calculated at applicable
tax rates**Income not
deductible for tax purpose including
effect of changes in tax rate
BNI
Subsidiaries**Effect of tax rate adjustments**Tax expense***PT BANK NEGARA INDONESIA (PERSERO) Tbk
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29. PERPAJAKAN (lanjutan)**c. Beban pajak (lanjutan)**

Rekonsiliasi antara laba sebelum pajak penghasilan menurut laba rugi BNI dengan estimasi penghasilan kena pajak adalah sebagai berikut:

	2022	2021
Grup		
Laba konsolidasian sebelum pajak penghasilan	22,686,708	12,550,987
Laba sebelum pajak penghasilan dari Entitas Anak, setelah eliminasi	26,130	(319,004)
	22,712,838	12,231,983
Laba sebelum pajak penghasilan - BNI		
Beda waktu		
- Penyusutan aset tetap	207,264	153,163
- Pencadangan kerugian penurunan nilai aset produktif - pinjaman yang diberikan	1,882,007	4,185,583
- Pembalikan cadangan hukum, kecurangan (<i>fraud</i>) dan lainnya	(29,685)	(4,251)
- Laba yang belum direalisasi atas efek yang diperdagangkan dan transaksi derivatif	471,293	573,111
- Pembentukan cadangan imbalan kerja	72,195	236,628
- Amortisasi aset atas hak guna	18,420	54,599
- Penambahan cadangan kerugian penurunan nilai aset produktif selain pinjaman yang diberikan	574,609	1,200,462
- Modifikasi arus kas kontraktual pinjaman yang diberikan	2,071,927	-
	5,268,030	6,399,295
Beda tetap		
- Kenikmatan karyawan	668,619	329,612
- Keuntungan atas reksadana	(978,759)	(612,096)
- Laba dari cabang luar negeri	(942,624)	(900,833)
- Lain-lain	(427,168)	(395,458)
	(1,679,932)	(1,578,775)
Penghasilan kena pajak - BNI	26,300,936	17,052,503

c. Tax expense (continued)*A reconciliation between the income before tax as shown in BNI's profit and loss and estimated taxable income is as follows:*

	2022	2021
The Group		
Consolidated income before income tax	22,686,708	12,550,987
Income before income tax of Subsidiaries, after elimination	26,130	(319,004)
	22,712,838	12,231,983
Income before income tax - BNI		
Timing differences		
- Depreciation of fixed assets	207,264	153,163
- Provision for impairment losses on earning assets - loans	1,882,007	4,185,583
- Reversal of allowance for legal, fraud and others	(29,685)	(4,251)
- Unrealized gain on trading securities and derivative transactions	471,293	573,111
- Provision for allowance for employee benefits	72,195	236,628
- Right of use of asset amortization	18,420	54,599
- Provision for impairment on earning assets - other than loans	574,609	1,200,462
- Modification of contractual loans	2,071,927	-
	5,268,030	6,399,295
Permanent differences		
- Employees' fringe benefits	668,619	329,612
- Gain on mutual funds	(978,759)	(612,096)
- Profit from overseas branch offices	(942,624)	(900,833)
- Others	(427,168)	(395,458)
	(1,679,932)	(1,578,775)
Taxable income - BNI	26,300,936	17,052,503

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29. PERPAJAKAN (lanjutan)

c. Beban pajak (lanjutan)

Beban pajak penghasilan tahun berjalan dan taksiran utang pajak penghasilan BNI adalah sebagai berikut:

	2022
Beban pajak penghasilan sesuai tarif pajak yang berlaku 19% x Rp26.300.935 19% x Rp17.052.503	4,997,178 -
Beban pajak penghasilan Pajak dibayar di muka	4,997,178 (3,626,301)
Utang pajak penghasilan - BNI	1,370,877

Pada tanggal 31 Maret 2020, Pemerintah menerbitkan Peraturan Pemerintah Pengganti Undang-Undang (Perpu) Republik Indonesia No. 1 Tahun 2020 yang telah menjadi Undang-Undang (UU) No. 2 Tahun 2020, serta menetapkan Peraturan Pemerintah (PP) No. 30 Tahun 2020 tentang Penurunan Tarif Pajak Penghasilan bagi Wajib Pajak Badan Dalam Negeri yang Berbentuk Perseroan Terbuka dan berlaku sejak tanggal 19 Juni 2020. Aturan tersebut menetapkan penurunan tarif pajak penghasilan wajib pajak badan dalam negeri dan bentuk usaha tetap dari semula 25% menjadi 22% untuk tahun pajak 2020 dan 2021 dan 20% mulai tahun pajak 2022 dan seterusnya.

Pada tanggal 29 Oktober 2021, Pemerintah menerbitkan Undang-Undang Republik Indonesia No. 7 Tahun 2021 tentang Harmonisasi Peraturan Perpajakan. Aturan tersebut menetapkan tarif pajak penghasilan wajib pajak dalam negeri dan bentuk usaha tetap sebesar 22% yang mulai berlaku pada tahun pajak 2022 dan seterusnya, dan pengurangan tarif pajak sebesar 3% untuk wajib pajak dalam negeri yang memenuhi syarat tertentu. Dengan demikian, penetapan tarif pajak sebelumnya sebesar 20% menjadi tidak berlaku setelah Undang-Undang ini disahkan.

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29. TAXATION (continued)

c. Tax expense (continued)

Taxable income for the current year and the estimated corporate income tax payable of BNI are as follows:

	2021	
Income tax based on the applicable tax rates 19% x Rp26,300,935 19% x Rp17,052,503	- 3,239,975	
Corporate income tax expense Prepaid tax	3,239,975 (2,036,570)	
Corporate income tax payable - BNI	1,203,405	

On 31 March 2020, the Government issue Government Regulation in Lieu of Law (Perpu) of the Republic of Indonesia No. 1 year 2020 which has become Law (UU) No. 2 year 2020, as well as stipulated Government Regulation (PP) No. 30 year 2020 concerning Tariff Reduction for Domestic Public Companies Taxpayers and effective since 19 June 2020. The regulation has stipulated the reduction in the income tax rates for domestic corporate taxpayers and business establishments from 25% to 22% for Fiscal Year 2020 and 2021 and 20% for the Fiscal Year 2022 onwards.

On 29 October 2021, the Government issue Law of the Republic of Indonesia No.7 year 2021 concerning Harmonization of Tax Regulations. The regulation has stipulated the income tax rate for domestic taxpayers and business establishments of 22% which will be effective from the Fiscal Year 2022 onwards, and a further reduction of the tax rate by 3% for domestic taxpayers who meet certain requirements. Hence, the previously tax rate determination of 20% will be invalid after the ratification of this Law.

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29. PERPAJAKAN (lanjutan)

c. Beban pajak (lanjutan)

Untuk tahun pajak 2022 dan 2021, berdasarkan Pasal 3 dari Peraturan Pemerintah No. 30 tahun 2020 tentang Penurunan Tarif Pajak Penghasilan ("PPh") bagi Wajib Pajak Badan Dalam Negeri Yang Berbentuk Perseroan Terbuka, Wajib Pajak dapat memperoleh penurunan tarif PPh sebesar 3% (tiga persen) lebih rendah dari tarif PPh Wajib Pajak Badan dalam negeri sebagaimana diatur dalam Undang-undang Perpajakan tersebut diatas apabila memenuhi tambahan kriteria sebagai berikut:

1. Jumlah kepemilikan saham publiknya 40% (empat puluh persen) atau lebih dari keseluruhan saham yang disetor dan saham tersebut dimiliki paling sedikit oleh 300 (tiga ratus) pihak.
2. Masing-masing pihak yang dimaksud di atas hanya boleh memiliki saham kurang dari 5% (lima persen) dari keseluruhan saham yang disetor.
3. Ketentuan tersebut harus dipenuhi oleh Wajib Pajak dalam waktu paling singkat 6 (enam) bulan (183 (seratus delapan puluh tiga) hari kalender) dalam jangka waktu 1 (satu) tahun pajak.
4. Pihak-pihak yang memenuhi persyaratan 300 (tiga ratus) pihak dan 5% (lima persen) sebagaimana di atas, tidak termasuk: Wajib Pajak Perseroan Terbuka yang membeli kembali sahamnya; dan/atau yang memiliki hubungan istimewa sebagaimana diatur dalam Undang-Undang Pajak Penghasilan dengan Wajib Pajak Perseroan Terbuka (tercermin dari kepemilikan saham oleh pengendali dan/atau pemegang saham utama).

Berdasarkan Laporan Bulanan Kepemilikan Saham Nomor DE/I/2023-0035 tanggal 3 Januari 2023 dan Nomor DE/I/2022-0024 tanggal 3 Januari 2022 dari Biro Administrasi Efek, Datindo Entrycom, atas kepemilikan saham BNI selama tahun 2022 dan tahun 2021, semua kriteria untuk memperoleh fasilitas penurunan tarif pajak tersebut di atas telah terpenuhi.

Pajak penghasilan badan BNI untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2022 dan 2021 telah dihitung dengan menggunakan tarif pajak 19%.

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29. TAXATION (continued)

c. Tax expense (continued)

For the fiscal year 2022 and 2021, based on Article 3 of Government Regulation No. 30 year 2020 regarding the Decrease in Income Tax Rates ("PPh") for Domestic Corporate Tax Payers in the Form of Public Companies, tax payers can obtain a reduction in the PPh rate of 3% (three percent) lower than the rate of domestic corporate tax payers as regulated in the Taxation Law, if it meets the following additional criteria:

1. The public owned 40% (forty percent) or more of the total paid up shares and those shares are owned by at least 300 (three hundred) parties.
2. Each party can only own less than 5% (five percent) of total paid-up shares.
3. The tax payer should fulfill the above mentioned criteria at least within 6 (six) months (183 (one hundred and eighty three) calendar days) in 1 (one) fiscal year.
4. Parties that meet the requirements of 300 (three hundred) parties and 5% (five percent) as stated above, do not include: Public Company Tax Payers who buy back their shares; and/or Those who have a special relationship as stipulated in the Income Tax Law with Public Company Tax Payers (reflected in: share ownership by the controlling party and/or major shareholder).

Based on the Monthly Shareholding Report Number DE/I/2023-0035 dated 3 January 2023 and Number DE/I/2022-0024 dated 3 January 2022 from the Registrar, Datindo Entrycom, regarding BNI's shares during the year 2022 and year 2021, BNI has met all criteria mentioned above to obtain a facility of tax rate reduction.

BNI's corporate income tax for year ended 31 December 2022 and 2021 are calculated using the tax rate of 19%.

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29. PERPAJAKAN (lanjutan)

d. Aset pajak tangguhan - bersih

Aset pajak tangguhan pada tanggal 31 Desember 2022 dan 2021 merupakan pengaruh beda pajak dengan rincian sebagai berikut:

	2022				
	Saldo awal/ Beginning balance	Dikreditkan/ (dibebankan) ke laporan laba rugi komprehensif konsolidasian/ Credited/ (charged) to Consolidated statement of profit or loss and other comprehensive income	Dibebankan ke ekuitas/ Charged to equity	Saldo akhir/ Ending balance	
Rugi/(laba) yang belum direalisasi atas aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain	(262,243)	-	558,326	296,083	Unrealized loss/(gain) on financial assets at fair value through other comprehensive income
Cadangan kerugian penurunan nilai aset produktif - pinjaman yang diberikan	4,999,538	259,116	-	5,258,654	Allowance for impairment losses on earning assets - loans
Cadangan imbalan kerja	697,843	13,717	(52,096)	659,464	Allowance for employee benefits
Cadangan kerugian penurunan nilai aset produktif - selain pinjaman yang diberikan	934,564	24,415	-	958,979	Allowance for impairment losses on earning assets - other than loans
Cadangan hukum, kecurangan (fraud) dan lainnya	8,428	(5,640)	-	2,788	Allowance for legal, fraud and others
(Laba)/rugi yang belum direalisasi atas efek yang diperdagangkan dan transaksi derivatif	(166,517)	89,546	-	(76,971)	Unrealized (gain) loss on trading securities and derivative transactions
Amortisasi Aset Hak Guna	10,375	3,500	-	13,875	Right of Use Asset amortization
Penyusutan aset tetap	(59,579)	39,380	-	(20,199)	Depreciation of fixed assets
Modifikasi arus kas kontraktual pinjaman yang diberikan	-	393,666	-	393,666	Modification of contractual cash flows of loans
Aset pajak tangguhan BNI - bersih	6,162,409	817,700	506,230	7,486,339	Net deferred tax assets - BNI
Aset pajak tangguhan Entitas Anak - bersih	67,884			128,145	Net deferred tax assets - Subsidiaries
Aset pajak tangguhan konsolidasian - bersih	6,230,293			7,614,484	Net consolidated deferred tax assets

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29. PERPAJAKAN (lanjutan)

d. Aset pajak tangguhan - bersih (lanjutan)

Aset pajak tangguhan pada tanggal 31 Desember 2022 dan 2021 merupakan pengaruh beda pajak dengan rincian sebagai berikut: (lanjutan)

	2021						
	Saldo awal/ Beginning balance	Dampak perubahan tarif pajak yang ditangguhkan/ Effect of changes in tax rate - equity	Dampak perubahan tarif pajak yang ditangguhkan/ Effect of changes in tax rate - profit or loss	Dikreditkan/ (dibebankan) ke laporan laba rugi komprehensif konsolidasian/ Credited/ (charged) to Consolidated statement of profit or loss and other comprehensive income	Dibebankan ke ekuitas/ Charged to equity	Saldo akhir/ Ending balance	
(Laba)/rugi yang belum direalisasi atas aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain	(404,404)	(16,059)	-	-	158,220	(262,243)	Unrealized (gain)/loss on financial assets at fair value through other comprehensive income
Cadangan kerugian penurunan nilai aset produktif - pinjaman yang diberikan	3,795,693	-	408,584	795,261	-	4,999,538	Allowance for impairment losses on earning assets - loans
Cadangan imbalan kerja	791,416	46,656	37,629	44,959	(222,817)	697,843	Allowance for employee benefits
Cadangan kerugian penurunan nilai aset produktif - selain pinjaman yang diberikan	670,752	-	35,724	228,088	-	934,564	Allowance for impairment losses on earning assets - other than loans
Cadangan hukum, kecurangan (fraud) dan lainnya	9,236	-	-	(808)	-	8,428	Allowance for legal, fraud and others
(Laba) rugi yang belum direalisasi atas efek yang diperdagangkan dan transaksi derivatif	(275,408)	-	-	108,891	-	(166,517)	Unrealized (gain) loss on trading securities and derivative transactions
Amortisasi Aset Hak Guna	-	-	-	10,375	-	10,375	Right of Use of Asset amortization
Penyusutan aset tetap	(29,213)	-	(3,437)	29,101	(59,030)	(59,579)	Depreciation of fixed assets
Aset pajak tangguhan BNI - bersih	4,558,072	30,597	478,500	1,215,867	(120,627)	6,162,409	Net deferred tax assets - BNI
Aset pajak tangguhan Entitas Anak - bersih *)	241,760					67,884	Net deferred tax assets - Subsidiaries *)
Aset pajak tangguhan konsolidasian - bersih	4,799,832					6,230,293	Net consolidated deferred tax assets

*) Termasuk dampak kehilangan pengendalian sebesar Rp208.872. Lihat Catatan 1.

Including impact of loss of control amounting Rp208,872. Refer to Note 1 *)

Bank telah membukukan pengaruh dari perubahan tarif pajak penghasilan badan tersebut pada laporan keuangan konsolidasian untuk tahun yang berakhir 31 Desember 2021 berupa kenaikan aset pajak tangguhan sebesar Rp509.097 dimana jumlah sebesar Rp478.500 dikreditkan ke laba rugi tahun 2021 dan sebesar Rp30.597 dibebankan ke penghasilan komprehensif lainnya.

Manajemen berpendapat bahwa aset pajak tangguhan dapat dipulihkan seluruhnya.

The Bank has recorded the effect of changes in the corporate income tax rate in the consolidated financial statements for the year ended 31 December 2021 in form of an increase in deferred tax assets amounting to Rp509,097 in which the amount of Rp478,500 was credited to profit or loss in 2021 and Rp30,597 was charged to other comprehensive income.

Management believes that deferred tax assets are fully realisable.

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29. PERPAJAKAN (lanjutan)

e. Surat ketetapan pajak

Pada tanggal 5 Februari 2018, BNI telah menerima Surat Ketetapan Pajak Kurang Bayar (SKPKB) atas PPh Badan untuk tahun fiskal 2015 sebesar Rp2.461.364 (termasuk denda) dan disetujui BNI sebesar Rp162.130. Pada tanggal 2 Maret 2018, BNI telah melakukan pembayaran sebagian SKPKB sebesar Rp1.785.691. Pada tanggal 4 Mei 2018, BNI mengajukan surat keberatan atas Surat Ketetapan Pajak Kurang Bayar (SKPKB) ke Direktorat Jenderal Pajak.

Pada tanggal 30 April 2019, BNI menerima Keputusan Direktorat Jenderal Pajak yang mengabulkan sebagian keberatan BNI dan mengurangi jumlah pajak yang masih harus dibayar dalam SKPKB atas PPh Badan untuk tahun fiskal 2015 (termasuk denda) menjadi Rp1.212.517 dan disetujui BNI sebesar Rp163.628. Atas kelebihan pembayaran pajak di muka sebesar Rp573.174, setelah dikurangi dengan STP tahun 2019 sebesar Rp481, Bank telah menerima restitusi pajak melalui kompensasi pembayaran pajak penghasilan badan tahun 2019. Pada tanggal 26 Juli 2019, BNI telah mengajukan permohonan banding keberatan ke Pengadilan Pajak. Pada tanggal 24 Juni 2022, BNI menerima Putusan Banding dari Pengadilan Pajak yang mengabulkan sebagian banding BNI dan mengurangi jumlah pajak yang masih harus dibayar dalam SKPKB atas PPh Badan untuk tahun fiskal 2015 (termasuk denda) menjadi Rp789.519. Pada tanggal 5 Oktober 2022, BNI telah mengajukan upaya hukum Peninjauan Kembali ke Mahkamah Agung atas putusan banding tersebut dan sampai dengan tanggal penyelesaian laporan keuangan konsolidasian ini, belum terdapat Putusan Peninjauan Kembali dari Mahkamah Agung.

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29. TAXATION (continued)

e. Tax assessment letters

On 5 February 2018, BNI received tax assessment for underpayment of tax (SKPKB) which stated that there was an under payment of corporate income tax for fiscal year 2015 amounting to Rp2,461,364 (including penalties) which was partially agreed by BNI for the amount of Rp162,130. On 2 March 2018, BNI made a partial payment for the amount of Rp1,785,691. On 4 May 2018, BNI submitted Objection Letter for these SKPKB to the Directorate General of Tax.

On 30 April 2019, BNI received Directorate General of Tax decision which partially approved BNI Objection and reduced the SKPKB for fiscal year 2015 (including penalties) to become Rp1,212,517 which is partially agreed by BNI amounting to Rp163,628. For the overpayment amounting to Rp573,174, after less of STP for fiscal year 2019 amounting to Rp481, the Bank has received a tax refund through compensation for corporate income tax in 2019. On 26 July 2019, BNI submitted the request for appeal on the above to the Tax Court. On 24 June 2022, BNI received an Appeal Decision from the Tax Court which partially granted BNI's appeal and reduced the amount of tax accrued in the SKPKB on Corporate Income Tax for the 2015 fiscal year (including fines) to Rp789,519. On 5 October 2022, BNI submitted the Judicial Review to the Supreme Court for the appeal decision and up to the date of this consolidated financial statements, there has been no Judicial Review Decision from the Supreme Court.

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30. EFEK-EFEK YANG DITERBITKAN

a. Berdasarkan jenis

	2022		2021	
	Saldo/ Balance	Peringkat/ Rating *)	Saldo/ Balance	Peringkat/ Rating *)
Obligasi - BNI, setelah dikurangi biaya penerbitan yang belum diamortisasi sebesar Rp161 pada tanggal 31 Desember 2021	-		2,986,530	idAAA*)
Green Bond, setelah dikurangi biaya penerbitan yang belum diamortisasi sebesar Rp2.802 pada tanggal 31 Desember 2022	4,896,875	idAAA*)	-	idAAA*)

*)Pefindo

**Obligasi Berkelanjutan I BNI Rupiah Tahap I
Tahun 2017**

Pada tanggal 22 Juni 2017, BNI telah mendapatkan pernyataan efektif dari OJK melalui surat nomor S-349/D.04/2017 untuk menerbitkan Obligasi Berkelanjutan I BNI Rupiah Tahap I Tahun 2017 ("Obligasi").

Nilai obligasi yang diterbitkan sebesar Rp3.000.000, jangka waktu 5 tahun, dengan kupon sebesar 8% per tahun yang akan dibayarkan secara triwulanan. Obligasi BNI diterbitkan pada tanggal 11 Juli 2017 dan listing di Bursa Efek Indonesia pada tanggal 12 Juli 2017. Pembayaran kupon pertama kepada para pemegang obligasi telah dilakukan pada tanggal 11 Oktober 2017.

Bertindak sebagai Penjamin Pelaksana Emisi Efek adalah PT BNI Sekuritas, PT Mandiri Sekuritas, PT Bahana Sekuritas, PT Danareksa Sekuritas, PT Indo Premier Sekuritas dan PT BCA Sekuritas. Bertindak sebagai Wali Amanat adalah PT Bank Rakyat Indonesia (Persero) Tbk.

Sesuai dengan POJK No. 07/2017 dan Peraturan No.IX.C.11, dalam rangka penerbitan Obligasi ini, BNI telah memperoleh hasil pemeringkatan atas surat hutang jangka panjang dari PT Pemeringkat Efek Indonesia ("Pefindo") untuk periode 5 Juli 2021 sampai dengan 1 Juli 2022 sesuai dengan press release tanggal 7 Juli 2021, dengan peringkat idAAA (Triple A). BNI akan melakukan pemeringkatan atas obligasi yang diterbitkan setiap tahun selama kewajiban atas efek tersebut belum lunas.

Dana obligasi setelah dikurangi biaya-biaya akan digunakan bank untuk ekspansi bisnis terutama penyaluran kredit.

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30. SECURITIES ISSUED

a. By type

	2022		2021	
	Saldo/ Balance	Peringkat/ Rating *)	Saldo/ Balance	Peringkat/ Rating *)
Bonds - BNI, net of unamortized issuance cost amounting to Rp161 as of 31 December 2021	-		2,986,530	idAAA*)
Green Bond, net of unamortized issuance cost amounting to Rp2,802 as of 31 December 2022	4,896,875	idAAA*)	-	idAAA*)

Pefindo*)

**Continuous Bonds I BNI Rupiah Phase I
Year 2017**

On 22 June 2017, BNI obtained an effective statement from OJK through letter number S-349/D.04/2017 to issue Continuous Bonds I BNI Rupiah Phase I Year 2017 ("Bonds").

The value of bonds issued amounted to Rp3,000,000 with term of 5 years and coupon of 8% per annum to be paid quarterly. BNI Bonds was issued on 11 July 2017 and listed on the Indonesia Stock Exchange on 12 July 2017. The first coupon payment to bondholders has been made on 11 October 2017.

Acting as Underwriters are PT BNI Sekuritas, PT Mandiri Sekuritas, PT Bahana Sekuritas, PT Danareksa Sekuritas, PT Indo Premier Sekuritas and PT BCA Sekuritas. Acting as Trustee is PT Bank Rakyat Indonesia (Persero) Tbk.

In accordance with POJK No. 07/2017 and Regulation No.IX.C.11, for the issuance of this Bond, BNI obtained the rating of long-term debt from PT Pemeringkat Efek Indonesia ("Pefindo") for the period 5 July 2021 until 1 July 2022, through press release dated 7 July 2021, with idAAA rating (Triple A). BNI will obtain a rating of the bonds issued annually as long as the obligations on such securities have not been paid off.

Proceeds from the issuance of the bond after deducting expenses was used by the Bank for business expansion, in particular loans.

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30. EFEK-EFEK YANG DITERBITKAN (lanjutan)

a. Berdasarkan jenis (lanjutan)

Obligasi Berkelanjutan I BNI Rupiah Tahap I Tahun 2017 (lanjutan)

Selama jangka waktu obligasi dan selama seluruh jumlah pokok obligasi belum seluruhnya dilunasi dan/atau seluruh jumlah bunga obligasi serta kewajiban pembayaran lainnya (bila ada) belum seluruhnya dibayar menurut ketentuan Perjanjian Perwaliamanatan ini, BNI berjanji dan mengikatkan diri bahwa tanpa persetujuan tertulis dari Wali Amanat tidak akan melakukan hal-hal sebagai berikut:

- melakukan penggabungan, peleburan dan/atau akuisisi; atau
- mengizinkan atau memberikan persetujuan kepada Anak Perusahaan (jika ada) untuk melakukan penggabungan, peleburan dan/atau akuisisi; yang secara material akan mempunyai akibat negatif.

Obligasi Berkelanjutan I BNI Rupiah Tahap 1 tahun 2017 telah jatuh tempo dan telah dilunasi seluruhnya pada tanggal 11 Juli 2022.

Obligasi Berwawasan Lingkungan (Green Bond) I PT Bank Negara Indonesia (Persero) Tbk Tahun 2022

Pada tanggal 21 Juni 2022, BNI telah menerbitkan Obligasi Berwawasan Lingkungan (Green Bond) I PT Bank Negara Indonesia (Persero) Tbk Tahun 2022 ("Green Bond I 2022") dengan nominal sebesar Rp5.000.000 yang terdiri atas 2 seri:

	Nominal/ Amount	Kupon/ Coupon	Jatuh tempo/ Maturity Date	
Obligasi Seri A	4,000,000	6.35%	21 Juni/June 2025	Obligation Serie A
Obligasi Seri B	1,000,000	6.85%	21 Juni/June 2027	Obligation Serie B

Green Bond I 2022 ditawarkan dengan nilai 100% (seratus persen) dari jumlah pokok obligasi, dengan kupon dibayarkan setiap kuartalan, dan tercatat di Bursa Efek Indonesia (IDX) pada 22 Juni 2022. Penawaran Umum Green Bond I 2022 telah mendapatkan Izin Efektif OJK melalui surat OJK No. S-93/D.04/2022 tanggal 10 Juni 2022.

Pada tanggal 31 Desember 2022, BNI Green Bond 2022 memiliki nilai bersih sebesar Rp4.896.875 setelah dikurangi biaya penerbitan yang belum diamortisasi sebesar Rp2.802.

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30. SECURITIES ISSUED (continued)

a. By type (continued)

Continuous Bonds I BNI Rupiah Phase I Year 2017 (continued)

During the term of the bonds and as long as the entire principal amount of the bonds has not been fully repaid and/or the full amount of bonds interest and other payment obligations (if any) have not been fully paid under the terms of the Trustee Agreement, BNI promises and binds that without the written approval of the Trust Agent, will not do the following:

- merger, consolidation and/or acquisition; or
- permit or give consent to Subsidiaries (if any) for merger, consolidation and/or acquisition; which will materially have negative consequences.

Continuous bonds I BNI Rupiah Phase 1 Year 2017 has matured and fully repaid on 11 July 2022.

Green Bond I PT Bank Negara Indonesia (Persero) Tbk 2022

On 21 June 2022, BNI has issued Green Bond I PT Bank Negara Indonesia (Persero) Tbk 2022 ("Green Bond I 2022") with total amount of Rp5.000.000 which consists of 2 series:

Green Bond I 2022 is offered with a value of 100% (one hundred percent) of the principal amount of the bond, with coupons paid quarterly, and listed on the Indonesia Stock Exchange (IDX) on 22 June 2022. The Green Bond I 2022 Public Offering has obtained OJK Effective Permission through OJK letter No. S-93/D.04/2022 dated 10 June 2022.

As of 31 December 2022, BNI Green Bond 2022 had a net value of Rp4,896,875 after deducting the unamortized issuance fee of Rp2,802.

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30. EFEK-EFEK YANG DITERBITKAN (lanjutan)

a. Berdasarkan jenis (lanjutan)

Dana hasil penerbitan obligasi setelah dikurangi biaya biaya emisi, seluruhnya akan digunakan BNI untuk pembiayaan maupun pembiayaan kembali proyek-proyek dalam kategori Kegiatan Usaha Berwawasan Lingkungan (KUBL), yaitu proyek-proyek yang berkaitan dengan energi terbarukan, efisiensi energi, pengolahan sampah menjadi energi dan manajemen limbah, penggunaan sumber daya alam dan penggunaan tanah yang berkelanjutan, konservasi keanekaragaman hayati darat dan air, transportasi ramah lingkungan, pengelolaan air dan air limbah yang berkelanjutan, adaptasi perubahan iklim, gedung berwawasan lingkungan, dan pertanian berkelanjutan, dengan memperhatikan Peraturan OJK No. 60/POJK.04/2017 tentang Penerbitan dan Persyaratan Efek Bersifat Utang Berwawasan Lingkungan (Green Bond).

BNI telah memperoleh rating idAAA atas Green Bond I 2022 dari PT Pemeringkat Efek Indonesia (PEFINDO) dan Opini Pihak Kedua yang diberikan oleh Sustainalytics.

b. Berdasarkan mata uang

	2022	2021	
Rupiah			Rupiah
Obligasi-BNI, setelah dikurangi diskonto yang belum diamortisasi sebesar Rp161 pada tanggal 31 Desember 2021	-	2,986,530	Bonds-BNI, net of unamortized discount cost of Rp161 as of 31 December 2021
Green Bond, setelah dikurangi diskonto yang belum diamortisasi sebesar Rp2,802 pada tanggal 31 Desember 2022	4,896,875	-	Green Bond, net of unamortized discount cost of Rp2,802 as of 31 December 2022
	4,896,875	2,986,530	

c. Berdasarkan hubungan

	2022	2021	
Pihak berelasi			Related parties
Rupiah	1,785,104	1,012,145	Rupiah
Pihak ketiga			Third parties
Rupiah	3,111,771	1,974,385	Rupiah
	4,896,875	2,986,530	

Informasi mengenai efek-efek yang diterbitkan kepada pihak-pihak berelasi diungkapkan pada Catatan 46n.

Information related to securities issued to related parties are disclosed in Note 46n.

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30. EFEK-EFEK YANG DITERBITKAN (lanjutan)

d. Tingkat suku bunga per tahun

	Rupiah %
2022	6.35 - 6.85
2021	8.00

30. SECURITIES ISSUED (continued)

d. Annual interest rates

2022
2021

31. PINJAMAN YANG DITERIMA

a. Berdasarkan jenis dan mata uang

	2022	2021
Rupiah		
Pinjaman penerusan	957	2,916
Kredit likuiditas untuk kredit koperasi primer kepada anggotanya	914	925
Lain-lain	498,288	782,132
	500,159	785,973
Mata uang asing		
Pinjaman bilateral	28,916,463	28,314,782
Bankers acceptance	6,066,360	3,278,075
Pinjaman penerusan	55,169	53,726
Lain-lain	116,055	25,380
	35,154,047	31,671,963
	35,654,206	32,457,936

Pinjaman bilateral

BNI memiliki pinjaman bilateral sebagai salah satu strategi pendanaan Bank untuk menjaga komposisi pendanaan jangka pendek dan jangka panjang. Termasuk di dalam pinjaman bilateral adalah fasilitas pinjaman di bawah ini:

- a) Pinjaman bilateral luar negeri dengan China Development Bank sebesar USD700 juta dengan jangka waktu pinjaman selama 10 tahun serta tingkat suku bunga LIBOR 6 bulan ditambah margin tertentu dan akan jatuh tempo pada tanggal 16 September 2025. Pada tanggal 31 Desember 2022 dan 31 Desember 2021, saldo pinjaman setelah dikurangi dengan biaya penerbitan yang belum diamortisasi masing-masing sebesar USD279.528.131 (nilai penuh) atau ekuivalen Rp4.351.554 dan USD372.447.022 (nilai penuh) atau ekuivalen Rp5.308.301.

31. BORROWINGS

a. By type and currency

	Rupiah
Two step loans	
Liquidity loan for member of primary cooperatives	
Others	
Foreign currencies	
Bilateral loans	
Bankers acceptance	
Two step loans	
Others	

Bilateral loans

BNI has bilateral loan which is one of the Bank's strategy to maintain funding profile between short term and long term funding. Bilateral loans include the following borrowing facilities:

- a) Offshore bilateral loan with China Development Bank amounting to USD700 million with tenure of 10 years and with interest of 6 months LIBOR plus a certain margin and will mature on 16 September 2025. As of 31 December 2022 and 31 December 2021, outstanding loan less unamortized issuance costs amounted to USD279,528,131 (full amount) or equivalent to Rp4,351,554 and USD372,447,022 (full amount) or equivalent to Rp5,308,301, respectively.

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31. PINJAMAN YANG DITERIMA (lanjutan)

a. Berdasarkan jenis dan mata uang (lanjutan)

Pinjaman bilateral (lanjutan)

- b) Pinjaman bilateral luar negeri dengan China Development Bank sebesar USD189 juta dengan jangka waktu pinjaman selama 15 tahun serta tingkat suku bunga LIBOR 6 bulan ditambah margin tertentu dan akan jatuh tempo pada tanggal 15 September 2025. Pada tanggal 31 Desember 2022 dan 31 Desember 2021, saldo pinjaman setelah dikurangi dengan biaya penerbitan yang belum diamortisasi masing-masing sebesar USD113.481.875 (nilai penuh) atau ekuivalen Rp1.766.629 dan USD151.361.875 (nilai penuh) atau ekuivalen Rp2.157.285.

- c) Pada tanggal 25 November 2019, BNI memperoleh fasilitas Pinjaman bilateral luar negeri dengan CTBC Bank Co. Ltd., MUFG Bank Ltd., Standard Chartered Bank (Singapore) Ltd., Sumitomo Mitsui Banking Corporation Singapore Branch, dan United Overseas Bank Ltd. sebagai Mandated Lead Arrangers & Bookrunners senilai USD 750 juta yang terbagi dalam dua seri, yaitu Seri A dan Seri B. Seri A sebesar USD375 juta dengan jangka waktu 42 bulan serta tingkat suku bunga LIBOR 3 bulan ditambah margin tertentu per tahun dan akan jatuh tempo pada tanggal 25 Mei 2023. Sedangkan Seri B sebesar USD375 juta dengan jangka waktu 60 bulan serta tingkat suku bunga LIBOR 3 bulan ditambah margin tertentu per tahun dan akan jatuh tempo pada tanggal 25 November 2024. Standard Chartered Bank (Hong Kong) Ltd bertindak sebagai Agen untuk fasilitas pinjaman ini.

31. BORROWINGS (continued)

a. By type and currency (continued)

Bilateral loans (continued)

- b) Offshore bilateral loan with China Development Bank amounting to USD189 million with tenure of 15 years and with interest of 6 months LIBOR plus a certain margin and will mature on 15 September 2025. As of 31 December 2022 and 31 December 2021, outstanding loan less unamortized issuance costs amounted to USD113,481,875 (full amount) or equivalent to Rp1,766,629 and USD151,361,875 (full amount) or equivalent to Rp2,157,285.

- c) On 25 November 2019, BNI obtained offshore bilateral loan with CTBC Bank Co. Ltd., MUFG Bank Ltd., Standard Chartered Bank (Singapore) Ltd., Sumitomo Mitsui Banking Corporation Singapore Branch, and United Overseas Bank Ltd. as Mandated Lead Arrangers & Bookrunners amounting to USD750 million which was split into two tranches, A tranche and B tranche. A tranche amounting to USD375 million with tenure of 42 months with interest of 3 months LIBOR plus a certain margin per annum will mature on 25 May 2023 while B tranche amounting to USD375 million with tenure of 60 months with interest of 3 months LIBOR plus a certain margin per annum will mature on 25 November 2024. Standard Chartered Bank (Hong Kong) Ltd acted as the Agent.

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31. PINJAMAN YANG DITERIMA (lanjutan)

a. Berdasarkan jenis dan mata uang (lanjutan)

Pinjaman bilateral (lanjutan)

- c) Pada tanggal 25 Februari 2020, BNI memperoleh fasilitas tambahan fasilitas Pinjaman Bilateral senilai USD220 juta yang terbagi dalam dua seri, yaitu Seri A dan Seri B. Seri A mendapat tambahan sebesar USD135 juta dengan jangka waktu 39 bulan serta tingkat suku bunga LIBOR 3 bulan ditambah margin tertentu per tahun dan akan jatuh tempo pada tanggal 25 Mei 2023. Sedangkan Seri B sebesar USD85 juta dengan jangka waktu 57 bulan serta tingkat suku bunga LIBOR 3 bulan ditambah margin tertentu per tahun dan akan jatuh tempo pada tanggal 25 November 2024.

Pada tanggal 31 Desember 2022 dan 31 Desember 2021, saldo pinjaman setelah dikurangi dengan biaya penerbitan yang belum diamortisasi masing-masing sebesar USD964.479.213 (nilai penuh) atau ekuivalen Rp15.014.530 dan USD962.844.891 (nilai penuh) atau ekuivalen Rp13.722.946.

- d) BNI, melalui BNI cabang Singapura dan London memiliki pinjaman bilateral luar negeri dengan konsorsium bank yang terdiri dari Bank of China (Hong Kong) Limited, CTBC Bank Co., LTD, CITI Group Global Market Asia Limited, Oversea-Chinese Banking Corporation Limited, dan United Overseas Bank Limited sebesar USD500 juta dengan jangka waktu pinjaman selama 3 tahun dengan tingkat suku bunga SOFR ditambah margin tertentu per tahun dan akan jatuh tempo pada tanggal 28 September 2025. Pada tanggal 31 Desember 2022, saldo pinjaman fasilitas tersebut sebesar USD500.000.000 (nilai penuh) atau ekuivalen Rp7.783.750.

- e) BNI, melalui BNI cabang London memiliki pinjaman bilateral luar negeri dengan konsorsium bank yang terdiri dari Bank of Tokyo Mitsubishi UFJ Ltd, BNP Paribas, Hong Kong & Shanghai Banking Corporation Ltd, Oversea-Chinese Banking Corporation Ltd, United Overseas Bank Ltd, dan Westpack Banking Co sebesar USD500 juta dengan jangka waktu pinjaman selama 5 tahun dan tingkat suku bunga LIBOR 3 bulan ditambah margin tertentu per tahun dan telah jatuh tempo pada tanggal 30 Agustus 2022. Pada tanggal 31 Desember 2021, saldo pinjaman fasilitas tersebut sebesar USD500.000.000 (nilai penuh) atau ekuivalen Rp7.126.250.

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31. BORROWINGS (continued)

a. By type and currency (continued)

Bilateral loans (continued)

- c) On 25 February 2020, BNI obtained additional offshore bilateral loan with amounting to USD220 million split into two tranches, A tranche and B tranche. A tranche obtained additional amounting to USD135 million with tenure of 39 months with interest of 3 months LIBOR plus a certain margin per annum and will mature on 25 May 2023. While B tranche obtained additional amounting to USD85 million with tenure of 57 months with interest of 3 months LIBOR plus a certain margin per annum and will mature on 25 November 2024.

As of 31 December 2022 and 31 December 2021, outstanding loan less unamortized issuance costs amounted to USD964,479,213 (full amount) or equivalent to Rp15,014,530 (full amount) and USD962,844,891 (full amount) or equivalent to Rp13,722,946, respectively.

- d) BNI, through Singapore and London branches, has offshore bilateral loan with consortium of banks consisting of Bank of Bank of China (Hong Kong) Limited, CTBC Bank Co., LTD, CITI Group Global Market Asia Limited, Oversea-Chinese Banking Corporation Limited, dan United Overseas Bank Limited amounting to USD500 million with tenure of 3 years and with interest of SOFR plus a certain margin per annum and will mature on 28 September 2025. As of 31 December 2022, the outstanding loan balance under this facility amounted to USD500,000,000 (full amount) or equivalent to Rp7,783,750.

- e) BNI, through its London branch, has offshore bilateral loan with consortium of banks consisting of Bank of Tokyo Mitsubishi UFJ Ltd, BNP Paribas, Hong Kong & Shanghai Banking Corporation Ltd, Oversea-Chinese Banking Corporation Ltd, United Overseas Bank Ltd, and Westpack Banking Co amounting to USD500 million with tenure of 5 years and with interest of 3 months LIBOR plus a certain margin per annum and had been matured on 30 August 2022. As of 31 December 2021, the outstanding loan balance under this facility amounted to USD500,000,000 (full amount) or equivalent to Rp7,126,250.

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31. PINJAMAN YANG DITERIMA (lanjutan)

a. Berdasarkan jenis dan mata uang (lanjutan)

Pinjaman bilateral (lanjutan)

Persyaratan-persyaratan penting (*financial covenants*) dalam perjanjian pinjaman Bank antara lain:

- Rasio *Non-Performing Loan* (NPL) maksimum 5%.
- Nilai *Capital Adequacy Ratio* (CAR) minimum 9% atau sesuai dengan ketentuan regulasi yang berlaku.
- Nilai Rasio Modal Inti (*Tier 1 Ratio*) minimum 6%.
- Nilai Rasio Modal Inti Utama (*Core Tier 1 Ratio*) minimum 5%.
- Rasio *Return on Average Assets* minimum 0,6%, dengan ketentuan bahwa jika nilai *Capital Adequacy Ratio* (CAR) sama dengan atau lebih besar dari 12,5%.

Pada tahun-tahun yang berakhir pada 31 Desember 2022 dan 2021, Bank telah memenuhi persyaratan penting yang dipersyaratkan dalam perjanjian ini.

Pinjaman penerusan

Pinjaman penerusan pada tanggal 31 Desember 2022 dan 2021 mencakup pinjaman penerusan dari *Kreditanstalt fur Wiederaufbau* untuk pembiayaan *Industrial Efficiency and Pollution Control Phase I* dan II yang diterima pada tahun 2001 dan 2004.

Berdasarkan Perjanjian Penerusan Pinjaman antara BNI dan Departemen Keuangan No. SLA-1145/DP3/2001 tertanggal 30 Maret 2001 dan SLA-1174/DP3/2004 tertanggal 25 Agustus 2004, Pemerintah telah menyetujui BNI sebagai bank pelaksana dengan jumlah fasilitas masing-masing tidak melebihi DM11.700.000 dan EUR9 juta. Tanggal terakhir penarikan pinjaman adalah masing-masing pada tanggal 30 Juni 2001 dan 30 Desember 2007. Jangka waktu pinjaman penerusan ini adalah masing-masing selama 12 tahun termasuk masa tenggang 2 tahun dan 40 tahun termasuk masa tenggang 10 tahun.

Pada tanggal 31 Desember 2022, saldo pinjaman penerusan untuk *Phase I* dan II adalah masing-masing sebesar Rp957 dan EUR3.327.080 (nilai penuh) atau ekuivalen Rp55.169.

Pada tanggal 31 Desember 2021, saldo pinjaman penerusan untuk *Phase I* dan II adalah sebesar Rp2.916 dan EUR3.334.443 (nilai penuh) atau ekuivalen Rp53.726.

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31. BORROWINGS (continued)

a. By type and currency (continued)

Bilateral loans (continued)

The significant requirements (*financial covenants*) in the Bank's loan agreement include the following:

- *Non-Performing Loan* (NPL) ratio maximum of 5%.
- *Capital Adequacy Ratio* (CAR) minimum 9% or according to the applicable regulation.
- *Tier 1 Ratio* minimum of 6%.

- *Core Tier 1 Ratio* minimum of 5%.

- *Return on Average Assets* ratio minimum of 0.6%, provided that *Capital Adequacy Ratio* (CAR) is equal to or greater than 12.5%.

During the years ended 31 December 2022 and 2021, the Bank has fulfilled the terms required set forth in the agreements.

Two step loans

Two step loans as of 31 December 2022 and 2021 are step loans from *Kreditanstalt fur Wiederaufbau* to finance *Industrial Efficiency and Pollution Control Phase I and II* that was received in 2001 and 2004.

Based on the two step loans agreements between BNI and the Ministry of Finance No. SLA-1145/DP3/2001 dated 30 March 2001 and SLA-1174/DP3/2004 dated 25 August 2004, the Government appointed BNI as an executing bank with total facilities for each not exceeding DM11,700,000 and EUR 9 million. Latest withdrawal date were on 30 June 2001 and 30 December 2007, respectively. The terms of the two step loans are 12 years including 2 years grace period and 40 years including 10 years grace period, respectively.

As of 31 December 2022, two step loans for *Phase I* and *II* amounted to Rp957 and EUR3,327,080 (full amount) or equivalent Rp55,169, respectively.

As of 31 December 2021, two step loans for *Phase I* and *II* amounted to Rp2,916 and EUR3,334,443 (full amount) or equivalent Rp53,726.

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31. PINJAMAN YANG DITERIMA (lanjutan)

a. Berdasarkan jenis dan mata uang (lanjutan)

**Kredit likuiditas untuk kredit koperasi
primer kepada anggotanya**

Merupakan fasilitas kredit yang diperoleh dari Bank Indonesia terutama ditujukan untuk debitur BNI sehubungan dengan program kredit Pemerintah untuk pinjaman investasi usaha kecil, pinjaman modal kerja dan pinjaman pengusaha kecil. Sesuai dengan Peraturan Pemerintah, manajemen program kredit likuiditas telah dialihkan ke PT Permodalan Nasional Madani, Badan Usaha Milik Negara, yang akan jatuh tempo dalam beberapa tanggal, berdasarkan penyelesaian dari program-program tersebut.

Tingkat bunga atas fasilitas ini berkisar antara 3,00% sampai dengan 7,00% per tahun.

Bankers acceptance

Bankers acceptance merupakan pinjaman antar bank yang diperoleh BNI dari bank-bank luar negeri yang ditujukan untuk meningkatkan likuiditas dengan jangka waktu pinjaman 6 sampai dengan 12 bulan.

	2022	2021
Emirates, NBD PJSC	1,556,750	-
DZ Bank Singapura	1,089,725	142,525
CoBank, Singapura	778,375	712,625
CoBank, New York	778,375	-
Bank of Tokyo Mitsubishi Singapura	695,573	-
HSBC Bank Singapura	467,025	-
Mitsubishi UFJ Trust and Banking Corporation, Singapura	467,025	712,625
Citibank N.A. Singapura	233,512	-
Wells Fargo Bank N.A.	-	855,150
CTBC Bank Co Ltd Singapura	-	427,575
KDB Bank	-	427,575
	6,066,360	3,278,075

Lain-lain

PT BNI Multifinance (BNIMF):

PT Bank Mandiri (Persero) Tbk

Pada tanggal 28 Agustus 2018, BNIMF memperoleh fasilitas pinjaman kredit modal kerja dengan PT Bank Mandiri (Persero) Tbk dengan maksimum fasilitas sebesar Rp250.000 dengan jangka waktu pinjaman 60 bulan dan akan jatuh tempo pada tanggal 28 Agustus 2023.

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31. BORROWINGS (continued)

a. By type and currency (continued)

**Liquidity loan for members of primary
cooperatives**

This is a credit facility provided by Bank Indonesia specifically for BNI's debtors in relation to the Government's loan program for small investment loans, working capital loans and small business loans. In accordance with the Government Regulation, the management of this liquidity loan program was transferred to PT Permodalan Nasional Madani, a state-owned enterprise. The loan will mature on various dates based on the completion of such programs.

Interest rates on the facility range from 3.00% to 7.00% per annum.

Bankers acceptance

Bankers acceptance represents interbank borrowings for liquidity purposes obtained by BNI from various foreign banks with borrowing period of 6 until 12 months.

	2022	2021
Emirates, NBD PJSC	-	-
DZ Bank Singapore	142,525	142,525
CoBank, Singapore	712,625	712,625
CoBank, New York	-	-
Bank of Tokyo Mitsubishi Singapore	-	-
HSBC Bank Singapore	-	-
Mitsubishi UFJ Trust and Banking Corporation, Singapore	712,625	712,625
Citibank N.A. Singapore	-	-
Wells Fargo Bank N.A.	855,150	855,150
CTBC Bank Co Ltd Singapore	427,575	427,575
KDB Bank	427,575	427,575
	3,278,075	3,278,075

Others

PT BNI Multifinance (BNIMF):

PT Bank Mandiri (Persero) Tbk

On 28 August 2018, BNIMF obtain working capital loan facility from PT Bank Mandiri (Persero) Tbk with maximum facility amounting to Rp250,000 and tenure of 60 months and will mature on 28 August 2023.

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31. PINJAMAN YANG DITERIMA (lanjutan)

a. Berdasarkan jenis dan mata uang (lanjutan)

Lain-lain (lanjutan)

PT BNI Multifinance (BNIMF): (lanjutan)

PT Bank Mandiri (Persero) Tbk (lanjutan)

Pada tanggal 16 September 2019, berdasarkan Perjanjian Kredit No. 18, PT Bank Mandiri (Persero) setuju untuk memberikan tambahan fasilitas pinjaman modal kerja dengan jumlah maksimum dana yang disediakan adalah sebesar Rp250.000 yang digunakan sebagai tambahan modal kerja pembiayaan konsumen yang berlaku sampai 16 September 2023.

Pada tanggal 16 Maret 2020, BNIMF memperoleh tambahan fasilitas pinjaman kredit modal kerja dengan PT Bank Mandiri (Persero) Tbk dengan total fasilitas sebesar Rp250.000 dengan jangka waktu pinjaman 48 bulan sejak tanggal penarikan setiap fasilitas.

BNIMF telah menggunakan fasilitas ini sebesar Rp 234.800 pada tanggal 26 Maret 2020, 8 April 2020, 29 April 2020, 6 Mei 2020, 5 Juni 2020, 26 Juni 2020, 27 Juli 2020, 15 Agustus 2020, 8 September 2020, dan 14 September 2020 masing-masing sebesar Rp20.000, Rp15.000, Rp 35.000, Rp30.000, Rp20.800, Rp 8.500, Rp11.000, Rp 15.000, Rp 52.000, dan Rp 27.500.

Fasilitas ini memiliki jatuh tempo maksimal 48 bulan sejak tanggal penarikan masing-masing, yaitu pada tanggal 26 Maret 2024, 8 April 2024, 28 April 2024, 6 Mei 2024, 5 Juni 2024, 26 Juni 2024, 27 Juli 2024, 15 Agustus 2023, 8 September 2024, dan 14 September 2024.

Tingkat suku bunga pinjaman adalah 8,00% masing-masing untuk pencairan selama tahun 2022 dan 2021.

Selama tahun 2022, perusahaan telah melakukan pembayaran atas pokok fasilitas pinjaman sebesar Rp176.493 dan bunga pinjaman sebesar Rp24.197.

Pada tanggal 31 Desember 2022 dan 31 Desember 2021, saldo pinjaman fasilitas tersebut masing-masing sebesar Rp179.048 dan Rp 348.761.

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31. BORROWINGS (continued)

a. By type and currency (continued)

Others (continued)

PT BNI Multifinance (BNIMF): (continued)

PT Bank Mandiri (Persero) Tbk (continued)

On 16 September 2019, based on the Credit Agreement No. 18, PT Bank Mandiri (Persero) agreed to provide additional working capital loan facility with a maximum available fund amounting to Rp250,000, which was used as an additional working capital for consumer financing that will mature on 16 September 2023.

On 16 March 2020, BNIMF obtained additional working capital facility loan from PT Bank Mandiri (Persero) Tbk with total facility amounting to Rp250,000 and tenure of 48 months from the date of withdrawal of each credit facility.

BNIMF has utilised this facility amounted at Rp234,800 on 26 March 2020, 8 April 2020, 29 April 2020, 6 May 2020, 5 June 2020, 26 June 2020, 27 July 2020, 15 August 2020, 8 September 2020, and 14 September 2020, which each of the drawdown amounted to Rp20,000, Rp15,000, Rp35,000, Rp30,000, Rp20,800, Rp8,500, Rp11,000, Rp15,000, Rp52,000, and Rp27,500.

This facility will mature maximum 48 months after the drawdown date, respectively on 26 March 2024, 8 April 2024, 28 April 2024, 6 May 2024, 5 June 2024, 26 June 2024, 27 July 2024, 15 August 2023, 8 September 2024, and 14 September 2024.

Interest rate of the borrowing was 8.00% for withdrawal during 2022 and 2021, respectively.

During 2022, the company has paid the principal of the facility amounting Rp176,493 and interest amounting Rp24,197.

As of 31 December 2022 and 31 December 2021, the outstanding loan balance under this facility amounted to Rp179,048 and Rp348,761, respectively.

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31. PINJAMAN YANG DITERIMA (lanjutan)

a. Berdasarkan jenis dan mata uang (lanjutan)

Lain-lain (lanjutan)

PT BNI Multifinance (BNIMF): (lanjutan)

PT Bank Victoria International Tbk

Pada tanggal 20 September 2017, berdasarkan Perjanjian Kredit No. 15, PT Bank Victoria International Tbk setuju untuk memberikan fasilitas kredit *fixed loan line limit non revolving* dengan jumlah maksimum dana yang disediakan adalah sebesar Rp200.000 yang digunakan sebagai tambahan modal kerja yang berlaku sampai 28 April 2020. Pada tanggal 31 Desember 2019, seluruh fasilitas pinjaman bank ini telah digunakan seluruhnya. Fasilitas ini telah diperpanjang sampai dengan 28 September 2021. Fasilitas ini telah dilunasi pada saat jatuh tempo dan tidak diperpanjang.

Pada tanggal 25 Juli 2019, berdasarkan Perjanjian Kredit No. 20, PT Bank Victoria International Tbk setuju untuk memberikan tambahan fasilitas pinjaman modal kerja dengan jumlah maksimum dana yang disediakan adalah sebesar Rp200.000 yang digunakan sebagai tambahan modal kerja pembiayaan konsumen dan sewa pembiayaan yang berlaku sampai 25 Juli 2023.

Pada tanggal 17 Maret 2021, BNIMF memperoleh tambahan fasilitas pinjaman kredit modal kerja dengan PT Bank Victoria International Tbk dengan total fasilitas sebesar Rp205.000 dengan jangka waktu pinjaman 36 bulan sejak tanggal penarikan fasilitas.

Tingkat suku bunga pinjaman berkisar antara 8,00%-9,00% dan 8,00%-9,50% masing-masing untuk pencairan selama tahun 2022 dan 2021.

Selama tahun 2022, perusahaan telah melakukan pembayaran atas pokok fasilitas pinjaman sebesar Rp132.916 dan bunga pinjaman sebesar Rp12.016.

Pada tanggal 31 Desember 2022 dan 2021, saldo pinjaman fasilitas tersebut masing-masing sebesar Rp166.250 dan Rp132.442.

PT Bank CIMB Niaga Tbk

Pada tanggal 8 Oktober 2019, berdasarkan Perjanjian Kredit No. 174/CB/JKT/2019, PT Bank CIMB Niaga Tbk setuju untuk memberikan fasilitas pinjaman modal kerja dengan jumlah maksimum dana yang disediakan adalah sebesar Rp200.000 yang digunakan sebagai tambahan modal kerja yang berlaku sampai 8 April 2023.

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31. BORROWINGS (continued)

a. By type and currency (continued)

Others (continued)

PT BNI Multifinance (BNIMF): (continued)

PT Bank Victoria International Tbk

On 20 September 2017, based on the Credit Agreement No. 15, PT Bank Victoria International Tbk agreed to provide a fixed loan line limit non revolving loan facility with a maximum available fund amounting to Rp200,000, which was used as an additional working capital that will mature on 28 April 2020. As of 31 December 2019, the bank loan facility had been fully used. This facility been extended until 28 September 2021. This facility had been repaid at maturity date and was not renewed.

On 25 July 2019, based on the Credit Agreement No. 20, PT Bank Victoria International Tbk agreed to provide additional working capital loan facility with a maximum available fund amounting to Rp200,000, which was used as an additional working capital for consumer financing and finance lease that will mature on 25 July 2023.

On 17 March 2021, BNIMF obtained additional working capital facility loan from PT Bank Victoria International Tbk with total facility amounting to Rp205,000 and tenure of 36 months from the date of withdrawal of each credit facility.

Interest rate of the borrowing ranged from 8.00%-9.00% and 8.00%-9.50% for withdrawal during 2022 and 2021, respectively.

During 2022, the company has paid the principal of the facility amounting Rp132,916 and interest amounting Rp12,016.

As of 31 December 2022 and 2021, the outstanding loan balance under this facility amounted to Rp166,250 and Rp132,442, respectively.

PT Bank CIMB Niaga Tbk

On 8 October 2019, based on the Credit Agreement No. 174/CB/JKT/2019, PT Bank CIMB Niaga Tbk agreed to provide a working capital loan facility with a maximum available fund amounting to Rp200,000, which was used as an additional working capital that will mature on 8 April 2023.

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31. PINJAMAN YANG DITERIMA (lanjutan)

a. Berdasarkan jenis dan mata uang (lanjutan)

Lain-lain (lanjutan)

PT BNI Multifinance (BNIMF): (lanjutan)

PT Bank CIMB Niaga Tbk (lanjutan)

Tingkat suku bunga pinjaman berkisar antara 9,00%-9,25% selama tahun 2022 dan 2021.

Selama tahun 2022, perusahaan telah melakukan pembayaran atas pokok fasilitas pinjaman sebesar Rp54.726 dan bunga pinjaman sebesar Rp3.061.

Pada tanggal 31 Desember 2022 dan 2021 saldo pinjaman fasilitas tersebut sebesar Rp4.353 dan Rp58.743.

**PT Bank Pembangunan Daerah Provinsi
Daerah Istimewa Yogyakarta**

Pada tanggal 4 April 2019, berdasarkan Perjanjian Kredit No. 08, PT Bank Pembangunan Daerah Provinsi Daerah Istimewa Yogyakarta setuju untuk memberikan tambahan fasilitas pinjaman modal kerja dengan jumlah maksimum dana yang disediakan adalah sebesar Rp100.000 yang digunakan sebagai tambahan modal kerja pembiayaan konsumen yang telah jatuh tempo pada 4 Oktober 2022. Fasilitas ini telah dilunasi pada saat jatuh tempo dan tidak diperpanjang.

Pada tanggal 10 Maret 2020, BNIMF memperoleh tambahan fasilitas pinjaman kredit modal kerja dengan fasilitas sebesar Rp150.000 yang berlaku sampai 13 November 2023.

Tingkat suku bunga pinjaman adalah 9,00% masing-masing untuk pencairan selama tahun 2022 dan 2021.

Selama tahun 2022, perusahaan telah melakukan pembayaran atas pokok fasilitas pinjaman sebesar Rp39.404 dan bunga pinjaman sebesar Rp3.845.

Pada tanggal 31 Desember 2022 dan 2021, saldo pinjaman fasilitas tersebut masing-masing sebesar Rp34.602 dan Rp55.868.

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31. BORROWINGS (continued)

a. By type and currency (continued)

Others (continued)

PT BNI Multifinance (BNIMF): (continued)

PT Bank CIMB Niaga Tbk (continued)

Interest rate of the borrowing ranged from 9.00%-9.25% during 2022 and 2021.

During 2022, the company has paid the principal of the facility amounting Rp54,726 and interest amounting Rp3,061.

As of 31 December 2022 and 2021, the outstanding loan balance under this facility amounted to Rp4,353 and Rp58,743, respectively.

**PT Bank Pembangunan Daerah Provinsi
Daerah Istimewa Yogyakarta**

On 4 April 2019, based on the Credit Agreement No. 08, PT Bank Pembangunan Daerah Provinsi Daerah Istimewa Yogyakarta agreed to provide additional working capital loan facility with a maximum available fund amounting to Rp100,000, which was used as an additional working capital for consumer financing that had been matured on 4 October 2022. This facility had been repaid at maturity date and was not renewed.

On 10 March 2020, BNIMF obtained additional working capital facility loan with facility amounting to Rp150,000 that will mature on 13 November 2023.

Interest rate of the borrowing was 9.00% for withdrawal during 2022 and 2021, respectively.

During 2022, the company has paid the principal of the facility amounting Rp39,404 and interest amounting Rp3,845.

As of 31 December 2022 and 2021, the outstanding loan balance under this facility amounted to Rp34,602 and Rp55,868, respectively.

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a. Berdasarkan jenis dan mata uang (lanjutan)

Lain-lain (lanjutan)

PT BNI Multifinance (BNIMF): (lanjutan)

PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk (BJB)

Pada tanggal 20 November 2019, BNIMF memperoleh fasilitas pinjaman kredit modal kerja dengan PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk dengan maksimum fasilitas sebesar Rp100.000 dan akan jatuh tempo pada tanggal 2 Maret 2023.

