BUMN UNTUK INDONESIA

BNI
Serving the Country, the Pride of the Nation



From **Local** to **Global**

PT Bank Negara Indonesia (Persero) Tbk

2023 Annual Report


BNI
Serving the Country, the Pride of the Nation

Disclaimer and Limitation of Liability

This 2023 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 ("FSA") 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. As a State-Owned Enterprise (SOE), BNI strives to comply with related provisions, especially Ministry of SOEs Regulation No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of SOEs, which is also related to the preparation of Annual Reports by SOEs. In addition, BNI also prepared a separate Sustainability Report that explains the banking business practices sustainability strategies and initiatives being developed, in accordance with OJK Regulation No. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers and Public Companies.

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 "Limited Liability Company", or "Company" 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



From Local to Global

BNI's CorporateTransformation has clear direction and objectives.The gradual and continuous implementation of transformation, which will navigate the journey along a predetermined route, has increasingly delivered results. In the midst of economic challenges, as well as increasingly dynamic domestic and global conditions, BNI CorporateTransformation continues to be implemented and produces positive results.

The shareholders' aspiration for BNI to become a global bank is one of the goals of this transformation. Despite the competitive competition, BNI is aiming to improve its business processes so that it can be present and provide services at an international level. With such a broad target market, of course BNI is required to answer existing challenges.Through this transformation, BNI strives to provide financial services that are agile, adaptive, accountable and competitive with excellence.

Theme Continuity



2022

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.



2021

Jumping Higher for the Country

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.



2020

Uniting Energy to Revive the Country

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.



2019

Digitalization For Excellent Services

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 Competitive Advantage

"As the first bank owned by the Indonesian Government, **BNI continues to transform** together with the Indonesian people, providing superior financial, digital and international service solutions in a sustainable manner."

Excellent Reputation and Experience in Corporate and Institutional Banking

BNI's DNA is as corporate banking with international network excellence, and this is embedded through extensive experience and a global reputation as a national bank that actively supports Indonesian businesses in many economic cycles. Loans to the corporate segment are still the segment with the largest lending share in BNI with an average share of 49,8% over the last 3 (three) years. By December 2023, BNI's corporate loans composition reached 52,8% and became a catalyst for other lending segments growth. In the corporate segment, BNI focuses 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 overseas, located in world business and financial centers, including Singapore, Hong Kong, Tokyo, New York, London, Seoul, and Amsterdam. Supported by strategic alliances and a network of overseas correspondent banks, BNI has a global reputation as a national bank that actively bridges business and investment from Indonesia to overseas companies and vice versa. In line with the Indonesian Government's mandate for BNI to become an Indonesian bank with global capacity, BNI continues to optimize its competitive advantage to facilitate businesses, including corporations and Small and Medium Enterprises (SME) exporters, to enter the global market, as well as serve transaction and service needs, and Indonesian diaspora finance services.

Widespread Domestic Office Network to Reach All Levels of Society

By the end of 2023, BNI operated 2.122 outlets, 13.390 ATMs, and 185.697 Branchless Banking agents (BNI Agen46) throughout Indonesia. When managing the office network, BNI pays attention to effective and efficient deployment, as well as the transfer of customer banking transactions to digital channels, especially BNI Mobile Banking, which offers an easy, fast, safe and comfortable transaction experience. In 2023, BNI also began to transition to develop flagship, digital first and thematic outlet formats offering a faster, unique and more complete banking experience for customers. To support financial inclusion, BNI Agen46 can be found in 35,500 sub-districts/villages throughout Indonesia, including areas categorized as Frontier, Remote and Disadvantaged (3T). In 2023, BNI Agen46 recorded a transaction volume of IDR59,92 trillion with total transactions reaching IDR85,49 million.

Comprehensive and Competitive Digital Ecosystem

By following its one stop solution digital financial services strategy, BNI's digital financial services are available to answer the needs for end to end consumer & retail and business banking segment customers. BNI's digital services product champions include BNI Mobile Banking, BNIDirect and API. BNI Mobile Banking is now used by more than 16 million individual customers, with the advantage of complete transaction features and ease of use anytime and anywhere. For business customers, the total number of BNIDirect users at the end of 2023 had reached more than 147 thousand users. As a pioneer in strengthening the digital payment ecosystem in Indonesia, BNI uses API (Application Programming Interface) service to facilitate partners in providing disbursement, collection, payment, account information and digital account opening services. In 2023, BNI was in the process of transforming Hibank (formerly Bank Mayora) to become the first digital bank in Indonesia focused on the SME segment.

The Bank with the Leading Sustainable Financial Practices in Indonesia

As one of the pioneers of Green Banking in Indonesia, BNI is committed to internalizing the sustainable finance principles in its values, work culture, strategy, operational policies, and operational systems and procedures. The application of sustainable finance principles is carried out by increasing sustainable portfolios and financing in environmentally friendly sectors, as well as instigating proactive efforts to reduce emissions resulting from operations and business. BNI has also been proactive by introducing Sustainability Linked Loans (SLL), where one of the main aspects of SLL is providing incentives for customers capable of improving the Environmental, Social & Governance (ESG) aspects in their business. By the end of 2023, the SLL portfolio had reached IDR4,6 trillion. Other than the SLL scheme, BNI has also prepared a special financing scheme with attractive pricing for green financing. BNI currently has an "A" rating from Morgan Stanley Capital Investment (MSCI) for ESG implementation, one of the highest ratings among large banks in Indonesia.

Milestones

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 expectation

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.

2012

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

2010

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

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.

2013

BNI joined a strategic partnership with Sumitomo Life Insurance Company that purchased new shares issued by PT BNI Life Insurance worth IDR4.2 trillion.

2014

BNI's Net Income for the first time broke the double-digit figure (IDR10.8 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 IDR11.4 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 IDR3 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 IDR100 billion for a period of 5 years with a fixed interest rate of 8% per annum. The MTN were registered at FSA, 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 IDR2.39 trillion were issued on September 25, 2019.

2020

- BNI restated its vision "To become a Financial Institution that excels in sustainable service and performance" and restated its mission "Strengthening excellent service and digital solutions to all customers, as the primary partner of choice" and "Strengthening international services to support the needs of global business partners." The purpose was to strengthen BNI's excellence in international business through overseas and domestic networks, partnership cooperation and digital banking development in response to challenges and competition.
- 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 with Mandiri Syariah, and BRI Syariah.

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.

2022

- BNI acquired PT Bank Mayora. 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, referred to as "BNI Ventures", as BNI's strategy to support the development of the digital ecosystem in Indonesia.
- Additional capital participation in PT Bank Syariah Indonesia Tbk, where BNI's share ownership in BSI was diluted to 23.24%.
- Issuance of PT Bank Negara Indonesia (Persero) Tbk Green Bond I Year 2022 with a principal amount of IDR5 trillion. This bond is the first Green Bond product in Indonesia issued in Rupiah.

2023

October 6 2023, BNI carried out corporate action in the form of a stock split with a ratio of 1:2 effective on the Indonesian Stock Exchange. This corporate action was carried out in order to increase demand for BNI shares by expanding the investor base. The market responded positively to this corporate action, as evidenced by the strengthening of BNI's share price so that BNI's market capitalization value at the end of 2023 reached IDR200.5 trillion, an increase of 16.5% compared to the end of 2022 of IDR172.0 trillion. This market capitalization value is the highest in BNI's history since it was listed on the Indonesian Stock Exchange.

BNI Corporate Transformation

"Sustainable banking business development certainly requires clear direction. Using a transformation strategy including digitalization, developing business models, strengthening capital, organization and work culture, as well as strengthening business groups, BNI seeks to create banking services that are agile, adaptive spread across international networks, which will ultimately increase BNI's valuation and provide added value for investors and shareholders."

BNI CORPORATE TRANSFORMATION

has been underway from April 2021 until now, involving all Divisions/Units/other Functional Units.

Organizational Structuring through the application of the New Way of Working to produce leaner, more agile and customer centric organizational and business processes

Branch Transformation through implementing new outlet formats and refining digitalized business processes to improve the customer experience

SME business optimization through BNI Xpora to support MSMEs Go Global

Sharpening the Top Tier Customer management model Corporate segment to Retail Productive segment to increase customer cross selling

End to End Credit Process Improvement through standardization, process strengthening, and digitalization by developing credit tools for more prudent business processes

Human Capital Strengthening through Human Capital Blueprint design and improvement of Talent Management to build future competitiveness

Performance Management System improvements Segment, Product, & Channel based for a transparent and business-oriented performance assessment system

Improved Collaboration IT and Business to support business-oriented digital transformation

Increased Efficiency and Cost Effectiveness for improvement and optimization of the bottom line

Capital Strengthening through the issuance of Additional Tier 1 USD 600 million and Subordinated Bond (Tier 2) USD 500 million

Business groups Strengthening through the acquisition of Bank Mayora (hibank), the formation of BNI Ventures, additional BSI participation of IDR500 billion, and resegmentation of BNI Finance

BNI Mobile Banking and New BNI Cash Management Digitalization to increase added value and experience for customers

Operational improvements banking through centralization, standardization and process automation to produce faster, leaner and more accurate processes

International networks Expansion through the Launching of BNI Amsterdam (Representative Office)

NWOW BNI

"New Way of Working (NWOW) is one of the internal strategies implemented in 2023 to prepare the BNI organization for the future through new ways of working to achieve the Company's strategic targets."

The New Way of Working (NWOW) initiative is one of the strategic initiatives carried out in BNI Corporate Transformation as an effort to align the organization to clarify accountability and reduce overlapping functions. With the implementation of NWOW, it is hoped that work processes within the BNI organization will become more effective and efficient through the implementation of new ways of working in order to achieve corporate strategic targets.

The implementation of NWOW aims to improve and strengthen future-ready capabilities, by encouraging agile, proactive working methods, a culture of collaboration and high execution capabilities to face all challenges in this era full of change.

In this way, every BNI Hi-Movers can work adaptively and collaboratively to jointly drive sustainable business achievements.

Aligning organization, clarifying accountability and reducing overlapping functions.

A more effective and efficient organization through implementing new ways of working.

Encouraging agile, proactive work methods, a culture of collaboration and high execution capabilities.



2023 Achievements

"The corporate transformation success was a fundamental factor for BNI to continue to improve its services and provide the best for customers, investors, shareholders and all stakeholders."

IDR695.1 Trillion

Total loans disbursed by BNI in 2023 grew 7.6% compared to IDR646.2 trillion the previous year.

IDR810.7 Trillion

Total customer savings in 2023 grew 5.4% compared to IDR769.3 trillion the previous year.

IDR61.5 Trillion

Total interest income in 2023 increased 12.5% compared to IDR54.7 trillion the previous year.

IDR62.7 Trillion

Total operating income in 2023 increased 2.1% compared to IDR61.5 trillion the previous year.

IDR20.9 Trillion

Net Profit in 2023 increased 14.2% compared to IDR18.3 trillion the previous year.

85.8 %

The Loan to Total Deposit Ratio (LDR) in 2023 increased by 1.6% compared to the previous year of 84.2%.

22.0 %

The Minimum Capital Requirement Ratio (KPMM) in 2023 increased by 2.7% compared to the previous year of 19.3%.

68.4 %

The ratio of operating costs to operating income (BOPO) in 2023 decreased by 0.2% compared to the previous year of 68.6%.

2.1 %

The Non-Performing Loan (NPL) ratio (Gross) in 2023 decreased by 0.7% compared to the previous year of 2.8%.

2.6 %

Return on Assets (ROA) in 2023 increased by 0.1% compared to the previous year of 2.5%.

16.8 %

Return on Equity (ROE) in 2023 will increase by 0.4% compared to the previous year of 16.4%.

Rank 2
(low to moderate)

BNI Individual Risk Profile **self-assessment results** as of December 31 2023, with a low to moderate Inherent Risk rating and a Satisfactory Risk Management Implementation Quality (KPMR) rating.

AAA /Stable — **Corporate Rating rating given by PEFINDO.**

BBB /Stable — **Corporate Rating rated by S&P**

BBB- /Stable — **Corporate Rating rated by Fitch**

Baa2 /Stable — **Corporate Rating rated by Moody's**

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BNI

SERVING THE COUNTRY, PRIDE OF THE NATION

2023 Annual Report

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PT Bank Negara Indonesia (Persero) Tbk

Important Financial Data Overview

Consolidated Statement of Financial Position

In billion Rupiah, unless otherwise stated	2023	2022	YoY 2022-2023 (%)		2021*)	2020**)	2020	2019
Assets								
Cash	11.207	13.448	(16,7)	▼	13.684	16.908	17.324	15.362
Current Accounts with Bank Indonesia	65.256	82.922	(21,3)	▼	48.682	33.550	35.066	37.104
Current Accounts with Other banks - Net	35.023	15.922	120,0	▲	19.570	15.678	16.108	14.963
Placements with Other Banks - Net	43.794	51.569	(15,1)	▼	92.290	56.141	61.329	47.777
Marketable Securities - Net	37.165	28.556	30,1	▲	25.803	22.632	29.687	27.162
Securities Purchased under Agreements to Resell - Net	13.951	16.631	(16,1)	▼	22.011	8.666	8.666	411
Bills and Other Receivables - Net	18.999	20.729	(8,3)	▼	19.563	17.894	17.894	19.208
Acceptance Receivables - Net	17.091	18.912	(9,6)	▼	20.543	20.499	20.576	18.558
Derivative Receivables- Net	996	685	45,4	▲	494	1.461	1.461	312
Loans Disbursed	695.085	646.188	7,6	▲	582.436	553.106	586.207	556.771
Allowance for Impairment Losses of Loans Disbursed	(47.158)	(50.334)	6,3	▲	(50.295)	(42.932)	(44.228)	(16.909)
Government Bonds	127.099	121.291	4,8	▲	111.429	84.150	90.659	81.029
Prepaid Taxes	643	644	(0,1)	▼	1.051	1.050	1.050	1.050
Prepaid Expenses	2.743	3.244	(15,4)	▼	3.096	2.699	2.807	2.609
Investments in Associates	11.284	10.049	12,3	▲	8.689	-	-	-
Equity Investments - Net	564	609	(7,4)	▼	830	4.177	813	523
Other Assets	16.972	13.856	22,5	▲	11.849	13.383	13.758	11.801
Fixed Assets - Net	27.765	26.549	4,6	▲	26.883	26.257	27.362	26.525
Intangible Assets	744	753	(1,2)	▼	-	-	-	-
Deferred Tax Assets - Net	7.441	7.614	(2,3)	▼	6.230	4.591	4.800	1.349
Total Assets	**1.086.664**	**1.029.837**	**5,5**	▲	**964.838**	**839.910**	**891.337**	**845.605**
Liabilities								
Obligations Due Immediately	5.295	4.686	13,0	▲	4.554	5.508	5.561	5.273
Deposits from Customers	810.730	769.269	5,4	▲	729.169	631.551	647.572	582.541
Deposits from Other Banks	11.894	15.245	(22,0)	▼	14.377	9.245	9.023	11.584
Derivative Payables	810	775	4,6	▲	110	414	414	203
Securities Sold Under Agreements To Repurchase	6.891	2.885	138,9	▲	1.829	2.590	2.590	2.183
Acceptance Payables	5.748	5.301	8,4	▲	5.588	5.423	5.500	5.341
Accrued Expenses	1.664	1.441	15,5	▲	1.242	1.125	1.182	997
Taxes Payable	823	1.551	(46,9)	▼	1.284	1.060	1.148	568
Employee Benefits	7.006	6.880	1,8	▲	6.138	5.652	6.344	4.392
Provisions	2.173	2.712	(19,9)	▼	2.276	1.421	1.422	185
Other Liabilities	26.125	21.130	23,6	▲	20.542	18.038	18.280	14.901
Securities Issued	4.893	4.897	(0,1)	▼	2.986	2.985	2.985	2.985
Borrowings	30.950	35.654	(13,2)	▼	32.458	44.114	44.114	57.236
Subordinated Securities	16.929	17.213	(1,6)	▼	15.765	100	100	100
Total Liabilities	**931.931**	**889.639**	**4,8**	▲	**838.318**	**729.226**	**746.236**	**688.489**

In billion Rupiah, unless otherwise stated	2023	2022	YoY 2022-2023 (%)		2021*)	2020**)	2020	2019
Temporary Syirkah funds								
Deposits from Customers	-	-	-	-	-	-	31.881	31.770
Deposits from Other Banks	-	-	-	-	-	-	349	341
Mudharabah Sukuk Issued	-	-	-	-	-	-	-	-
Total Temporary Syirkah Funds	-	-	-	-	-	-	32.230	32.112
Equity								
Share Capital	9.055	9.055	-	-	9.055	9.055	9.055	9.055
Additional Paid-in Capital/ Agio Saham	17.270	17.010	1,5	▲	17.010	14.568	14.568	14.568
Share-Based Payment Reserves	260	-	100,0	▲	-	-	-	-
Transactions with Non-Controlling Interests	2.257	2.257	-	-	2.257	2.257	2.257	2.257
Asset Revaluation Reserve	15.448	15.441	0,0	▲	15.442	14.882	14.963	14.947
Unrealized (Losses)/ (Gains) on Marketable Securities and Government Bonds Measured at Fair Value through Other Comprehensive Income, Net of Tax	(896)	(1.971)	54,5	▲	1.949	2.424	2.424	(822)
Exchange Difference on Translation of Foreign Currency Financial Statements	(58)	(36)	(61,1)	▼	(17)	23	23	48
Retained Earnings	107.236	94.060	14,0	▲	78.250	64.878	66.981	82.463
Treasury Shares	(180)	-	(100,0)	▼	(207)	(79)	(79)	-
Non-Controlling Interests	4.602	4.382	5,0	▲	2.781	2.676	2.680	2.488
Total Equity	154.733	140.198	10,4	▲	126.520	110.684	112.872	125.004
Total Liabilities, Temporary Syirkah funds and Equity	1.086.664	1.029.837	5,5	▲	964.838	839.910	891.337	845.605

*) On February 1, 2021, BNI Syariah officially joined Bank Syariah Indonesia in accordance with the Capital Market approval through OJK S-289/D.04/2020 dated December 11, 2020, and OJK Banking Letter No. 4/DK.03/2021 dated January 27, 2021, therefore it is no longer into the consolidated financial statements of BNI and its Subsidiaries as of the Fiscal Year 2021.
**) Financial performance for 2020, taking into account the impact of releasing BNI Syariah's performance.

Consolidated Statement of Profit (Loss) and Other Comprehensive Income

In billion Rupiah, unless otherwise stated	2023	2022	YoY 2022-2023 (%)		2021*)	2020**)	2020	2019
Interest Income and Sharia Income	61.472	54.659	12,5	▲	50.026	52.144	56.173	58.532
Interest Expense and Sharia Expense	(20.196)	(13.338)	51,4	▲	(11.779)	(18.103)	(19.021)	(21.930)
Interest Income and Sharia Income - Net	41.276	41.321	(0,1)	▼	38.247	34.041	37.152	36.602
Premium Income and Investments Return	6.853	6.221	10,1	▲	5.887	5.330	5.330	6.158
Claims Expenses	(5.194)	(4.670)	(11,2)	▼	(4.488)	(3.859)	(3.859)	(4.461)
Premium Income - Net	1.659	1.551	7,0	▲	1.399	1.471	1.471	1.697
Other Operating Income	19.812	18.600	6,5	▲	16.219	13.640	13.413	13.713
Total Operational Income	62.747	61.472	2,1	▲	55.865	49.152	52.036	52.012
Other Operating Expenses	(27.778)	(27.059)	(2,7)	▼	(24.801)	(22.088)	(24.214)	(23.687)
Allowance for Impairment Losses	(9.196)	(11.514)	20,1	▲	(18.297)	(22.038)	(22.590)	(8.838)
Operating Income	25.773	22.899	12,6	▲	12.767	5.026	5.231	19.487
Non-Operating (Expenses) Income – Net)	(133)	(212)	(37,3)	▼	(216)	(95)	(119)	(118)
Income Before Tax Expenses	25.640	22.687	13,0	▲	12.551	4.931	5.112	19.369

In billion Rupiah, unless otherwise stated	2023	2022	YoY 2022-2023 (%)		2021*)	2020**)	2020	2019
Tax Expense	(4.534)	(4.205)	(7,8)	▼	(1.574)	(1.610)	(1.791)	(3.861)
Income for the Year	21.106	18.482	14,2	▲	10.977	3.321	3.321	15.509
Other Comprehensive Income								
• Other Comprehensive (Loss)/ Income for the Current Period After Tax	673	(3.826)	117,6	▲	745	872	872	2.875
Comprehensive Income for the Current Period	21.780	14.656	48,6	▲	11.722	4.193	4.193	18.384
Comprehensive Income for the Year Attributable to:								
• Equity holders of the parent entity	20.909	18.312	14,2	▲	10.898	3.280	3.280	15.384
• Non-controlling interests	197	170	15,7	▲	79	41	41	124
Total Comprehensive Income for the Year								
Total Comprehensive Income For The Year Attributable To:								
• Equity holders of the parent entity	21.560	14.594	47,7	▲	11.620	4.001	4.001	18.192
• Non-controlling interests	220	62	254,1	▲	102	192	192	191
Earnings Per Share Attributable to Equity Holders of the Parent Entity (in full Rupiah amount)	561	983	(42,9)	▼	585	176	176	825

*) On February 1, 2021, BNI Syariah officially joined PT Bank Syariah Indonesia Tbk in accordance with the Capital Market approval through OJK letter No. S-289/D.04/2020 dated December 11, 2020, and OJK Banking Letter No. 4/DK.03/2021 dated January 27, 2021, therefore it is no longer consolidated into the consolidated financial statements of BNI and its Subsidiaries as of the Fiscal Year 2021.
**) Financial performance for 2020, taking into account the impact of releasing BNI Syariah's performance.

Statement of Consolidated Cash Flows

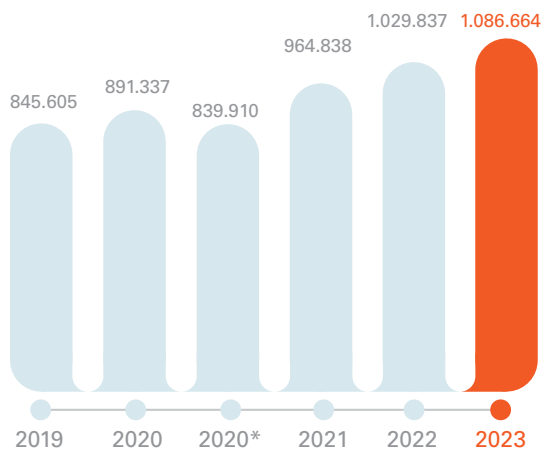
In billion Rupiah, unless otherwise stated	2023	2022	YoY 2022-2023 (%)		2021	2020	2019
Cash Flows from Operating Activities	10.393	19.953	(47,9)	▼	97.479	74.254	(12.611)
Cash Flows from Investing Activities	(10.771)	(32.233)	(66,6)	▼	(15.656)	(11.992)	13.484
Cash Flows from Financing Activities	(8.493)	2.725	(411,6)	▼	1.719	(17.139)	(18.491)
(Decrease)/Increase in Net Cash and Cash Equivalents	(8.871)	(9.555)	7,2	▲	83.542	45.123	(17.618)
Impact of Loss of Control	-	-	-	▲	(37.614)	-	-
Impact of Foreign Currency Exchange Rate Changes	(150)	115	(230,4)	▼	505	600	(119)
Cash and Cash Equivalents at Beginning of the Year	163.900	173.340	(5,4)	▼	126.908	81.185	98.922
Cash and Cash Equivalents at the End of Year	154.879	163.900	(5,5)	▼	173.340	126.908	81.185

Financial Ratios (Bank Only)

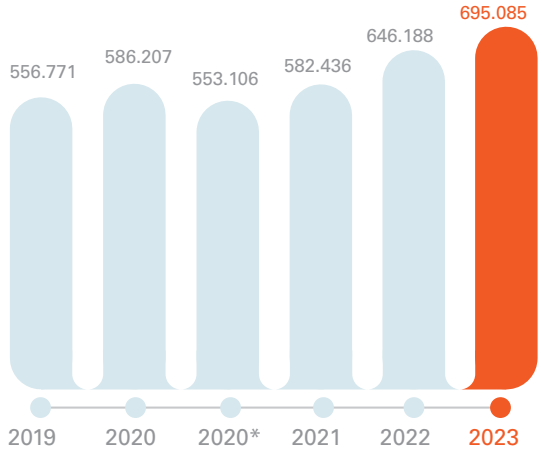
In percentage (%), unless otherwise stated	2023	2022	Difference 2022-2023		2021	2020	2019
Capital							
Common Equity Tier 1 (CET1) Ratio	18,8	16,1	2,7	▲	16,4	15,7	18,7
Tier 1 Ratio	20,3	17,5	2,8	▲	17,7	15,7	18,7
Tier 2 Ratio	1,7	1,8	(0,1)	▼	2,0	1,1	1,1
Minimum Capital Adequacy Ratio	22,0	19,3	2,7	▲	19,7	16,8	19,7
Fixed Assets Against Capital	18,9	19,8	(0,9)	▼	21,1	25,1	22,0
Asset Quality							
Distressed Earning Assets and Distressed Non-Earning Assets to Total Earning Assets and Non-Earning Assets	1,6	2,0	(0,4)	▼	2,8	3,1	1,8
Distressed Earning Assets to Total Earning Assets	1,5	1,9	(0,4)	▼	2,6	2,9	1,6
Gross NPL	2,1	2,8	(0,7)	▼	3,7	4,3	2,3
Net NPL	0,6	0,5	0,1	▲	0,7	0,9	1,2

In percentage (%), unless otherwise stated	2023	2022	Difference 2022-2023		2021	2020	2019
Loan at Risk (LaR)	12,9	16,0	(3,1)	▼	23,3	28,7	9,4
Allowance for Impairment Losses (CKPN) of Financial Assets to Earning Assets	5,2	6,0	(0,8)	▼	6,5	6,2	2,2
CKPN Fulfillment for Earning Assets	4,7	5,4	(0,7)	▼	5,9	2,9	2,2
CKPN Fulfillment for Non-Earning Assets	47,7	43,4	4,3	▲	29,4	13,9	14,8
NPL *Coverage Ratio*	319,0	278,3	(40,7)	▼	233,4	182,4	133,5
LaR Coverage Ratio	52,7	48,8	3,9	▲	37,0	27,0	32,3
Loans to Total Earning Assets	64,0	64,3	(0,3)	▼	63,2	66,9	65,5
Core Debtor Loans to Total Loans	35,9	28,6	7,3	▲	31,2	30,3	29,0
Foreclosed Collateral to Total Loans	0.2	0,2	-	-	0,3	0,3	0,0
Profitability							
Return on Assets (ROA)	2,6	2,5	0,1	▲	1,4	0,5	2,4
Return on Equity (ROE) - Tier 1 Capital Based	16,8	16,4	0,4	▼	10,4	2,9	14,0
Return on Equity (ROE) - Equity Based	15,2	14,9	0,3	▲	9,4	2,6	13,4
Net Interest Margin (NIM)	4,6	4,8	(0,2)	▼	4,7	4,5	4,9
Other Operating Income to Operating Income	32,4	31,3	1,1	▲	29,9	28,3	29,3
Profit (Loss) to Total Assets	2,0	1,9	0,1	▲	1,1	0,3	2,0
Profit (Loss) to Total Equity	14,2	14,1	0,1	▲	8,9	2,7	12,5
Total Liabilities to Total Assets	86,1	86,8	(0,7)	▼	87,3	87,4	85,0
Total Liabilities to Total Equity	618,6	657,0	(38,4)	▼	687,9	689,6	567,5
Fee Based Income to Total Other Operating Income	74,2	79,8	(5,6)	▼	84,0	88,4	82,8
Earnings per Share (EPS) (In Rupiah full amount)	561	983	(422)	▼	585	176	825
Liquidity							
Loan to Deposit Ratio (LDR)	85,8	84,2	1,6	▲	79,7	87,3	91,5
Liquid Assets to Total Assets Ratio	19,9	21,5	(1,6)	▼	24,8	20,2	18,6
Total Liquid Assets to Short-Term Funding Ratio	25,6	27,6	(2,0)	▼	31,35	25,8	18,4
Macroprudential Intermediation (RIM) Ratio	89,0	83,4	5,6	▲	74,1	75,4	86,6
Current Account/Saving Account (CASA) Ratio	71,6	72,9	(1,3)	▼	69,4	68,4	66,8
Cost of Fund (CoF) Ratio	2,2	1,5	0,7	▲	1,6	2,6	3,2
Compliance							
LLL Percentage							
• Related Party	Nil	Nil	Nil	-	Nil	Nil	Nil
• Unrelated Party	Nil	Nil	Nil	-	Nil	Nil	Nil
LLL Excess Percentage							
• Related Party	Nil	Nil	Nil	-	Nil	Nil	Nil
• Unrelated Party	Nil	Nil	Nil	-	Nil	Nil	Nil
Minimum Mandatory Reserve (GWM)							
• Primary Rupiah GWM	9,5	11,9	(2,4)	▼	7,7	5,4	6,7
• Foreign Currency GWM	4,0	4,0	-	-	4,0	4,0	8,0
Net Open Position (NOP)	1,7	1,6	1	▲	0,9	3,2	2,4
Efficiency							
BOPO (Operating Cost/Operating Income)	68,4	68,6	(0,2)	▼	81,2	93,3	73,2
CIR (Cost to Income Ratio)	42,9	42,6	0,3	▲	43,3	44,2	43,9
Other Ratios							
Operating Income/Employee (IDR-million)	2.182	2.195	(13)	▼	1.985	1.738	1.732
Number of Outlets (full amount, unaudited)	2.122	2.149	(27)	▼	2.183	2.219	2.245
Number of ATM (full amount, unaudited)	13.390	16.125	(2.735)	▼	16.385	18.230	18.659
Number of Employees (full amount, unaudited)	27.570	27.170	400	▲	27.177	27.202	27.211

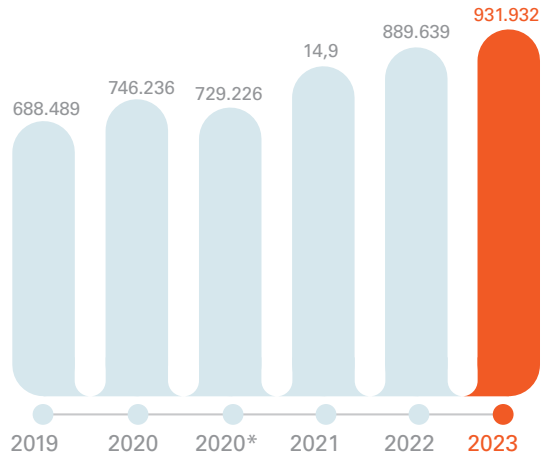
Total Assets
(IDR-billion)



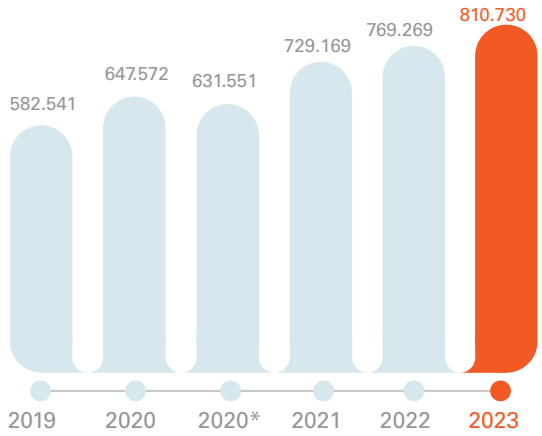
Loans Disbursed - Net
(IDR-billion)



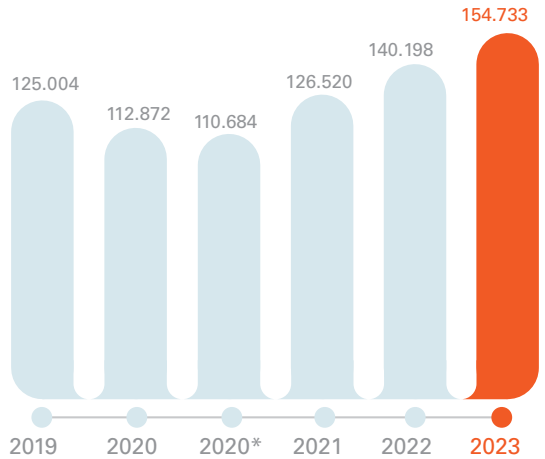
Total Liabilities
(IDR-billion)



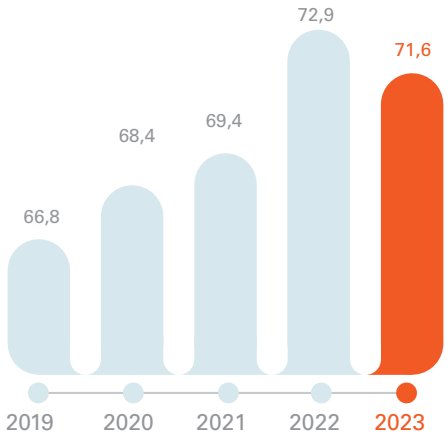
Customer Savings
(IDR-billion)



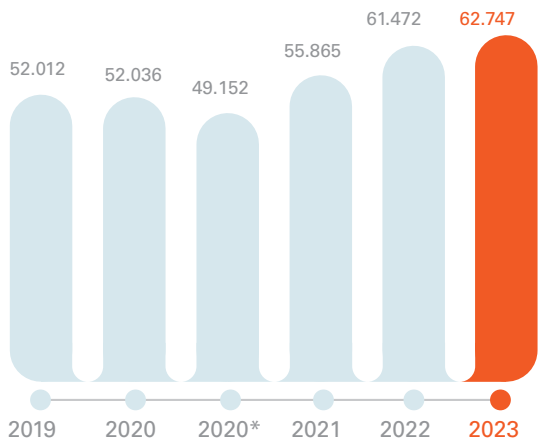
Total Equity
(IDR-billion)



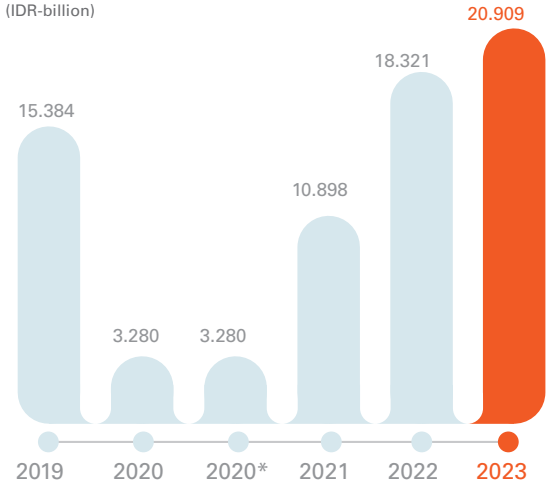
Current Account Saving Account (CASA)
(%)



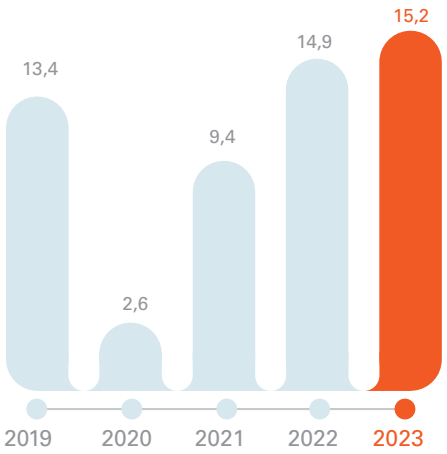
Operational Income
(IDR-billion)



Net Income
(IDR-billion)



Return on Equity (ROE) - Bank Only
(Using the average total equity as the denominator)

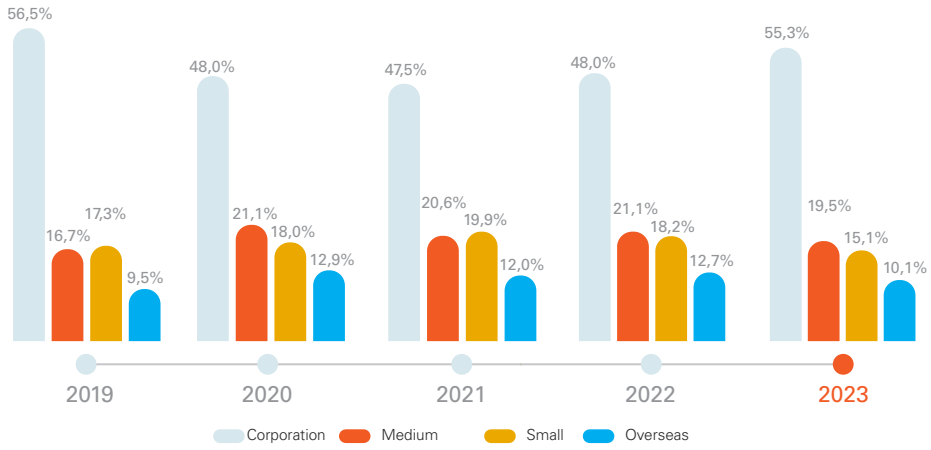


*) Financial performance for 2020, taking into account the impact of releasing BNI Syariah's performance.

Business Performance Overview

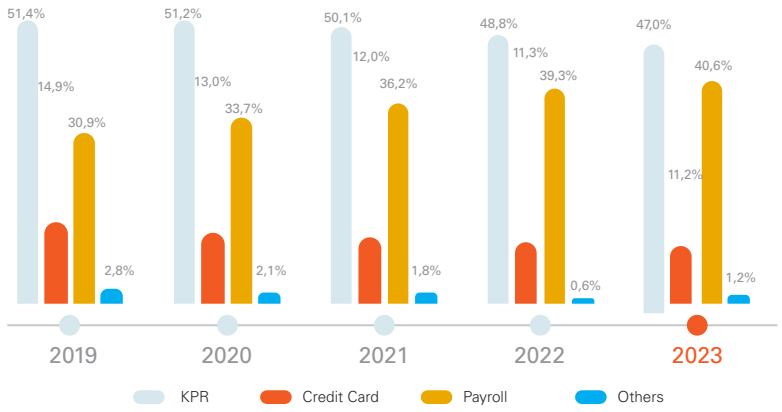
Loans Disbursed in the Business Banking Segment

In billion Rupiah, unless otherwise stated	2023	2022	YoY 2022-2023 (%)		2021	2020	2019
Corporate	310.392	255.639	21,4	▲	229.028	226.473	246.629
Medium	109.625	112.462	(2,5)	▼	99.132	99.463	72.691
Small	84.927	97.210	(12,6)	▼	95.752	84.800	75.461
Overseas	56.611	67.405	(16,0)	▼	58.446	50.972	41.750
Total	**561.555**	**532.716**	**5,4**	▲	**482.358**	**461.708**	**436.531**



Loans Disbursed in the Consumer Segment

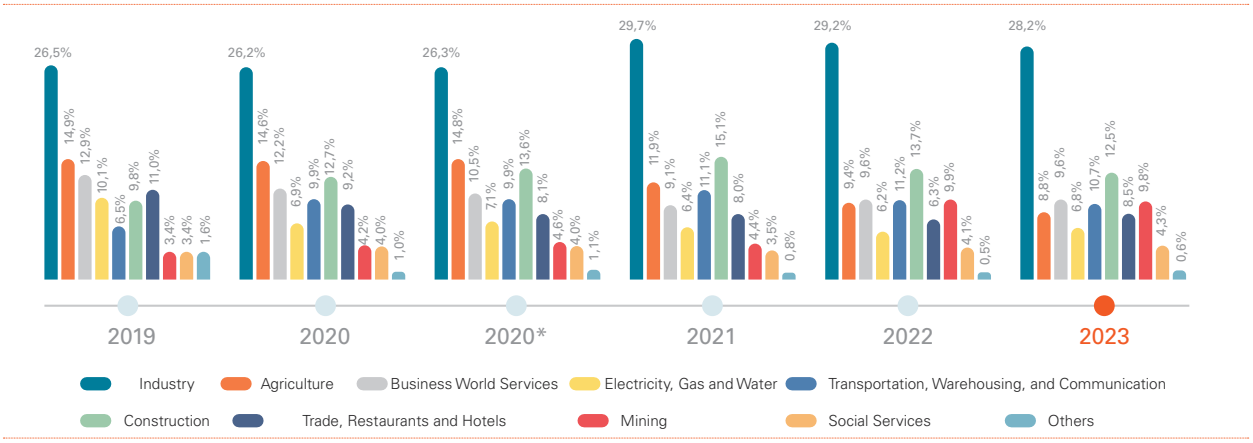
In billion Rupiah, unless otherwise stated	2023	2022	YoY 2022-2023 (%)		2021	2020	2019
Mortgage	58.456	53.502	9,3	▼	49.573	46.038	44.128
Credit Card	13.986	12.341	13.3	▼	11.868	11.647	12.844
Payroll	50.575	43.064	17,4	▲	35.797	30.269	26.522
Others	1.471	695	111,7	▲	1.753	1.923	2.431
Total	**124.488**	**109.602**	**13,6**	▼	**98.991**	**89.877**	**85.925**



Loans Disbursed in the Corporate Segments Including Overseas Based on Sector

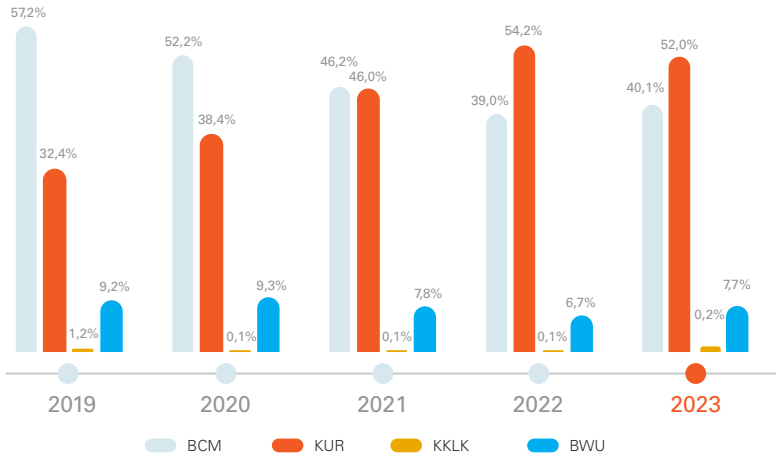
In billion Rupiah, unless otherwise stated	2023	2022	YoY 2022-2023 (%)		2021	2020	2020	2019
Industry	103.636	94.346	9,8	▲	85.360	72.911	81.257	76.404
Agriculture	32.378	30.334	6,7	▲	34.241	40.954	45.280	42.844
Business Services	35.402	30.892	14,6	▲	26.056	29.236	34.714	37.101
Electricity, Gas and Water	25.038	19.871	26,0	▲	18.454	19.799	21.377	29.100
Transportation, Warehousing and Communication	39.399	36.248	8,7	▲	31.787	27.514	30.740	18.807
Construction	45.764	44.112	3,7	▲	43.470	37.707	39.394	28.172
Trade, Restaurant and Hotel	31.104	20.313	53,1	▲	23.094	22.355	28.647	31.763
Mining	36.141	31.912	13,3	▲	12.524	12.788	12.925	9.718
Social Services	15.816	13.274	19,2	▲	10.127	11.230	12.429	9.892
Others	2.325	1.742	33,5	▲	2.361	2.952	2.952	4.627
Total	**367.003**	**323.044**	**13,6**	▲	**287.474**	**277.446**	**309.715**	**288.430**

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



Loans Disbursed in the Small Business Banking Segment

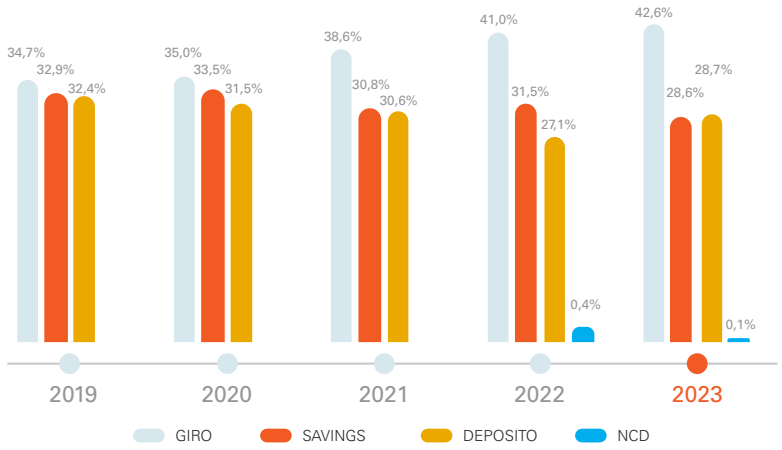
In billion Rupiah, unless otherwise stated	2023	2022	YoY 2022-2023 (%)		2021	2020	2019
Branch Credit Management (BCM)	34.089	37.870	10,0	▲	44.230	44.262	43.142
People's Business Loans (KUR)	44.101	52.708	16,3	▲	44.008	32.602	24.482
Loans for Financial Institutions (KKLK)	191	128	49.2	▲	50	78	880
BNI Entrepreneurs (BWU)	6.546	6.504	0,6	▲	7.464	7.858	6.957
Total	**84.927**	**97.210**	**12,6**	▲	**95.752**	**84.800**	**75.461**



Third Party funds Performance - Excluding Temporary Syirkah funds

In billion Rupiah, unless otherwise stated	2023	2022	YoY 2022-2023 (%)		2021	2020*	2020	2019
Current Accounts	345.496	314.625	9,8	▲	281.398	221.050	224.663	202.227
Savings	231.981	242.695	(4,4)	▼	224.670	211.278	223.686	191.390
Deposits	232.665	208.798	11,4	▲	223.101	199.223	199.223	188.924
NCD Issued	588	3.151	(81,3)	▼	-	-	-	-
Total	**810.730**	**769.269**	**5,4**	▲	**729.169**	**631.551**	**647.572**	**582.541**

*) 2020 performance not including BNI Syariah performance.



Company Rating 2023

Company Rating	Rating
PEFINDO	
Corporate Rating	AAA/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 Rating	
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-2
Short Term Local Issuer Credit	A-2

Shares Overview

Stock code: BBNI

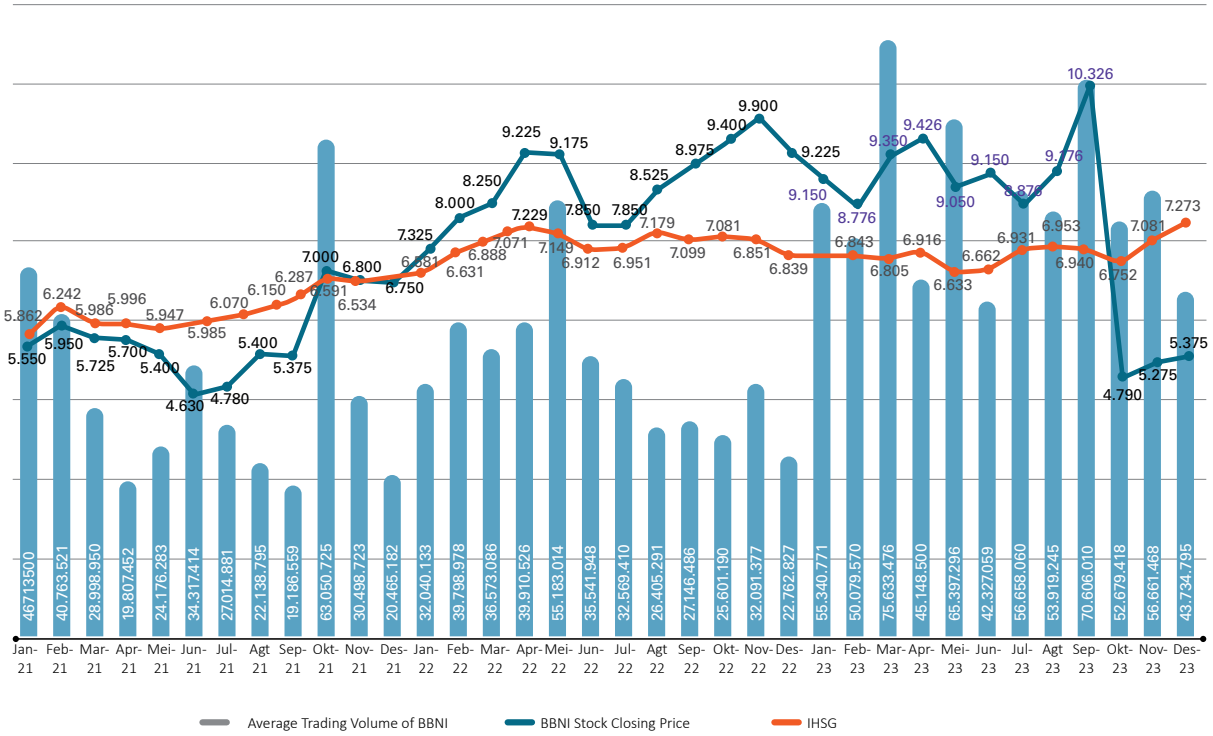
BNI has listed and traded its shares on the Indonesian Stock Exchange (formerly the Jakarta Stock Exchange and the Surabaya Stock Exchange) since August 6 1996. This makes BNI the first state bank to become a public company.

Information on BBNI Share movement 2021-2023 on the Indonesia Stock exchange

Period	Number of Shares (shares)*	Share Price (IDR/share)				Average Transaction Volume (shares)	Market Capitalization (IDR-million)
		Opening	Highest	Lowest	Closing		
2023							
Quarter I	18.648.656.458	9,226	9,626	8,500	9,350	60.516.945	174.364.938
Quarter II	18.648.656.458	9,350	9,576	8,750	9,150	52.403.504	170.635.207
Quarter III	18.648.656.458	9,226	10,326	8,676	10,326	60.185.561	192.547.378
Quarter IV*	37.256.798.316	5.150	5.375	4.790	5.375	51.372.390	200.473.051
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

* On October 6 2023, BNI has effectively implemented a stock split with a split ratio of 1:2 (1 share becomes 2 shares). The Stock Split did not cause a change in the value of share ownership by investors because the number of BNI outstanding shares increased to 2 times followed by the share price adjusting 0.5 times from the previous price. So, since the effective date, BNI shares were trading at the new price.

Comparison of BBNI and IHSG Share Prices Throughout the 2021-2023 Period



* On October 6, 2023, BNI has effectively implemented a stock split with a split ratio of 1:2 (1 share into 2 shares).shares).Therefore, since the effective date, BNI shares are traded at the new price.

Corporate actions that cause changes in shares

Share repurchase (Buyback)

At the Annual General Meeting of Shareholders (AGMS) on March 15, 2023, BNI obtained shareholder approval to carry out a share buyback (Buyback) with a buyback value of up to IDR905 billion carried out through the Indonesia Stock Exchange (BEI), either in stages or at once and completed no later than 18 months after the AGMS approval, namely March 16, 2023 to September 15, 2024.The buyback is being carried out with the aim of offsetting selling pressure in the market when the Composite Stock Price Index (IHSG) was fluctuating and providing an indication to investors that the Company views share prices as not reflecting the Company's improving fundamentals.The shares resulting from the Buyback, as approved by the shareholders at the AGMS, will be used for the share ownership program for Employees and/or the share ownership program for the Company's Board of Directors and Board of Commissioners. The buyback plan was submitted to OJK via letter No. DIR/068 dated January 27, 2023 and its implementation was approved by the OJK via letter No. SR-29/PB.31/2023 on February 9, 2023. In addition, BNI also announced Information Disclosure concerning the buyback plan to the public on the IDX website and BNI website on February 6, 2023 and March 10, 2023.