Tingkat suku bunga pinjaman adalah 9,50% selama tahun 2022 dan 2021.

Selama tahun 2022, perusahaan telah melakukan pembayaran atas pokok fasilitas pinjaman sebesar Rp32.638 dan bunga pinjaman sebesar Rp2.004.

Pada tanggal 31 Desember 2022 dan 2021, saldo pinjaman fasilitas tersebut sebesar Rp3.472 dan Rp36.082.

PT Bank JTrust Indonesia Tbk

Pada tanggal 19 Desember 2020, BNIMF memperoleh fasilitas pinjaman kredit modal kerja dengan PT Bank JTrust Indonesia dengan maksimum fasilitas sebesar Rp50.000 dengan jangka waktu pinjaman 12 bulan dan telah jatuh tempo pada tanggal 19 Desember 2021. Fasilitas ini telah dilunasi pada saat jatuh tempo dan tidak diperpanjang.

Pada tanggal 19 Desember 2020, BNIMF memperoleh fasilitas pinjaman kredit modal kerja dengan PT Bank JTrust Indonesia dengan maksimum fasilitas sebesar Rp50.000 dengan jangka waktu pinjaman 48 bulan dan akan jatuh tempo pada tanggal 19 Desember 2023.

Tingkat suku bunga pinjaman adalah 8,50% dan 9,25% masing-masing untuk pencairan selama tahun 2022 dan 2021.

Selama tahun 2022, perusahaan telah melakukan pembayaran atas pokok fasilitas pinjaman sebesar Rp14.175 dan bunga pinjaman sebesar Rp2.728.

Pada tanggal 31 Desember 2022 dan 2021, saldo pinjaman fasilitas tersebut sebesar Rp23.124 dan Rp31.923.

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31. BORROWINGS (continued)

a. By type and currency (continued)

Others (continued)

PT BNI Multifinance (BNIMF): (continued)

PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk (BJB)

On 20 November 2019, BNIMF obtained working capital facility loan from PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk with maximum facility amounting to Rp100,000 and will mature on 2 March 2023.

Interest rate of the borrowing is 9.50% during 2022 and 2021.

During 2022, the company has paid the principal of the facility amounting Rp32,638 and interest amounting Rp2,004.

As of 31 December 2022 and 2021, the outstanding loan balance under this facility amounted to Rp3,472 and Rp36,082, respectively.

PT Bank JTrust Indonesia Tbk

On 19 December 2020, BNIMF obtained working capital loan facility with PT Bank JTrust Indonesia with maximum facility amounting to Rp50,000 and tenure of 12 months and had been matured on 19 December 2021. This facility had been repaid at maturity date and was not renewed.

On 19 December 2020, BNIMF obtained working capital loan facility with PT Bank JTrust Indonesia with maximum facility amounting to Rp50,000 and tenure of 48 months and will mature on 19 December 2023.

Interest rate of the borrowing is 8.50% and 9.25% withdrawal during 2022 and 2021, respectively.

During 2022, the company has paid the principal of the facility amounting Rp14,175 and interest amounting Rp2,728.

As of 31 December 2022 and 2021, the outstanding loan balance under this facility amounted to Rp23,124 and Rp31,923, respectively.

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31. PINJAMAN YANG DITERIMA (lanjutan)

a. Berdasarkan jenis dan mata uang (lanjutan)

Lain-lain (lanjutan)

PT BNI Multifinance (BNIMF): (lanjutan)

PT Bank DKI

Pada tanggal 21 Agustus 2019, berdasarkan Perjanjian Kredit No. 18, PT Bank DKI setuju untuk memberikan tambahan fasilitas pinjaman modal kerja dengan jumlah maksimum dana yang disediakan adalah sebesar Rp75.000 yang digunakan sebagai tambahan modal kerja pembiayaan konsumen dan sewa pembiayaan yang sudah jatuh tempo pada 21 Februari 2022.

Pada tanggal 16 Juni 2022, berdasarkan Perjanjian kredit No 48, PT Bank DKI setuju untuk memberikan tambahan fasilitas tambahan fasilitas pinjaman modal kerja dengan jumlah maksimum dana yang disediakan Rp50.000 yang digunakan sebagai tambahan modal kerja pembiayaan konsumen dan sewa pembiayaan yang berlaku sampai 22 September 2025.

Tingkat suku bunga pinjaman adalah 8,00% untuk pencairan selama tahun 2022. Tidak terdapat pencairan baru selama tahun 2021.

Selama tahun 2022, perusahaan telah melakukan pembayaran atas pokok fasilitas pinjaman sebesar Rp5.935 dan bunga pinjaman sebesar Rp412.

Pada tanggal 31 Desember 2022 dan 2021, saldo pinjaman fasilitas tersebut masing-masing sebesar Rp13.756 dan Rp4.547.

PT Bank CTBC Indonesia

Pada tanggal 10 Desember 2020, BNIMF memperoleh fasilitas pinjaman kredit modal kerja dari PT Bank CTBC Indonesia dengan maksimum fasilitas sebesar Rp50.000 dengan jangka waktu pinjaman 12 bulan dan akan jatuh tempo pada tanggal 20 Desember 2023.

Tidak terdapat pencairan baru selama tahun 2022. Tingkat suku bunga pinjaman adalah 9,00% untuk pencairan selama tahun 2021.

Pada tanggal 31 Desember 2022 dan 2021, saldo pinjaman fasilitas tersebut sebesar Rp Nihil dan Rp10.000.

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31. BORROWINGS (continued)

a. By type and currency (continued)

Others (continued)

PT BNI Multifinance (BNIMF): (continued)

PT Bank DKI

On 21 August 2019, based on the Credit Agreement No. 18, PT Bank DKI agreed to provide additional working capital loan facility with a maximum available fund amounting to Rp75,000, which was used as an additional working capital for consumer financing and finance lease that already matured on 21 February 2022.

On 16 June 2022, based on the Credit Agreement No. 48, PT Bank DKI agreed to provide additional working capital loan facility with a maximum available fund amounting to Rp50,000, which was used as an additional working capital for consumer financing and finance lease that will mature on 22 September 2025.

Interest rate of the borrowing is 8.00% withdrawal during 2022. There was no new withdrawal in 2021.

During 2022, the company has paid the principal of the facility amounting Rp5,935 and interest amounting Rp412.

As of 31 December 2022 and 2021, the outstanding loan balance under this facility amounted to Rp13,756 and Rp4,547, respectively.

PT Bank CTBC Indonesia

On 10 December 2020, BNIMF obtained working capital loan facility from PT Bank CTBC Indonesia with maximum facility amounting to Rp50,000 and tenure of 12 months and will mature on 20 December 2023.

There was no new withdrawal in 2022. Interest rate of the borrowing is 9.00% withdrawal during the year 2021.

As of 31 December 2022 and 2021, the outstanding loan balance under this facility amounted to Rp Nil and Rp10,000, respectively.

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31. PINJAMAN YANG DITERIMA (lanjutan)

a. Berdasarkan jenis dan mata uang (lanjutan)

Lain-lain (lanjutan)

PT BNI Multifinance (BNIMF): (lanjutan)

PT Bank Mega Tbk

Pada tanggal 30 Maret 2021, BNIMF memperoleh fasilitas pinjaman kredit modal kerja dengan PT Bank Mega dengan maksimum fasilitas sebesar Rp120,000 dengan jangka waktu pinjaman 60 bulan dan akan jatuh tempo pada tanggal 30 Maret 2026.

Tingkat suku bunga pinjaman adalah 8,75% masing-masing untuk pencairan selama tahun 2022 dan 2021.

Selama tahun 2022, perusahaan telah melakukan pembayaran atas pokok fasilitas pinjaman sebesar Rp40.833 dan bunga pinjaman sebesar Rp8.236.

Pada tanggal 31 Desember 2022 dan 2021, saldo pinjaman fasilitas tersebut sebesar Rp71.458 dan Rp101.182.

PT BNI Sekuritas (BNI Sekuritas)

PT Bank DKI

Perusahaan memperoleh Fasilitas *Money Market Line - Uncommitted Line Revolving* dengan perpanjangan terakhir akta No 3 tanggal 5 Juli 2021 dengan limit fasilitas Rp50.000 dengan jangka waktu pinjaman maksimal 12 bulan atau sampai dengan tanggal 5 Juli 2022 Tidak ada jaminan untuk fasilitas pinjaman ini. Fasilitas ini telah dilunasi pada saat jatuh tempo dan tidak diperpanjang.

Tingkat suku bunga pinjaman adalah 3,9% untuk pencairan tanggal 31 Desember 2022. Periode Pinjaman adalah 20 Juni 2022 sampai dengan 1 Juli 2022 (11 hari).

Pada tanggal 31 Desember 2022 dan 31 Desember 2021, saldo pinjaman fasilitas tersebut masing-masing sebesar Rp Nihil.

Selama periode pinjaman, BNI Sekuritas memiliki kewajiban untuk memenuhi ketentuan dalam perjanjian pinjaman diantaranya:

- Memelihara rasio keuangan rasio *Debt to Equity* sebesar 3 kali dan *Current Ratio* sebesar 1,1 kali.
- Tidak melakukan perubahan pemegang saham yang menyebabkan penurunan kepemilikan PT Bank Negara Indonesia (Persero) Tbk (baik secara langsung maupun tidak langsung) menjadi dibawah 75%.

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31. BORROWINGS (continued)

a. By type and currency (continued)

Others (continued)

PT BNI Multifinance (BNIMF): (continued)

PT Bank Mega Tbk

On 30 March 2021, BNIMF obtained working capital facility loan from PT Bank Mega with maximum facility amounting to Rp120,000 and tenure of 60 months and will mature on 30 March 2026.

Interest rate of the borrowing was 8.75% for withdrawal during 2022 and 2021, respectively.

During 2022, the company has paid the principal of the facility amounting Rp40,833 and interest amounting Rp8,236.

As of of 31 December 2022 and 2021, the outstanding loan balance under this facility amounted to Rp71,458 and Rp101,182 respectively.

PT BNI Sekuritas (BNI Sekuritas)

PT Bank DKI

The Company obtained Money Market Line Facility - Uncommitted Revolving Line with the latest extension deed No. 3 dated 5 July 2021 facility limit amounting to Rp50,000. The maximum period of facility is 12 months or until 5 July 2022. The loan is unsecured. This facility had been repaid at maturity date and was not renewed.

Interest rate of the borrowing is 3.9% for withdrawal as of 31 December 2022. Borrowing period is between 20 June 2022 to 1 July 2022 (11 days).

As of 31 December 2022 and 2021, the outstanding loan balance under this facility amounted to Rp Nil respectively.

During the loan period, BNI Sekuritas has to comply with the terms of the loan agreement which include the following:

- Maintain a Debt to Equity ratio amounting 3 times and a Current Ratio amounting 1.1 times.
- Not making changes in shareholders which led to a decrease in the ownership of PT Bank Negara Indonesia (Persero) Tbk (either directly or indirectly) to below 75%.

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31. PINJAMAN YANG DITERIMA (lanjutan)

b. Berdasarkan hubungan

	2022	2021	
Pihak berelasi			Related parties
Rupiah	179,952	352,290	Rupiah
Mata uang asing	52,680	54,742	Foreign currencies
Total pihak berelasi	232,632	407,032	Total related parties
Pihak ketiga			Third parties
Rupiah	320,207	433,683	Rupiah
Mata uang asing	35,101,367	31,617,221	Foreign currencies
Total pihak ketiga	35,421,574	32,050,904	Total third parties
	35,654,206	32,457,936	

c. Tingkat suku bunga per tahun

	Rupiah %	Dolar Amerika Serikat//United States Dollar %	
2022	8.00 - 9.75	0.09 - 5.49	2022
2021	8.75 - 11.50	0.05 - 3.50	2021

32. EFEK-EFEK SUBORDINASI

a. Berdasarkan jenis

	2022		2021	
	Saldo/ Balance	Peringkat/ Rating *)	Saldo/ Balance	Peringkat/ Rating *)
MTN Subordinasi, setelah dikurangi biaya penerbitan yang belum diamortisasi sebesar Rp6 pada tanggal 31 Desember 2022 dan Rp15 pada tanggal 31 Desember 2021	99,994	idAA*)	99,985	idAA*)
BNI Tier 2 Subordinated Notes setelah dikurangi biaya penerbitan yang belum diamortisasi sebesar Rp3.405 pada tanggal 31 Desember 2022 dan Rp4.155 pada tanggal 31 Desember 2021	7,780,345	Ba2**) BB***)	7,122,095	Ba2**) BB***)
BNI Additional Tier 1 Capital Securities setelah dikurangi biaya penerbitan yang belum diamortisasi sebesar Rp7.689 pada tanggal 31 Desember 2022 dan Rp8.899 pada tanggal 31 Desember 2021	9,332,811	Ba3****)	8,542,602	Ba3****)
	17,213,150		15,764,682	

*) Pefindo
) Moody's Ba2
) Fitch BB
) Moody's Ba3

MTN Subordinasi I BNI tahun 2018

Pada tanggal 8 Juni 2018, BNI telah mendapatkan pernyataan efektif dari OJK melalui surat nomor S-73/PB.31/2018 untuk menerbitkan *Medium Term Notes* Subordinasi I BNI Tahun 2018 ("MTN Subordinasi"). Nilai MTN Subordinasi yang diterbitkan sebesar Rp100.000, jangka waktu 5 tahun, dengan kupon sebesar 8% per tahun yang akan dibayarkan secara triwulanan. MTN Subordinasi BNI diterbitkan dengan penawaran terbatas. Pembayaran kupon pertama kepada para pemegang MTN Subordinasi telah dilakukan pada tanggal 10 November 2018.

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31. BORROWINGS (continued)

b. By relationship

	2022	2021	
Pihak berelasi			Related parties
Rupiah	179,952	352,290	Rupiah
Mata uang asing	52,680	54,742	Foreign currencies
Total pihak berelasi	232,632	407,032	Total related parties
Pihak ketiga			Third parties
Rupiah	320,207	433,683	Rupiah
Mata uang asing	35,101,367	31,617,221	Foreign currencies
Total pihak ketiga	35,421,574	32,050,904	Total third parties
	35,654,206	32,457,936	

c. Annual interest rates

	Rupiah %	Dolar Amerika Serikat//United States Dollar %	
2022	8.00 - 9.75	0.09 - 5.49	2022
2021	8.75 - 11.50	0.05 - 3.50	2021

32. SUBORDINATED SECURITIES

a. By type

	2022		2021	
	Saldo/ Balance	Peringkat/ Rating *)	Saldo/ Balance	Peringkat/ Rating *)
MTN Subordinasi, setelah dikurangi biaya penerbitan yang belum diamortisasi sebesar Rp6 pada tanggal 31 Desember 2022 dan Rp15 pada tanggal 31 Desember 2021	99,994	idAA*)	99,985	idAA*)
BNI Tier 2 Subordinated Notes setelah dikurangi biaya penerbitan yang belum diamortisasi sebesar Rp3.405 pada tanggal 31 Desember 2022 dan Rp4.155 pada tanggal 31 Desember 2021	7,780,345	Ba2**) BB***)	7,122,095	Ba2**) BB***)
BNI Additional Tier 1 Capital Securities setelah dikurangi biaya penerbitan yang belum diamortisasi sebesar Rp7.689 pada tanggal 31 Desember 2022 dan Rp8.899 pada tanggal 31 Desember 2021	9,332,811	Ba3****)	8,542,602	Ba3****)
	17,213,150		15,764,682	

*) Pefindo
) Moody's Ba2
) Fitch BB
) Moody's Ba3

Subordinated MTN I BNI year 2018

On 8 June 2018, BNI obtained an effective statement from OJK through letter number S-73/PB.31/2018 to issue *Continuous Subordinated Medium Term Notes I BNI Year 2018* ("Subordinated MTN"). The value of subordinated MTN issued amounted to Rp100,000 with the term of 5 years and coupon of 8% per annum to be paid quarterly. BNI Subordinated MTN was issued with limited offering. The first coupon payment to Subordinated MTN holders was made on 10 November 2018.

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32. EFEK-EFEK SUBORDINASI (lanjutan)

a. Berdasarkan jenis (lanjutan)

MTN Subordinasi I BNI tahun 2018 (lanjutan)

Pada tanggal 31 Desember 2022, MTN Subordinasi BNI memiliki nilai bersih sebesar Rp99.994 setelah dikurangi biaya penerbitan yang belum diamortisasi sebesar Rp6 (31 Desember 2021: Rp99.985).

BNI Tier 2 Subordinated Notes

Pada tanggal 30 Maret 2021, BNI telah menerbitkan *Tier 2 Subordinated Notes (BNI Tier 2 Capital Bond 2021)* sebesar USD500 juta jangka waktu 5 tahun, dengan kupon sebesar 3,75% per tahun yang dibayarkan setiap semester, dan tercatat di *Singapore Exchange*. *Tier 2 Subordinated Notes* dapat dicatat sebagai komponen modal pelengkap (*Tier 2*) sesuai persetujuan dari Otoritas Jasa Keuangan melalui surat No. S-64/PB.31/2021 tanggal 31 Maret 2021.

Pada tanggal 31 Desember 2022, BNI *Tier 2 Capital Bond 2021* memiliki nilai bersih sebesar Rp7.780.345 setelah dikurangi biaya penerbitan yang belum diamortisasi sebesar Rp3.405.

Penggunaan dana hasil penerbitan *Tier 2 Subordinated Notes* digunakan oleh BNI untuk memperkuat modal pelengkap (*tier 2*) dan modal kerja dalam rangka pengembangan usaha terutama pemberian kredit serta peningkatan komposisi struktur dana jangka panjang, sesuai dengan Peraturan OJK No. 11/POJK.03/2016 tentang Kewajiban Penyediaan Modal Minimum Bank Umum sebagaimana telah diubah dengan Peraturan OJK No. 34/POJK.03/2016 dan selanjutnya akan digunakan oleh BNI untuk mendukung peningkatan aset produktif.

Pada tanggal 31 Desember 2022 BNI telah memperoleh hasil pemeringkatan atas *Tier 2 Subordinated Notes* dari Moody's dan Fitch dengan peringkat masing-masing Ba2 dan BB.

Tier 2 Subordinated Notes ini dapat mengalami *write down* dan ditangguhkan pembayaran pokok dan bunganya apabila OJK menetapkan bahwa BNI berpotensi terganggu kelangsungan usahanya (*point of non-viability*) sesuai dengan peraturan OJK No. 11/POJK.03/2016 yang diubah dengan peraturan OJK No. 34/POJK.03/2016. *Point of non-viability* terjadi akibat bank mencapai *trigger level* pada indikator permodalan yang ditetapkan OJK, sesuai SEOJK No. 20/SEOJK.03/2016 Fitur Konversi Menjadi Saham Biasa atau *Write Down* terhadap Instrumen Modal Inti Tambahan dan Modal Pelengkap.

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32. SUBORDINATED SECURITIES (continued)

a. By type (continued)

**Subordinated MTN I BNI year 2018
(continued)**

As of 31 December 2022, the net value of Subordinated MTN BNI was Rp99,994 after deducting unamortized issuance cost amounted Rp6 (31 December 2021: Rp99,985).

BNI Tier 2 Subordinated Notes

On 30 March 2021, BNI has issued Tier 2 Subordinated Notes (BNI Tier 2 Capital Bond 2021) with total nominal value of USD500 million with the term of 5 years and coupon of 3.75% per annum paid on semi-annual basis, and listed in Singapore Exchange. Tier 2 Subordinated Notes can be treated as supplementary capital components (Tier 2) according to the approval from Financial Services Authority through letter No-S-64/PB.31/2021 dated 31 March 2021.

As of 31 December 2022, the net value of BNI Tier 2 Capital Bond 2021 was Rp7,780,345 after deducting unamortized issuance cost amounted Rp3,405.

The proceeds from Tier 2 Subordinated Notes issuance was used by BNI to strengthen tier 2 capital and working capital in the context of business development, especially loan disbursement and increase in the composition of the long-term fund structure, in accordance with OJK Regulation No. 11/POJK.03/2016 concerning the Minimum Capital Requirement for Commercial Banks as amended by OJK Regulation No. 34/POJK.03/2016 and will then be used by BNI to support increase in productive assets.

As of 31 December 2022, BNI obtained the rating of Tier 2 Subordinated Notes from Moody's and Fitch with Ba2 and BB rating, respectively.

This Tier 2 Subordinated Notes can experience write down and the payment of principal and interest will be postponed if the OJK stipulates that BNI has the potential to be subject to business continuity issues (*point of non-viability*) in accordance with OJK regulations No. 11/POJK.03/2016 amended by OJK regulation No. 34/POJK.03/2016. *Point of non-viability* occurs due to a bank achieving a trigger level in the capital indicator set by OJK, according to SEOJK No. 20/SEOJK.03/2016 Conversion Features into Common Shares or Write Down of Additional Core Capital Instruments and Supplementary Capital.

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32. EFEK-EFEK SUBORDINASI (lanjutan)

a. Berdasarkan jenis (lanjutan)

BNI Additional Tier 1 Capital Securities

Pada tanggal 24 September 2021, BNI telah menerbitkan *Additional Tier 1 Capital Securities (BNI Additional Tier 1 Capital Bond 2021)* sebesar nilai nominal USD600 juta dan tidak memiliki jangka waktu, dengan opsi *call* 5,5 tahun, dengan kupon sebesar 4,30% per tahun yang dibayarkan setiap semester, dan tercatat di *Singapore Exchange*. *Additional Tier 1 Capital Securities* dapat dicatat sebagai komponen modal inti tambahan (*Additional Tier 1*) sesuai persetujuan dari Otoritas Jasa Keuangan melalui surat No. S-210/PB.31/2021 tanggal 30 September 2021.

Pada tanggal 31 Desember 2022, BNI *Additional Tier 1 Capital Bond 2021* memiliki nilai bersih sebesar Rp9.332.811 setelah dikurangi biaya penerbitan yang belum diamortisasi sebesar Rp7.689 (31 Desember 2021: Rp 8.542.602).

BNI telah memperoleh hasil pemeringkatan atas *Additional Tier 1 Capital Securities* dari Moody's Ba3.

Additional Tier 1 Capital Securities yang diterbitkan telah mengikuti persyaratan POJK 11/POJK.03/2016 (Pasal 15) sehingga instrumen keuangan tersebut dapat dikategorikan sebagai Modal Inti Tambahan (*Additional Tier 1*). Namun, terdapat klausul *mandatory redemption - redemption for a capital trigger event* ketika CAR BNI mencapai rasio tertentu maka Bank harus melakukan pelunasan terhadap sisa pokok dan bunga dari AT-1. Oleh karena itu, Bank mencatat BNI *Additional Tier 1 Capital Securities* ini sebagai instrumen liabilitas pada laporan keuangan konsolidasian .

Additional Tier 1 Capital Securities ini dapat mengalami *write down* dan ditangguhkan pembayaran pokok dan bunganya apabila OJK menetapkan bahwa BNI berpotensi terganggu kelangsungan usahanya (*point of non-viability*) sesuai dengan peraturan OJK No. 11/POJK.03/2016 yang diubah dengan peraturan OJK No. 34/POJK.03/2016. *Point of non-viability* terjadi akibat bank mencapai *trigger level* pada indikator permodalan yang ditetapkan OJK, sesuai SEOJK No. 20/SEOJK.03/2016 Fitur Konversi Menjadi Saham Biasa atau *Write Down* terhadap Instrumen Modal Inti Tambahan dan Modal Pelengkap.

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32. SUBORDINATED SECURITIES (continued)

a. By type (continued)

BNI Additional Tier 1 Capital Securities

On 24 September 2021, BNI has issued *Additional Tier 1 Capital Securities (BNI Additional Tier 1 Capital Bond 2021)* with total nominal value of USD600 million perpetual non callable 5.5 years and coupon of 4.30% per annum paid on semi-annual basis, and listed in Singapore Exchange. *Additional Tier 1 Capital Securities* can be treated as supplementary capital components (*Additional Tier 1*) according to the approval from Financial Services Authority through letter No.S-210/PB.31/2021 dated 30 September 2021.

As of 31 December 2022, the net value of BNI *Additional Tier 1 Capital Bond 2021* was Rp9,332,811 after deducting unamortized issuance cost amounted Rp7,689 (31 December 2021: Rp 8,542,602).

BNI obtained the rating of *Additional Tier 1 Capital Securities* from Moody's with Ba3 rating.

Additional Tier 1 Capital Securities issued has comply in accordance with OJK Regulation No. 11/POJK.03/2016 (Article 15) hence the financial instrument can be categorised as supplementary capital components (*Additional Tier 1*). However, there is a mandatory redemption clause - redemption for a capital trigger event when BNI's CAR reaches a certain ratio, the Bank shall pay off the remaining principal and interest from AT-1. Therefore, the Bank recorded this BNI *Additional Tier 1 Capital Securities* as a liability instrument in the consolidated financial statements.

This *Additional Tier 1 Capital Securities* can experience write down and the payment of principal and interest will be postponed if the OJK stipulates that BNI has the potential to be subject to business continuity issues (*point of non-viability*) in accordance with OJK regulations No. 11/POJK.03/2016 amended by OJK regulation No. 34/POJK.03/2016. *Point of non-viability* occurs due to a bank achieving a trigger level in the capital indicator set by OJK, according to SEOJK No. 20/SEOJK.03/2016 Conversion Features into Common Shares or Write Down of Additional Core Capital Instruments and Supplementary Capital.

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**33. MODAL SAHAM DAN TAMBAHAN MODAL
DISETOR**

Modal Saham

Pada tanggal-tanggal 31 Desember 2022 dan 2021, kepemilikan modal saham BNI adalah sebagai berikut:

Pemegang saham	2022			Shareholders
	Jumlah lembar saham ditempatkan dan disetor penuh/ <i>Number of shares issued and fully paid</i>	Persentase kepemilikan (%)/ <i>Percentage of ownership (%)</i>	Jumlah/ <i>Amount</i>	
Saham Seri A Dwiwarna Negara Republik Indonesia	1	-	-	<i>Class A Dwiwarna share Republic of Indonesia</i>
Saham Seri B Negara Republik Indonesia Masyarakat (kepemilikan masing-masing dibawah 5% untuk setiap pihak)	217,006,399 72,335,467	1.16 0.39	1,627,548 542,516	<i>Class B shares Republic of Indonesia Public (ownership less than 5% each)</i>
Total saham Seri B	289,341,866	1.55	2,170,064	<i>Total Class B shares</i>
Saham Seri C Negara Republik Indonesia Perseroan terbatas (kepemilikan masing-masing dibawah 5% untuk setiap pihak) Badan usaha asing (kepemilikan masing-masing dibawah 5% untuk setiap pihak) Adi Sulistyowati (Direktur) Royke Tumilaar (Direktur) Susyanto (Komisaris) Ronny Venir (Direktur) Sis Apik Wijayanto (Direktur) Putrama Wahyu Setyawan (Direktur) Corina Leyla Karnalies (Direktur) David Pirzada (Direktur) Silvano Winston Rumanitir (Direktur) Mucharom (Direktur) Muhammad Iqbal (Direktur) Novita Widya Anggraini (Direktur) Askolani (Komisaris) Masyarakat (kepemilikan masing-masing dibawah 5% untuk setiap pihak)	10,972,187,475 1,200,494,180 4,607,036,617 641,532 399,539 252,817 645,413 655,558 798,265 565,602 305,607 339,607 129,076 339,607 339,607 340,063 1,573,844,026	58.84 6.44 24.71 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 8.44	4,114,570 450,185 1,727,639 241 150 95 242 246 299 212 115 127 48 127 127 128 590,192	<i>Class C shares Republic of Indonesia Limited liability company (ownership less than 5% each) Foreign investment entities (ownership less than 5% each) Adi Sulistyowati (Director) Royke Tumilaar (Director) Susyanto (Commissioner) Ronny Venir (Director) Sis Apik Wijayanto (Director) Putrama Wahyu Setyawan (Director) Corina Leyla Karnalies (Director) David Pirzada (Director) Silvano Winston Rumanitir (Director) Mucharom (Director) Muhammad Iqbal (Director) Novita Widya Anggraini (Director) Askolani (Commissioner) Public (ownership less than 5% each)</i>
Total saham Seri C	18,359,314,591	98.45	6,884,743	<i>Total Class C shares</i>
Total	18,648,856,458	100.00	9,054,807	Total

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**33. SHARE CAPITAL AND ADDITIONAL PAID-IN
CAPITAL**

Share Capital

As of 31 December 2022 and 2021, BNI's share capital ownership are as follows:

Shareholders	Class A Dwiwarna share Republic of Indonesia	Class B shares Republic of Indonesia	Public (ownership less than 5% each)	Total Class B shares	Class C shares Republic of Indonesia Limited liability company (ownership less than 5% each)	Foreign investment entities (ownership less than 5% each)	Adi Sulistyowati (Director)	Royke Tumilaar (Director)	Susyanto (Commissioner)	Ronny Venir (Director)	Sis Apik Wijayanto (Director)	Putrama Wahyu Setyawan (Director)	Corina Leyla Karnalies (Director)	David Pirzada (Director)	Silvano Winston Rumanitir (Director)	Mucharom (Director)	Muhammad Iqbal (Director)	Novita Widya Anggraini (Director)	Askolani (Commissioner)	Public (ownership less than 5% each)

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**33. MODAL SAHAM DAN TAMBAHAN MODAL
DISETOR (lanjutan)**

Modal Saham (lanjutan)

Pemegang saham	2021			Shareholders
	Jumlah lembar saham ditempatkan dan disetor penuh/ <i>Number of shares issued and fully paid</i>	Persentase kepemilikan (%)/ <i>Percentage of ownership (%)</i>	Jumlah/ <i>Amount</i>	
Saham Seri A Dwiwarna Negara Republik Indonesia	1	-	-	<i>Class A Dwiwarna share Republic of Indonesia</i>
Saham Seri B Negara Republik Indonesia Masyarakat (kepemilikan masing-masing dibawah 5% untuk setiap pihak)	217,006,399 72,335,467	1.16 0.39	1,627,548 542,516	<i>Class B shares Republic of Indonesia Public (ownership less than 5% each)</i>
Total saham Seri B	289,341,866	1.55	2,170,064	<i>Total Class B shares</i>
Saham Seri C Negara Republik Indonesia Perseroan terbatas (kepemilikan masing-masing dibawah 5% untuk setiap pihak) Badan usaha asing (kepemilikan masing-masing dibawah 5% untuk setiap pihak) Bob Tyasika Ananta (Direktur) Adi Sulistyowati (Direktur) Sis Apik Wijayanto (Direktur) Corina Leyla Karnalies (Direktur) Hariantono (Direktur) Ratih Nurdianti (Komisaris) Askolani (Komisaris) Ronny Venir (Direktur) Royke Tumilaar (Direktur) Susyanto (Komisaris) Henry Panjaitan (Direktur) Novita Widya Anggraini (Direktur) Silvano Winston Rumanitir (Direktur) David Pirzada (Direktur) Muhammad Iqbal (Direktur) Masyarakat (kepemilikan masing-masing dibawah 5% untuk setiap pihak)	10,972,187,475 1,639,158,841 3,771,732,232 1,088,761 1,007,373 454,997 365,041 364,997 299,000 244,205 172,746 163,584 156,959 149,890 139,046 139,046 139,046 139,046 1,946,529,706	58.90 8.80 20.25 0.01 0.01 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 10.48	4,114,570 614,685 1,414,400 408 378 171 137 137 112 92 65 61 59 56 52 52 52 52 729,949	<i>Class C shares Republic of Indonesia Limited liability company (ownership less than 5% each) Foreign investment entities (ownership less than 5% each) Bob Tyasika Ananta (Director) Adi Sulistyowati (Director) Sis Apik Wijayanto (Director) Corina Leyla Karnalies (Director) Hariantono (Director) Ratih Nurdianti (Commissioner) Askolani (Commissioner) Ronny Venir (Director) Royke Tumilaar (Director) Susyanto (Commissioner) Henry Panjaitan (Director) Novita Widya Anggraini (Director) Silvano Winston Rumanitir (Director) David Pirzada (Director) Muhammad Iqbal (Director) Public (ownership less than 5% each)</i>
Total saham Seri C	18,334,631,991	98.45	6,875,488	<i>Total Class C shares</i>
Total	18,623,973,858	100.00	9,045,552	Total
Saham treasury	24,682,600		9,255	<i>Treasury shares</i>

Saham Seri A Dwiwarna adalah saham yang memberikan hak-hak preferen kepada pemegangnya untuk menyetujui pengangkatan dan pemberhentian Komisaris dan Direksi, perubahan Anggaran Dasar, menyetujui pembubaran dan likuidasi, penggabungan, dan pengambil alihan BNI dan semua hak-hak lainnya yang dimiliki saham Seri B dan saham Seri C. Saham Seri A Dwiwarna tidak dapat dialihkan kepada pihak lain.

Saham Seri B dan Saham Seri C adalah saham biasa atas nama yang memiliki hak yang sama.

Pada tanggal 13 Agustus 2007, Pemerintah Republik Indonesia, melakukan divestasi sebesar 3.475.231.980 saham Seri C, mewakili 22,54% dari kepemilikan di BNI melalui Penawaran Umum Saham Kedua.

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CAPITAL (continued)**

Share Capital (continued)

Shareholders	Class A Dwiwarna share Republic of Indonesia	Class B shares Republic of Indonesia	Public (ownership less than 5% each)	Total Class B shares	Class C shares Republic of Indonesia Limited liability company (ownership less than 5% each)	Foreign investment entities (ownership less than 5% each)	Bob Tyasika Ananta (Director)	Adi Sulistyowati (Director)	Sis Apik Wijayanto (Director)	Corina Leyla Karnalies (Director)	Hariantono (Director)	Ratih Nurdianti (Commissioner)	Askolani (Commissioner)	Ronny Venir (Director)	Royke Tumilaar (Director)	Susyanto (Commissioner)	Henry Panjaitan (Director)	Novita Widya Anggraini (Director)	Silvano Winston Rumanitir (Director)	David Pirzada (Director)	Muhammad Iqbal (Director)

The Class A Dwiwarna share is a share that gives the holder preferred rights to approve the appointment and dismissal of Commissioners and Directors, amend the Articles of Association, approve the dissolution and liquidation, merger, and takeover of BNI and all other rights of Class B and Class C shares. The Class A Dwiwarna share may not be transferred to other parties.

Class B and Class C shares are ordinary shares that have the same rights.

On 13 August 2007, the Government of the Republic of Indonesia divested 3,475,231,980 Class C shares, representing 22.54% of shareholding in BNI through a Second Initial Public Offering (IPO).

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**33. MODAL SAHAM DAN TAMBAHAN MODAL
DISETOR (lanjutan)**

Modal Saham (lanjutan)

Sesuai Keterbukaan Informasi dalam upaya stabilisasi harga pasar saham di tengah kondisi perekonomian regional dan global yang mengalami tekanan dan perlambatan, Bank telah melakukan Pembelian Kembali Saham Perseroan yang telah dikeluarkan dan tercatat di Bursa Efek Indonesia ("BEI"). Program ini mengacu pada Peraturan OJK No. 2/POJK.04/2013 tanggal 26 Agustus 2013 tentang Pembelian Kembali Saham yang Dikeluarkan oleh Emiten atau Perusahaan Publik dalam Kondisi Pasar yang Berfluktuasi Secara Signifikan ("POJK No. 2/POJK.04/2013") dan Surat Edaran OJK No. 3/SEOJK.04/2020 tanggal 9 Maret 2020 tentang Kondisi Lain sebagai Kondisi Pasar yang Berfluktuasi Secara Signifikan dalam Pelaksanaan Pembelian Kembali Saham yang Dikeluarkan oleh Emiten atau Perusahaan Publik.

Pembelian kembali saham Bank telah dilaksanakan pada tanggal 16 Maret 2020 sampai dengan 15 Juni 2020, sesuai dengan tanggal Keterbukaan Informasi. Bank melakukan pembelian kembali Saham Seri C sejumlah 195.797 lot atau sebanyak 19.579.700 lembar saham dengan rata-rata biaya perolehan rata-rata sebesar Rp4.057,70 (nilai penuh) per lembar saham.

Pembelian kembali saham Bank telah dilaksanakan pada tanggal 22 Juli 2021 sampai dengan 21 Oktober 2021, sesuai dengan tanggal Keterbukaan Informasi. Bank melakukan pembelian kembali Saham Seri C sejumlah 246.826 lot atau sebanyak 24.682.600 lembar saham dengan rata-rata biaya perolehan rata-rata sebesar Rp5.186,90 (nilai penuh) per lembar saham.

Pada tahun 2022, Bank melakukan alokasi saham treasury senilai Rp207.475 sebagai Program Kepemilikan Saham bagi Manajemen dan Pegawai Bank dalam bentuk Saham Bonus (lihat Catatan 44).

Tambahan Modal Disetor

Perubahan tambahan modal disetor adalah sebagai berikut:

Saldo pada tanggal 1 Januari 2010	591,156
Tambahan modal disetor akibat Penawaran Umum Saham Terbatas I pada tahun 2000 (lihat Catatan 1c)	56,883,826
	57,474,982
Pengurangan tambahan modal disetor akibat pengembalian dana rekaptalisasi kepada pemerintah Indonesia (lihat Catatan 1d)	(581,474)
	56,893,508
Dieliminasi dengan akumulasi kerugian dalam rangka kuasi-reorganisasi per tanggal 30 Juni 2003 (lihat Catatan 1e)	(54,367,847)
	2,525,661
Tambahan modal disetor akibat Penawaran Umum Saham Terbatas II pada tahun 2007 (lihat Catatan 1f)	3,287,218
Biaya emisi penerbitan saham	(195,280)
	5,617,599

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CAPITAL (continued)**

Share Capital (continued)

In accordance with the Disclosure of Information in relation to the stabilization of stock market price amidst stressful and slowing regional and global economy, the Bank repurchased shares issued by the Bank listed in the Indonesia Stock Exchange ("IDX"). This program is consistent with Regulation of Financial Services Authority ("FSA") No. 2/POJK.04/2013 dated 26 August 2013 on the Repurchase of Shares Issued by the Issuers or Public Companies in Significant Fluctuating Market Conditions ("POJK No. 2/POJK.04/2013") and FSA Circular Letter No. 3/SEOJK.04/2020 dated 9 March 2020 on Other Conditions As Significant Fluctuating Market Conditions in the Implementation of Shares Buyback Issued by Issuers or Public Companies.

The repurchase of shares was executed on 16 March 2020 to 15 June 2020, consistent with the date of Disclosure of Information. The Bank repurchased 195,797 lots of Class C Shares, or 19,579,700 shares with an average acquisition cost amounting to Rp4,057.70 (full amount) per share.

The repurchase of shares was executed on 22 July 2021 to 21 October 2021, consistent with the date of Disclosure of Information. The Bank repurchased 246,826 lots of Class C Shares, or 24,682,600 shares with an average acquisition cost amounting to Rp5,186.90 (full amount) per share.

In 2022, the Bank has allocated the treasury shares amounting Rp207,475 as Share Ownership Program for Management and Bank's Employees in the form of Share Bonus (refer to Note 44).

Additional Paid in Capital

The movements in additional paid in capital are as follows:

	Balance as of 1 January 2010
	Additional paid in capital due to Right Issue I in 2000 (refer to Note 1c)
	Reduction of paid in capital due to refund of excess recapitalization funds to the Government of Indonesia (refer to Note 1d)
	Elimination against accumulated losses in relation to the quasi-reorganization as of 30 June 2003 (refer to Note 1e)
	Additional paid in capital due to Right Issue II in 2007 (refer to Note 1f)
	Shares issuance cost

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**33. MODAL SAHAM DAN TAMBAHAN MODAL
DISETOR (lanjutan)**

Tambahan Modal Disetor (lanjutan)

Perubahan tambahan modal disetor adalah sebagai berikut (lanjutan):

Tambahan modal disetor akibat Penawaran Umum Saham Terbatas III pada tahun 2010 (lihat Catatan 1g)	9,196,100
Biaya emisi penerbitan saham	(245,231)
	14,568,468
Tambahan modal disetor akibat penyertaan saham pada PT Bank Syariah Indonesia Tbk pada tahun 2021	2,441,786
	17,010,254

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**33. SHARE CAPITAL AND ADDITIONAL PAID-IN
CAPITAL (continued)**

Additional Paid in Capital (continued)

The movements in additional paid in capital are as follows (continued):

	Additional paid in capital due to Right Issue III in 2010 (refer to Note 1g)
	Shares issuance cost
	Additional paid in capital due to equity investment at PT Bank Syariah Indonesia Tbk in 2021

34. PENGGUNAAN LABA BERSIH

Berdasarkan keputusan Rapat Umum Pemegang Saham Tahunan tanggal 15 Maret 2022 dan 29 Maret 2021, pengalokasian laba bersih masing-masing untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2021 dan 2020 adalah sebagai berikut:

	2021	2020
Pembagian dividen	2,724,629	820,101
Saldo laba	8,173,889	2,460,302
	10,898,518	3,280,403

Rapat Umum Pemegang Saham telah menyetujui pembagian dividen dari laba bersih tahun 2021 dan 2020, sebesar Rp2.724.629 pada tanggal 15 Maret 2022 dan Rp820.101 pada tanggal 29 Maret 2021.

34. APPROPRIATION OF NET INCOME

In accordance with the resolutions of the Annual General Shareholders' Meetings held on 15 March 2022 and 29 March 2021, the allocation of the net income for the years ended 31 December 2021 and 2020, respectively, are as follows:

*Distribution of dividends
Retained earnings*

General Shareholders' meeting has approved the dividend distribution of Rp2,724,629 and Rp820,101 from the 2021 net income on 15 March 2022 and 2020 net income on 29 March 2021.

35. CADANGAN UMUM DAN WAJIB

Cadangan umum dan wajib pada awalnya dibentuk dalam rangka memenuhi ketentuan Pasal 61 ayat (1) Undang-undang No. 1/1995 mengenai Perseroan Terbatas (kemudian diganti dengan Undang-undang Perseroan Terbatas No. 40/2007 pasal 70), yang mengharuskan perusahaan Indonesia untuk membuat penyisihan cadangan umum dan wajib sebesar sekurang-kurangnya 20% dari jumlah modal yang ditempatkan dan disetor penuh. Undang-undang tersebut tidak mengatur jangka waktu untuk pembentukan penyisihan tersebut.

35. GENERAL AND LEGAL RESERVES

The general and legal reserves were originally provided in accordance with Indonesian Limited Liability Company Law No. 1/1995 article 61 paragraph (1) (later superseded by Limited Liability Company Law No. 40/2007 article 70), which requires Indonesian companies to set up a general and legal reserve amounting to at least 20% of the issued and paid-up share capital. This particular law does not regulate the period of time in relation to the provision of such reserves.

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36. CADANGAN KHUSUS

Cadangan khusus terdiri dari cadangan yang dibentuk dalam rangka tujuan investasi dan *legal reserve* dari cabang luar negeri.

Sehubungan dengan adanya penerapan Peraturan Otoritas Jasa Keuangan (POJK) No. 34/POJK.03/2016 tanggal 22 September 2016 tentang Perubahan atas POJK No. 11/POJK.03/2016 tentang "Kewajiban Penyediaan Modal Minimum" yang mulai berlaku pada tanggal 26 September 2016 ("tanggal diberlakukannya"), untuk menjaga struktur permodalannya, Bank telah melakukan reklasifikasi atas saldo laba yang sudah ditentukan penggunaannya (cadangan khusus) sebesar Rp5.613.100 dan cadangan cabang luar negeri sebesar Rp92.276 per 31 Desember 2016, menjadi laba di tahan yang tidak ditentukan penggunaannya.

Reklasifikasi atas saldo laba tersebut telah mendapatkan persetujuan melalui berita acara Rapat Umum Pemegang Saham Tahunan No. 42 tanggal 16 Maret 2017.

37. PENDAPATAN BUNGA DAN PENDAPATAN SYARIAH

	2022	2021
Pinjaman yang diberikan	46,101,583	43,129,389
Obligasi Pemerintah	5,375,934	4,846,749
Penempatan pada bank lain dan Bank Indonesia	1,537,454	667,630
Efek-efek	700,515	506,161
Wesel ekspor dan tagihan lainnya	577,344	478,945
Marjin, pendapatan bagi hasil dan bonus syariah	-	333,264
Lain-lain	365,851	63,749
	54,658,681	50,025,887

Pada tanggal 31 Desember 2022 dan 2021, termasuk dalam pendapatan bunga dan pendapatan syariah di atas adalah pendapatan dari pihak berelasi terkait transaksi Obligasi Pemerintah dan SPN masing-masing sebesar Rp5.185.918 dan Rp4.697.811.

38. BEBAN BUNGA DAN BEBAN SYARIAH

	2022	2021
Simpanan nasabah dan bank lain	10,725,609	10,382,314
Pinjaman yang diterima	1,278,993	769,911
Efek-efek yang diterbitkan	978,930	551,584
Bagi hasil <i>Mudharabah</i>	-	58,213
Lain-lain	354,457	17,134
	13,337,989	11,779,156

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36. SPECIFIC RESERVES

Specific reserves consist of reserve for investment purposes and legal reserve from overseas branches.

In relation with implementation of Regulation of the Financial Services Regulatory Authority ("POJK") No. 34/POJK.03/2016 dated 22 September 2016 on Amendments to POJK No. 11/POJK.03/2016 concerning "Minimum Capital Requirement for Commercial Bank" which came into force on 26 September 2016 ("date of enactment"), to maintain its capital structure, the Bank has reclassified retained earnings that has been appropriated (specific reserve) amounting to Rp5,613,100 and reserve of overseas branch amounting to Rp92,276 as of 31 December 2016 into the unappropriated retained earnings.

The reclassification of retained earnings has been approved through Annual General Shareholders Meeting No. 42 dated 16 March 2017.

37 INTEREST INCOME AND SHARIA INCOME

	2022	2021
Pinjaman yang diberikan	46,101,583	43,129,389
Obligasi Pemerintah	5,375,934	4,846,749
Penempatan pada bank lain dan Bank Indonesia	1,537,454	667,630
Efek-efek	700,515	506,161
Wesel ekspor dan tagihan lainnya	577,344	478,945
Marjin, pendapatan bagi hasil dan bonus syariah	-	333,264
Lain-lain	365,851	63,749
	54,658,681	50,025,887

As of 31 December 2022 and 2021, include in interest income and sharia income is income from related parties related to Government Bonds and SPN transactions amounting to Rp5,185,918 and Rp4,697,811, respectively.

38. INTEREST EXPENSE AND SHARIA EXPENSE

	2022	2021
Simpanan nasabah dan bank lain	10,725,609	10,382,314
Pinjaman yang diterima	1,278,993	769,911
Efek-efek yang diterbitkan	978,930	551,584
Bagi hasil <i>Mudharabah</i>	-	58,213
Lain-lain	354,457	17,134
	13,337,989	11,779,156

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39. BEBAN GAJI DAN TUNJANGAN

	2022	2021
Gaji, upah dan tunjangan pajak	5,471,375	5,070,960
Tunjangan hari raya, kesehatan, kesejahteraan dan lainnya	2,971,277	3,204,044
Bonus, insentif dan tantiem	2,853,363	1,978,312
Pendidikan dan pelatihan	285,280	200,349
Lainnya	874,727	741,603
	12,456,022	11,195,268

Jumlah gaji dan tunjangan, bonus/tantiem, imbalan kerja jangka panjang yang dibayarkan kepada Dewan Komisaris, Direksi, Komite Audit serta Senior Executive Vice President (SEVP), Executive Vice President (EVP) dan Senior Vice President (SVP) masing-masing untuk periode yang berakhir pada tanggal-tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

2022				
Gaji dan tunjangan/ Salaries and allowances	Bonus/tantiem/ Bonus/tantiem	Imbalan kerja jangka panjang/ Long-term employment benefits	Jumlah/ Total	
Dewan Komisaris	25,475	77,481	3,570	106,526
Direksi	65,193	195,819	8,414	269,426
Komite Audit	1,370	-	-	1,370
SEVP, EVP dan SVP	182,432	47,598	-	230,030
	274,470	320,898	11,984	607,352

2021				
Gaji dan tunjangan/ Salaries and allowances	Bonus/tantiem/ Bonus/tantiem	Imbalan kerja jangka panjang/ Long-term employment benefits	Jumlah/ Total	
Dewan Komisaris	23,701	49,169	3,432	76,302
Direksi	62,963	85,479	8,760	157,202
Komite Audit	1,082	-	-	1,082
SEVP, EVP dan SVP	168,862	13,613	-	182,475
	256,608	148,261	12,192	417,061

Sesuai dengan kebijakan Bank, selain gaji, pegawai juga mendapatkan fasilitas dan tunjangan berupa Tunjangan Hari Raya (THR), fasilitas kesehatan, sumbangan kematian, tunjangan cuti, fasilitas jabatan untuk jabatan tertentu, program pensiun untuk pegawai tetap, insentif sesuai dengan kinerja Bank dan pegawai, dan manfaat untuk pegawai yang berhenti bekerja sesuai dengan Undang-Undang Ketenagakerjaan yang berlaku.

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39. SALARIES AND EMPLOYEE BENEFITS EXPENSE

	2022	2021
Gaji, upah dan tunjangan pajak	5,471,375	5,070,960
Tunjangan hari raya, kesehatan, kesejahteraan dan lainnya	2,971,277	3,204,044
Bonus, insentif dan tantiem	2,853,363	1,978,312
Pendidikan dan pelatihan	285,280	200,349
Lainnya	874,727	741,603
	12,456,022	11,195,268

Total gross salaries and allowances, bonus/tantiem, long-term employment benefits paid to the Boards of Commissioners and Directors, Audit Committee and Senior Executive Vice President (SEVP), Executive Vice President (EVP) and Senior Vice President (SVP) for the period ended 31 December 2022 and 2021 are as follows:

2022				
Gaji dan tunjangan/ Salaries and allowances	Bonus/tantiem/ Bonus/tantiem	Imbalan kerja jangka panjang/ Long-term employment benefits	Jumlah/ Total	
Dewan Komisaris	25,475	77,481	3,570	106,526
Direksi	65,193	195,819	8,414	269,426
Komite Audit	1,370	-	-	1,370
SEVP, EVP dan SVP	182,432	47,598	-	230,030
	274,470	320,898	11,984	607,352

2021				
Gaji dan tunjangan/ Salaries and allowances	Bonus/tantiem/ Bonus/tantiem	Imbalan kerja jangka panjang/ Long-term employment benefits	Jumlah/ Total	
Dewan Komisaris	23,701	49,169	3,432	76,302
Direksi	62,963	85,479	8,760	157,202
Komite Audit	1,082	-	-	1,082
SEVP, EVP dan SVP	168,862	13,613	-	182,475
	256,608	148,261	12,192	417,061

Under the Bank's policy, in addition to salaries, employees are entitled to allowances and benefits, such as yearly allowance (THR), medical reimbursements, death allowance, leave allowance, functional allowance for certain levels, pension plan for permanent employees, incentives based on the Bank and employees' performance, and post-employment benefits in accordance with prevailing Labor Law.

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40. BEBAN UMUM DAN ADMINISTRASI

	2022	2021
Penyusutan (Catatan 19)	2,250,499	2,006,916
Beban tenaga alih daya	1,691,617	1,924,978
Komunikasi	1,423,098	1,416,999
Biaya sewa	805,738	818,425
Perlengkapan kantor	713,050	732,136
Perbaikan dan pemeliharaan	656,062	616,038
Listrik dan air	314,115	312,501
Transportasi	296,351	238,149
Jasa profesional	295,100	290,921
Penelitian dan pengembangan	68,175	104,867
Teknologi informasi	20,741	11,726
Beban lain-lain	257,410	291,300
	8,791,956	8,764,956

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40. GENERAL AND ADMINISTRATIVE EXPENSES

Depreciation (Note 19)
Outsourcing expenses
Communications
Rental expenses
Office supplies
Repairs and maintenance
Electricity and water
Transportation
Professional services
Research and development
Information technology
Other expenses

41. IMBALAN KERJA

	2022	2021
Imbalan kerja jangka pendek	3,157,084	2,229,024
Imbalan pasca kerja jangka panjang		
Program pensiun manfaat pasti	1,398,025	1,583,467
Imbalan pasca kerja lainnya dan imbalan kerja jangka panjang lainnya	2,324,859	2,325,272
	3,722,884	3,908,739
	6,879,968	6,137,763

Program dana pensiun Bank ini dikelola oleh Dana Pensiun PT Bank Negara Indonesia (Persero) Tbk ("Dana Pensiun"). Kontribusi pegawai adalah sebesar 7,5% dari penghasilan dasar pensiun karyawan dan sisa jumlah yang diperlukan untuk mendanai program tersebut ditanggung oleh BNI.

Program pensiun manfaat pasti

Penilaian aktuarial atas manfaat pensiun pada tahun yang berakhir tanggal 31 Desember 2022 dan 2021, dilakukan oleh perusahaan konsultan aktuarial terdaftar independen, PT Towers Watson Purbajaga dengan menggunakan metode "Projected Unit Credit".

41. EMPLOYEE BENEFITS

Long-term employee benefits
Defined benefit pension plan
Post employment benefits
and other long-term employee benefits

The pension plan of the Bank is managed by Dana Pensiun PT Bank Negara Indonesia (Persero) Tbk ("Dana Pensiun"). The employees' contributions are 7.5% of the employee's pension salary-based and the remaining amounts required to fund the program/pension plan are contributed by BNI.

Defined benefit pension plan

The actuarial calculations of pension benefits for year ended 31 December 2022 and 2021 are prepared by a registered independent actuarial consulting firm, PT Towers Watson Purbajaga using the "Projected Unit Credit" method.

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41. IMBALAN KERJA (lanjutan)

Program pensiun manfaat pasti (lanjutan)

Rekonsiliasi status pembiayaan atas program pensiun berdasarkan laporan aktuarial tanggal 17 Januari 2023 dan 18 Januari 2022 disajikan sebagai berikut:

	2022	2021
Nilai wajar aset dana pensiun	6,908,086	6,786,624
Nilai kini liabilitas manfaat pasti yang didanai	(8,306,111)	(8,370,091)
	(1,398,025)	(1,583,467)

Mutasi nilai kini liabilitas manfaat pasti yang didanai selama tahun berjalan adalah sebagai berikut:

	2022	2021
Pada awal periode	8,370,091	8,982,422
Biaya jasa kini	305,380	387,839
Biaya bunga	475,518	422,734
	9,150,989	9,792,995
Pengukuran kembali:		
Keuntungan aktuarial yang timbul dari perubahan asumsi keuangan	(191,022)	(668,862)
Keuntungan aktuarial yang timbul karena penyesuaian atas pengalaman	(134,881)	(197,074)
	(325,903)	(865,936)
Pembayaran dari program:		
luran peserta	25,286	24,725
Imbalan yang dibayar	(544,261)	(581,693)
	(518,975)	(556,968)
	8,306,111	8,370,091

Rekonsiliasi atas perubahan aset bersih selama tahun yang berakhir 31 Desember 2022 dan 2021 yang diakui di laporan posisi keuangan dana pensiun adalah sebagai berikut:

	2022	2021
Kewajiban bersih pada awal periode	1,583,467	2,605,239
Beban tahun berjalan	305,380	387,839
Kontribusi pemberi kerja	(125,065)	(128,749)
Jumlah yang diakui pada penghasilan komprehensif lain	(365,757)	(1,280,862)
	1,398,025	1,583,467

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41. EMPLOYEE BENEFITS (continued)

Defined benefit pension plan (continued)

A reconciliation of the funding status of the pension plan based on the actuarial reports dated 17 January 2023 and dated 18 January 2022 are as follows:

Fair value of pension plan assets
Present value of funded defined benefit obligation

Funding deficit

The movements in the present value of funded defined benefit obligations for the year are as follows:

At beginning of the period
Current service cost
Interest cost

Remeasurements:

Actuarial gains from changes in financial assumption

Actuarial gains from changes in experience

Payments from plan:
Employees' contributions
Benefits paid

The reconciliation of the movements of the net assets during the years ended 31 December 2022 and 2021 recognized in the pension fund's statement of financial position is as follows:

Net liabilities at beginning of period
Current year expenses
Employer's contributions
Total amount recognized in other comprehensive income

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41. IMBALAN KERJA (lanjutan)

41. EMPLOYEE BENEFITS (continued)

Program pensiun manfaat pasti (lanjutan)

Defined benefit pension plan (continued)

Mutasi nilai wajar aset program untuk tahun yang berakhir adalah sebagai berikut:

The movements in the fair value of plan assets for the years ended are as follows:

	2022	2021	
Pada awal periode	6,786,624	6,377,183	At beginning of the period
Hasil dari aset program	475,518	422,734	Return on plan assets
Keuntungan aktuarial	39,854	414,926	Actuarial gains
Kontribusi pemberi kerja	125,065	128,749	Employer's contributions
Kontribusi pekerja	25,286	24,725	Employees' contributions
Imbalan yang dibayar dan beban administrasi	(544,261)	(581,693)	Benefits paid and administrative expenses paid
	6,908,086	6,786,624	

Biaya imbalan pensiun yang dibebankan pada laporan laba rugi adalah sebagai berikut:

Pension expenses recognized in profit or loss, are as follows:

	2022	2021	
Biaya jasa kini	170,642	178,767	Current service cost
Biaya jasa lalu	36,988	75,116	Past service cost
Bunga bersih	97,750	133,956	Net interest
Biaya yang dibebankan pada laporan laba rugi	305,380	387,839	Expense recognized in profit or loss
Biaya yang dilaporkan pada laba rugi	305,380	387,839	Expense recognized in profit or loss
Pengukuran kembali yang diakui pada penghasilan komprehensif lain	(365,757)	(1,280,862)	Remeasurement effect recognized in other comprehensive income
Biaya imbalan pasti	(60,377)	(893,023)	Defined benefit cost

Asumsi-asumsi utama yang digunakan dalam perhitungan di atas adalah:

The key assumptions used in the above calculation are:

	2022	2021	
Asumsi ekonomi:			Economic assumptions:
Tingkat diskonto	7.25% - 8.75%	7.00% - 9.25%	Discount rate
Tingkat kenaikan gaji	7.00%	7.00%	Rate of salary increases
Pendapatan dari dana pensiun iuran pasti	5.50%	6.00%	Interest credited to defined contribution fund
Tingkat kenaikan manfaat pensiun	3.00%	3.00%	Pension increase rate
	per tahun/annually	per tahun/annually	
Manfaat lain	2,500,000	2,500,000	Other benefits
Tunjangan Peningkatan Kesejahteraan sebesar manfaat bulanan yang dibayarkan pada bulan September dan Desember untuk tahun 2022/ <i>Welfare Allowance for monthly pension benefit that will be paid in September and December for the year 2022</i>		Tunjangan Peningkatan Kesejahteraan sebesar manfaat bulanan yang dibayarkan pada bulan September dan Desember untuk tahun 2021/ <i>Welfare Allowance for monthly pension benefit that will be paid in September and December for the year 2021</i>	

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41. IMBALAN KERJA (lanjutan)

41. EMPLOYEE BENEFITS (continued)

Program pensiun manfaat pasti (lanjutan)

Defined benefit pension plan (continued)

	2022	2021	
Asumsi lainnya:			Other assumptions:
Usia pensiun normal	55 tahun/years	55 tahun/years	Normal retirement age
Tingkat kematian	Modifikasi Tabel Mortalita Indonesia 2019 (TMI2019)/ <i>Adjusted Mortality Table Indonesia 2019 (TMI2019)</i>	Modifikasi Tabel Mortalita Indonesia 2019 (TMI 2019)/ <i>Adjusted Mortality Table Indonesia 2019 (TMI2019)</i>	Mortality rate
Tingkat cacat	10% dari tingkat/ kematian/10% from mortality rate	10% dari tingkat/ kematian/10% from mortality rate	Disability rate
Tingkat pengunduran diri			Turnover rate
Umur 20-29	4.2%	4.2%	Age 20-29
Umur 30-34	2.8%	2.8%	Age 30-34
Umur 35-39	3.0%	3.0%	Age 35-39
Umur 40-50	1.7%	1.7%	Age 40-50
Umur 51-52	1.3%	1.3%	Age 51-52
Umur >52	0%	0%	Age >52

Sensitivitas dari kewajiban manfaat pasti terhadap perubahan asumsi aktuaria adalah sebagai berikut:

The sensitivity of defined benefit obligation to changes in the weighted assumptions is as follows:

	Dampak terhadap kewajiban manfaat pasti/ Impact on defined benefit obligation		
	Perubahan asumsi/ Change in assumption	Nilai kini kewajiban manfaat pasti/ Present value of benefit obligation	
2022			2022
Tingkat diskonto	Kenaikan/increase 1% Penurunan/decrease 1%	(773,833) 925,564	Discount rate
Tingkat kenaikan gaji	Kenaikan/increase 1% Penurunan/decrease 1%	144,082 (135,286)	Salary increase rate

	Dampak terhadap kewajiban manfaat pasti/ Impact on defined benefit obligation		
	Perubahan asumsi/ Change in assumption	Nilai kini kewajiban manfaat pasti/ Present value of benefit obligation	
2021			2021
Tingkat diskonto	Kenaikan/increase 1% Penurunan/decrease 1%	(806,439) 968,866	Discount rate
Tingkat kenaikan gaji	Kenaikan/increase 1% Penurunan/decrease 1%	160,217 (149,818)	Salary increase rate

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41. IMBALAN KERJA (lanjutan)

Program pensiun manfaat pasti (lanjutan)

Analisis sensitivitas didasarkan pada perubahan atas satu asumsi aktuarial dimana asumsi lainnya dianggap konstan. Dalam perhitungan sensitivitas kewajiban imbalan pasti atas asumsi aktuarial utama, metode yang sama (perhitungan nilai kini kewajiban imbalan pasti dengan menggunakan metode *projected unit credit* di akhir periode) telah diterapkan seperti dalam penghitungan kewajiban pensiun yang diakui dalam laporan posisi keuangan konsolidasian.

Pada tanggal 31 Desember 2022 dan 2021, aset program terdiri dari:

	2022	2021
Obligasi pemerintah	1,890,122	1,762,924
Penempatan langsung	1,663,537	1,650,568
Obligasi	1,597,539	1,617,067
Saham	1,037,753	954,490
Properti	332,755	346,682
Deposito	262,929	299,176
Deposito <i>on call</i>	42,194	6,761
Reksa Dana	81,257	148,956
	6,908,086	6,786,624

Investasi telah terdiversifikasi dengan baik, sehingga kinerja buruk satu investasi tidak akan memberikan dampak material bagi seluruh kelompok aset. Proporsi terbesar aset investasi ditempatkan pada instrumen utang. Diyakini bahwa instrumen utang memberikan imbal hasil yang paling baik dalam jangka panjang pada tingkatan risiko yang dapat diterima. Untuk program manfaat pasti sebagian besar instrumen surat utang merupakan portofolio obligasi Pemerintah Republik Indonesia dan obligasi korporasi di Indonesia.

Hasil yang diharapkan dari aset program ditentukan dengan mempertimbangkan imbal hasil yang diharapkan atas aset yang mengacu pada kebijakan investasi. Hasil investasi bunga tetap didasarkan pada hasil pengembalian bruto pada tanggal pelaporan. Hasil yang diharapkan dari investasi ekuitas dan properti mencerminkan tingkat imbal hasil jangka panjang aktual yang terjadi untuk tiap-tiap pasar.

Bank terekspos beberapa risiko atas program imbalan kerja seperti risiko yang terekspos pada program manfaat pasti adalah adanya tingkat hasil investasi dibawah asumsi *discount rate* dan kenaikan gaji aktual yang lebih besar dari asumsi. Hal tersebut menimbulkan peningkatan iuran yang dibayarkan kepada Dana Pensiun.

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41. EMPLOYEE BENEFITS (continued)

Defined benefit pension plan (continued)

The sensitivity analysis is based on a change in an assumption while holding all other assumptions constant. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method (present value of the defined benefit obligation calculated with the projected unit credit method at the end of the reporting period) has been applied as when calculating the pension liability recognized within the consolidated statement of financial position.

As of 31 December 2022 and 2021, plan assets comprise the following:

	2022	2021	
Obligasi pemerintah	1,890,122	1,762,924	Government bonds
Penempatan langsung	1,663,537	1,650,568	Direct participation
Obligasi	1,597,539	1,617,067	Bonds
Saham	1,037,753	954,490	Shares
Properti	332,755	346,682	Property
Deposito	262,929	299,176	Time deposits
Deposito <i>on call</i>	42,194	6,761	On call deposits
Reksa Dana	81,257	148,956	Mutual funds
	6,908,086	6,786,624	

Investments are well-diversified, such that the failure of any single investment would not have a material impact to the overall group of assets. The largest proportion of assets are invested in debt instruments. Debt instruments are expected to contribute best yields in the long term at an acceptable risk level. For defined benefit program, most of the debt instruments are Government of Indonesia bonds and corporate bonds.

The expected return on plan assets is determined by considering the expected returns available on the assets in accordance with the current investment policy. Expected yields on fixed interest investments are based on gross redemption yields as of the reporting date. Expected returns on equity and property investments reflect long-term real rates of return experienced in the respective markets.

The Bank is exposed to a number of risks through its employee benefit plans such as the exposed risks in defined benefit pension plan is the lower return on investment compared to assumption on discount rate and the increase in the actual salary is higher than its assumption. These will cause an increase in benefit paid to Pension Fund.

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41. IMBALAN KERJA (lanjutan)

Program pensiun manfaat pasti (lanjutan)

Untuk memastikan bahwa posisi investasi yang telah diatur dalam kerangka *Asset Liability Management* (ALMA), Bank melakukan pemantauan terhadap investasi atas program pensiun (baik iuran pasti maupun manfaat pasti) dan memastikan tingkat investasi dimaksud mencapai tingkat diskonto yang digunakan. Selain itu, dilakukan implementasi kebijakan penyesuaian gaji sesuai dengan asumsi yang telah digunakan dalam perhitungan aktuarial untuk mengurangi selisih hasil perhitungan atas proyeksi imbalan kerja pasca kerja dengan realisasinya.

Rata-rata durasi kewajiban manfaat pasti pada tanggal 31 Desember 2022 adalah 8,23 tahun (31 Desember 2021: 10,87 tahun).

Analisis jatuh tempo yang diharapkan dari manfaat pensiun yang tidak terdiskonto untuk Entitas Induk adalah sebagai berikut:

	Kurang dari 1 tahun/ Less than a year	2 sampai 5 tahun/ Between 2 to 5 years	Lebih dari 5 tahun/ Over 5 years	Jumlah/ Total	
2022					2022
Pensiun	590,286	2,772,026	20,610,906	23,973,218	Pension
Cuti besar	132,582	494,061	1,874,969	2,501,612	Long leave
Penghargaan masa kerja	63,443	198,632	1,604,363	1,866,438	Gratuity
Total	786,311	3,464,719	24,090,238	28,341,268	Total

	Kurang dari 1 tahun/ Less than a year	2 sampai 5 tahun/ Between 2 to 5 years	Lebih dari 5 tahun/ Over 5 years	Jumlah/ Total	
2021					2021
Pensiun	527,991	2,714,702	26,873,792	30,116,485	Pension
Cuti besar	93,608	446,765	1,613,924	2,154,297	Long leave
Penghargaan masa kerja	28,467	190,494	1,398,516	1,617,477	Gratuity
Total	650,066	3,351,961	29,886,232	33,888,259	Total

Program pensiun iuran pasti

Bank juga memiliki program pensiun iuran pasti, untuk karyawannya yang dikelola oleh Dana Pensiun Lembaga Keuangan PT Bank Negara Indonesia (Persero) Tbk, dimana kontribusi iuran bank adalah sebesar 1,5% sampai dengan 6,5% dari gaji karyawan sesuai jabatan karyawan, sedangkan kontribusi iuran karyawan adalah sebesar 0,5% dari upah yang ditetapkan oleh Bank untuk karyawan tetap yang dipekerjakan sebelum tanggal 1 September 2005. Untuk karyawan tetap yang dipekerjakan mulai tanggal 1 September 2005, kontribusi Bank dan karyawan adalah masing-masing sebesar iuran 11,5% dan 3,5% dari gaji karyawan.

Karyawan tetap yang bergabung dengan Bank sebelum bulan September 2005, memiliki hak atas program pensiun manfaat pasti ditambah dengan program pensiun iuran pasti, atau imbalan kerja yang disediakan sesuai dengan Undang-Undang No. 11 Tahun 2020 dan peraturan penerapan terkaitnya PP No. 35 Tahun 2021, mana yang lebih tinggi.

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41. EMPLOYEE BENEFITS (continued)

Defined benefit pension plan (continued)

To ensure that the result of investments is consistent with the *Asset Liability Management* (ALMA) framework, the Bank performs monitoring over the investment for the pension program (for both defined benefit and contribution plans) and performs action to ensure the return of investments will meet the applicable discount rate. Apart from that, implementation of salary adjustment policy has been performed in accordance to the assumptions used by actuarial calculation to reduce the gap on the calculation of projected post-employment benefits with its realization.

The average duration of the defined benefit obligation as of 31 December 2022 is 8.23 years (31 December 2021: 10.87 years).

Expected maturity analysis of undiscounted pension benefit for Parent Only is as follows:

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41. IMBALAN KERJA (lanjutan)

Program pensiun iuran pasti (lanjutan)

Beban pensiun iuran pasti yang telah dibebankan pada laporan laba rugi adalah sebesar Rp223.410 dan Rp199.372 masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2022 dan 2021.

Imbalan pasca kerja lainnya dan imbalan kerja jangka panjang lainnya

Liabilitas atas imbalan pasca kerja lainnya meliputi uang jasa, uang pisah dan pesangon sesuai dengan Undang-Undang Cipta Kerja No. 11/2020, PP 35/2021 dan kompensasi lainnya.

Imbalan jangka panjang lainnya seperti cuti berimbalan jangka panjang, imbalan cacat permanen dan penghargaan *jubilee* dihitung dengan menggunakan metode *projected unit credit* dan didiskontokan ke nilai kini.

Penilaian aktuarial atas imbalan kerja jangka panjang lainnya untuk tahun-tahun yang berakhir tanggal 31 Desember 2022 dan 2021 dilakukan oleh perusahaan konsultan aktuaria terdaftar independen, PT Towers Watson Purbajaga dengan menggunakan metode "*Projected Unit Credit*" sebagaimana yang tercantum dalam laporan masing-masing pada tanggal 17 Januari 2023 dan 18 Januari 2022.

Perubahan liabilitas imbalan kerja yang diakui Bank pada laporan posisi keuangan konsolidasian adalah sebagai berikut:

	2022	2021
Liabilitas bersih pada awal periode Dampak akuisisi	2,325,272 66,930	2,603,803 -
Biaya selama tahun berjalan	360,615	267,091
Penyesuaian atas perubahan metode atribusi - laba rugi	(309,394)	-
Jumlah yang diakui pada penghasilan komprehensif lain	89,867	108,195
Penyesuaian atas perubahan metode atribusi	(3,227)	-
Pembayaran imbalan	(205,204)	(653,817)
	2,324,859	2,325,272

Biaya imbalan kerja yang dibebankan Bank pada laporan laba rugi:

	2022	2021
Biaya jasa kini	226,616	193,111
Biaya bunga	160,191	134,905
Keuntungan aktuaria periode berjalan - bersih	(26,192)	(60,925)
Penyesuaian atas perubahan metode atribusi	(309,394)	-
Biaya yang dibebankan pada laba rugi	51,221	267,091

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41. EMPLOYEE BENEFITS (continued)

Defined contribution pension plan (continued)

Defined contribution pension expense that was charged to profit or loss amounted to Rp223,410 and Rp199,372 for the year ended 31 December 2022 and 2021, respectively.

Post employment benefits and other long-term employee benefits

The liability for post employment benefits consisted of service payments, severance and termination benefits based on Undang-Undang Cipta Kerja No. 11/2020, PP 35/2021 and other compensations.

Other long-term employee benefits such as long service leave, permanent disability benefit and jubilee awards are calculated using the projected unit credit method and discounted to present value.

The actuarial valuation of other long-term employee benefits for the years ended 31 December 2022 and 2021 were prepared by a registered independent actuarial consulting firm, PT Towers Watson Purbajaga using the "Projected Unit Credit" method as stated in its reports dated 17 January 2023 and 18 January 2022.

The movements of the employee benefits liability recognized by the Bank in the consolidated statement of financial position are as follows:

Net liability at the beginning of the period
Impact of acquisition
Expense recognized during the current year
Adjustment due to change in benefit attribution method
Total amount recognized in other comprehensive income
Adjustment due to change in benefit attribution method
Actual benefit payments

Employee benefits expense recognized by Bank in profit or loss:

Current service cost
Interest cost
Net actuarial gain recognized in current period
Adjustment due to change in benefit attribution period
Expense recognized in profit or loss

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41. IMBALAN KERJA (lanjutan)

Imbalan pasca kerja lainnya dan imbalan kerja jangka panjang lainnya (lanjutan)

Biaya imbalan kerja yang dibebankan Bank pada laporan laba rugi: (lanjutan)

	2022	2021
Biaya imbalan pasti yang diakui pada laba rugi	51,221	267,091
Pengukuran kembali yang diakui pada penghasilan komprehensif lainnya	89,867	108,195
Penyesuaian atas perubahan metode atribusi	(3,227)	-
Biaya imbalan pasti	137,861	375,286

Asumsi-asumsi utama yang digunakan dalam perhitungan di atas adalah:

	2022	2021
Asumsi ekonomi:		
Tingkat diskonto per tahun	7.25%	7.00%
Tingkat kenaikan gaji	7.00%	7.00%
Pendapatan dari dana pensiun iuran pasti	6.00%	6.00%
Asumsi lainnya:		
Usia pensiun normal	55 tahun/years	55 tahun/years
Tingkat kematian	Modifikasi Tabel Mortalita Indonesia 2019 (TMI2019)/ Adjusted Mortality Table Indonesia 2019 (TMI2019)	Modifikasi Tabel Mortalita Indonesia 2019 (TMI 2019)/ Adjusted Mortality Table Indonesia 2019 (TMI2019)
Tingkat cacat	10% dari tingkat/ kematian/10% from mortality rate	10% dari tingkat/ kematian/10% from mortality rate
Tingkat pengunduran diri		
Umur 20-29	4.2%	4.2%
Umur 30-34	2.8%	2.8%
Umur 35-39	3.0%	3.0%
Umur 40-50	1.7%	1.7%
Umur 51-52	1.3%	1.3%
Umur >52	0%	0%

Sensitivitas dari kewajiban imbalan pasca kerja lainnya terhadap perubahan asumsi aktuarial adalah sebagai berikut:

Dampak imbalan kerja jangka panjang lainnya/ Impact on other long-term employee benefits				
		Nilai kini kewajiban imbalan kerja/ Present value of benefit obligation	Biaya jasa kini/ Current service cost	
2022	Perubahan Asumsi/ Change in Assumption			2022
Tingkat diskonto	Kenaikan/increase 1%	(122,534)	(2,672)	Discount rate
	Penurunan/decrease 1%	137,592	7,150	
Tingkat kenaikan gaji	Kenaikan/increase 1%	195,354	9,251	Salary increase rate
	Penurunan/decrease 1%	(164,373)	(3,956)	

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41. EMPLOYEE BENEFITS (continued)

Post employment benefits and other long-term employee benefits (continued)

Employee benefits expense recognized by Bank in profit or loss: (continued)

Defined benefit cost recognized in profit or loss
Remeasurement effect recognized in other comprehensive income
Adjustment due to change in benefit attribution period

Defined benefit cost

The key assumptions used in the above calculation are:

Economic assumptions:
Annual discount rate
Rate of salary increases
Interest credited to defined contribution fund
Other assumptions:
Normal retirement age

Mortality rate

Disability rate

Turnover rate
Age 20-29
Age 30-34
Age 35-39
Age 40-50
Age 51-52
Age >52

The sensitivity of other post benefit obligation to changes in the actuarial assumptions is as follows:

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41. IMBALAN KERJA (lanjutan)**Imbalan pasca kerja lainnya dan imbalan kerja
jangka panjang lainnya (lanjutan)****41. EMPLOYEE BENEFITS (continued)****Post employment benefits and other long-term
employee benefits (continued)**

Dampak program imbalan kerja jangka panjang lainnya/ Impact on other long-term employee benefits				
2021	Perubahan Asumsi/ Change in Assumption	Nilai kini kewajiban imbalan kerja/ Present value of benefit obligation	Biaya jasa kini/ Current service cost	2021
Tingkat diskonto	Kenaikan/increase 1% Penurunan/decrease 1%	(140,207) 158,279	(2,298) 6,020	Discount rate
Tingkat kenaikan gaji	Kenaikan/increase 1% Penurunan/decrease 1%	223,358 (183,242)	7,454 (3,175)	Salary increase rate

Analisis sensitivitas didasarkan pada perubahan atas satu asumsi aktuarial dimana asumsi lainnya dianggap konstan. Dalam perhitungan sensitivitas kewajiban imbalan pasti atas asumsi aktuarial utama, metode yang sama (perhitungan nilai kini kewajiban imbalan pasti dengan menggunakan metode *projected unit credit* di akhir periode pelaporan) telah diterapkan seperti dalam penghitungan kewajiban pensiun yang diakui dalam laporan posisi keuangan konsolidasian.

The sensitivity analysis is based on a change in an actuarial assumption while holding all other assumptions constant. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions, the same method (present value of the defined benefit obligation calculated with the projected unit credit method at the end of the reporting period) has been applied as when calculating the pension liability recognized within the consolidated statement of financial position.

**42. LABA PER SAHAM DASAR DAN DILUSIAN
DIATRIBUSIKAN KEPADA PEMILIK ENTITAS
INDUK**

Laba tahun berjalan per saham dasar dihitung dengan membagi laba tahun berjalan diatribusikan kepada pemilik entitas induk dengan rata-rata tertimbang jumlah lembar saham biasa yang beredar pada tahun bersangkutan.

**42. BASIC AND DILUTED EARNINGS PER SHARE
ATTRIBUTABLE TO EQUITY HOLDERS OF THE
PARENT ENTITY**

Basic earnings per share is computed by dividing income for the year attributable to owners of the parent entity by the weighted average number of outstanding common shares during the related year.

	2022	2021	
Laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk	18,312,054	10,898,518	Income for the year attributable to owners of the parent entity
Rata-rata tertimbang jumlah lembar saham biasa yang beredar (dalam nilai penuh)	18,638,372,041	18,620,149,016	Weighted average number of outstanding ordinary shares (in full amount)
Laba per saham dasar diatribusikan kepada pemilik entitas induk (dalam Rupiah penuh)	983	585	Basic earnings per share attributable to equity holders of the parent entity (in full Rupiah amount)

Bank dan Entitas Anak tidak memiliki potensi saham yang bersifat dilutif.

Bank and Subsidiaries have no dilutive potential shares.

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43. KOMBINASI BISNIS

Pada bulan Mei 2022, Grup mengakuisisi 63,92% saham PT Bank Mayora ("Bank Mayora") dengan total harga perolehan adalah sebesar Rp3.500.000. Bank Mayora merupakan sebuah Bank yang bergerak di bidang perbankan komersial. Bank Mayora merencanakan untuk mengembangkan bisnis Bank Mayora dalam perbankan digital, dan akan melakukan aliansi serta sinergi bisnis dengan kegiatan usaha Grup.

Tabel berikut ini merupakan rekonsiliasi arus kas yang dibayarkan dan diperoleh dalam transaksi akuisisi Bank Mayora:

	18 Mei/ May 2022	
Imbalan kas yang dibayar	3,500,000	Cash consideration paid
Penempatan pada bank lain dan Bank Indonesia		Placements with other banks and Bank Indonesia
- Kas	(48,271)	Cash -
- Penempatan pada bank lain dan Bank Indonesia	(6,780,426)	Placements with other banks and Bank Indonesia -
	(3,328,697)	

Imbalan, jumlah aset yang diperoleh, dan liabilitas yang diambil alih, dan *goodwill* terkait pada tanggal akuisisi menggunakan jumlah sementara adalah sebagai berikut:

	18 Mei/ May 2022	
Imbalan kas yang dibayar	3,500,000	Cash consideration paid
Nilai wajar dari aset teridentifikasi yang diperoleh dan liabilitas yang diambil alih	(2,742,430)	Fair value of identifiable assets acquired and liabilities assumed
Penyesuaian:		Adjustments
- Merek dagang	(11,298)	Trademarks -
- Hubungan pelanggan	(18,486)	Customer relationships -
<i>Goodwill</i>	727,786	<i>Goodwill</i>

Untuk mendapatkan substansi transaksi berdasarkan PSAK 22 "Kombinasi Bisnis", nilai wajar merek dagang, dan hubungan pelanggan diukur berdasarkan penilaian yang dilakukan oleh penilai independen.

In order to gain the substance of the transaction based on PSAK 22 "Business Combinations", fair value of trademarks and customer relationships were measured based on the valuation performed by the independent valuer.

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43. KOMBINASI BISNIS (lanjutan)

Tabel berikut ini merangkum nilai wajar yang diperoleh dan liabilitas yang diambil alih pada tanggal akuisisi:

	18 Mei/ May 2022	
ASET		ASSETS
Kas	48,271	Cash
Penempatan pada bank lain dan Bank Indonesia	6,780,426	Placements with other banks and Bank Indonesia
Efek-efek	975,069	Marketable securities
Efek-efek yang dibeli dengan janji dijual kembali	1,530,760	Securities purchased under agreements to resell
Tajihan akseptasi	81,471	Acceptance receivables
Pinjaman yang diberikan – bersih	3,036,398	Loans - net
Aset tetap dan aset hak guna – bersih	104,476	Fixed assets and right of use - net
Beban dibayar dimuka	17,531	Prepaid expenses
Aset lain-lain – bersih	128,118	Other assets - net
Jumlah aset	12,702,520	Total assets
LIABILITAS		LIABILITIES
Liabilitas segera	(12,535)	Obligations due immediately
Simpanan nasabah	(8,090,651)	Deposits from customers
Simpanan dari bank lain	(101,215)	Deposits from other banks
Liabilitas akseptasi	(81,875)	Acceptance liabilities
Utang pajak	(4,869)	Taxes payable
Beban bunga	(9,541)	Accrued interest
Imbalan kerja	(58,154)	Employee benefits
Pinjaman yang diterima	(2,858)	Borrowings
Liabilitas pajak tangguhan	(379)	Deferred tax liabilities
Liabilitas lain-lain	(50,111)	Other liabilities
Jumlah liabilitas	(8,412,188)	Total liabilities
Jumlah aset teridentifikasi neto	4,290,332	Total identifiable net assets
Kepentingan non-pengendali	(1,547,902)	Non-controlling interest
Merek dagang (Catatan 20)	11,298	Trademarks (Note 20)
Hubungan pelanggan (Catatan 20)	18,486	Customer relationships (Note 20)
Goodwill (Catatan 20)	727,786	Goodwill (Note 20)
Imbalan kas yang dibayar	3,500,000	Cash consideration paid

Biaya yang terkait dengan akuisisi sebesar Rp882 telah dibebankan pada beban administrasi pada laporan laba rugi untuk tahun yang berakhir pada 31 Desember 2022.

Pendapatan Bank Mayora yang termasuk di dalam laporan laba rugi sejak 18 Mei 2022 sebesar Rp40.842. Bank Mayora juga memberikan kontribusi laba sebesar Rp26.107 selama periode yang sama.

Jika Bank Mayora dikonsolidasi sejak 1 Januari 2022, maka laba rugi akan menunjukkan tambahan pendapatan sebesar Rp60.340 dan jumlah laba sebesar Rp38.570.

Akuisisi Bank Mayora telah dilakukan sesuai dengan peraturan yang dikeluarkan oleh OJK.

Pada tanggal 31 Desember 2022, Manajemen berpendapat tidak terdapat indikasi penurunan nilai terhadap goodwill dari transaksi akuisisi Bank Mayora.

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43. BUSINESS COMBINATION (continued)

The following table summarises the fair value of the assets acquired and liability assumed recognized at the acquisition date:

	18 Mei/ May 2022	
ASET		ASSETS
Kas	48,271	Cash
Penempatan pada bank lain dan Bank Indonesia	6,780,426	Placements with other banks and Bank Indonesia
Efek-efek	975,069	Marketable securities
Efek-efek yang dibeli dengan janji dijual kembali	1,530,760	Securities purchased under agreements to resell
Tajihan akseptasi	81,471	Acceptance receivables
Pinjaman yang diberikan – bersih	3,036,398	Loans - net
Aset tetap dan aset hak guna – bersih	104,476	Fixed assets and right of use - net
Beban dibayar dimuka	17,531	Prepaid expenses
Aset lain-lain – bersih	128,118	Other assets - net
Jumlah aset	12,702,520	Total assets
LIABILITAS		LIABILITIES
Liabilitas segera	(12,535)	Obligations due immediately
Simpanan nasabah	(8,090,651)	Deposits from customers
Simpanan dari bank lain	(101,215)	Deposits from other banks
Liabilitas akseptasi	(81,875)	Acceptance liabilities
Utang pajak	(4,869)	Taxes payable
Beban bunga	(9,541)	Accrued interest
Imbalan kerja	(58,154)	Employee benefits
Pinjaman yang diterima	(2,858)	Borrowings
Liabilitas pajak tangguhan	(379)	Deferred tax liabilities
Liabilitas lain-lain	(50,111)	Other liabilities
Jumlah liabilitas	(8,412,188)	Total liabilities
Jumlah aset teridentifikasi neto	4,290,332	Total identifiable net assets
Kepentingan non-pengendali	(1,547,902)	Non-controlling interest
Merek dagang (Catatan 20)	11,298	Trademarks (Note 20)
Hubungan pelanggan (Catatan 20)	18,486	Customer relationships (Note 20)
Goodwill (Catatan 20)	727,786	Goodwill (Note 20)
Imbalan kas yang dibayar	3,500,000	Cash consideration paid

Acquisition-related costs of Rp882 have been charged to administrative expenses in the profit or loss for the year ended 31 December 2022.

The revenue included in the profit or loss since 18 May 2022 contributed by Bank Mayora was Rp40,842. Bank Mayora also contributed a profit of Rp26,107 over the same period.

Had Bank Mayora been consolidated from 1 January 2022, the profit or loss would increase revenue of Rp60,340 and total profit of Rp38,570.

The acquisition of Bank Mayora has been conducted in accordance with OJK Regulations.

As of 31 December 2022, Management believes that there is no indication of impairment of goodwill from the acquisition transaction of Bank Mayora.

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44. PEMBAYARAN BERBASIS SAHAM

Berdasarkan Keputusan Rapat Umum Pemegang Saham (RUPS) Tahunan BNI tanggal 29 Maret 2021 yang diaktakan dengan akta No. 14, yang dibuat dihadapan Notaris Fathiah Helmi, S.H., dengan tanggal yang sama, RUPS telah menyetujui untuk mengalihkan secara keseluruhan saham hasil pembelian kembali (buyback) tahun 2020 yang disimpan sebagai saham treasuri sebanyak 19.579.700 saham dalam rangka Program Kepemilikan Saham oleh Pegawai dan Program Kepemilikan Saham oleh Direksi dan Dewan Komisaris.

Selanjutnya, berdasarkan Surat Kementerian Badan Usaha Milik Negara (KBUMN) No. SR-33/Wk2.MBU.A/10/2021 tanggal 1 Oktober 2021, Menteri Negara BUMN telah menetapkan besarnya Jumlah Tantiem untuk Direksi dan Dewan Komisaris atas kinerja Tahun Buku 2020. Menindaklanjuti hal tersebut, dengan memperhatikan ketentuan POJK No.45/POJK.03/2015 tentang Penerapan Tata Kelola Dalam Pemberian Remunerasi Bagi Bank Umum dan berdasarkan keputusan manajemen bahwa 20% dari jumlah Tantiem dibayarkan sebagai remunerasi yang harus ditangguhkan dan dibayarkan dalam bentuk saham untuk Direksi dan Dewan Komisaris non Independen, serta dalam bentuk deposito bagi Komisaris Independen.

Bank telah memberikan saham sebagaimana disebutkan di atas pada tanggal 30 Desember 2021 sebanyak 5.724.673 lembar saham dengan pembukaan periode lock-up beserta pembagiannya sebagai berikut:

1. Periode lock-up tahap I pada tanggal 5 Juni 2022 dengan jumlah saham sebesar 1.642.746 lembar saham;
2. Periode lock-up tahap II pada tanggal 5 Juni 2023 dengan jumlah saham sebesar 1.642.738 lembar saham;
3. Periode lock-up tahap III pada tanggal 5 Juni 2024 dengan jumlah saham sebesar 1.642.726 lembar saham; dan
4. Periode lock-up tahap IV pada tanggal 5 Juni 2025 dengan jumlah saham sebesar 796.463 lembar saham.

Saham diberikan kepada Direksi dan Dewan Komisaris tertentu berdasarkan pada pencapaian performa kinerja Bank. Harga eksekusi yang diberikan sama dengan harga pasar pada tanggal pemberian yaitu sebesar Rp6.750 (nilai penuh).

Selain itu, berdasarkan Keputusan Rapat Umum Pemegang Saham (RUPS) Tahunan BNI tanggal 15 Maret 2022 yang diaktakan dengan akta No. 22, yang dibuat dihadapan Notaris Fathiah Helmi, S.H., dengan tanggal yang sama, RUPS telah menyetujui untuk mengalihkan secara keseluruhan saham hasil pembelian kembali (buyback) tahun 2021 yang disimpan sebagai saham treasuri sebanyak 24.682.600 saham dalam rangka Program Kepemilikan Saham oleh Pegawai dan Program Kepemilikan Saham oleh Direksi dan Dewan Komisaris.

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44. SHARE-BASED PAYMENT

Based on the decision of the BNI's Shareholders Annual General Meeting held on 29 March 2021, notarized by deed No. 14, made before Notary Fathiah Helmi, S.H., on the same date, the shareholders approved the granting of authority and approved to transfer all of the shares from the 2020 buyback that has been registered as treasury shares of 19,579,700 for the purpose of the Employee Shares Ownership Program and the Board of Directors and the Board of Commissioners share ownership program.

Furthermore, according to the Letter of the Ministry of State-Owned Enterprises (KBUMN) No. SR-33/Wk2.MBU.A/10/2021 dated 1 October 2021, the Minister of State-Owned Enterprises has determined the amount of Tantiem for the Board of Directors and Board of Commissioners for the performance of Fiscal Year 2020. Following up on this, taking into account to POJK No.45/POJK 03/2015 concerning the Implementation of Good Corporate Governance in Providing Remuneration for Commercial Banks and based on management's decision that 20% of the amount of Tantiem is paid as remuneration which must be deferred and paid in the form of shares for Board of Directors and non Independent Board of Commissioners, as well as in the form of deposits for Independent Commissioners.

The Bank has granted 5,724,673 shares as mentioned above on 30 December 2021 with the opening lock-up period and the distribution are as follows:

1. First phase of the lock-up period on 5 June 2022 with a total of 1,642,746 shares;
2. Lock-up period phase II on 5 June 2023 with a total of 1,642,738 shares;
3. Lock-up period phase III on 5 June 2024 with a total of 1,642,726 shares, and;
4. Lock-up period phase IV on 5 June 2025 with a total of 796,463 shares.

Shares are granted to Board of Directors and Board of Commissioners based on Bank's performance target achievement. The exercise price of the granted options is equal to the market price at the grant date amounting to Rp6,750 (full amount).

Other than that, based on the decision of the BNI's Shareholders Annual General Meeting held on 15 March 2022, notarized by deed No. 22, made before Notary Fathiah Helmi, S.H., on the same date, the shareholders approved the granting of authority and approved to transfer all of the shares from the 2021 buyback that has been registered as treasury shares of 24,682,600 for the purpose of the Employee Shares Ownership Program and the Board of Directors and the Board of Commissioners share ownership program.

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44. PEMBAYARAN BERBASIS SAHAM (lanjutan)

Selanjutnya, berdasarkan Surat Kementerian Badan Usaha Milik Negara (KBUMN) No. SR-23/Wk2.MBU.A/07/2022 tanggal 25 Juli 2022, Menteri Negara BUMN telah menetapkan besarnya Jumlah Tantiem untuk Direksi dan Dewan Komisaris atas kinerja Tahun Buku 2021. Menindaklanjuti hal tersebut, dengan memperhatikan ketentuan POJK No.45/POJK.03/2015 tentang Penerapan Tata Kelola Dalam Pemberian Remunerasi Bagi Bank Umum dan berdasarkan keputusan manajemen bahwa 10% dari jumlah Tantiem dibayarkan sebagai remunerasi yang harus ditanggihkan dan dibayarkan dalam bentuk saham untuk Direksi dan Dewan Komisaris Non Independen, serta dalam bentuk deposito bagi Komisaris Independen.

Bank telah memberikan saham sebagaimana disebutkan di atas pada tanggal 29 Juli 2022 sebanyak 3.001.097 lembar saham dengan pembukaan periode *lock-up* beserta pembagiannya sebagai berikut:

1. Periode *lock-up* tahap I pada tanggal 5 Juni 2023 dengan jumlah saham sebesar 922.460 lembar saham;
2. Periode *lock-up* tahap II pada tanggal 5 Juni 2024 dengan jumlah saham sebesar 1.039.325 lembar saham; dan
3. Periode *lock-up* tahap III pada tanggal 5 Juni 2025 dengan jumlah saham sebesar 1.039.312 lembar saham.

Saham diberikan kepada Direksi, Dewan Komisaris dan karyawan tertentu tersebut berdasarkan pada pencapaian performa kinerja Bank. Harga eksekusi yang diberikan sama dengan harga pasar pada tanggal pemberian yaitu sebesar Rp7.850 (nilai penuh).

Program *Employee Stock Allocation* ("ESA")

Berdasarkan Keputusan Rapat Umum Pemegang Saham (RUPS) Tahunan BNI tanggal 15 Maret 2022 yang diaktakan dengan akta No. 22, yang dibuat dihadapan Notaris Fathiah Helmi, S.H., dengan tanggal yang sama, RUPS telah menyetujui untuk mengalihkan secara keseluruhan saham hasil pembelian kembali (*buyback*) tahun 2021 yang disimpan sebagai saham treasuri sebanyak 24.682.600 saham dalam rangka Program Kepemilikan Saham oleh Pegawai dan Program Kepemilikan Saham oleh Direksi dan Dewan Komisaris. Menyetujui memberikan kuasa dan wewenang pelaksanaan Program Kepemilikan Saham bagi Pegawai dan/atau Program Kepemilikan Saham bagi Direksi dan Dewan Komisaris baik bersumber dari saham treasuri maupun sumber lainnya.

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44. SHARE-BASED PAYMENT (continued)

Furthermore, according to the Letter of the Ministry of State-Owned Enterprises (KBUMN) No. SR-23/Wk2.MBU.A/07/2022 dated 25 July 2022, the Minister of State-Owned Enterprises has determined the amount of Tantiem for the Board of Directors and Board of Commissioners for the performance of Fiscal Year 2021. Following up on this, taking into account to POJK No.45/POJK 03/2015 concerning the Implementation of Good Corporate Governance in Providing Remuneration for Commercial Banks and based on management's decision that 10% of the amount of Tantiem is paid as remuneration which must be deferred and paid in the form of shares for Board of Directors and non Independent Board of Commissioners, as well as in the form of deposits for Independent Commissioners.

The Bank has granted 3,001,097 shares as mentioned above on 29 July 2022 with the opening *lock-up* period and the distribution are as follows:

1. First phase of the *lock-up* period on 5 June 2023 with a total of 922,460 shares;
2. *Lock-up* period phase II on 5 June 2024 with a total of 1,039,325 shares; and
3. *Lock-up* period phase III on 5 June 2025 with a total of 1,039,312 shares.

Shares are granted to Board of Directors, Board of Commissioners and several employee based on Bank's performance target achievement. The exercise price of the granted options is equal to the market price at the grant date amounting to Rp7,850 (full amount).

Employee Stock Allocation ("ESA") Program

Based on the decision of the BNI's Shareholders Annual General Meeting held on 15 March 2022, notarized by deed No. 22, made before Notary Fathiah Helmi, S.H., on the same date, the shareholders approved the granting of authority and approved to transfer all of the shares from the 2021 *buyback* that has been registered as treasury shares of 24,682,600 for the purpose of the Employee Shares Ownership Program and the Board of Directors and the Board of Commissioners Shares Ownership program. Approved and grant power and authority to implement the Share Ownership Program for Employees and/or Share Ownership Program for the Board of Directors and the Board of Commissioners, whether sourced from treasury shares or other source.

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44. PEMBAYARAN BERBASIS SAHAM (lanjutan)

**Program *Employee Stock Allocation* ("ESA")
(lanjutan)**

Bank telah memberikan saham sebagaimana disebutkan di atas pada tanggal 2 Juni 2022 sebanyak 67.795.400 lembar saham yang mempunyai pembukaan periode *lock-up* dengan tahapan sebagai berikut:

1. Pembukaan periode *lock-up* tahap I pada tanggal 2 Juni 2023 dengan jumlah saham sebesar 47.938.100 lembar saham,
2. Pembukaan periode *lock-up* tahap II pada tanggal 2 Juni 2024 dengan jumlah saham sebesar 10.854.800 lembar saham, dan
3. Pembukaan periode *lock-up* tahap III pada tanggal 2 Juni 2025 dengan jumlah saham sebesar 9.002.500 lembar saham.

Saham diberikan kepada direksi dan karyawan tertentu berdasarkan pada pencapaian performa kinerja Bank. Harga eksekusi yang diberikan sama dengan harga pasar pada tanggal pemberian yaitu sebesar Rp8.850 (nilai penuh).

Pada tanggal 29 Desember 2022, Bank memberikan saham sebanyak 10.355.756 lembar saham yang mempunyai pembukaan periode *lock-up* dengan tahapan sebagai berikut:

1. Pembukaan periode *lock-up* tahap I pada tanggal 2 Juni 2023 dengan jumlah saham sebesar 7.975.689 lembar saham,
2. Pembukaan periode *lock-up* tahap II pada tanggal 2 Juni 2024 dengan jumlah saham sebesar 622.400 lembar saham,
3. Pembukaan periode *lock-up* tahap III pada tanggal 2 Juni 2025 dengan jumlah saham sebesar 1.551.800 lembar saham,
4. Pembukaan periode *lock-up* tahap I pada tanggal 29 Maret 2023 dengan jumlah saham sebesar 102.933 lembar saham,
5. Pembukaan periode *lock-up* tahap II pada tanggal 1 April 2024 dengan jumlah saham sebesar 51.467 lembar saham,
6. Pembukaan periode *lock-up* tahap III pada tanggal 1 April 2025 dengan jumlah saham sebesar 51.467 lembar saham,

Harga eksekusi yang diberikan sama dengan harga pasar pada tanggal pemberian yaitu sebesar Rp9.225 (nilai penuh).

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44. SHARE-BASED PAYMENT (continued)

**Employee Stock Allocation ("ESA") Program
(continued)**

The Bank has granted shares as mentioned above on 2 June 2022 as many as 67,795,400 shares with the opening *lock-up* period and the distribution are as follows:

1. First phase of the *lock-up* period on 2 June 2023 with a total of 47,938,100 shares;
2. *Lock-up* period phase II on 2 June 2024 with a total of 10,854,800 shares; and
3. *Lock-up* period phase III on 2 June 2025 with a total of 9,002,500 shares.

Shares are granted to directors and to selected employees based on Bank's performance target achievement. The exercise price of the granted options is equal to the market price at the grant date amounting to Rp8,850 (full amount).

On 29 December 2022, The Bank has granted shares as many as 10,355,756 shares with the opening *lock-up* period and the distribution are as follows:

1. First phase of the *lock-up* period on 2 June 2023 with a total of 7,975,689 shares;
2. *Lock-up* period phase II on 2 June 2024 with a total of 622,400 shares;
3. *Lock-up* period phase III on 2 June 2025 with a total of 1,551,800 shares.
4. First phase of the *lock-up* period on 29 March 2023 with a total of 102,933 shares;
5. *Lock-up* period phase II on 1 April 2024 with a total of 51,467 shares; and
6. *Lock-up* period phase III on 1 April 2025 with a total of 51,467 shares.

The exercise price of the granted options is equal to the market price at the grant date amounting to Rp9,225 (full amount).

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45. KOMITMEN DAN KONTINJENSI

	2022	2021
Tagihan komitmen		
Pembelian berjangka mata uang asing yang belum diselesaikan	95,552,866	71,604,677
Lain-lain	84,537	417,623
	95,637,403	72,022,300
Liabilitas komitmen		
Penjualan berjangka mata uang asing yang belum diselesaikan	96,358,325	70,965,780
Fasilitas kredit kepada debitur yang belum digunakan	57,335,014	59,613,881
<i>Irrevocable letters of credit</i> yang masih berjalan	16,074,195	8,746,412
Lainnya	84,537	-
	169,852,071	139,326,073
Tagihan kontinjensi		
Garansi bank yang diterima	20,690,817	17,895,802
Pendapatan bunga dalam penyelesaian	11,673,005	11,043,107
Lainnya	381,937	329,515
	32,745,759	29,268,424
Liabilitas kontinjensi		
Garansi yang diterbitkan dalam bentuk:		
<i>Performance bonds</i>	26,926,986	25,883,030
<i>Standby letters of credit</i>	12,868,214	12,568,336
<i>Advance payment bonds</i>	10,809,246	7,850,160
<i>Bid bonds</i>	2,092,562	1,478,993
<i>Shipping guarantee</i>	-	5,779
Garansi bank lainnya	10,411,960	9,874,750
Lainnya	570,463	-
	63,679,431	57,661,048

Transaksi komitmen dan kontinjensi yang terjadi dalam kegiatan normal Bank yang mempunyai risiko kredit adalah sebagai berikut:

	2022	2021
Garansi bank yang diterbitkan Pihak berelasi (Catatan 46s)	22,335,790	19,083,801
Pihak ketiga	40,773,178	38,577,247
<i>Irrevocable letters of credit</i> Pihak berelasi (Catatan 46t)	11,159,543	3,705,213
Pihak ketiga	4,914,652	5,041,199
Fasilitas kredit kepada debitur yang belum digunakan Pihak berelasi (Catatan 46u)	13,964,947	19,114,722
Pihak ketiga	43,370,067	40,499,159
	136,518,177	126,021,341

Commitment receivables
Unsettled purchased of foreign currency futures
Others

Commitment payables
Sales of foreign currency futures unresolved

Unused loan facilities
Outstanding irrevocable letters of credit
Others

Contingent receivables
Bank guarantees received
Interest receivable on non performing assets
Others

Contingent payables
Guarantees issued in the form of:
Performance bonds
Standby letters of credit
Advance payment bonds
Bid bonds
Shipping guarantee
Other bank guarantees
Others

Commitments and contingent transactions in the normal course of the Bank's activities that have credit risk are as follows:

Bank guarantees issued
Related parties (Note 46s)
Third parties
Irrevocable letters of credit
Related parties (Note 46t)
Third parties

Unused loan facilities
Related parties (Note 46u)
Third parties

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45. KOMITMEN DAN KONTINJENSI (lanjutan)

	31 Desember/ December 2022	31 Desember/ December 2021	
Lancar	133,205,712	121,557,954	<i>Current</i>
Dalam perhatian khusus	2,735,483	3,215,034	<i>Special mention</i>
Kurang lancar	38,945	52,677	<i>Substandard</i>
Diragukan	65,047	106,647	<i>Doubtful</i>
Macet	472,990	1,089,029	<i>Loss</i>
	136,518,177	126,021,341	

46. TRANSAKSI DENGAN PIHAK BERELASI

Dalam kegiatan normal usaha, Bank melakukan transaksi dengan pihak berelasi karena hubungan kepemilikan dan/atau kepengurusan. Semua transaksi dengan pihak-pihak berelasi telah dilakukan dengan kebijakan dan syarat yang telah disepakati bersama.

a. Jenis hubungan

Hubungan pihak berelasi sebagai pemegang saham utama
Pemerintah Republik Indonesia melalui Kementerian Keuangan
Pengendalian melalui Pemerintah Republik Indonesia
Badan Penyelenggara Jaminan Sosial (BPJS) Kesehatan
Badan Penyelenggara Jaminan Sosial (BPJS) Ketenagakerjaan
Kementerian Keuangan Republik Indonesia
Lembaga Kantor Berita Nasional (LKBN) Antara
Perum BULOG dan Entitas Anak
Perum DAMRI
Perum Jasa Tirta I
Perum Jasa Tirta II
Perum Lembaga Penyelenggara Pelayanan Navigasi Penerbangan Indonesia
Perum Percetakan Negara Republik Indonesia
Perum Percetakan Uang Republik Indonesia ("Perum Peruri") dan Entitas Anak
Perum Perhutani dan Entitas Anak
Perum Pengangkutan Penumpang Djakarta
Perum Perumnas
Perum Produksi Film Negara
PT Adhi Karya (Persero) Tbk dan Entitas Anak
PT Amarta Karya (Persero)

45. COMMITMENTS AND CONTINGENCIES (continued)

Commitments and contingent transactions that have credit risk by collectability are as follows:

46. RELATED PARTY TRANSACTIONS

In the normal course of business, the Bank enters into certain transactions with parties which are related to the management and/or owned by the same ultimate shareholder. All transactions with related parties have met the agreed terms and conditions.

a. Type of relationships

Related party relationship as the controlling shareholder
<i>The Government of Republic of Indonesia through the Ministry of Finance</i>
Control through The Government of The Republic of Indonesia
<i>Badan Penyelenggara Jaminan Sosial (BPJS) Kesehatan</i>
<i>Badan Penyelenggara Jaminan Sosial (BPJS) Ketenagakerjaan</i>
<i>Ministry of Finance of the Republic of Indonesia</i>
<i>Lembaga Kantor Berita Nasional (LKBN) Antara</i>
<i>Perum BULOG and Subsidiaries</i>
<i>Perum DAMRI</i>
<i>Perum Jasa Tirta I</i>
<i>Perum Jasa Tirta II</i>
<i>Perum Lembaga Penyelenggara Pelayanan Navigasi Penerbangan Indonesia</i>
<i>Perum Percetakan Negara Republik Indonesia</i>
<i>Perum Percetakan Uang Republik Indonesia ("Perum Peruri") and Subsidiaries</i>
<i>Perum Perhutani and Subsidiaries</i>
<i>Perum Pengangkutan Penumpang Djakarta</i>
<i>Perum Perumnas</i>
<i>Perum Produksi Film Negara</i>
<i>PT Adhi Karya (Persero) Tbk and Subsidiaries</i>
<i>PT Amarta Karya (Persero)</i>

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46. TRANSAKSI DENGAN PIHAK BERELASI
(lanjutan)

a. Jenis hubungan (lanjutan)

**Pengendalian melalui Pemerintah Republik
Indonesia (lanjutan)**

PT ASDP Indonesia Ferry (Persero) dan Entitas Anak
PT Asuransi Jiwasraya (Persero)
PT Asuransi Sosial Angkatan Bersenjata Republik Indonesia (Persero)
PT Aviassi Pariwisata Indonesia (Persero) dan Entitas Anak
PT Bahana Pembinaan Usaha Indonesia (Persero) dan Entitas Anak
PT Bank Mandiri (Persero) Tbk dan Entitas Anak
PT Bank Rakyat Indonesia (Persero) Tbk dan Entitas Anak
PT Bank Tabungan Negara (Persero) Tbk
PT Barata Indonesia (Persero)
PT Bina Karya (Persero)
PT Bio Farma (Persero)
PT Biro Klasifikasi Indonesia (Persero)
PT Boma Bisma Indra (Persero)
PT Brantas Abipraya (Persero)
PT Danareksa (Persero) dan Entitas Anak
PT Jakarta Lloyd (Persero) dan Entitas Anak
PT Dok dan Perkapalan Kodja Bahari (Persero)
PT Dok dan Perkapalan Surabaya (Persero)
PT Garuda Indonesia (Persero) Tbk dan Entitas Anak
PT Utama Karya (Persero) dan Entitas Anak
PT Indah Karya (Persero)
PT Indonesia Asahan Aluminium (Persero)
PT Indra Karya (Persero)
PT Industri Gelas (Persero)
PT Industri Kapal Indonesia (Persero)
PT Industri Kereta Api (Persero) dan Entitas Anak
PT Industri Sandang Nusantara (Persero)
PT Industri Telekomunikasi Indonesia (Persero)
PT Istaka Karya (Persero)
PT Jasa Marga (Persero) Tbk dan Entitas Anak
PT Kereta Api Indonesia (Persero) dan Entitas Anak
PT Kertas Kraft Aceh (Persero)
PT Kertas Leces (Persero)
PT Krakatau Steel (Persero) dan Entitas Anak
PT Len Industri (Persero) dan Entitas Anak
PT Merpati Nusantara Airlines (Persero)

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46. RELATED PARTY TRANSACTIONS (continued)

a. Type of relationships (continued)

**Control through The Government of The
Republic of Indonesia (continued)**

PT ASDP Indonesia Ferry (Persero) and subsidiaries
PT Asuransi Jiwasraya (Persero)
PT Asuransi Sosial Angkatan Bersenjata Republik Indonesia (Persero)
PT Aviassi Pariwisata Indonesia (Persero) and Subsidiaries
PT Bahana Pembinaan Usaha Indonesia (Persero) and Subsidiaries
PT Bank Mandiri (Persero) Tbk and Subsidiaries
PT Bank Rakyat Indonesia (Persero) Tbk and Subsidiaries
PT Bank Tabungan Negara (Persero) Tbk
PT Barata Indonesia (Persero)
PT Bina Karya (Persero)
PT Bio Farma (Persero)
PT Biro Klasifikasi Indonesia (Persero)
PT Boma Bisma Indra (Persero)
PT Brantas Abipraya (Persero)
PT Danareksa (Persero) and Subsidiaries
PT Jakarta Lloyd (Persero) and Subsidiaries
PT Dok dan Perkapalan Kodja Bahari (Persero)
PT Dok dan Perkapalan Surabaya (Persero)
PT Garuda Indonesia (Persero) Tbk and Subsidiaries
PT Utama Karya (Persero) and Subsidiaries
PT Indah Karya (Persero)
PT Indonesia Asahan Aluminium (Persero)
PT Indra Karya (Persero)
PT Industri Gelas (Persero)
PT Industri Kapal Indonesia (Persero)
PT Industri Kereta Api (Persero) and Subsidiaries
PT Industri Sandang Nusantara (Persero)
PT Industri Telekomunikasi Indonesia (Persero)
PT Istaka Karya (Persero)
PT Jasa Marga (Persero) Tbk and Subsidiaries
PT Kereta Api Indonesia (Persero) and Subsidiaries
PT Kertas Kraft Aceh (Persero)
PT Kertas Leces (Persero)
PT Krakatau Steel (Persero) and Subsidiaries
PT Len Industri (Persero) and Subsidiaries
PT Merpati Nusantara Airlines (Persero)

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46. TRANSAKSI DENGAN PIHAK BERELASI
(lanjutan)

a. Jenis hubungan (lanjutan)

**Pengendalian melalui Pemerintah Republik
Indonesia (lanjutan)**

PT PDI Pulau Batam (Persero)
PT Pelabuhan Indonesia (Persero) dan Entitas Anak
PT Pelayaran Nasional Indonesia (Persero) dan Entitas Anak
PT PANN (Persero) dan Entitas Anak
PT Pembangunan Perumahan (Persero) Tbk dan Entitas Anak
PT Pengembangan Pariwisata Indonesia (Persero)
PT Perkebunan Nusantara III (Persero) dan Entitas Anak
PT Pertamina (Persero) dan Entitas Anak
PT Perusahaan Listrik Negara ("PLN") (Persero) dan Entitas Anak
PT Pos Indonesia (Persero) dan Entitas Anak
PT Primmisima (Persero)
PT Pupuk Indonesia Holding Company (Persero) dan Entitas Anak
PT Rajawali Nusantara Indonesia (Persero) dan Entitas Anak
PT Reasuransi Indonesia Utama (Persero) dan Entitas Anak
PT Semen Indonesia (Persero) Tbk dan Entitas Anak
PT Semen Kupang (Persero)
PT Taspen (Persero) dan Entitas Anak
PT Telkom Indonesia (Persero) Tbk dan Entitas Anak
PT Varuna Tirta Prakasya (Persero)
PT Virama Karya (Persero)
PT Waskita Karya (Persero) Tbk dan Entitas Anak
PT Wijaya Karya (Persero) Tbk dan Entitas Anak
PT Yodya Karya (Persero)

Pengendalian Kegiatan Bank

Manajemen Kunci

**Berdasarkan Kepemilikan dan/atau
Kepengurusan**

Dana Pensiun ("DP") BNI
Dana Pensiun Lembaga Keuangan (DPLK) BNI
PT Asuransi Tripakarta

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46. RELATED PARTY TRANSACTIONS (continued)

a. Type of relationships (continued)

**Control through The Government of The
Republic of Indonesia (continued)**

PT PDI Pulau Batam (Persero)
PT Pelabuhan Indonesia (Persero) and Subsidiaries
PT Pelayaran Nasional Indonesia (Persero) and Subsidiaries
PT PANN (Persero) and Subsidiaries
PT Pembangunan Perumahan (Persero) Tbk and Subsidiaries
PT Pengembangan Pariwisata Indonesia (Persero)
PT Perkebunan Nusantara III (Persero) and Subsidiaries
PT Pertamina (Persero) and Subsidiaries
PT Perusahaan Listrik Negara ("PLN") (Persero) and Subsidiaries
PT Pos Indonesia (Persero) and Subsidiaries
PT Primmisima (Persero)
PT Pupuk Indonesia Holding Company (Persero) and Subsidiaries
PT Rajawali Nusantara Indonesia (Persero) and Subsidiaries
PT Reasuransi Indonesia Utama (Persero) and Subsidiaries
PT Semen Indonesia (Persero) Tbk and Subsidiaries
PT Semen Kupang (Persero)
PT Taspen (Persero) and Subsidiaries
PT Telkom Indonesia (Persero) Tbk and Subsidiaries
PT Varuna Tirta Prakasya (Persero)
PT Virama Karya (Persero)
PT Waskita Karya (Persero) Tbk and Subsidiaries
PT Wijaya Karya (Persero) Tbk and Subsidiaries
PT Yodya Karya (Persero)

Control on Bank's Activities

Key Management

By Ownership and/or Management

Dana Pensiun ("DP") BNI
Dana Pensiun Lembaga Keuangan (DPLK) BNI
PT Asuransi Tripakarta

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**46. TRANSAKSI DENGAN PIHAK BERELASI
(lanjutan)**

b. Giro pada bank lain

	2022	2021
PT Bank Mandiri (Persero) Tbk	110,045	1,559,840
PT Bank Rakyat Indonesia (Persero) Tbk	3,521	34
PT Bank Tabungan Negara (Persero) Tbk	36	-
	113,602	1,559,874

c. Penempatan pada bank lain dan Bank Indonesia

	2022	2021
PT Bank Mandiri (Persero) Tbk	483,798	283,869
PT Bank Tabungan Negara (Persero) Tbk	147,833	435
PT Bank Rakyat Indonesia (Persero) Tbk	73,476	410,019
	705,107	694,323

d. Efek-efek

	2022	2021
PT Bank Rakyat Indonesia (Persero) Tbk	1,814,255	1,857,198
PT Danareksa (Persero)	1,563,324	167,254
PT PLN (Persero)	916,419	896,619
Kementerian Keuangan Republik Indonesia	723,931	316,923
PT Bahana Pembinaan Usaha Indonesia (Persero)	581,461	218,466
PT Bank Mandiri (Persero) Tbk	577,497	706,957
PT Utama Karya (Persero)	397,662	434,193
PT Semen Indonesia (Persero) Tbk	309,935	105,779
PT Bank Tabungan Negara (Persero) Tbk	269,937	715,603
PT Telkom Indonesia (Persero) Tbk	246,617	68,733
PT Pertamina (Persero)	85,241	68,045
PT Kereta Api Indonesia (Persero)	81,257	105,334
PT Pupuk Indonesia Holding Company (Persero)	76,134	23,781
PT Pelabuhan Indonesia (Persero)	61,738	138,987
PT Adhi Karya (Persero) Tbk	49,308	-
PT Wijaya Karya (Persero) Tbk	14,533	-
PT Jasa Marga (Persero) Tbk	12,715	67,536
PT Indonesia Asahan Aluminium (Persero)	11,976	8,259
PT Waskita Karya (Persero) Tbk	1,035	1,087
PT Pembangunan Perumahan (Persero) Tbk	467	-
PT Bio Farma (Persero)	169	15,222
	7,795,611	5,915,976

b. Current accounts with other banks

PT Bank Mandiri (Persero) Tbk
PT Bank Rakyat Indonesia (Persero) Tbk
PT Bank Tabungan Negara (Persero) Tbk

c. Placements with other banks and Bank Indonesia

PT Bank Mandiri (Persero) Tbk
PT Bank Tabungan Negara (Persero) Tbk
PT Bank Rakyat Indonesia (Persero) Tbk

d. Marketable securities

PT Bank Rakyat Indonesia (Persero) Tbk
PT Danareksa (Persero)
PT PLN (Persero)
Ministry of Finance of Republic Indonesia
PT Bahana Pembinaan Usaha Indonesia (Persero)
PT Bank Mandiri (Persero) Tbk
PT Utama Karya (Persero)
PT Semen Indonesia (Persero) Tbk
PT Bank Tabungan Negara (Persero) Tbk
PT Telkom Indonesia (Persero) Tbk
PT Pertamina (Persero)
PT Kereta Api Indonesia (Persero)
PT Pupuk Indonesia Holding Company (Persero)
PT Pelabuhan Indonesia (Persero)
PT Adhi Karya (Persero) Tbk
PT Wijaya Karya (Persero) Tbk
PT Jasa Marga (Persero) Tbk
PT Indonesia Asahan Aluminium (Persero)
PT Waskita Karya (Persero) Tbk
PT Pembangunan Perumahan (Persero) Tbk
PT Bio Farma (Persero)

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**46. TRANSAKSI DENGAN PIHAK BERELASI
(lanjutan)**

e. Efek-efek yang dibeli dengan janji dijual kembali

	2022	2021
PT Bank Rakyat Indonesia (Persero) Tbk	-	933,729

f. Obligasi Pemerintah

	2022	2021
Pemerintah Republik Indonesia	118,805,319	111,401,474

g. Wesel ekspor dan tagihan lainnya

	2022	2021
PT Adhi Karya (Persero) Tbk	4,521,971	4,615,915
PT Brantas Abipraya (Persero)	1,513,541	1,471,426
PT Utama Karya (Persero)	1,210,261	1,335,712
PT Wijaya Karya (Persero) Tbk	1,121,737	1,434,765
PT Bank Mandiri (Persero) Tbk	787,747	297,792
PT Semen Indonesia (Persero) Tbk	664,063	553,599
PT Danareksa (Persero)	231,543	121,535
PT Telkom Indonesia (Persero) Tbk	149,228	78,118
PT Bank Rakyat Indonesia (Persero) Tbk	112,302	169,686
PT Krakatau Steel (Persero)	13,999	-
PT Semen Baturaja (Persero) Tbk	-	17,028
	10,326,392	10,095,576

h. Tagihan akseptasi

	2022	2021
	2022	2021
PT Pupuk Indonesia Holding Company (Persero)	1,164,060	470,707
PT Pertamina (Persero)	871,231	1,219,390
PT Utama Karya (Persero)	629,953	602,756
PT Len Industri (Persero)	510,224	359,012
PT Krakatau Steel (Persero)	450,021	1,398,563
PT Pembangunan Perumahan (Persero) Tbk	365,837	738,343
PT Danareksa (Persero)	212,013	-
PT Wijaya Karya (Persero) Tbk	135,906	180,606
PT Adhi Karya (Persero) Tbk	105,434	338,811
PT Semen Indonesia (Persero) Tbk	91,102	158,607
PT Bank Mandiri (Persero) Tbk	74,621	39,651
PT Rajawali Nusantara Indonesia (Persero)	29,413	17,240
PT Telkom Indonesia (Persero) Tbk	9,503	174,210
PT Brantas Abipraya (Persero)	6,255	9,049
PT Boma Bisma Indra (Persero)	4,702	29,071
PT Bank Rakyat Indonesia (Persero) Tbk	4,097	12,507
PT Bank Tabungan Negara (Persero) Tbk	1,224	-
Lain-lain	-	734,364
	4,665,596	6,482,887

e. Securities purchased under agreements to resell

PT Bank Rakyat Indonesia (Persero) Tbk

f. Government Bonds

The Government of The Republic of Indonesia

g. Bills and other receivables

PT Adhi Karya (Persero) Tbk
PT Brantas Abipraya (Persero)
PT Utama Karya (Persero)
PT Wijaya Karya (Persero) Tbk
PT Bank Mandiri (Persero) Tbk
PT Semen Indonesia (Persero) Tbk
PT Danareksa (Persero)
PT Telkom Indonesia (Persero) Tbk
PT Bank Rakyat Indonesia (Persero) Tbk
PT Krakatau Steel (Persero)
PT Semen Baturaja (Persero) Tbk

h. Acceptance receivables

PT Pupuk Indonesia Holding Company (Persero)
PT Pertamina (Persero)
PT Utama Karya (Persero)
PT Len Industri (Persero)
PT Krakatau Steel (Persero)
PT Pembangunan Perumahan (Persero) Tbk
PT Danareksa (Persero)
PT Wijaya Karya (Persero) Tbk
PT Adhi Karya (Persero) Tbk
PT Semen Indonesia (Persero) Tbk
PT Bank Mandiri (Persero) Tbk
PT Rajawali Nusantara Indonesia (Persero)
PT Telkom Indonesia (Persero) Tbk
PT Brantas Abipraya (Persero)
PT Boma Bisma Indra (Persero)
PT Bank Rakyat Indonesia (Persero) Tbk
PT Bank Tabungan Negara (Persero) Tbk
Others