In the period March 16, 2023 to August 1, 2023, BNI carried out buybacks of 20,257,300 shares or 0.27% of the portion of BNI shares owned by the public and traded on the stock exchange, with an average buyback price of IDR8,884 per share. All shares resulting from the buyback were then held in the form of treasury shares.

Stock Split

Based on the Extraordinary General Meeting of Shareholders (EGMS) resolution on September 19, 2023 as outlined in Deed No. 17 dated September 19, 2023 made before Ashoya Ratam SH., BNI shareholders approved the Company's stock split with a ratio of 1 (one) old share to 2 (two) new shares.

A Stock Split is the act of splitting the number of Company shares in circulation based on a certain ratio resulting in an increase in the number of Company shares. Stock Splits do not cause dilution or decrease in the amount of share ownership by shareholders, as the number of Company shares in circulation increases proportionally, while the nominal value and market value of each share will decrease proportionally according to the determined Stock Split ratio.The Stock Split action does not create obligations to Shareholders and does not affect the Company's capital.The reason for carrying out this stock split is to increase demand for the Company's shares by expanding the investor base, and making share prices affordable for individual (retail) investors so as to increase the number of investors who can carry out transactions on the Company's shares.

Stock splits are carried out guided by Financial Services Authority Regulation no. 15/POJK.04/2022 concerning Stock Splits and Stock Mergers by Public Companies. The implementation of the Company's stock split has received approval in principle from the Indonesian Stock Exchange or ("BEI") through BEI Letter No. S-06132/BEI.PP3/07-2023 dated 26 July 2023, and has been submitted to the public through Information Disclosure regarding the stock split plan on 11 August 2023.

The Stock Split was carried out on all classifications of the Company's shares, namely Series A Dwiwarna, Series B, and Series C, with changes in the number and nominal value per share as follows:

Security	Total Shares			
	Before Stock Split		After Stock Split	
	Total Shares	Nominal Value	Total Shares	Nominal Value
BBNI Shares	18.648.656.458	Series A Dwiwarna: IDR7,500 Series B: IDR7,500 Series C: IDR375	37.297.312.916	Series A Dwiwarna: IDR3.750 Series B: IDR3,750 Series C: IDR187,50

This stock split is effective on October 6 2023, which the BNI share price began trading at a new price of IDR 5,200 per share after closing at IDR 10,375 per share on the previous trading day (October 5 2023). In the future, the Company will continue to be committed maintaining the sustainable financial performance so that it can continue to provide optimal value for all shareholders.

The Stock Split implementation schedule was as follows:

Description	Time schedule
Announcement of Stock Split Schedule on the Exchange	September 29, 2023
End of Trading with Old Nominal Value in Regular and Negotiated Market	October 5, 2023
Initial Trading of shares with a New Nominal Value in the Regular and Negotiated Market	October 6, 2023
Last date for settlement of share transactions with the Old Nominal Value in the Regular and Negotiated Markets	October 9, 2023
Date of Determination of the List of Shareholders and Securities Accounts entitled to shares resulting from the Stock Split (Recording Date)	October 9, 2023
Distribution of shares resulting from the Stock Split to securities account holders, and the start date for Shareholders whose shares are not included in collective custody to process the Stock Split	October 10, 2023
Start date for settlement of share transactions with the New Nominal Value	October 10, 2023
Beginning of trading of shares with a new nominal value on the Cash Market	October 10, 2023

ACTION FOR TEMPORARILY SUSPENSION IN TRADING SHARES AND/OR DELISTING OF SHARES

Over the last 2 (two) years, in the period 2022 and 2023, BNI shares with the share code "BBNI" did not experienced any temporary suspension in share trading, and/or delisting of shares.

Bonds, Sukuk and/or Convertible Bonds Overview

List of outstanding Bonds for the Year 2023

Bond Name	Issue Date	Effective Date	Tenor	Currency	Value
Environmentally Friendly Bonds (Green Bond) 2022					
Series A	June 21, 2022	June 10, 2022	3 Years	Rupiah	IDR4.000.000.000.000
Series B	June 21, 2022	June 10, 2022	5 Years	Rupiah	IDR1.000.000.000.000
BNI Tier II Capital Bond 2021	March 30, 2021	March 30, 202	5 Years	US Dollar	USD500.000.000
BNI Additional Tier I Capital Bond 2021	September 24, 2021	September 24, 2021	Perpetual, Non Callable 5,5 Years	US Dollar	USD600.000.000

Other Funding Sources

Medium Term Notes (MTN) repaid in 2023

Name Of Securities Issued	Issue Date	Effective Date	Tenor	Currency	Value
BNI 2018 Subordination I Medium Term Notes	August 10, 2018	August 10, 2018	5 years	Rupiah	100,000,000,000

Bid Price	Maturity Date	Interest Rate	Rating	Listing Exchange	Trustee	Status
100.00	June 21, 2025	6.35% p.a.	2023: idAAA (Pefindo) 2022: idAAA (Pefindo)	Bursa Efek Indonesia (BEI)	PT Bank Mandiri (Persero) Tbk	Active/Not Yet Due
100.00	June 21, 2025	6.85% p.a.	2023: idAAA (Pefindo) 2022: idAAA (Pefindo)	Bursa Efek Indonesia (BEI)	PT Bank Mandiri (Persero) Tbk	Active/Not Yet Due
100.00	March 30, 2026	3.75%	2023: BB (Fitch); Ba2 (Moodys) 2022: BB (Fitch); Ba2 (Moodys)	SGX Listing	HSBC Corp Ltd.	Active/Not Yet Due
100.00	March 24, 2027	4.3%	2023: Ba3 (Moodys) 2022: Ba3 (Moodys)	SGX Listing	HSBC Corp Ltd.	Active/Not Yet Due

Bid Price	Maturity Date	Interest Rate	Rating	Listing Exchange	Trustee	Status
100,00%	August 10, 2023	8.00% p.a	2023: idAAA (Pefindo) 2022: idAAA (Pefindo)	Bursa Efek Indonesia (BEI)	PT Bank Rakyat Indonesia (Persero) Tbk	Paid

Negotiable Certificate of Deposit (NCD) repaid in 2023

NCD Name	Issue Date	Effective Date	Tenor	Value (IDR-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%	Paid
BNI Rupiah NCD 2022 Series B			9 months	500,000	September 5, 2023	6.00%	Paid
BNI Rupiah NCD 2022 Series C			12 months	1,000,000	December 8, 2023	6.20%	Paid

Global Certificate of Deposit Issued in 2023

Name	Issue Date	Effective Date	Tenor
Zero coupon (No Interest)			
CD BNI January 2023 USD CD - DBS	January 18, 2023	January 26, 2023	175 days
CD BNI January 2023 USD CD - Credit Agricole	January 27, 2023	February 3, 2023	89 days
CD BNI March 2023 USD CD - MUFG	March 8, 2023	March 15, 2023	184 days
CD BNI March 2023 USD CD - DBS	March 9, 2023	March 16, 2023	182 days
CD BNI October 2023 USD CD - Credit Agricole	October 11, 2023	October 18, 2023	355 days
CD BNI October 2023 USD CD - DBS	October 12, 2023	October 18, 2023	355 days
Fixed Coupon (With Interest)			
CD BNI January 2023 USD CD - Credit Agricole	January 27, 2023	February 3, 2023	89 days

Global Certificate of Deposit yang Dilunasi di Tahun 2023

Name	Issue Date	Effective Date	Tenor
Zero coupon (No Interest)			
CD BNI December 2022 USD CD - MUFG	December 16, 2022	December 22, 2022	186 days
Fixed Coupon (With Interest)			
CD BNI December 2022 USD CD - MUFG	December 15, 2022	December 21, 2022	182 days

Value (USD)	Maturity Date	Discount Rate	Status
20,000,000	July 20, 2023	5,58%	Paid
54,000,000	May 3, 2023	5,40%	Paid
50,000,000	September 15, 2023	5,95%	Paid
23,500,000	September 14, 2023	5,95%	Paid
35,000,000	October 7, 2024	6,05%	Not Yet Paid
40,000,000	October 7, 2024	6,07%	Not Yet Paid
10,000,000	May 3, 2023	5,21%	Paid

Value (USD)	Maturity Date	Discount Rate	Status
18,600,000	June 26, 2023	5,45%	Paid
50,000,000	June 21, 2023	5,45%	Paid

Event Highlights 2023



January 5-6, 2023

Small Segment Development of IDR5 billion to IDR10 billion.
A meeting was held to discuss the development process of the SME qualitative development model up to IDR 10 billion. Held in Jakarta, attended by representatives from the Head Office and all regions. Part in developing qualitative scoring to obtain comprehensive parameters and be able to increase the accuracy of credit decisions in the future.



January 18, 2023

BNI support in the Next Gen Event – Strive to Thrive
Held at the Park Hyatt Hotel Jakarta, the Next Gen Event - Strive to Thrive became a gathering space for Next Gen BNI Emerald customers to have interactive discussions with experts/ experts. The event was attended by Triawan Munaf, Edward Tirtanata, Ernest Saudjana, George Hendrata and Paolo Kartadjoemena and collaborated with CXO Media and Putri Tanjung as Event Hosts. Also present at this event was BNI President Director Royke Tumilaar along with other BNI Directors.



January 24, 2023

FY2022 Earnings Call
As part of transparency to shareholders, BNI held an FY 2022 Earning Call activity which was attended by Analysts. BNI published FY 2022 Earning Call material on the BNI website and IOX website.



January 26, 2023

Launch of Credit Card Revamping
CoBrand BNI-LOTTEMart BNI together with LOTTE Mart launched a new contactless design and features for the Co Brand BNI LOTTE Card (BLC) Credit Card. Taking place in Gandaria City, the event was attended by BNI Consumer Banking Director Corina Leyla Karnalies, Lotte Mart Indonesia President Director, Lotte Mart Indonesia Marketing Director Evi Lionawan.



January 27, 2023

Chinese New Year Event
In order to increase customer engagement and show BNI's appreciation for BNI Emerald and Business Banking customers who celebrate Chinese New Year, BNI is holding a Chinese New Year Celebration in 2023, taking place at St. Regis Hotel Jakarta, the event entitled "BNI Customer Gathering Chinese New Year 2023" was attended by more than 400 invited guests consisting of BNI customers, Minister of BUMN Mr. Erick Thohir, Deputy Minister of BUMN Mr. Kartika Wirjoatmodjo, and the Board of Directors.



February 8, 2023

Signing of the BNI and PT BNI Multifinance Credit Agreement
In order to optimize the BNI Group business, an additional financing agreement from BNI to PT BNI Multifinance with a maximum credit of IDR 1,518,000 million. The provision of this facility is used for business expansion, branch office expansion, and IT/system updates.



February 17-19, 2023

BNI support in the 2023 Indonesia Travel Fair
Held at Mosaik Walk, Kota Kasablanka Mall, BNI as Bank Partner and in collaboration with RajaMICE and the ASEAN Toursim Association (ASEANTA), this event was held in order to encourage domestic tourism travel which is the umbrella for the Proud to Travel in Indonesia program. This event was attended by several travel agents, airlines and supported by the ASEAN Tourism Association (ASEANTA).



February 20, 2023

Financial Forum with the title "50 Years of Indonesia-Korea Relations: Developing Closer Friendship and Stronger Partnership through Enhanced Financial Cooperation"
The Financial Forum was held jointly by the Indonesian Embassy in Seoul, The Financial Supervisory Service (FSS) Korea and BNI. The activity was held at the Dragon City Convention Center and attended by the Ambassador of the Republic of Indonesia to Korea Gandi Sulistiyanto, Acting GM BNI Seoul Ardi Ferdiansyah, Staff of the Indonesian Embassy in Seoul, Chairman of the OJK, Senior Deputy Governor of the FSS and CEO of financial institutions in Korea.



February 23, 2023

BNI support in the Cashless Society Digitalization Launching Activity for IKN workers
Attended by Indonesian President Joko Widodo along with BUMN Minister Erick Tohir, PUPR Minister Basuki Hadimuljono and also attended by BNI President Director Royke Tumilaar and NWS Director Ronny Vennir The presence of BNI Agen46 in the IKN area can provide convenience for the community around the IKN complex and especially workers in the IKN complex in serving banking transaction needs.



February 23, 2023

Cerpen Podcast (Consumer Protection Stories) with Bank Indonesia (BI) Jakarta Region
This event was recorded to be broadcast on the YouTube and Instagram channels of BI Jakarta Region, BNI and BI Jakarta Region collaborating as resource persons with the theme Reporting Crimes to Financial Victims.



February 24-26, 2023

Japan Airlines Travel Fair 2023
As a form of BNI's consistency in the travel related market, BNI is holding the Japan Airlines Travel Fair 2023. This event is supported by Travel Agents, Non-Travel Tenants and the Japan National Tourism Organization (JNTO).



February 28, 2023

Socialization regarding Personal Data Confidentiality to BPK RI Employees
To increase awareness regarding the importance of personal data confidentiality, BNI is present as a resource in socialization activities regarding personal data confidentiality for BPKRI employees.



March 1-5, 2023

INACRAFT 2023
BNI again supports the holding of an exhibition entitled The 23rd Jakarta International Handicraft Trade Fair (INACRAFT 2023) as one of the largest craft product exhibitions in Southeast Asia. This event is a collaboration between BNI and the Association of Indonesian Handicraft Exporters and Producers (ASEPHI) which this year was held twice at the Jakarta Convention Center (JCC) Senayan. BNI included dozens of Go Export-assisted MSMEs as a showcase of the strength of MSMEs during this year's economic recovery period.



March 2, 2023

Youtube Live with the title: OJK and Bank Responsibilities in Consumer Protection to Increase Employee Anti-Fraud Awareness Understanding
In order to increase consumer and public protection in the financial services sector, BNI held a webinar with guest speakers Ginanjar Endra Prasetiyo (Senior Supervisor of Consumer Services and Capital Market Complaint Inspection, OJK Consumer Protection Department) and Rahmat Pertinda (Head of Customer Experience Center Division - BNI).



March 10, 2023

Launching and Open Call Submission Indonesian Restaurant Fundraising Program (INDOSTAR)
The Ministry of Tourism and Creative Economy, with the Spice Up the world program, is collaborating with BNI to provide financing to Indonesian restaurants abroad through the INDOSTAR program. The program launch took place in the Ramayana room – the Indonesian Consulate General in Hong Kong and BNI Hong Kong presented invited Indonesian restaurants. One of them is Lucky Indonesia Restaurant. This event was also attended by the Minister of Tourism and Creative Economy Sandiaga Uno, the Indonesian Consulate General for Hong Kong Ricky Suhendar, all state-owned companies in Hong Kong as well as Indonesian restaurant entrepreneurs and the Indonesian diaspora in Hong Kong.



March 10-12, 2023

BNI Expo with Rans 2023
BNI and RANS collaborated in organizing BNI Expo 2023, namely a 'one stop shopping exhibition' which was held at DBL Arena Surabaya. BNI Expo offered content and activities to amplify products and create interest among visitors to use BNI products. It took the form of the 8 District BNI Expo Exhibition, and included Lifestyle, Automotive, Food Festival, Local Pride, Travel Fair, House Supplies, Rans Universe and BNI Zone



March 14, 2023

Public Lecture for STIK Lemdiklad Polri Students, with the theme Handling Fraud in Banking Activities
BNI was present as a resource person in the Public Lecture on Cyber Crime and Social Engineering in the Digital Banking Era organized by STIK. The event took place at the PTIKA Building and was attended by the National Police STIK Academy Community.



March 14-19, 2023

BNI supports the 2023 All England Tournament
Taking place at Arena Birmingham, England, the All England Badminton Championships is the oldest and most prestigious badminton tournament held annually in Birmingham, England, since 1899. As one of the most prestigious tournaments, the All England attracts the best badminton players from all over the world to competed, which Indonesia was one of the favorite contestants to win the tournament, and BNI was present as one of the main sponsors. This support can help strengthen BNI's image as the main actor in supporting the progress of Indonesian sports and culture at the international level.



March 18, 2023

BNI support for Indonesia Career Day 2023 activities
BNI was present at the Indonesia Career Day (ICD) held at the Seoul Global Center. The event was attended by the Indonesian Ambassador to Korea



March 19, 2023

BNI support for the Indonesia Festival 2023 Birmingham activities
BNI supports the implementation of the annual event held by the Indonesian Student Association (PPI) MIB – Birmingham. Activities were carried out to market Indonesian products to the people of Great Britain in the city of Birmingham and its surrounding areas. Celebrations were also held for the success of the Indonesian Badminton team in the All England Championship.



March 29, 2023

Opening Ceremony of the 2023 BNI Auction Event Program,
As a massive effort to introduce auction activities to the public as a way to buy assets relatively quickly, easily and transparently, at the best price. The event was attended by DJKN, BPN and BNI.



April 3, 2023

BNI Hong Kong Sharing Activities – Ramadhan Edition 2023
Located at the ATM Gallery Causeway Bay and Admiralty, every Sunday during the fasting month 2023, BNI Hong Kong distributes takjil to Indonesian Migrant Workers who make transactions at the BNI ATM Gallery both in Causeway Bay and Admiralty. This activity is an annual activity that PMIs always look forward to every time the month of Ramadan arrives.



April 20-23, 2023

BNI Support in Events London Coffee Festival 2023
The 2023 London Coffee Festival took place at The Truman Brewery, London, and was attended by more than 30,000 people. BNI London was present and supported the promotion of Indonesian tenanys at the event.



May 15, 2023

BNI in 5th Indonesia Fintech Summit & Expo (IFSE) 2023
BNI participated in National Fintech Month 2023 activities through the 5th Indonesia Fintech Summit & Expo (IFSE) 2023. The focus of the summit activities was as a meeting and discussion venue for fintech industry players, regulators, think tanks, academics and other stakeholders in increasing financial inclusion and collaborative efforts in advancing Indonesia's digital economy.



May 19-21, 2023

BNI support in the #DiIndonesiaAja Travel Fair 2023 activities
Held at the Grand Atrium, Kota Kasablanka, BNI as one of the Bank Partners together with ASTINDO, InJourney and GIPI held this event to support the Proud to Travel in Indonesia campaign initiated by the Government.



May 26, 2023

BNI Excellence Employee (BEE) Award
As a form of management's highest appreciation for BNI employees who have consistently demonstrated the best performance and are worthy of being role models for their respective units, BNI held the BNI Excellence Employee (BEE Award) at the Grand Ballroom of Hotel Indonesia. The event also presented the Culture Transformation program that is expected to be a catalyst to change BNI's culture for a better and more sustainable performance.



May 26-28, 2023

BNI Support in SUGA Agust D 'D-DAY' TOUR Activities in Jakarta
As proof of BNI's support for the K-Pop community in Indonesia, BNI supports holding a concert by one of the well-known K-Pop artists who is a member of the band BTS, namely SUGA or Agust D. This solo concert was held at ICE BSD with tickets sold out. BNI also presents a limited edition TapCash with a special SUGA | design Agust D who has been welcomed very enthusiastically by fans.



May 30 – June 2, 2023

BNI's participation in the "Seoul Food & Hotel Expo 2023"
BNI supported Xpora customers at the Seoul Food & Hotel Expo (SFH). SFH is the leading and largest international exhibition in Korea for the Food, Beverage, Hotel, Restaurant and Foodservice industries, and was organized by the Korea Trade-Investment Promotion Agency (KOTRA) at Kintex Korea. SFH 2023 was attended by around 38 thousand visitors from industry experts in Korea.



June 2-4, 2023

Organizing the 2023 BNI Java Jazz Festival
BNI once again presented at the international music festival BNI Java Jazz Festival 2023, held at JIExpo Kemayoran as part of the Company's attention program for all customers who are loyal to BNI banking products. Attractive promos and digital banking services were also prepared to facilitate financial transactions during the BNI Java Jazz Festival event



June 9-11, 2023

Offline event "Gelegar Rejeki BNI #GaPakeNanti The Finale" at Jakarta
As the highlight of the "Gelegar Rezeki BNI "GaPakenanti" event, BNI presented the main prizes for the Regular Draw program (in which all BNI Savings customers participated) with the Grand Prize being 2 Land Rover Defender 110 cars, 17 Hyundai Creta cars, and 195 Honda Beat motorbikes, and for the Entrepreneurial Draw (in which BNI Taplus Bisnis customers participated) with a Grand Prize of 2 Mitsubishi New Tritan Double Cabin Cars, and 17 Honda Scoopy motorbikes.



June 29 – July 1

Participation in the "Korea Import Fair 2023" event
BNI was present with Indonesian exporters at the Korea Import Fair (KIF) event organized by The Korea Importers Association (KOIMA) at COEX Mall, Seoul. KIF brought together exporters from the corporate and MSME segments from all over the world with the industrial and trade sectors in Korea.



June 30, 2023

Launching Indonesia Incorporated Sub-Team Hong Kong
This activity was held at the BNI Hong Kong Gallery, Admiralty and attended by the Minister of BUMN Erick Thohir, the Board of Directors of 5 BUMNs in Hong Kong (BNI, Mandiri, BRI, Telkom and Garuda Indonesia), the Board of Directors of Mind ID, PLN, Pertamina and Indonesian Battery Corporation (IBC).



June 30, 2023

Business Forum – Developing Electronic Vehicles Ecosystem
As part of the launch of Indonesia Incorporated, Indonesian Battery Corporation (IBC) and Fulcrum were present. The event explained the roadmap for nickel mining, battery production and EV trends, as well as strategic plans to accelerate the implementation of EVs in Indonesia. The activity was held at the BNI Hong Kong Gallery and was attended by the Minister of BUMN, the Boards of Directors of 5 BUMNs in Hong Kong (BNI, Mandiri, BRI, Telkom and Garuda Indonesia), the Board of Directors of Mind ID, PLN, Pertamina and (IBC).



July 1, 2023

Bird Nest – Business Matching
Taking place at the Forever Harvest Warehouse in Kwai Chung, Hong Kong, this activity was attended by Minister of BUMN Erick Thohir, BNI Directors, Alex Chu - Owner of Forever Harvest and Sarinah - Owner of Forever Harvest. The activities included encouraging Indonesian products to enter the Hong Kong market. One of the main products requested to be exported by Indonesia to Hong Kong was bird nest.



July 1, 2023

Gathering of Indonesian Migrant Workers in Hong Kong
Indonesian Migrant Workers are one of the country's largest foreign exchange earners for Indonesia. On the occasion of the launch of Indonesia Incorporated at the BNI Hong Kong Gallery, Admiralty. BUMN Minister Erick Thohir held a friendly meeting by greeting Indonesian Migrant Workers in Hong Kong. This event was attended by all Indonesian Migrant Workers in Hong Kong and also the Board of Directors of 5 BUMNs in Hong Kong (BNI, Mandiri, BRI, Telkom and Garuda Indonesia).



July 14 to August 1, 2023

BUMN Fest 2023
The Ministry of BUMN, in collaboration with the BUMN Public Relations Forum, has organized BUMN Fest 2023 as an event for sports and arts competitions within BUMN. BNI has participated in sports which are part of the financial services cluster and the arts branch and succeeded in getting the General Champion title.



July 19, 2023

Buyer Dinner
Taking place at Indonesia Restaurant 1968, Hong Kong and attended by the Trade Consul of the Indonesian Consulate General in Hong Kong, BNI Hong Kong and all Hong Kong buyers/ importers, marketing and business matching was held with Hong Kong buyers who imported from Indonesia in the form of seafood, bird nest, consumer goods and several Indonesian entrepreneurs who own property in Hong Kong.



July 19, 2023

Signing of a Business MoU between BNI and The Shoko Chukin Bank
Held at the ASEAN-Indo-Pacific Forum (AIPF), the signing was attended by BNI Directors and a delegation from The Shoko Chukin Bank. The signing of the MoU was carried out for closer business cooperation between BNI and The Shoko Chukin Bank. Both financial institutions agreed to continue to strengthen business referrals from Japanese companies operating in Indonesia to use various products, services and networks offered by BNI.



July 27, 2023

Gathering with the West Java Governor.
West Java Governor Ridwan Kamil visited and shared stories about sister cities between Bandung and Hong Kong as well as several cities in China and how these relationships impact the economy, tourism and trade between the countries. The event was held in the Ramayana room – Indonesian Consulate General in Hong Kong and was attended by Act. Indonesian Consul General to Hong Kong Slamet Nugroho, BNI Hong Kong Staff and all Indonesian Diaspora.



August 9, 2023

Launch of BNI-SILOAM HOSPITALS CoBrand Credit Card
Siloam Hospitals Group (Siloam) and BNI launched the first co-branded product in the hospital network in the form of BNI x Siloam Hospitals Credit Card. Cardholders can enjoy the convenience of cashless payments, high payment security, and access to Mastercard's global network worldwide. The launch was held at the MRCCC Siloam Semanggi Ballroom and was attended by BNI Directors and Siloam Hospital management.



August 17-19, 2023

HKTDC Food Expo 2023
The Indonesian product showcase brought by the Xpora Team also presented Rumah Tempe Azaki so you could directly take part in the food expo and meet potential buyers from Hong Kong. The result was the signing of an MOU for sending and purchasing tempeh between Forever Harvest and Rumah Tempe Azaki, amounting to 1 ton per month.



August 23-25, 2023

Belt and Road Summit
Taking place at the Hong Kong Convention and Exhibition Center, this event was attended by Special Staff of the Coordinating Minister for the Economy, Dr. Rizal Affandi Lukman, BNI and BUMN in Hong Kong as well as the Indonesian Consulate General in Hong Kong. The Belt and Road Summit is an annual event held to promote business collaboration that occurs between countries crossed by the one belt road route. At this event, talks and meetings were held between the heads of government of the countries that the road passed.



August 24, 2023

Diaspora Loan Signing – Lucky Indonesia Restaurant
The signing took place at BNI Hong Kong, Admiralty, attended by GM and DGM BNI Hong Kong, FI and CRM BNI Hong Kong team and Owner of Lucky Indonesia restaurant Chan Lin Ying. Providing a Diaspora Loan to Lucky Indonesia Restaurant to renovate a restaurant that has been established for 30 years in the Kwun Tong area, Kowloon, Hong Kong.