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**46. TRANSAKSI DENGAN PIHAK BERELASI
(lanjutan)**

i. Tagihan derivatif

	2022	2021
PT Bank Mandiri (Persero) Tbk	2,318	2,505
PT PLN (Persero)	934	6,609
PT Bank Rakyat Indonesia (Persero) Tbk	-	2,765
PT Pertamina (Persero)	-	18,069
Lain-lain	937	-
	4,189	29,948

j. Pinjaman yang diberikan

	2022	2021
PT Waskita Karya (Persero) Tbk Kementerian Keuangan Republik Indonesia	15,162,125	12,120,747
PT Jasa Marga (Persero) Tbk	9,705,860	6,302,196
PT Telkom Indonesia (Persero) Tbk	7,591,114	5,963,869
PT Pertamina (Persero)	6,380,577	8,658,515
Perum BULOG	5,977,288	4,099,947
PT Krakatau Steel (Persero)	5,683,882	5,428,612
PT PLN (Persero)	5,469,739	5,332,329
PT Garuda Indonesia (Persero)	4,824,308	4,029,987
PT Perkebunan Nusantara III (Persero)	4,651,185	5,117,334
PT Len Industri (Persero)	4,613,821	6,014,792
PT Semen Indonesia (Persero) Tbk	4,414,075	1,794,432
PT Utama Karya (Persero)	4,089,029	4,067,990
PT Kereta Api Indonesia (Persero)	3,424,627	3,449,244
PT Pupuk Indonesia Holding Company (Persero)	3,374,433	2,967,613
PT Bank Rakyat Indonesia (Persero) Tbk	2,940,423	2,669,164
PT Adhi Karya (Persero) Tbk	2,805,174	1,893,167
PT Aviasi Pariwisata Indonesia (Persero)	2,487,353	2,169,189
PT Bio Farma (Persero)	2,340,692	2,398,873
PT Bahana Pembinaan Usaha Indonesia (Persero)	2,080,461	2,294,381
PT Pelabuhan Indonesia (Persero)	1,354,244	-
PT Rajawali Nusantara Indonesia (Persero)	848,221	637,321
PT Wijaya Karya (Persero) Tbk	767,838	486,351
PT Indonesia Asahan Aluminium (Persero)	760,682	1,628,147
PT Barata Indonesia (Persero)	693,475	1,026,955
PT Industri Kereta Api (Persero)	335,868	326,569
PT Danareksa (Persero)	330,833	391,503
PT Pos Indonesia (Persero)	275,000	-
Perum Peruri	237,500	377,708
Manajemen Kunci	212,085	265,442
PT Semen Baturaja (Persero) Tbk	180,514	162,504
Lainnya	-	827,900
	713,735	4,651,269
	104,726,161	97,554,050

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46. RELATED PARTY TRANSACTIONS (continued)

i. Derivative receivables

PT Bank Mandiri (Persero) Tbk
PT PLN (Persero)
PT Bank Rakyat
Indonesia (Persero) Tbk
PT Pertamina (Persero)
Others

j. Loans

PT Waskita Karya (Persero) Tbk
Ministry of Finance of
Republic Indonesia
PT Jasa Marga (Persero) Tbk
PT Telkom Indonesia (Persero) Tbk
PT Pertamina (Persero)
Perum BULOG
PT Krakatau Steel (Persero)
PT PLN (Persero)
PT Garuda Indonesia (Persero)
PT Perkebunan Nusantara III (Persero)
PT Len Industri (Persero)
PT Semen Indonesia (Persero) Tbk
PT Utama Karya (Persero)
PT Kereta Api Indonesia (Persero)
PT Pupuk Indonesia
Holding Company (Persero)
PT Bank Rakyat
Indonesia (Persero) Tbk
PT Adhi Karya (Persero) Tbk
PT Aviasi Pariwisata
Indonesia (Persero)
PT Bio Farma (Persero)
PT Bahana Pembinaan
Usaha Indonesia (Persero)
PT Pelabuhan Indonesia (Persero)
PT Rajawali Nusantara
Indonesia (Persero)
PT Wijaya Karya (Persero) Tbk
PT Indonesia Asahan
Aluminium (Persero)
PT Barata Indonesia (Persero)
PT Industri Kereta Api (Persero)
PT Danareksa (Persero)
PT Pos Indonesia (Persero)
Perum Peruri
Key Management
PT Semen Baturaja (Persero) Tbk
Others

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**46. TRANSAKSI DENGAN PIHAK BERELASI
(lanjutan)**

**k. Investasi pada entitas asosiasi dan
penyertaan saham**

	2022	2021
PT Bank Syariah Indonesia Tbk	10,048,975	8,688,406
PT Fintek Karya Nusantara	472,138	701,800
	10,521,113	9,390,206

l. Simpanan nasabah

	2022	2021
Entitas dikendalikan melalui Pemerintah Republik Indonesia Manajemen Kunci	154,666,508 141,755	152,148,865 108,176
	154,808,263	152,257,041

m. Simpanan dari bank lain

	2022	2021
Entitas dikendalikan melalui Pemerintah Republik Indonesia	3,190,421	1,269,116

n. Efek-efek yang diterbitkan

	2022	2021
Kementerian Keuangan Republik Indonesia	719,603	-
BPJS Ketenagakerjaan	629,653	-
PT Bank Rakyat Indonesia (Persero) Tbk	95,046	593,168
PT Bahana Pembinaan Usaha Indonesia (Persero)	74,955	-
PT Indonesia Asahan Aluminium (Persero)	69,961	-
DPLK BNI	59,964	199,989
PT Bank Mandiri (Persero) Tbk	54,967	148,992
PT Asabri (Persero)	39,978	-
PT Reasuransi Indonesia Utama (Persero)	19,989	-
DP BNI	14,991	29,998
PT Pertamina (Persero)	5,997	-
PT Penjaminan Infrastruktur Indonesia (Persero)	-	39,998
	1,785,104	1,012,145

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46. RELATED PARTY TRANSACTIONS (continued)

**k. Investment in associates and equity
investments**

PT Bank Syariah Indonesia Tbk
PT Fintek Karya Nusantara

l. Deposits from customers

Entities controlled through the
Government of Republic of Indonesia
Key Management

m. Deposits from other banks

Entities controlled through
the Government of
Republic Indonesia

n. Securities issued

Ministry of Finance
of Republic Indonesia
BPJS Ketenagakerjaan
PT Bank Rakyat
Indonesia (Persero) Tbk
PT Bahana Pembinaan
Usaha Indonesia (Persero)
PT Indonesia Asahan
Aluminium (Persero)
DPLK BNI
PT Bank Mandiri (Persero) Tbk
PT Asabri (Persero)
PT Reasuransi Indonesia
Utama (Persero)
DP BNI
PT Pertamina (Persero)
PT Penjaminan Infrastruktur
Indonesia (Persero)

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**46. TRANSAKSI DENGAN PIHAK BERELASI
(lanjutan)**

o. Pinjaman yang diterima

	2022	2021
PT Bank Mandiri (Persero) Tbk	179,048	349,201
Kementerian Keuangan Republik Indonesia	53,584	57,831
	232,632	407,032

p. Efek-efek subordinasi

	2022	2021
PT Asuransi Tripakarta	24,999	24,996
PT Bank Mandiri (Persero) Tbk	3,112	2,849
	28,111	27,845

q. Liabilitas derivatif

	2022	2021
PT Pertamina (Persero)	61,012	1,523
PT Bank Mandiri (Persero) Tbk	33,414	2,920
PT Bank Rakyat Indonesia (Persero) Tbk	12,704	7,834
PT PLN (Persero)	11,309	-
	118,439	12,277

r. Liabilitas akseptasi

	2022	2021
PT Bank Mandiri (Persero) Tbk	727,036	40,207
PT Indonesia Asahan Aluminium (Persero)	102,698	166,252
PT Bank Rakyat Indonesia (Persero) Tbk	79,673	13,780
PT Semen Indonesia (Persero) Tbk	66,384	20,921
PT Bank Tabungan Negara (Persero) Tbk	9,783	-
PT Danareksa (Persero)	2,944	-
PT Len Industri (Persero)	325	370
Lain-lain	-	2,699
	988,843	244,229

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**46. TRANSAKSI DENGAN PIHAK BERELASI
(lanjutan)**

s. Garansi bank yang diterbitkan

	2022	2021
PT Hutama Karya (Persero)	3,168,461	2,402,746
PT Pupuk Indonesia Holding Company (Persero)	2,872,297	2,378,369
PT Pertamina (Persero)	2,377,520	2,057,123
PT Wijaya Karya (Persero) Tbk	2,077,282	2,308,786
PT Telkom Indonesia (Persero) Tbk	1,894,487	1,906,355
PT Danareksa (Persero)	1,649,223	-
PT Bank Mandiri (Persero) Tbk	1,347,695	856,835
PT Len Industri (Persero)	1,226,347	265,680
PT Waskita Karya (Persero) Tbk	1,033,108	551,459
PT Pembangunan Perumahan (Persero) Tbk	999,719	747,155
PT Brantas Abipraya (Persero)	906,137	916,556
PT Adhi Karya (Persero) Tbk	781,143	893,971
PT Industri Kereta Api (Persero)	614,178	614,178
PT PLN (Persero)	534,110	223,222
PT Bank Rakyat Indonesia (Persero) Tbk	156,535	46,057
Perum Peruri	128,396	367
PT Biro Klasifikasi Indonesia (Persero)	126,842	107,066
PT Rajawali Nusantara Indonesia (Persero)	110,772	102,327
PT Asuransi Tripakarta	79,752	746
PT Pelabuhan Indonesia (Persero)	44,796	46,799
PT Bahana Pembinaan Usaha Indonesia (Persero)	32,353	22,193
PT Krakatau Steel (Persero)	29,643	674
PT Indonesia Asahan Aluminium (Persero)	29,385	31,558
PT Aviasi Pariwisata Indonesia (Persero)	27,849	49,113
PT ASDP Indonesia Ferry (Persero)	20,880	-
PT Virama Karya (Persero)	12,802	21,373
PT Djakarta Lloyd (Persero)	11,460	28,802
PT Amarta Karya (Persero)	8,243	-
PT Indra Karya (Persero)	7,514	9,069
PT Barata Indonesia (Persero)	5,968	87,628
PT Kereta Api Indonesia (Persero)	5,306	6,622
PT Pelayaran Nasional Indonesia (Persero)	3,306	55
PT Garuda Indonesia (Persero)	3,257	1,856
Kementerian Keuangan Republik Indonesia	3,123	3,092
PT Yodya Karya (Persero)	2,455	5,327
PT Indah Karya (Persero)	948	1,073
Perum Perumnas	789	789
PT Semen Indonesia (Persero) Tbk	671	6,494
PT Bio Farma (Persero)	589	538
PT Dok dan Perkapalan Surabaya (Persero)	194	319
PT Bina Karya (Persero)	112	1,768
Perum DAMRI	64	584
Perum Percetakan Negara RI	44	20
PT Pos Indonesia (Persero)	35	119
Lain-lain	-	2,378,938
	22,335,790	19,083,801

s. Bank guarantees issued

PT Hutama Karya (Persero)	
PT Pupuk Indonesia Holding Company (Persero)	
PT Pertamina (Persero)	
PT Wijaya Karya (Persero) Tbk	
PT Telkom Indonesia (Persero) Tbk	
PT Danareksa (Persero)	
PT Bank Mandiri (Persero) Tbk	
PT Len Industri (Persero)	
PT Waskita Karya (Persero) Tbk	
PT Pembangunan Perumahan (Persero) Tbk	
PT Brantas Abipraya (Persero)	
PT Adhi Karya (Persero) Tbk	
PT Industri Kereta Api (Persero)	
PT PLN (Persero)	
PT Bank Rakyat Indonesia (Persero) Tbk	
Perum Peruri	
PT Biro Klasifikasi Indonesia (Persero)	
PT Rajawali Nusantara Indonesia (Persero)	
PT Asuransi Tripakarta	
PT Pelabuhan Indonesia (Persero)	
PT Bahana Pembinaan Usaha Indonesia (Persero)	
PT Krakatau Steel (Persero)	
PT Indonesia Asahan Aluminium (Persero)	
PT Aviasi Pariwisata Indonesia (Persero)	
PT ASDP Indonesia Ferry (Persero)	
PT Virama Karya (Persero)	
PT Djakarta Lloyd (Persero)	
PT Amarta Karya (Persero)	
PT Indra Karya (Persero)	
PT Barata Indonesia (Persero)	
PT Kereta Api Indonesia (Persero)	
PT Pelayaran Nasional Indonesia (Persero)	
PT Garuda Indonesia (Persero)	
Ministry Of Finance of Republic Indonesia	
PT Yodya Karya (Persero)	
PT Indah Karya (Persero)	
Perum Perumnas	
PT Semen Indonesia (Persero) Tbk	
PT Bio Farma (Persero)	
PT Dok dan Perkapalan Surabaya (Persero)	
PT Bina Karya (Persero)	
Perum DAMRI	
Perum Percetakan Negara RI	
PT Pos Indonesia (Persero)	
Others	

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46. TRANSAKSI DENGAN PIHAK BERELASI
(lanjutan)

t. Irrevocable Letters of Credit

	2022	2021
PT Pertamina (Persero)	4,041,449	79,167
Perum BULOG	3,454,847	-
PT PLN (Persero)	928,600	1,247,723
PT Pupuk Indonesia Holding Company (Persero)	831,972	1,840
PT Len Industri (Persero)	469,836	9,020
PT Perkebunan Nusantara III (Persero)	295,669	-
PT Utama Karya (Persero)	236,882	116,404
PT Kereta Api Indonesia (Persero)	191,231	476,734
PT Semen Indonesia (Persero) Tbk	175,458	135,366
PT Danareksa (Persero)	159,056	-
PT Wijaya Karya (Persero) Tbk	113,082	53,774
PT Pembangunan Perumahan (Persero) Tbk	86,758	495,905
PT Krakatau Steel (Persero)	50,339	2,676
PT Rajawali Nusantara Indonesia (Persero)	49,872	11,373
Kementerian Keuangan Republik Indonesia	29,181	-
PT Pelayaran Nasional Indonesia (Persero)	27,865	809
Perum Peruri	6,405	33,297
PT Adhi Karya (Persero) Tbk	5,778	24,150
PT Bio Farma (Persero)	3,573	290,550
PT Indonesia Asahan Aluminium (Persero)	1,690	-
Lain-lain	-	726,425
	11,159,543	3,705,213

u. Fasilitas pinjaman yang belum ditarik

	2022	2021
PT PLN (Persero)	6,332,400	9,332,400
Kementerian Keuangan Republik Indonesia	2,705,039	4,154,125
PT Pupuk Indonesia Holding Company (Persero)	1,658,999	814,337
PT Krakatau Steel (Persero)	1,167,563	1,071,984
PT Bank Rakyat Indonesia (Persero) Tbk	575,798	2,772,805
PT Telkom Indonesia (Persero) Tbk	353,514	65
PT Pelayaran Nasional Indonesia (Persero)	300,000	-
PT Wijaya Karya (Persero) Tbk	166,893	3,493
PT Len Industri (Persero)	162,095	137,477
PT Rajawali Nusantara Indonesia (Persero)	162,065	118,489
PT Utama Karya (Persero)	128,835	119,981
PT Adhi Karya (Persero) Tbk	100,000	322,581
PT Danareksa (Persero)	50,000	50,000
Perum BULOG	31,000	81,000
PT Brantas Abipraya (Persero)	24,967	24,970
PT Virama Karya (Persero)	19,855	29,000
PT Pembangunan Perumahan (Persero) Tbk	19,674	12,957
PT Semen Indonesia (Persero) Tbk	5,000	-
PT Pengembangan Pariwisata Indonesia (Persero) Tbk	1,250	-
PT Waskita Karya (Persero) Tbk	-	68,688
Perum Perhutani	-	370
	13,964,947	19,114,722

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46. RELATED PARTY TRANSACTIONS (continued)

t. Irrevocable Letters of Credit

PT Pertamina (Persero)	79,167
Perum BULOG	-
PT PLN (Persero)	1,247,723
PT Pupuk Indonesia Holding Company (Persero)	1,840
PT Len Industri (Persero)	9,020
PT Perkebunan Nusantara III (Persero)	-
PT Utama Karya (Persero)	116,404
PT Kereta Api Indonesia (Persero)	476,734
PT Semen Indonesia (Persero) Tbk	135,366
PT Danareksa (Persero)	-
PT Wijaya Karya (Persero) Tbk	53,774
PT Pembangunan Perumahan (Persero) Tbk	495,905
PT Krakatau Steel (Persero)	2,676
PT Rajawali Nusantara Indonesia (Persero)	11,373
Ministry of Finance of Republic Indonesia	-
PT Pelayaran Nasional Indonesia (Persero)	809
Perum Peruri	33,297
PT Adhi Karya (Persero) Tbk	24,150
PT Bio Farma (Persero)	290,550
PT Indonesia Asahan Aluminium (Persero)	-
Others	726,425
	3,705,213

u. Unused loan facilities

PT PLN (Persero)	9,332,400
Ministry Of Finance of Republic Indonesia	4,154,125
PT Pupuk Indonesia Holding Company (Persero)	814,337
PT Krakatau Steel (Persero)	1,071,984
PT Bank Rakyat Indonesia (Persero) Tbk	2,772,805
PT Telkom Indonesia (Persero) Tbk	65
PT Pelayaran Nasional Indonesia (Persero)	-
PT Wijaya Karya (Persero) Tbk	3,493
PT Len Industri (Persero)	137,477
PT Rajawali Nusantara Indonesia (Persero)	118,489
PT Utama Karya (Persero)	119,981
PT Adhi Karya (Persero) Tbk	322,581
PT Danareksa (Persero)	50,000
Perum BULOG	81,000
PT Brantas Abipraya (Persero)	24,970
PT Virama Karya (Persero)	29,000
PT Pembangunan Perumahan (Persero) Tbk	12,957
PT Semen Indonesia (Persero) Tbk	-
PT Pengembangan Pariwisata Indonesia (Persero) Tbk	-
PT Waskita Karya (Persero) Tbk	68,688
Perum Perhutani	370
	19,114,722

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46. TRANSAKSI DENGAN PIHAK BERELASI
(lanjutan)

v. Gaji dan tunjangan

	2022		2021	
	Imbalan kerja jangka pendek/short-term benefit	Imbalan kerja jangka panjang lainnya/other long-term benefit	Pesangon pemutusan kontrak kerja/termination benefit	Total
Dewan Komisaris	25,475	77,481	3,570	106,526
Direksi	65,193	195,819	8,414	269,426
Komite Audit	1,370	-	-	1,370
SEVP, EVP dan SVP	182,432	47,598	-	230,030
	274,470	320,898	11,984	607,352
	2021		2021	
	Imbalan kerja jangka pendek/short-term benefit	Imbalan kerja jangka panjang lainnya/other long-term benefit	Pesangon pemutusan kontrak kerja/termination benefit	Total
Dewan Komisaris	23,701	49,169	3,432	76,302
Direksi	62,963	85,479	8,760	157,202
Komite Audit	1,082	-	-	1,082
SEVP, EVP dan SVP	168,862	13,613	-	182,475
	256,608	148,261	12,192	417,061

Rincian saldo transaksi dengan pihak-pihak berelasi pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

	2022	2021	
Aset			Assets
Giro pada bank lain	113,602	1,559,874	Current accounts with other banks
Penempatan pada bank lain dan Bank Indonesia	705,107	694,323	Placements with other banks and Bank Indonesia
Efek-efek	7,795,611	5,915,976	Marketable securities
Efek-efek yang dibeli dengan janji dijual kembali	-	933,729	Securities purchased under agreements to resell
Obligasi pemerintah	118,805,319	111,401,474	Government bonds
Wesel ekspor dan tagihan lainnya	10,326,392	10,095,576	Bills and other receivables
Tagihan akseptasi	4,665,596	6,482,887	Acceptance receivables
Tagihan derivatif	4,189	29,948	Derivative receivables
Pinjaman yang diberikan	104,726,161	97,554,050	Loans
Investasi pada entitas asosiasi dan penyertaan saham	10,521,113	9,390,206	Investment in associates and equity investments
Jumlah aset kepada pihak-pihak berelasi	257,663,090	244,058,043	Total assets with related parties
Jumlah aset konsolidasian	1,029,836,868	964,837,692	Total consolidated assets
Persentase jumlah aset kepada pihak-pihak berelasi terhadap jumlah aset konsolidasian	25.0%	25.3%	Percentage of total assets with related parties to total consolidated assets
Liabilitas			Liabilities
Simpanan nasabah	154,808,263	152,257,041	Deposits from customers
Simpanan dari bank lain	3,190,421	1,269,116	Deposits from other banks
Efek-efek yang diterbitkan	1,785,104	1,012,145	Securities issued
Pinjaman yang diterima	232,632	407,032	Borrowings
Efek-efek subordinasi	28,111	27,845	Subordinated securities
Liabilitas derivatif	118,439	12,277	Derivative payables
Liabilitas akseptasi	988,843	244,229	Acceptance payables
Jumlah liabilitas kepada pihak-pihak berelasi	161,151,813	155,229,685	Total liabilities with related parties
Jumlah liabilitas konsolidasian	889,639,206	838,317,715	Total consolidated liabilities
Persentase jumlah liabilitas kepada pihak-pihak berelasi terhadap jumlah liabilitas konsolidasian	18.1%	18.5%	Percentage of total liabilities with related parties to total consolidated liabilities

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47. INFORMASI SEGMENT

Pada tahun 2021, segmen operasi Grup dibagi berdasarkan kelompok nasabah utama dan produk, sebagai berikut: Korporasi, Menengah dan Kecil, Konsumer, Treasuri dan Institusi Keuangan, Kantor Pusat dan Entitas Anak. Dalam menentukan hasil segmen, beberapa akun aset dan liabilitas dan pendapatan dan biaya yang terkait diatribusikan ke masing-masing segmen berdasarkan kebijakan pelaporan internal manajemen.

Pada tahun 2022, Grup menerapkan perubahan terhadap segmen operasi yang diselenggarakan dengan segmentasi nasabah yang digunakan laporan kinerja manajemen yang digunakan secara internal. Grup menerapkan Konsep 3 Dimensi untuk penilaian kinerja secara internal yaitu Dimensi Segmen, Dimensi Channel dan Dimensi Produk. Konsep ini merupakan pengembangan dari konsep yang dipakai sebelum tahun 2022 dengan kinerja hanya didasarkan pada 1 Dimensi yaitu Dimensi Segmen. Untuk kepentingan pelaporan Segmen, maka yang dilaporkan adalah berdasarkan dimensi Segmen.

Terkait perubahan segmen operasi, Grup melakukan resegmentasi nasabah antara lain:

- Tambahan sub Segmen *Large Commercial* sebagai bagian dari Segmen *Enterprises & Commercial Banking* yang merupakan migrasi dari segmen *corporate* dan menengah yang ada sebelumnya.
- Pengelolaan nasabah-nasabah Kementerian, Lembaga Pemerintah, yayasan dan universitas dipindahkan ke segmen Hubungan Kelembagaan termasuk di dalamnya nasabah program Pemerintah seperti Kredit Usaha Rakyat yang sebelumnya tercatat di segmen Kecil dimigrasikan pada Segmen *Institutional Banking*.
- Berdasarkan hasil Rapat Umum Pemegang Saham Luar Biasa (RUPS-LB) tanggal 31 Agustus 2022, pengelolaan segmen institusi keuangan dan kantor cabang luar negeri dipindahkan dari Segmen *Treasury & International* ke Segmen *Corporate & International Banking*.

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47. SEGMENT INFORMATION

In 2021, the Group's operating segments represent the key customers and product groups, as follows: Corporate, Middle and Small, Consumer, Treasury and Financial Institution, Head Office and Subsidiaries. In determining the segment results, certain assets and liabilities items and related revenues and expenses are attributed to each segment based on internal management reporting policies.

In 2022, the Group implemented changes to the operating segments that were aligned with customer segmentation which used internal management performance reports. The Group applies the 3 Dimensional Concept for internal performance assessment, namely Segment Dimensions, Channel Dimensions and Product Dimensions. This concept is a development of the previous concept that was used before 2022 with performance based only on 1 Dimension, namely the Segment Dimension. For the purposes of Segment reporting, what is reported is based on the dimensions of the Segment.

Due to changes in the operating segments, the Group has perform customers resegmentation as follows:

- *Additional Large Commercial sub-Segment as part of the Enterprises & Commercial Banking Segment which is a migration from the previous corporate and middle segments.*
- *The management of customers from Ministries, Government Institutions, foundations and universities were transferred to the Institutional Banking segment, including the Government program customers such as Kredit Usaha Rakyat previously listed in the Small segment, migrating to the Institutional Banking Segment.*
- *Based on the results of the Extraordinary General Meeting of Shareholders (EGMS) on 31 August 2022, the management of the financial institution segment and overseas branch offices was transferred from the Treasury & International Segment to the Corporate & International Banking Segment*

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47. INFORMASI SEGMENT (lanjutan)

Dibawah ini adalah penjelasan mengenai pelaporan masing-masing segmen per 31 Desember 2022:

- **Corporate & International Banking:** termasuk pinjaman yang diberikan, simpanan nasabah dan transaksi-transaksi lainnya milik nasabah korporasi, baik BUMN dan badan usaha swasta termasuk institusi keuangan dan nasabah kantor cabang luar negeri.
- **Institutional Banking:** termasuk pinjaman yang diberikan, simpanan nasabah dan dan transaksi-transaksi lainnya milik nasabah Kementerian, Lembaga Pemerintah, yayasan dan universitas, termasuk didalamnya program pemerintah seperti penyaluran Kredit Usaha Rakyat (KUR).
- **Enterprises & Commercial Banking:** termasuk pinjaman yang diberikan, simpanan nasabah dan dan transaksi-transaksi lainnya milik nasabah dengan skala menengah/komersial dan kecil (di luar penyaluran program Pemerintah).
- **Consumer Banking:** termasuk pinjaman yang diberikan, simpanan nasabah dan transaksi-transaksi lainnya milik nasabah konsumen termasuk kredit pembiayaan konsumsi termasuk kredit kepemilikan rumah, kartu kredit serta produk dan jasa lainnya seperti dana pihak ketiga, transaksi pembayaran dan transaksi-transaksi lainnya milik nasabah individual.
- **Treasury:** terkait dengan kegiatan treasuri Bank termasuk transaksi valuta asing, *money market*, *fixed income* dan pasar modal.
- **Kantor Pusat:** terutama mengelola aset dan liabilitas Grup selain yang telah dikelola oleh segmen operasi lainnya termasuk menerima alokasi biaya atas penyediaan jasa servis secara sentralisasi kepada segmen lainnya serta pendapatan/biaya yang tidak teralokasi ke pelaporan segmen lainnya.
- **Entitas Anak:** seluruh transaksi yang dilakukan oleh Entitas Anak yang bergerak di bidang asuransi, pembiayaan konsumen, perbankan, modal ventura dan sekuritas.

Kinerja diukur berdasarkan laba segmen sebelum pajak penghasilan, sebagaimana dilaporkan dalam laporan internal manajemen yang ditelaah oleh Manajemen Bank. Keuntungan segmen digunakan untuk mengukur kinerja dimana manajemen berkeyakinan bahwa informasi tersebut paling relevan dalam mengevaluasi hasil segmen tersebut relatif terhadap entitas lain yang beroperasi dalam industri tersebut.

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47. SEGMENT INFORMATION (continued)

Below is an explanation of the reporting of each segment as of 31 December 2022:

- **Corporate & International Banking:** including loans, customer deposits and other transactions belonging to corporate customers, both BUMN and private business entities including financial institution and overseas branch customers.
- **Institutional Banking:** including loans, customer deposits and other transactions belonging to customers of Ministries, Government Institutions, foundations and universities, including government programs such as the distribution of Kredit Usaha Rakyat (KUR).
- **Enterprises & Commercial Banking :** including loans, customer deposits and other transactions belonging to customers of middle/commercial and small scale (excluding distribution of Government programs).
- **Consumer Banking:** including loans, customer deposits and other transactions belonging to consumer customers including consumer financing loans including home ownership loans, credit cards, other products and services such as third party funds, payment transactions and other transactions belonging to customers individual.
- **Treasury:** related to the Bank's treasury activities including foreign exchange transactions, money market, fixed income, and capital market.
- **Head Office:** mainly manages the Group's assets and liabilities in addition to those already managed by other operating segments including receiving cost allocation for centralized service provision to other segments as well as revenues/costs that are not allocated to other segment reporting.
- **Subsidiaries:** all transactions conducted by Subsidiaries engaged in insurance, consumer financing, banking, venture capital and securities.

Performance is measured based on segment profit before income tax, as included in the internal management reports that are reviewed by the Bank's Management. Segment profit is used to measure performance of that business segment as management believes that such information is the most relevant in evaluating the results of those segments relative to other entities that operate within these industries.

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47. INFORMASI SEGMENT (lanjutan)

Informasi yang berkaitan dengan segmen usaha yang utama dari Grup pada tahun 31 Desember 2022 menggunakan kriteria segmen yang baru disajikan dalam tabel di bawah ini:

2022									
	Corporate & International Banking	Institutional Banking	Enterprises & Commercial Banking	Consumer Banking	Treasury	Kantor Pusat/ Head Office	Entitas Anak/ Subsidiaries	Penyesuaian dan eliminasi/ Adjustment and elimination**)	Konsolidasian/ Consolidation
Pendapatan Bunga & Pendapatan Syariah - Bersih*)	10,896,109	5,521,034	9,017,076	12,346,595	1,305,690	1,873,642	412,469	(51,923)	41,320,692
Pendapatan Operasional lainnya	-	-	-	-	-	-	1,551,533	-	1,551,533
Pembentukan Cadangan Penurunan Nilai	(8,084,372)	(1,011,699)	(1,396,750)	(1,284,384)	(8,842)	382,788	(110,633)	-	(11,513,892)
Beban Operasional Lainnya	(4,074,939)	(4,113,045)	(3,792,728)	(9,673,452)	(158,730)	(3,604,826)	(2,142,992)	501,563	(27,059,149)
Laba (Rugi) Operasional	2,697,708	1,158,519	6,200,523	8,769,458	4,196,543	(201,946)	439,662	(361,612)	22,898,855
Pendapatan (Beban) Bukan Operasional - Bersih	-	-	-	-	-	(107,967)	(103,115)	(1,065)	(212,147)
Laba Sebelum Pajak	2,697,708	1,158,519	6,200,523	8,769,458	4,196,543	(309,913)	336,547	(362,677)	22,686,708
Beban Pajak	-	-	-	-	-	(4,179,478)	(25,450)	-	(4,204,928)
Laba Bersih	2,697,708	1,158,519	6,200,523	8,769,458	4,196,543	(4,489,391)	311,097	(362,677)	18,481,780
Total aset	346,578,625	93,860,477	170,477,110	125,622,965	261,017,669	-	38,120,174	(5,840,152)	1,029,836,868
Total liabilitas	228,266,005	146,921,912	138,359,499	300,440,514	49,413,750	2,377,860	25,954,481	(2,094,815)	889,639,206

Informasi yang berkaitan dengan segmen usaha yang utama dari Grup pada tahun 31 Desember 2021 menggunakan kriteria segmen yang pada tahun 2022 disajikan dalam tabel di bawah ini:

2021									
	Corporate & International Banking	Institutional Banking	Enterprises & Commercial Banking	Consumer banking	Treasury	Kantor Pusat/ Head Office	Entitas Anak/ Subsidiaries	Penyesuaian dan eliminasi/ Adjustment and elimination**)	Konsolidasian/ Consolidation
Pendapatan Bunga & Pendapatan Syariah - Bersih*)	12,182,042	4,487,392	8,446,761	11,117,689	623,268	1,003,052	371,296	15,231	38,246,731
Pendapatan Operasional lainnya	-	-	-	-	-	-	1,398,957	-	1,398,957
Pembentukan Cadangan Penurunan Nilai	(10,971,428)	(633,931)	(5,231,628)	(912,130)	8,857	(505,956)	(50,935)	-	(18,297,151)
Beban Operasional Lainnya	(3,601,131)	(4,304,117)	(3,286,889)	(9,459,623)	(72,525)	(2,665,542)	(1,909,666)	498,541	(24,800,952)
Laba (Rugi) Operasional	211,049	771,502	1,950,356	7,500,228	3,358,073	(1,441,703)	403,505	14,274	12,767,284
Pendapatan (Beban) Bukan Operasional - Bersih	-	-	-	-	-	(117,623)	(97,627)	(1,147)	(216,297)
Laba Sebelum Pajak	211,049	771,502	1,950,356	7,500,228	3,358,073	(1,559,226)	305,878	13,127	12,550,987
Beban Pajak	-	-	-	-	-	(1,509,702)	(64,234)	-	(1,573,936)
Laba Bersih	211,049	771,502	1,950,356	7,500,228	3,358,073	(3,068,928)	241,644	13,127	10,977,051
Total aset	316,021,554	73,918,855	164,303,530	112,267,440	274,699,749	-	25,686,350	(2,059,786)	964,837,692
Total liabilitas	224,236,532	144,865,609	113,912,762	292,576,859	46,167,770	-	18,228,094	(1,669,911)	838,317,715

*) termasuk komponen internal transfer pricing antar segmen operasi termasuk eliminasi internal transfer pricing atau reklasifikasi antar segmen operasi dan eliminasi terhadap entitas anak

**) Includes component's of internal transfer pricing between operating segment **) Includes elimination of internal transfer pricing or reclassification between operating segment and elimination of subsidiaries

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47. INFORMASI SEGMENT (lanjutan)

Informasi yang berkaitan dengan segmen geografis BNI dan Entitas Anak disajikan dalam tabel di bawah ini:

2022							
	Indonesia	New York	Eropa/ Europe	Asia	Penyesuaian dan eliminasi/ Adjustment and elimination	Konsolidasian /Consolidated	
Pendapatan Bunga & Pendapatan Premi - Bersih	39,681,656	437,682	319,750	973,508	(91,904)	41,320,692	Interest income & Sharia Income - Net
Pendapatan Operasional lainnya	1,551,533	-	-	-	-	1,551,533	Premium Income - Net
Pembentukan Cadangan Kerugian Penurunan Nilai	18,297,601	106,215	307,920	533,953	(646,018)	18,599,671	Other Operating Income Allowance
Beban Operasional Lainnya	(11,416,024)	(53,146)	(13,191)	(31,531)	-	(11,513,892)	For Impairment Losses
Laba Operasional Pendapatan/(Beban) Bukan Operasional - Bersih	(26,547,874)	(281,155)	(118,186)	(618,755)	506,821	(27,059,149)	Other Operating Expenses
Laba Sebelum Pajak	21,566,892	209,596	496,293	857,175	(231,101)	22,898,855	Operating Income Non Operating Income/(Expenses) - Net
Beban Pajak	(201,477)	(394)	(1,699)	(7,513)	(1,064)	(212,147)	
Laba Bersih	21,365,415	209,202	494,594	849,662	(232,165)	22,686,708	Income Before Tax Expense
	(4,204,928)	-	-	-	-	(4,204,928)	Tax Expense
Total aset	937,499,731	22,953,002	16,340,905	58,883,383	(5,840,153)	1,029,836,868	Net Income
Total liabilitas	792,616,244	23,092,750	16,498,178	59,526,850	(2,094,816)	889,639,206	Total assets

2021							
	Indonesia	New York	Eropa/ Europe	Asia	Penyesuaian dan eliminasi/ Adjustment and elimination	Konsolidasian /Consolidated	
Pendapatan bunga & Pendapatan Premi - Bersih	36,381,183	324,838	425,192	1,132,501	(16,983)	38,246,731	Interest Income & Sharia Income - Net
Pendapatan Operasional lainnya	1,398,957	-	-	-	-	1,398,957	Premium Income - Net
Pembentukan Cadangan Kerugian Penurunan Nilai	16,148,959	160,398	234,520	257,890	(582,068)	16,219,699	Other Operating Income Allowance
Beban Operasional Lainnya	(17,845,190)	(4)	(94,879)	(357,078)	-	(18,297,151)	for Impairment Losses
Laba Operasional Pendapatan/(Beban) Bukan Operasional - Bersih	(23,917,545)	(266,029)	(114,775)	(502,603)	-	(24,800,952)	Other Operating Expenses
Laba Sebelum Pajak	12,166,364	219,203	450,058	530,710	(599,051)	12,767,284	Operating Income Non Operating Income/(Expenses) - Net
Beban Pajak	(218,228)	(67)	(1,239)	2,091	1,146	(216,297)	
Laba Bersih	11,948,136	219,136	448,819	532,801	(597,905)	12,550,987	Income Before Tax Expense
	(1,573,936)	-	-	-	-	(1,573,936)	Tax Expense
Total aset	882,365,085	17,120,548	16,062,916	55,658,808	(6,369,665)	964,837,692	Net Income
Total liabilitas	750,739,281	17,126,353	16,065,089	55,590,188	(1,203,196)	838,317,715	Total assets

48. MANAJEMEN RISIKO

Untuk mengantisipasi tantangan ekonomi domestik maupun global serta peningkatan eksposur risiko yang dihadapi oleh BNI, dibutuhkan suatu sistem pengelolaan risiko dan permodalan yang efektif dan terintegrasi, yang mampu mendukung pencapaian dan pertumbuhan kinerja secara berkelanjutan sekaligus meningkatkan daya saing Bank.

Risiko adalah potensi kerugian akibat terjadinya suatu peristiwa tertentu. Risiko dalam konteks perbankan merupakan suatu kejadian potensial, baik yang diperkirakan (*expected*) maupun yang tidak diperkirakan (*unexpected*) yang berdampak negatif terhadap pendapatan dan permodalan Bank.

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47. SEGMENT INFORMATION (continued)

Information relating to the Group's main business segments as of 31 December 2022 using the new segment criteria is presented in the table below:

2022							
	Indonesia	New York	Eropa/ Europe	Asia	Penyesuaian dan eliminasi/ Adjustment and elimination	Konsolidasian /Consolidated	
Pendapatan Bunga & Pendapatan Premi - Bersih	39,681,656	437,682	319,750	973,508	(91,904)	41,320,692	Interest income & Sharia Income - Net
Pendapatan Operasional lainnya	1,551,533	-	-	-	-	1,551,533	Premium Income - Net
Pembentukan Cadangan Kerugian Penurunan Nilai	18,297,601	106,215	307,920	533,953	(646,018)	18,599,671	Other Operating Income Allowance
Beban Operasional Lainnya	(11,416,024)	(53,146)	(13,191)	(31,531)	-	(11,513,892)	For Impairment Losses
Laba Operasional Pendapatan/(Beban) Bukan Operasional - Bersih	(26,547,874)	(281,155)	(118,186)	(618,755)	506,821	(27,059,149)	Other Operating Expenses
Laba Sebelum Pajak	21,566,892	209,596	496,293	857,175	(231,101)	22,898,855	Operating Income Non Operating Income/(Expenses) - Net
Beban Pajak	(201,477)	(394)	(1,699)	(7,513)	(1,064)	(212,147)	
Laba Bersih	21,365,415	209,202	494,594	849,662	(232,165)	22,686,708	Income Before Tax Expense
	(4,204,928)	-	-	-	-	(4,204,928)	Tax Expense
Total aset	937,499,731	22,953,002	16,340,905	58,883,383	(5,840,153)	1,029,836,868	Net Income
Total liabilitas	792,616,244	23,092,750	16,498,178	59,526,850	(2,094,816)	889,639,206	Total assets

2021							
	Indonesia	New York	Eropa/ Europe	Asia	Penyesuaian dan eliminasi/ Adjustment and elimination	Konsolidasian /Consolidated	
Pendapatan bunga & Pendapatan Premi - Bersih	36,381,183	324,838	425,192	1,132,501	(16,983)	38,246,731	Interest Income & Sharia Income - Net
Pendapatan Operasional lainnya	1,398,957	-	-	-	-	1,398,957	Premium Income - Net
Pembentukan Cadangan Kerugian Penurunan Nilai	16,148,959	160,398	234,520	257,890	(582,068)	16,219,699	Other Operating Income Allowance
Beban Operasional Lainnya	(17,845,190)	(4)	(94,879)	(357,078)	-	(18,297,151)	for Impairment Losses
Laba Operasional Pendapatan/(Beban) Bukan Operasional - Bersih	(23,917,545)	(266,029)	(114,775)	(502,603)	-	(24,800,952)	Other Operating Expenses
Laba Sebelum Pajak	12,166,364	219,203	450,058	530,710	(599,051)	12,767,284	Operating Income Non Operating Income/(Expenses) - Net
Beban Pajak	(218,228)	(67)	(1,239)	2,091	1,146	(216,297)	
Laba Bersih	11,948,136	219,136	448,819	532,801	(597,905)	12,550,987	Income Before Tax Expense
	(1,573,936)	-	-	-	-	(1,573,936)	Tax Expense
Total aset	882,365,085	17,120,548	16,062,916	55,658,808	(6,369,665)	964,837,692	Net Income
Total liabilitas	750,739,281	17,126,353	16,065,089	55,590,188	(1,203,196)	838,317,715	Total assets

48. RISK MANAGEMENT

To anticipate domestic and global economic challenges and also increase risk exposures faced by BNI, an effective and integrated risk and capital management system is needed, which is able to support the achievement and growth of sustainable performance while enhancing the competitiveness of the Bank.

Risk is the potential loss due to certain events. Risk in the banking context is a potential event, either an expected or an unexpected that has a negative impact on bank income and capital of the Bank.

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48. MANAJEMEN RISIKO (lanjutan)

Manajemen risiko merupakan serangkaian metodologi dan prosedur yang digunakan untuk mengidentifikasi, mengukur, memantau, dan mengendalikan risiko yang timbul dari seluruh kegiatan usaha Bank, termasuk upaya untuk memitigasi dan/atau meminimalkan kerugian finansial maupun non-finansial yang mungkin timbul dari produk atau aktivitas Bank, hubungan antara Bank dengan nasabah maupun dalam internal Bank.

Penerapan Manajemen Risiko BNI berlandaskan pada regulasi nasional maupun internasional, meliputi Peraturan Otoritas Jasa Keuangan (POJK), Surat Edaran Otoritas Jasa Keuangan (SEOJK), Peraturan Bank Indonesia (PBI), Surat Edaran Bank Indonesia (SEBI), dan dokumen *Basel Committee on Banking Supervision* (BCBS).

Beberapa regulasi yang terkait dengan Manajemen Risiko Bank adalah sebagai berikut:

1. POJK No.18/POJK.03/2016 tanggal 16 Maret 2016 dan SEOJK No.34/SEOJK.03/2016 tanggal 1 September 2016 tentang Penerapan Manajemen Risiko bagi Bank Umum.
2. POJK No. 38/ POJK.03/2017 tanggal 12 Juli 2017 dan SEOJK No. 43/SEOJK.03/2017 tanggal 19 Juli 2017 tentang Prinsip Kehati-hatian dan Laporan dalam rangka Penerapan Manajemen Risiko secara Konsolidasi bagi Bank yang Melakukan Pengendalian terhadap Perusahaan Anak.
3. POJK No.17/POJK.03/2014 tanggal 19 November 2014 dan SEOJK No.14/ SEOJK.03/2015 tanggal 25 Mei 2015 tentang Penerapan Manajemen Risiko Terintegrasi bagi Konglomerasi Keuangan.

Penerapan Manajemen Risiko didasari oleh kebutuhan akan keseimbangan fungsi bisnis dengan pengelolaan risiko, dimana Manajemen Risiko menjadi *strategic partner* dari Unit Bisnis untuk mengoptimalkan pendapatan dari Unit Bisnis secara keseluruhan.

Dalam rangka penerapan Manajemen Risiko yang efektif, baik untuk BNI secara individu maupun secara Konsolidasi dan Terintegrasi dengan Entitas Anak, penerapan manajemen risiko dilakukan melalui 4 (empat) pilar penerapan manajemen risiko yaitu: (i) Pengawasan aktif direksi dan dewan komisaris; (ii) Kecukupan kebijakan, dan prosedur manajemen risiko serta penetapan limit risiko; (iii) Kecukupan proses identifikasi, pengukuran, pemantauan, dan pengendalian risiko serta Sistem Informasi Manajemen Risiko, dan (iv) Sistem pengendalian internal yang menyeluruh.

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48. RISK MANAGEMENT (continued)

Risk management is a set of methodologies and procedures used to identify, measure, monitor, or control the risks arising from the entire Bank's business activities, including the efforts to mitigate and/or minimize financial or non-financial losses that may arise from products or activities of the Bank, the relationship between the Bank and its customer and also within the internal Bank.

The implementation of BNI Risk Management is based on national and international regulations, including Financial Services Authority Regulations (POJK), Financial Services Authority Circular Letters (SEOJK), Bank Indonesia Regulations (PBI), Bank Indonesia Circular Letters (SEBI), and Basel Committee on Banking Supervision (BCBS).

Some of the agreements related to the Bank's Risk Management are as follows:

1. *POJK No. 18/POJK.03/2016, dated 16 March 2016 and SEOJK No.34/SEOJK.03/2016 dated 1 September of 2016 concerning the Implementation of Risk Management for Commercial Banks.*
2. *POJK No. 38/POJK.03/2017 dated 12 July 2017 and SEOJK No. 43/SEOJK.03/2017 dated 19 July 2017 concerning Prudential Principles and Reports within the framework of the Application of Consolidated Risk Management for Banks that Control Subsidiaries.*
3. *POJK No.17/POJK.03/2014 dated 19 November 2014 and SEOJK No.14/ SEOJK.03 /2015 dated 25 May 2015 concerning the Implementation of Integrated Risk Management for Financial Conglomerates.*

The Risk Management implementation is based on the need to maintain balance between the business functions with the risk management, where Risk Management becoming a strategic partner for the Business Unit to optimize the revenue from the Business Unit as a whole.

In order to implement effective Risk Management, both for BNI individually and as a Consolidated and Integrated subsidiaries, the application of risk management is done through 4 (four) pillars of risk management: (i) Active control from board of directors and board of commissioners; (ii) The adequacy of policies and risk management procedures and, ie. Risk limit determination; (iii) The adequacy of identification process, measurement, monitoring, and risk control and Risk Management Information Systems, and (iv) Overall internal control systems.

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48. MANAJEMEN RISIKO (lanjutan)

Penerapan manajemen risiko di BNI secara umum terangkum dalam kerangka manajemen risiko. Kerangka manajemen risiko ini dituangkan dalam kebijakan, prosedur, limit-limit transaksi, kewenangan dan ketentuan lain serta diaplikasikan dalam perangkat manajemen risiko, yang berlaku di seluruh lingkup aktivitas usaha.

Secara berkala dilakukan evaluasi terhadap kebijakan dan prosedur manajemen risiko agar sesuai dengan perkembangan bisnis dan perubahan regulasi.

Agar penerapan manajemen risiko dapat berjalan secara efektif, BNI menyusun *Risk Governance* sebagai bagian dari sistem Tata Kelola Perusahaan (*Corporate Governance*) yang fokus pada struktur, proses dan pendekatan pengelolaan risiko dalam upaya pencapaian tujuan bisnis.

Inisiatif dan langkah-langkah penyempurnaan telah dilakukan untuk meletakkan landasan yang kuat dalam manajemen risiko di BNI yang mencakup aspek-aspek organisasi, strategi, sistem informasi dan operasi, serta pengembangan sumber daya manusia. BNI juga telah melakukan langkah-langkah antisipatif yang menyentuh aspek humanis dan personal setiap individu BNI, yaitu dengan membangun budaya risiko yang kuat yang merupakan bagian dari budaya perusahaan BNI. BNI terus berupaya untuk meningkatkan budaya risiko segenap insan BNI agar tercipta budaya risiko yang kuat.

Terkait dengan produk atau aktivitas baru yang akan diterbitkan, penilaian yang komprehensif dilakukan terhadap risiko yang melekat pada produk atau aktivitas baru untuk memastikan bahwa potensi risiko yang mungkin timbul telah dimitigasi dengan baik.

Pengelolaan risiko kredit, risiko likuiditas, risiko pasar dan operasional BNI sebagaimana diuraikan pada Catatan 49 sampai dengan Catatan 52 adalah sesuai dengan definisi dari Regulator.

BNI juga melakukan pengelolaan terhadap risiko lainnya sesuai aturan Regulator, yaitu (i) risiko hukum untuk mengurangi kemungkinan kerugian dari tuntutan hukum atau kelemahan aspek yuridis seperti ketiadaan peraturan perundang-undangan yang mendukung atau kelemahan perikatan seperti tidak dipenuhinya syarat sahnya kontrak atau pengikatan agunan yang tidak sempurna; (ii) risiko reputasi untuk mengurangi kemungkinan kerugian akibat menurunnya tingkat kepercayaan pemangku kepentingan (*stakeholder*) yang bersumber dari persepsi negatif terhadap Bank; (iii) risiko strategi untuk mengurangi kemungkinan kerugian akibat ketidakepatan dalam pengambilan dan/ atau pelaksanaan suatu keputusan strategi serta kegagalan dalam mengantisipasi perubahan lingkungan bisnis; dan (iv) risiko kepatuhan untuk mengurangi kemungkinan kerugian karena Bank tidak mematuhi atau tidak melaksanakan peraturan perundang-undangan dan ketentuan.

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48. RISK MANAGEMENT (continued)

Implementation of risk management in BNI is undertaken within the risk management framework. This risk management framework is outlined in the policies, procedures, transaction limits, authorities and other regulations as well as being applied in the risk management tools, which is applicable in the whole scope of business activities.

Periodic evaluation is applied to risk management policies and procedures to ensure it reflects the Bank's current business and regulations.

Risk Governance is formed to enforce the effectiveness of risk management implementation, and as a part of Corporate Governance system, which focuses on structure, process and approach to risk management in achieving the business goals.

Initiatives and corrective actions have been taken to build a solid foundation for BNI's risk management, covering aspect of organization, strategies, information system and operations, and human capital. BNI has taken some anticipatory actions related to humanity and personal aspects of each individual of BNI by implementing risk culture enhancement to build a strong risk culture that is part of the BNI's company culture. BNI constantly strives to improve employee's risk culture in order to create a strong risk culture.

Related to new product or activity, a comprehensive assessment for each of inherent risk in those new product or activity is done to ensure the potential risk that may occur is mitigated.

The management of BNI's credit, liquidity, market and operational risks, as described in Notes 49 to 52 are consistent with Regulator's definition.

BNI also has risk management for other risks as regulated by Regulator, as follows (i) legal risk to minimize possible losses from lawsuits or weakness in juridical aspects such as the absence of laws and regulations, or weaknesses such as non-compliance with the terms of the engagements validity of contracts or imperfect binding of collaterals; (ii) reputation risk to minimize possible losses due to stakeholder's declining levels of trust which comes from the negative perception of the Bank; (iii) strategic risk to minimize possible losses arising from inappropriate or improper implementation of the Bank's strategy and business decisions, or strategy that is not responsive to external changes; and (iv) compliance risk to minimize possible losses of the Bank from non-compliance or failure to implement the prevailing laws and regulations.

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48. MANAJEMEN RISIKO (lanjutan)

Upaya-upaya yang dilakukan untuk mengelola risiko hukum, risiko reputasi, risiko stratejik dan risiko kepatuhan seperti tersebut di atas diantaranya adalah:

- Mengelola Pedoman Perusahaan untuk manajemen risiko hukum, risiko reputasi, risiko stratejik, dan risiko kepatuhan;
- Melakukan analisis aspek risiko hukum dan uji kepatuhan terhadap produk atau aktivitas existing dan baru;
- Melakukan kaji ulang berkala terhadap format standar perjanjian, khususnya perjanjian kredit, guna memastikan kesesuaian dengan peraturan perundang-undangan;
- Melakukan kaji ulang secara berkala terhadap kontrak dan perjanjian antara BNI dengan pihak lain, antara lain dengan cara melakukan penilaian kembali terhadap efektivitas proses *enforcement* guna mengecek validitas hak dalam kontrak dan perjanjian yang ada;
- Melakukan pengelolaan komplain/keluhan nasabah dengan optimalisasi fungsi sarana *Online Request Management* (ORM), selanjutnya menyelesaikan permasalahan tersebut;
- Mengelola jumlah pemberitaan negatif yang ada di media, baik media cetak maupun media elektronik dan menindaklanjuti pemberitaan tersebut sesuai dengan ketentuan;
- Melakukan perencanaan strategis melalui serangkaian proses untuk penyelarasan strategi perusahaan dengan strategi unit;
- Melakukan pemantauan pencapaian rencana bisnis yang telah ditetapkan, dilakukan dengan membandingkan target terhadap realisasi bisnis;
- Melakukan sertifikasi kepatuhan terhadap kebijakan dan prosedur sesuai dengan ketentuan; dan
- Melakukan pemantauan terhadap jenis, signifikansi dan frekuensi pelanggaran terhadap ketentuan (*track record* kepatuhan BNI).

Sesuai dengan Surat Edaran OJK No.14/SEOJK.03/2015, BNI selaku Entitas Utama Konglomerasi Keuangan wajib menerapkan Manajemen Risiko Terintegrasi secara komprehensif dan efektif. Tujuan penerapan manajemen risiko terintegrasi tersebut yaitu untuk mengelola seluruh risiko yang melekat pada aktivitas/kegiatan usaha konglomerasi keuangan BNI serta menciptakan keunggulan kompetitif dan memelihara pertumbuhan yang berkesinambungan sehingga dapat meningkatkan nilai (*shareholder value*) konglomerasi keuangan BNI secara keseluruhan.

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48. RISK MANAGEMENT (continued)

The initiatives taken to manage legal risk, reputation risk, strategic risk and compliance risk as described above, among others, are as follows:

- *Manage Operational Guidance Manual for legal risk, reputation risk, strategic risk, and compliance risk;*
- *Analysis of the legal aspects and compliance test for existing and new product or activities;*
- *Conduct periodic reviews of the standard format of the agreement, especially the credit agreement, to ensure compliance with statutory regulations;*
- *Conduct periodic reviews of contracts and agreements between BNI and other parties, among others by reassessing the effectiveness of the enforcement process to check the validity of rights in existing contracts and agreements;*
- *Manage customer complaints by optimizing the function of Online Request Management (ORM) facilities, then resolve the issue;*
- *Managing the amounts of negative news on media, whether printed or electronic media, and follow up the proclamation in accordance with the prevailing policies;*
- *The strategic planning done through a series of strategic planning process to align the corporate strategy and strategy unit;*
- *Planning the completion of a business that has been determined, is done by comparing the target to the realization of the business;*
- *Compliance certification to all policies and procedures in accordance with applicable regulations; and*
- *Monitoring of types, significance and frequency of violations of regulations (BNI compliance track record).*

In accordance with the Circular Letter of Financial Services Authority regulations (SEOJK) No. 14/SEOJK.03/2015, BNI as the parent entity of a financial conglomerate has to implement the integrated risk management comprehensively and effectively. The purpose of the implementation of integrated risk management implementation is to manage the whole inherent risks in the financial conglomerate's business activities, and also to create competitive advantages and maintain sustainable growth, so that it can increase the financial conglomeration shareholder value of BNI as a whole.

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48. MANAJEMEN RISIKO (lanjutan)

Secara umum seluruh Lembaga Jasa Keuangan (LJK) anggota Konglomerasi Keuangan BNI, baik BNI sebagai LJK Induk (Entitas Utama) dan masing-masing LJK Anak telah menerapkan manajemen risiko, antara lain dengan membentuk unit risiko pada masing-masing LJK. Manajemen risiko pada masing-masing LJK Anak secara operasional dilakukan terpisah dari unit bisnis dan menjalankan fungsinya secara independen. Untuk mendukung penerapan manajemen risiko, pada organisasi LJK Anak juga dibentuk unit/fungsi intern yang melakukan pemantauan kepatuhan terhadap kontrol internal secara rutin dan berkala.

Disamping itu, Dewan Komisaris dan Direksi pada masing-masing LJK Anak secara aktif juga melakukan pemantauan, dan evaluasi melalui laporan-laporan yang disampaikan oleh setiap LJK Anak untuk selanjutnya digunakan sebagai salah satu bahan pertimbangan dalam menetapkan kebijakan pada LJK Anak.

BNI selaku Entitas Utama telah melakukan koordinasi dengan LJK Anak untuk menerapkan manajemen risiko sesuai ketentuan Otoritas Jasa Keuangan, antara lain dengan melakukan pemantauan dan pengukuran risiko yang dituangkan dalam bentuk penilaian Kecukupan Penyediaan Modal Minimum (KPM) Konsolidasi, KPM Terintegrasi, penilaian Tingkat Kesehatan Bank (TKB) konsolidasi, serta penilaian Profil Risiko Konsolidasi dan penilaian Profil Risiko Terintegrasi Konglomerasi Keuangan BNI.

Penilaian profil risiko BNI individu menggambarkan risiko yang melekat dalam kegiatan bisnis Bank (*inherent risk*) termasuk kualitas penerapan Manajemen Risiko yang mencerminkan sistem pengendalian risiko (*risk control system*) pada 8 (delapan) jenis risiko yaitu Risiko Kredit, Risiko Pasar, Risiko Likuiditas, Risiko Operasional, Risiko Hukum, Risiko Reputasi, Risiko Stratejik, dan Risiko Kepatuhan. Penilaian Profil Risiko BNI telah dilakukan sesuai dengan lampiran SEOJK No. 14/SEOJK.03/2017 tentang Penilaian Tingkat Kesehatan Bank Umum.

Berdasarkan hasil laporan terakhir atas penilaian sendiri (*self assessment*), peringkat risiko inheren BNI posisi 31 Desember 2022 adalah *low to moderate* dengan peringkat kualitas penerapan manajemen risiko yang memadai (*satisfactory*) sehingga peringkat komposit Profil Risiko BNI adalah 2 (*low to moderate*) (tidak diaudit).

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48. RISK MANAGEMENT (continued)

Generally, all of the Financial Services Institutions (FSI) as part of the BNI Financial Conglomeration, where BNI as the Parent FSI (Main Entity) and each Subsidiaries FSI have implemented risk management, among others by establishing a risk unit in each FSI. Risk management in each FSI is operating separately from the business unit and conducts its function independently. To support the implementation of risk management, the FSI have established internal control units/function in their organizational structure, which monitors the compliance with internal controls regularly and periodically on a regular basis.

In addition, the Boards of Commissioners and Directors of the respective Subsidiaries actively monitor and evaluate the internal controls of the Subsidiaries, through the reports submitted by the respective Subsidiaries, as a basis in formulating and developing appropriate policies for the Subsidiaries.