August 30, 2023

CISO Himbara Forum
To face Cybersecurity attacks which always evolve according to technological developments, collaboration and collective effort between Bank Himbara is needed. In this event, BNI invited Bank Mandiri, Bank BRI, Bank BTN and Bank BSI to work together in anticipating cyber threats. As a resource person, Chair of the Indonesia Civil Society Forum, Mr. Ardi Sutedja provided insight and experience sharing in dealing with cyber attacks.



September 5, 2023

2023 Lotte Brand Expo Seminar and Business Matching
Collaboration between BNI, the Indonesian Ministry of Trade, and Lotte Group Korea to connect Indonesian export business actors who have the potential to collaborate with importers from Lotte Group Korea through seminars and business matching events.



September 6, 2023

BNI's participation in the ASEAN Indo Pacific Forum (AIPF) 2023
The AIPF Forum is a platform for BNI to show its achievements and vision for sustainable portfolio development, while strengthening BNI's role as a global banking entity. One implementation is by expanding the capacity of MSME businesses in collaboration with the diaspora and initiating international market penetration through innovative digital solutions, namely Xpora.



September 7, 2023

Alpha Southeast Asia Best FI Award 2023
The Alpha Southeast Asia FI Award is an awards event for the biggest and best banking and financial innovators in Asia. BNI and its subsidiary PT BNI Sekuritas received six awards at the Alpha Southeast Asia Best Awards 2023 event for their best performance in providing superior financial products for customers.



September 11, 2023

BNI's participation in Citic CLSA 30th Investor Forum activities
Held at the Rosewood Hotel, Hong Kong, the Citic CLSA 30th Investor Forum was attended by the Coordinating Minister for Maritime and Investment (Menko Marves) Luhut Pandjaitan, BNI Commissioner Septian Hari Seto and representatives of BNI Hong Kong. On this occasion, Coordinating Minister for Maritime Affairs and Fisheries Luhut Panjaitan gave a presentation regarding nickel downstreaming in Indonesia and Indonesia's potential to become a developed country with the largest market in 2045.



September 17, 2023

Socialization of Digital Account Opening (DOA) to the Indonesian Students Association (PPI)
Taking place at the BNI Hong Kong Gallery, Admiralty, the DOA socialization was held to coincide with the Welcoming Gathering event held by PPI for new students. The socialization activity was attended by BNI Hong Kong and new students from Indonesia.



September 20, 2023

Launching BNI JCB Ultimate
BNI together with JCB Indonesia launched the newest BNI JCB Ultimate credit card targeting the super premium segment. The event was held at Wabisabi MDA Place and attended by the President Director of JCB Indonesia, Takumi Takahashi.



September 24, 2023

Socialization of Opening Savings Using Digital Population Identity (IKD)/Single Identity Number (NIT) and BPJS TK Payments via BNI Mobile Banking Abroad

The activity was held at the BNI Hong Kong Gallery, Admiralty and was attended by BNI's Directors, the Director of Data Integration of the Ministry of Home Affairs, and all Indonesian PMI and Diaspora.



September 28, 2023

BNI support in the 2023 Indonesian Festival

Held in Gwanghwamun, Seoul, Korea, 2023 is the 50th Indonesian Festival in Korea. This event is an annual event from the Indonesian Embassy which was created to commemorate cooperation between Korea and Indonesia by introducing Indonesian culture to the local Korean community.



October 5, 2023

Indonesia Investment Forum (IIF) 2023

IIF 2023 was held at the Indonesian Embassy in London, and BNI was present to support the promotion of investment opportunities in Indonesia. A business matching session was held between Indonesia and other countries.



October 10, 2023

Talkshow Customer Protection Implementation to Improve Customer Experience

Activities related to protecting consumers and the public in the financial services sector were carried out in the Ballroom Fl. 6 BNI Menara Pejompongan. The speakers included Friderica Widyasari Dewi (Chief Executive of PUJK Supervision, Education and Consumer Protection and Members of the FSA Board of Commissioners), and Angkie Yudistia (Special Staff to the President for Social Affairs).



October 13, 2023

BNI support in the 2023 Indonesian Festival

In order to establish business cooperation in business referrals for The Ashikaga Bank customers operating in Indonesia to use BNI products, services and networks, an MoU was signed at BNI KCLN Tokyo and attended by delegations from both financial institutions. At this event, The Ashikaga Bank was also invited to take part in the Personnel Interchange Program.



October 13, 2023

1000 People Tell Stories

In commemoration of World Mental Health Day, BNI participated in the BUMN Ministry's 1,000 People Telling Stories event, where this event could become a forum for BUMN employees to tell stories and consult directly.



October 16, 2023

Signing of a Business MoU between BNI and The Hamamatsu Iwata Shinkin Bank

Taking place at The Hamamatsu Iwata Shinkin Bank, the signing of the MoU was attended by delegations from both financial institutions. The collaboration was carried out in the context of business cooperation in referring business customers to The Hamamatsu Iwata Shinkin Bank operating in Indonesia to use BNI products, services and networks. The Hamamatsu Iwata Shinkin Bank was also invited to take part in the Personnel Interchange Program.



October 20, 2023

Business Forum and Networking Session: Unlocking Opportunities in Japan

Located at Plaza BNI BSD, and attended by the Head of ITPC (International Trade Promotion Center) Osaka Dicky Farabi, Director of Jukuta Togyo Co. Ltd. Shinji Kojima, Director of Seita Corporation Wiwik Setiawati, CEO of Sariraya Co Ltd. Teguh Wahyudi. The activities included exploring joint business potential with Japanese importing companies.



October 20, 2023

Signing of a Memorandum of Understanding between BNI and Indonesia

BNI and Indonesian Diaspora Network Global signed a memorandum of understanding as a sign of continued cooperation between the two parties since 2022. The signing was carried out by the Head of BNI's Head of International Banking and FI Division, Rima Cahyani and the President of IDN Global, Sulistyawan Wibisono, at Plaza BNI BSD. This event was also attended by the Indonesian Embassy to Australia and New Zealand.



October 23, 2023

Cooperation Agreement between BNI Agen46 and Asperindo (Indonesian Market Management Association)

The collaboration carried out is an expansion of business cooperation by working on market traders to become BNI Agen46 partners with the aim of creating an ecosystem and market digitalization.



October 30 2023

Launch of the Guidebook "Implementation of Consumer and Community Protection"

At Plaza BNI - BSD Tangerang, the book "Implementation of Consumer and Community Protection" was launched by Rahmat Pertinda (Head of Customer Experience Center Division). The book launch was part of BNI's consumer and public protection education and outreach programs.



November 6, 2023

Café Show 2023

The exhibition, which took place at the Coex Exhibition Hall, Seoul, Korea, was held to promote specialty coffee originating from Indonesia so that Indonesian products could be tried directly by potential buyers in Korea. This activity aims to increase the purchasing power of the Korean people towards Indonesian coffee so that the export and import process occurs between the two countries.



November 7, 2023

Signing of MoU between BNI, Seven Bank, Alto, and iForte

At BNI Tokyo, this collaboration was intended to provide easy solutions for BNI Debit Card and BNI Mobile Banking transactions at Seven Bank ATMs, and also sending remittances to diaspora customers in Japan.



November 9, 2023

Collaboration for the Earth by BNI x WWF (Credit Card Revamping BNI-WWF and launch of WWF Membership)

BNI and WWF launch a new collaboration in "Collaboration for the Earth" event, powered by BNI & WWF, which took place at Dewandaru Pendopo, Haji Nawi, South Jakarta. BNI together with the WWF Indonesia Foundation launched the new face of the BNI-WWF Indonesia Credit Card. Present on this occasion were the management of BNI and WWF



November 16-19, 2023

BNI Indonesian Masters 2023

As one of the largest and most iconic golf tournaments in Indonesia, the BNI Indonesian Masters was held again, attended by world-class golfers and broadcast live globally. This tournament has been held for the eleventh time on the international standard course Royale Jakarta Golf Club, Halim Perdana Kusuma, Jakarta.



November 18, 2023

Launch of the Indonesia House of Bean (IHOB) Initiative

BNI collaborates with the trade attaché office in Singapore and the Bank Indonesia office in Singapore to carry out collaboration in the context of launching the Indonesia House of Bean (IHOB) Initiative in Singapore. This collaboration aims to promote coffee products for customers supported by BNI Xpora in Singapore. This collaboration is intended to promote coffee products for BNI Xpora's customers in Singapore.



November 28, 2023

Sulselbar Access Management Benchmark

Automation of the access management process has benefits for banks both in terms of financial efficiency and process acceleration. On November 28 2023, the Bank SulSelBar IT Team led by IT Director Iswadi Ayub conducted a technology benchmark with the BNI CISO Division. In this event, BNI, IT Director and Operations Toto Prasetio, shared about the process of access management automation at BNI.



November 30, 2023

Relaunching BNI Emerald

BNI introduced a new look for BNI Emerald with the tagline "Your Life Enhanced" which represents BNI's commitment to providing the best with Expert Advisory that focuses on customer financial solutions. On this occasion, the new Emerald debit card and infinite credit card designs were also introduced which reflect the increasingly strong brand identity. The event took place at The St. Regis Jakarta



December 2, 2023

Diaspora Seminar "Business Talk Series: Banking Services for Indonesian Diaspora Abroad"

At Novotel Zurich, Switzerland, this activity, as part of the Xpora program, was held to address issues of concern to the business diaspora in Switzerland, and involved MSME stakeholders in Switzerland.



December 3, 2023

BNI support in organizing Indonesian Day 2023 – Vibrant Culture

Taking place at TVB Tai Po, Hong Kong, Indonesia Day is an event for the Indonesian Consulate General which is supported by Indonesia Incorporated, which BNI is part of it.



December 13, 2023

BNI as the Bank Distributing Social Stimulant Assistance Harvest Failed Due to the Puso Flood Natural Disaster

BNI provides support to BNPB, in the context of providing assistance to farmers who failed to harvest due to the Puso floods. The handover of aid was carried out symbolically by the President of the Republic of Indonesia, Joko Widodo, with a total distribution of 6,431 to farmers' accounts in the Central Java area.



December 19, 2023

Relaunch Emerald in Hong Kong

The relaunch of Emerald and Private Banking in Hong Kong was held at the BNI Hong Kong Gallery, Admiralty, after previously being held in Jakarta on November 30 2023, targeting professional Indonesian customers who work in Hong Kong. This activity was attended by the Indonesian Consul General for Hong Kong and Macau Yul Edison, Deputy GM of the WEM Division Teddy Satriadi, GM BNI Hong Kong, all Diaspora professionals and employees of the Indonesian Consulate General.



SERVING THE COUNTRY, PRIDE OF THE NATION

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PT Bank Negara Indonesia (Persero) Tbk



PRADJOTO

PRESIDENT COMMISSIONER/INDEPENDENT COMMISSIONER*

*In the fit and proper test process as President Commissioner/Independent Commissioner

Board of Commissioners' Report

Despite the global environmental disruption throughout 2023, both in terms of supply chains, global financial sector volatility, and geo-economic fragmentation, the pace of the domestic economy was still very resilient, including the Indonesian financial industry's condition that was also positive. Amid this optimism, please allow me, on behalf of Board of Commissioners, to present the PT Bank Negara Indonesia (Persero) Tbk Annual Report for Fiscal Year 2023, which will provide an overview of BNI's efforts to continue to create added value for its shareholders and all stakeholders.

OVERVIEW OF THE GLOBAL AND NATIONAL ECONOMIC AND FINANCIAL INDUSTRY SITUATION IN 2023

The global economy challenges in 2023 were the result of continued pressure from the situation in 2022. Global supply imbalances that impacted goods inflation, and geopolitical issues in many regions that impacted trade relations stability in the world economic network, remained some of the major issues causing a world economic slowdown. Several countries implemented anticipatory monetary policies to reduce the threat of high inflation, and these have proven to have reduced this turmoil very well. The significant decline in key commodities was also an important indicator for reducing inflation in other derivative products. However, the decline in inflation in several key commodities were the result of several important events, such as the economic growth of the United States and China which together determines the world economic chain, as well as the climate phenomenon known as "El-Nino" that occurred in April 2023 which had a direct impact on the production of several key commodities.

Despite this challenging situation that still required the right focus, Indonesia was able to maintain its economy at the expected level. National inflation was managed well, and this had a positive impact on the national economy that saw solid growth in Gross Domestic Product (GDP), especially when compared to other countries similar to Indonesia. The Indonesian Government's efforts to encourage economic-forming factors created a solid foundation for the Indonesian economy.

Even though, the inflation normalization trend was not accompanied by the Bank Indonesia (BI) benchmark interest rates, the relatively high interest rates from BI were down to BI's attempts to maintain liquidity, especially during the volatility of the Rupiah exchange rate that continued to be overshadowed by global uncertainty. Under these conditions, in 2023 national banking grew quite moderately. Third Party Funds (DPK) only grew by 3.4% YoY up until October 2023, while loan growth was stable at 10.3% YoY, in the upper range of Bank Indonesia's estimate of 9-11%.

APPRECIATION FOR BOARD OF DIRECTORS' PERFORMANCE IN MANAGING BNI

To carry out the Limited Liability Company Law mandate, the Articles of Association and the aspirations of shareholders regarding supervision of the Board of Directors management of BNI, the Board of Commissioners' role is to provide views to the Board of Directors on the accountable and prudent management of the Bank.

Measuring the Board of Directors performance is by is achieved by measuring their fulfillment of duties and responsibilities, as well as targets prepared after joint studies with each subsidiary's management. The results of the studies are then translated into a target plan in the Bank's Business Plan (RBB), which after consulting with the Board of Commissioners is reported to OJK.

In addition, the Ministry of SOEs, as the proxy shareholder of the Indonesian Government, determines the assessment measures for the Board of Directors duties and responsibilities for managing the SOE. The Board of Directors and Board of Commissioners performance assessments are carried out once every year by the Ministry of SOEs using Key Performance Indicators (KPI). The Board of Directors performance assessment refers to the Minister of SOEs Regulation No. PER-2/MBU/03/2023 concerning

Guidelines for Governance and Significant Corporate Activities of SOEs, and the Ministry of SOEs Letter No. S-220/MBU/04/2023 concerning Submission of Proposed Key Performance Indicators for PT Bank Negara Indonesia (Persero) Tbk for 2023.

The Board of Directors' performance assessments criteria contains Key Performance Indicators (KPI) for Directors collectively and KPI for Directors individually. These are prepared in accordance with BNI's strategy and focus for the current period as stated in the Bank Business Plan (RBB). For the Board of Directors' collegial KPI, they are laid out in 5 (five) priority programs, namely the Economic and Social Value for Indonesia including the financial and social aspects, Business Model Innovation, Technology Leadership, Increased Investment, and Talent Development. Each priority program includes the KPIs that reflect the financial and non-financial performance targets aligned with the established strategic initiatives. The individual Directors' KPIs are prepared according to the duties, main functions and responsibilities of each member of the Board of Directors.

The Board of Directors' collegial and individual KPI achievements are reported to the Board of Commissioners. In addition, the Board of Directors' collegial and individual KPI achievements calculations are reviewed by the Public Accounting Firm (KAP) that audits BNI's financial reports, and they are then sent to the majority shareholder, in this case the Ministry of SOEs.

The Board of Commissioners assessed that the Board of Directors had properly carried out its duties and responsibilities throughout 2023. This is reflected, among other things, in the Board of Directors' Collegial KPI assessment results, which achieved relatively good results when compared to the Company's Work Plan and Budget (RKAP) and other established measures. To the future, the Board of Commissioners advises the Board of Directors to maintain close collaboration, in order to ensure growth quality amidst the Company's transformation efforts and the ever changing global dynamics.

Based on the KPI results, the Board of Commissioners would like to express its thanks for the performance achievements shown by BNI throughout 2023. Fundamental business growth provides a big picture of BNI's future development, and this could be seen from the increase in loans disbursed, and the decrease in gross Non-Performing Loans (NPL), which in tandem will build a strong foundation for BNI to grow its business in a sustainable manner.

Likewise, BNI's customer deposits, or Third Party Funds (TPF), grew compared to the previous year, and this provided a general picture of BNI's management on a path in line with the shareholder's aspirations. The growth of deposits continues to be healthy with the ratio of low-cost funds or Current Account/Saving Account (CASA) maintained at 71.2%, which will certainly have a positive impact on profitability as expected by shareholders.

To determine healthy banking management, capital management is important, and BNI's capital performance has shown good results. The Minimum Capital Requirement Ratio (KPMM), or Capital Adequacy Ratio (CAR), grew stronger compared to the previous year, and are still well above the minimum requirements of the regulator.

SUPERVISION OF STRATEGY FORMULATION AND IMPLEMENTATION BY THE BOARD OF DIRECTORS

The Board of Commissioners and the Board of Directors as the main organs as part of compliance with applicable laws and regulations. The Board of Directors' role is in managing the Bank's operations and business, while the Board of Commissioners' role is in supervising the management of the operations and business carried out by the Board of Directors.

The working relationship between these two organs is built on mutual respect between the two. There are limitations on the responsibilities and roles carried out by both the Board of Commissioners and the Board of Directors. The Board of Commissioners is tasked with supervising the management of BNI and its business groups by the Board of Directors, providing advice to the Board of Directors, and ensuring that the Company applies Good Corporate Governance (GCG).

In designing and formulating the RBB, the Board of Commissioners' role is to ensure the aspirations of stakeholders, especially investors and shareholders, are properly included. The Board of Commissioners would like to express its appreciation for the corporate transformation strategic initiatives and policies that have been carried out since 2021, which are expected to achieve the best results in 2025. Following the strategic steps taken since 2021, in 2023 BNI strengthened its business model and implemented a new work culture called New Ways of Working (NWOW). This step was necessary to ensure BNI's banking operations added value in a sustainable manner, especially for those customers who have high hopes for innovation in BNI's superior banking products and services.

The Board of Commissioners supervisory functions for the implementation of the Board of Directors' strategies include efforts to supervise the Bank Business Plan (RBB); evaluate BNI's performance every month, and submit performance reports to the Ministry of SOEs on a quarterly basis; propose the appointment of an External Auditor to audit the BNI Consolidated and Other Reports for the Fiscal Year ending December 31, 2023; carry out

supervisory functions over internal control at BNI; carry out supervision, monitoring and evaluating the Bank's Health Level, and supporting the Board of Directors to take the necessary steps to maintain and/or improve the Bank's Health Level; carry out supervisory functions over BNI Risk Management and Integrated Risk Management; carry out supervisory functions on BNI compliance, including supervisory functions on the implementation of Anti-Money Laundering, Prevention of Terrorism Financing and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (APU PPT and PPPSPM) at BNI; evaluate, direct and monitor strategic plans, implementation of information technology and Bank policies related to information technology; monitor the evaluation of the Recovery Plan; supervising the implementation of the precautionary principle in providing loan facilities by the Board of Directors; monitor and evaluate developments in the development and management of Human Capital (HC), especially with the strategic function of HC in supporting BNI's performance achievements; and submit reports to the Ministry of SOES regarding the Board of Commissioners' response to BNI's performance report as a follow-up to the Minister of SOES Letter to the Board of Commissioners stating that to make supervision and guidance of SOES performance more effective, the Board of Commissioners is requested to submit opinions and responses to BNI's performance report on a quarterly period basis. In addition, the Board of Commissioners also visits Regional Offices, Branch Offices including Overseas Offices offline and/or online in order to carry out supervisory functions. In 2023, the Board of Commissioners carried out online and offline working visits to 25 locations, including Divisions, Regional Offices, Branch Offices, Subsidiaries and Overseas Offices.

In particular, the Board of Commissioners plays an important role in ensuring the application of GCG principles and practices at all levels of the BNI organization, as well as at Financial Services Institutions within the BNI Financial Conglomerate.

MECHANISM FOR PROVIDING ADVICE TO THE BOARD OF DIRECTORS

Supervision by the Board of Commissioners is carried out by holding meetings, both internal meetings and joint meetings by inviting the Board of Directors or Sector Directors. Joint meetings of the Board of Commissioners and the Board of Directors are held regularly to discuss certain aspects such as monitoring BNI's business performance, organization, risk management, legal internal control and compliance, human capital, technology, etc.

During 2023, 63 Board of Commissioners and the Board of Directors joint meetings were held covering a variety of discussions, especially for monitoring of the continuing corporate transformation and its impact on BNI's performance.

VIEW ON HUMAN CAPITAL MANAGEMENT

Human Capital (HC) management is an important aspect in the banking business. Especially during the corporate transformation carried out by BNI, where NWOW was an important initiative implemented in 2023, where HC played a major big role in BNI's success in achieving its desired vision.

Regarding HC management, the Board of Commissioners assessment of the application of the Bank's strategies and policies carried out by the Board of Directors in HC is going very well. By implementing strategic policies that focus on developing effective employee competencies, BNI has continued to position employees as strategic partners as well as stakeholders for achieving the Bank's goals. Every year, efforts made by the Board of Directors in the field of HC have increased the culture of risk awareness and compliance culture through the programs held.

The Board of Commissioners view is that strengthening HC in BNI's corporate transformation has proceeded as expected. The RACE (Risk Culture, Agile, Collaboration, & Execution Oriented) theme was an important point that supported BNI's corporate transformation. The Board of Commissioners hopes that strengthening HC will provide added value on an ongoing basis, not only for BNI, but also for each individual BNI Hi-Mover in shaping their personality.

VIEW ON OPTIMIZING INFORMATION TECHNOLOGY AND EFFORTS TO REALIZE LEADING DIGITAL BANKING

Strengthening information technology infrastructure is a must for modern financial institutions. The Board of Commissioners encourages the Board of Directors to continue strengthening the Bank's information technology infrastructure. This is in line with the global financial services trend towards digital finance.

The Board of Commissioners hopes that BNI will continue to innovative digitizing its services, to be at the forefront in providing the best digital banking services. The Board of Commissioners supports the Board of Directors' efforts to provide added value to customers through the key technologies adopted that have made a significant contribution to BNI's digital banking product and service development needs in recent years.

The Board of Commissioners also supervises the ongoing Information Technology system compliance in accordance with applicable regulations, including its relationship to the principal support of the BNI Information Technology system, covering the terms of policies, standards and procedures, as well as information security aspects. In an effort to increase information security, apart from implementing

various international standards protections, BNI has also established a special organization that combines several units that have functions related to information security to maintain independence, so as to focus more on evaluating, implementing, monitoring and improving cyber security.

VIEW ON THE COMPANY'S BUSINESS PROSPECTS PREPARED BY THE BOARD OF DIRECTORS

2024 will be an important year for Indonesia. The five-year political cycle through the General Election (Pemilu) will be held on February 14, 2024, and this will culminate in a change of executive and judicial leadership of Government administrative management. Not only will this event bring major changes to national leadership, it will also provide a positive stimulus for the Indonesian economy, especially with an increase in public consumption and aggressive fiscal spending to meet the needs of holding the elections.

Interestingly, this major event is being held in the midst of a world economy that has not yet shown any extraordinary improvements. The IMF projects global economic growth to reach 2.9%, lower than the projected figures for 2022 and 2023 of 3.5% and 3.0% respectively. Inflation is still high, especially when compared to the average before the COVID-19 pandemic, and still puts pressure on monetary policies in many countries. The Federal Reserve, the central bank of the United States, is projected to reduce its benchmark interest rate or Federal Funds Rate (FFR) with predictions that Personal Consumption Expenditures (PCE) inflation or individual spending, which are high compared to pre-COVID-19 pandemic. It is estimated that inflation normalization will only be realized in 2026.

Facing quite challenging economic prospects, Indonesia is expected to maintain its solid economic condition. Indonesia's Gross Domestic Product (GDP) growth is expected to remain stable at a level of 5.0%, with the impact of the global economy predicted to have a direct impact on exports and investments. However, it is hoped that the election events in 2024 will create a driving force to maintain the Indonesian economy at a strong level.

It is also hoped that the prediction of good economic growth will have a positive influence on banking, with projections that national banking lending in 2024 will grow by 7.5% to 10%, mainly supported by better liquidity conditions. This is also reflected in the projection of the Rupiah exchange rate which will be good, with predictions of a trend in FFR cuts, a decline in the US Dollar index, as well as a fairly high inflow of foreign funds to strengthen liquidity and cover part of the current account deficit.

The Board of Commissioners welcomes BNI's performance projections for 2024, prepared by the Board of Directors. The focus on healthy and quality asset growth is certainly the most basic target for BNI's banking business. The Board of Commissioners is of the opinion that the strategic initiatives as part of BNI's business plan in 2024 are in line with the aspirations of shareholders and all investors regarding BNI's added value, both in terms of product innovation and banking services, as well as returns for shareholders and investors. In addition to the projected lending growth based on strong risk management, the Board of Commissioners also welcomes the other strategic plans for BNI for 2024, including expanding its international business networks, strengthening business networks, especially Digital Banking, Human Capital and information technology in terms of supporting sustainable expansion, as well as optimizing the subsidiaries' performance that will contribute positively to BNI's consolidated performance.

The Board of Commissioners supports all of these strategic plans, which are expected to continue to strengthen the foundation of a sustainable business so that BNI will grow not only annually, but also with certainty will grow sustainably into the future. Also, the Board of Commissioners sincerely hopes that Indonesia's leadership transition in 2024 will bring the Indonesian economy to a better growth and will produce positivity to the socio-economic life of the Indonesian people.

VIEW ON THE BANK'S GOVERNANCE IMPLEMENTATION

The Ministry of SOEs, the Financial Services Authority (OJK), the Indonesian Stock Exchange (BEI), Bank Indonesia, and all stakeholders with an interest in the capital market and the development of the Indonesian business world, are committed to encouraging the application of GCG principles and practices as a value that must be upheld by every business entity doing business in Indonesia. BNI welcomes with open arms the good intentions of all stakeholders, especially as GCG implementation has been proven to provide positive results for the sustainability of the business world and the investment climate.

As the organ tasked with supervising GCG the implementation by the Board of Directors, the Board of Commissioners view is that GCG implementation within BNI continues to increase from time to time. The development of continuously updated policy tools, including evaluation and monitoring of GCG, reflects the Board of Directors' commitment to implementing GCG principles and practices in all elements of the Bank's operations and business.

One important aspect for the successful implementation of GCG principles is good synergy and collaboration between the Board of Commissioners supporting organs and the Board of Directors supporting organs. Through these supporting organs, every aspect of implementing GCG principles can be applied and monitored, be it compliance, risk management, audits, to the development of HC and Information Technology as the foundations for realizing Bank accountability.

In addition, to support the implementation of GCG principles, the composition of BNI Independent Commissioners is more than 50%. The majority and large number of Independent Commissioners will encourage the Board of Commissioners to act objectively to protect the interests of BNI and all stakeholders.

The successful development of GCG implementation within BNI in 2023 is also reflected in the appreciation received from external parties, namely:

1. The title of "Leadership in Corporate Governance" in the implementation of GCG based on the ASEAN Corporate Governance Scorecard (ACGS) standard from the Indonesia Institute for Corporate Directorship (IICD).
2. Award as "The Most Trusted" Company in the Corporate Governance Perception Index (CGPI) from The Indonesia Institute for Corporate Governance (IICG).

The Board of Commissioners also welcomes the strengthening of GCG within BNI and the BNI Financial Conglomerate, where the Board of Directors has strengthened it by establishing a Department under the Compliance Division with special duties and responsibility for managing GCG implementation within the BNI business group.

The Board of Commissioners would like to emphasize the importance of a code of ethics that is based on the Company's Core Values or "AKHLAK". Implementing a code of ethics forms part of BNI Hi-Movers' behavior to act with integrity, which will ultimately shape their personal behavior in their daily lives.

ASSESSMENT OF COMMITTEES UNDER THE BOARD OF COMMISSIONERS

Committees Supporting the Board of Commissioners

- Audit Committee
- Risk Management Monitoring Committee
- Nomination & Remuneration Committee
- Integrated Governance Committee

The Board of Commissioners duties and functions for supervising the management of the Company is supported by the Audit Committee, Risk Management Monitoring Committee, Nomination & Remuneration Committee, and Integrated Governance Committee.

The Board of Commissioners would like to express its appreciation for the support these 4 Committees have given to increase the effectiveness of the Board of Commissioners duties and functions of the throughout 2023. The Audit Committee, Risk Management Monitoring Committee, Nomination & Remuneration Committee, and Integrated Governance Committee have demonstrated good performance by upholding good competency and quality standards.

The Audit Committee has monitored and evaluated internal control, and effectively assisted the Board of Commissioners in supervising the internal and external audit functions, including evaluating the Company's periodic performance achievements. In carrying out its duties, the Audit Committee held meetings with the Board of Commissioners and meetings inviting related Directorates, Internal Audit and other related divisions and has worked together with other committees.

The Risk Management Monitoring Committee has carried out its duties, including providing reviews and recommendations on aspects of governance and risk management within BNI, including integrated risk management.

The Nomination & Remuneration Committee has carried out its duties, including managing human capital as well as evaluating and recommending proposed changes to the Board of Directors and Board of Commissioners in subsidiaries and has worked together with other committees.

Meanwhile, the Integrated Governance Committee provides valuable input on the performed supervision on the implementation of Integrated Governance within BNI Financial Conglomeration, concerning the implementation of Integrated Governance Guidelines, the implementation quality of integrated compliance function, the quality of integrated internal control, the implementation of integrated risk management, the implementation quality of integrated governance by evaluating the integrated governance structure, process, and results, the effectiveness of integrated governance results by monitoring integrated financial performance and the synergy plans between BNI and subsidiaries and synergies between subsidiaries.

All of the Board of Commissioners committees duties, including recommendations to management, are one form of the Board of Commissioners' efforts to improve the corporate governance function with the hope that efforts to improve BNI's performance can be optimized through effective monitoring of bank governance carried out by the Board of Commissioners.

INTERNAL CONTROL AND RISK MANAGEMENT

The Board of Commissioners understands that internal control and risk management are critical factors in BNI's banking business. The big picture of strong capital and decreasing NPLs is a strong reflection of the success of the Bank's internal control and risk management. However, strong risk management has to be balanced with good risk management governance, as expresses in the existence of structures, guidelines and monitoring of their realization.

The Board of Commissioners' view is that BNI has an adequate internal control system, in accordance with the Bank's business profile. Internal control is carried out effectively as an important component in Bank management, as well as forms the basis for healthy and safe Bank operational activities. The Board of Commissioners is responsible for, and has supervised, the implementation of the internal control system, by approving and monitoring the Board of Directors' policies for internal control. In carrying out its duties, authorities and supervisory responsibilities, the Board of Commissioners is also assisted by the Audit Committee, Risk Monitoring Committee, Nomination & Remuneration Committee, and Integrated Governance Committee.

When managing risk management, the Board of Commissioners is actively involved in supervising the risk management carried out by the Board of Directors. The Board of Commissioners is of the opinion that BNI has carried out risk management proactively in a forward-looking manner.

Based on the results of reviews and discussions with management, internal auditors, all committees under the Board of Commissioners, as well as the independent auditors, the Board of Commissioners is of the opinion that BNI's risk management can adequately manage risks, as reflected in the results of studies on the completeness and accuracy of risk identification, measurement and monitoring, control and reporting, as well as the adequacy of the mitigation scenarios proposed by operational work units.

IMPLEMENTATION OF A VIOLATION REPORTING SYSTEM OR WHISTLEBLOWING SYSTEM (WBS)

The Whistleblowing System (WBS) forms part of BNI's commitment to making GCG principles the foundation of every aspect of BNI's daily operations and business. WBS is a reporting mechanism that guarantees the confidentiality of the reporter, and detects early and prevents irregularities or violations in all aspects of the Bank's business activities. WBS will create an open, sincere, honest and responsible work climate within BNI, as it encourages active participation by BNI Hi-Movers to report violations that occur within BNI.

BNI has a "WBS to CEO" mechanism, as an early detection mechanisms in WBS. To strengthen the existing WBS, BNI's WBS management also appointed an external party, namely Deloitte, to manage WBS reports, to encourage BNI Hi-Movers to be brave and participate in reporting if there are violations or indications of fraud. By so doing, the goal of WBS is to create a clean work environment with more effective and independent integrity.

To strengthen WBS as a tool to improve the governance and suppress potential fraud in BNI's operations and business, since March 2, 2021 BNI has collaborated with the Corruption Eradication Commission (KPK) on handling complaints in an effort to eradicate criminal acts of corruption, the implementation of which is reported periodically to the KPK.

The Board of Commissioners' role in managing BNI's WBS includes supervision to ensure the implementation of the WBS with the assistance of the Audit Committee. The Board of Commissioners, with the Audit Committee and other units, will always evaluate and follow up on reports received. Reports that are proven to be correct based on the results of the examination are followed up with administrative sanctions in the form of warning letters and termination of employment (PHK) as well as other actions, including transfers and counseling.

During 2023, there were 235 reports of alleged violations received through the WBS mechanism with most complaints via electronic mail channels. The violation reports are followed up using a research process carried out by Internal Audit and/or SORX/Anti-Fraud Unit or related Division/Unit/Unit. Of all the reports submitted through the WBS mechanism, 83.8% completed the examination process, where in several cases firm action was taken. The number of incoming reports increased quite significantly compared to the previous year, showing that BNI Hi-Movers have quite high awareness of the existence and benefits of WBS as a tool to strengthen the bank governance.

TOGETHER TO ACHIEVE SUSTAINABILITY AND SUPPORT FOR THE SOCIAL AND ENVIRONMENTAL RESPONSIBILITY

As a banking industry company, BNI plays an important role in realizing sustainable development in Indonesia. Over recent years, BNI has made efforts to establish a green industrial ecosystem in Indonesia, especially through Green Bond-based capital and Sustainability Linked Loan (SLL) funding as well as special financing schemes accompanied by attractive pricing for green financing.

The Board of Commissioners welcomes and encourages BNI to continue improving the initiatives carried out to date. The Board of Commissioners' support is shown in its active involvement in monitoring sustainability, which has been integrated into the strategy instigated by the Board of Directors. With this support, the Board of Commissioners has become an important part of BNI's success for applying and developing Environmental, Social and Governance (ESG) aspects as well as Social and Environmental Responsibility (SER) practices, which will ultimately lead to joint growth between BNI and all stakeholders.

BOARD OF COMMISSIONERS' THE COMPOSITION CHANGES

In 2023, there were 2 (two) changes to the Board of Commissioners membership composition, each based on an Annual GMS decision on March 15, 2023, and an Extraordinary GMS decision on September 19, 2023. The chronology of changes to the Board of Commissioners membership composition in 2023, and the Board of Commissioners' composition as at December 31, 2023 can be seen below.

Chronology of Changes to the BNI Board of Commissioners' Composition in 2023

Period January 1 to March 15, 2023	Period March 15 to September 19, 2023	Period September 19 to December 31, 2023	Information
Agus Dermawan Wintarto Martowardojo (President Commissioner/ Independent Commissioner)	Agus Dermawan Wintarto Martowardojo (President Commissioner/ Independent Commissioner)		Ceased serving based on the Extraordinary GMS Decision dated September 19, 2023.
Pradjoto (Vice President Commissioner/ Independent Commissioner)	Pradjoto (Vice President Commissioner/ Independent Commissioner)	Pradjoto (Vice President Commissioner/ Independent Commissioner)	Previous duties transferred as Vice President Commissioner/Independent Commissioner to President Commissioner/Independent Commissioner, based on the Extraordinary GMS Decision dated September 19 2023.
		Pahala Nugraha Mansury (Deputy President Commissioner	Appointed based on the Extraordinary GMS Decision dated September 19, 2023.
Sigit Widyawan (Independent Commissioner)	Sigit Widyawan (Independent Commissioner)	Sigit Widyawan (Independent Commissioner)	Reappointed to serve a 2nd term based on the Annual GMS Decision dated March 15, 2023.
Asmawi Syam (Independent Commissioner)	Asmawi Syam (Independent Commissioner)	Asmawi Syam (Independent Commissioner)	-
Iman Sugema (Independent Commissioner)	Iman Sugema (Independent Commissioner)	Iman Sugema (Independent Commissioner)	-
Septian Hario Seto (Independent Commissioner)	Septian Hario Seto (Independent Commissioner)	Septian Hario Seto (Independent Commissioner)	-
Erwin Rijanto Slamet (Independent Commissioner)	Erwin Rijanto Slamet (Independent Commissioner)	Erwin Rijanto Slamet (Independent Commissioner)	-
Askolani (Commissioner)	Askolani (Commissioner)	Askolani (Commissioner)	-
Susyanto (Commissioner)	Susyanto (Commissioner)	Susyanto (Commissioner)	-
Fadlansyah Lubis (Commissioner)	Fadlansyah Lubis (Commissioner)	Fadlansyah Lubis (Commissioner)	-
	Robertus Billitea (Commissioner)	Robertus Billitea (Commissioner)	Appointed based on the 2022 Annual GMS Decision dated March 15, 2023.

On behalf of the Board of Commissioners and all BNI Hi-Movers, we would to express our deepest appreciation and thanks to Agus Dermawan Wintarto Martowardojo for the services provided to help BNI progress, especially when carrying out the Board of Commissioners' supervisory function, as well as actively participating in providing suggestions and advice to the BNI Board of Directors and staff.

As of December 31, 2023 the Board of Commissioners' membership composition was as follows.

BNI's Board of Commissioners Composition as of December 31, 2023

Name	Position	Basis of Appointment	Period in Office	Effective Date*
Pradjoto	President Commissioner/ Independent Commissioner	EGMS Decision dated September 19, 2023	Following previous term in office as Vice President Commissioner/Independent Commissioner, 2020-2025 (First Period)	Currently in the OJK Fit and Proper Test process
Pahala Nugraha Mansury	Vice President Commissioner	EGMS Decision dated September 19, 2023	2023-2028 (First Period)	Currently in the OJK Fit and Proper Test process
Sigit Widyawan	Independent Commissioner	AGMS Decision dated March 15, 2023	2023-2028 (Second Period)	March 15, 2023
Asmawi Syam	Independent Commissioner	AGMS Decision dated February 20, 2020	2020-2025 (First Period)	June 17, 2020
Septian Hario Seto	Independent Commissioner	AGMS Decision dated February 20, 2020	2020-2025 (First Period)	August 14, 2020
Iman Sugema	Independent Commissioner	AGMS Decision dated February 20, 2020	2020-2025 (First Period)	August 14, 2020
Erwin Rijanto Slamet	Independent Commissioner	AGMS Decision dated March 29, 2021	2021-2026 (First Period)	August 6, 2021
Askolani	Commissioner	EGMS Decision dated August 30, 2019	2019-2024 (First Period)	December 20, 2019
Susyanto	Commissioner	AGMS Decision dated February 20, 2020	2020-2025 (First Period)	July 27, 2020
Fadlansyah Lubis	Commissioner	EGMS Decision dated August 31, 2022	2022-2027 (First Period)	December 23, 2022
Robertus Billitea	Commissioner	AGMS Decision dated March 15, 2023	2023-2028 (First Period)	September 11, 2023

*) The Board of Commissioners becomes effective after receiving 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 Capability and Conformity Assessment for Main Parties of Financial Services Institutions.

As of December 31, 2023 until the signing of this annual report, there were no changes to the Board of Commissioners structure and composition.

IN CLOSING

To all shareholders and investors, the Board of Commissioners would like to express its gratitude for the trust given. Likewise, to the regulators and stakeholders, the Board of Commissioners would also like to express its deepest gratitude for the support that have provided. To the Board of Directors and all BNI Hi-Movers, please allow the Board of Commissioners to express their pride in the performance you have demonstrated. Hopefully all the achievements in 2023 will form the foundation for BNI going forward and grow sustainably, so it can continue to provide added value to shareholders and all stakeholders.

Jakarta, February 7, 2024
On behalf of the Board of Commissioners of PT Bank Negara Indonesia (Persero) Tbk,



PRADJOTO
PRESIDENT COMMISSIONER/INDEPENDENT COMMISSIONER



ROYKE TUMILAAR

PRESIDENT DIRECTOR

Board of Directors' Report

DEAR SHAREHOLDERS AND STAKEHOLDERS,

2023 marked the third year of the BNI's transformation program. Supported by all BNI hi-mover's high commitment and disciplined efforts, the transformation has seen a turning point that has strengthened BNI's business foundation. Through this transformation program, BNI consistently encourages strengthening the business structure so that it is better prepared to face future economic dynamics and challenges. The results can be seen in the level of profitability that continues to rise, especially in the Return on Equity (ROE) ratio.

BNI's ROE in 2023 was 15.2%, an increase of 120 basis points from 14.0% in 2019. This was due to the capital or equity value continuing to increase, reflecting an increase in the level of profitability. These positive results were achieved thanks to fundamental improvements, including increasing fee-based income, operational efficiency and asset quality.

However, this transformation program is more than just an initiative, it is a giant step that reflects our dedication and commitment to continue to grow and develop and adapt to changes at the national and global levels.

In 2023, we also completed our medium-long term planning for the next 5 (five) years, where BNI's aspiration is to increase ROE to 20% by 2028. This increase in ROE will be achieved through consistency in recording quality loan growth in the consumer, corporate and MSME segments so that asset quality will be healthy in the long term. BNI's profitability will also be driven by increased business productivity, operational efficiencies and the contribution of subsidiaries. This has made the achievements up to 2023 the foundation for our steps forward. On behalf of the Board of Directors and all BNI Hi-Movers, allow me to present the PT Bank Negara Indonesia (Persero) Tbk performance report for the 2023 fiscal year.

A QUICK LOOK AT THE GLOBAL AND NATIONAL ECONOMY AND FINANCIAL INDUSTRY IN 2023

The global economy in 2023 still reflected a number of post-pandemic challenges, from structural problems in major economic countries to widespread geopolitical conflicts. Furthermore, the imbalance in global supply and demand due to the scarring effect has resulted in an increase in global inflation since the second semester of 2022. This condition has forced various central banks to increase benchmark interest rates in order to reduce inflationary pressures. For example, the Federal Reserve (Central Bank of the United States) increased the Fed Fund Rate (FFR) by 525bps in 2022-2023 to a level of 5.25-5.50%.

On the good side, Indonesia's economic growth was solid and better than the average of G-20 countries due to the dominance of household consumption, reaching 53% of Indonesia's total GDP. Apart from household consumption, investment and government spending also supported the momentum of economic recovery. Until the third quarter of 2023, the domestic economy was able to grow 5.1% and was expected to close at 5.0% at the end of 2023. This figure is higher than the global economic growth, which was estimated to only grow 3.0% in 2023 by the International Monetary Fund (IMF). Based on sector, the Indonesian economy was supported by the processing industry, transportation sector, and trade sector. Meanwhile, export-oriented processing industry, such as textile and footwear, experienced contraction in line with the global economic slowdown.

In terms of prices, national inflation was normalized after the increase in fuel prices. Inflation was closed at 2.6% at the end of 2023, with lower core inflation at 1.8%. The inflation risk lies in the food group, where food inflation reached 6.4% as of December 2023 due to the El-Nino factor and the protection policy of commodity exporting countries such as India, which prohibits rice exports.

Even though national inflation was low, Bank Indonesia continued to maintain tight monetary policy amidst pressure from the weakening Rupiah exchange rate, especially in the second semester of 2023. Foreign fund outflow was recorded at US$4.5 billion in the bond and stock markets in August-October 2023 period, which caused Rupiah exchange rate position depreciated until it reached its weakest position at IDR15,940 in October 2023. The exchange rate began to slowly strengthen and reached IDR15,397 at the end of 2023, in line with the clearer signals from the Federal Reserve regarding the future FFR direction and Bank Indonesia's response to raise the benchmark interest rate (BI-rate) to 6.0% in October 2023.

In terms of banking industry, credit growth reached 9.7% YoY in November 2023, which was in line with solid domestic economic growth and Bank Indonesia's credit growth estimate (9-11%). Nonetheless, loan-to-deposit ratio increased to 85% in November 2023 from 79% at the beginning of 2023 due to third-party deposits grew more moderately at 3.0% YoY in November 2023 (compared to 8% YoY at the beginning of 2023).

On the other hand, the Indonesian inflation normalization trend was not accompanied by the Bank Indonesia (BI) benchmark interest rate. In September 2023, the BI interest rate was 5.75% and it increased to 6% in early October 2023. The relatively high BI benchmark interest rate was mainly due to BI's policy focus on maintaining liquidity, especially the stability of the Rupiah exchange rate during global uncertainty. Capital and cash flight were the king trends that have been looming since 2022, and still posed a significant threat to the Rupiah exchange rate. As an illustration, USD4.5 billion of foreign funds were recorded as leaving the bond and stock markets in the period August to October 2023, which caused the Rupiah exchange rate to depreciate until it reached its weakest position of IDR15,940 per USD in October 2023. However, the exchange rate gradually strengthened to reach IDR15,397 at the end of 2023 in line with the more dovish monetary policy outlook of the United States central bank.

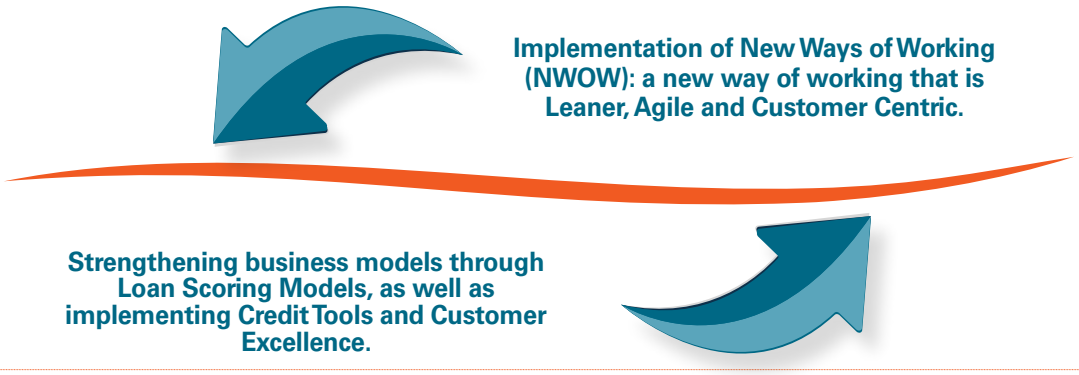
The national banking sector was experiencing moderate growth, especially in Third Party Funds (TPF) which grew 3.8% YoY, lower than at the beginning of 2023 when it grew 8% YoY. The liquidity position was good, as reflected in the Loan to Deposit Ratio (LDR) increasing to 84% from 79% at the beginning of 2023. This increase in LDR was mainly due to fairly consistent loan growth of 10.3% YoY, in the upper range of Bank Indonesia's estimate of 9-11%.

BNI STRATEGY AND STRATEGIC POLICIES FOR 2023 AND PERFORMANCE GROWTH

BNI's Corporate Transformation that started in 2021 has produced quite significant results. This strategy was carried out in response to many challenges and changes in the banking industry in recent years, especially after COVID-19, to accelerate sustainable improvements in financial performance, and as an effort for BNI to achieve its strategic direction in 2025.

In recent years, BNI has instigated many strategic steps to strengthen its capital including the issuance of Additional Tier 1 Capital Bond 2021 on the Singapore Stock (SGX) Exchange, and Environmentally Friendly Bonds (Green Bond) I 2022 on the Indonesia Stock Exchange; strengthening HC through blueprints, roadmaps and talent pools; improving asset quality by optimizing Loan at Risk (LaR) management; end to end improvement of the loan processes; improvement of performance reports in the Performance Management System (PMS) based on 3 dimensions; implementation of the New Channel Model and operational centralization; strengthening the BNI business group, especially with the formation of BNI Ventures, and the acquisition of Bank Mayora to become a digital bank under the "hibank" brand; as well as BNI's expansion to go global through international networks such as BNI Xpora and the launch of BNI Amsterdam.

In 2023, the BNI Corporate Transformation initiative focused on 2 (two) areas, namely strengthening business models and implementing a new work culture.



The banking intermediation function inherent in the BNI's business certainly requires strong and accountable loan management. Strengthening business processes in BNI Corporate Transformation will provide a solid foundation for providing loans, especially through a loan scoring model to accelerate loan provision, while still relying on risk awareness of the loan provided.

BNI also understands that the highly competitive banking industry needs BNI to carry out internal transformation. BNI's Corporate Transformation's main focus is to strive for innovation in customer centric banking products and services. For this reason, BNI initiated New Ways of Working (NWOW) as a new way of working that is leaner, agile, and customer centric.

NWOW is a new concept that harmonizes the formation of a more agile, accountable and collaborative way of working, with an organizational design with complete functions and without duplication, with coordination mechanisms and processes within the BNI organization, development of leadership-based competencies, and alignment of the Directors' Key Performance Indicators (KPIs). NWOW is a pathway that will bring the BNI organization towards a customer centric way of working, which of course still brings risk awareness and accountability throughout the value chain being developed.

BNI is the only bank that has a special directorate to handle transaction banking, namely the Digital & Integrated Transaction Banking Directorate. Treasury and overseas business functions are combined in the Wholesale & International Banking Directorate. These changes provided a new focus in managing BNI's operations and business through monitoring 3 dimension-based PMS performance reports as stated in the new BNI segmentation.

In the operations management process, BNI prioritized the principles of automation and efficiency. This principle is an important part of BNI's efforts to create agile and accountable business processes. End to end improvements to the loan process were also made, as well as digitalization of pipeline documents and automation of 3D-based PMS performance reports as previously stated. BNI also continued to standardize and simplify loan documents up to the Credit Committee Decision Memorandum (NK3) to create innovative reliable, agile, and accountable banking services.

Through these efforts, BNI recorded good loan and Third Party Funds expansion. Total loans disbursed by BNI in 2023 reached IDR695.1 trillion, an increase of 7.6% compared to IDR646.2 trillion the previous year. With a DNA in corporate banking with the advantage of an international network, loans to BNI's corporate segment was still the largest portion, reaching 53% of the total amount of loans disbursed as of December 31, 2023. In the corporate segment, BNI focused on expanding to superior debtors who are key industry players, and optimizing cooperative relationships with institutions.

Total customer deposits in 2023 stood at IDR810.7 trillion, an increase of 5.4% compared to IDR769.3 trillion the previous year. Total interest income in 2023 reached IDR61.5 trillion, an increase of 12.5% compared to IDR54.6 trillion the previous year. Meanwhile, net profit, which is profit attributable to owners of the parent entity as a reference profit for distribution of dividends to shareholders in 2023, reached IDR20.9 trillion, an increase of 14.2% compared to IDR18.3 trillion the previous year.

Fundamental ratios also reflected the success of the strategies and strategic policies BNI had pursued. Gross Non-Performing Loans (NPL) in 2023 stood at 2.1%, an increase compared to the previous year's 2.8%. This NPL improvement was certainly an important factor in BNI's success in managing loan risk during the ongoing expansion. Likewise, the loan to deposit ratio (LDR) in 2023 was 85.8%, an increase compared to 84.3% the previous year. This shows that the Bank's intermediary role is running properly within the corridors regulated by Bank Indonesia.

Capital structure was also well maintained. BNI's Minimum Capital Requirement Ratio (KPMM) in 2023 was 22.0%, an increase compared to the previous year's 19.3%. One of the important points of strengthening this capital structure cannot be separated from BNI's success in increasing its profitability.