As the Parent Entity, BNI coordinates with its FSI Subsidiaries regarding the implementation of risk management policies as defined by Indonesia Financial Services Authority, among others by implementing risk monitoring and measurement in the form of consolidated Capital Adequacy Ratio (CAR) assessment, integrated Capital Adequacy Ratio (CAR) assessment, the Bank's consolidated soundness rating consolidated assessment, consolidated risk profile and also integrated risk profile assessment on BNI Financial Conglomeration.

The risk profile assessment of BNI reflects the inherent risk of the Bank's business, including the risk control system for 8 (eight) type of risk are assessed are Credit Risk, Market Risk, Liquidity Risk, Operational Risk, Legal Risk, Reputation Risk, Strategic Risk, and Compliance Risk. The risk profile of BNI has been performed based on attachment of SEOJK No. 14/SEOJK.03/2017 about the Bank's soundness rating assessment.

Based on the results of a recent self-assessment report, inherent risk rank of BNI as of 31 December 2022 is low to moderate and the quality of the risk management implementation rank is satisfactory, therefore the risk profile composite rank of BNI is 2 (low to moderate) (unaudited).

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48. MANAJEMEN RISIKO (lanjutan)

Penilaian Profil Risiko Terintegrasi merupakan penilaian terhadap 10 (sepuluh) jenis Risiko berdasarkan Risiko Inheren dan Kualitas Penerapan Manajemen Risiko (KPMR) terintegrasi. Kesepuluh jenis Risiko tersebut adalah Risiko Kredit, Risiko Pasar, Risiko Likuiditas, Risiko Operasional, Risiko Hukum, Risiko Reputasi, Risiko Strategik, Risiko Kepatuhan, Risiko Transaksi Intra-Grup dan Risiko Asuransi. Penilaian Profil Risiko BNI Terintegrasi tersebut telah dilakukan sesuai dengan lampiran SE OJK No. 14/SEOJK.03/2015 tanggal 25 Mei 2015 tentang Penerapan Manajemen Risiko Terintegrasi bagi Konglomerasi Keuangan.

Penilaian Profil Risiko Terintegrasi dilakukan semesteran. Berdasarkan hasil laporan terakhir secara penilaian sendiri (*self assessment*), peringkat risiko inheren posisi 31 Desember 2022 adalah *low to moderate* dengan peringkat kualitas penerapan manajemen risiko yang memadai (*satisfactory*) sehingga peringkat komposit Profil Risiko Konglomerasi Keuangan BNI adalah 2 (*low to moderate*) (tidak diaudit).

Penilaian Tingkat Kesehatan Bank (TKB) BNI *self assesment* posisi 31 Desember 2022 yang berada pada Peringkat 2 (PK 2) dengan predikat “sehat” atau stabil dibandingkan dengan TKB BNI posisi Desember 2021. Dampak Pandemi Covid-19 pada parameter TKB BNI posisi 31 Desember 2022 sebagai berikut (tidak diaudit):

1. **Profil Risiko**
Hasil penilaian Profil Risiko BNI periode 31 Desember 2022 masih stabil di Peringkat 2 (*Low to Moderate*) dengan tren menurun. Beberapa Risiko yang terdampak pandemi Covid-19 antara lain di Risiko Kredit (penurunan pada rasio kualitas kredit).
2. **Rentabilitas**
Terjadi penurunan tren risiko pada parameter Rentabilitas yang dipicu oleh pencapaian rasio profitabilitas yang telah membaik dan sesuai target.
3. **Permodalan**
Penurunan tren risiko pada parameter permodalan diakibatkan peningkatan rasio CAR BNI karena peningkatan total modal BNI secara modal tier 1 melalui laba ditahan serta penerbitan *Additional Tier 1 Capital Securities* dan peningkatan modal tier 2 melalui penerbitan *subdebt*.
4. **Tata Kelola**
Tata kelola BNI posisi Desember 2022 dibandingkan dengan posisi Desember 2021 relatif stabil, tidak terpengaruh secara signifikan dengan Covid-19.

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48. RISK MANAGEMENT (continued)

Integrated Risk Profile assessment is the assessment of the 10 (ten) types of risks based on Inherent Risks and the integrated Implementation of Risk Management Quality (KPMR). The ten types of Risks being assessed are Credit Risk, Market Risk, Liquidity Risk, Operational Risk, Legal Risk, Reputation Risk, Strategic Risk, Compliance Risk, Intra Group Transactions Risk and Insurance Risk. Assessment of the Integrated Risk Profile has complied with the SE OJK No. 14/SEOJK.03/2015 dated 25 May 2015 about Integrated Risk Management Implementation for Financial Conglomerate.

Integrated Risk Profile assessment is conducted semi annually. Based on the results of the last self-assessment report, the inherent risk rank of BNI as of 31 December 2022 is low to moderate with the quality of the risk management implementation rank as satisfactory, therefore the composite rank of BNI's Risk Profile as a financial conglomeration is 2 (low to moderate) (unaudited).

BNI Bank Soundness Level (TKB) self assessment for the position as of 31 December 2022 which is in Rank 2 (PK 2) with the predicate “healthy” or stable compared to the TKB BNI at the position in December 2021. Impact of Covid-19 Pandemic to BNI's TKB parameter as of 31 December 2022 as follows (unaudited):

1. **Risk Profile**
The results of the BNI Risk Profile assessment for the period 31 December 2022 are still stable at Rank 2 (Low to Moderate) with decreasing trend. Some of the risks affected by the Covid-19 pandemic are credit risk (decrease in credit quality ratio).
2. **Rentability**
The decreasing of risk trend which occurred in Rentability parameter which was triggered by improvement of the achievement of a profitability ratio as target.
3. **Capital**
The decreasing risk trend in the capital parameter was due to an increase in the BNI's total capital component due to an increase of BNI's tier 1 capital from retained earnings as well as issuance of Additional Tier 1 Capital Securities and increase of tier 2 capital due to subdebt issuance.
4. **Governance**
BNI's governance in December 2022 is relatively stable compared to the position in December 2021, not affected significantly by Covid-19.

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48. MANAJEMEN RISIKO (lanjutan)

BNI telah menyusun rencana perbaikan dampak pandemi Covid-19 untuk memperbaiki dan memperkuat penerapan Manajemen Risiko di BNI.

49. RISIKO KREDIT

Pengelolaan kredit Bank diarahkan untuk melakukan ekspansi kredit dan mengelola kualitas setiap kredit sejak saat diberikan sampai dengan dilunasi oleh debitur dan untuk mencegah kredit tersebut menjadi kredit bermasalah (*Non-Performing Loan/NPL*). Pengelolaan kredit yang efektif dapat meminimalkan kerugian dan mengoptimalkan penggunaan modal yang dialokasikan untuk risiko kredit.

Pengelolaan risiko kredit BNI selain bertujuan untuk memenuhi persyaratan yang ditetapkan oleh Regulator, juga untuk meminimalkan kemungkinan kerugian yang timbul akibat debitur gagal memenuhi kewajibannya atas fasilitas kredit yang diberikan dan kontrak keuangan lainnya, baik pada tingkat individu debitur maupun portofolio kredit secara keseluruhan.

BNI telah memiliki kebijakan dan prosedur perkreditan serta kebijakan manajemen risiko kredit yang diputuskan melalui forum Komite Kebijakan Perkreditan (KKP), Komite Prosedur Perkreditan (KPP), Komite Risiko dan Anti Fraud sub Komite Manajemen Risiko (KRA-RMC) yang beranggotakan Direksi dan beberapa anggota manajemen senior serta Rapat Direksi (Radisi) serta disetujui oleh Dewan Komisaris. Kebijakan Perkreditan Bank disetujui oleh Dewan Komisaris dan ditinjau paling lama setiap 3 (tiga) tahun sekali. Selanjutnya kebijakan dan prosedur tersebut dituangkan dalam Pedoman Perusahaan (PP) Perkreditan dan Pedoman Perusahaan Manajemen Risiko Kredit.

Pedoman Perusahaan (PP) Perkreditan memberikan pedoman secara lengkap dan terperinci atas kegiatan manajemen kredit dari saat pengajuan kredit, proses analisis, persetujuan, pemantauan, pendokumentasian, pengendalian, penyelamatan/restrukturisasi dan penyelesaian kredit bermasalah, sehingga kualitas kredit dapat terjaga dengan tetap memperhatikan target bisnis yang ditetapkan.

Dalam rangka mendukung proses pemberian kredit yang lebih hati-hati, BNI melakukan penelaahan dan penyempurnaan kebijakan perkreditan dan kebijakan manajemen risiko kredit secara periodik sesuai dengan perkembangan bisnis terkini.

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48. RISK MANAGEMENT (continued)

BNI has prepared an enhanced action plan to improve the impact of the Covid-19 pandemic on the implementation of Risk Management at BNI.

49. CREDIT RISK

The Bank's loan management is aimed to support the loan expansion and to manage the quality of each loan from the time the loan was granted until the loan is fully repaid by the debtors and to prevent the loan becoming a Non-Performing Loan (NPL). Effective loan management is intended to minimize the risk of losses and optimize the use of capital allocated for credit risk.

The purpose of BNI's credit risk management other than to comply with Regulatory requirement is to minimise the possible losses resulting from the debtors' failure to pay credit facility and other financial contracts at the minimum level, both on the individual and loan portfolio level.

BNI already has loan policies and procedures for credit and credit risk management that was decided in the Credit Policy Committee (KKP), Credit Procedures Committee (KPP), Risks and Anti Fraud Committee sub division of Risk Management (KRA-RMC) consisting of Board of Directors and several members of senior management and also Board of Directors meetings and approved by Board of Commissioner. Bank Credit Policies is approved by Board of Commissioner and reviewed at least once in 3 (three) years. These policy and procedures are written in the Credit Company Guidelines (PP) and Credit Risk Management Company Guidelines.

These Credit Company Guidelines (PP) provide complete and detailed guidance on loan management activities from loan proposal, analysis process, approval, monitoring, documentation, controls, restructuring and the settlements of non-performing loans, so that credit quality can be maintained by taking into account the business targets set.

To support a prudent loan granting process, BNI conducts periodic reviews and enhances its loan and credit risk management policies in line with current business developments.

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49. RISIKO KREDIT (lanjutan)

Pengelolaan risiko kredit diterapkan pada tingkat individu dan tingkat portofolio. Pada tingkat individu pinjaman untuk kredit produktif, setiap usulan pemberian kredit dilakukan melalui proses analisis kredit oleh Unit Bisnis dan ditinjau oleh unit risiko kredit. Mekanisme proses persetujuan kredit dilakukan melalui rapat Komite Kredit. Komite Kredit merupakan lembaga pemutus kredit yang beranggotakan pemutus dari Unit Bisnis dan Unit Risiko Bisnis, dengan demikian proses pemberian kredit menjadi lebih komprehensif dan hati-hati.

Untuk mempercepat proses ekspansi bisnis segmen kecil, fungsi pemasaran dan proses analisa kredit dilakukan oleh *Relationship Manager* yang berada di bawah Unit Bisnis yaitu dengan melakukan analisa bisnis dan analisa risiko serta memberikan mitigasi risiko yang diperlukan terhadap calon debitur yang diusulkan.

Adapun untuk segmen menengah dan korporasi dilakukan oleh *Senior Relationship Manager* dan *Relationship Manager* yang berada di Unit Bisnis dengan tugas memproses usulan dari calon debitur, sementara analisis dan review risiko calon debitur di segmen Korporasi dan Menengah dilakukan oleh fungsi *Credit Risk Manager* yang berada di bawah Unit Risiko.

Penerapan *four eyes principles* dalam proses perkreditan di BNI diimplementasikan dalam proses persetujuan kredit yang dilakukan melalui Komite Kredit, yaitu forum bersama pejabat pemutus kredit yang mempunyai wewenang memutus kredit yang diusulkan sesuai dengan limit yang ditetapkan. Anggota Komite Kredit terdiri dari pejabat unit bisnis dan unit risiko bisnis. Dengan demikian proses pemberian kredit menjadi lebih komprehensif dan hati-hati.

Unit bisnis dan unit risiko bisnis berperan sebagai *first line of defense (risk owner)* yang bertugas mengelola dan mengendalikan risiko kredit pada kegiatan operasional harian unit tersebut.

Proses analisis dan persetujuan kredit dilakukan melalui serangkaian proses penilaian tingkat risiko kredit calon debitur, yang diantaranya dengan menggunakan *internal rating system* (untuk kredit produktif) dan *scoring system* (untuk kredit konsumtif dan kredit produktif segmen ritel), sekaligus juga strategi mitigasi risikonya. Hasil proses analisis dan penilaian tingkat risiko kredit kemudian diajukan kepada Komite Kredit untuk mendapatkan persetujuan.

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49. CREDIT RISK (continued)

Credit risk management is implemented both at the individual and portfolio level. At the individual level, for productive loans, each loan granting proposal is made through a process of analysis by the Business Unit and reviewed by the credit risk unit. The credit approval process mechanism is through a Credit Committee meeting. The Credit Committee constitutes the decision maker for credit approval, which consists of representatives from Business Units and the Credit Risk Unit, so that the loan granting process becomes more comprehensive and prudent.

To accelerate the process of business expansion in small segment, the marketing and credit analysis process function is performed by the Relationship Manager under the Business Unit by conducting business analysis and risk analysis as well as providing risk mitigation against the proposed debtor candidates.

As for the middle and corporate segment these are performed by Senior Relationship Managers and Relationship Managers who are in the Business Unit and have the task of processing the proposals from perspective debtors, while the analysis and risk review of prospective debtors in the Corporate and Middle segment are performed by Credit Risk Manager who is under the Risk Unit.

The application of four eyes principles in the lending process at BNI is implemented in the credit approval process through Credit Committees, that is a forum of credit decision makers who have the authority to approve the credit in accordance with the specified limit. The members of the Credit Committee consist of business unit officers and business risk unit officers. Thus the process of granting credit becomes more comprehensive and prudent.

Business units and business risk units act as first line of defense (risk owner) in charge of managing and controlling credit risk in daily operations of the unit.

Loan analysis and approval process is conducted through several assessment processes of the applicant's credit risks, i.e. through internal rating system (for productive loans) and scoring system (for consumer and retail loans), followed by the related risk mitigation strategy. The results of the credit analysis and risk assessment process will be forwarded to the Credit Committee for approval.

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49. RISIKO KREDIT (lanjutan)

Kredit yang bermasalah dikelola oleh Divisi *Corporate & Enterprise Remedial & Recovery* untuk segmen Korporasi dan Divisi *Commercial & SME Remedial & Recovery* untuk segmen menengah dan kecil, agar penyelamatan/ penyelesaian kredit dapat dilakukan secara lebih baik dan memampukan Unit Usaha untuk dapat fokus pada pengelolaan debitur lancar dan melakukan ekspansi kredit.

Untuk menjaga agar portofolio Bank tidak terkonsentrasi pada debitur dan sektor ekonomi tertentu, maka telah ditetapkan pembatasan kredit sesuai *risk appetite*, sedangkan untuk mengantisipasi pelampauan BMPK BNI telah menetapkan limit BMPK yang disebut *house limit* dengan batas yang lebih *prudent* dibandingkan limit BMPK sesuai ketentuan regulator.

Untuk mengatur komposisi portofolio pinjaman BNI, setiap tahun sekali ditetapkan batas maksimum pinjaman (*Loan Exposure Limit*) yang bertujuan untuk mendiversifikasi portofolio pinjaman berdasarkan sektor industri untuk mengoptimalkan pendapatan dengan mempertimbangkan risiko di masing-masing sektor industri serta mengurangi risiko konsentrasi. Dalam penentuan konsentrasi tiap sektor industri yang optimal, Bank mengembangkan metode *Credit Portfolio Optimisation* (CPO) dengan memperhitungkan korelasi *risk-return* dari tiap sektor industri. Selanjutnya Bank memonitor status kelonggaran ekspansi pinjaman (*space available*) secara periodik berdasar *Loan Exposure Limit* (LEL).

Pengembangan manajemen risiko kredit dilakukan secara bertahap sesuai dengan kerangka kerja yang ditetapkan Bank Indonesia/Otoritas Jasa Keuangan. Khusus untuk pengukuran risiko kredit, BNI menggunakan metode standar. Saat ini BNI juga mempersiapkan dan mengembangkan metodologi perhitungan risiko kredit dengan metode *rating internal (internal ratings - based approach)*.

Sebagai bagian dari pengukuran risiko kredit dan untuk mengantisipasi terjadinya perubahan faktor makro yang berpengaruh pada Bank, BNI secara berkala melakukan *stress testing* risiko kredit untuk menilai perubahan portofolio kredit dan pengaruhnya bagi Bank serta kemampuan Bank menghadapi kondisi tersebut.

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49. CREDIT RISK (continued)

Non-performing loan is managed by a Corporate & Enterprise Remedial & Recovery Division for corporate segment and Commercial & SME Remedial Division for middle and small segment, to ensure better credit recovery and settlement, and to enable the Business Unit to focus on the management of performing debtors and loan expansion.

To prevent the Bank portfolio from being concentrated to certain debtors and economic sectors, credit restrictions have been set according to the risk appetite, while to anticipate exceeding the Legal Lending Limit, BNI has set limits on the Maximum Limit of Credit License called House Limit with a more prudent limit than the limit of Maximum Credit Granting in accordance with the provisions of the regulator.

To manage the composition of BNI loan portfolio, the loan exposure limit is determined annually to diversify loan portfolio among different industry sectors in order to optimize return regarding risk in each sector and to reduce concentration risk. In the determination of optimal concentration in industry sectors, the Bank has developed a method of Credit Portfolio Optimisation by calculating the correlation of risk return from each industry sectors. Furthermore, the Bank monitors the status of the space available based on Loan Exposure Limit (LEL) periodically.

The development of credit risk management is conducted in stages, and in line with the framework set by Bank Indonesia/Financial Services Authority. Specifically for measuring credit risk, BNI utilizes the standardized approach method. Furthermore, BNI also prepares and develops internal ratings-based methodology.

As part of the measurement of credit risk and to anticipate the occurrence of macro-factors changes affecting the Bank, BNI periodically performs stress testing of credit risk to assess changes in loan portfolio and its impact to the Bank and the Bank's ability to face such condition.

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49. RISIKO KREDIT (lanjutan)

- (i) Eksposur maksimum risiko kredit.

Eksposur risiko kredit terhadap aset-bersih sesudah cadangan kerugian penurunan nilai pada laporan posisi keuangan konsolidasian pada tanggal-tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

Keterangan	Eksposur maksimum/ Maximum exposure	
	2022	2021
Giro pada Bank Indonesia	82,921,989	48,682,431
Giro pada bank lain	15,921,868	19,569,891
Penempatan pada bank lain dan Bank Indonesia	51,569,316	92,290,120
Efek-efek		
- Nilai wajar melalui laporan laba rugi	7,175,874	9,572,228
- Nilai wajar melalui penghasilan komprehensif lain	20,898,262	16,213,504
- Biaya perolehan diamortisasi	475,837	6,004
Efek-efek yang dibeli dengan janji dijual kembali	16,631,271	22,010,968
Wesel ekspor dan tagihan lainnya	20,729,220	19,563,318
Tagihan akseptasi	18,911,843	20,542,767
Pinjaman yang diberikan	595,854,325	532,141,344
Obligasi Pemerintah		
- Nilai wajar melalui laba rugi	1,775,053	4,111,605
- Nilai wajar melalui penghasilan komprehensif lain	82,325,853	85,194,226
- Biaya perolehan diamortisasi	37,187,627	22,119,067
Aset lain-lain - bersih*)	10,645,624	8,442,222
	963,023,962	900,459,695

*) Aset lain-lain - bersih terdiri dari piutang bunga, piutang terkait transaksi ATM dan kartu kredit, piutang lain-lain dan piutang nasabah - Entitas anak.

Eksposur risiko kredit terhadap rekening administratif konsolidasian pada tanggal-tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

Keterangan	Eksposur maksimum/ Maximum exposure	
	2022	2021
Fasilitas kredit kepada debitur yang belum digunakan	57,335,014	59,613,881
Irrevocable letters of credit yang masih berjalan	16,074,195	8,746,412
Garansi yang diterbitkan	63,108,968	57,661,048
	136,518,177	126,021,341

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49. CREDIT RISK (continued)

- (i) Maximum exposure of the credit risk.

Credit risk exposures relating to the assets-net of allowance for impairment losses on the consolidated statement of financial position as of 31 December 2022 and 2021 are as follows:

Description	Eksposur maksimum/ Maximum exposure	
	2022	2021
Current accounts with Bank Indonesia	82,921,989	48,682,431
Current accounts with other banks	15,921,868	19,569,891
Placements with other banks and Bank Indonesia	51,569,316	92,290,120
Marketable securities		
Fair value through profit or loss -	7,175,874	9,572,228
Fair value through other comprehensive income -	20,898,262	16,213,504
Amortized cost -	475,837	6,004
Securities purchased under agreement to resell	16,631,271	22,010,968
Bills and other receivables	20,729,220	19,563,318
Acceptance receivables	18,911,843	20,542,767
Loans	595,854,325	532,141,344
Government Bonds		
Fair value through profit or loss -	1,775,053	4,111,605
Fair value through other comprehensive income -	82,325,853	85,194,226
Amortized cost -	37,187,627	22,119,067
Other assets - net*)	10,645,624	8,442,222

*) Other assets - net consist of interest receivables, receivables from transactions related to ATM and credit card, other receivables and receivables from customers - Subsidiary.

Credit risk exposures relating to consolidated administrative accounts items as of 31 December 2022 and 2021 are as follows:

Description	Eksposur maksimum/ Maximum exposure	
	2022	2021
Unused loan facilities	57,335,014	59,613,881
Outstanding irrevocable letters of credit	16,074,195	8,746,412
Guarantees issued	63,108,968	57,661,048
	136,518,177	126,021,341

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49. RISIKO KREDIT (lanjutan)

- (i) Eksposur maksimum risiko kredit (lanjutan)

Tabel di atas menggambarkan eksposur maksimum atas risiko kredit bagi Grup pada tanggal 31 Desember 2022 dan 2021. Untuk aset pada laporan posisi keuangan konsolidasian, eksposur di atas ditentukan berdasarkan nilai tercatat bersih seperti yang diungkapkan pada laporan posisi keuangan konsolidasian.

Pada tanggal 31 Desember 2022 dan 2021, masing-masing sebesar 61,87% dan 59,01% adalah jumlah eksposur risiko kredit maksimum terhadap aset pada laporan posisi keuangan konsolidasian yang berasal dari pinjaman yang diberikan.

Manajemen yakin akan kemampuan Bank untuk mengendalikan dan memelihara eksposur risiko kredit yang berasal dari kredit yang diberikan, berdasarkan hal-hal sebagai berikut:

- Proses peningkatan pengelolaan kredit secara berkelanjutan melalui penyempurnaan proses kredit, pengembangan produk penyempurnaan organisasi perkreditan, peningkatan kemampuan SDM di bidang perkreditan dan pengembangan perangkat kredit berbasis teknologi.
- BNI telah memiliki pedoman tertulis mengenai kebijakan dan proses kredit yang mencakup seluruh aspek pemberian kredit yang dilakukan. Setiap pemberian kredit harus senantiasa mengacu pada kebijakan tersebut.
- BNI telah menetapkan *risk appetite* dan *risk tolerance* yang selaras dengan sasaran strategis Bank, yang digunakan sebagai acuan tingkat risiko yang akan diambil Bank dalam pencapaian sasaran bisnis.
- BNI telah melakukan *stress test* risiko kredit untuk menilai kemampuan Bank bertahan dalam kondisi tidak normal serta sebagai alat untuk pengambilan keputusan Bank.
- BNI telah memiliki sistem deteksi dini permasalahan melalui "early warning system" dan pemantauan yang disiplin.
- Seluruh kredit diberikan dengan agunan kecuali untuk jenis kredit tertentu seperti kartu kredit, *personal loans* dan fasilitas antar bank.

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49. CREDIT RISK (continued)

- (i) Maximum exposure of the credit risk (continued)

The table above represents credit risk exposures of the Group as of 31 December 2022 and 2021. For assets on the consolidated statement of financial position, the exposures set out above are based on net carrying value as reported in the consolidated statement of financial position.

As of 31 December 2022 and 2021, the total maximum credit risk exposure toward asset in the consolidated statement of financial position from loans is 61.87% and 59.01%, respectively.

Management is confident in its ability to control and sustain exposure of credit risk to the Bank resulting from its loans based on the following:

- The process of improving credit management in a sustainable manner by improving credit processes, product development credit organization improvement, credit capability improvement of human resources and development of technology based for credit application.
- BNI has documented credit policies and manual procedures that cover all aspects of the Bank's lending activities. Each loan transaction must adhere to the requirements of the Bank's policy.
- BNI has set risk appetite and risk tolerance in accordance with the Bank's strategic objectives, which are used as a reference level of risk to be taken by the Bank in achieving business goals.
- BNI has performed stress test on credit risk to assess the ability of the Bank to stay in the abnormal condition and as an instrument for decision making for the Bank.
- BNI has an early problem detection system through "early warning system" and disciplined monitoring.
- All loans are secured by collaterals, except for certain loans such as credit cards, personal loans and interbank loans.

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49. RISIKO KREDIT (lanjutan)

- (ii) Analisa eksposur maksimum terhadap risiko kredit setelah memperhitungkan dampak agunan dan mitigasi risiko kredit lainnya

BNI menentukan struktur kredit termasuk penentuan *covenant* yang tepat sesuai kebutuhan dan kondisi debitur, sehingga kredit yang diberikan benar-benar efektif dan menguntungkan bagi debitur maupun Bank. Jenis agunan yang dimiliki oleh Bank adalah kas, deposito, agunan yang diikat dengan hipotik dan hak tanggungan, garansi/ penjaminan pihak ketiga (termasuk penjaminan kredit oleh perusahaan asuransi) serta jaminan dalam bentuk aset lainnya. Perkiraan nilai wajar dari agunan yang digunakan oleh Bank didasarkan pada nilai agunan yang dinilai oleh penilai internal maupun eksternal.

Ketentuan *coverage* atau kecukupan agunan untuk tiap segmen ditentukan sebagai berikut:

Segmen/ <i>Segment</i>	Jenis Agunan/ <i>Collateral</i>	Jumlah Coverage Minimal/ Minimum Coverage Amount
Korporasi/ <i>Wholesale</i>	Aset tetap/ <i>Fixed Asset</i>	100% dari limit kredit/ <i>from credit limit</i>
	Kas/ <i>Cash</i>	
	<i>Standby letter of credit ("SBLC")</i>	
	Tanah dan Bangunan/ <i>Land and Building</i>	
	Piutang/ <i>Receivable</i>	
	Kendaraan/ <i>Vehicle</i>	
Menengah/ <i>Middle</i>	Agunan lain yang diterima oleh Bank/ <i>Other collaterals held by the Bank</i>	125% dari limit kredit/ <i>from credit limit</i>
	Aset tetap/ <i>Fixed Asset</i>	
	Kas/ <i>Cash</i>	
	SBLC	
	Tanah dan Bangunan/ <i>Land and Building</i>	
	Piutang/ <i>Receivable</i>	
Kecil/ <i>Retail</i>	Kendaraan/ <i>Vehicle</i>	110% dari limit kredit/ <i>from credit limit</i>
	Agunan lain yang diterima oleh Bank/ <i>Other collaterals held by the Bank</i>	
	Aset tetap/ <i>Fixed Asset</i>	
	Kas/ <i>Cash</i>	
	SBLC	

Nilai tercatat dari aset keuangan bank selain kredit yang diberikan dan efek-efek yang dibeli dengan janji dijual kembali pada umumnya menggambarkan eksposur maksimum atas risiko kredit.

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49. CREDIT RISK (continued)

- (ii) Analysis of maximum exposure to credit risk after taking into account the impact of collateral and other credit risk mitigation

BNI sets loan structure for every debtor through appropriate covenants that aligns with debtor needs and condition. This is to ensure the debtor uses the loan according to its original purpose so that the Bank and the debtor's interests are fulfilled. Collateral types held by the Bank are cash, deposits, registered mortgages, guarantees and other registered securities over assets. Estimates of fair value of collaterals held by the Bank is based on the value of collaterals assessed internally or externally by the independent appraisers.

The collateral coverage criteria for each segment is divided as follows:

The carrying amounts of financial assets other than bank loans and securities purchased under agreements to resell is generally equal to the maximum exposure of credit risk.

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49. RISIKO KREDIT (lanjutan)

- (ii) Analisa eksposur maksimum terhadap risiko kredit setelah memperhitungkan dampak agunan dan mitigasi risiko kredit lainnya (lanjutan)

Tabel di bawah ini menunjukkan eksposur maksimum bersih atas risiko kredit untuk efek-efek yang dibeli dengan janji dijual kembali pada tanggal-tanggal 31 Desember 2022 dan 2021:

Keterangan	2022			Description
	Eksposur maksimum/ Maximum exposure	Agunan/ Collateral	Eksposur Bersih/ Net Exposure	
Efek-efek yang dibeli dengan janji dijual kembali	16,631,271	17,195,189	(563,918)	Securities purchased under agreements to resell
Keterangan	2021			Description
	Eksposur maksimum/ Maximum exposure	Agunan/ Collateral	Eksposur Neto/ Net Exposure	
Efek-efek yang dibeli dengan janji dijual kembali	22,010,968	22,152,365	(141,397)	Securities purchased under agreements to resell

- (iii) Informasi kualitas kredit atas aset keuangan per tanggal 31 Desember 2022 dan 2021 sebagai berikut:

- (iii) The information on the credit quality of financial assets as of 31 December 2022 and 2021 are as follows:

	2022					Jatuh tempo dan tidak mengalami penurunan nilai/ <i>Past-due but not impaired</i>	Mengalami penurunan nilai/ <i>Impaired</i>	Total	
	Belum jatuh tempo atau tidak mengalami penurunan nilai/ <i>Neither past due nor impaired</i>								
	Grup 1/ <i>Group 1</i>	Grup 2/ <i>Group 2</i>	Grup 3/ <i>Group 3</i>	Grup 4/ <i>Group 4</i>	Grup 5/ <i>Group 5</i>				
Giro pada Bank Indonesia	-	82,921,989	-	-	-	-	-	82,921,989	Current accounts with Bank Indonesia
Giro pada bank lain	-	15,921,876	-	-	-	-	-	15,921,876	Current accounts with other banks
Penempatan pada bank lain dan Bank Indonesia	50,015,596	1,553,746	-	-	-	-	-	51,569,342	Placements with other banks and Bank Indonesia
Efek-efek	9,871,458	18,397,140	-	-	-	-	534,153	28,802,751	Marketable securities
Efek-efek yang dibeli dengan janji dijual kembali	11,395,272	5,235,999	-	-	-	-	-	16,631,271	Securities purchased under agreements to resell
Wesel ekspor dan tagihan lainnya	7,323,699	13,524,984	-	-	-	-	53,446	20,902,129	Bills and other receivables
Tagihan akseptasi	663,063	17,291,991	172,967	-	1,333,541	552,666	-	20,014,228	Acceptance receivables
Pinjaman yang diberikan	-	-	-	-	-	-	-	-	Loans
Modal kerja	28,008,133	250,844,585	10,750,406	55,800	37,311,407	10,352,700	13,301,089	350,624,120	Working capital
Investasi	6,714,587	99,751,538	6,303,768	19,538	16,215,772	5,093,008	2,961,292	137,059,503	Investment
Konsumen	10,384,491	78,136,619	9,542,405	334,943	4,114,200	1,867,857	1,824,120	106,204,635	Consumer
Sindikasi	-	37,663,644	145,600	-	4,807,610	5,462,239	-	48,079,093	Syndicated
Karyawan	58,809	3,704,985	269,840	3,651	19,662	19,442	74,997	4,151,386	Employee
Program Pemerintah	-	69,576	-	-	-	-	-	69,576	Government programs
Obligasi Pemerintah	4,516,411	116,775,847	-	-	-	-	-	121,292,258	Government Bonds
Aset lain-lain – bersih*)	-	10,645,624	-	-	-	-	-	10,645,624	Other assets – net*)
Total	128,951,519	752,440,143	27,184,986	413,932	63,802,192	23,347,912	18,749,097	1,014,889,781	Total
Cadangan kerugian penurunan nilai	-	-	-	-	-	-	-	(51,857,375)	Allowance for impairment losses
Bersih	-	-	-	-	-	-	-	963,032,406	Net

*) Aset lain-lain - bersih terdiri dari piutang bunga, piutang terkait transaksi ATM, piutang lain-lain dan kartu kredit dan piutang nasabah - Entitas anak.

*) Other assets – net consist of interest receivables, receivables from transactions related to ATM and credit card, other receivables and receivables from customers - Subsidiary.

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49. RISIKO KREDIT (lanjutan)

- (iii) Informasi kualitas kredit atas aset keuangan per tanggal 31 Desember 2022 dan 2021 sebagai berikut: (lanjutan)

	2021					Jatuh tempo dan tidak mengalami penurunan nilai/ Past-due but not impaired	Mengalami penurunan nilai/ Impaired	Total	
	Belum jatuh tempo atau tidak mengalami penurunan nilai/ Neither past due nor impaired								
	Grup 1/ Group 1	Grup 2/ Group 2	Grup 3/ Group 3	Grup 4/ Group 4	Grup 5/ Group 5				
Giro pada Bank Indonesia	-	48,682,431	-	-	-	-	-	48,682,431	Current accounts with Bank Indonesia
Giro pada bank lain	-	19,569,897	-	-	-	-	-	19,569,897	Current accounts with other banks
Penempatan pada bank lain dan Bank Indonesia	16,540,636	75,749,594	-	-	-	-	-	92,290,230	Placements with other banks and Bank Indonesia
Efek-efek	7,044,273	18,439,018	-	-	-	-	569,719	26,053,010	Marketable securities
Efek-efek yang dibeli dengan janji dijual kembali	19,634,282	2,376,686	-	-	-	-	-	22,010,968	Securities purchased under agreements to resell
Wesel ekspor dan tagihan lainnya	5,552,282	14,413,654	-	-	-	-	-	19,965,936	Bills and other receivables
Tagihan akseptasi	1,300,033	17,918,849	299,462	-	716,289	1,322,807	-	21,557,440	Acceptance receivables
Pinjaman yang diberikan	-	-	-	-	-	-	-	-	Loans
Modal kerja	19,197,476	209,180,138	8,216,757	48,615	45,040,164	14,635,252	15,100,801	311,419,203	Working capital
Investasi	7,942,065	84,593,148	3,464,677	6,900	25,971,633	5,761,213	4,146,088	131,885,724	Investment
Konsumen	9,060,688	66,636,156	9,232,565	279,248	6,210,507	1,728,516	2,187,452	95,335,111	Consumer
Sindikasi	85,515	25,478,818	145,600	-	8,706,169	5,324,875	-	39,740,977	Syndicated
Karyawan	65,393	3,385,428	297,382	2,764	79,720	19,709	77,225	3,927,621	Employee
Program Pemerintah	-	111,096	-	-	259	-	16,239	127,594	Government programs
Obligasi Pemerintah	25,878,656	85,551,323	-	-	-	-	-	111,429,979	Government Bonds
Aset lain-lain – bersih*)	-	8,442,222	-	-	-	-	-	8,442,222	Other assets – net*)
Total	112,301,279	680,528,457	21,656,443	337,527	86,724,741	28,792,372	22,097,524	952,438,343	Total
Cadangan kerugian penurunan nilai	-	-	-	-	-	-	-	(51,963,990)	Allowance for impairment losses
Bersih								900,474,353	Net

*) Aset lain-lain – bersih terdiri dari piutang bunga, piutang terkait transaksi ATM dan kartu kredit dan piutang lain-lain.

Pengelompokkan kualitas kredit atas aset keuangan berdasarkan kebijakan internal Grup adalah sebagai berikut:

- **Grup 1** : Debitur baru (kurang dari 6 bulan).
- **Grup 2** : Nasabah lama yang tidak memiliki historis pernah menunggak dalam 3 tahun terakhir.
- **Grup 3** : Nasabah lama yang memiliki historis pernah menunggak (dibawah 90 hari) dalam 3 tahun terakhir.
- **Grup 4** : Nasabah lama yang memiliki historis pernah menunggak diatas 90 hari dalam 3 tahun terakhir.
- **Grup 5** : Nasabah lama yang pinjamannya pernah/telah direstrukturisasi.

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49. CREDIT RISK (continued)

- (iii) The information on the credit quality of financial assets as of 31 December 2022 and 2021 are as follows: (continued)

	2021					Jatuh tempo dan tidak mengalami penurunan nilai/ Past-due but not impaired	Mengalami penurunan nilai/ Impaired	Total	
	Belum jatuh tempo atau tidak mengalami penurunan nilai/ Neither past due nor impaired								
	Grup 1/ Group 1	Grup 2/ Group 2	Grup 3/ Group 3	Grup 4/ Group 4	Grup 5/ Group 5				
Giro pada Bank Indonesia	-	48,682,431	-	-	-	-	-	48,682,431	Current accounts with Bank Indonesia
Giro pada bank lain	-	19,569,897	-	-	-	-	-	19,569,897	Current accounts with other banks
Penempatan pada bank lain dan Bank Indonesia	16,540,636	75,749,594	-	-	-	-	-	92,290,230	Placements with other banks and Bank Indonesia
Efek-efek	7,044,273	18,439,018	-	-	-	-	569,719	26,053,010	Marketable securities
Efek-efek yang dibeli dengan janji dijual kembali	19,634,282	2,376,686	-	-	-	-	-	22,010,968	Securities purchased under agreements to resell
Wesel ekspor dan tagihan lainnya	5,552,282	14,413,654	-	-	-	-	-	19,965,936	Bills and other receivables
Tagihan akseptasi	1,300,033	17,918,849	299,462	-	716,289	1,322,807	-	21,557,440	Acceptance receivables
Pinjaman yang diberikan	-	-	-	-	-	-	-	-	Loans
Modal kerja	19,197,476	209,180,138	8,216,757	48,615	45,040,164	14,635,252	15,100,801	311,419,203	Working capital
Investasi	7,942,065	84,593,148	3,464,677	6,900	25,971,633	5,761,213	4,146,088	131,885,724	Investment
Konsumen	9,060,688	66,636,156	9,232,565	279,248	6,210,507	1,728,516	2,187,452	95,335,111	Consumer
Sindikasi	85,515	25,478,818	145,600	-	8,706,169	5,324,875	-	39,740,977	Syndicated
Karyawan	65,393	3,385,428	297,382	2,764	79,720	19,709	77,225	3,927,621	Employee
Program Pemerintah	-	111,096	-	-	259	-	16,239	127,594	Government programs
Obligasi Pemerintah	25,878,656	85,551,323	-	-	-	-	-	111,429,979	Government Bonds
Aset lain-lain – bersih*)	-	8,442,222	-	-	-	-	-	8,442,222	Other assets – net*)
Total	112,301,279	680,528,457	21,656,443	337,527	86,724,741	28,792,372	22,097,524	952,438,343	Total
Cadangan kerugian penurunan nilai	-	-	-	-	-	-	-	(51,963,990)	Allowance for impairment losses
Bersih								900,474,353	Net

*) Other assets – net consist of interest receivables, receivables from transactions related to ATM and credit card and other receivables.

The credit quality classifications of financial assets based on the Group's internal policies are as follows:

- **Group 1** : New customers (less than 6 months).
- **Group 2** : Existing customers with no history of overdue for the past 3 years.
- **Group 3** : Existing customers with history of overdue below 90 days in the past 3 years.
- **Group 4** : Existing customers with history of default more than 90 days in the past 3 years.
- **Group 5** : Existing customers with loans that was/has been restructured.

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49. RISIKO KREDIT (lanjutan)

- (iv) Analisis umur pinjaman yang jatuh tempo tetapi tidak mengalami penurunan nilai pada tanggal 31 Desember 2022 dan 2021:

	2022			Total	
	Kurang dari 30 hari/ Less than 30 days	31 sampai 60 hari/ 31 to 60 days	Lebih dari 60 hari/ More than 60 days		
Modal kerja	295,126	1,073,591	8,983,983	10,352,700	Working capital
Investasi	47,336	10,359	5,035,313	5,093,008	Investment
Konsumen	405,762	8,263	1,453,832	1,867,857	Consumer
Sindikasi	-	-	5,462,239	5,462,239	Syndicated
Karyawan	181	1	19,260	19,442	Employee
Total	748,405	1,092,214	20,954,627	22,795,246	Total
Cadangan kerugian penurunan nilai	(159,441)	(551,700)	(14,390,531)	(15,101,672)	Allowance for impairment losses
Bersih	588,964	540,514	6,564,096	7,693,574	Net

	2021			Total	
	Kurang dari 30 hari/ Less than 30 days	31 sampai 60 hari/ 31 to 60 days	Lebih dari 60 hari/ More than 60 days		
Modal kerja	391,649	3,162,514	11,081,089	14,635,252	Working capital
Investasi	109,101	39,677	5,612,435	5,761,213	Investment
Konsumen	475,725	6,599	1,246,192	1,728,516	Consumer
Sindikasi	-	-	5,324,875	5,324,875	Syndicated
Karyawan	115	1	19,593	19,709	Employee
Total	976,590	3,208,791	23,284,184	27,469,565	Total
Cadangan kerugian penurunan nilai	(874,493)	(1,026,153)	(13,554,737)	(15,455,383)	Allowance for impairment losses
Bersih	102,097	2,182,638	9,729,447	12,014,182	Net

- (v) Konsentrasi risiko aset keuangan konsolidasian dengan eksposur risiko kredit

Tabel berikut menggambarkan rincian eksposur kredit Grup pada nilai tercatat (tanpa memperhitungkan agunan atau pendukung kredit lainnya), yang dikategorikan berdasarkan area geografis pada tanggal-tanggal 31 Desember 2022 dan 2021. Untuk tabel ini, Grup telah mengalokasikan eksposur area berdasarkan wilayah geografis tempat mereka beroperasi.

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49. CREDIT RISK (continued)

- (iv) The aging analysis of past due but not impaired loans as of 31 December 2022 and 2021:

	2022			Total	
	Kurang dari 30 hari/ Less than 30 days	31 sampai 60 hari/ 31 to 60 days	Lebih dari 60 hari/ More than 60 days		
Modal kerja	295,126	1,073,591	8,983,983	10,352,700	Working capital
Investasi	47,336	10,359	5,035,313	5,093,008	Investment
Konsumen	405,762	8,263	1,453,832	1,867,857	Consumer
Sindikasi	-	-	5,462,239	5,462,239	Syndicated
Karyawan	181	1	19,260	19,442	Employee
Total	748,405	1,092,214	20,954,627	22,795,246	Total
Cadangan kerugian penurunan nilai	(159,441)	(551,700)	(14,390,531)	(15,101,672)	Allowance for impairment losses
Bersih	588,964	540,514	6,564,096	7,693,574	Net

	2021			Total	
	Kurang dari 30 hari/ Less than 30 days	31 sampai 60 hari/ 31 to 60 days	Lebih dari 60 hari/ More than 60 days		
Modal kerja	391,649	3,162,514	11,081,089	14,635,252	Working capital
Investasi	109,101	39,677	5,612,435	5,761,213	Investment
Konsumen	475,725	6,599	1,246,192	1,728,516	Consumer
Sindikasi	-	-	5,324,875	5,324,875	Syndicated
Karyawan	115	1	19,593	19,709	Employee
Total	976,590	3,208,791	23,284,184	27,469,565	Total
Cadangan kerugian penurunan nilai	(874,493)	(1,026,153)	(13,554,737)	(15,455,383)	Allowance for impairment losses
Bersih	102,097	2,182,638	9,729,447	12,014,182	Net

- (v) Concentration of risks of consolidated financial assets with credit risk exposure

The following table provides details of the Group's credit exposures at their carrying amounts (without taking into account any collateral held or other credit support), as categorized by geographical region as of 31 December 2022 and 2021. For this table, the Group has allocated exposures to the regions based on the geographical area where activities are undertaken.

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49. RISIKO KREDIT (lanjutan)

(v) Konsentrasi risiko aset keuangan konsolidasian dengan eksposur risiko kredit (lanjutan).

	2022						
	Jawa & Bali	Sumatera	Kalimantan	Sulawesi	Indonesia Timur/ East Indonesia	Lain-lain *)/ Others *)	Total
Giro pada Bank Indonesia	81,932,466	-	-	-	-	989,523	82,921,989
Giro pada bank lain	6,638,753	4	12	6	6	9,283,095	15,921,876
Penempatan pada bank lain dan Bank Indonesia	49,372,093	-	-	-	-	2,197,249	51,569,342
Efek-efek							
Nilai wajar melalui laba rugi	1,589	-	-	-	-	7,174,285	7,175,874
Nilai wajar melalui penghasilan komprehensif lain	16,607,792	-	-	-	-	4,296,580	20,904,372
Biaya peroleh diamortisasi	682,926	-	-	-	-	39,579	722,505
Efek-efek yang dibeli dengan janji dijual kembali	11,395,272	-	-	-	-	5,235,999	16,631,271
Wesel ekspor dan tagihan lainnya	20,835,731	32,632	7,078	26,688	-	-	20,902,129
Tagihan akseptasi	18,038,696	167,911	-	207,072	-	1,600,549	20,014,228
Pinjaman yang diberikan	455,712,640	56,096,580	25,322,691	29,989,933	7,609,127	71,455,342	646,186,313
Obligasi pemerintah							
Nilai wajar melalui laba rugi	1,753,022	-	-	-	-	22,031	1,775,053
Nilai wajar melalui penghasilan komprehensif lain	64,328,882	-	-	-	-	17,999,305	82,328,187
Biaya perolehan diamortisasi	27,474,928	-	-	-	-	9,714,090	37,189,018
Aset lain-lain - bersih**)	8,765,697	363,608	34,538	259,564	8,945	1,213,272	10,645,624
Total	763,540,487	56,662,735	25,364,319	30,483,263	7,618,078	131,220,899	1,014,889,781
Cadangan kerugian penurunan nilai							(51,857,375)
Neto							963,032,406

	2021						
	Jawa & Bali	Sumatera	Kalimantan	Sulawesi	Indonesia Timur/ East Indonesia	Lain-lain *)/ Others *)	Total
Giro pada Bank Indonesia	48,682,431	-	-	-	-	-	48,682,431
Giro pada bank lain	10,598,597	4	15	7	6	8,971,268	19,569,897
Penempatan pada bank lain dan Bank Indonesia	90,722,617	-	-	-	-	1,567,613	92,290,230
Efek-efek							
Nilai wajar melalui laba rugi	9,572,228	-	-	-	-	-	9,572,228
Nilai wajar melalui penghasilan komprehensif lain	14,257,359	-	-	-	-	1,967,371	16,224,730
Biaya peroleh diamortisasi	159,406	22,841	391	2,151	-	71,263	256,052
Efek-efek yang dibeli dengan janji dijual kembali	22,010,968	-	-	-	-	-	22,010,968
Wesel ekspor dan tagihan lainnya	19,869,290	22,841	391	2,151	-	71,263	19,965,936
Tagihan akseptasi	18,447,357	334,588	556	329,339	-	2,445,600	21,557,440
Pinjaman yang diberikan	412,879,483	50,894,711	24,312,915	27,188,743	7,111,210	60,049,168	582,436,230
Obligasi pemerintah							
Nilai wajar melalui laba rugi	4,078,923	-	-	-	-	32,682	4,111,605
Nilai wajar melalui penghasilan komprehensif lain	66,057,952	-	-	-	-	19,139,706	85,197,658
Biaya perolehan diamortisasi	15,843,744	-	-	-	-	6,276,972	22,120,716
Aset lain-lain - bersih**)	6,010,943	255,922	32,223	192,452	7,958	1,942,724	8,442,222
Total	739,191,298	51,530,907	24,346,491	27,714,843	7,119,174	102,535,630	952,438,343
Cadangan kerugian penurunan nilai							(51,963,990)
Neto							900,474,353

*) Termasuk kantor cabang luar negeri dan Entitas Anak
**) Aset lain-lain – bersih terdiri dari piutang bunga, piutang terkait transaksi ATM dan kartu kredit, piutang lain-lain, dan piutang nasabah - Entitas anak.

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49. CREDIT RISK (continued)

(v) Concentration of risks of consolidated financial assets with credit risk exposure (continued).

Current accounts with Bank Indonesia
Current accounts with other banks
Placements with other banks and Bank Indonesia
Marketable securities
Fair value through profit or loss
Fair value through other comprehensive income
Amortized cost
Securities purchased under agreements to resell
Bill and other receivables
Acceptance receivables
Loans
Government Bonds
Fair value through profit or loss
Fair value through other comprehensive income
Amortized cost
Other assets - net**)

Total

Allowance for impairment losses

Net

*) Includes overseas branches and Subsidiaries
**) Other assets – net consist of interest receivables, receivables from transactions related to ATM and credit card, other receivables, and receivables from customers - Subsidiary.

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50. RISIKO LIKUIDITAS

Risiko likuiditas berhubungan dengan adanya kemungkinan bank tidak mampu untuk memenuhi kewajiban jangka pendek terhadap deposan, investor dan kreditur, serta pemenuhan giro wajib minimum (GWM) yang diantaranya disebabkan keterbatasan akses pendanaan atau ketidakmampuan untuk melikuidasi aset yang dimiliki dengan harga yang wajar.

Manajemen Risiko Likuiditas dilakukan oleh Divisi Manajemen Risiko Bank (ERM), Divisi Treasuri (TRS), dan Kantor Cabang Luar Negeri. Kebijakan dan Prosedur Risiko Likuiditas disusun oleh Divisi ERM, selanjutnya dilaksanakan oleh Divisi TRS dan segenap Kantor Cabang Luar Negeri, yang diwujudkan dalam manajemen strategi likuiditas.

Divisi ERM juga melakukan monitoring terhadap pelaksanaan manajemen likuiditas yang dilakukan oleh Divisi Treasuri tersebut.

Divisi ERM menyusun Kebijakan Risiko Likuiditas berupa Pedoman Penerapan Manajemen Risiko Likuiditas, yang lebih lanjut dijabarkan ke dalam Prosedur Manajemen Risiko Likuiditas yang berisi panduan pelaksanaan manajemen risiko likuiditas, antara lain berupa:

- Ketersediaan Alat Likuid: Kas, GWM, Secondary Reserve, Indikator Peringatan Dini, Liquidity Contingency Plan Head Office maupun Kantor Cabang Luar Negeri, dll
- Pengukuran Risiko Likuiditas : Rasio Likuiditas, Proyeksi Arus Kas, Profil Maturitas, Rasio Kecukupan Likuiditas, Stress testing, dll
- Pemantauan Risiko Likuiditas
- Pengendalian Risiko Likuiditas
- Penetapan Limit Likuiditas: Pagu Kas Wilayah, Pagu Kas Bank Wide, SR Ideal, Limit Profil Maturitas, Limit Kredit Valas berdasarkan ketersediaan likuiditas.

Divisi ERM juga menyusun risk appetite dan risk tolerance Risiko Likuiditas yang selaras dengan sasaran strategis Bank, yang digunakan sebagai acuan tingkat risiko yang akan diambil Bank dalam pencapaian sasaran bisnis.

Dalam mengelola likuiditas, selain mengelola primary reserve (kas dan GWM), BNI menjaga dan mempertahankan secondary reserve untuk memastikan likuiditas berada pada level yang aman. Sebagai antisipasi pemenuhan secondary reserve yang ideal, BNI menjaga dan mempertahankan tertiary reserve.

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50. LIQUIDITY RISK

Liquidity risk relates to the possibility that the Bank will be unable to meet short-term obligations to depositors, investors and creditors, as well as fulfill Statutory Reserve Requirements due to, among others, limited access to financing or the inability to liquidate assets at reasonable prices.

Liquidity Risk Management is carried out by the Bank's Risk Management Division (ERM), Treasury Division (TRS), and Branch Offices of Foreign Affairs. Liquidity Risk Policies and Procedures was prepared by the Division ERM, subsequently implemented by the Division of TRS and all Branch Offices of Foreign Affairs, which is manifested in the liquidity strategy management.

ERM Division also monitors the implementation of the liquidity management performed by the Treasury Division.

ERM Division prepares Liquidity Risk Policy Guidelines in Liquidity Risk Management Implementation Guidelines, which is further elaborated into the Liquidity Risk Management Procedures which contains guidelines for liquidity risk management practices, which include:

- Availability Liquidity Tools: Cash, Statutory Reserve Requirement, Secondary Reserve, Early Warning Indicators, Liquidity Contingency Plan Head Office or Branch Office of Foreign Affairs, etc.
- Measurement of Liquidity Risk: Liquidity Ratio, Cash Flow Projection, Maturity Profile, Liquidity Adequacy Ratio, Stress testing, etc.
- Liquidity Risk Monitoring
- Liquidity Risk Management
- Determination of Liquidity Limit: Cash Ceiling for Regional Area, Cash Ceiling Bank Wide, Ideal SR, Maturity Profile Limit, Credit in Foreign Currency Limit based on the availability of liquidity.

ERM Division also prepares risk appetite and risk tolerance for Liquidity Risk in accordance with the Bank's strategic objectives, which are used as a reference level of risk to be taken by the Bank in achieving business goals

In managing liquidity, beside addition to managing primary reserve (cash and statutory reserve requirement), BNI keeps and maintains secondary reserve to ensure liquidity is at a safe level. In anticipation of fulfilling the ideal secondary reserve, BNI preserves and maintains a tertiary reserve.

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50. RISIKO LIKUIDITAS (lanjutan)

Penetapan dan pemantauan limit, yaitu *Secondary Reserve Ideal* (SR Ideal) dan limit ketersediaan kredit valas dilakukan secara berkala oleh Divisi ERM. Sedangkan ketersediaan atas keseluruhan *reserve* dipantau secara harian, mingguan, dan bulanan oleh Divisi Treasuri dan Divisi ERM.

Tabel di bawah ini menunjukkan sisa jatuh tempo kontraktual dari liabilitas keuangan berdasarkan *undiscounted cash flows*.

2022						
	Kurang dari 1 Bulan/ Less than 1 Month	1 - 3 Bulan/ Months	3 - 6 Bulan/ Months	6 - 12 Bulan/ Months	Lebih dari 12 Bulan/ More than 12 Months	Total
LIABILITAS						
Liabilitas segera	4,686,360	-	-	-	-	4,686,360
Simpanan nasabah	656,884,562	49,605,647	24,267,376	33,963,995	4,965,073	769,686,653
Simpanan dari bank lain	7,011,203	3,644,146	1,001,106	536,132	3,051,967	15,244,554
Liabilitas derivatif	775,131	-	-	-	-	775,131
Liabilitas akseptasi	629,170	1,303,157	2,556,749	674,670	137,497	5,301,243
Efek-efek yang diterbitkan	-	80,625	80,625	161,250	5,483,750	5,806,250
Efek-efek yang dijual dengan janji dibeli kembali	416,225	-	1,059,947	-	1,409,114	2,885,286
Pinjaman yang diterima	1,174,957	1,837,919	11,162,009	806,896	25,197,190	40,198,971
Efek-efek subordinasi	-	2,000	348,766	450,766	19,460,543	20,262,075
Liabilitas lain-lain*)	16,879,276	-	-	-	-	16,879,276
Total	688,456,884	56,473,494	40,496,578	36,593,709	59,705,134	881,725,799
Total aset lancar **)	142,806,575	24,842,925	5,602,372	2,508,751	109,392,934	285,153,557
KOMITMEN DAN KONTINJENSI						
Fasilitas kredit kepada debitur yang belum digunakan	57,335,014	-	-	-	-	57,335,014
Irrevocable letters of credit yang masih berjalan	1,449,928	1,158,526	4,702,727	7,543,650	1,219,320	16,074,195
Garansi yang diterbitkan	23,137,910	4,583,747	6,278,291	14,494,717	14,614,297	63,108,968
Total	81,922,852	5,742,273	10,981,068	22,038,367	15,833,617	136,518,177

2021						
	Kurang dari 1 Bulan/ Less than 1 Month	1 - 3 Bulan/ Months	3 - 6 Bulan/ Months	6 - 12 Bulan/ Months	Lebih dari 12 Bulan/ More than 12 Months	Total
LIABILITAS						
Liabilitas segera	4,553,735	-	-	-	-	4,553,735
Simpanan nasabah	604,151,580	76,106,157	29,089,853	16,588,525	4,674,701	730,610,816
Simpanan dari bank lain	10,975,479	1,899,175	713,900	129,851	658,604	14,377,009
Liabilitas derivatif	109,948	-	-	-	-	109,948
Liabilitas akseptasi	1,636,093	757,256	710,984	954,833	1,528,903	5,588,069
Efek-efek yang diterbitkan	60,000	2,000	62,000	2,760,530	102,000	2,986,530
Efek-efek yang dijual dengan janji dibeli kembali	-	-	12,978	1,041,513	774,161	1,828,652
Pinjaman yang diterima	427,907	2,797,278	9,095,627	1,052,278	19,084,845	32,457,935
Efek-efek subordinasi	-	317,474	-	317,474	18,819,358	19,454,306
Liabilitas lain-lain*)	16,064,806	-	-	-	-	16,064,806
Total	637,979,548	81,879,340	39,685,342	22,845,004	45,642,572	828,031,806
Total aset lancar **)	235,343,674	18,372,039	2,726,516	535,206	28,678,700	285,656,135

*) Liabilitas lain-lain terdiri dari utang ke pemegang polis, setoran jaminan, rekening dalam penyelesaian, utang reasuransi dan komisi, serta utang nasabah - Entitas Anak.
**) Aset lancar terdiri dari kas, giro pada Bank Indonesia, giro pada bank lain, penempatan pada bank lain dan Bank Indonesia dan Obligasi Pemerintah

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50. LIQUIDITY RISK (continued)

The setting and monitoring of limits, i.e. *Ideal Secondary Reserve (Ideal SR)* and credit availability in foreign currency limit is conducted periodically by the ERM Division. While the availability of the whole reserve is monitored daily, weekly, and monthly by the Treasury Division and the ERM Division.

The table below shows the remaining contractual maturities of the financial liabilities based on *undiscounted cashflows*.

2022						
	Kurang dari 1 Bulan/ Less than 1 Month	1 - 3 Bulan/ Months	3 - 6 Bulan/ Months	6 - 12 Bulan/ Months	Lebih dari 12 Bulan/ More than 12 Months	Total
LIABILITIES						
Obligations due immediately	4,686,360	-	-	-	-	4,686,360
Deposits from customers	656,884,562	49,605,647	24,267,376	33,963,995	4,965,073	769,686,653
Deposits from other banks	7,011,203	3,644,146	1,001,106	536,132	3,051,967	15,244,554
Derivative payables	775,131	-	-	-	-	775,131
Acceptance payables	629,170	1,303,157	2,556,749	674,670	137,497	5,301,243
Securities issued	-	80,625	80,625	161,250	5,483,750	5,806,250
Securities sold under agreements to repurchase	416,225	-	1,059,947	-	1,409,114	2,885,286
Borrowings	1,174,957	1,837,919	11,162,009	806,896	25,197,190	40,198,971
Subordinated securities	-	2,000	348,766	450,766	19,460,543	20,262,075
Other liabilities*)	16,879,276	-	-	-	-	16,879,276
Total	688,456,884	56,473,494	40,496,578	36,593,709	59,705,134	881,725,799
Total liquid assets**)	142,806,575	24,842,925	5,602,372	2,508,751	109,392,934	285,153,557
COMMITMENT AND CONTINGENCIES						
Unused loan facilities	57,335,014	-	-	-	-	57,335,014
Outstanding irrevocable letters of credit	1,449,928	1,158,526	4,702,727	7,543,650	1,219,320	16,074,195
Guarantees issued	23,137,910	4,583,747	6,278,291	14,494,717	14,614,297	63,108,968
Total	81,922,852	5,742,273	10,981,068	22,038,367	15,833,617	136,518,177

*) Other liabilities consist of obligation to policyholders, guarantee deposits, unsettled account, reinsurance payable and commission, and payable to customer - Subsidiary.
**) Liquid assets consist of cash, current accounts with Bank Indonesia, current accounts with other banks, placement with other banks and Bank Indonesia and Government Bonds.