FROM LOCAL TO GLOBAL: SERVICE NETWORK DEVELOPMENT

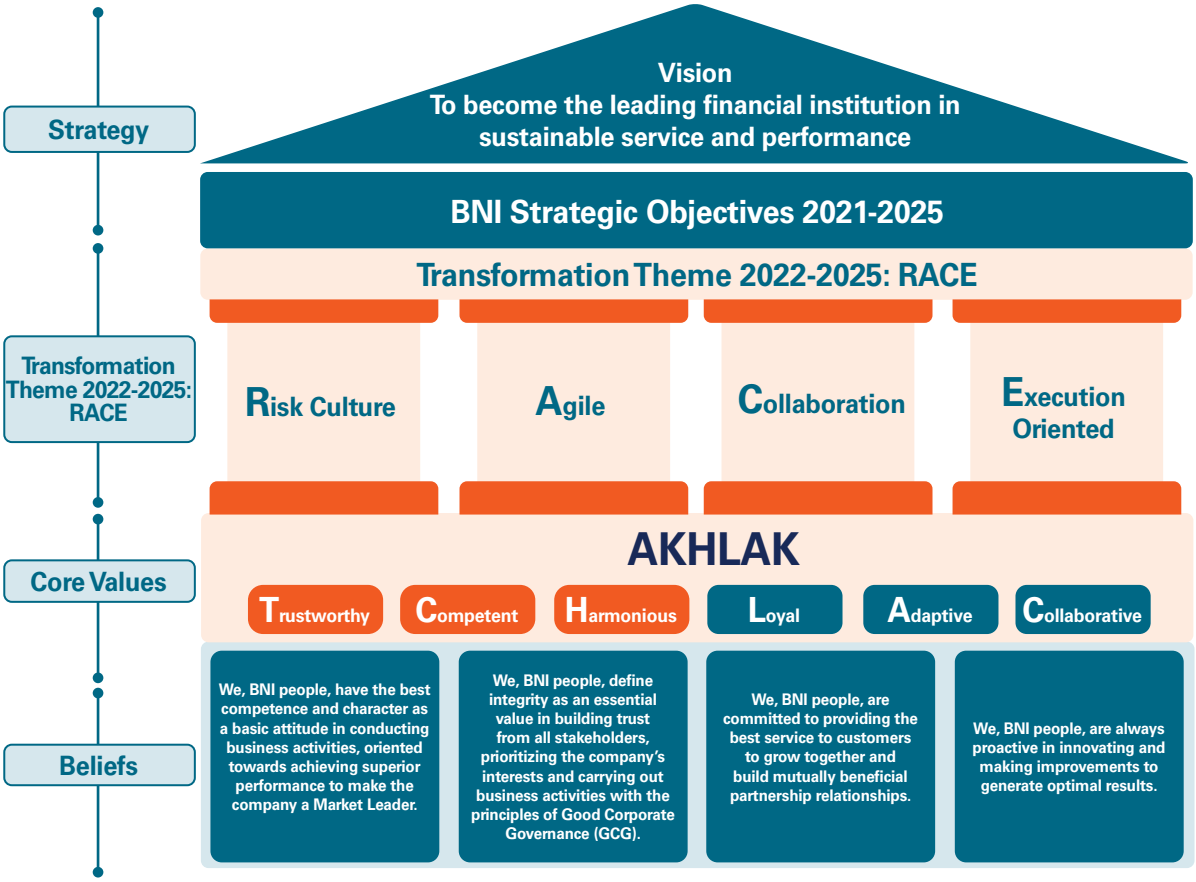
One of BNI's important strengths is its wide network of overseas offices located across the world's business and financial centers. This business network makes it easy for business and investment from Indonesia to overseas and vice versa. This is in line with the mandate given by the Indonesian Government to BNI to become a national bank with global capacity, where BNI facilitates businesses, both corporations and Small and Medium Enterprises (UKM) exporters to enter the global market, as well as for serving transaction and financial service needs for Indonesian diaspora.

With its big vision as a national bank with global capacity, BNI is supported by strategic alliances and a network of correspondent banks overseas. In addition, BNI also continues to expand its service network from national to global coverage. By the end of 2023, BNI had 1,781 outlets, 13,390 ATMs, and 185,697 Branchless Banking agents (BNI Agen46) spread throughout Indonesia. In 2023, BNI also began to transition to developing flagship, digital first and thematic outlet formats offering a faster, unique and more complete banking experience for customers. To support financial inclusion, BNI Agen46 are spread across 35,500 sub-districts/villages throughout Indonesia, including areas categorized as Frontier, Remote and Disadvantaged (3T). In 2023, BNI Agen46's transaction volume reached IDR59.92 trillion with total transactions reaching 85.49 million.

HUMAN CAPITAL MANAGEMENT

BNI's strategic policies involve its Human Capital (HC). In the transformation roadmap, strengthening HC was one of the important stages in realizing the success of this strategy. After at the start of the transformation, BNI strengthened its HC as one of the steps, through blueprints, roadmaps and talent pools, in 2023 BNI carried out its NWOW initiative to synergize all elements to form a new way of working that was more agile, accountable and customer-centric.

To support this strategic policy, BNI carried out a transformation with the theme RACE (Risk Culture, Agile, Collaboration, & Execution Oriented), where in 2023 BNI launched a cultural transformation management framework that is expected to support the ongoing corporate transformation, as seen below.



To ensure improved changes in behavior in line with core values and BNI CorporateTransformation, BNI prepared 6 (six) BNI Cultural Programs to be implemented by all BNI Hi-Movers.



To ensure that BNI's cultural transformation was internalized well, BNI formed the RACE Network team as a network of BNI change agents tasked with internalizing the work culture transformation across all work units and business groups.

By the end of 2023, BNI employed 27,570 people, of which 52.1% were from Gen Y or millennials. With this large gen composition, BNI has strong human capital that can grow sustainably, especially in welcoming the "Indonesian Golden Generation 2045".

DIGITAL BANKING AS TODAY'S BANKING SOLUTION

When managing its service network, BNI pays attention to effective and efficient distribution, as well as the transfer of customer banking transactions to digital channels, especially BNI Mobile Banking that offers an easy, fast, safe and comfortable transaction experience. Through the one stop solution digital financial services strategy, BNI's digital financial services are available to answer the end to end needs of customers in the consumer & retail and business banking segments. The BNI digital services product champions are BNI Mobile Banking, BNI Direct and API. BNI Mobile Banking is now been used by more than 16 million individual customers, with its advantage of complete transaction features and ease of use anytime and anywhere. Meanwhile, for business customers, the total number of BNIDirect users by the end of 2023 had reached more than 147 thousand users. As a pioneer in strengthening the digital payment ecosystem in Indonesia, BNI has an API (Application Programming Interface) service that can facilitate partners in providing disbursements, collections, payments, account information and digital account opening services. In 2023, BNI was also in the process of transforming hibank, the result of the acquisition of Bank Mayora, to become the first digital bank in Indonesia that focuses on the SME segment.

THE BOARD OF DIRECTORS' ROLE IN FORMULATING STRATEGIES AND STRATEGIC POLICIES

Every year BNI prepares strategic policies in the Bank Business Plan (RBB) that is then reported to the Financial Services Authority (OJK). The preparation of the 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 preparation is carried out by the Board of Directors with supervision and direction provided by the Board of Commissioners.

The strategic policies as described above were implemented by all units as the main duties and functions of each unit. As stated in the Board of Directors' Work Guidelines and Regulations, the Board of Directors plays an active role in ensuring that each unit understands their main duties and functions so that previously determined work plans can be achieved. The Board of Directors also has a position as a strategic decision maker, especially for matters that require the highest level of decision making, from the aspects of product development, business, marketing and sales, to risk management and bank governance.

All the strategies and strategic policies reported in the RBB become Key Performance Indicators (KPI), where the Board of Directors has a direct link to important achievements in these KPIs. This encourages the direct involvement of the Board of Directors in designing and formulating the Bank's strategic strategies and policies as well as the efforts needed to realize these designs and formulations until they are on target.

PROCESSES CARRIED OUT BY THE BOARD OF DIRECTORS TO ENSURE STRATEGY IMPLEMENTATION

As explained above, BNI has KPIs attached to each directorate function. To provide certainty that the strategies and strategic policies can be implemented in accordance with planned targets, the Board of Directors is obliged to design and formulate the Bank's strategic strategies and policies as stated in the RBB, as well as the efforts needed to realize these designs and formulations.

For this reason, the Board of Directors sends the necessary directives to all levels so that the designs and formulations are easier to apply. The BNI Corporate Transformation emphasizes the importance of this, especially with the NWOW strategy that was developed in 2023 in order to simplify business models and processes to make them more agile, adaptive, accountable and add value.

In addition, the Board of Directors also plays an active role in ensuring that all designs, formulations and targets contained in the RBB are well understood and implemented as expected. Top down and bottom up policies in the decision making process are developed according to portions and perspectives, with the hope that innovations can emerge from even the lowest levels, including the involvement of committees and all supporting organs of the Board of Directors. Of course, the Board of Directors has full authority to ensure that every decision taken is in accordance with applicable rules, and of course has an orientation towards the desired goals.

ACHIEVEMENT OF TARGETS IN 2023

The success of the strategies launched at the beginning of the year can be seen from the target achievement highlights as shown below.

Subject	2023 Realization	2023 Target	2023 Target Achievement (%)
Loan Disbursement (IDR-million)	695,085	715,558	97.1
Collection of Third Party Funds (TPF) (IDR-million)	810,730	818,276	99.1
Non Performing Loan (NPL) Gross (%)	2.1	2.3	93.3
Net Profit (IDR-million)	20,909	20,686	101.1
Return on Asset (ROA)	2.6	2.6	101.7
Return on Equity (ROE) Equity Based (%)	15.2	15.2	99.5
Net Interest Margin (NIM) (%)	4.6	4.6	98.5
Operating Expenses to Revenue (BOPO) (%)	68.4	69.6	98.3
Minimum Capital Adequacy Ratio (MCAR) (%)	22.0	20.7	105.9

As can be seen in the table above, details that can be found in the "Management Analysis and Discussion" chapter in this annual report, BNI's business expansion target through lending and collecting TPF has been achieved quite well, especially with a foundation of healthy and quality assets through the realization of NPLs that is below the 2023 target.

The Company was also able to maintain expense and cost ratios efficiently. Operating Expenses to Revenue (BOPO) was achieved below target. Furthermore, Net Interest Margin (NIM) was soundly managed at the level of 4.6%. This achievement produced good performance as reflected in profitability indicators, namely net profit, ROA, and ROE, which were achieved at or exceeding the predetermined targets. This shows BNI's ability to set business growth targets and manage strategic initiatives to achieve these targets, including efficiency strategies that are continuously implemented in order to create added value for profitability.

BNI's capital management strategy is reflected in the achievement of capital structure targets, namely the MCAR ratio in 2023 that was above the predetermined target. The MCAR target achievement was thanks to BNI's improved performance throughout 2022 and 2023.

OBSTACLES, CHALLENGES AND SOLUTIONS

As explained above, even though inflation is still quite low, BI interest rates are still experiencing an upward trend, namely reaching 5.75% in September 2023 and 6% at the beginning of October 2023. BI's high interest rate policy is due to BI's focus and efforts to maintain the stability of the Rupiah exchange rate during global uncertainty. In the face of these conditions, BNI continues to provide loans to customers with several focuses, including:

1. BNI strives to improve service digitalization and comprehensive transaction innovation in order to be able to provide added value and differentiation in the industry.
2. Focus on collecting deposits in current accounts and savings accounts that are transactional-based, through transactional banking and digital banking capabilities.
3. Develop financial transaction solution capabilities to increase cross selling.

Prudent credit expansion accompanied by a focus on encouraging cross selling of savings products, especially current and savings accounts, as well as transaction solutions and digital services, had encouraged the Company to be capable of optimizing its business and intermediation functions optimally, amidst the challenges faced throughout 2023. The strategies adopted by the Company in pursuing credit growth in 2023 were:

1. Focus on expanding corporate and enterprise segments in targeted markets, which are the blue chip corporations that are market leaders in their respective industries and the regional champions in each region. It is expected that growth in the targeted markets will boost growth in the commercial segment through optimizing the value chain of these blue chip companies.
2. Expanding consumer credit through comprehensive financial solutions and optimizing the business ecosystem for customers from corporate and enterprise segment.
3. Implementing an end to end loan process to strengthen risk management and improve risk culture.
4. Offering ecosystem business and financial solutions to institutional customers, Diamond Clients, prime customers and selected universities.
5. Increasing credit growth in the small segment with a focus on export-oriented MSMEs through BNI Xpora program and digital business through synergy with subsidiaries.
6. Enhance wealth business through the development of attractive investment services and products.

IMPORTANT CHANGES THAT OCCURRED IN THE BANKS AND THE BANK'S BUSINESS GROUPS

In 2023, BNI carried out a series of corporate actions that will impact several changes both within BNI itself and within the business group, including:

1. (Stock Split)
   Based on the results of the Extraordinary General Meeting of Shareholders (GMS) decision on September 19, 2023, where shareholders approved the corporate action of a stock split with a split ratio of 1:2. This step was taken to increase demand for BNI shares by expanding the investor base. This share split became effective on October 6, 2023 during trading on the Indonesia Stock Exchange. Due to this corporate action, the number of BNI shares has changed, from 18,648,656,458 shares to 37,297,312,920 shares.
2. Additional capital to the subsidiary, PT BNI Multifinance
   Throughout 2023, BNI increased the capital to its subsidiary, PT BNI Multifinance ("BNI Finance") 2 (two) times. First, on August 21, 2023, BNI carried out additional capital of IDR400 billion to BNI Finance, with BNI's share ownership in BNI Finance increasing to 99.997% from the previous 99.994%. Second, on December 12, 2023, BNI again carried out additional capital of IDR400 billion to BNI Finance, with BNI's share ownership in BNI Finance increasing to 99.998% from the previous 99.997%. The additional capital in BNI Finance is intended to strengthen BNI Finance's capital and support the transformation that BNI Finance is currently undertaking to focus on the consumer segment.

BNI BUSINESS PROSPECTS AND PLANS FOR 2024

Following on from the world economic conditions in 2023 that were quite big challenges, the global economic situation in 2024 is predicted to still not be in a position to present fundamental factors that will provide encouragement to rise exponentially. A slowdown in the world economy will still occur, where high inflation will still loom large, especially when compared to inflation before the COVID-19 pandemic.

Inflation and global interest rate policies will certainly have an impact on Indonesia. BI's benchmark interest rate is projected to remain measurable until the end of 2024, with predictions that a decrease will occur in the second semester of 2024 as inflation pressure tends to decline, followed by a potential cut in the Federal Funds Rate (FFR) from the United States central bank.

The Indonesian economy itself in 2024 is predicted to still record a solid performance, especially with the General Election (Pemilu) that will encourage quite large public and Government spending. It is hoped that these positive national economic projections will provide encouragement for the growth of the national banking industry.

Management's priority focus in developing BNI is healthy and quality asset growth, as the most fundamental factor in a sustainable banking business. For this reason, BNI has formulated several strategic plans for 2024, including business expansion in the top tier by strengthening risk management; improving the Digital Platform to optimize transactional banking and cross selling with a focus on continuously increasing AUM, CASA and FBI; strengthening business networks through optimizing outlets; development of international business networks to support global market penetration; strengthening Human Capital and information technology to increase productivity; as well as optimizing the BNI business group, especially by strengthening the position and performance of subsidiaries.

With these strategic steps, in 2024 BNI projects loan growth in the range of 9% to 11% with Gross NPL below 2% in 2024. In line with that, TPF is expected to grow 7% to 9%. The projected quality balance sheet growth is expected to have a positive impact on BNI's profitability, so that BNI's net interest margin in 2024 is projected to be above 4.5%, and Equity Based Return On Equity (ROE) will be in the range of 15% to 16%. This projected increase in profitability is expected to strengthen capital as reflected in the MCAR ratio of above 20%. This positive projection is expected to provide BNI with the ability to meet the business expansion and investment needs of the BNI group.

BANK GOVERNANCE IMPLEMENTATION DEVELOPMENTS

Holding the status as a public company as well as a state-owned banking company, BNI has a high obligation to carry out operations and business management in compliance with applicable laws and regulations, which are then outlined in the implementation of Good Corporate Governance (GCG). Applying GCG principles becomes a reference for responsible decision making, avoiding conflict of interest, optimizing performance, and increasing accountability. Particularly with the issuance of SOE Ministerial Regulation No. PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Actions of State-Owned Enterprises, BNI implements GCG with high standards, aiming to satisfy shareholders aspirations.

Management continues to create, develop and improve itself in accordance with GCG principles so as to improve the quality of GCG implementation within BNI. So that the application of GCG principles and practices can achieve its ultimate goal, namely becoming a part of its values and culture, BNI considers it important to socialize GCG to all BNI Hi-Movers. BNI regularly socializes GCG to employees and all stakeholders, through appeals, meetings, sharing sessions, webinars, delivering modules/materials, training, signing integrity pacts, as well as outdoor media and publications in mass media. It is hoped that this GCG socialization will provide an understanding and awareness of all stakeholders, especially BNI Hi-Movers, to implement business ethics within BNI.

To comprehensively monitor the GCG implementation, BNI carries out both compliance and voluntary assessments. As we have done in previous years, in 2023 BNI carried out several assessments, including a self-assessment that is included in measuring the Bank's Health Level, an assessment of the Asean Corporate Governance Scorecard (ACGS) by the Indonesia Institute for Corporate Directorship (IICD), and by following the Corporate Governance Perception Index (CGPI) from The Indonesian Institute for Corporate Governance (IICG), and achieved the following:

1. Self-assessment assessment included in measuring the Bank's Health Level
   This assessment was carried out based on OJK Regulation No. 21/POJK.04/2015 concerning Implementation of Public Company Governance Guidelines; and OJK Regulation No. 4/POJK.03/2016 concerning Assessment of the Health Level of Commercial Banks; OJK Regulation No. 17 of 2023 concerning Implementation of Governance for Commercial Banks; OJK Circular No. 32/SEOJK.04/2015 concerning Corporate Governance Guidelines; The OJK Circular No. 13/SEOJK.03/2017 concerning Governance Implementation for Commercial Banks. The self-assessment carried out by BNI is carried out periodically every semester, in June and December each year. In both the first semester of 2023 and the second semester of 2023, the self assessment result showed a composite score of rank 2 with a stable trend, where this result reflects that BNI management has generally implemented good governance. This is reflected in the adequate fulfillment of Governance principles. In the event that there are weaknesses in the application of Governance principles, in general these weaknesses are not significant and can be resolved with normal actions by Bank management. The results of this self-assessment are also one of the points in the assessment of the Bank's Health Level;
2. Asean Corporate Governance Scorecard (ACGS) assessment by the Indonesia Institute for Corporate Directorship (IICD)
   The ACGS assessment results for 2023 showed that BNI's overall weighted score was 108.39 points and is included in the title "Leadership in Corporate Governance" or Level 5, meaning that BNI's overall GCG practices has adopted international standards. This achievement increased compared to the previous year, where BNI's score was 106.02 also with the title "Leadership in Corporate Governance";
3. Corporate Governance Perception Index (CGPI) assessment by The Indonesian Institute for Corporate Governance (IICG)
   The 2023 CGPI assessment results gave BNI a score of 92.26, and it was included in the title "The Most Trusted Companies", an increase compared to the 2022 CGPI assessment of 91.66 also with the title "The Most Trusted Companies".

These three assessments, as well as other compliance assessments, provide input for BNI to continue making future improvements and strengthen the implementation of GCG principles better.

In particular, management has emphasized integrity as the main key in implementing GCG principles and practices. Management has a high commitment to continuing to cultivate a culture of integrity as an inseparable part of developing HC competency and capacity. Only with integrity will the BNI organization be able to achieve its vision.

RISK MANAGEMENT AND BANK HEALTH LEVEL

The Bank's Health Level is the result of an assessment of the Bank's condition based on risk (Risk Based Bank Rating), and the Bank's performance. The Bank Health Level is a means for BNI to identify problems early, develop and implement corrective actions, and determine future business strategies.

BNI's Health Level Assessment refers to OJK Regulation No. 4/POJK.03/2016 concerning Assessment of the Health Level of Commercial Banks, as well as OJK Circular No. 14/SEOJK.03/2017 concerning Assessment of the Health Level of Commercial Banks, which are carried out based on the following 4 (four) factors:

1. Risk Profile
   Risk Profile Assessment are carried out by assessing the Inherent Risk (risk inherent in BNI activities) and the Quality of Risk Management Implementation (KPMR) for the 8 (eight) risk types.
2. Good Corporate Governance
   The Corporate Governance Assessment is an assessment of the quality of BNI management in applying the Corporate Governance principles.

3. Earnings
   Assessment of the profitability factor including evaluations of profitability performance, profitability sources, earnings sustainability, and profitability management.
4. Capital
   Assessment of capital factors including evaluation of capital adequacy and capital management adequacy. In assessing capital adequacy, BNI links capital adequacy to its risk profile.

The Bank Health Level Assessment is reported to the regulator (OJK) every 6 (six) months in June and December. The results of the BNI Bank Health Level assessment for the period December 31, 2023 were in the "Healthy" rating, meaning that:
1. The Bank's condition is generally healthy, so it is considered capable of facing significant negative impacts from changes in business conditions and other external factors.
2. The rating of the assessment factors (Risk Profile, Governance, Profitability and Capital) is generally good. If there are weaknesses, then in general these weaknesses are less significant.

BNI's risk profile, as one of the TKB assessment factors for the period December 31, 2023, was ranked 2 (Low to Moderate). As a result of BNI's risk profile being at the Low to Moderate level and according to calculations using the Internal Capital Adequacy Assessment Process (ICAAP), the minimum CAR ratio according to the risk profile is 9.8%. If you add buffer capital, namely Conservation Buffer 2.5%, Countercyclical Buffer 0.0% and Capital Surcharge 1.5%, then BNI's MCAR ratio limit is 13.8% and has exceeded the specified minimum limit.

COMMITTEES UNDER THE BOARD OF DIRECTORS PERFORMANCE ASSESSMENT

In carrying out its management duties, the Board of Directors established several supporting organs in accordance with BNI's business needs and regulatory provisions to create operational effectiveness and efficiency.

Board of Directors Supporting Committee

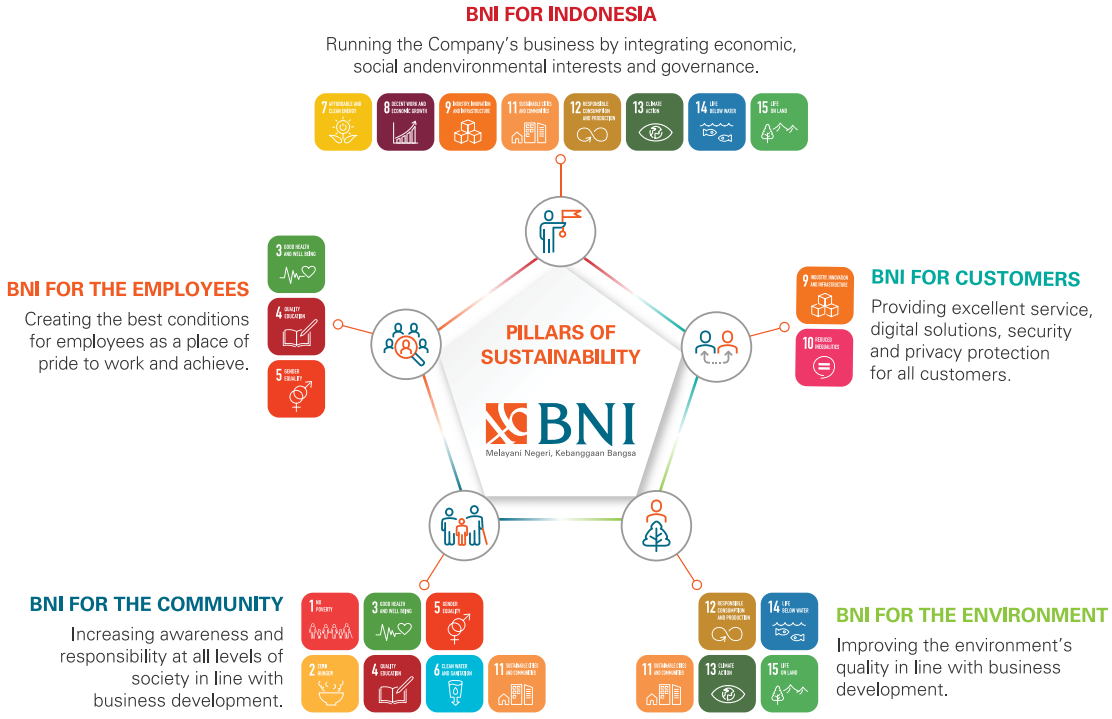
Credit Committee	Credit Policy Committee	Business Committee	Asset & Liability Committee	Integrated Risk Management Committee
Risk Management and Anti-Fraud Committee	Human Capital Committee	Performance Management Committee	Technology Management Committee	Subsidiary Company Committee

For 2023, the Board of Directors' performance assessments for its Supporting Committees showed that had carried out their respective functions well, in accordance with the objectives of their formation. This is based on each Committee fulfilling its duties of in accordance with the Committee Charter, their competencies and skills, and their level of attendance at Committee meetings.

REALIZING SUSTAINABLE FINANCE INITIATIVES AND IMPLEMENTING ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) AS WELL AS COMMITMENT TO SOCIAL AND ENVIRONMENTAL RESPONSIBILITY

The banking intermediation function not only creates a large business potential, but also creates a big responsibility for BNI to realize the sustainable finance expected to provide a domino effect for the implementation of sustainability in other industries.

As one of the pioneers of Green Banking in Indonesia, BNI is committed to internalizing the principles of sustainable finance in its values, work culture, strategy, operational policies, and operational systems and procedures. BNI has implemented an integrated strategy covering all aspects of Environmental, Social and Governance (ESG) performance, as well as provided a positive impact on stakeholders and the environment in achieving sustainability commitments. BNI also has 5 (five) sustainability pillars as a form of commitment to sustainability. The sustainability pillars are structured based on BNI's mission to providing excellent service and digital solutions to all customers as the main business partner of choice, strengthening international services to support the needs of global business partners, increasing superior investment value for investors, creating the best conditions for employees as a place of pride to work and achieve, increasing awareness and responsibility for the environment and society, becoming a reference for implementing compliance and good corporate governance in the industry.