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50. RISIKO LIKUIDITAS (lanjutan)

2021						
	Kurang dari 1 Bulan/ Less than 1 Month	1 - 3 Bulan/ Months	3 - 6 Bulan/ Months	6 - 12 Bulan/ Months	Lebih dari 12 Bulan/ More than 12 Months	Total
KOMITMEN DAN KONTINJENSI						
Fasilitas kredit kepada debitur yang belum digunakan	59,613,881	-	-	-	-	59,613,881
Irrevocable letters of credit yang masih berjalan	4,340,640	1,309,902	1,446,584	936,494	712,792	8,746,412
Garansi yang diterbitkan	20,163,974	6,546,937	4,100,960	9,350,343	17,498,834	57,661,048
Total	84,118,495	7,856,839	5,547,544	10,286,837	18,211,626	126,021,341

Dalam rangka meningkatkan ketahanan likuiditas, BNI menerapkan perhitungan rasio kecukupan likuiditas yaitu *Liquidity Coverage Ratio* (LCR) dan *Net Stable Funding Ratio* (NSFR) dan mengelola rasio Kecukupan Likuiditas tersebut sesuai ketentuan regulator, baik secara individu (*bank only*) maupun konsolidasi dengan Entitas Anak.

LCR bertujuan untuk meningkatkan ketahanan likuiditas jangka pendek dengan memelihara *High Quality Liquid Assets* (HQLA) yang memadai untuk memenuhi kebutuhan likuiditas BNI selama periode 30 hari ke depan dalam kondisi *stress*, sedangkan NSFR bertujuan untuk mengurangi risiko likuiditas terkait sumber pendanaan untuk jangka waktu yang lebih panjang dengan mensyaratkan BNI mendanai aktivitas dengan sumber dana stabil yang memadai dalam rangka memitigasi risiko kesulitan pendanaan pada masa depan.

Laporan rasio Kecukupan Likuiditas BNI tersebut dilaporkan secara bulanan dan triwulanan kepada Otoritas Jasa Keuangan (OJK).

51. RISIKO PASAR

Risiko pasar adalah risiko kerugian yang timbul akibat perubahan faktor pasar yang tidak sesuai dengan posisi yang diambil oleh BNI baik pada posisi aset dan liabilitas keuangan dan rekening administratif. Risiko Pasar melekat pada hampir seluruh aktivitas Bank, baik *trading book* maupun *banking book* yang mencakup Risiko Suku Bunga dan Risiko Nilai Tukar.

Pengelolaan Risiko Pasar BNI dilakukan melalui koordinasi beberapa Divisi terkait, yaitu Divisi Manajemen Risiko Bank (Divisi ERM) yang bertanggung jawab kepada Direktur Manajemen Risiko (Dir. MR), Divisi Tata Kelola Kebijakan (Divisi PGV) yang bertanggung jawab kepada Wakil Direktur Utama (Wadiu), Divisi Treasuri (Divisi TRS) dan Kantor Cabang Luar Negeri dalam pengawasan Divisi Internasional (Divisi INT) yang bertanggung jawab kepada Direktur Treasuri dan Internasional (Dir. TS). Dalam mengelola Risiko Pasar, Direksi didukung oleh *Risk Management Committee* (RMC) dan Komite Aset dan Liabilitas (ALCO) serta dalam pengawasannya didukung oleh Komisaris melalui Komite Pemantau Risiko.

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50. LIQUIDITY RISK (continued)

2021						
	Kurang dari 1 Bulan/ Less than 1 Month	1 - 3 Bulan/ Months	3 - 6 Bulan/ Months	6 - 12 Bulan/ Months	Lebih dari 12 Bulan/ More than 12 Months	Total
KOMITMEN DAN KONTINJENSI						
Unused loan facilities	59,613,881	-	-	-	-	59,613,881
Outstanding irrevocable letters of credit	4,340,640	1,309,902	1,446,584	936,494	712,792	8,746,412
Guarantees issued	20,163,974	6,546,937	4,100,960	9,350,343	17,498,834	57,661,048
Total	84,118,495	7,856,839	5,547,544	10,286,837	18,211,626	126,021,341

In order to increase liquidity resilience, BNI implements *Liquidity Coverage Ratio* (LCR) and *Net Stable Funding Ratio* (NSFR) calculations and manages requirement of the *Liquidity Adequacy Ratio* subject to regulators, either individually (*bank only*) or consolidated with Subsidiaries.

LCR aims to improve the Bank's short-term liquidity resilience by maintaining *High Quality Liquid Assets (HQLA)* to meet liquidity needs over the next 30 days under stress conditions, while NSFR aims to reduce liquidity risk related to longer term funding sources requiring BNI to fund activities with sufficient stable funding sources in order to mitigate future financial hardship risks.

BNI Liquidity Adequacy Ratio are reported monthly and quarterly to the Otoritas Jasa Keuangan (OJK).

51. MARKET RISK

Market risk is the risk of loss due to the adverse volatility of market price movements against BNI's financial assets and liabilities (on balance sheet) including administrative accounts (off balance sheet). Market risk is embedded in the Bank's business activities, both in trading and banking books, which cover Interest Rate risks and Foreign Exchange risks.

Market Risk Management is done through coordination with BNI's several related divisions such as: Enterprise Risk Management Division (ERM) which report to the Director of Risk Management, Policy Governance Division (PGV) which report to the Vice Director, and Treasury Division (TRS) as well as Overseas branches supervised by the International Division (INT) which report to the Director of Treasury and International. The Market Risk Management is also supported by Risk Management Committee (RMC) and Assets and Liabilities Committee (ALCO) and supervised by the Board of Commissioners through the Risk Monitoring Committee.

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51. RISIKO PASAR (lanjutan)

BNI telah memiliki Aplikasi Manajemen Risiko Pasar untuk mendukung proses pengelolaan Risiko Pasar. Pengukuran potensi risiko pasar untuk pengendalian internal BNI dilakukan secara harian menggunakan Model Internal - *Value at Risk (VaR) Methodology*, sedangkan pengukuran risiko pasar dalam rangka perhitungan Kewajiban Penyediaan Modal Minimum dilakukan secara bulanan menggunakan Metode Standar. BNI juga melakukan pengukuran risiko suku bunga pada *banking book* secara bulanan menggunakan *Assets & Liabilities Gap Report* serta pengukuran Risiko Nilai Tukar pada *banking book* melalui perhitungan Posisi Devisa Neto (PDN) secara harian dan bulanan sesuai ketentuan Regulator.

Sehubungan dengan penggunaan Model Internal (VaR) dalam pengukuran Risiko Pasar, BNI telah melakukan proses validasi melalui *Back Testing* secara periodik untuk menilai akurasi pengukuran VaR yang digunakan. Selain itu, BNI telah melakukan proses *Stress Testing* terhadap instrumen keuangan yang terekspos risiko nilai tukar dan risiko suku bunga (portofolio obligasi) untuk menilai ketahanan Bank dalam menghadapi perubahan faktor pasar yang ekstrem pada saat kondisi pasar abnormal. *Stress Testing* dilakukan setiap 6 (enam) bulan sekali atau periode yang lebih pendek jika terjadi kondisi abnormal.

Limit Risiko Pasar BNI sebagai bagian dari proses pengendalian Risiko Pasar ditetapkan dan dikaji ulang secara periodik oleh Divisi ERM dan Divisi PGV yang independen terhadap *risk taking units* (Divisi TRS dan kantor cabang luar negeri). Limit-limit Risiko Pasar adalah sebagai berikut:

- a. Limit Risiko Pasar pada *trading book*:
- (i) Limit *Value at Risk* (VaR) dan limit *Stressed Value at Risk* (SVaR)
 - (ii) Limit nominal transaksi
 - (iii) Limit nominal *open position*
 - (iv) Limit kerugian
 - (v) Limit *off market*

Limit ditetapkan pada masing-masing *desk* (*Forex, Fixed Income, Money Market, Investasi, Likuiditas*).

- b. Limit Risiko Pasar pada *banking book*:
- (i) Limit Gap Aset & Liabilitas - Rupiah
 - (ii) Limit Gap Aset & Liabilitas - Valuta Asing
 - (iii) Limit Posisi Devisa Neto Internal BNI.

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51. MARKET RISK (continued)

BNI has Market Risk Tools to support the implementation of the Market Risk Process. The measurement of potential market risk, for internal control purposes, is conducted on a daily basis using an Internal Model - *Value at Risk (VaR) Methodology*. On the other hand, the market risk measurement for Capital Adequacy Ratio purposes, is conducted on a monthly basis using the Standard Method. BNI also conducts on a monthly basis the measurement of interest rate risk on *banking book* using *Assets & Liabilities Gap Report (A/L Gap Report)* and the measurement for foreign exchange risk on *banking book* by calculating the Net Open Position (NOP) both daily and monthly in accordance with the Regulator's regulation.

In line with the use of the Internal Model (VaR) in measuring market risk, BNI conducts Back Testing periodically to assess the accuracy of the VaR methodologies used. Stress Testing has also been conducted for the financial instruments that are exposed to foreign exchange risk and interest rate risk (limited to bond positions) in order to assess the Bank's resilience in encountering extreme change of risk factors in abnormal market conditions. Stress Testing is done every 6 (six) months or in case there is an abnormal condition whichever is earlier.

BNI Market Risk limit as a part of the risk controlling process is set and reviewed periodically by ERM and PGV which are independent from risk taking units (TRS and overseas branches). The Market Risk limits are as follows:

- a. Market Risk limits on trading book:
- (i) *Value at Risk* (VaR) limit and Stressed *Value at Risk* (SVaR) limit
 - (ii) Transaction nominal limit
 - (iii) Open position limit
 - (iv) Loss limit
 - (v) Off market limit

These limits are performed for each trading desk (*Forex, Fixed Income, Money Market, Investment, Liquidity*).

- b. Market Risk limits on banking book:
- (i) Gap Asset & Liability Limit - Indonesian Rupiah
 - (ii) Gap Asset & Liability Limit - Foreign Currency
 - (iii) Internal BNI Net Open Position Limit.

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51. RISIKO PASAR (lanjutan)

Divisi ERM juga menyusun *risk appetite* dan *risk tolerance* Risiko Pasar yang selaras dengan sasaran strategis Bank, yang digunakan sebagai acuan tingkat risiko yang akan diambil Bank dalam pencapaian sasaran bisnis.

Pemantauan Risiko Pasar dilakukan melalui laporan yang memberikan informasi mengenai eksposur risiko pasar dan kepatuhan terhadap limit-limit. Laporan VaR diberikan kepada manajemen BNI secara berkala (harian, mingguan dan bulanan) melalui laporan sirkulasi atau forum RMC. Khusus terkait dengan laporan perkembangan Risiko Suku Bunga pada *banking book* disampaikan kepada manajemen setiap bulan melalui forum Asset & Liabilities Committee (ALCO).

BNI menggunakan model *Value at Risk* (VaR) untuk menghitung potensi risiko pasar yang timbul akibat perubahan faktor pasar yang dapat mempengaruhi nilai pasar pada portofolio produk Bank. Cakupan Risiko Pasar adalah sebagai berikut:

- a. Risiko Nilai Tukar pada *trading book* dan *banking book*.
- b. Risiko Suku Bunga pada *trading book* dan *banking book* (tidak termasuk aset-aset/investasi yang dimiliki hingga jatuh tempo).

Metode untuk menghitung VaR yang digunakan BNI adalah *Variance Covariance/Risk Metrics*. Metode ini menggunakan formula dengan memasukkan parameter-parameter seperti volatilitas dan korelasi. Metode ini mengasumsikan bahwa segala perubahan dalam faktor risiko yang mempengaruhi kondisi pasar normal akan mengikuti distribusi normal. Sedangkan untuk kondisi pasar harian yang tidak normal, dilakukan perhitungan *Stressed VaR*.

VaR tidak menyediakan informasi potensi laba atau rugi pada kondisi pasar yang ekstrem atau *stress*. BNI melakukan *stress testing* untuk kondisi pasar yang ekstrem tersebut.

Pengukuran VaR adalah estimasi maksimum potensi kerugian Risiko Pasar untuk 1 (satu) hari ke depan dengan tingkat keyakinan 99% dengan posisi portofolio yang dimiliki tidak berubah. Penggunaan tingkat keyakinan 99% berarti dalam rentang waktu satu hari, kerugian harian yang melebihi VaR dalam kondisi pasar normal tidak akan terjadi lebih dari 1 (satu) kali dalam 100 hari.

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51. MARKET RISK (continued)

ERM Division also prepares *risk appetite* and *risk tolerance* for Liquidity Risk in accordance with the Bank's strategic objectives, which are used as a reference level of risk to be taken by the Bank in achieving business goals.

Market Risk monitoring is conducted through reports which give information about the market risk exposures and the limit compliance. The VaR reports are submitted to BNI management on a periodic basis (daily, weekly, and monthly) through circular reports or RMC forum. Specifically the report for interest rate risk on *banking book* is submitted to management on a monthly basis through the ALCO forum.

BNI uses *Value at Risk* model (VaR) to measure potential market risk arising from possible changes of market factors which can affect the market value of the Bank portfolio. The scope of Market Risk is as follows:

- a. Foreign exchange risk on *trading book* and *banking book*.
- b. Interest rate risk on *trading book* and *banking book* (excluding held-to-maturity assets/investments).

The VaR method used in BNI is *Variance Covariance/Risk Metrics*. This method uses formulas with some parameters such as volatility and correlation. It assumes that any changes that occurs in the risk factors affecting the normal market conditions will follow normal distribution. For abnormal market condition, *Stressed VaR* calculation is applied.

VaR does not provide information for potential gain or loss in the extreme or stress market condition. BNI performs stress testing in the extreme market condition.

The VaR calculation is an estimate using a 99% confidence level of the potential loss that is not expected to be exceeded if the current market risk positions were to be held unchanged for one day. The use of a 99% confidence level means that, within a one day horizon, losses exceeding the VaR figure should occur, on average under normal market conditions, not more than once every one hundred days.

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51. RISIKO PASAR (lanjutan)

Karena VaR adalah bagian dari pengelolaan Risiko Pasar Bank, limit-limit VaR telah dibentuk untuk seluruh *trading operation* dan eksposur perlu ditinjau oleh manajemen secara harian terhadap *limit-limit*.

Tabel dibawah ini menunjukkan VaR agregat pada portofolio *trading book* dan *banking book* milik Bank: (tidak diaudit)

2022			
Risiko mata uang asing/ Foreign exchange risk		Risiko nilai wajar suku bunga/ Fair value interest rate risk	
		Trading book	Banking book
2022 - 31 Desember	10,659	2,143	299,324
2022 - Rata-rata harian	8,287	3,669	265,979
2022 - Tertinggi	20,486	9,472	342,527
2022 - Terendah	3,277	1,059	186,457
2021			
Risiko mata uang asing/ Foreign exchange risk		Risiko nilai wajar suku bunga/ Fair value interest rate risk	
		Trading book	Banking book
2021 - 31 Desember	20,916	8,939	213,729
2021 - Rata-rata harian	17,694	11,061	251,928
2021 - Tertinggi	61,618	16,966	332,559
2021 - Terendah	4,700	4,536	203,569

(i) Risiko tingkat suku bunga

Risiko tingkat suku bunga timbul pada instrumen keuangan yang mempunyai kemungkinan kerugian akibat perubahan tingkat suku bunga yang akan berdampak pada arus kas masa depan atau nilai wajar instrumen keuangan.

Komite Risiko dan Kapital Sub Komite Manajemen Risiko (KRK-RMC) BNI, bertanggung jawab untuk menetapkan, melaksanakan serta menjaga kebijakan pengelolaan risiko tingkat suku bunga sesuai dengan pedoman umum BNI. Tujuan utama Komite Risiko dan Kapital Sub Komite Manajemen Risiko (KRK-RMC) BNI adalah memaksimalkan hasil usaha BNI dengan tetap memperhatikan *limit* risiko yang ditetapkan.

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51. MARKET RISK (continued)

Since VaR is an integral part of the Bank's market risk management, VaR limits have been established for all trading operations and exposures are required to be reviewed daily against the limits by management.

The table below presents the aggregate VaR on the Bank's trading book and banking book portfolio: (unaudited)

(i) Interest rate risk

Interest rate risks arise from financial instruments which have the loss possibilities from changes in interest rates that will affect future cash flows or fair value of the financial instruments.

BNI's Risk and Capital Committee sub Committee Risk Management (KRK-RMC) held responsible for determining, executing and overseeing the interest rate risk management policy in accordance with the overall guidelines of BNI. The main objective of the Risk and Capital Committee Sub Committee Risk Management (KRK-RMC) is to maximize BNI's returns within the predetermined risk limits.

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51. RISIKO PASAR (lanjutan)

(i) Risiko tingkat suku bunga (lanjutan)

Tabel di bawah ini merupakan kisaran tingkat suku bunga kontraktual per tahun untuk aset dan liabilitas konsolidasian yang signifikan pada tanggal 31 Desember 2022 dan 2021:

	2022							
	Rupiah %	Dolar Amerika Serikat/ <i>United States Dollar</i> %	Euro Eropa/ <i>European Euro</i> %	Yen Jepang <i>Japanese Yen</i> %	Dolar Singapura/ <i>Singapore Dollar</i> %	Won Korea Selatan/ <i>South Korean Won</i> %	Yuan China/ <i>Chinese Yuan</i> %	
ASET								ASSETS
Penempatan pada bank lain dan Bank Indonesia		0.01-4.75	-	-	-	1.35-3.30	-	Placements with other banks and Bank Indonesia
Efek-efek	4.00-11.25	0.50-6.50	-	-	-	-	-	Marketable securities
Tagihan Akseptasi	-	0.00-7.34	-	-	0.00-2.75	-	0.00-3.82	Acceptance receivable
Efek-efek yang dibeli dengan janji Dijual kembali	5.05-6.43	-	-	-	-	-	-	Securities Purchase under agreement to resell
Wesel ekspor dan tagihan lainnya	4.13-10.00	1.00-8.90	2.65-3.75	-	-	-	-	Bills and other receivables
Pinjaman yang diberikan	0.10-26.62	0.10-13.13	1.32-7.01	0.50-5.00	4.00-7.00	4.00-5.59	2.08 - 3.50	Loans
Obligasi Pemerintah	-	-	-	-	-	-	4.75 - 6.50	Government Bonds
- Tingkat bunga tetap	4.00 -12.00	0.13-7.75	0.90-1.75	0.57-3.00	1.25	-	-	Fixed interest rate -
- Tingkat bunga mengambang	3.45	4.15-4.33	-	-	-	-	-	Floating interest rate -
LIABILITAS								LIABILITIES
Simpanan nasabah	0.00-6.39	0.00-4.75	0.00-0.75	0.00-0.01	0.00-1.33	-	-	Deposits from customers
Simpanan dari bank lain	0.00-5.83	0.00-5.00	-	0.00-0.40	0.00-4.05	-	-	Deposits from other banks
Efek-efek yang dijual dengan janji dibeli kembali	5.63-8.13	1.50-4.75	-	-	-	-	-	Securities sold under agreements to repurchase
Efek-efek yang diterbitkan	6.35-6.85	-	-	-	-	-	-	Securities issued
Pinjaman yang diterima	8.00 - 9.75	0.09-5.49	-	-	-	-	-	Borrowings
Efek-efek subordinasi	8.00	3.75-4.30	-	-	-	-	-	Subordinated securities
	2021							
	Rupiah %	Dolar Amerika Serikat/ <i>United States Dollar</i> %	Euro Eropa/ <i>European Euro</i> %	Yen Jepang <i>Japanese Yen</i> %	Dolar Singapura/ <i>Singapore Dollar</i> %	Won Korea Selatan/ <i>South Korean Won</i> %	Yuan China/ <i>Chinese Yuan</i> %	
ASET								ASSETS
Penempatan pada bank lain dan Bank Indonesia	2.75-10.00	0.02-2.39	-	-	-	0.55 - 2.15	-	Placements with other banks and Bank Indonesia
Efek-efek	4.75-12.90	0.16-5.63	-	0.3 -0.92	-	-	-	Marketable securities
Tagihan Akseptasi	-	0.00-4.16	-	-	0.00-2.50	-	-	Acceptance receivable
Wesel ekspor dan tagihan lainnya	4.00-7.71	0.68-5.15	-	-	-	-	-	Bills and other receivables
Efek-efek yang dibeli dengan janji dijual kembali	2.78-3.50	-	-	-	-	-	-	Securities purchased under agreements to resell
Pinjaman yang diberikan	5.00-24.00	0.02-8.50	1.00 -4.75	0.50-2.09	4.00-7.00	1.35-4.00	4.00 - 7.00	Loans
Obligasi Pemerintah	-	-	-	-	-	-	-	Government Bonds
- Tingkat bunga tetap	3.79 -12.90	0.74-5.88	0.90-2.15	0.30-0.92	2.75-3.13	-	-	Fixed interest rate -
- Tingkat bunga mengambang	3.79 - 4.54	-	-	-	-	-	-	Floating interest rate -
LIABILITAS								LIABILITIES
Simpanan nasabah	0.00-7.30	0.00-1.50	0.00-0.75	0.01-0.01	0.00-0.75	-	-	Deposits from customers
Simpanan dari bank lain	0.00-3.25	0.00-0.82	-	0.00-0.37	0.00-0.80	-	-	Deposits from other banks
Efek-efek yang dijual dengan janji dibeli kembali	-	1.00-2.00	-	-	-	-	-	Securities sold under agreements to repurchase
Efek-efek yang diterbitkan	8.00	-	-	-	-	-	-	Securities issued
Pinjaman yang diterima	8.75-11.50	0.05-3.50	-	0.11-0.28	-	-	-	Borrowings
Efek-efek subordinasi	-	3.75-4.30	-	-	-	-	-	Subordinated securities

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51. RISIKO PASAR (lanjutan)

(i) Risiko tingkat suku bunga (lanjutan)

Tabel berikut menunjukkan sensitivitas terhadap kemungkinan perubahan suku bunga dalam Rupiah yang wajar, dengan semua variabel lainnya tetap konstan, dalam laporan laba rugi Bank. Sensitivitas laporan laba rugi adalah dampak dari perubahan asumsi suku bunga pada laporan laba rugi pada periode tersebut. Sensitivitas total laba atau rugi didasarkan pada asumsi bahwa ada pergeseran paralel kurva hasil.

2022	
Perubahan presentase/ Percentage Change	Pengaruh terhadap laporan laba rugi/ Impact to profit or loss
±25 bps	±310,574
±50 bps	±621,147

2021	
Perubahan presentase/ Percentage Change	Pengaruh terhadap laporan laba rugi/ Impact to profit or loss
±25 bps	±208,481
±50 bps	±416,962

BNI memiliki eksposur terhadap risiko tingkat suku bunga dalam mata uang Dolar Singapura, Dolar Amerika Serikat, Euro dan lainnya. BNI telah melakukan penilaian atas dampak dari risiko tingkat suku bunga tersebut dan hasilnya tidak signifikan.

(ii) Risiko mata uang

Risiko valuta asing timbul sebagai akibat adanya aset dan liabilitas keuangan dalam valuta asing dan rekening administratif konsolidasian baik pada sisi aset konsolidasian maupun liabilitas konsolidasian. Posisi valuta asing BNI dapat dikelompokkan dalam dua aktivitas yaitu: *trading book*, yang dilakukan dalam rangka memperoleh keuntungan transaksi valuta asing, dan *banking book*, yang dilakukan dalam rangka mengendalikan Posisi Devisa Neto BNI secara keseluruhan.

BNI memiliki kebijakan untuk menjaga eksposur mata uang asing dalam batas yang wajar dan berdasarkan peraturan yang berlaku. Manajemen berkeyakinan bahwa saat ini eksposur mata uang asing atas aset dan liabilitas masih dalam batas yang konservatif.

51. MARKET RISK (continued)

(i) Interest rate risk (continued)

The following tables demonstrate the sensitivity to a reasonable possible change in IDR interest rates, with all other variables held constant, in the Bank's profit or loss. The sensitivity of profit or loss is the effect of the changes in interest rates assumptions on the profit or loss for the period. The total sensitivity of profit or loss is based on the assumption that there are parallel shifts in the yield curve.

BNI has exposure to interest rate risks in Singapore Dollar, United States Dollar, Euro and others. BNI assessed that the impact of those interest rate risks is not significant.

(ii) Currency risk

Foreign currency risks arise from the consolidated financial assets and liabilities and administrative accounts in foreign currency positions, both on the consolidated assets and liabilities. BNI's foreign currency position is divided into two activities: the trading book, which is prepared to generate profit from the exchange rate, and the banking book, which is prepared to control BNI's overall Net Open Position.

BNI's policy is to maintain foreign currency exposure within acceptable limits and within existing regulatory guidelines. The Management believes that its current profile of foreign currency exposure on its assets and liabilities is within conservative limits.

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51. RISIKO PASAR (lanjutan)

(ii) Risiko mata uang (lanjutan)

Berikut adalah Posisi Devisa Neto (PDN), dalam nilai absolut, BNI pada tanggal 31 Desember 2022 per mata uang, sesuai dengan peraturan Bank Indonesia:

2022			
Mata Uang	Aset/ Assets	Liabilitas/ Liabilities	Posisi Devisa Neto/ Net Open Position
KESELURUHAN (LAPORAN POSISI KEUANGAN DAN REKENING ADMINISTRATIF)			
Dolar Amerika Serikat	747,570,976	747,503,953	67,023
Euro Eropa	18,582,499	18,599,710	17,211
Yen Jepang	6,658,651	6,414,947	243,704
Yuan China	3,959,636	4,093,853	134,217
Dolar Singapura	3,789,705	4,010,826	221,121
Poundsterling Inggris	547,060	668,030	120,970
Dolar Hong kong	819,325	713,008	106,317
Lain-lain	4,686,500	3,798,516	1,167,804 ^{*)}
			2,078,367
LAPORAN POSISI KEUANGAN			
Dolar Amerika Serikat	280,449,490	264,367,049	16,082,441
Yen Jepang	4,936,882	4,736,736	200,146
Euro Eropa	3,279,016	3,470,468	191,452
Dolar Singapura	2,926,572	2,838,587	87,985
Yuan China	1,550,117	590,666	959,451
Dolar Hong kong	476,074	295,609	180,465
Poundsterling Inggris	179,861	116,183	63,678
Lain-lain	2,366,751	1,120,904	1,245,847 ^{*)}
			19,011,465
Total Modal Tier I dan Tier II dikurangi penyertaan pada Entitas Anak (Catatan 54)			131,335,883
Rasio PDN (Keseluruhan)			1.58%
Rasio PDN (Laporan Posisi Keuangan)			14.48%

^{*)} Merupakan penjumlahan absolut dari selisih antara aset dan liabilitas dari beberapa mata uang asing lainnya

^{*)} Sum of the absolute values of the difference between assets and liabilities of some foreign currencies

Currencies	
AGGREGATE (STATEMENT OF FINANCIAL POSITION AND ADMINISTRATIVE ACCOUNTS)	
United States Dollar	
European Euro	
Japanese Yen	
Chinese Yuan	
Singapore Dollar	
British Pound Sterling	
Hong Kong Dollar	
Others	
STATEMENT OF FINANCIAL POSITION	
United States Dollar	
Japanese Yen	
European Euro	
Singapore Dollar	
Chinese Yuan	
Hong Kong Dollar	
British Pound Sterling	
Others	
Total Tier I and II Capital less investment in Subsidiaries (Note 54)	
NOP Ratio (Aggregate)	
NOP Ratio (Statement of Financial Position)	

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51. RISIKO PASAR (lanjutan)

(ii) Risiko mata uang (lanjutan)

Berikut adalah Posisi Devisa Neto (PDN), dalam nilai absolut, BNI pada tanggal 31 Desember 2021 per mata uang, sesuai dengan peraturan Bank Indonesia:

2021				
Mata Uang	Aset/ Assets	Liabilitas/ Liabilities	Posisi Devisa Neto/ Net Open Position	Currencies
KESELURUHAN (LAPORAN POSISI KEUANGAN DAN REKENING ADMINISTRATIF)				AGGREGATE (STATEMENT OF FINANCIAL POSITION AND ADMINISTRATIVE ACCOUNTS)
Dolar Amerika Serikat	406,553,272	406,676,338	123,066	United States Dollar
Euro Eropa	9,065,692	9,107,264	41,572	European Euro
Yen Jepang	6,486,088	6,307,104	178,984	Japanese Yen
Dolar Singapura	2,924,820	2,959,799	34,979	Singapore Dollar
Yuan China	1,988,313	1,939,170	49,143	Chinese Yuan
Dolar Hong kong	624,960	589,762	35,198	Hong Kong Dollar
Poundsterling Inggris	486,736	501,153	14,417	British Pound Sterling
Lain-lain	1,410,720	980,404	652,994 ^{*)}	Others
			1,130,353	
LAPORAN POSISI KEUANGAN				STATEMENT OF FINANCIAL POSITION
Dolar Amerika Serikat	263,520,180	239,058,278	24,461,902	United States Dollar
Yen Jepang	4,418,469	4,239,742	178,727	Japanese Yen
Dolar Singapura	2,624,375	2,387,084	237,291	Singapore Dollar
Euro Eropa	2,271,275	1,120,853	1,150,422	European Euro
Yuan China	1,777,576	551,047	1,226,529	Chinese Yuan
Dolar Hong kong	397,220	238,982	158,238	Hong Kong Dollar
Poundsterling Inggris	278,434	159,058	119,376	British Pound Sterling
Lain-lain	1,250,128	604,203	645,925 ^{*)}	Others
			28,178,410	
Total Modal Tier I dan Tier II dikurangi penyertaan pada Entitas Anak (Catatan 54)			125,616,033	Total Tier I and II Capital less investment in Subsidiaries (Note 54)
Rasio PDN (Keseluruhan)			0.90%	NOP Ratio (Aggregate)
Rasio PDN (Laporan Posisi Keuangan)			22.43%	NOP Ratio (Statement of Financial Position)

^{*)} Merupakan penjumlahan absolut dari selisih antara aset dan liabilitas beberapa mata uang asing lainnya

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51. MARKET RISK (continued)

(ii) Currency risk (continued)

Presented below is the Net Open Position, in absolute amounts, of BNI as of 31 December 2021 by currency, based on Bank Indonesia regulations:

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52. RISIKO OPERASIONAL

Dalam rangka menerapkan manajemen risiko operasional, BNI mengacu kepada ketentuan Bank Indonesia atau Otoritas Jasa Keuangan, serta *International Best Practices*. Pengelolaan risiko operasional meliputi proses identifikasi, penilaian, pengukuran, pemantauan dan pengendalian risiko operasional.

- 1. Identifikasi Risiko**
Mekanisme identifikasi risiko operasional dilakukan dengan menerapkan *macro process mapping assessment* atas proses kerja/ aktivitas masing-masing unit untuk menangkap potensi risiko operasional yang dilakukan dengan metode *interview (one on one meeting)*.
- 2. Penilaian Risiko**
Dilakukan oleh masing-masing unit pemilik risiko melalui metode *operational risk self assessment*, mencakup penilaian atas dampak, frekuensi dan penyebab risiko serta solusinya.
- 3. Pengukuran Risiko**
Pengukuran risiko operasional saat ini menggunakan metode Pendekatan Indikator Dasar (*Basic Indicator Approach*).
- 4. Pemantauan Risiko**
Dilakukan oleh seluruh satuan kerja sebagai *first line of defense* pada saat aktivitas operasional berlangsung.

Divisi Manajemen Risiko Bank melakukan evaluasi dan laporan/*feedback* atas penilaian risiko berdasarkan hasil *self assessment* serta realisasi atas kerugian risiko operasional yang terjadi, meliputi:

- *Feedback report* untuk seluruh divisi/ satuan/ unit/ wilayah/ cabang.
- Laporan bulanan Pemantauan Beban Risiko Operasional kepada Direksi dan segenap unit.
- Laporan Profil Risiko Operasional.

- 5. Pengendalian Risiko**
Mekanisme mitigasi risiko operasional tergambar pada proses pengendalian internal dengan menerapkan 4 (empat) strategi mitigasi, yaitu hindari, kurangi, transfer dan terima. Keempat strategi mitigasi tersebut tertuang dalam prosedur mitigasi risiko operasional yang meliputi prosedur pengendalian, prosedur penyelesaian transaksi, prosedur akuntansi, prosedur penyimpanan aset dan kustodian, prosedur penyediaan produk dan prosedur pencegahan *fraud*.

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52. OPERATIONAL RISK

In order to implement operational risk management, BNI made reference to Bank Indonesia or Financial Authority Regulations, and also *International Best Practices*. Operational risk management encompasses the identification, assessment, measurement, monitoring and operational control processes.

- 1. Risk Identification**
The operational risk identification mechanism is carried out by applying a macro process mapping assessment of the work processes/ activities of each unit to capture the potential operational risks by conducted interview method (*one-on-one meeting*).
 - 2. Risk Assessment**
Performed by individual risk owner unit through the operational risk self assessment method, including assessment of the impact, frequency and causes of risk and their solutions.
 - 3. Risk Measurement**
Current operational risk measurement uses the Basic Indicator Approach method.
 - 4. Risk Monitoring**
Performed by all units as the first line of defense at the time of operational activity on the main risks in ongoing activities.
- Enterprise Risk Management Division evaluates and report/*feedback* on risk assessment based on self assessment result and realization of loss of operational risk that happened, consisting of:
- *Feedback report* for all divisions/units/ regions/branches.
 - Operational Risk Expenses monthly reports to the Board of Directors and all units.
 - Operational Risk Profile report.

- 5. Risk Control**
Operational risk mitigation mechanism are reflected in the internal control process by implementing 4 (four) mitigation strategies, ie. avoid, mitigate, transfer, and accept. The four mitigation strategies are carried out in operational risk mitigation procedures that include control procedures, transaction settlement procedures, accounting procedures, asset storage and custodians procedures, product supply procedures and fraud prevention procedures.

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52. RISIKO OPERASIONAL (lanjutan)

Salah satu perangkat yang digunakan untuk melakukan pengelolaan risiko operasional di BNI adalah *New PERISKOP* (Perangkat Risiko Operasional). *New PERISKOP* terdiri dari tiga (3) modul utama, yaitu:

- Modul *Risk Control Self Assessment (RCSA)*, merupakan salah satu metode yang digunakan untuk mendeteksi kemungkinan terjadinya risiko operasional di suatu unit. Metode ini terdiri dari serangkaian kegiatan penilaian yang dilakukan sendiri (*self assessment*) oleh setiap unit pemilik risiko (*risk owner*) secara independen dalam mengidentifikasi, menilai, mengontrol dan memantau risiko operasional yang terjadi di unitnya. Modul *RCSA* wajib diisi oleh segenap unit setiap 6 (enam) bulan sekali, dengan melakukan pengukuran terhadap frekuensi dan dampak setiap *risk issue* di unitnya serta mencari penyebab risiko tersebut timbul serta menentukan solusinya.

- *Loss Event Database*, merupakan sarana yang digunakan untuk mengidentifikasi dan mencatat setiap peristiwa risiko operasional yang menimbulkan dampak finansial yang meliputi *actual loss* dan *near miss* secara langsung. Setiap kali unit pemilik risiko (*risk owner*) mengalami kerugian risiko operasional, maka unit tersebut harus melakukan input dalam modul *Loss Event Database* tersebut. Dari modul ini akan diketahui tipe risiko yang terjadi, penyebab kejadian tersebut, lokasi (lini bisnis) tempat terjadinya risiko serta besarnya (*amount*) risiko yang terjadi atau liabilitas hukum yang terjadi serta pengembalian kerugian (*recovery*). Sarana ini sangat penting untuk memonitor profil dan eksposur risiko operasional secara teratur. Data yang diperoleh dari *Loss Event Database (LED)* merupakan input data utama dalam penerapan metode pendekatan standar (*Standardized Approach*) untuk mengukur risiko kecukupan modal operasional yang akan diterapkan mulai 1 Januari 2023 berdasarkan SEOJK Nomor 6/SEOJK.03/ 2020 tentang Perhitungan Aset Tertimbang Menurut Risiko untuk Risiko Operasional dengan Menggunakan Pendekatan Standar Bagi Bank Umum.

- *Key Risk Indicator*, merupakan serangkaian parameter yang ditetapkan untuk mengidentifikasi potensi kerugian risiko operasional yang utama/ dominan, yang berpotensi mengganggu pencapaian *Key Performance Indicator (KPI)* unit kerja, sebelum peristiwa risiko operasional tersebut terjadi. Perangkat tersebut akan memberikan *warning/alert* jika nilainya sudah di luar *range/threshold* yang ditetapkan sebelumnya (*early warning signal*) yang menuntut adanya tindak lanjut manajemen unit untuk mengatasi permasalahan tersebut.

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52. OPERATIONAL RISK (continued)

One of the tools used to perform risk management at BNI is New PERISKOP (Perangkat Risiko Operasional). New PERISKOP consists of three (3) main modules:

- *Risk Control Self Assessment (RCSA) Module, is a methodology to detect the possibility that an operational risk has occurred. This method is a self-assessment process conducted by every risk owner independently in identifying, assessing, controlling and monitoring operational risk in each unit. RCSA Module should be filed by all units, once every six-month; by conducting an assessment of the existing risk issue frequency and impacts and finding solutions to mitigate emerging operational risks and define the solutions.*

- *The Loss Event Database is a system to identify and record every operational risk that causes direct financial impact which includes actual loss and near miss directly. Each time the risk owner unit experience financial loss from operational risk, the unit should record it in the Lost Event Database module. The module will generate information such as type of risk, cause of risk, location (line of businesses) where the risk emerge and the amount of risk or legal obligation and the recovery (if any). This system is very important to monitor operational risk exposure and profile in an orderly manner. The data gathered from the Loss Event Database (LED) will become the main input when the Bank applies standardize approaches to measure its minimum operational risk capital adequacy ratio, that will be implemented at 1 January 2023 based on SEOJK Number 6/SEOJK.03/ 2020 related to the Calculation of Risk Weighted Assets for Operational Risk using the Standard Approach for Commercial Banks.*

- *Key Risk Indicators, is a series of parameters established to identify main potential loss from operational risk, that potentially disrupts the achievement of Key Performance Indicators (KPI) before it happens. The module will give a warning/alert when the exposure exceeds a predetermined range/threshold (early warning signal) that has been set and requires follow up from unit's management to overcome the problems.*

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52. RISIKO OPERASIONAL (lanjutan)

Selain *New PERISKOP*, BNI saat ini telah memiliki rekening Beban Risiko Operasional (BRO) serta *Recovery BRO*, yang digunakan untuk membukukan kerugian atau *recovery* yang disebabkan oleh risiko operasional. Guna memitigasi risiko operasional, setiap bulan dilakukan *monitoring* terhadap rekening BRO dan *Recovery BRO*.

Terkait dengan kelangsungan usaha bila terjadi kondisi *disaster* (bencana), BNI juga sudah mempunyai kebijakan *Business Continuity Management (BCM)*, yaitu suatu mekanisme formal yang merupakan kombinasi antara strategi, kebijakan, prosedur, dan organisasi yang dikembangkan untuk memastikan kelangsungan operasional dari fungsi-fungsi usaha yang kritis pada tingkat layanan tertentu pada saat terjadi gangguan atau bencana. Kebijakan ini mencakup semua unit usaha yang ada di BNI, baik di dalam negeri maupun di luar negeri.

BNI memiliki infrastruktur yang dibutuhkan dalam implementasi BCM seperti *Disaster Recovery Center (DRC)*, *Data Center (DC)*, Lokasi Alternatif Gedung BCM dan *Command Center*. Secara rutin BNI melakukan pengujian sistem dan aplikasi pada divisi/unit kritis setiap 6 (enam) bulan sekali, melakukan *site visit* dan simulasi pada cabang dan wilayah guna memastikan kesiapan menghadapi bencana.

**53. NILAI WAJAR ASET DAN LIABILITAS
KEUANGAN**

Tabel di bawah ini menyajikan perbandingan antara nilai tercatat dan nilai wajar dari semua aset dan liabilitas keuangan disajikan per kategori dari instrumen keuangan. Nilai wajar yang diungkapkan adalah berdasarkan informasi relevan yang tersedia pada tanggal-tanggal 31 Desember 2022 dan 2021, dan tidak diperbaharui untuk mencerminkan perubahan dalam kondisi pasar yang telah terjadi setelah tanggal ini.

	2022		2021	
	Nilai Tercatat/ Carrying Value	Nilai wajar/ Fair value	Nilai Tercatat/ Carrying Value	Nilai wajar/ Fair value
Aset keuangan				
Kas	13,448,092	13,448,092	13,683,598	13,683,598
Nilai wajar melalui laba rugi				
Efek-efek	7,175,874	7,175,874	9,572,228	9,572,228
Obligasi Pemerintah	1,775,053	1,775,053	4,111,605	4,111,605
Tagihan derivatif	685,237	685,237	494,183	494,183
	9,636,164	9,636,164	14,178,016	14,718,016
Nilai wajar melalui penghasilan komprehensif lain				
Obligasi Pemerintah	82,328,187	82,328,187	85,196,011	85,196,011
Efek-efek	20,904,372	20,904,372	16,224,730	16,224,730
Penyertaan saham	608,797	608,797	829,763	829,763
	103,841,356	103,841,356	102,250,504	102,250,504

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52. OPERATIONAL RISK (continued)

In addition to New PERISKOP, BNI has Operational Risk Expense (Beban Risiko Operasional (BRO)) and BRO Recovery accounts, which will be used to record losses or recoveries caused by operational risks. To mitigate the operational risk, BRO account and recovery will be monitored monthly.

Regarding the business resilience when disaster occurs, BNI has Business Continuity Management (BCM) policies, which is a formal mechanism which combined strategies, policies, procedures and organizations developed to ensure operational continuity of critical functions under certain levels of services when a disturbance or disaster is encountered. This policy is applied for all business units in BNI for both domestic and overseas.

BNI has the infrastructure needed to implement BCM such as Disaster Recovery Center (DRC), Data Center (DC), BCM Alternative Building and Command Center. Regularly BNI performs a system and application testing on critical Division/Unit every 6 (six) months, do a site visit and simulation to the branch and region to ensure the disaster readiness.

**53. FAIR VALUE OF FINANCIAL ASSETS AND
LIABILITIES**

The table below summarizes the comparison between the carrying amounts and fair values of all financial assets and liabilities presented per category of financial instruments. The fair values disclosed are based on relevant information available as of 31 December 2022 and 2021, and not updated to reflect changes in market conditions which have occurred after this date.

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**53. NILAI WAJAR ASET DAN LIABILITAS
KEUANGAN (lanjutan)**

	2022		2021	
	Nilai Tercatat/ Carrying Value	Nilai wajar/ Fair value	Nilai Tercatat/ Carrying Value	Nilai wajar/ Fair value
Aset keuangan (lanjutan)				
Biaya perolehan diamortisasi				
Pinjaman yang diberikan Giro pada	595,854,325	595,854,325	532,141,344	532,141,344
Bank Indonesia	82,921,989	82,921,989	48,682,431	48,682,431
Penempatan pada bank lain dan Bank Indonesia	51,569,316	51,569,316	92,290,120	92,290,120
Obligasi Pemerintah	37,187,627	35,464,045	22,120,716	24,093,358
Wesel ekspor dan tagihan lainnya	20,729,220	20,729,220	19,563,318	19,563,318
Tagihan akseptasi	18,911,843	18,911,843	20,542,767	20,542,767
Efek-efek yang dibeli dengan janji dijual kembali	16,631,271	16,631,271	22,010,968	22,010,968
Giro pada bank lain	15,921,868	15,921,868	19,569,891	19,569,891
Aset lain-lain - bersih*)	10,645,624	10,645,624	8,442,222	8,442,222
Efek-efek	475,837	476,013	6,004	6,697
	<u>850,848,920</u>	<u>849,125,514</u>	<u>785,369,781</u>	<u>787,343,116</u>
	<u>977,774,532</u>	<u>976,051,126</u>	<u>915,481,899</u>	<u>917,455,234</u>
Liabilitas keuangan				
Nilai wajar melalui laporan laba rugi				
Liabilitas derivatif	775,131	775,131	109,948	109,948
Liabilitas keuangan lainnya				
Simpanan nasabah				
Giro	314,625,134	314,625,134	281,398,042	281,398,042
Tabungan	242,694,592	242,694,592	224,669,562	224,669,562
Deposito berjangka <i>Negotiable Certificate of Deposit</i>	208,797,609	208,797,609	223,101,007	223,101,007
	3,151,656	3,151,656	-	-
Pinjaman yang diterima	35,654,206	35,654,206	32,457,936	32,457,936
Efek-efek subordinasi	17,213,150	14,852,214	15,764,682	15,914,545
Liabilitas lain-lain**)	16,879,276	16,879,276	16,064,806	16,064,806
Simpanan dari bank lain				
Pinjaman pasar uang antar bank	8,175,341	8,175,341	4,540,539	4,540,539
Giro	4,205,842	4,205,842	6,192,133	6,192,133
Deposito berjangka <i>Negotiable Certificate of Deposit</i>	902,563	902,563	1,529,821	1,529,821
	788,112	788,112	-	-
Simpanan lainnya	1,172,696	1,172,696	2,114,516	2,114,516
Efek-efek yang diterbitkan	4,896,875	5,123,900	2,986,530	3,071,490
Liabilitas akseptasi	5,301,243	5,301,243	5,588,069	5,588,069
Liabilitas segera	4,686,360	4,686,360	4,553,735	4,553,735
Efek-efek yang dijual dengan janji dibeli kembali	2,885,286	2,885,286	1,828,652	1,828,652
	<u>872,029,941</u>	<u>869,896,030</u>	<u>822,790,030</u>	<u>823,024,853</u>
	<u>872,805,072</u>	<u>870,671,161</u>	<u>822,899,978</u>	<u>823,134,801</u>

*) Aset lain-lain - bersih terdiri dari piutang bunga, piutang terkait transaksi ATM dan kartu kredit, piutang lain-lain dan piutang dari nasabah - Entitas anak.

**) Liabilitas lain-lain terdiri dari utang ke pemegang polis, setoran jaminan, rekening dalam penyelesaian, utang reasuransi dan komisi, serta utang nasabah - Entitas Anak.

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**53. FAIR VALUE OF FINANCIAL ASSETS AND
LIABILITIES (continued)**

Financial assets (continued)

Amortized cost

Loans
Current accounts with
Bank Indonesia
Placements with other banks
and Bank Indonesia
Government Bonds
Bills and
other receivables
Acceptance receivables
Securities purchased under
agreement to resell
Current accounts with
other banks
Other assets - net*)
Marketable securities

Financial liabilities

Fair value through
profit or loss
Derivative payables

Other financial liabilities

Deposits from customers
Current accounts
Savings account
Time deposits
Negotiable Certificate
of Deposit
Borrowings
Subordinated securities
Other liabilities**)
Deposits from other banks
Inter-bank call money
Current accounts
Time deposit
Negotiable Certificate
of Deposit
Other deposits
Securities issued
Acceptance payables
Obligation due immediately
Securities sold under
agreements to repurchase

*) Other assets - net consist of interest receivables, receivables from transactions related to ATM and credit card, other receivables and receivables from customers - Subsidiary.

**) Other liabilities consist of obligation to policyholders, guarantee deposits, unsettled account, reinsurance payable and commission, and payable to customers - Subsidiary.

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**53. NILAI WAJAR ASET DAN LIABILITAS
KEUANGAN (lanjutan)**

Bank menggunakan hirarki berikut untuk menentukan dan mengungkapkan nilai wajar dari instrumen keuangan:

(i) Tingkat 1: Harga dikutip (tidak disesuaikan) dari pasar yang aktif untuk aset atau liabilitas keuangan yang identik;

(ii) Tingkat 2: Input selain harga yang dikutip dari pasar yang disertakan pada Tingkat 1 yang dapat diobservasi untuk aset dan liabilitas keuangan, baik secara langsung (yaitu sebagai sebuah harga) atau secara tidak langsung (yaitu sebagai turunan dari harga);

(iii) Tingkat 3: Input untuk aset atau liabilitas keuangan yang tidak didasarkan pada data pasar yang dapat diobservasi (informasi yang tidak dapat diobservasi).

Tabel di bawah ini menunjukkan instrumen keuangan yang diukur pada nilai wajar yang dikelompokkan berdasarkan hirarki nilai wajar:

2022					
Nilai wajar/ <i>Fair value</i>					
	Nilai tercatat/ <i>Carrying value</i>	Tingkat/ <i>Level 1</i>	Tingkat/ <i>Level 2</i>	Tingkat/ <i>Level 3</i>	
Aset keuangan					<i>Financial assets</i>
Nilai wajar melalui laba rugi					<i>Fair value through profit or loss</i>
Efek-efek	7,175,874	-	7,175,874	-	<i>Marketable securities</i>
Obligasi Pemerintah	1,775,053	1,775,053	-	-	<i>Government Bonds</i>
Tagihan derivatif	685,237	-	685,237	-	<i>Derivative receivables</i>
	9,636,164	1,775,053	7,861,111	-	
Nilai wajar melalui penghasilan komprehensif lain					<i>Fair value through other comprehensive income</i>
Obligasi Pemerintah	82,328,187	62,431,066	19,897,121	-	<i>Government Bonds</i>
Efek-efek	20,904,372	13,825,621	6,978,751	-	<i>Marketable securities</i>
Penyertaan saham	608,797	-	-	608,797	<i>Equity investments</i>
	103,841,356	76,256,687	26,875,872	608,797	
	113,477,520	78,031,740	34,736,983	608,797	

The Bank adopts the following hierarchy for determining and disclosing the fair value of financial instruments:

(i) Level 1: Quoted prices in active market for the same/identical financial asset or liability;

(ii) Level 2: Inputs other than quoted market prices included in Level 1 that are observable for the financial asset or liability, either directly (as a price) or indirectly (as derived from price);

(iii) Level 3: Inputs for the financial assets or liability that are not based on observable market data (unobservable information).

The table below shows the financial instruments measured at fair value grouped according to the fair value hierarchy:

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53. NILAI WAJAR ASET DAN LIABILITAS
KEUANGAN (lanjutan)

Tabel di bawah ini menunjukkan instrumen keuangan yang diukur pada nilai wajar yang dikelompokkan berdasarkan hirarki nilai wajar: (lanjutan)

	2022			
	Nilai wajar/Fair value			
	Nilai tercatat/ Carrying value	Tingkat/ Level 1	Tingkat/ Level 2	Tingkat/ Level 3
Liabilitas keuangan				
Nilai wajar melalui laporan laba rugi				
Liabilitas derivatif	775,131	-	775,131	-
	775,131	-	775,131	-
	2021			
	Nilai wajar/Fair value			
	Nilai tercatat/ Carrying value	Tingkat/ Level 1	Tingkat/ Level 2	Tingkat/ Level 3
Aset keuangan				
Nilai wajar melalui laba rugi				
Efek-efek	9,572,228	-	9,572,228	-
Obligasi Pemerintah	4,111,605	4,111,605	-	-
Tagihan derivatif	494,183	-	494,183	-
	14,178,016	4,111,605	10,066,411	-
Nilai wajar melalui penghasilan komprehensif lain				
Efek-efek	16,224,730	10,333,865	5,890,865	-
Obligasi Pemerintah	85,196,011	64,508,731	20,687,280	-
Penyertaan saham	829,763	-	-	829,763
	102,250,504	74,842,596	26,578,145	829,763
	116,428,520	78,954,201	36,644,556	829,763
Liabilitas keuangan				
Nilai wajar melalui laporan laba rugi				
Liabilitas derivatif	109,948	-	109,948	-
	109,948	-	109,948	-

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53. FAIR VALUE OF FINANCIAL ASSETS AND
LIABILITIES (continued)

The table below show the financial instruments measured at fair value grouped according to the fair value hierarchy: (continued)

Financial liabilities
Fair value through
profit or loss
Derivatives payable

Financial assets
Fair value through
profit or loss
Marketable securities
Government Bonds
Derivative receivables

Fair value through other
comprehensive income
Marketable securities
Government Bonds
Equity investments

Financial liabilities
Fair value through
profit or loss
Derivatives payable

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53. NILAI WAJAR ASET DAN LIABILITAS
KEUANGAN (lanjutan)

Teknik penilaian dan input signifikan atas nilai wajar tingkat 3 untuk beberapa penyertaan saham pada tanggal 31 Desember 2022 adalah sebagai berikut:

Akun	Teknik Penilaian/ Valuation Technique	Input Signifikan/Significant Input	2022	2021	Account
			%	%	
Nilai wajar melalui laba rugi penghasilan komprehensif lain					Fair value through comprehensive income
		Tingkat diskonto/Discount rate	18.51	16.03	
		Tingkat bunga bebas risiko/Risk-free rate	7.15	7.15	
		Diskon Marketabilitas/Discount for lack of Marketability (DLOM)	24.00	35.00	
PT Penyelesaian Transaksi Elektronik Nasional (PTEN)	Arus Kas yang Didiskontokan/ Discounted cashflow	Diskon Minoritas/Discount for Lack of Control (DLOC)	35.00	20.00	PT Penyelesaian Transaksi Elektronik Nasional (PTEN)
		Tingkat volatilitas/Volatility rate	50.13	7.87	
		Tingkat bunga bebas risiko/Risk-free rate	4.95	7.11	
	- Backsolve-Model Opsional Harga/ Backsolve-Option Pricing Model	Periode keluar/ Time to exit	2 tahun/ years	2 tahun/ years	
PT Fintek Karya Nusantara		Diskon Marketabilitas/Discount for lack of Marketability (DLOM)	18.00	20.00	PT Fintek Karya Nusantara

Tidak terdapat perpindahan antara tingkat 1 dan tingkat 2 hirarki nilai wajar.

Nilai wajar instrumen keuangan yang diperdagangkan dalam pasar aktif (contohnya surat berharga yang diukur dan tersedia untuk dijual), ditentukan dengan berdasarkan harga pasar yang dikutip pada tanggal pelaporan. Suatu pasar dianggap aktif apabila informasi mengenai harga kuotasi dapat diakses dengan mudah dan tersedia secara berkala dari suatu bursa, pedagang efek, broker, kelompok penilai harga pasar industri tertentu, regulator dan harga tersebut mencerminkan transaksi pasar yang aktual dan regular pada tingkat yang wajar. Harga pasar dikutip untuk aset keuangan yang dimiliki Grup adalah harga penawaran (*bid price*). Instrumen-instrumen tersebut digolongkan dalam Tingkat 1. Instrumen yang termasuk dalam Tingkat 1 umumnya meliputi investasi yang diklasifikasikan sebagai surat berharga yang diukur pada nilai wajar melalui laba rugi dan yang diukur pada nilai wajar melalui penghasilan komprehensif lain.

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53. FAIR VALUE OF FINANCIAL ASSETS AND
LIABILITIES (continued)

Valuation technique and significant input for fair value of level 3 for investments as of 31 December 2022 are as follows:

There is no transfer between level 1 and level 2 of the fair value hierarchy.

The fair value of financial instruments traded in an active market (i.e. measured and available-for-sale securities), is based on quoted market price at reporting date. A market is regarded as active if quoted prices are readily and regularly available from exchange, dealer or broker, industry group pricing service or regulatory agency, and those prices represent actual and regularly occurring market transaction on an arm's length basis. The quoted market price used for financial asset held by group is bid price. These instruments are included in Level 1. Instruments included in Level 1 comprise primarily of securities classified as fair value through profit or loss and fair value through other comprehensive income.

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**53. NILAI WAJAR ASET DAN LIABILITAS
KEUANGAN (lanjutan)**

Nilai wajar instrumen keuangan yang tidak diperdagangkan di pasar aktif (contohnya derivatif *over-the-counter*) ditentukan dengan teknik penilaian. Teknik-teknik penilaian tersebut menggunakan data pasar yang dapat diobservasi dan sedapat mungkin meminimalisir penggunaan estimasi spesifik dari entitas. Apabila seluruh input yang dibutuhkan untuk menentukan nilai wajar instrumen keuangan dapat diobservasi, maka instrumen keuangan tersebut dikategorikan dalam Tingkat 2. Sebaliknya, jika salah satu atau lebih data tidak didasarkan pada data pasar yang dapat diobservasi, instrumen ini termasuk dalam Tingkat 3.

Teknik penilaian spesifik yang digunakan untuk melakukan penilaian pada instrumen keuangan, antara lain:

- Harga yang dikutip dari pasar atau pedagang efek instrumen serupa
 - Nilai wajar dari *swap* tingkat suku bunga yang diperhitungkan sebagai nilai kini dari estimasi arus kas masa datang berdasarkan kurva imbal hasil yang dapat diobservasi
 - Nilai wajar dari kontrak berjangka valuta asing yang ditentukan berdasarkan kurs berjangka pada tanggal pelaporan keuangan, dan
 - Teknik-teknik lainnya, seperti analisis arus kas diskontoan yang digunakan untuk menentukan nilai wajar instrumen keuangan lainnya
- (i) Giro pada Bank Indonesia, giro pada bank lain, penempatan pada bank lain dan Bank Indonesia, efek-efek, wesel ekspor dan tagihan lainnya, efek-efek yang dibeli dengan janji dijual kembali, penyertaan saham, tagihan akseptasi dan aset lain-lain:

Penempatan pada bank lain dan Bank Indonesia merupakan penanaman dana dalam bentuk Bank Indonesia *Deposit Facility*, *Term Deposit*, *Deposit Facility Syariah*, *call money*, penempatan “*fixed-term*”, deposito berjangka dan lain-lain.

Estimasi nilai wajar penyertaan saham ditetapkan berdasarkan harga pasar atau harga kuotasi perantara (*broker*). Jika informasi ini tidak tersedia, nilai wajar diestimasi dengan menggunakan harga pasar kuotasian yang serupa atau dinilai dengan menggunakan metode penilaian.

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**53. FAIR VALUE OF FINANCIAL ASSETS AND
LIABILITIES (continued)**

The fair value of financial instruments that are not traded in an active market (i.e over-the-counter derivatives) is determined by using valuation techniques. These valuation techniques maximise the use of observable market data where it is available and rely as little as possible on entity's specific estimates. If all significant inputs required for the fair value of an instrument are observable, the instrument is included in Level 2. Otherwise, if one or more of the significant inputs is not based on observable market data, the instrument is included in Level 3.

Specific valuation techniques used to value financial instruments include:

- *Quoted market prices or dealer quotes for similar instruments*
 - *Fair value of interest rate swap is calculated as the present value of estimated future cashflow based on observable yield curves*
 - *Fair value of foreign exchange contracts is determined using forward exchange rates at reporting date, and*
 - *Other techniques, such as discounted cash flow analysis, are used to determine fair value for other financial instruments*
- (i) *Current accounts with Bank Indonesia, current accounts with other banks, placements with other banks and Bank Indonesia, marketable securities, bills and other receivables, securities purchases under agreements to resell and other assets, equity investments, acceptance receivables and other assets:*

Placements with other banks and Bank Indonesia represent placements in the form of Bank Indonesia Deposit Facility, Term Deposit, Sharia Deposit Facility, call money, “fixed-term” placements, time deposits and others.

The fair value for equity investment are based on the market prices or broker/dealer price quotations. When this information is not available, the fair value is estimated using quoted market prices for securities with similar characteristics or using valuation model.

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- (i) Giro pada Bank Indonesia, giro pada bank lain, penempatan pada bank lain dan Bank Indonesia, efek-efek, wesel ekspor dan tagihan lainnya, efek-efek yang dibeli dengan janji dijual kembali, penyertaan saham, tagihan akseptasi dan aset lain-lain: (lanjutan)

Nilai tercatat dari kas dan setara kas, serta penempatan dengan suku bunga mengambang adalah perkiraan yang layak atas nilai wajar.

Estimasi nilai wajar terhadap penempatan dengan suku bunga tetap, efek-efek, wesel ekspor dan tagihan lainnya, tagihan akseptasi dan aset lain-lain ditetapkan berdasarkan diskonto arus kas dengan menggunakan suku bunga pasar uang yang berlaku untuk utang dengan risiko kredit dan sisa jatuh tempo yang serupa. Karena sisa jatuh tempo di bawah satu tahun sehingga nilai tercatat dari penempatan dengan suku bunga tetap, wesel ekspor dan tagihan lainnya, efek-efek yang dibeli dengan janji untuk dijual kembali, tagihan akseptasi dan aset lain-lain adalah perkiraan yang layak atas nilai wajar.

- (ii) Pinjaman yang diberikan

Portofolio kredit Bank secara umum terdiri dari pinjaman yang diberikan dengan suku bunga mengambang dan pinjaman yang diberikan jangka pendek dengan suku bunga tetap. Pinjaman yang diberikan dinyatakan berdasarkan *amortized cost*. Nilai wajar dari pinjaman yang diberikan menunjukkan nilai diskon dari perkiraan arus kas masa depan yang diharapkan akan diterima oleh Bank dengan menggunakan suku bunga pasar saat ini.