The application of sustainable finance principles is integrated into BNI's fundamental business. To strengthen capital, in 2021 BNI issued Environmentally Friendly Bonds (Green Bond) I 2022 worth IDR5 trillion on the Indonesian Stock Exchange, with an "idAAA" rating from PEFINDO, and a Second Party Opinion provided by Sustainalytics. In its loan business, BNI is increasing its sustainable portfolio and financing for environmentally friendly sectors. BNI introduced Sustainability Linked Loans (SLL), where one of the main aspects of SLL is providing incentives for customers who can improve the ESG aspects in their business. As well as the SLL scheme, BNI has also prepared a special financing scheme with attractive pricing for green financing. BNI really hopes that these green financing initiatives will create a positive domino effect on the implementation of sustainability in other industrial sectors.

When managing its operations, BNI proactively makes efforts to reduce the emissions produced. Monitoring emissions from operations and business enhances BNI's contribution in realizing the Indonesian Government's big agenda of net zero emissions by 2060.

To implement Social and Environmental Responsibility ("SER"), BNI has developed an SER agenda with the aim of growing together with Indonesian society, and fulfilling compliance with Minister of SOEs Regulation No. PER-1/MBU/03/2023 concerning Special Assignments and Social and Environmental Responsibility Programs for SOEs.

When preparing strategies and program activities for implementing SER, BNI refers to the concept of sustainable finance. In its implementation, BNI strives to provide a positive influence to improve the social conditions of the community and society, especially those connected to BNI, by implementing the appropriate SER program that has a long-lasting impact.

SER implementation strategies and activity programs are also prepared to always respect and consider stakeholder expectations as well as comply with applicable laws and be consistent with international behavioral norms. In addition, BNI avoids implementing SER programs that simply aim to improve BNI's image in the eyes of society and the business environment. Understanding the objectives of the SER programs being implemented, and their expected positive impact, is BNI's main goal in achieving an ideal, objective, on target and sustainable SER in line with the concept of sustainable finance to achieve sustainable development goals.

To evaluate and strengthen the implementation of sustainability on an ongoing basis, BNI conducted an assessment of the ESG using Morgan Stanley Capital Investment (MSCI), with an "A" rating result. This result is one of the highest ratings among large banks in Indonesia.

CHANGES IN THE BOARD OF DIRECTORS' COMPOSITION AND NOMENCLATURE

During 2023, the Board of Directors' composition did not change. However, there were changes in the position nomenclature for members of the Board of Directors based on the Annual GMS decision dated March 15, 2023, with the following details.

Changes in BNI Board of Directors' Nomenclature

Before	After
Treasury Director	Retail Banking Director
Consumer Banking Director	Digital and Integrated Transaction Banking Director
Corporate and International Banking Director	Wholesale and International Banking Director

Chronology of Changes in Board of Directors' Nomenclature and Assignments in 2023

Period January 1, 2023 to March 15, 2023	Periode March 15, 2023 to December 31, 2023	Information
Royke Tumilaar (President Director)	Royke Tumilaar (President Director)	-
Adi Sulistyowati (Vice President Director)	Adi Sulistyowati (Vice President Director)	-
Novita Widya Anggraini (Finance Director)	Novita Widya Anggraini (Finance Director)	-
Corina Leyla Karnalies (Consumer Banking Director)	Corina Leyla Karnalies (Digital and Integrated Transaction Banking Director)	Transfer of assignment approved through the Annual GMS decision on March 15, 2023.
Sis Apik Wijayanto (Institutional Banking Director)	Sis Apik Wijayanto (Enterprise & Commercial Banking Director)	Transfer of assignment approved through the Annual GMS decision on March 15, 2023.
David Pirzada (Risk Management Director)	David Pirzada (Risk Management Director)	-
Silvano Winston Rumantir (Corporate & International Banking Director)	Silvano Winston Rumantir (Wholesale & International Banking Director)	Transfer of assignment approved through the Annual GMS decision on March 15, 2023.
Ronny Venir (Network & Services Director)	Ronny Venir (Network & Services Director)	-
Muhammad Iqbal (Enterprise & Commercial Banking Director)	Muhammad Iqbal (Institutional Banking Director)	Transfer of assignment approved through the Annual GMS decision on March 15, 2023.
Putrama W. Setyawan (Treasury Director)	Putrama W. Setyawan (Retail Director)	Transfer of assignment approved through the Annual GMS decision on March 15, 2023.
Mucharom (Human Capital & Compliance Director)	Mucharom (Human Capital & Compliance Director)	-
Toto Prasetio (Technology and Operations Director)	Toto Prasetio (Technology and Operations Director)	-

Thus, the Board of Directors' membership composition as of December 31, 2023 was as follows.

BNI's Board of Directors' Composition as of December 31, 2023

Name	Position	Basis of Appointment	Period in Office	Effective Date*
Royke Tumilaar	President Director	EGMS Decision dated September 2, 2020	2020-2025 (First Period)	November 19, 2020
Adi Sulistyowati	Vice President Director	EGMS Decision dated September 2, 2020	2020-2025 (Second Period)	November 5, 2020
Novita Widya Anggraini	Finance Director	EGMS Decision dated September 2, 2020	2020-2025 (First Period)	November 19, 2020
Corina Leyla Karnalies	Digital and Integrated Transaction Banking Director	AGMS Decision dated February 20, 2020	2020-2025 (First Period)	June 25, 2020
Sis Apik Wijayanto	Enterprise and Commercial and Banking Director	AGMS Decision dated February 20, 2020	2020-2025 (First Period)	June 25, 2020
David Pirzada	Risk Management Director	EGMS Decision dated September 2, 2020	2020-2025 (First Period)	November 30, 2020
Silvano Winston Rumantir	Wholesale and International Banking Director	EGMS Decision dated September 2, 2020	2020-2025 (First Period)	November 30, 2020
Ronny Venir	Network & Services Director	EGMS Decision dated September 2, 2020	2020-2025 (First Period)	November 5, 2020
Muhammad Iqbal	Institutional Banking Director	EGMS Decision dated September 2, 2020	2020-2025 (First Period)	November 19, 2020
Putrama W. Setyawan	Direktur Retail Banking	EGMS Decision dated August 31, 2022	2022-2027 (Second Period)	December 19 2022
Mucharom	Human Capital and Compliance Director	EGMS Decision dated August 31, 2022	2022-2027 (First Period)	December 19, 2022
Toto Prasetio	Technology & Operations Director	EGMS Decision dated August 31, 2022	2022-2027 (First Period)	January 31, 2023

*) The Board of Directors effectively took office after receiving 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.

As of December 31, 2023 until the signing of this annual report, there were no changes to the structure and composition of the Board of Directors.

APPRECIATION

Following all the successes achieved in 2023, the Board of Directors would like to express its gratitude to God Almighty, and would like to thank all of its shareholders and investors for the trust they have given. The Board of Directors also expresses respect and gratitude to the Board of Commissioners for their direction and strategic partnership in managing BNI's operations and business. Likewise, the Board of Directors would like to thank the regulators, customers, suppliers and business partners for the cooperation that has been created.

To all BNI Hi-Movers, the Board of Directors would like to express its highest appreciation for the dedication given. All of your achievements will form the basis for BNI to optimize its potential and achieve its best performance in the future.

Jakarta, February 7, 2024
On behalf of the Board of Directors of PT Bank Negara Indonesia (Persero) Tbk,



ROYKE TUMILAAR
PRESIDENT DIRECTOR

Board of Directors' Responsibility Statement for the 2023 Annual Report of PT Bank Negara indonesia (Persero) Tbk

We the undersigned, Board of Directors of PT Bank Negara Indonesia (Persero) Tbk hereby declare that we have reviewed and approved the 2023 Annual Report of PT Bank Negara Indonesia (Persero) Tbk and declare that all information in the Annual Report is presented in its entirety, and that we take full responsibility for the correctness of the contents of this Annual Report.

This statement is hereby made in all truthfulness.

Jakarta, February 7, 2024

Board of Directors



Royke Tumilaar
President Director



Adi Sulistyowati
Vice President Director



Novita Widya Anggraini
Finance Director



Corina Leyla Karnalies
Digital & Integrated Transaction Banking Director



Sis Apik Wijayanto
Enterprise & Commercial Banking Director



David Pirzada
Risk Management Director



Silvano Winston Rumantir
Wholesale & International Banking Director



Ronny Venir
Network & Services Director



Muhammad Iqbal
Institutional Banking Director



Putrama Wahju Setyawan
Retail Banking Director



Mucharom
Human Capital & Compliance Director



Toto Prasetio
Technology & Operations Director

Board of Commissioners' Responsibility Statement for the 2023 Annual Report of PT Bank Negara Indonesia (Persero) Tbk

We the undersigned, Board of Commissioners of PT Bank Negara Indonesia (Persero) Tbk hereby declare that we have reviewed and approved the 2023 Annual Report of PT Bank Negara Indonesia (Persero) Tbk and declare that all information in the Annual Report is presented in its entirety, and that we take full responsibility for the correctness of the contents of this Annual Report.

This statement is hereby made in all truthfulness.

Jakarta, February 7, 2024

Board of Commissioners

Pradjoto
President Commissioner/Independent Commissioner

Pahala Nugraha Mansury
Vice President Commissioner

Sigit Widyawan
Independent Commissioner

Askolani
Commissioner

Asmawi Syam
Independent Commissioner

Susyanto
Commissioner

Iman Sugema
Independent Commissioner

Septian Hario Seto
Independent Commissioner

Erwin Rijanto Slamet
Independent Commissioner

Fadlansyah Lubis
Commissioner

Robertus Billitea
Commissioner



SERVING THE COUNTRY, PRIDE OF THE NATION

2023 Annual Report

03

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PT Bank Negara Indonesia (Persero) Tbk

General Company Information

Melayani Negeri, Kebanggaan Bangsa

Company Name

PT Bank Negara Indonesia (Persero) Tbk

Nickname

BNI

Domicile

Jakarta

Information on Name Change

There were no name changes in the 2023 fiscal year

Business Activity

Banking and Other Supporting Business Activities

Business Segments

- Wholesale & International Banking
- Treasury
- Institutional Banking
- Enterprises & Commercial Banking
- Retail Banking
- Head Office
- Subsidiaries

Date of Establishment

July 5, 1946

Legal Basis of Establishment

- Government Regulation in Lieu of Law No. 2 in 1946
- Republic of Indonesia State Gazette No. 70 of 1968
- UU No. 17 of 1968 concerning Bank Negara Indonesia 1946
- PP No. 19 of 1992 concerning Adjustment of the Legal Form of Bank Negara Indonesia to Become a Limited Liability Company (Persero)

Total Assets 2023

IDR1,086.66 trillion

Authorized Capital

IDR15,000,000,000,000

Issued and Fully Paid Capital

IDR9,054,806,974,125

Listing Date on Indonesia Stock Exchange

November 25, 1996

Ticker Code

BBNI

Share Ownership

- Republic of Indonesia 60%
- Public 40%

Number of Employees

- 2022: 27,170 people
- 2023: 27,570 people

Office Network 2023

- 1 Head Office
- 17 Region Offices
- 195 Branch Offices
- 1.586 Sub-Branch Offices
- 19 Commercial Business Centers
- 26 Retail Productive Business Center
- 12 Consumer Credit Processing Centers
- 13.390 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)
185,697 (2023)

Subsidiaries

- PT BNI Multifinance
- PT BNI Sekuritas
- PT BNI Life Insurance
- BNI Remittance Ltd.
- PT Bank Hibank Indonesia
- PT BNI Modal Ventura

Gratification & Anti-Bribery Complaints

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

Whistleblowing System

Telephone	: 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

AKSES TERHADAP PERUSAHAAN TERMASUK KANTOR CABANG ATAU KANTOR PERWAKILAN

OFFICE NETWORK

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

Website
www.bni.co.id

Company Contact
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
Astra Tower 32nd floor
Jl. Jenderal Sudirman Kav. 5-6
Jakarta 10220
Telephone: (62-21) 86656800
E-mail: HYPERLINK "mailto:ir@bni.co.id" ir@bni.co.id

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

Information Access
Media Sosial:
X: @BNI
Facebook: BNI
Instagram: @bni46

REGIONAL OFFICES

Regional Office 01
Jl. Pemuda No. 12, Lantai 4 Medan 20151
Tel : (061) 4567110, 4567002
Fax : (061) 4567105, 4515754

Regional Office 02
Jl. Dobi No. 1, Lantai 3 Padang 25138
Tel : (0751) 890005-08
Fax : (0751) 890010-11

Regional Office 03
Jl. Jend. Sudirman No. 132
Palembang 30126
Tel : (0711) 361961-65, 321046
Fax : (0711) 361966, 374160

Regional Office 04
Jl. Perintis Kemerdekaan No. 3
Bandung 40117
Tel : (022) 4240431-39, 4240534
Fax : (022)4240432-4214926-4213107

Regional Office 05
Jl. Letjen. M.T. Haryono No. 16
Semarang 50122
Tel : (024) 3556747, 3556746
Fax : (024) 3547686, 3520636

Regional Office 06
Jl. Jend. A. Yani No. 286 Gedung Graha Pangeran Lt. 3-4 Surabaya 60292
Tel : (031) 8292820 - 26
Fax : (031) 8292805, 8292841

Regional Office 07
Jl. Jend. Sudirman No. 1 Lt.3
Makassar 90115
Tel : (0411)3620355-56,3621926
Fax : (0411) 3619562, 3625395

Regional Office 08
Jl. Raya Puputan Renon No. 27
Lantai 2, Renon Denpasar 82265
Tel : (0361) 263304 - 08
Fax : (0361) 227874, 263319

Regional Office 09
Jl. Lambung Mangkurat No. 30
Banjarmasin 70111
Tel : (0511) 3353689, 3357063
Fax : (0511) 3354409, 3357066

Regional Office 10
Jl. Jend. Gatot Subroto No. 55
Jakarta Pusat 10210
Tel : (021) 2500025, 5706057 (Hunting)
Fax : (021) 2500033

Regional Office 11
Jl. Dotulolong Lasut No. 1 Manado 95122
Tel : (0431) 868019, 862777
Fax : (0431) 851852/865458

Regional Office 12
Jl. Lada No. 1 Jakarta 11110
Tel : (021) 6901131- 2601090,2601148
Fax : (021) 6901131, 6901182,2601165, 2601179

Regional Office 14
Gedung BNI Kantor Wilayah Jakarta BSD, Lt.7 Kav. Sunburst Lot.1-5
Jl. Pahlawan Seribu Lengkong Gudang BSD City Kota
Tangerang Selatan, Banten.
Tel : (021) 80826860
Fax : (021) 29514074

Regional Office 15
Gedung Jatinegara 88 Office
Jl. Jatinegara Timur No.88
Jakarta Timur 13310
Tel : (021) 22898972
Fax : (021) 22898972

Regional Office 16
Jl. Kelapa II Entrop, Kota Jayapura
Papua 99224
Tel : (0967) 5355311, 522354
Fax : (0967) 533316

Regional Office 17
Jl. Trikora No. 1 Yogyakarta 55122
Tel : (0274) 376287
Fax : (0274) 2872414

Regional Office 18
Jl. Jend. Basuki Rahmat No. 75 - 77
Malang 65179
Tel : (0341) 3611945-47
Fax : (0341) 324565, 354767



OVERSEAS BRANCH OFFICES

SINGAPORE OVERSEAS OFFICE
30 Cecil Street #01-01 & #17-01/08
Prudential Tower Singapore 049712
Telp : +65 6225 7755
Fax : +65 6225 4757

HONG KONG OVERSEAS OFFICE
G/F Far East Finance Center, 16 Harcourt Road,
Admiralty, Central Hong Kong
Telp : +852 25299871, 28618600
Fax : +852 28656500

TOKYO OVERSEAS OFFICE
Nurihiko Building South Tower 1st & 9th Floor
2-10-2 Kyobashi, Chuo-ku, Tokyo 104-0031, Japan
Telp : +81 3 5579 9990
Fax : +81 3 3561 3331

LONDON OVERSEAS OFFICE
30 King Street, London EC2V 8AG United Kingdom
Telp : +44 20 7776 4646
Fax : +44 20 7776 4699

NEW YORK OVERSEAS OFFICE
One Exchange Plaza 5th Floor,
55 Broadway New York NY. 10006 USA
Telp : +1 212 943 4750
Fax : +1 212 344 5723

SEOUL OVERSEAS OFFICE
The Korea Chamber of Commerce & Industry (KCCI)
Building 2nd & 5th Floor 39.
Sejongdaero, Jung-gu, Seoul, South Korea 04513
Telp : +82 2 6050 1932/1946
Fax : +82 2 6050 1929

OVERSEAS SUB-BRANCH OFFICES

OSAKA SUB BRANCH OFFICE
Tatsuno Honmachi Building 3th Floor
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 618832758

SUBSIDIARIES

PT BNI Multifinance
Graha Binakarsa Lantai 11 Lot. E-F dan Lantai 12
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 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
Fax : +852 28908182

PT Bank Hibank Indonesia
Jl. Tomang Raya Kav. 21-23, Jakarta 11440
Telp : (021) 5655287, 5655288
Fax : (021) 5655277
Website : www.hibank.co.id
Email : customercare@hibank.co.id
Call Center : (021) 56966954

PT BNI Modal Ventura
BNI Tower 2nd Floor
Jl. Pejompongan Raya No.7, Bendungan Hilir,
Tanah Abang, Central Jakarta 10210
Website : HYPERLINK "http://www.bniventures.co.id"
www.bniventures.co.id

Company Identity

Melayani Negeri, Kebanggaan Bangsa

The Slogan "Melayani Negeri, Kebanggaan Bangsa" means "Serving the Country, the Pride of the Nation", and is the Bank's philosophy and vision to deliver a high impact that can be felt by all 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 strengthen the corporate signature as a state-owned bank that has been in operation for 77 years.The color 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.

Since 2021, BNI has established a value proposition as a provider of digital-based integrated financial solutions with international excellence. As a comprehensive and trusted Digital Financial Institution, BNI will continue to provide digital innovation experiences, both in terms of corporate and consumer banking, for people throughout the country as well as overseas.

Brief History of the Company

PT Bank Negara Indonesia (Persero) Tbk or BNI always prioritizes the core values of Amanah (Trustworthy), Kompeten (Competent), Harmonis (Harmonious), Loyal (Loyal), Adaftif (Adaptive) and Kolaboratif (Collaborative) (AKHLAK) as well as the Risk, Culture, Agile, Collaboration and Execution Oriented (RACE) transformation program to improve performance optimally. Apart from that, BNI also applies Principle 46 as a work culture with four cultural values, namely Professionalism, Integrity, Customer Orientation and Continuous Improvement. Through this spirit, BNI will continue to strengthen its efforts to become a financial institution that provides superior service and sustainable performance.

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 enacted 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 1922, 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 the initial milestone of the establishment of Limited Liability Company (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 aimed 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.

On October 6, 2023, the Company carried out a Stock Split with reference to the Republic of Indonesia Financial Services Authority (FSA) Regulation No. 15/POJK.04/2022 concerning Stock Splits and Stock Mergers by Public Companies ("POJK No. 15/2022") after obtaining approval from the Extraordinary GMS held on September 19, 2023. The Stock Split was carried out to increase demand for the Company's shares by expanding the investor base. Stock Split was carried out with a split ratio of 1:2.

At the end of 2023, 60% of BNI's shares were owned by the Government of the Republic of Indonesia, and 40% are owned by the public, both individuals and institutions, domestic and foreign. BNI is supported by a number of subsidiaries to strengthen its integrated financial services, including PT BNI Multifinance, PT BNI Sekuritas, PT BNI Life Insurance, BNI Remittance Ltd., PT Bank Mayora, which later changed its name on May 24, 2023 to PT Bank Hibank Indonesia, 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 has a long history in line with the history of the Indonesian nation's struggle for independence in 1945; starting with the name Bank Negara Indonesia 1946 through to becoming PT Bank Negara Indonesia (Persero) Tbk. During its journey until 2023, BNI has undergone 3 (three) name changes, as explained 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

Vision, Mission, and Corporate Culture

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 (FSA) 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 providors.
   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 illustrates 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.

MISION

- **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 partner.**
- **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 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:



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.

BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS REVIEW OF THE VISION AND MISSION

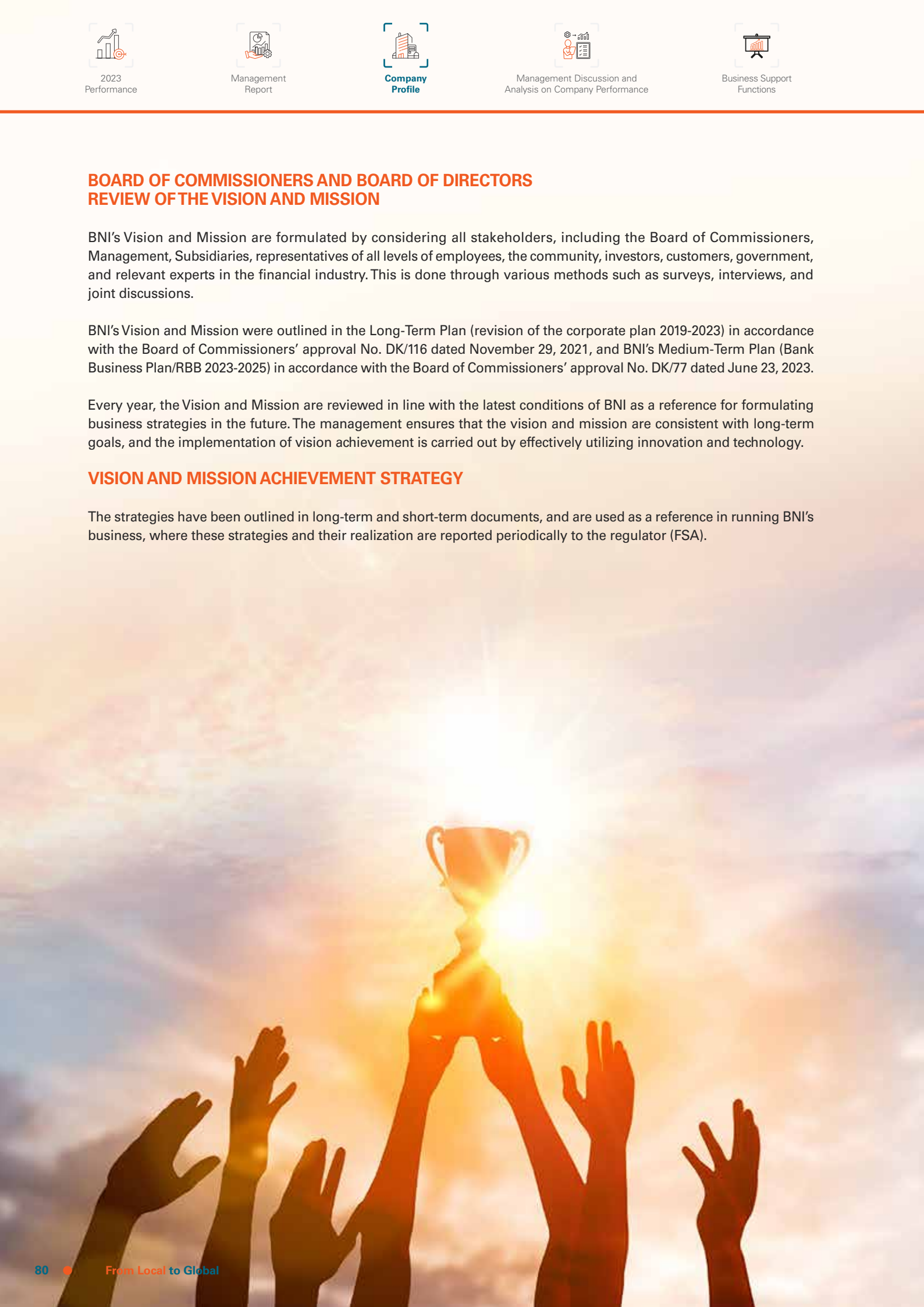
BNI's Vision and Mission are formulated by considering all stakeholders, including the Board of Commissioners, Management, Subsidiaries, representatives of all levels of employees, the community, investors, customers, government, and relevant experts in the financial industry. This is done through various methods such as surveys, interviews, and joint discussions.

BNI's Vision and Mission were outlined in the Long-Term Plan (revision of the corporate plan 2019-2023) in accordance with the Board of Commissioners' approval No. DK/116 dated November 29, 2021, and BNI's Medium-Term Plan (Bank Business Plan/RBB 2023-2025) in accordance with the Board of Commissioners' approval No. DK/77 dated June 23, 2023.

Every year, the Vision and Mission are reviewed in line with the latest conditions of BNI as a reference for formulating business strategies in the future. The management ensures that the vision and mission are consistent with long-term goals, and the implementation of vision achievement is carried out by effectively utilizing innovation and technology.

VISION AND MISSION ACHIEVEMENT STRATEGY

The strategies have been outlined in long-term and short-term documents, and are used as a reference in running BNI's business, where these strategies and their realization are reported periodically to the regulator (FSA).



CORPORATE CULTURE

BNI determines and enforces "AKHLAK", as the key value, which consists of Trustworthy, Competent, Harmonious, Loyal, Adaptive, Collaborative, and must be followed by all BNI personnel when carrying out their daily duties.