Nilai tercatat dari pinjaman yang diberikan dengan suku bunga mengambang dan nilai tercatat atas pinjaman jangka pendek dengan suku bunga tetap adalah perkiraan yang layak atas nilai wajar.

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**53. FAIR VALUE OF FINANCIAL ASSETS AND
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- (i) *Current accounts with Bank Indonesia, current accounts with other banks, placements with other banks and Bank Indonesia, marketable securities, bills and other receivables, securities purchases under agreements to resell and other assets, equity investments, acceptance receivables and other assets: (continued)*

The carrying amount of cash and cash equivalents, as well as placements with floating rates are a reasonable approximation of fair value.

The estimated fair values of fixed interest bearing placements, marketable securities, bills and other receivables, acceptance receivables and other assets were based on discounted cash flows using prevailing money market interest rates for debts with similar credit risk and remaining maturity. Since the maturity is less than one year, the carrying amounts of fixed rate placements, bills and other receivables, securities purchased under agreements to resell, acceptance receivables and other assets were a reasonable approximation of their fair value.

- (ii) Loans

Generally, the Bank's portfolio consists of loans with floating interest rate and short-term loans with fixed interest rate. Loans are stated at amortized cost. The estimated fair value of loans represents the discounted amount of estimated future cash flows expected to be received by the Bank using the current market rates.

The carrying amount of floating rate loans and short-term fixed rate loans are the reasonable approximation of their fair values.

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- (iii) Liabilitas segera, simpanan nasabah dan simpanan dari bank lain, liabilitas akseptasi dan liabilitas lain-lain

Estimasi nilai wajar liabilitas segera, simpanan tanpa jatuh tempo, termasuk simpanan tanpa bunga adalah sebesar jumlah yang harus dibayarkan kembali sewaktu-waktu.

Estimasi nilai wajar terhadap simpanan dengan tingkat suku bunga tetap dan liabilitas akseptasi ditetapkan berdasarkan diskonto arus kas dengan menggunakan suku bunga utang baru dengan sisa jatuh tempo yang serupa. Karena sisa jatuh tempo dibawah satu tahun sehingga nilai tercatat dari simpanan dengan suku bunga tetap, liabilitas akseptasi dan liabilitas lain-lain adalah perkiraan yang layak atas nilai wajar.

- (iv) Efek-efek dan Obligasi Pemerintah

Nilai wajar untuk efek-efek dan Obligasi Pemerintah yang dimiliki hingga jatuh tempo ditetapkan berdasarkan harga pasar atau harga kuotasi perantara (*broker*)/pedagang efek (*dealer*). Jika informasi ini tidak tersedia, nilai wajar diestimasi dengan menggunakan harga pasar kuotasi efek yang memiliki karakteristik kredit, jatuh tempo dan *yield* yang serupa atau dinilai dengan menggunakan metode penilaian.

- (v) Efek-efek yang diterbitkan, pinjaman yang diterima, dan efek-efek yang dijual dengan janji dibeli kembali dan efek-efek subordinasi.

Nilai wajar agregat berdasarkan model diskonto arus kas menggunakan kurva *yield* terkini yang tepat untuk sisa periode jatuh temponya.

54. MANAJEMEN MODAL

Tujuan manajemen permodalan Bank adalah untuk mempertahankan posisi modal yang kuat untuk mendukung pertumbuhan bisnis dan mempertahankan investor, deposan, pelanggan dan kepercayaan pasar. Dalam pengelolaan permodalan, Bank mempertimbangkan faktor-faktor seperti: pengembalian modal yang optimal pada pemegang saham, menjaga keseimbangan antara keuntungan yang lebih tinggi dengan *gearing ratio* serta keamanan yang diberikan oleh posisi modal yang sehat.

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**53. FAIR VALUE OF FINANCIAL ASSETS AND
LIABILITIES (continued)**

- (iii) *Obligations due immediately, deposits from customers and deposits from other banks, acceptance payables and other liabilities*

The estimated fair value of obligations due immediately, deposits with no stated maturity, which include non-interest bearing deposits, are the amounts repayable on demand.

The estimated fair values of fixed interest-bearing deposits and acceptance payables are based on discounted cash flows using interest rates for new debts with similar remaining maturity. Since the maturity is below one year, the carrying amounts of fixed rate deposits, acceptance payables and other liabilities are the reasonable approximation of their fair values.

- (iv) *Marketable securities and Government Bonds*

The fair value for amortized cost marketable securities and Government Bonds are based on the market prices or broker/dealer price quotations. When this information is not available, the fair value is estimated using quoted market prices for securities with similar credit, maturity and yield characteristics or using internal valuation model.

- (v) *Securities issued, borrowings, securities sold under agreements to repurchase and subordinated securities.*

Their aggregate fair values are based on discounted cash flow model using current yield curve appropriate for the remaining term to maturity.

54. CAPITAL MANAGEMENT

The Bank's capital management objective is to maintain a strong capital position to support business growth and to sustain investor, depositor, customer and market confidence. In managing its capital, the Bank considers factors such as: providing optimal capital rate of return to shareholders, maintaining a balance between high return gearing ratio and safety provided by a sound capital position.

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54. MANAJEMEN MODAL (lanjutan)

Pada tanggal 31 Desember 2022 dan 2021, Bank telah memenuhi semua persyaratan modal yang diwajibkan.

Rasio Liabilitas Penyediaan Modal Minimum

Rasio Liabilitas Penyediaan Modal Minimum (*Capital Adequacy Ratio* (CAR)) adalah rasio modal terhadap aset tertimbang menurut risiko (*Risk - Weighted Assets* (RWA)). Berdasarkan peraturan Bank Indonesia, jumlah modal untuk risiko kredit terdiri dari Modal Inti ("Tier I") dan Modal Pelengkap ("Tier II") dikurangi penyertaan pada Entitas Anak. Sesuai dengan Peraturan OJK No. 11/POJK.03/2016 dan Peraturan OJK No. 34/POJK.03/2016 tentang Kewajiban Penyediaan Modal Minimum Bank Umum dan Surat Edaran OJK No.9/SEOJK.03/2020 tentang Transparansi dan Publikasi Laporan Bank Umum Konvensional, sejak akhir bulan September 2016, Cadangan Tujuan tidak dapat lagi diperhitungkan sebagai komponen Modal Bank.

Rasio Kecukupan Modal (hanya BNI) pada tanggal-tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

	2022	2021	
BNI - tanpa memperhitungkan risiko pasar			BNI - without considering market risk
Aset Tertimbang Menurut Risiko	586,141,753	547,219,967	<i>Risk Weighted Assets</i>
Total Modal	131,335,883	125,616,033	<i>Total Capital</i>
Rasio Liabilitas Penyediaan Modal Minimum BNI	22.41%	22.96%	<i>Capital Adequacy Ratio</i>
Rasio Liabilitas Penyediaan Modal Minimum yang diwajibkan oleh Bank Indonesia	9.80%	9.80%	<i>Minimum Capital Adequacy Ratio required by Bank Indonesia</i>
BNI - dengan memperhitungkan risiko pasar dan kredit			BNI - considering market and credit risks
Aset Tertimbang Menurut Risiko	588,386,028	548,942,339	<i>Risk Weighted Assets</i>
Total Modal	131,335,883	125,616,033	<i>Total Capital</i>
Rasio Liabilitas Penyediaan Modal Minimum BNI	22.32%	22.88%	<i>Capital Adequacy Ratio</i>
Rasio Liabilitas Penyediaan Modal Minimum yang diwajibkan oleh Bank Indonesia	9.80%	9.80%	<i>Minimum Capital Adequacy Ratio required by Bank Indonesia</i>
BNI - dengan memperhitungkan risiko operasional, mulai berlaku sejak 1 Januari 2010			BNI - considering operational risk, effective since 1 January 2010
Aset Tertimbang Menurut Risiko	681,384,522	636,201,737	<i>Risk Weighted Assets</i>
Total Modal	131,335,883	125,616,033	<i>Total Capital</i>
Rasio Liabilitas Penyediaan Modal Minimum BNI	19.27%	19.74%	<i>Capital Adequacy Ratio</i>
Rasio Liabilitas Penyediaan Modal Minimum yang diwajibkan oleh Bank Indonesia	9.80%	9.80%	<i>Minimum Capital Adequacy Ratio required by Bank Indonesia</i>

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55. AKTIVITAS JASA LAINNYA

BNI menyediakan jasa kustodi, *trustee*, pengelolaan investasi dan reksadana kepada pihak-pihak ketiga. Aset yang terdapat dalam aktivitas jasa lainnya tidak termasuk dalam laporan keuangan konsolidasian ini. Jumlah komisi yang diterima dari pemberian jasa ini adalah masing-masing sebesar Rp97.707 dan Rp83.921 untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2022 dan 2021.

Kegiatan Jasa Kustodian

Jasa Kustodian BNI mendapat izin operasi oleh Bapepam dan LK berdasarkan Surat Keputusan No. KEP-162/PM/1991 tertanggal 9 Desember 1991. Kustodian BNI merupakan bagian dari Divisi Operasional, dimana jasa-jasa yang ditawarkan adalah sebagai berikut:

- Penyimpanan (*safekeeping*) dan administrasi (*administration*) atas efek-efek maupun dokumen berharga lainnya;
- Penyelesaian transaksi (*settlement*) jual dan beli efek berbentuk warkat (*script*) maupun tanpa warkat (*scriptless*);
- Pengurusan hak-hak nasabah atas kepemilikan efek-efek yang disimpan sehingga hak tersebut efektif di rekening nasabah (*corporate action*);
- Perwakilan (*proxy*) pada Rapat Umum Pemegang Saham dan Rapat Umum Pemegang Obligasi;
- Penyampaian laporan (*reporting*) dan informasi (*information*) yang terkait dengan efek-efek dan/atau dokumen berharga milik nasabah yang disimpan dan diadministrasikan oleh Kustodian BNI.

Untuk memenuhi kebutuhan investor dalam melakukan investasi pada berbagai instrumen efek-efek, Kustodian BNI memfasilitasinya dengan menyediakan beragam layanan:

- Kustodian umum untuk melayani investor yang melakukan investasi pada instrumen pasar modal dan pasar uang di Indonesia;
- Sub-Registry* untuk melayani investor yang melakukan transaksi dan investasi pada Surat Utang Negara (SUN - Obligasi Pemerintah atau Surat Perbendaharaan Negara) serta Sertifikat Bank Indonesia (SBI);
- Kustodian reksadana (*mutual fund*) dan kontrak pengelolaan dana (*discretionary fund*) yang diterbitkan dan dikelola oleh manajer investasi;
- Kustodian *Euroclear* bagi nasabah yang akan melakukan investasi dan penyelesaian transaksi efek-efek yang tercatat di *Euroclear Operations Centre*, Brussels. Kustodian BNI merupakan anggota langsung dari *Euroclear*.

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55. OTHER ACTIVITIES

BNI provides custodian, trustee, investment management and mutual fund services to third parties. Assets that are held in other activities are not included in these consolidated financial statements. Total fees received from these services amounted to Rp97,707 and Rp83,921 for the year ended 31 December 2022 and 2021, respectively.

Custodian Services

BNI Custodian Services has obtained an operating license based on the Decision Letter of Bapepam and LK No. KEP-162/PM/1991 dated 9 December 1991. BNI's Custodian Department, which is part of the Operational Division, provides a full range of custodian services such as:

- Safekeeping and administration of marketable securities and other valuable assets;*
- Settlement and handling services for script and scriptless trading transactions;*
- Corporate action services related to the rights of the marketable securities;*
- Proxy services for its customers' shareholder meetings and bond holder meetings;*
- Generate reports and information regarding customers' marketable securities which are kept and administered by BNI's custodian department.*

In order to fulfill the investors' needs in investing in various marketable securities and instruments, BNI's Custodian Operations facilitates various services as follows:

- General custodian which provides services to investors investing in capital markets or money markets in Indonesia;*
- Sub-Registry service provider for settlement of Government Debenture Debt (SUN - either Government Bonds or Surat Perbendaharaan Negara) and SBI transactions;*
- Custodian for mutual funds and discretionary funds issued and managed by investment manager;*
- Euroclear Custodian for customer who is conducting investment and settlement of securities transactions listed in Euroclear Operations Center, Brussels. BNI Custodian is a direct member of Euroclear.*

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55. AKTIVITAS JASA LAINNYA (lanjutan)

Kegiatan Jasa Kustodian (lanjutan)

BNI mengasuransikan portofolio nasabah yang disimpan di Kustodian terhadap kemungkinan kerugian yang timbul dari penyimpanan dan pemindahan efek-efek sesuai dengan ketentuan OJK, dahulu Bapepam dan LK.

Kegiatan Wali Amanat

BNI mendapat izin operasi untuk kegiatan wali amanat berdasarkan Surat Keputusan Badan Pengawas Pasar Modal dan Lembaga keuangan No. 01/STTD-WA/PM/1996 tertanggal 27 Maret 1996. Jasa-jasa yang ditawarkan oleh wali amanat adalah sebagai berikut:

- Jasa Wali Amanat untuk obligasi dan *medium-term notes* (MTN)
- Jasa Agen Pengelola Rekening Penampungan
- Jasa Agen Pembayaran
- Jasa Penampungan Dana IPO
- Jasa Agen Penjaminan

BNI selaku Wali Amanat, telah mengelola 49 emisi dengan nilai emisi (obligasi dan MTN) sebesar Rp31.782.994 pada tanggal 31 Desember 2022 dan 64 emisi dengan nilai emisi (obligasi dan MTN) sebesar Rp35.329.019 pada tanggal 31 Desember 2021 (tidak diaudit).

56. KREDIT KELOLAAN

BNI mengelola dana yang langsung dikeluarkan oleh Pemerintah Republik Indonesia (didanai oleh kreditur luar negeri) yang ditujukan kepada penerima pinjaman untuk keperluan pembiayaan proyek tertentu. Penerima pinjaman ini telah disetujui oleh Pemerintah Republik Indonesia. Pembayaran yang diterima oleh BNI dari penerima pinjaman dikembalikan lagi ke Pemerintah. BNI tidak menanggung risiko kredit atas transaksi-transaksi tersebut. Pinjaman tersebut bukan merupakan aset BNI dan dana yang diterima dari Pemerintah Republik Indonesia bukan merupakan liabilitas BNI. Pinjaman tersebut tidak dibukukan dalam laporan keuangan konsolidasian BNI. BNI memperoleh pendapatan atas pengelolaan pinjaman tersebut sebesar 0,25% dari rata-rata saldo baki debet pinjaman dalam mata uang Rupiah dan 0,15% dari rata-rata saldo baki debet pinjaman dalam mata uang Dolar Amerika Serikat.

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55. OTHER ACTIVITIES (continued)

Custodian Services (continued)

BNI carries insurance on custodian services against potential losses from safekeeping and transit of securities in accordance with OJK, previously Bapepam and LK regulation.

Trust Operations

BNI has obtained the operating license for trustee services based on Decision Letter of Capital Market and Financial Institutions Supervisory Agency No. 01/STTD-WA/PM/1996 dated 27 March 1996. The Trustee Services Business (TSB) provides a full range of the following services:

- Trustee for bond and medium-term notes (MTN)*
- Escrow Account Agent*
- Paying Agent*
- Initial Public Offering / IPO Receiving Bank*
- Security Agent*

BNI as a Trustee, has 49 bonds and MTN issued amounting to Rp31,782,994 as of 31 December 2022 and 64 trusteeship arrangements with the total value of bonds and MTN issued amounting to Rp35,329,019 as of 31 December 2021 (unaudited).

56. CHANNELING LOANS

BNI administers loans directly disbursed by the Government of the Republic of Indonesia (financed by overseas creditors) to the borrowers of certain specified projects. These borrowers are approved by the Government of the Republic of Indonesia. Payments received by BNI from borrowers are remitted back to the Government. BNI bears no credit risk on these transactions. These loans are not the assets of BNI and funds received from the Government of Republic of Indonesia are not the liabilities of BNI. These loans are not recognized in BNI's consolidated financial statements. BNI receives fees for administering the loans of 0.25% from the average of loans outstanding balance in Rupiah and 0.15% of the average of loan outstanding balance in United States Dollar.

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56. KREDIT KELOLAAN (lanjutan)

Jumlah kredit yang dikelola oleh BNI atas nama Pemerintah tersebut pada tanggal-tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

	2022	2021
Sektor		
Listrik, gas dan air	4,098	4,098
Pertanian	2,876	2,876
Pengangkutan, pergudangan dan komunikasi	2,747	2,747
Perdagangan, restoran dan hotel	2,267	2,271
Jasa pelayanan sosial	1,876	1,876
Jasa dunia usaha	1,680	1,680
Perindustrian	1,125	1,125
Konstruksi	6	6
Lain-lain	9,404	9,413
Total	26,079	26,092

57. TAMBAHAN INFORMASI ARUS KAS

Perubahan pada liabilitas yang timbul dari aktivitas pendanaan pada laporan arus kas konsolidasian adalah sebagai berikut:

	1 Januari/ January 2022	Arus kas/ Cash flow	Lain-lain/ Others	31 Desember/ December 2022
Pinjaman yang diterima	32,457,936	2,749,020	447,250	35,654,206
Efek-efek yang dijual dengan janji dibeli kembali	1,828,652	1,042,592	14,042	2,885,286
Efek-efek yang diterbitkan	2,986,530	2,000,000	(89,655)	4,896,875
Efek-efek subordinasi	15,764,682	-	1,448,468	17,213,150
Pembayaran dividen	-	(2,724,629)	2,724,629	-
Saham treasury	(207,475)	-	207,475	-
Pembayaran liabilitas sewa	1,243,693	(341,741)	244,175	1,146,127
	54,074,018	2,725,242	4,996,384	61,795,644
	1 Januari/ January 2021	Arus kas/ Cash flow	Lain-lain/ Others	31 Desember/ December 2021
Pinjaman yang diterima	44,114,314	(12,102,103)	445,725	32,457,936
Efek-efek yang dijual dengan janji dibeli kembali	2,590,268	(541,791)	(219,825)	1,828,652
Efek-efek subordinasi	99,975	15,664,702	5	15,764,682
Saham treasury	(79,449)	(128,026)	-	(207,475)
Pembayaran dividen	-	(820,101)	820,101	-
Pembayaran liabilitas sewa	1,270,076	(353,980)	365,481	1,281,577
	47,995,184	1,718,701	1,411,487	51,125,372

Terdapat aktivitas investasi signifikan yang tidak mempengaruhi arus kas pada tahun 2022 berupa penambahan aset tetap dan aset hak guna melalui akuisisi Bank Mayora sebesar Rp79.651.

Terdapat penyesuaian saldo biaya perolehan dan akumulasi penyusutan atas aset tetap yang tidak mempengaruhi arus kas pada tahun 2022 sebesar Rp612.632.

Terdapat aktivitas investasi signifikan yang tidak mempengaruhi arus kas pada tahun 2022 berupa penambahan aset hak guna melalui liabilitas sewa sebesar Rp353.259.

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56. CHANNELING LOANS (continued)

Following is the outstanding loans balance administered by BNI on behalf of the Government as of 31 December 2022 and 2021:

	2022	2021
Sektor		
Electricity, gas and water	4,098	4,098
Agriculture	2,876	2,876
Transportation, warehouse and communications	2,747	2,747
Trading, restaurant and hotel	2,271	2,271
Social services	1,876	1,876
Business services	1,680	1,680
Manufacturing	1,125	1,125
Construction	6	6
Others	9,413	9,413
Total	26,092	26,092

57. SUPPLEMENTARY CASH FLOW INFORMATION

Changes in liabilities arising from financing activities in the consolidated cash flow statement are as follows:

	1 Januari/ January 2022	Arus kas/ Cash flow	Lain-lain/ Others	31 Desember/ December 2022
Pinjaman yang diterima	32,457,936	2,749,020	447,250	35,654,206
Efek-efek yang dijual dengan janji dibeli kembali	1,828,652	1,042,592	14,042	2,885,286
Efek-efek yang diterbitkan	2,986,530	2,000,000	(89,655)	4,896,875
Efek-efek subordinasi	15,764,682	-	1,448,468	17,213,150
Pembayaran dividen	-	(2,724,629)	2,724,629	-
Saham treasury	(207,475)	-	207,475	-
Pembayaran liabilitas sewa	1,243,693	(341,741)	244,175	1,146,127
	54,074,018	2,725,242	4,996,384	61,795,644
	1 Januari/ January 2021	Arus kas/ Cash flow	Lain-lain/ Others	31 Desember/ December 2021
Pinjaman yang diterima	44,114,314	(12,102,103)	445,725	32,457,936
Efek-efek yang dijual dengan janji dibeli kembali	2,590,268	(541,791)	(219,825)	1,828,652
Efek-efek subordinasi	99,975	15,664,702	5	15,764,682
Saham treasury	(79,449)	(128,026)	-	(207,475)
Pembayaran dividen	-	(820,101)	820,101	-
Pembayaran liabilitas sewa	1,270,076	(353,980)	365,481	1,281,577
	47,995,184	1,718,701	1,411,487	51,125,372

There are significant investment activities that didn't affect cash flows in 2022 in relation of additional fixed assets and right of use assets through acquisition of Bank Mayora amounting to Rp79,651.

There are adjustments related to acquisition cost and its accumulated depreciation of fixed assets that didn't affect cash flows in 2022 amounting to Rp612,632.

There are significant investment activities that didn't affect cash flows in 2022 in relation of additional right of use assets through lease liabilities amounting to Rp353,259.

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**58. STANDAR AKUNTANSI KEUANGAN BARU
YANG TELAH DISAHKAN NAMUN BELUM
BERLAKU EFEKTIF**

Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia ("DSAK-IAI") telah menerbitkan standar baru, amandemen dan interpretasi berikut, namun belum berlaku efektif untuk tahun buku yang dimulai pada 1 Januari 2022 adalah sebagai berikut:

- Amendemen PSAK 1: "Penyajian Laporan Keuangan" tentang pengungkapan kebijakan akuntansi yang mengubah istilah "signifikan" menjadi "material" dan memberi penjelasan mengenai kebijakan akuntansi material";
- Amendemen PSAK 1: "Penyajian Laporan Keuangan" tentang klasifikasi liabilitas;
- Amendemen PSAK 25: "Kebijakan Akuntansi, Perubahan Estimasi Akuntansi, dan Kesalahan" tentang definisi "estimasi akuntansi" dan penjelasannya;
- Amendemen PSAK 16: "Aset Tetap" tentang hasil sebelum penggunaan yang diintensikan;
- Amendemen PSAK 46: "Pajak Penghasilan" tentang Pajak Tangguhan terkait Aset dan Liabilitas yang timbul dari Transaksi Tunggal yang diadopsi dari Amendemen IAS 12 Income Taxes tentang Deferred Tax related to Assets and Liabilities arising from a Single Transaction; dan
- Amendemen PSAK 107: "Akuntansi Ijarah".

Standar tersebut akan berlaku efektif pada 1 Januari 2023 dan penerapan dini diperbolehkan.

- Amendemen PSAK 1: "Penyajian Laporan Keuangan" terkait liabilitas jangka panjang dengan kovenan; dan
- Amendemen PSAK 73: "Sewa" terkait liabilitas sewa pada transaksi jual dan sewa-balik.

Standar tersebut akan berlaku efektif pada 1 Januari 2024 dan penerapan dini diperbolehkan.

- PSAK 74: "Kontrak Asuransi"; dan
- Amendemen PSAK 74: "Kontrak Asuransi" terkait Penerapan Awal PSAK 74 dan PSAK 71 - Informasi Komparatif.

Standar tersebut akan berlaku efektif pada 1 Januari 2025.

Pada saat penerbitan laporan keuangan konsolidasian, Grup masih mempelajari dampak yang mungkin timbul dari penerapan standar baru dan revisi tersebut serta pengaruhnya pada laporan keuangan konsolidasian Grup.

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**58. NEW FINANCIAL ACCOUNTING STANDARDS
ISSUED BUT NOT YET EFFECTIVE**

Financial Accounting Standard Board of Indonesian Institute of Accountants ("DSAK-IAI") has issued the following new standards, amendments and interpretations, but not yet effective for the financial year beginning 1 January 2022 are as follows:

- Amendment of SFAS 1: "Presentation of Financial Statements" regarding disclosure of accounting policies that change the term "significant" to "material" and provide explanations of material accounting policies";
- Amendment of SFAS 1: "Presentation of Financial Statements" regarding classification of liabilities;
- Amendment of SFAS 25: "Accounting Policies, Changes in Accounting Estimates, and Errors" regarding the definition of "accounting estimates" and their explanations;
- Amendment of SFAS 16: "Fixed Assets" regarding proceeds before intended use;
- Amendment of SFAS 46: "Income Tax" on Deferred Tax related to Assets and Liabilities arising from a Single Transaction which adopted from Amended IAS 12 Income Taxes on Deferred Tax related to Assets and Liabilities arising from a Single Transaction; and
- Amendment of SFAS 107: "Ijarah Accounting".

The above standards will be effective on 1 January 2023 and early adoption is permitted.

- Amendment of SFAS 1: "Presentation of Financial Statements" insurance contract regarding long-term liabilities with the covenant; and
- Amendment of SFAS 73: "Leases" regarding lease liabilities in sale-and-lease back transactions.

The above standards will be effective on 1 January 2024 and early adoption is permitted.

- SFAS 74: "Insurance Contract"; and
- Amendment of SFAS 74: "Insurance Contract" regarding Initial Application of SFAS 74 and SFAS 71 - Comparative Information.

The above standards will be effective on 1 January 2025.

As at the authorisation date of these consolidated financial statements, the Group is still evaluating the potential impact of these new and revised standards to the Group's consolidated financial statements.

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59. ANALISIS KUALITAS KREDIT

Pengukuran Kerugian Kredit Ekspektasian

Peningkatan Risiko Kredit Secara Signifikan

Ketika menentukan apakah risiko gagal bayar pada instrumen keuangan telah meningkat secara signifikan sejak pengakuan awal, Bank mempertimbangkan informasi yang wajar dan terdukung, serta relevan yang tersedia tanpa biaya atau upaya yang berlebihan. Hal tersebut mencakup informasi dan analisa kuantitatif dan kualitatif, berdasarkan pada pengalaman historis dan penilaian pakar kredit dan termasuk perkiraan masa depan (*forward-looking*).

Tujuan dari penilaian ini adalah untuk mengidentifikasi apakah peningkatan risiko kredit secara signifikan atas eksposur telah terjadi dengan membandingkan:

- *Probability of default* (PD) atas umur tersisa pada tanggal pelaporan; dengan
- *Probability of default* (PD) atas umur tersisa yang di estimasi pada saat pengakuan awal eksposur (jika relevan, disesuaikan dengan perubahan ekspektasi pembayaran di muka).

Bank menggunakan kriteria berikut dalam menentukan apakah peningkatan risiko kredit secara signifikan atas eksposur telah terjadi:

- pengujian kuantitatif berdasarkan perubahan *probability of default* (PD)
- indikator kualitatif
- tertunggak lebih dari 30 hari

Credit Risk Grades

Bank mengalokasikan setiap eksposur ke *credit risk grades* berdasarkan variasi data yang ditentukan dapat memprediksi risiko gagal bayar dan menerapkan pengalaman atas kredit. *Credit risk grades* ditetapkan menggunakan faktor kualitatif dan kuantitatif yang dapat mengindikasikan risiko gagal bayar. Faktor-faktor ini bervariasi tergantung pada sifat eksposur dan jenis peminjam.

Credit risk grades ditetapkan dan dikalibrasi sedemikian rupa sehingga risiko terjadinya gagal bayar meningkat secara eksponensial seiring dengan penurunan rating risiko kredit, sebagai contoh, selisih antara *credit risk rating grades* 1 dan 2 lebih kecil dari pada selisih antara *credit risk rating grades* 2 dan 3.

Setiap eksposur dialokasikan ke *credit risk grades* pada pengakuan awal berdasarkan informasi yang tersedia tentang peminjam. Eksposur ini dipantau secara berkelanjutan, dan dapat mengakibatkan eksposur dipindahkan ke *credit risk grades* yang berbeda. Pemantauan biasanya menggunakan data berikut: laporan keuangan, penggunaan fasilitas kredit, dan estimasi kondisi ekonomi.

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59. CREDIT QUALITY ANALYSIS

Measurement of Expected Credit Losses

Significant Increase in Credit Risk

When determining whether the risk of default on financial instruments has increased significantly since initial recognition, the Bank considers reasonable and supported relevant information that is available without excessive costs or efforts. This includes quantitative and qualitative information and analysis, based on historical experience and credit expert assessments and including forward-looking estimates.

The purpose of this assessment is to identify whether a significant increase in credit risk of exposure has occurred by comparing:

- *Probability of default* (PD) for the remaining age at the reporting date; with
- *Probability of default* (PD) for the estimated remaining age at initial recognition of the exposure (if relevant, adjusted for change in expectations of prepayment).

Bank use these criteria for determining whether there has been a significant increase in credit :

- *quantitative test based on movement in PD*
- *qualitative indicators*
- *a backstop of 30 days past due*

Credit Risk Grades

The Bank allocated each exposure to credit risk grades based on a variety of data that is determined to predict the risk of default and apply credit experience judgement. Credit risk grades are determined using qualitative and quantitative factors that can indicate the risk of default. These factors vary depending on the nature of the exposure and the type of borrower.

Credit risk grades are determined and calibrated in such a way that the risk of default is increasing exponentially as credit risk rating decreases, for example, the difference between credit risk rating grades 1 and 2 is smaller than the difference between credit risk rating grades 2 and 3.

Each exposure is allocated to credit risk grades at initial recognition based on available information about the borrower. This exposure is monitored on an ongoing basis, and can result in the exposure being transferred to different credit risk grades. Monitoring usually uses the following data: financial statements, use of credit facilities, estimates of economic conditions.

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59. ANALISIS KUALITAS KREDIT (lanjutan)

**Pengukuran Kerugian Kredit Ekspektasian
(lanjutan)**

Penentuan Struktur *Probability of Default*

Credit risk grades adalah input utama dalam penentuan struktur *PD term structure* atas eksposur. Bank mengumpulkan informasi kinerja dan gagal bayar tentang eksposur risiko kredit yang dianalisa berdasarkan yurisdiksi atau wilayah dan menurut jenis produk dan peminjam serta penilaian risiko kredit. Untuk beberapa portofolio, informasi yang dibeli dari penilai kredit eksternal juga digunakan.

Bank menggunakan model statistik untuk menganalisa data yang dikumpulkan dan menghasilkan perkiraan *probability of default* (PD) atas umur tersisa dan bagaimana hal ini diperkirakan akan berubah sebagai akibat dari berlalunya waktu.

Analisa ini mencakup identifikasi dan kalibrasi hubungan antara perubahan tingkat gagal bayar dan perubahan dalam faktor-faktor makro ekonomi utama serta analisa mendalam tentang dampak faktor-faktor lain tertentu (misalkan restrukturisasi) pada risiko gagal bayar. Untuk sebagian besar eksposur, indikator makro ekonomi utama meliputi: pertumbuhan PDB, suku bunga acuan, dan tingkat pengangguran. Untuk eksposur pada industri dan/atau wilayah tertentu, analisa dapat mencakup harga komoditas dan/atau harga properti yang relevan.

Penentuan Terjadinya Peningkatan Risiko Kredit Secara Signifikan

Bank mempergunakan sejumlah kriteria untuk menentukan telah terjadi peningkatan risiko kredit secara signifikan.

Kriteria tersebut ditetapkan menggunakan faktor kuantitatif dan kualitatif termasuk penentuan berdasarkan status hari tunggakan yang dapat mengindikasikan telah terjadi peningkatan risiko kredit yang signifikan terhadap saat awal diberikan.

Bank dimungkinkan menggunakan penilaian dari analis kredit dan jika memungkinkan, pengalaman historis yang relevan, dalam menentukan bahwa eksposur mungkin saja telah mengalami peningkatan risiko kredit yang signifikan berdasarkan indikator kualitatif tertentu yang dianggap dapat mengindikasikan hal tersebut dimana pengaruhnya mungkin belum sepenuhnya tercermin pada saat dilakukan analisis kuantitatif secara komprehensif dan tepat waktu.

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59. CREDIT QUALITY ANALYSIS (continued)

**Measurement of Expected Credit Losses
(continued)**

Determination of the *Probability of Default* Structure

Credit risk grades are the main input in determining the *PD term structure* of the exposure. The Bank collects performance and default information about credit risk exposures, which are analyzed by jurisdiction or region and by product and borrower type as well as credit risk assessment. For some portfolios, information purchased from external credit analyst is also used.

The Bank uses a statistical model to analyze the collected data and produce an estimate of the probability of default (PD) for the remaining life and how this is expected to change as a result of the passage of time.

This analysis includes the identification and calibration of the relationship between changes in default rates and changes in key macroeconomic factors as well as an in-depth analysis of the impact of other certain factors (e.g. restructuring) on the risk of default. For most exposures, the main macroeconomic indicators include: GDP growth, benchmark interest rates, and the unemployment rate. For exposures in certain industries and/or regions, the analysis can include commodity prices and/or relevant property prices.

Determination of Significant Increase in Credit Risk

Bank uses several criteria for determining that credit risk has increased significantly.

The criteria are determined using qualitative and quantitative factors including determination based on arrear day status that can indicate significant increase in credit risk since initial recognition.

The Bank can also use the judgment of credit analysts and, if possible, relevant historical experience, in determining that the exposure may have experienced a significant increase in credit risk based on certain qualitative indicators that are considered to indicate this and their effects may not be fully reflected in quantitative analysis in a comprehensive manner on a timely manner.

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59. ANALISIS KUALITAS KREDIT (lanjutan)

**Pengukuran Kerugian Kredit Ekspektasian
(lanjutan)**

**Penentuan Terjadinya Peningkatan Risiko
Kredit Secara Signifikan (lanjutan)**

Bank menentukan bahwa peningkatan resiko kredit secara signifikan belum terjadi apabila masih kurang dari 30 hari tunggakan. Hari tunggakan ditentukan dengan menghitung jumlah hari sejak tanggal jatuh tempo awal dimana pembayaran penuh belum diterima. Tanggal jatuh tempo ditentukan tanpa mempertimbangkan masa tenggang yang mungkin tersedia bagi peminjam.

Bank memantau efektivitas kriteria yang digunakan dalam mengidentifikasi peningkatan risiko kredit yang signifikan dengan cara reviu berkala.

Modifikasi Aset Keuangan

Ketentuan kontraktual pinjaman dapat dimodifikasi untuk beberapa alasan, termasuk perubahan kondisi pasar, retensi pelanggan dan faktor-faktor lain yang tidak terkait dengan penurunan kredit saat ini. Pinjaman yang ketentuan kontraktualnya dimodifikasi dapat menyebabkan pinjaman awal dihentikan pengakuannya dan pinjaman hasil modifikasi diakui sebagai pinjaman baru pada nilai wajar.

Ketika ketentuan kontraktual pinjaman dimodifikasi dan tidak mengakibatkan penghentian pengakuan, penentuan terjadinya peningkatan risiko kredit secara signifikan dilakukan dengan cara membandingkan:

- sisa PD sepanjang umur pada tanggal pelaporan berdasarkan ketentuan yang dimodifikasi; dengan
- sisa PD sepanjang umur yang diestimasi berdasarkan data pada saat pengakuan awal dan ketentuan kontraktual awal.

Definisi Gagal Bayar (Default)

Grup menganggap aset keuangan dalam keadaan *default*/gagal bayar ketika:

- Debitur tidak mungkin membayar kewajiban kreditnya kepada secara penuh, tanpa bantuan (*recourse*) dari Grup; atau
- Debitur telah melewati jatuh tempo lebih dari 90 hari atas kewajiban kredit material apa pun kepada Grup.

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59. CREDIT QUALITY ANALYSIS (continued)

**Measurement of Expected Credit Losses
(continued)**

**Determination of Significant Increase in Credit
Risk (continued)**

The Bank determines that a significant increase in credit risk has not occurred if it is still less than 30 days in arrears. Arrear days are determined by counting the number of days from the initial due date where full payment has not been received. The due date is determined without considering the grace period that might be available to the borrower.

The Bank monitors the effectiveness of the criteria used in identifying significant increases in credit risk by periodic review.

Modification of Financial Assets

Loan contractual terms can be modified for a number of reasons, including changes in market conditions, customer retention and other factors not related to the current credit decline. Loans with modified contractual terms can cause the initial loan to be derecognized and recognized the modified loan as a new loan at fair value.

When the contractual terms of the loan are modified and do not result in termination of recognition, determining the occurrence of a significant increase in credit risk is done by comparing:

- PD remaining life at reporting date based on modified provision; with
- Residual PD throughout the estimated age based on data at initial recognition and initial contractual provisions.

Definition of Failed Payment (Default)

The Group considers financial assets as default when:

- The debtor is unlikely to pay its credit obligation in full, without assistance (*recourse*) from the Group; or
- The debtors have past due more than 90 days for any material credit obligations to the Group.

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59. ANALISIS KUALITAS KREDIT (lanjutan)

**Pengukuran Kerugian Kredit Ekspektasian
(lanjutan)**

Definisi Gagal Bayar (Default) (lanjutan)

Dalam menilai apakah debitur dalam keadaan *default*/gagal bayar, Grup mempertimbangkan indikator berikut:

- Kualitatif seperti pelanggaran persyaratan penjanjian (*covenants*);
- Kuantitatif seperti status tunggakan; dan
- Berdasarkan data yang dikembangkan secara internal dan diperoleh dari sumber eksternal.

**Input, Asumsi, dan Teknik yang digunakan
dalam mengestimasi penurunan nilai**

**Penggunaan informasi perkiraan masa depan
(forward-looking)**

Grup menggunakan informasi *forward-looking* dalam menilai apakah telah terjadinya peningkatan risiko kredit secara signifikan dan pengukuran kerugian kredit ekspektasian. Berdasarkan saran dari Komite Manajemen Risiko, pakar ekonomi dan pertimbangan berbagai informasi aktual dan perkiraan eksternal, Grup merumuskan pandangan dasar (*base case*) tentang pergerakan variabel ekonomi yang relevan di masa depan serta perkiraan skenario lain yang mungkin terjadi. Proses ini meliputi pengembangan dua atau lebih skenario ekonomi tambahan dan mempertimbangkan probabilitas relatif dari keluaran (*output*) yang mungkin. Informasi eksternal mencakup data ekonomi dan perkiraan yang diterbitkan oleh, seperti badan pemerintah dan analisis sektor swasta dan akademisi terpilih.

Pandangan dasar (*base case*) mencerminkan keluaran dengan probabilitas yang paling tinggi dan digunakan dalam perencanaan strategis dan anggaran. Skenario yang lain, mencerminkan keluaran yang lebih optimis dan keluaran yang lebih pesimis.

Pengukuran Kerugian Kredit Ekspektasian

Input utama dalam pengukuran kerugian kredit ekspektasian adalah variabel berikut :

- Probability of default (PD)
- Loss of given default (LGD)
- Exposure at default (EAD)

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59. CREDIT QUALITY ANALYSIS (continued)

**Measurement of Expected Credit Losses
(continued)**

**Definition of Failed Payment (Default)
(continued)**

In assessing whether a debtor is in default, the Group considers the following indicators:

- Qualitative such as violations of the terms of the agreement (*covenants*);
- Quantitative such as arrears status; and
- Based on data developed internally and obtained from external sources.

**Inputs, Assumptions, and Techniques used in
estimating impairment**

Use of forward-looking information

The Group uses forward-looking information in assessing whether there has been a significant increase in credit risk and measurement of expected credit losses. Based on advice from the Risk Management Committee, economists and consideration of various actual information and external forecast, the Group formulated a base case for the movement of relevant economic variables in future as well as forecasts of other possible scenarios. This process involves developing two or more additional economic scenarios and considering the relative probabilities of the possible outputs. External information includes economic data and estimation published by, such as government agencies and selected private sector analysts and academics.

The base case reflects the output with the highest probability and is used in strategic planning and budgeting. Another scenario, reflects more optimistic outputs and more pessimistic outputs.

Measurement of Expected Credit Loss

The main inputs in measuring expected credit loss are the following variables:

- Probability of default (PD)
- Loss of given default (LGD)
- Exposure at default (EAD)

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59. ANALISIS KUALITAS KREDIT (lanjutan)

**Input, Asumsi, dan Teknik yang digunakan
dalam mengestimasi penurunan nilai (lanjutan)**

**Pengukuran Kerugian Kredit Ekspektasian
(lanjutan)**

Parameter ini umumnya berasal dari model statistik yang dikembangkan secara internal dan data historis lainnya. Parameter ini disesuaikan untuk mencerminkan informasi *forward-looking*.

Estimasi PD adalah estimasi pada tanggal tertentu, yang dihitung berdasarkan model peringkat statistik, dan dinilai menggunakan rating yang disesuaikan dengan berbagai kategori dari debitur dan eksposur. Model statistik ini didasarkan pada data yang disusun secara internal yang terdiri dari faktor kuantitatif dan kualitatif.

LGD adalah besarnya kerugian jika terjadi gagal bayar. Parameter LGD diestimasi secara historis berdasarkan tingkat pemulihan atas klaim terhadap debitur yang gagal bayar. Model LGD mempertimbangkan struktur, jaminan, senioritas klaim, industri debitur, dan biaya pemulihan setiap jaminan yang merupakan bagian integral dari aset keuangan.

EAD merepresentasikan estimasi eksposur jika terjadi gagal bayar. EAD suatu aset keuangan adalah jumlah tercatat bruto. Untuk komitmen pinjaman dan jaminan keuangan, EAD mencakup jumlah yang telah ditarik, serta jumlah potensial di masa depan yang akan ditarik, yang diestimasi berdasarkan pengamatan historis dan perkiraan berwawasan ke depan (*forward-looking*).

Ketika pemodelan parameter dilakukan secara kolektif, instrumen keuangan dikelompokkan berdasarkan kesamaan karakteristik risiko yang meliputi:

- jenis instrumen;
- peringkat risiko kredit;
- jenis agunan;
- tanggal pengakuan awal;
- sisa waktu jatuh tempo;
- industri; dan
- lokasi geografis debitur.

**NOTES TO THE CONSOLIDATED
FINANCIAL STATEMENTS**

31 DECEMBER 2022 AND 2021

(Expressed in millions of Rupiah, unless otherwise stated)

59. CREDIT QUALITY ANALYSIS (continued)

**Inputs, Assumptions, and Techniques used in
estimating impairment (continued)**

**Measurement of Expected Credit Loss
(continued)**

These parameters generally come from statistical models that are developed internally and other historical data. This parameter is adjusted to reflect forward-looking information.

PD estimation is an estimate on a certain date, which is calculated based on a statistical ranking model, and is assessed using a rating that is adjusted to various categories of debtors and exposures. This statistical model is based on data compiled internally consisting of quantitative and qualitative factors.

LGD is the amount of loss if there is a default. LGD parameters are historically estimated based on the level of recovery of claims against debtors who default. The LGD model considers the structure, collateral, claim seniority, the debtor industry, and the cost of recovering any collateral that is an integral part of a financial asset.

EAD represents the estimated exposure in case of default. EAD of a financial asset is the gross carrying amount. For loan commitments and financial guarantees, EAD includes the amount that has been withdrawn, as well as potential future amounts to be withdrawn, which are estimated based on historical observations and forward-looking estimates.

When parameter modeling is done collectively, financial instruments are grouped according to the similarity of risk characteristics which include:

- *type of instrument;*
- *credit risk rating;*
- *type of collateral;*
- *date of initial recognition;*
- *remaining due date;*
- *industry; and*
- *debtor's geographical location.*

INFORMASI KEUANGAN TAMBAHAN/SUPPLEMENTARY FINANCIAL INFORMATION

**PT BANK NEGARA INDONESIA (PERSERO) Tbk
ENTITAS INDUK/PARENT ENTITY**

**LAPORAN POSISI KEUANGAN
31 DESEMBER 2022 DAN 2021**

(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

**STATEMENTS OF FINANCIAL POSITION
31 DECEMBER 2022 AND 2021**

(Expressed in millions of Rupiah,
unless otherwise stated)

	2022	2021	
ASET			ASSETS
Kas	13,339,830	13,644,153	Cash
Giro pada Bank Indonesia	81,932,466	48,682,431	Current accounts with Bank Indonesia
Giro pada bank lain	15,712,620	19,384,300	Current accounts with other banks
Dikurangi: Cadangan kerugian penurunan nilai	(3)	(6)	Less: Allowance for impairment losses
	15,712,617	19,384,294	
Penempatan pada bank lain dan Bank Indonesia	49,800,616	91,498,032	Placements with other banks and Bank Indonesia
Dikurangi: Cadangan kerugian penurunan nilai	(26)	(110)	Less: Allowance for impairment losses
	49,800,590	91,497,922	
Efek-efek	21,066,579	17,555,778	Marketable securities
Dikurangi: Cadangan kerugian penurunan nilai	(246,614)	(250,048)	Less: Allowance for impairment losses
	20,819,965	17,305,730	
Efek-efek yang dibeli dengan janji dijual kembali	11,395,272	22,010,968	Securities purchased under agreements to resell
Wesel ekspor dan tagihan lainnya	20,902,129	19,965,936	Bills and other receivables
Dikurangi: Cadangan kerugian penurunan nilai	(172,909)	(402,618)	Less: Allowance for impairment losses
	20,729,220	19,563,318	
Tagihan akseptasi	19,970,485	21,557,440	Acceptance receivables
Dikurangi: Cadangan kerugian penurunan nilai	(1,102,169)	(1,014,673)	Less: Allowance for impairment losses
	18,868,316	20,542,767	
Tagihan derivatif	685,237	494,183	Derivative receivables
Pinjaman yang diberikan	642,629,631	581,497,289	Loans
Dikurangi: Cadangan kerugian penurunan nilai	(50,180,236)	(50,213,082)	Less: Allowance for impairment losses
	592,449,395	531,284,207	
Obligasi Pemerintah setelah penyesuaian amortisasi diskonto dan premi	107,467,657	100,262,221	Government Bonds adjusted for amortization of discount and premium
Dikurangi: Cadangan kerugian penurunan nilai	(1,391)	(1,649)	Less: Allowance for impairment losses
	107,466,266	100,260,572	
Pajak dibayar di muka	626,869	1,048,889	Prepaid taxes
Beban dibayar di muka	3,192,291	3,069,462	Prepaid expenses
Investasi pada entitas asosiasi	10,048,975	8,688,406	Investment in associates
Penyertaan saham - bersih	5,143,400	1,140,701	Equity investments - net
Aset lain-lain - bersih	11,896,485	9,943,232	Other assets - net
Aset tetap	40,673,094	39,057,068	Fixed assets
Dikurangi: Akumulasi penyusutan	(14,709,780)	(12,569,584)	Less: Accumulated depreciation
	25,963,314	26,487,484	
Aset pajak tangguhan - bersih	7,486,339	6,162,409	Deferred tax assets - net
TOTAL ASET	997,556,847	941,211,128	TOTAL ASSETS

Lampiran – 1/1 – Schedule

INFORMASI KEUANGAN TAMBAHAN/SUPPLEMENTARY FINANCIAL INFORMATION

PT BANK NEGARA INDONESIA (PERSERO) Tbk
ENTITAS INDUK/PARENT ENTITYLAPORAN POSISI KEUANGAN
31 DESEMBER 2022 DAN 2021
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)STATEMENTS OF FINANCIAL POSITION
31 DECEMBER 2022 AND 2021
(Expressed in millions of Rupiah,
unless otherwise stated)

	2022	2021	
LIABILITAS DAN EKUITAS			LIABILITIES AND EQUITY
LIABILITAS			LIABILITIES
Liabilitas segera	4,686,360	4,553,735	<i>Obligations due immediately</i>
Simpanan nasabah	762,794,602	729,547,155	<i>Deposits from customers</i>
Simpanan dari bank lain	15,167,588	14,377,009	<i>Deposits from other banks</i>
Liabilitas derivatif	775,131	109,948	<i>Derivative payables</i>
Efek-efek yang dijual dengan janji dibeli kembali	2,885,286	1,828,652	<i>Securities sold under agreements to repurchase</i>
Liabilitas akseptasi	5,257,500	5,588,069	<i>Acceptance payables</i>
Beban yang masih harus dibayar	1,239,577	1,126,840	<i>Accrued expenses</i>
Utang pajak			<i>Taxes payable</i>
- Pajak penghasilan badan	1,370,877	1,203,405	<i>Corporate income tax -</i>
- Pajak lainnya	149,811	61,175	<i>Other taxes -</i>
Total utang pajak	1,520,688	1,264,580	<i>Total taxes payable</i>
Imbalan kerja	6,627,920	5,901,892	<i>Employee benefits</i>
Penyisihan	2,712,346	2,276,397	<i>Provision</i>
Liabilitas lain-lain	4,744,051	4,743,886	<i>Other liabilities</i>
Efek-efek yang diterbitkan	4,997,198	2,999,839	<i>Securities issued</i>
Pinjaman yang diterima	35,158,141	31,676,848	<i>Borrowings</i>
Efek-efek subordinasi	17,213,150	15,764,682	<i>Subordinated Securities</i>
TOTAL LIABILITAS	865,779,538	821,759,532	TOTAL LIABILITIES

Lampiran – 1/2 – Schedule

INFORMASI KEUANGAN TAMBAHAN/SUPPLEMENTARY FINANCIAL INFORMATION

PT BANK NEGARA INDONESIA (PERSERO) Tbk
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31 DESEMBER 2022 DAN 2021
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)STATEMENTS OF FINANCIAL POSITION
31 DECEMBER 2022 AND 2021
(Expressed in millions of Rupiah,
unless otherwise stated)

	2022	2021	
EKUITAS			EQUITY
Modal saham:			<i>Share capital:</i>
- Seri A Dwiwarna - nilai nominal Rp7.500 per saham (dalam Rupiah penuh)			<i>Class A Dwiwarna -</i> <i>Rp7,500 par value per share</i> <i>(in full Rupiah amount)</i>
- Seri B - nilai nominal Rp7.500 per saham (dalam Rupiah penuh)			<i>Class B - Rp7,500 -</i> <i>par value per share</i> <i>(in full Rupiah amount)</i>
- Seri C - nilai nominal Rp375 per saham (dalam Rupiah penuh)			<i>Class C - Rp375 -</i> <i>par value per share</i> <i>(in full Rupiah amount)</i>
Modal dasar:			<i>Share capital - Authorized:</i>
- Seri A Dwiwarna - 1 saham			<i>Class A Dwiwarna - 1 share -</i>
- Seri B - 289.341.866 saham			<i>Class B - 289,341,866 shares -</i>
- Seri C - 34.213.162.660 saham			<i>Class C - 34,213,162,660 shares -</i>
Modal ditempatkan dan disetor penuh:			<i>Issued and fully paid:</i>
- Seri A Dwiwarna - 1 saham			<i>Class A Dwiwarna - 1 share -</i>
- Seri B - 289.341.866 saham			<i>Class B - 289,341,866 shares -</i>
- Seri C - 18.359.314.591 saham	9,054,807	9,054,807	<i>Class C - 18,359,314,591 shares -</i>
Tambahan modal disetor	19,633,584	19,633,584	<i>Additional paid-in capital</i>
Cadangan revaluasi aset	15,383,157	15,383,157	<i>Asset revaluation reserve</i>
(Kerugian)/keuntungan yang belum direalisasi atas efek-efek dan Obligasi Pemerintah dalam kelompok tersedia untuk dijual, setelah pajak	(2,003,902)	1,888,401	<i>Unrealized (loss)/gain on available- for-sale marketable securities and Government Bonds, net of tax</i>
Selisih kurs karena penjabaran laporan keuangan dalam mata uang asing	(37,159)	(16,875)	<i>Exchange difference in translation of foreign currency financial statements</i>
Saldo laba			<i>Retained earnings</i>
Sudah ditentukan penggunaannya			<i>Appropriated</i>
Cadangan umum dan wajib	2,778,412	2,778,412	<i>General and legal reserves</i>
Cadangan khusus	-	-	<i>Specific reserves</i>
Tidak ditentukan penggunaannya	86,968,410	70,937,585	<i>Unappropriated</i>
	89,746,822	73,715,997	
Saham treasuri	-	(207,475)	<i>Treasury shares</i>
TOTAL EKUITAS	131,777,309	119,451,596	TOTAL EQUITY
TOTAL LIABILITAS DAN EKUITAS	997,556,847	941,211,128	TOTAL LIABILITIES AND EQUITY

Lampiran – 1/3 – Schedule

INFORMASI KEUANGAN TAMBAHAN/SUPPLEMENTARY FINANCIAL INFORMATION

PT BANK NEGARA INDONESIA (PERSERO) Tbk
ENTITAS INDUK/PARENT ENTITY

LAPORAN LABA RUGI DAN PENGHASILAN
KOMPREHENSIF LAIN
UNTUK TAHUN-TAHUN YANG BERAKHIR
31 DESEMBER 2022 DAN 2021
(Disajikan dalam jutaan Rupiah,
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STATEMENTS OF PROFIT OR LOSS AND OTHER
COMPREHENSIVE INCOME
FOR THE YEARS ENDED
31 DECEMBER 2022 AND 2021
(Expressed in millions of Rupiah,
unless otherwise stated)

	2022	2021	
PENDAPATAN BUNGA	54,056,248	49,487,666	INTEREST INCOME
BEBAN BUNGA	(13,096,102)	(11,627,462)	INTEREST EXPENSE
PENDAPATAN BUNGA - BERSIH	40,960,146	37,860,204	INTEREST INCOME - NET
PENDAPATAN OPERASIONAL LAINNYA			OTHER OPERATING INCOME
Provisi dan komisi lainnya	10,228,243	9,423,984	Other fee and commission
Laba dari entitas asosiasi	1,111,105	698,341	Income from investment in associates
Penerimaan kembali aset yang telah dihapusbukukan	3,780,086	2,580,871	Recovery of assets written off
Keuntungan/(kerugian) yang belum direalisasi dari perubahan nilai wajar aset keuangan yang diukur pada nilai wajar melalui laba rugi	10,788	(5,446)	Unrealized gain/(loss) on changes in fair value of financial assets at fair through profit or loss
Keuntungan dari penjualan aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain dan nilai wajar melalui laba rugi	1,577,808	1,679,483	Gain on sale of financial assets at fair value through comprehensive income and fair value through profit or loss
Laba selisih kurs - bersih	1,593,824	1,324,814	Foreign exchange gains - net
Lain-lain	379,785	423,297	Others
TOTAL PENDAPATAN OPERASIONAL LAINNYA	18,681,639	16,125,344	TOTAL OTHER OPERATING INCOME
PEMBENTUKAN CADANGAN KERUGIAN PENURUNAN NILAI	(11,403,259)	(18,246,216)	ALLOWANCE FOR IMPAIRMENT LOSSES
BEBAN OPERASIONAL LAINNYA			OTHER OPERATING EXPENSES
Gaji dan tunjangan	(11,667,756)	(10,493,379)	Salaries and employees' benefits
Umum dan administrasi	(8,234,539)	(8,341,354)	General and administrative
Beban promosi	(1,075,832)	(887,320)	Promotion expense
Premi penjaminan	(1,411,806)	(1,293,463)	Guarantee premium
Lain-lain	(3,027,788)	(2,374,312)	Others
TOTAL BEBAN OPERASIONAL LAINNYA	(25,417,721)	(23,389,828)	TOTAL OPERATING EXPENSES
LABA OPERASIONAL	22,820,805	12,349,504	OPERATING INCOME
BEBAN BUKAN OPERASIONAL - BERSIH	(107,966)	(117,521)	NON-OPERATING EXPENSES - NET
LABA SEBELUM BEBAN PAJAK	22,712,839	12,231,983	INCOME BEFORE TAX EXPENSE
BEBAN PAJAK			TAX EXPENSE
Kini	(4,997,178)	(3,239,975)	Current
Tangguhan	817,700	1,694,366	Deferred
TOTAL BEBAN PAJAK	(4,179,478)	(1,545,609)	TOTAL TAX EXPENSE
LABA TAHUN BERJALAN	18,533,361	10,686,374	INCOME FOR THE YEAR

Lampiran – 2/1 – Schedule

INFORMASI KEUANGAN TAMBAHAN/SUPPLEMENTARY FINANCIAL INFORMATION

PT BANK NEGARA INDONESIA (PERSERO) Tbk
ENTITAS INDUK/PARENT ENTITY

LAPORAN LABA RUGI DAN PENGHASILAN
KOMPREHENSIF LAIN
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31 DESEMBER 2022 DAN 2021
(Disajikan dalam jutaan Rupiah,
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STATEMENTS OF PROFIT OR LOSS AND OTHER
COMPREHENSIVE INCOME
FOR THE YEARS ENDED
31 DECEMBER 2022 AND 2021
(Expressed in millions of Rupiah,
unless otherwise stated)

	2022	2021	
LABA TAHUN BERJALAN	18,533,361	10,686,374	INCOME FOR THE YEAR
PENGHASILAN KOMPREHENSIF LAIN:			OTHER COMPREHENSIVE INCOME:
Pos-pos yang tidak akan direklasifikasi ke laba rugi			Items that will not be reclassified to profit or loss
Keuntungan yang berasal dari revaluasi aset tetap	-	912,856	Gain from revaluation of fixed assets
Pengukuran kembali liabilitas imbalan kerja	274,189	824,567	Remeasurement of post employment benefit
Pajak penghasilan terkait dengan komponen pendapatan komprehensif lain	(52,096)	(140,176)	Income tax relating to components of other comprehensive income
Pos-pos yang akan direklasifikasi ke laba rugi			Items that will be reclassified to profit or loss
Penyesuaian akibat penjabaran laporan keuangan dalam mata uang asing	(20,284)	(40,417)	Translation adjustment of foreign currency financial statements
Kerugian dari perubahan naii wajar aset keuangan yang diukur pada nilai wajar melalui pendapatan komprehensif lain	(4,450,629)	(628,775)	Losses on changes in fair value of financial assets at fair value through other comprehensive income
Pajak penghasilan terkait dengan komponen pendapatan komprehensif lain	558,326	106,892	Income tax relating to components of other comprehensive income
(RUGI)/LABA KOMPREHENSIF LAIN TAHUN BERJALAN SETELAH PAJAK	(3,690,494)	1,034,947	OTHER COMPREHENSIVE (LOSS)/INCOME FOR THE YEAR AFTER TAXES
TOTAL LABA KOMPREHENSIF TAHUN BERJALAN	14,842,867	11,721,321	TOTAL COMPREHENSIVE INCOME FOR THE YEAR

Lampiran – 2/2 – Schedule

INFORMASI KEUANGAN TAMBAHAN/SUPPLEMENTARY FINANCIAL INFORMATION

PT BANK NEGARA INDONESIA (PERSERO) Tbk
ENTITAS INDUK/PARENT ENTITYLAPORAN ARUS KAS
UNTUK TAHUN-TAHUN YANG BERAKHIR
31 DESEMBER 2022 DAN 2021
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED
31 DECEMBER 2022 AND 2021
(Expressed in millions of Rupiah,
unless otherwise stated)

	2022	2021	
ARUS KAS DARI AKTIVITAS OPERASI			CASH FLOWS FROM OPERATING ACTIVITIES
Penerimaan pendapatan bunga	52,972,566	49,107,232	<i>Receipts from interest income</i>
Pembayaran beban bunga	(12,752,182)	(11,510,857)	<i>Payments of interest expense</i>
Pendapatan operasional lainnya	23,847,522	17,589,480	<i>Other operating income</i>
Beban operasional lainnya	(24,305,126)	(21,202,961)	<i>Other operating expenses</i>
Beban bukan operasional - bersih	(107,966)	(117,521)	<i>Non-operating expense - net</i>
Pembayaran pajak penghasilan	(4,713,856)	(2,953,999)	<i>Payment of income tax</i>
Arus kas sebelum perubahan dalam aset dan liabilitas operasi	34,940,958	30,911,374	Cash flows before changes in operating assets and liabilities
Perubahan dalam aset dan liabilitas operasi:			Changes in operating assets and liabilities:
(Kenaikan)/penurunan aset operasi:			<i>(Increase)/decrease in operating assets:</i>
Penempatan pada Bank Indonesia dan Bank lain	300,990	(10,192)	<i>Placements with Bank Indonesia and other banks</i>
Efek-efek dan Obligasi Pemerintah yang diukur pada nilai wajar melalui laporan laba rugi	2,325,901	(1,621,448)	<i>Marketable securities and Government Bonds at fair value through profit or loss</i>
Wesel ekspor dan tagihan lainnya	(936,193)	(1,949,501)	<i>Bills and other receivables</i>
Efek-efek yang dibeli dengan janji dijual kembali	10,615,696	(13,344,877)	<i>Securities purchased under agreements to resell</i>
Pinjaman yang diberikan	(72,015,974)	(39,216,196)	<i>Loans</i>
Tagihan akseptasi	1,586,955	140,146	<i>Acceptance receivables</i>
Biaya dibayar di muka	(122,829)	(395,461)	<i>Prepaid expenses</i>
Aset lain-lain	(869,570)	2,439,032	<i>Other assets</i>
(Penurunan)/kenaikan liabilitas operasi:			<i>Decrease/(increase) in operating liabilities:</i>
Liabilitas segera	132,625	(953,957)	<i>Obligations due immediately</i>
Simpanan nasabah	33,247,447	97,334,869	<i>Deposits from customers</i>
Simpanan dari bank lain	790,579	5,132,470	<i>Deposits from other banks</i>
Beban yang masih harus dibayar	112,737	86,030	<i>Accrued expenses</i>
Imbalan kerja	(201,995)	(936,846)	<i>Employee benefits</i>
Liabilitas akseptasi	(330,569)	165,163	<i>Acceptance payables</i>
Utang pajak	394,807	(51,677)	<i>Taxes payable</i>
Liabilitas lain-lain	(145,974)	506,719	<i>Other liabilities</i>
Kas bersih diperoleh dari aktivitas operasi	9,825,591	78,235,648	Net cash provided from operating activities
ARUS KAS DARI AKTIVITAS INVESTASI			CASH FLOWS FROM INVESTING ACTIVITIES
Penjualan efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lain dan biaya perolehan yang diamortisasi	49,258,377	155,059,389	<i>Proceed of marketable securities measured at fair value through other comprehensive income and amortized cost</i>
Pembelian efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lain dan biaya perolehan yang diamortisasi	(53,072,923)	(156,961,258)	<i>Placement of marketable securities measured at fair value through other comprehensive income and amortized cost</i>
Penjualan dari Obligasi Pemerintah yang diukur pada nilai wajar melalui penghasilan komprehensif lain dan biaya perolehan yang diamortisasi	57,751,678	55,639,534	<i>Proceed from Government Bonds at fair value through other comprehensive income and amortized cost</i>

Lampiran – 4/1 – Schedule

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UNTUK TAHUN-TAHUN YANG BERAKHIR
31 DESEMBER 2022 DAN 2021
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED
31 DECEMBER 2022 AND 2021
(Expressed in millions of Rupiah,
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	2022	2021	
ARUS KAS DARI AKTIVITAS INVESTASI (lanjutan)			CASH FLOWS FROM INVESTING ACTIVITIES (continued)
Pembelian dari Obligasi Pemerintah yang diukur pada nilai wajar melalui penghasilan komprehensif lain dan biaya perolehan yang diamortisasi	(73,078,284)	(81,061,811)	<i>Placement of Government Bonds at fair value through other comprehensive income and amortized cost</i>
Pembelian aset tetap	(2,150,686)	(1,760,010)	<i>Acquisition of fixed assets</i>
Hasil penjualan aset tetap	488,007	314,489	<i>Proceeds from sale of fixed assets</i>
Penyertaan modal investasi asosiasi	(425,756)	-	<i>Capital injection in investment associate</i>
Investasi pada Entitas Anak	(3,500,000)	-	<i>Investment in Subsidiary</i>
Penyertaan pada Entitas Anak	(500,000)	-	<i>Capital injection in Subsidiary</i>
Kas bersih digunakan untuk aktivitas investasi	(25,229,587)	(28,769,667)	Net cash used in investing activities
ARUS KAS DARI AKTIVITAS PENDANAAN			CASH FLOWS FROM FINANCING ACTIVITIES
Penerimaan pinjaman yang diterima	13,071,735	2,048,300	<i>Receipt from borrowings</i>
Pembayaran pinjaman yang diterima	(9,691,700)	(13,791,183)	<i>Borrowings payment</i>
Penerimaan/(pembayaran) efek-efek yang dijual dengan janji dibeli kembali	1,042,592	(541,791)	<i>Proceed/(payment) in securities sold under agreements to repurchase</i>
Penerimaan efek-efek yang diterbitkan	5,000,000	-	<i>Receipt from securities issued</i>
Pembayaran efek-efek yang diterbitkan	(3,000,000)	-	<i>Securities issued</i>
Saham treasury	-	(128,026)	<i>Treasury shares</i>
Penerimaan surat berharga subordinasi	-	15,664,703	<i>Receipt from subordinated securities</i>
Pembayaran liabilitas sewa	(304,015)	(288,166)	<i>Payment of lease liability</i>
Pembayaran dividen	(2,724,629)	(820,101)	<i>Payment of dividends</i>
Kas bersih diperoleh dari aktivitas pendanaan	3,393,983	2,143,736	Net cash provided from financing activities
(PENURUNAN)/PENINGKATAN BERSIH KAS DAN SETARA KAS	(12,010,013)	51,609,717	NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS
KAS DAN SETARA KAS PADA AWAL TAHUN	172,904,846	120,789,792	CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR
Pengaruh perubahan kurs mata uang asing	(112,380)	505,337	<i>Effect of foreign currency exchange rate changes</i>
KAS DAN SETARA KAS PADA AKHIR TAHUN	160,782,453	172,904,846	CASH AND CASH EQUIVALENTS AT END OF YEAR
KOMPONEN KAS DAN SETARA KAS:			COMPONENTS OF CASH AND CASH EQUIVALENTS:
Kas	13,339,830	13,644,153	<i>Cash</i>
Giro pada Bank Indonesia	81,932,466	48,682,431	<i>Current accounts with Bank Indonesia</i>
Giro pada bank lain	15,712,620	19,384,300	<i>Current accounts with other banks</i>
Penempatan pada Bank Indonesia dan bank lain - jangka waktu jatuh tempo tiga bulan atau kurang sejak tanggal perolehan	49,797,537	91,193,962	<i>Placement with Bank Indonesia and other banks - maturing within three months of acquisition date</i>
Total kas dan setara kas	160,782,453	172,904,846	Total cash and cash equivalents

Lampiran – 4/2 – Schedule

INFORMASI KEUANGAN TAMBAHAN/SUPPLEMENTARY FINANCIAL INFORMATION

PT BANK NEGARA INDONESIA (PERSERO) Tbk
ENTITAS INDUK/PARENT ENTITY

CATATAN ATAS LAPORAN KEUANGAN
UNTUK TAHUN YANG BERAKHIR
31 DESEMBER 2022 DAN 2021
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEARS ENDED
31 DECEMBER 2022 AND 2021
(Expressed in millions of Rupiah,
unless otherwise stated)

Perubahan pada liabilitas yang timbul dari aktivitas pendanaan pada laporan arus kas adalah sebagai berikut:

Changes in liabilities arising from financing activities in the cash flow statement is as follows:

	1 Januari/ January 2022	Arus kas/ Cash flow	Lain-lain/ Others	31 Desember/ December 2022	
Pinjaman yang diterima	31,676,848	3,380,035	101,258	35,158,141	Borrowings
Efek-efek yang dijual dengan janji dibeli kembali	1,828,652	1,042,592	14,042	2,885,286	Securities sold under agreements to repurchase
Efek-efek yang diterbitkan	2,999,839	2,000,000	(2,641)	4,997,198	Securities issued
Efek-efek subordinasi	15,764,682	-	1,448,468	17,213,150	Subordinated securities
Pembayaran dividen	-	(2,724,629)	2,724,629	-	Payment of dividend
Saham treasury	(207,475)	-	207,475	-	Treasury shares
Liabilitas sewa	1,243,696	(304,015)	143,182	1,082,863	Lease liabilities
	53,306,242	3,393,983	4,636,413	61,336,638	
	1 Januari/ January 2021	Arus kas/ Cash flow	Lain-lain/ Others	31 Desember/ December 2021	
Pinjaman yang diterima	42,974,006	(11,742,883)	445,725	31,676,848	Borrowings
Efek-efek yang dijual dengan janji dibeli kembali	2,590,268	(541,791)	(219,825)	1,828,652	Securities sold under agreements to repurchase
Efek-efek subordinasi	99,975	15,664,703	5	15,764,683	Subordinated securities
Saham treasury	(79,449)	(128,026)	-	(207,475)	Treasury shares
Pembayaran dividen	-	(820,101)	820,101	-	Payment of dividend
Liabilitas sewa	1,184,229	(286,166)	347,633	1,243,696	Lease liabilities
	46,769,029	2,143,736	1,393,639	50,306,404	

1. Ikhtisar kebijakan akuntansi yang penting

Dasar penyusunan laporan keuangan tersendiri entitas induk.

Laporan keuangan tersendiri entitas induk disusun sesuai dengan Pernyataan Standar Akuntansi Keuangan ("PSAK") 4 (revisi 2013), "Laporan Keuangan Tersendiri".

PSAK 4 (Revisi 2013) mengatur dalam hal entitas menyajikan laporan keuangan tersendiri maka laporan tersebut hanya dapat disajikan sebagai informasi tambahan dalam laporan keuangan konsolidasian. Laporan keuangan tersendiri adalah laporan yang disajikan oleh entitas induk yang mencatat investasi pada entitas anak, entitas asosiasi, dan pengendalian bersama entitas berdasarkan kepemilikan ekuitas langsung bukan berdasarkan pelaporan hasil dan aset bersih investee.

Kebijakan akuntansi yang diterapkan dalam penyusunan laporan keuangan tersendiri entitas induk adalah sama dengan kebijakan akuntansi yang diterapkan dalam penyusunan laporan keuangan konsolidasian sebagaimana diungkapkan pada Catatan 2 atas laporan keuangan konsolidasian, kecuali untuk penyertaan pada entitas anak yang disajikan pada biaya perolehan.

2. Penyertaan Saham

Informasi mengenai entitas anak yang dimiliki Bank diungkapkan pada Catatan 1i atas laporan keuangan konsolidasian.

1. Summary of significant accounting policies

Basis of preparation of the separate financial statements of the parent entity.

The separate financial statements of the parent entity are prepared in accordance with the statement of Financial Accounting Standards ("SFAS") 4 (revised 2013), "Separate Financial Statements".

SFAS 4 (Revised 2013) regulates that when an entity presents the separate financial statements, such financial statements should be presented as supplementary information to the consolidated financial statements. Separate financial statements are those presented by a parent entity, in which the investments of subsidiaries, associated entities and jointly controlled entities are accounted for on the basis of the direct equity interest rather than on the basis of the reported results and net assets of the investees.

Accounting policies adopted in the preparation of the parent entity separate financial statements are the same as the accounting policies adopted in the preparation of the consolidated financial statements as disclosed in Note 2 to the consolidated financial statements, except for investments in Subsidiaries which are stated at cost.

2. Equity Investment

Information pertaining to Subsidiaries of the Bank is disclosed in Note 1i to the consolidated financial statements.

Lampiran – 5 – Schedule

Attachment of Republic of Indonesia Financial Services Authority Circular Letter No. 9/SEOJK.03/2020

Concerning Transparency and Publication of Conventional Commercial Bank Reports

DESCRIPTION	PAGE
1. General Information	
a. Financial Highlights presents financial information in a comparative format for 2 (two) fiscal years, or since the Bank began its business for banks that have been in business for less than 2 (two) years. At the very least, financial highlights covers:	22-26
i) Net interest income;	24
ii) Operating profit;	24
iii) Profit before tax;	24
iv) Net profit;	24
v) Total comprehensive profit/loss;	24
vi) Net income per share;	24
vii) Total assets;	22
viii) Total liabilities;	23
ix) Total equity;	23
x) Earning assets;	25
xi) Third party funds;	33
xii) Borrowings;	23
xiii) CAR;	25
xiv) Return on Asset (ROA);	25
xv) Return on Equity (ROE);	25
xvi) Profit margin (profit/loss to income ratio);	25-26
xvii) Rasio Beban Operating Expenses to Operating Income Ratio (BOPO);	26
xviii) Cost to Income Ratio (CIR);	26
xix) Percentage of Violation and Exceedance of Legal lending Limit (LLL);	26
xx) Mandatory Minimum Reserves (GWM) Ratio;	26
xxi) Net Open Position (NOP) Ratio; and	26
xxii) Other information and ratios relevant to the banking industry.	25-26
b. Bank Profile	90-236
Bank profile covers at the very least:	
i) Name of Bank, including if any, changes of name, reasons for the change, and effective date of name changes in the fiscal year;	90-91
ii) Access to the Bank, including branch or representative offices, whereby the general public may obtain information on the Issuer or Public Company, including:	90-91
iii) Address;	✓
iv) Telephone number;	✓
v) E-mail address; and	✓
vi) Website address;	✓
vii) Brief profile of the Bank;	92-94
viii) Vision and Mission of the Bank;	102-104
ix) Line(s) of business according to the latest articles of association, business activities performed in the fiscal year, and types of products and/or services provided;	96-99

DESCRIPTION	PAGE
x) Organization structure of the Bank, at the very least to 1 (one) level below the Board of Directors, with names and positions;	108-109
x) Shareholder structure and composition, with names of shareholders and percentage of share ownership, including:	163-168
• Shareholders with a minimum of 5% (five percent) of the Bank shares;	165
• Members of the Board of Directors and Board of Commissioners that own Bank shares;	112-135
• Public shareholders, hold less than 5% (five percent) of Bank shares;	165
• Information on the majority and controlling shareholder(s) of the Bank, direct or indirect, up to the individual ultimate shareholders, presented in a schematic diagram or chart;	168
xii) Name of subsidiary entities, associated companies or joint venture companies where the Bank exercise a joint control with the entity, with the percentage of shareownership, lines of business, total assets, and operating status of the entity (if any);	170-178
xiii) For subsidiary entities, include information on address of such subsidiary entities;	
xiv) Profiles of the Board of Directors and Board of Commissioners, covering at least	
• Composition of the Board of Directors and the Board of Commissioners, with the position and brief resume of the respective members;	✓
• Names and position according to the duties and responsibilities;	✓
• Latest photograph;	✓
• Age;	✓
• Nationality;	✓
• Education background;	✓
• Work history, including information on:	✓
» Legal basis of appointment as member of the Board of Directors and Board of Commissioner of the Bank	✓
» Concurrent position(s), as a member of the Board of Directors, Board of Commissioners, and/or committes and other position (if any); and	✓
» Work history, with period of service, with or without the Bank;	✓
» Education and/or training attended by members of the Board of Directors and Board of Commissioners for competence development during the fiscal year (if any); and	✓
» Affiliated relationships with other members of the Board of Directors, Board of Commissioners, or the majority shareholder (if any), disclosing the name of affiliated party.	✓
xv) In the event of changes in the membership composition of the Board of Directors and/ or the Board of Commissioners occuring subsequent to the end of the Fiscal Year and up to the deadline for submission of the annual report of published financial statements and information on financial performance, membership composition of the Board of Directors and/or Board of Commissioners shall be presented both prior and after such change(s);	✓
xvi) Brief profiles of executive officers, with structure, position and summary curriculum vitae;	142-154
xvii) Total headcount, and employee distribution in the Fiscal Year by education and age; and	155-159
xviii) Domestic and international awards and/or certifications received by the Bank in the last Fiscal Year (if any), which covers:	228-236
• Name of award and/or certification;	✓
• Issuing institution or agency; and	✓
• Validity period of such award and/or certification (if any).	✓
2. Information on Financial Performance	
a. Report of the Board of Directors	73-83
Brief description of the Bank performance, at the very least covering:	
i) Strategy and policies of the Bank's management, including for the Sharia Business Unit (UUS) for banks that have an UUS;	74-75
ii) Comparison between achievement and targets;	77
iii) Constraints faced by the Bank;	77-78
iv) Overview of business prospects;	78
v) Implementation of Bank Governance;	81

DESCRIPTION	PAGE
vi) Changes in the composition of the Board of Directors and reason for such changes (if any);	82-83; 136-137
vii) Organization structure;	108-109
viii) Primary activities;	96-97
ix) Information Technology;	444-458
x) Types of products and services, including lending to debtors in the micro, small and medium business sectors;	97-99
xi) Interest rates on deposits and loans;	385
xii) Developments in the economy and target market;	240-245
xiii) Business and partnership networks, domestic and/or overseas;	182-183
xiv) Number, types and location of offices;	100-101
xv) Ownership by the Board of Directors, Board of Commissioners and shareholders in the Bank business group;	112-137; 166-167
xvi) Significant changes in the Bank or the Bank business group in the reporting year;	78
xvii) Prediction of significant future issues; and	394-395
xviii) Human resources, covering number of employees as well as education, training, and development programs for human resources.	155-162
b. Report of the Board of Commissioners	61-69
The report of the Board of Commissioners covers at least:	
i) Structure of the Board of Commissioners, with position and summary curriculum vitae;	62
ii) Assessment of the performance of the Board of Directors in the management of the Bank;	63
iii) Supervision of the implementation of Bank's strategies;	62-63
iv) Opinion on the business prospects as prepared by the Board of Directors;	65
v) Changes in the composition of the Board of Commissioners and reason for such changes (if any); and	68-69
vi) Frequency and mechanism for advising members of the Board of Directors;	63
c. Management Discussion & Analysis	
Management discussion and analysis presents an analysis and discussion of financial statements accounts and other important information with an emphasis on material changes that occurred during the Fiscal Year, which at least includes:	
i) Review of operations by business segment, including for UUS, at least of:	249-344
• Income; and	✓
• Profitability;	✓
ii) Review of financial performance, comprising a comparison of the financial performance for the current year with the previous year, as well as explanation on the cause of changes and impact of such changes, covering at least:	346-376
• Investment of funds (investments and disbursement of loans/financing) and total assets;	347-358
• Third party funds and other sources of funding;	358-365
• Equity;	365-366
• Income, expenses, profit (loss), other comprehensive income, and total comprehensive profit (loss);	367-375
• Cash flows; and	375-376
• Prime lending rate;	385
iii) Analysis of the quality of earning assets and relevant financial ratios;	376-378
iv) Capital structure of Bank;	389-390; 472-475
v) Material information and facts subsequent to the date of accountant report (if any); and	395
vi) Marketing aspects of Bank's products, at least on marketing strategy amd market share;	338-344
3. Information on Risk Exposure and Capital	
Risk and capital exposures includes annual period risk and capital exposure reports as stipulated in Part II of the risk and capital exposure publication report.	472-600
4. Governance Information	
In the event that the Bank combines the governance implementation report in the Financial Publication and Financial Performance Information Annual Report, the scope and guidelines for filling out refer to the POJK concerning governance implementation for commercial banks.	602-1.085

DESCRIPTION

PAGE

5. Sustainability Report

- a. As regulated in the relevant POJK, a Sustainability Report covers the implementation of sustainable finance for financial services institutions, issuers and public companies. In the event that the Bank includes the sustainability report into the Annual Financial Publication Report and Financial Performance Information, the scope and guidelines for such report shall refer to the applicable POJK.

Detailed information regarding BNI's Sustainability Report is submitted in the Sustainability Report Book separately.

- b. Report on the implementation of social and environmental responsibility as regulated in the relevant laws and regulations on social and environmental responsibility for limited liability companies.

- i) Information on the implementation of social and environmental responsibility covers the management policy, types of programs and costs expended, on aspects of:

- Environment;
- Employment practices;
- Sound institutional practices;
- Consumer; and
- Community development.

✓

✓

✓

✓

✓

- ii) In the event that the Bank presents information on social and environmental responsibility as referred to in number 1) in a separate report such as in a social and environmental responsibility report, the Bank is exempted from disclosing information regarding social and environmental responsibility in the annual report of published financial statements and information on financial performance.

✓

6. Annual Financial Statements

The annual financial statements that have been audited by a Public Accountant and Public Accountant Firm registered with OJK.

1.336-1.422

7. Information on the Business Group of the Bank

- a. A Bank that is part of a business group and/or has a Subsidiary, shall additionally report on:

180-181;
635

- i) Structure of the Bank business group, covering:

- The structure of the business group, comprising the Bank, Subsidiary Entities, related (sister) companies, Parent Entity, and up to the ultimate shareholder;
- The structure of management inter-relationship of entities in the business group; and
- Any shareholders acting in concert. Shareholders acting in concert refer to individual or institutional shareholders with a common objective of controlling the Bank, with or without a formal agreement;

180-181

180-181

163-168;
180-181

- ii) Transactions between the Bank and related parties in the Bank's business group, with consideration of the following:

409-410

- Information on transactions with related parties, whether conducted by the Bank or by any entity in the Bank business group in the financial sector;
- Related parties are parties defined as such in relevant financial accounting standards;
- Types of transaction with related parties, including:
 - » Cross shareholding;
 - » Transactions by a business group performed in the interest of another business group
 - » Short-term liquidity management in the business group;
 - » Funding provided to, or received by, another entity in a business group;
 - » Exposure to a majority shareholder in the form of loans, commitments and contingencies; and
 - » Transactions for the purchase, sale and/or rental of assets with another entity in the business group, including transactions with repurchase agreements (repo);

✓

✓

✓

✓

✓

✓

✓

✓

- iii) Transactions with related parties conducted by each entity in the Bank business group in the financial sector;

410-415

DESCRIPTION

PAGE

- iv) The provision of funding, commitments or equivalent facilities from an entity in the Bank business group to the customers and/or parties that already received financing from the Bank; and

415

- v) Any prohibition, restriction, and/or other significant constraint to transfer funds or to fulfill the required regulatory capital between the Bank and other entities in a business group;

415

8. Additional Information for Banks that are also an Issuer and/or Public Company

Banks that are Issuers and/or Public Companies should include information as stipulated in the provisions concerning the form and content of the annual report of Issuers or Public Companies

✓

Cross-Reference No. 16/ SEOJK.04/2021: Format and Completing the Annual Report of Issuers or Public Companies

DESCRIPTION	PAGE
I. General Terms	
In this Financial Services Authority Circular Letter what is meant by:	✓
a. The Annual Report is a report on the Board of Directors and Board of Commissioners accountability in managing and supervising issuers or public companies within a period of 1 (one) fiscal year to the general meeting of shareholders prepared based on the provisions of the Financial Services Authority Regulation concerning the Annual Report of issuers or public companies.	✓
b. Issuers are parties who make public offerings.	✓
c. A Public Company is a company whose shares are owned by at least 300 (three hundred) shareholders and has a paid-up capital of at least Rp3,000,000,000.00 (three billion rupiah) or a number of shareholders and paid-up capital as determined by the Financial Services Authority.	✓
d. A Public Company is an Issuer that has made a public offering of equity securities or a Publically-listed Company	✓
e. A Sustainability Report is a report published to the public that contains the economic, financial, social, and environmental performance of a financial service institution, Issuer, and Public Company in running a sustainable business.	
f. Board of Directors:	✓
i) For an Issuer or a Public Company in the form of a limited liability company, it is the Board of Directors as referred to in the Financial Services Authority Regulation concerning the Board of Directors and Board of Commissioners of an Issuer or Public Company; and	✓
ii) For an Issuer or a Public Company in the form of a legal entity other than a limited liability company, it is the body that carries out the management of the legal entity as referred to in the laws and regulations concerning the legal entity.	
g. Board of Commissioners:	✓
i) For an Issuer or a Public Company in the form of a limited liability company, the Board of Commissioners as referred to in the Financial Services Authority Regulation concerning the Board of Directors and Board of Commissioners of an Issuer or Public Company; and	✓
ii) For the Issuer or Public Company in the form of a legal entity other than a limited liability company, it is the body that supervises the legal entity as referred to in the laws and regulations concerning the legal entity.	
h. General Meeting of Shareholders hereinafter abbreviated as GMS:	✓
i) For an Issuer or a Public Company in the form of a limited liability company, it is the GMS as referred to in the Financial Services Authority Regulation concerning the Planning and Organizing of the General Meeting of Shareholders of a Public Company; and	✓
ii) For an Issuer or Public Company in the form of a legal entity other than a limited liability company, it is the body that has authority that is not given to any other body that carries out management and supervisory functions, within the limits specified in the legislation and/or articles of association governing the legal entity.	✓
The Annual Report of Issuers or Public Companies is an important source of information for investors or shareholders as one of the basic considerations in making investment decisions and a means of supervision of Issuers or Public Companies.	✓
Along with the development of the capital market and the increasing need for information disclosure by investors or shareholders, the Board of Directors and the Board of Commissioners are required to present quality, accurate, and accountable information through the Annual Reports of Issuers or Public Companies.	✓

DESCRIPTION	PAGE
Annual Reports that are prepared regularly and informatively can provide convenience for investors or shareholders and stakeholders in obtaining the required information.	✓
This Financial Services Authority Circular is a guideline for Issuers or Public Companies that must be applied in preparing Annual Reports and Sustainability Reports.	✓
II. Report Format	
1. The Annual Report is presented in the form of printed and electronic documents.	✓
2. The Annual Report is presented in the form of a printed document, printed on light colored paper, of good quality, A4 size, bound, and can be reproduced with good quality.	✓
3. The Annual Report may present information in the form of pictures, graphs, tables, and/or diagrams by including clear titles and/or descriptions, so that they are easy to read and understand.	✓
4. The Annual Report presented in the form of an electronic document is the Annual Report converted into a portable document format (PDF).	✓
III. Annual Report Contents	
1. The Annual Report shall at least contain:	
a. Overview of important financial data;	22-34
b. Stock information (if any);	36-39
c. Report of the Board of Directors;	73-83
d. Report of the Board of Commissioners;	61-69
e. Profile of the Issuer or Public Company;	90-236
f. Management analysis and discussion;	240-469
g. Governance of Issuers or Public Companies;	604-1085
h. Social and environmental responsibility of the Issuer or Public Company;	1088-1110
i. Audited annual financial report; and	1136-1422
j. Statement letter of members of the Board of Directors and members of the Board of Commissioners regarding their responsibility for the Annual Report.	86-87
2. Description of Annual Report Contents	
a. Summary of Important Financial Data Summary of important financial data containing financial information that is presented in the form of a comparison for 3 (three) fiscal years or since starting its business if the Issuer or Public Company has carried out its business activities for less than 3 (three) years, at least containing:	22-34
i) Income/sales;	23
ii) Gross profit;	23
iii) Profit (loss);	24
iv) The amount of profit (loss) attributable to owners of the parent entity and non-controlling interests;	24
v) Total comprehensive profit (loss);	24
vi) Total comprehensive profit (loss) attributable to owners of the parent entity and non-controlling interests;	24
vii) Earning (loss) per share;	23
viii) Total assets;	22
ix) Total liabilities;	23
x) Total equity;	23
xi) Ratio of profit (loss) to total assets;	26
xii) Ratio of profit (loss) to equity;	26
xiii) Ratio of profit (loss) to revenue/sales;	26
xiv) Current ratio;	25
xv) Ratio of liabilities to equity;	26
xvi) Ratio of liabilities to total assets; and	26
xvii) Other information and financial ratios relevant to the Issuer or Public Company and the type of industry.	26
b. Stock Information Stock information for a Public Company shall at least contain:	36-39

DESCRIPTION	PAGE
i) Shares that have been issued for each quarterly period presented in the form of a comparison for the last 2 (two) fiscal years, at least containing:	
• Number of shares outstanding;	36
• Market capitalization based on the price on the stock exchange where the shares are listed;	36
• The highest, lowest, and closing share prices based on prices on the stock exchange where the shares are listed; and	36
• Trading volume on the stock exchange where the shares are listed.	36
ii) Information in letter b), letter c) and letter d) is only disclosed if the shares are listed on a stock exchange;	✓
• In the event of a corporate actions that causes changes in shares, such as stock splits, reverse stock, stock dividends, bonus shares, changes in the nominal value of shares, issuance of conversion securities, as well as capital additions and deductions, stock information as referred to in number 1) shall be added with at least an explanation regarding:	38-39
• The date of implementation of the corporate action;	38
• The ratio of stock splits, reverse stock, stock dividends, bonus shares, the number of convertible securities issued, and changes in the nominal value of shares;	38
• The number of outstanding shares before and after the corporate action;	38
• The number of convertible securities exercised (if any); and	38
• The share price before and after the corporate action;	38
iii) In the event of a temporary suspension of share trading (suspension) and/or delisting of shares in the fiscal year, the reasons for the suspension and/or delisting of shares shall be explained; and	39
iv) In the event that the temporary suspension of share trading as referred to in number 3) and/or the delisting process is still ongoing until the end of the Annual Report period, it explains the actions taken to resolve the temporary suspension of share trading and/or cancellation of the share listing (delisting).	39
c. Board of Directors' Report	73-83
The Board of Directors' report shall at least contain a brief description of:	
i) Performance of the Issuer or Public Company, at least containing:	
• Strategy and strategic policies of the Issuer or Public Company;	74-76
• Role of the Board of Directors in formulating strategies and strategic policies of Issuers or Public Companies;	76-77
• Process carried out by the Board of Directors to ensure the implementation of the Issuer's or Public Company's strategy;	76-77
• Comparison between the results achieved and those targeted by the Issuer or Public Company; and	77
• Obstacles faced by Issuers or Public Companies;	77-78
ii) Description of the business prospects of the Issuer or Public Company; and	78
iii) Implementation of the governance of Issuers or Public Companies.	81
d. Board of Commissioners' Report	61-69
The Board of Commissioners' report shall at least contain a brief description of:	
i) Evaluation of the performance of the Board of Directors regarding the management of Issuers or Public Companies, including the supervision of the Board of Commissioners in the formulation and implementation of strategies for Issuers or Public Companies carried out by the Board of Directors;	62
ii) Views on the business prospects of the Issuer or Public Company prepared by the Board of Directors; and	62-63
iii) Views on the implementation of governance of the Issuer or Public Company.	65
e. Issuer or Public Company Profile	90-236
The profile of the Issuer or Public Company contains at least the following information:	
i) Name of the Issuer or Public Company, including if there is a change in name, the reason for the change, and the effective date of the name change in the fiscal year;	90
ii) Access to Issuers or Public Companies including branch offices or representative offices that enable the public to obtain information about Issuers or Public Companies, including:	91

DESCRIPTION	PAGE
• Address;	✓
• Telephone number;	✓
• E-mail address; and	✓
• Website address;	✓
iii) Brief history of the Issuer or Public Company;	92-94
iv) Vision and mission of the Issuer or Public Company as well as the corporate culture or corporate values;	100-105
v) Business activities according to the latest articles of association, business activities carried out in the fiscal year, as well as types of goods and/or services produced;	96-97
vi) Operational area of the Issuer or Public Company; operational area is the area or area for the implementation of operational activities or the range of the company's operational activities.	100-101
vii) Organizational structure of the Issuer or Public Company in the form of a chart, at least up to the structure of 1 (one) level below the Board of Directors including committees under the Board of Directors (if any) and committees under the Board of Commissioners, accompanied by names and positions;	108-109
viii) List of industry association memberships both on a national and international scale related to the implementation of sustainable finance;	110-111
ix) Directors' profile, at least containing:	124-137
• Name and position in accordance with the duties and responsibilities;	✓
• Recent photograph;	✓
• Age;	✓
• Nationality;	✓
• Education history and/or certification;	✓
• Position history, including information on:	✓
» The legal basis for appointment as a member of the Board of Directors of the Issuer or Public Company concerned;	✓
» Concurrent positions, either as a member of the Board of Directors, member of the Board of Commissioners, and/or committee member as well as other positions both inside and outside the Issuer or Public Company. In the event that a member of the Board of Directors does not have concurrent positions, then this is disclosed; and	✓
» Work experience and period of time both inside and outside the Issuer or Public Company;	✓
• Affiliation with other members of the Board of Directors, members of the Board of Commissioners, majority and controlling shareholders, either directly or indirectly to individual owners, including names of affiliated parties. In the event that a member of the Board of Directors has no affiliation, the Issuer or Public Company shall disclose this matter; and	✓
• Changes in the composition of the members of the Board of Directors and the reasons for the changes. In the event that there is no change in the composition of the members of the Board of Directors, this matter shall be disclosed;	✓
x) Profile of the Board of Commissioners, at least containing:	112-123
• Name and position;	✓
• Recent photograph;	✓
• Age;	✓
• Nationality;	✓
• Education history and/or certification;	✓
• History, including information on:	✓
» Legal basis for appointment as member of the Board of Commissioners;	✓
» Legal basis for the first appointment as a member of the Board of Commissioners who is an independent commissioner of the Issuer or Public Company concerned;	✓
» Concurrent positions, either as a member of the Board of Commissioners, member of the Board of Directors, and/or committee member as well as other positions both inside and outside the Issuer or Public Company. In the event that a member of the Board of Commissioners does not have concurrent positions, then this is disclosed; and	✓
» Work experience and period of time both inside and outside the Issuer or Public Company;	✓

DESCRIPTION	PAGE
<ul style="list-style-type: none">Affiliation with other members of the Board of Commissioners, major shareholders, and controllers either directly or indirectly to individual owners, including names of affiliated parties; In the event that a member of the Board of Commissioners has no affiliation, the Issuer or Public Company shall disclose this matter;	✓
<ul style="list-style-type: none">Statement of independence of the Independent Commissioner in the event that the Independent Commissioner has served more than 2 (two) terms; and	✓
<ul style="list-style-type: none">Changes in the composition of the members of the Board of Commissioners and the reasons for the changes. In the event that there is no change in the composition of the members of the Board of Commissioners, this matter shall be disclosed;	✓
xi) In the event that there is a change in the composition of the members of the Board of Directors and/or members of the Board of Commissioners that occurs after the fiscal year ends up to the deadline for submitting the Annual Report, the composition included in the Annual Report is the last and previous composition of the members of the Board of Directors and/or members of the Board of Commissioners;	✓
xii) Number of employees by gender, position, age, education level, and employment status (permanent/contracted) in the fiscal year; Disclosure of information can be presented in tabular form.	155-159
xiii) Names of shareholders and percentage of ownership at the beginning and end of the fiscal year, which consists of information regarding:	164
<ul style="list-style-type: none">Shareholders who own 5% (five percent) or more shares of the Issuer or Public Company;	165
<ul style="list-style-type: none">Members of the Board of Directors and members of the Board of Commissioners who own shares of the Issuer or Public Company. In the event that all members of the Board of Directors and/or all members of the Board of Commissioners do not own shares, then this matter is disclosed; and	112-135
<ul style="list-style-type: none">Community shareholder group, namely the group of shareholders who each own less than 5% (five percent) of the shares of the Issuer or Public Company;	165
The above information can be presented in tabular form.	✓
xiv) The percentage of indirect ownership of the shares of the Issuer or Public Company by members of the Board of Directors and members of the Board of Commissioners at the beginning and end of the fiscal year, including information on shareholders registered in the shareholder register for the benefit of indirect ownership of members of the Board of Directors and members of the Board of Commissioners;	112-135; 166-167
In the event that all members of the Board of Directors and/or all members of the Board of Commissioners do not have indirect ownership of the shares of the Issuer or Public Company, this matter shall be disclosed.	✓
xv) Number of shareholders and percentage of ownership at the end of the fiscal year based on classification:	
<ul style="list-style-type: none">Ownership in local institutions;	✓
<ul style="list-style-type: none">Ownership in foreign institutions;	✓
<ul style="list-style-type: none">Local individual ownership; and	✓
<ul style="list-style-type: none">Foreign individual ownership;	✓
xvi) Information regarding the majority and controlling shareholders of the Issuer or Public Company, either directly or indirectly, up to the individual owner, which is presented in the form of a schematic or chart;	168
xvii) The name of the subsidiary, associate, joint venture company where the Issuer or Public Company has joint control of the entity (if any), along with the percentage of share ownership, line of business, total assets, and operating status of the subsidiary, associated company, joint venture company;	170-178
For a subsidiary, information about the address of the subsidiary is added.	
xviii) Chronology of share listing, number of shares, nominal value, and offering price from the beginning of listing to the end of the fiscal year as well as the name of the stock exchange where the shares of the Issuer or Public Company are listed, including stock splits, reverse stock, dividends shares, bonus shares, and changes in the nominal value of shares, implementation of conversion effects, implementation of capital additions and subtractions (if any);	184-191
xix) Other securities listing information other than the securities as referred to in number 18), which have not yet matured in the fiscal year, at least contain the name of the securities, year of issue, interest rate/yield, maturity date, offering value, and securities rating (if any);	192-199

DESCRIPTION	PAGE
xx) Information on the use of a Public Accountant (AP) and a Public Accounting firm (KAP) services and their networks/associations/alliances include:	200-201
<ul style="list-style-type: none">Name and address;	✓
<ul style="list-style-type: none">Assignment period;	✓
<ul style="list-style-type: none">Information on audit and/or non-audit services provided;	✓
<ul style="list-style-type: none">Audit and/or non-audit fees for each assignment given during the fiscal year; and	✓
<ul style="list-style-type: none">In the event that AP and KAP and their network/association/alliance, which are appointed do not provide non-audit services, then the information is disclosed; and	✓
Disclosure of information on the use of AP and KAP services and their networks/associations/alliances can be presented in tabular form.	✓
xxi) Name and address of capital market supporting institutions and/or professionals other than AP and KAP	200-201
f. Management Analysis and Discussion	240-469
Management analysis and discussion contains analysis and discussion of financial statements and other important information with an emphasis on material changes that occurred in the fiscal year, which at least contains:	
i) A review of operations per business segment according to the type of industry of the Issuer or Public Company, at least regarding:	249-298
<ul style="list-style-type: none">Production, which includes the process, capacity, and development;	✓
<ul style="list-style-type: none">Income/sales; and	✓
<ul style="list-style-type: none">Profitability;	✓
ii) Comprehensive financial performance which includes a comparison of financial performance in the last 2 (two) fiscal years, an explanation of the causes of the changes and the impact of these changes, at least regarding:	346-376
<ul style="list-style-type: none">Current assets, non-current assets, and total assets;	347-358
<ul style="list-style-type: none">Current liabilities, long term liabilities, and total liabilities;	358-365
<ul style="list-style-type: none">Equity;	365-366
<ul style="list-style-type: none">Income/sales, expenses, profit (loss), other comprehensive income, and total comprehensive profit (loss); and	367-375
<ul style="list-style-type: none">Cash flows;	375-376
iii) Ability to pay debts or obligations by presenting the relevant ratio calculations;	386
iv) Collectibility level of the Issuer's or Public Company's receivables by presenting the relevant ratio calculations;	386-388
v) Capital structure and management policies on the capital structure with the basis for determining the said policy;	389-390
vi) Discussion of material ties for capital goods investment with an explanation that at least contains:	390-391
<ul style="list-style-type: none">The purpose of the bond;	✓
<ul style="list-style-type: none">The expected source of funds to fulfill the commitment;	✓
<ul style="list-style-type: none">The currency in which it is denominated; and	✓
<ul style="list-style-type: none">Steps that are planned by the Issuer or Public Company to protect the risk from the related foreign currency position;	✓
vii) Discussion of capital goods investments realized in the last fiscal year, at least contains:	391
<ul style="list-style-type: none">Type of capital goods investment;	✓
<ul style="list-style-type: none">The purpose of capital goods investment; and	✓
<ul style="list-style-type: none">The total of capital goods investments;	✓
viii) Information and material facts occurring after the date of the accountant's report (if any);	395
ix) The business prospects of the Issuer or Public Company are related to the conditions of the industry, the general economy and the international market accompanied by quantitative supporting data from reliable data sources;	78-79; 394-395
x) Comparison between the target/projection at the beginning of the fiscal year with the results achieved (realization), regarding:	392-393
<ul style="list-style-type: none">Income/sales;	✓
<ul style="list-style-type: none">Profit (loss);	✓
<ul style="list-style-type: none">Capital structure; or	✓

DESCRIPTION	PAGE
<ul style="list-style-type: none">Other matters deemed important to the Issuer or Public Company;	√
xi) Targets/projections to be achieved by the Issuer or Public Company for the next 1 (one) year, regarding:	392-393
<ul style="list-style-type: none">Income/sales;	√
<ul style="list-style-type: none">Profit (loss);	√
<ul style="list-style-type: none">Capital structure; or	√
<ul style="list-style-type: none">Other matters deemed important to the Issuer or Public Company;	√
<ul style="list-style-type: none">Hal lainnya yang dianggap penting bagi Emiten atau Perusahaan Publik;	√
xii) Marketing aspects of the goods and/or services of the Issuer or Public Company, at least regarding the marketing strategy and market share;	338-344
xiii) Description of dividends for the last 2 (two) fiscal years, at least:	395-397
<ul style="list-style-type: none">Dividend policy, which includes information on the percentage of dividends distributed to net income;	396-397
<ul style="list-style-type: none">Date of payment of cash dividends and/or date of distribution of non-cash dividends;	396-397
<ul style="list-style-type: none">The amount of dividends per share (cash and/or non-cash); and	397
<ul style="list-style-type: none">The amount of dividends paid annually;	397
Disclosure of information can be presented in tabular form. In the event that the Issuer or Public Company does not distribute dividends in the last 2 (two) years, this matter shall be disclosed.	√
xiv) Realization of the use of proceeds from the public offering, provided that:	
<ul style="list-style-type: none">In the event that during the fiscal year, the Issuer has an obligation to submit a report on the realization of the use of funds, then the realization of the cumulative use of the proceeds from the public offering shall be disclosed until the end of the fiscal year; and	√
<ul style="list-style-type: none">In the event that there is a change in the use of funds as regulated in the Financial Services Authority Regulation regarding the report on the realization of the use of the proceeds from the public offering, the Issuer shall explain the change;	√
xv) Material information (if any), regarding investment, expansion, divestment, business merger/consolidation, acquisition, debt/capital restructuring, material transactions, affiliated transactions, and conflict of interest transactions, which occurred during the fiscal year, at least containing:	408-415
<ul style="list-style-type: none">Date, value, and object of the transaction;	√
<ul style="list-style-type: none">Name of the party conducting the transaction;	√
<ul style="list-style-type: none">Nature of the affiliation relationship (if any);	√
<ul style="list-style-type: none">Explanation of the fairness of the transaction;	√
<ul style="list-style-type: none">Compliance with related provisions; and	√
<ul style="list-style-type: none">In the event that there is an affiliation relationship, apart from disclosing the information as referred to in letter a) to letter e), the Issuer or Public Company also discloses information:	√
<ul style="list-style-type: none">» A statement from the Board of Directors that the affiliate transaction has gone through adequate procedures to ensure that the affiliate transaction is carried out in accordance with generally accepted business practices, by complying with the arms-length principle; and	414-415
<ul style="list-style-type: none">» The role of the Board of Commissioners and the audit committee in carrying out adequate procedures to ensure that affiliated transactions are carried out in accordance with generally accepted business practices, by complying with the arms-length principle;	414-415
<ul style="list-style-type: none">For affiliated transactions or material transactions which are business activities carried out to generate business income and are carried out regularly, repeatedly, and/or continuously, an explanation is added that the affiliated transactions or material transactions are business activities carried out to generate operating income. and run regularly, repeatedly, and/or continuously;	409-413
In the event that the affiliated transactions or material transactions referred to have been disclosed in the annual financial statements, additional information regarding the disclosure reference in the annual financial statements is added.	√
<ul style="list-style-type: none">For disclosure of affiliated transactions and/or conflict of interest transactions resulting from the implementation of affiliated transactions and/or conflict of interest transactions that have been approved by independent shareholders, additional information regarding the date of the GMS which approved the affiliated transactions and/or conflict of interest transactions is added;	414-415

DESCRIPTION	PAGE
In the event that there is no affiliated transaction and/or conflict of interest transaction, then this shall be disclosed;	√
xvi) Changes in the provisions of laws and regulations that have a significant effect on Issuers or Public Companies and their impact on financial statements (if any); and	416-424
xvii) Changes in accounting policies, reasons and impact on financial statements (if any).	425
g. Issuer or Public Company Governance	604-1085
The governance of the Issuer or Public Company shall at least contain a brief description of:	
i) GMS, at least contains:	
<ul style="list-style-type: none">Information regarding the resolutions of the GMS in the fiscal year and 1 (one) year prior to the fiscal year include:	634-651
<ul style="list-style-type: none">» Resolutions of the GMS in the fiscal year and 1 (one) year before the fiscal year realized in the fiscal year; and	√
<ul style="list-style-type: none">» Resolutions of the GMS in the fiscal year and 1 (one) year before the fiscal year that have not been realized and the reasons for not realizing them;	√
<ul style="list-style-type: none">In the event that the Issuer or Public Company uses an independent party in the conduct of the GMS to calculate the votes, then this matter shall be disclosed;	641-651
ii) The Board of Directors, at least contains:	675-696
<ul style="list-style-type: none">Duties and responsibilities of each member of the Board of Directors;	675
<ul style="list-style-type: none">Information regarding the duties and responsibilities of each member of the Board of Directors is described and can be presented in tabular form.	675
<ul style="list-style-type: none">A statement that the Board of Directors has guidelines or charter for the Board of Directors;	675
<ul style="list-style-type: none">Policies and implementation of the frequency of meetings of the Board of Directors, meetings of the Board of Directors with the Board of Commissioners, and the level of attendance of members of the Board of Directors in the meeting including attendance at the GMS;	738-754; 754-757; 758;
<ul style="list-style-type: none">Information on the level of attendance of members of the Board of Directors in meetings of the Board of Directors, meetings of the Board of Directors with the Board of Commissioners, or GMS can be presented in the form of a table.	759-771-773
<ul style="list-style-type: none">Training and/or competency development of members of the Board of Directors:	205-227; 692
<ul style="list-style-type: none">» Policies for training and/or improving the competence of members of the Board of Directors, including an orientation program for newly appointed members of the Board of Directors (if any); and	679-680
<ul style="list-style-type: none">» Training and/or competency improvement attended by members of the Board of Directors in the fiscal year (if any);	208-227; 692
<ul style="list-style-type: none">The Board of Directors' assessment of the performance of the committees that support the implementation of the Board of Directors' duties for the fiscal year shall at least contain:	693
<ul style="list-style-type: none">» Performance appraisal procedures; and	√
<ul style="list-style-type: none">» The criteria used are performance achievements during the fiscal year, are competence and attendance at meetings; and	√
<ul style="list-style-type: none">In the event that the Issuer or Public Company does not have a committee that supports the implementation of the duties of the Board of Directors, this matter shall be disclosed.	√
iii) The Board of Commissioners, at least contains:	652-
<ul style="list-style-type: none">Duties and responsibilities of the Board of Commissioners;	652-653
<ul style="list-style-type: none">A statement that the Board of Commissioners has guidelines or charter for the Board of Commissioners;	652
<ul style="list-style-type: none">Policies and implementation of the frequency of meetings of the Board of Commissioners, meetings of the Board of Commissioners with the Board of Directors and the level of attendance of members of the Board of Commissioners in these meetings including attendance at the GMS;	738-754; 754-757; 758
Information on the level of attendance of members of the Board of Commissioners at the meeting of the Board of Commissioners, the meeting of the Board of Commissioners with the Board of Directors, or the GMS can be presented in tabular form.	738-758
<ul style="list-style-type: none">Training and/or competency improvement of members of the Board of Commissioners:	205-208; 666
<ul style="list-style-type: none">» Policy on competency training and/or development of members of the Board of Commissioners, including orientation programs for newly appointed members of the Board of Commissioners (if any); and	√
<ul style="list-style-type: none">» Competency training and/or development attended by members of the Board of Commissioners in the fiscal year (if any);	√
<ul style="list-style-type: none">Performance appraisal of the Board of Directors and the Board of Commissioners as well as each member of the Board of Directors and the Board of Commissioners, at least containing:	693-696

DESCRIPTION	PAGE
» Procedures for implementing performance appraisals;	✓
» Criteria used are performance achievements during the fiscal year, competency and attendance at meetings; and	✓
» Party conducting the assessment; and	✓
• Board of Commissioners' assessment of the performance of the Committees that support the implementation of the duties of the Board of Commissioners in the fiscal year includes:	
» Performance appraisal procedures; and	✓
» The criteria used are performance achievements during the fiscal year, competency and attendance at meetings;	✓
iv) The nomination and remuneration of the Board of Directors and the Board of Commissioners shall at least contain:	717-724
• Nomination procedure, including a brief description of the policies and process for nomination of members of the Board of Directors and/or members of the Board of Commissioners; and	717
• Procedures and implementation of remuneration for the Board of Directors and the Board of Commissioners, among others:	717
» Procedures for determining remuneration for the Board of Directors and the Board of Commissioners;	✓
» The remuneration structure of the Board of Directors and the Board of Commissioners such as salary, allowances, tantiem/bonus and others; and	✓
» The amount of remuneration for each member of the Board of Directors and member of the Board of Commissioners; Disclosure of information can be presented in tabular form.	✓
v) The sharia supervisory board, for Issuers or Public Companies that carry out business activities based on sharia principles as stated in the articles of association, shall at least contain:	N.A.
• Name;	
• Legal basis for the appointment of the sharia supervisory board;	
• Period of assignment of the sharia supervisory board;	
• Duties and responsibilities of the sharia supervisory board; and	
• Frequency and method of providing advice and suggestions as well as supervising the fulfillment of sharia principles in the capital market to Issuers or Public Companies;	
vi) The audit committee, at least contains:	778-791
• Name and position in committee membership;	781-782
• Age;	781-782
• Nationality;	781-782
• Educational history;	781-782
• Position history, including information on:	781-782
» Legal basis for appointment as committee member;	✓
» Concurrent positions, either as a member of the Board of Commissioners, member of the Board of Directors, and/or member of the committee as well as other positions (if any); and	✓
» Work experience and period of time both inside and outside the Issuer or Public Company;	✓
• Period and term of office of the audit committee members;	
• Statement of independence of the audit committee;	
• Training and/or competency improvement that have been followed in the fiscal year (if any);	219-220
• Policies and implementation of the frequency of audit committee meetings and the level of attendance of audit committee members in those meetings; and	783-788
• The implementation of the audit committee's activities for the fiscal year in accordance with the guidelines or charter of the audit committee;	788-791
vii) The nomination and remuneration committee or function of the Issuer or Public Company, at least containing:	791-806
• Name and position in committee membership;	720-722
• Age;	793-795
• Nationality;	793-795
• Educational history;	793-795
• Position history, including information on:	793-795
» Legal basis for appointment as committee member;	✓

DESCRIPTION	PAGE
» Concurrent positions, either as a member of the Board of Commissioners, member of the Board of Directors, and/or committee member and other positions (if any); and	✓
» Work experience and period of time both inside and outside the Issuer or Public Company;	✓
• Period and term of office of the committee members;	797
• Statement of committee independence;	797
• Training and/or competency improvement that have been followed in the fiscal year (if any);	806
• Description of duties and responsibilities;	798-799
• A statement that it has a guideline or charter;	791
• Policies and implementation of the frequency of meetings and the level of attendance of members at the meeting;	799-805
• Brief description of the implementation of activities in the fiscal year; and	805-806
• In the event that no nomination and remuneration committee is formed, the Issuer or Public Company is sufficient to disclose the information as referred to in letter i) to letter l) and disclose:	✓
» Reasons for not forming the committee; and	✓
» The party carrying out the nomination and remuneration function;	✓
viii) Other committees owned by Issuers or Public Companies in order to support the functions and duties of the Board of Directors (if any) and/or committees that support the functions and duties of the Board of Commissioners, at least containing:	806-837
• Name and position in committee membership;	808-809; 821-824
• Age;	808-809; 821-824
• Nationality;	808-809; 821-824
• Educational history;	808-809; 824-828
• Position history, including information on:	808-809; 824-828
» Legal basis for appointment as committee member;	✓
» Concurrent positions, either as a member of the Board of Commissioners, member of the Board of Directors, and/or committee member and other positions (if any); and	✓
» Work experience and period of time both inside and outside the Issuer or Public Company;	✓
• Period and term of office of the committee members;	811-820
• Statement of committee independence;	811; 828-829
• Training and/or competency improvement that have been followed in the fiscal year (if any); and	818; 837
• Description of duties and responsibilities;	811-812; 820
• A statement that the committee has had guidelines or charters;	806-819
• Policies and implementation of the frequency of committee meetings and the level of attendance of committee members at the meeting; and	812-813; 829-835
• A brief description of the committee's activities for the fiscal year;	817-818; 835-836
ix) Corporate Secretary, at least contains:	838-844
• Name;	840-841
• Domicile	840
• Position history, including:	840-841
» Legal basis for appointment as company secretary; and	✓
» Work experience and period of time both inside and outside the Issuer or Public Company;	✓
• Educational history;	840
• Training and/or competency improvement followed during the fiscal year; and	841
• A brief description of the implementation of the duties of the Corporate Secretary for the fiscal year;	842
x) Internal audit unit, at least contains:	844-859
• Name of the head of the internal audit unit;	846
• Position history, including:	846

DESCRIPTION	PAGE
» Legal basis for the appointment as head of the internal audit unit; and	✓
» Work experience and period of time both inside and outside the Issuer or Public Company;	✓
• Qualification or certification as an internal audit profession (if any);	846
• Training and/or competency improvement to be followed during the fiscal year;	846; 851-853
• Structure and position of the internal audit unit;	845
• Description of duties and responsibilities;	847
• A statement that the internal audit unit has had guidelines or charters; and	846
• A brief description of the implementation of the internal audit unit's duties for the fiscal year including the policy and implementation of the frequency of meetings with the Board of Directors, Board of Commissioners, and/or audit committee;	850
xi) A description of the internal control system implemented by the Issuer or Public Company, at least containing:	922-927
• Financial and operational control, as well as compliance with other laws and regulations;	922-923
• Review of the effectiveness of the internal control system; and	926
• Statement of the Board of Directors and/or Board of Commissioners on the adequacy of the internal control system;	927
xii) The risk management system implemented by the Issuer or Public Company, at least contains:	893-921
• General description of the risk management system of the Issuer or Public Company;	✓
• Types of risks and how to manage them;	✓
• Review of the effectiveness of the Issuer's or Public Company's risk management system; and	✓
• Statement of the Board of Directors and/or the Board of Commissioners or the audit committee on the adequacy of the risk management system;	✓
xiii) Legal cases that have a material impact faced by Issuers or Public Companies, subsidiaries, members of the Board of Directors and members of the Board of Commissioners (if any), at least contain:	928-933
• Subject matter/claim;	✓
• Status of settlement of cases/claims; and	✓
• Effect on the condition of the Issuer or Public Company;	✓
xiv) Information on administrative sanctions/sanctions imposed on Issuers or Public Companies, members of the Board of Commissioners and members of the Board of Directors, by the Financial Services Authority and other authorities for the fiscal year (if any);	934
xv) Information regarding the code of ethics of the Issuer or Public Company includes:	1.002-1.004
• Main points of the code of ethics;	✓
• Form of socialization of the code of ethics and its enforcement efforts; and	✓
• A statement that the code of ethics applies to members of the Board of Directors, members of the Board of Commissioners, and employees of Issuers or Public Companies;	✓
xvi) A brief description of the policy of providing long-term performance-based compensation to management and/or employees owned by the Issuer or Public Company (if any), including the management stock ownership program (MSOP) and/or program employee stock ownership (ESOP);	725-726
In terms of providing compensation in the form of a management stock ownership program (MSOP) and/or an employee stock ownership program (ESOP), the information disclosed must at least contain:	
• Number of shares and/or options;	✓
• Implementation period;	✓
• Requirements for eligible employees and/or management; and	✓
• Exercise price or determination of exercise price;	✓
xvii) A brief description of the information disclosure policy regarding:	727-737
• Share ownership of members of the Board of Directors and members of the Board of Commissioners no later than 3 (three) working days after the occurrence of ownership or any change in ownership of shares of a Public Company; and	✓

DESCRIPTION	PAGE
• Implementation of the policy;	✓
xviii) A description of the whistleblowing system at the Issuer or Public Company, at least containing:	1.008-1.010
• Method of submitting a violation report;	✓
• Protection for whistleblowers;	✓
• Complaint handling;	✓
• Party managing the complaint; and	✓
• Result of complaint handling, at least:	✓
» Number of complaints received and processed in the fiscal year; and	✓
» Follow-up on complaints;	✓
In the event that the Issuer or Public Company does not have a whistleblowing system, this matter is disclosed.	✓
xix) A description of the anti-corruption policy of the Issuer or Public Company, at least containing:	1.005-1.007
• Programs and procedures implemented in overcoming corrupt practices, kickbacks, fraud, bribery and/or gratification in Issuers or Public Companies; and	✓
• Anti-corruption training/socialization to employees of Issuers or Public Companies;	✓
In the event that the Issuer or Public Company does not have an anti-corruption policy, the reasons for not having the said policy are explained.	✓
xx) Implementation of the Public Company governance guidelines for Issuers issuing equity securities or Public Companies, including:	1.057-1.069
• A statement regarding the recommendations that have been implemented; and/or	✓
• Explanation of recommendations that have not been implemented, along with reasons and alternative implementations (if any).	✓
Disclosure of information can be presented in tabular form.	✓
h. Social and Environmental Responsibility of Issuers or Public Companies	1088-1110
i) The information disclosed in the social and environmental responsibility section is a Sustainability Report as referred to in the Financial Services Authority Regulation Number 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies, at least includes:	
• Explanation of the sustainability strategy;	✓
• Overview of sustainability aspects (economic, social, and environmental);	✓
• Brief profile of the Issuer or Public Company;	✓
• Explanation of the Board of Directors;	✓
• Sustainability governance;	✓
• Sustainability performance;	✓
• Written verification from an independent party, if any;	✓
• Feedback sheet for readers, if any; and	✓
• The response of the Issuer or Public Company to the previous year's report feedback;	✓
ii) The Sustainability Report as referred to in number 1) must be prepared in accordance with the Technical Guidelines for the Preparation of a Sustainability Report for Issuers and Public Companies as contained in Appendix II which is an integral part of this Financial Services Authority Circular Letter;	✓
iii) Information on the Sustainability Report in number 1) can:	✓
• Disclosed in other relevant sections outside the Social and Environmental Responsibility section, such as the Directors' explanation regarding the Sustainability Report disclosed in the section related to the Directors' Report; and/or	✓
• Refers to other sections outside the Social and Environmental Responsibility section by still referring to the Technical Guidelines for the Preparation of Sustainability Reports for Issuers and Public Companies as listed in Appendix II which is an integral part of this Financial Services Authority Circular Letter, such as the profile of the Issuer or Public Company;	✓
iv) The Sustainability Report as referred to in number 1) is an inseparable part of the Annual Report but can be presented separately from the Annual Report;	✓

DESCRIPTION	PAGE
v) In the event that the Sustainability Report is presented separately from the Annual Report, the information disclosed in the Sustainability Report must:	✓
• Contains all the information as referred to in number 1); and	✓
• Prepared in accordance with the Technical Guidelines for the Preparation of a Sustainability Report for Issuers and Public Companies as listed in Appendix II which is an integral part of this Financial Services Authority Circular Letter;	✓
vi) In the event that the Sustainability Report is presented separately from the Annual Report, then the Social and Environmental Responsibility section contains information that information on Social and Environmental Responsibility has been disclosed in the Sustainability Report which is presented separately from the Annual Report; and	✓
vii) Submission of the Sustainability Report which is presented separately from the Annual Report must be submitted together with the Annual Report.	✓
i. Audited Annual Financial Report	1.147-1.422
The annual financial reports contained in the Annual Report are prepared in accordance with financial accounting standards in Indonesia and have been audited by a public accountant registered with the Financial Services Authority. The said annual financial report contains a statement regarding the accountability for financial statements as regulated in the Financial Services Authority Regulation regarding the Board of Directors' responsibility for financial reports or the laws and regulations in the capital market sector which regulates the periodic reports of securities companies in the event that the Issuer is a securities company.	1.136-1.422
j. Statement Letters of Members of the Board of Directors and Members of the Board of Commissioners regarding Responsibilities for the Annual Report Statements of members of the Board of Directors and members of the Board of Commissioners regarding the responsibilities of the Annual Report are prepared in accordance with the format of Statement Letters of Members of the Board of Directors and Members of the Board of Commissioners regarding Responsibilities for the Annual Report as contained in the Appendix I which is an integral part of this Financial Services Authority Circular Letter.	86-87; 1.137



Annual Report **2022**

BNI for Stronger Indonesia



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