AKHLAK

AMANAH **K**OMPETEN **H**ARMONIS
LOYAL **A**DAPTIF **K**OLABORATIF

CORE VALUES	BEHAVIORAL GUIDELINES
Trustworthy Holding fast the trust given	• Keeping promises and commitments • Be responsible with the duties, decisions made, and actions taken • Upholding moral and ethical values
Competent Continuing to learn and develop capabilities.	• Improving self-competence to respond to ever-changing challenges • Helping others to learn • Accomplishing duties with highest quality
Harmonious Caring for each other and respecting differences.	• Respect everyone regardless of their background • Likes to help others • Building conducive work environment
Loyal Dedicated to and prioritizing the interests of the Nation and Country.	• 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 Continuing to innovate and be enthusiastic in driving or facing change.	• Promptly adjusting oneself to be better • Continuously making improvements • Be proactive
Collaborative Building synergistic cooperation.	• 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

COMPANY CULTURE SOCIALIZATION AND INTERNALIZATION

Application of AKHLAK

AKHLAK application at BNI is supported and accelerated by the transformation of work culture, aiming to align with BNI's values. The AKHLAK Core Values (Trustworthy, Competent, Harmonious, Loyal, Adaptive, Collaborative) were mandated by the Ministry of SEOs. The process of internalizing AKHLAK core values has been carried out for three 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 2023, the internalization and socialization program for AKHLAK application were carrying out the Work Culture transformation program that was launched in May 2023 and carrying out the internalization of cultural transformation with outreach to 17 regions. Socialization was carried out to all RACE Captains and RACE Champions, which have been formed in 2023.

Lines of Business

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

In accordance with Article 3 of the Company's latest Articles of Association as stated in Deed No. 23 dated April 23, 2021 made before Notary Fathiah Helmi S.H., domiciled in South Jakarta, which received approval from the Minister of Law and Human Rights through decision letter No. AHU-AH.01.03-0264697, as amended by Deed No. 18 dated September 19, 2023 made before Notary Ashoya Ratam S.H., M.Kn., which received approval from the Minister of Law and Human Rights through letter No. AHU-AH.01.03-0119983, 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	
Main Business Activities		Already Implemented	Not Yet Implemented
1	Collecting funds from the public in the form of savings, current deposits, time deposits, savings deposits, or other equivalent forms.	√	
2	Providing credit.	√	
3	Issuing debt instruments.	√	
4	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).	√	
5	Transferring money either for its own needs or the needs of customers.	√	
6	Placing, lending or borrowing with other banks, by using mail, telecommunication facilities and notes, checks or other facilities.	√	
7	Receiving payments from securities billing and performing calculations with or among third parties.	√	
8	Facilitating a secure place for goods and securities.	√	
9	Carrying out custodial activities for the benefit of other parties based on a Contract.	√	
10	Performing funds placements from a customer to other customers in the form of securities that are not listed on a stock exchange.	√	
11	Conducting financing and/or other activities including activities based on sharia principles, in accordance with the provisions stipulated by competent authorities.	√	
12	Performing activities in factoring, credit card business and trustee services.	√	
13	Conducting foreign currencies activities by fulfilling the conditions set by competent authorities.	√	
14	Performing equity activities in banks or other companies in the financial sector.	√	
15	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.	√	

Business Activities Based on the Articles of Association		BNI'S Business Activities	
	Main Business Activities	Main Business Activities	
	Main Business Activities	Already Implemented	Not Yet Implemented
16	Acting as a Pension Fund Founder and management in accordance with the relevant laws and regulations.	√	
17	Performing activities in financial services, commercial banking, investment banking and other such services.	√	
18	Perform other activities commonly performed by banks insofar as they do not conflict with the laws and regulations.	√	
19	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 PRODUCED

BNI is a Company engaged in the banking sector, BNI 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
- BNI Oto



Credit Cards

- Regular Credit 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 Siloam Hospitals
  - » BNI XL Prioritas
- 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 Health Card
  - » BNI Distribution Card
- BNI Cash Card

Konsumer Ritel



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
  - » Batik Air Debit Card
  - » Lotte Grosir Debit Card
  - » Indogrosir 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 CardThe 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 API Digital Services
- BNI Pembukaan Rekening Digital (DOA)
- BNI E-Form Program Kartu Pra Kerja
- 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
- BNI 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 Lingkage Loans (KKLK)
- People's Business Loans (KUR)
- BNI Wirausaha (BWU)

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 Kepabeanan – 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
    - * ECOSmart
    - * Edupatrol
    - * Remittance
    - * Intraday Services
  - » **Trade Products**
    - * Trade Services
      - Import LC Issuance
        - ◊ Sight LC
        - ◊ Usance LC
        - ◊ Back to Back LC (BBLC)
        - ◊ Transferable Letter of Credit
      - Export LC:
        - ◊ LC Export Advising
        - ◊ LC Export Collection
      - Inward Documentary Collection
      - Outward Documentary Collection
      - Shipping Guarantee
      - Standby Letters of Credit
      - BNI Trade Online
      - Demand Guarantee
      - Bank Guarantee Undercounter
      - Domestic Bank Guarantee
      - Confirm LC/SKBDN
    - * Trade Finance
      - Export & Import LC Negotiation
      - Trust Receipt
      - Bill Collection Financing
      - Open Account Financing
      - Bills Discounting
      - LC Refinancing
      - Forfaiting
      - Trade Advance Financing
  - » **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

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
- Nostro Account
- Refinancing
- Risk Participation
- Term Loan Facility Bank
- Billateral Trade Financing
- Risk Participation and Forfaiting
- Bankers Acceptance

Custody Product
- Custodian Services
- Wali Amanat
- 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

Company Operational Areas

As of December 31, 2023, BNI has 1 (one) head office, 17 regional offices, 10 (ten) overseas office networks and 1,838 office networks consisting of branch offices, sub-branch offices and Business Centers. The 10 (ten) overseas office 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. In order to encouraging customer business development for the Corporate & International Banking, Institutional Banking, Enterprises & Commercial Banking, Consumer Banking, Treasury, Head Office, and Subsidiaries, BNI's office network is supported by competent and dedicated HC. For easier, faster and closer access to BNI services, BNI currently also has 185,697 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:



W01 (Medan)
Coverage: North Sumatra

- 13 Branch Offices
- 79 Sub-Branch Offices
- 1 Commercial Business Center
- 1 Retail Productive Business Center
- 1 Consumer Loan Processing Center
- 688 ATM/CRM
- 9,375 BNI Agen46

W02 (Padang)
Coverage: West Sumatra, Riau, and Riau Islands

- 13 Branch Offices
- 99 Sub-Branch Offices
- 2 Commercial Business Center
- 1 Retail Productive Business Center
- 1 Consumer Loan Processing Center
- 859 ATM/CRM
- 11,395 BNI Agen46

W03 (Palembang)
Coverage: Jambi, South Sumatra, Bengkulu, Lampung, and Bangka Belitung

- 15 Branch Offices
- 102 Sub-Branch Offices
- 1 Commercial Business Center
- 1 Retail Productive Business Center
- 1 Consumer Loan Processing Center
- 838 ATM/CRM
- 14,880 BNI Agen46

W06 (Surabaya)
Coverage: Upper Eastern Java

- 12 Branch Offices
- 117 Sub-Branch Offices
- 3 Commercial Business Center
- 4 Retail Productive Business Center
- 1 Consumer Loan Processing Center
- 949 ATM/CRM
- 14,716 BNI Agen46

W04 (Bandung)
Coverage: West Java

- 15 Branch Offices
- 113 Sub-Branch Offices
- 1 Commercial Business Center
- 2 Retail Productive Business Center
- 1 Consumer Loan Processing Center
- 1,060 ATM/CRM
- 15,634 BNI Agen46

W07 (Makassar)
Coverage: West Sulawesi, Central Sulawesi, South Sulawesi and Maluku

- 11 Branch Offices
- 98 Sub-Branch Offices
- 1 Commercial Business Center
- 1 Retail Productive Business Center
- 1 Consumer Loan Processing Center
- 824 ATM/CRM
- 6,921 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 Retail Productive Business Cent
- 1 Consumer Loan Processing Center
- 1.075 ATM/CRM
- 11,508 BNI Agen46

W11 (Manado)
Coverage: : Sulawesi utara, Gorontalo, Sulawesi Tengah dan Maluku utara

- 11 Branch Offices
- 55 Sub-Branch Offices
- 1 Consumer Loan Processing Center
- 456 ATM/CRM
- 8,556 BNI Agen46

W05 (Semarang)
Coverage: Upper Central Java

- 11 Branch Offices
- 76 Sub-Branch Offices
- 1 Retail Productive Business Center
- 1 Consumer Loan Processing Center
- 668 ATM/CRM
- 15,081 BNI Agen46

W08 (Denpasar)
Coverage: Bali, West Nusa Tenggara, and East Nusa Tenggara

- 9 Branch Offices
- 96 Sub-Branch Offices
- 1 Commercial Business Center
- 1 Retail Productive Business Center
- 1 Consumer Loan Processing Center
- 779 ATM/CRM
- 9,607 BNI Agen46

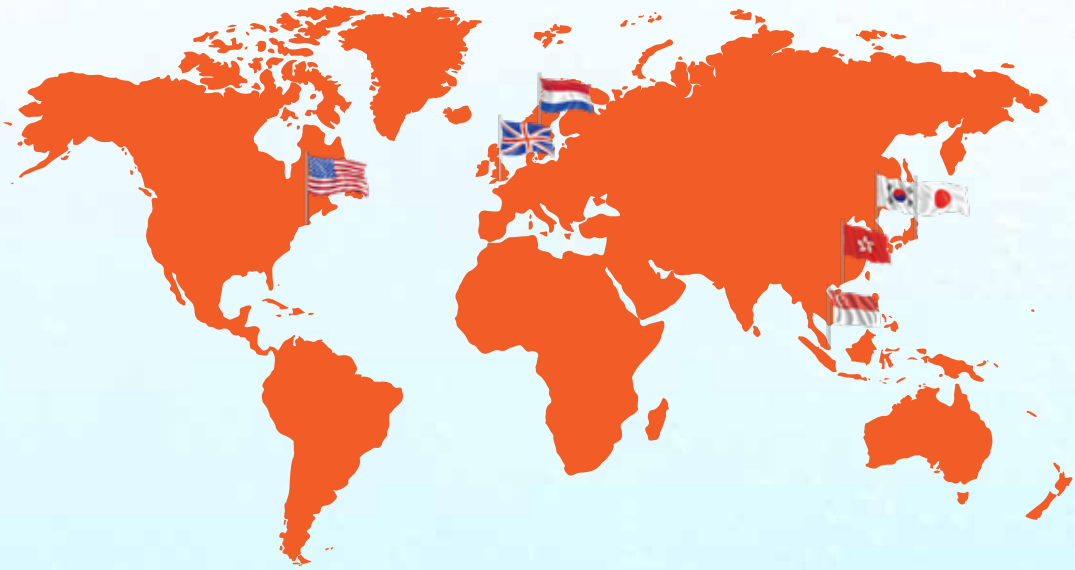
W10 (Jakarta Senayan)
Coverage: Central Jakarta, South Jakarta

- 7 Branch Offices
- 114 Sub-Branch Offices
- 2 Commercial Business Center
- 2 Retail Productive Business Center
- 494 ATM/CRM
- 4,298 BNI Agen46

W12 (Jakarta Kota)
Coverage: North Jakarta and West Jakarta

- 6 Branch Offices
- 91 Sub-Branch Offices
- 1 Commercial Business Center
- 4 Retail Productive Business Center
- 1 Consumer Loan Processing Center
- 437 ATM/CRM
- 7,332 BNI Agen46

Jaringan Kantor Luar Negeri



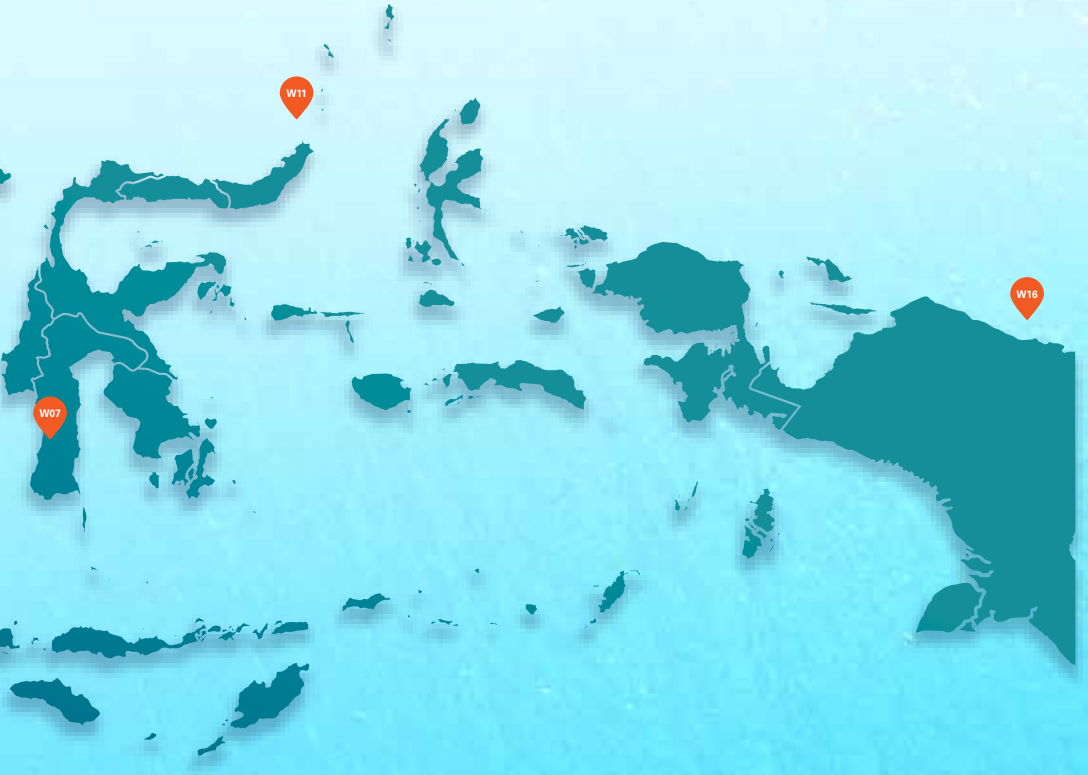
6 Branch Offices
- New York, Amerika Serikat
- London, Inggris
- Seoul, Korea Selatan
- Tokyo, Jepang
- Hong Kong
- Singapore

1 Sub Branch Office
- Osaka, Jepang

2 Remittance Branch Office
- 2 Singapore

1 Representative office
- Amsterdam, Belanda

10 ATM
- 8 Hong Kong
- 2 Singapore



W14 (Jakarta BSD)
Coverage: South Jakarta, Depok, Bogor, and Banten
- 9 Branch Offices
- 110 Sub-Branch Offices
- 1 Commercial Business Center
- 2 Retail Productive Business Center
- 1.286 ATM/CRM
- 11,046 BNI Agen46

W15 (Jakarta Kemayoran)
Coverage: East Jakarta, Bekasi, Jababeka and Karawang
- 8 Branch Offices
- 110 Sub-Branch Offices
- 2 Commercial Business Center
- 3 Retail Productive Business Center
- 993 ATM/CRM
- 8,431 BNI Agen46

W16 (Papua)
Coverage: Papua, West Papua, Central Papua, South Papua, Southwest Papua and Papua Highlands
- 5 Branch Offices
- 37 Sub-Branch Offices
- 171 ATM/CRM
- 4,949 BNI Agen46

W17 (Yogyakarta)
Coverage: Yogyakarta and Lower Central Java
- 15 Branch Offices
- 98 Sub-Branch Offices
- 1 Commercial Business Center
- 2 Retail Productive Business Center
- 1 Consumer Loan Processing Center
- 906 ATM/CRM
- 13,836 BNI Agen46

W18 (Malang)
Coverage: Lower East Java
- 14 Branch Offices
- 69 Sub-Branch Offices
- 861 ATM/CRM
- 18,132 BNI Agen46

BNI Network Summary

1	Head Office
17	Regional Offices
195	Branch Offices
1,586	Sub-Branch Office*
19	Commercial Business Centers
26	SME Business Centers
12	Consumer Credit Processing Centers
226	DigiCS
13,390	ATM/CRM
185,697	BNI Agen46

Organizational Structure
Company

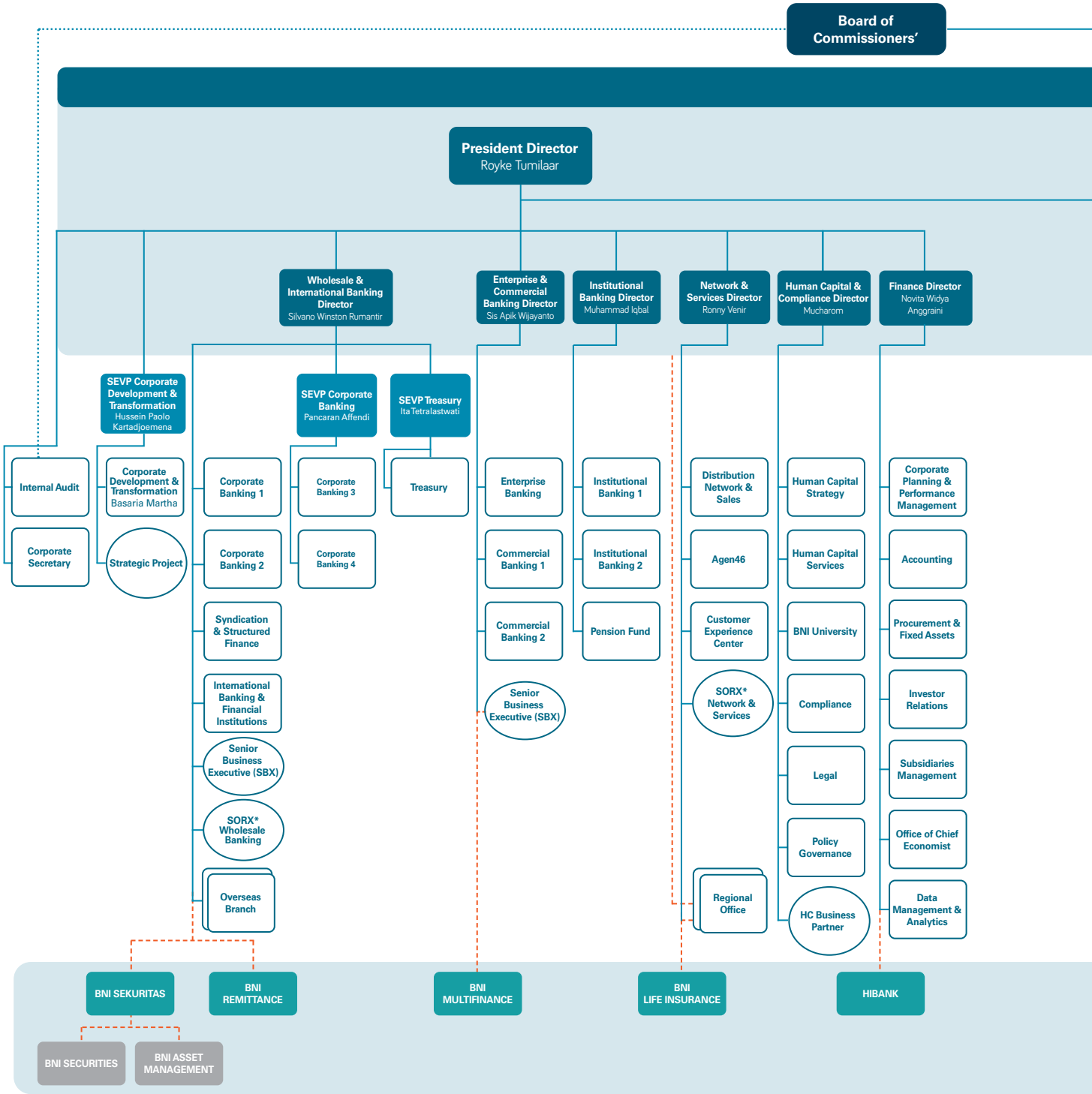
Committees Under the Board of Commissioners

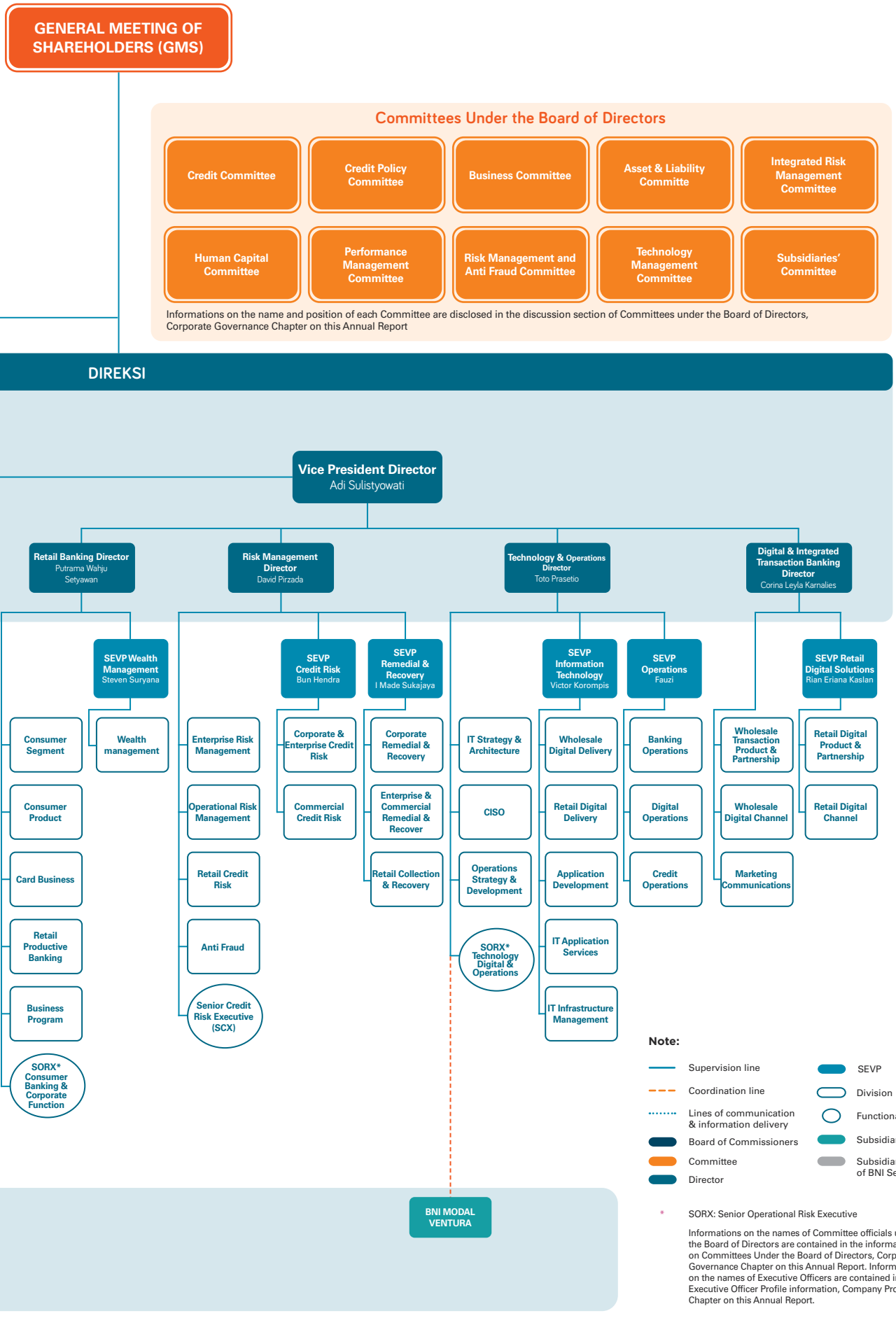
Audit Committee
Chair : Asmawi Syam
Member :
Sigit Widyawan
Iman Sugema
Human Brillianto
Suhendi Muharam

Risk Monitoring Committee
Chair : Erwin Rijanto Slamet
Member :
Pahala Nugraha Mansury
Fadlansyah Lubis
Septian Hario Seto
Dwita Suherlina
Bambang Setyogroho

Nomination & Remuneration Committee
Chair : Pradjoto
Member :
Pahala Nugraha Mansury, Sigit Widyawan, Askolani, Asmawi Syam, Susyanto, Iman Sugema, Septian Hario Seto, Erwin Rijanto Slamet, Fadlansyah Lubis, Robertus Billitea, Danni Tri Suryani dan Yenni Sari Dewi

Integrated Governance Committee
Chair : Pradjoto
Member :
Askolani, Susyanto, Robertus Billitea, Parikesit Suprapto, Siti Haniatunnisa, Riswinandi, Eko Priyo Pratomo, Rufina Tinawati Marianto dan Nurani Raswindriati




GENERAL MEETING OF SHAREHOLDERS (GMS)
Committees Under the Board of Directors
Credit Committee
Credit Policy Committee
Business Committee
Asset & Liability Committe
Integrated Risk Management Committee
Human Capital Committee
Performance Management Committee
Risk Management and Anti Fraud Committee
Technology Management Committee
Subsidiaries' Committee
Informations on the name and position of each Committee are disclosed in the discussion section of Committees under the Board of Directors, Corporate Governance Chapter on this Annual Report
DIREKSI
Vice President Director
Adi Sulistyowati
Retail Banking Director
Putrama Wahju Setyawan
Risk Management Director
David Pirzada
Technology & Operations Director
Toto Prasetio
Digital & Integrated Transaction Banking Director
Corina Leyla Karnalies
SEVP Wealth Management
Steven Suryana
SEVP Credit Risk
Bun Hendra
SEVP Remedial & Recovery
I Made Sukajaya
SEVP Information Technology
Victor Korompis
SEVP Operations
Fauzi
SEVP Retail Digital Solutions
Rian Eriana Kaslan
Consumer Segment
Consumer Product
Card Business
Retail Productive Banking
Business Program
SORX* Consumer Banking & Corporate Function
Wealth management
Enterprise Risk Management
Operational Risk Management
Retail Credit Risk
Anti Fraud
Senior Credit Risk Executive (SCX)
Corporate & Enterprise Credit Risk
Commercial Credit Risk
Corporate Remedial & Recovery
Enterprise & Commercial Remedial & Recover
Retail Collection & Recovery
IT Strategy & Architecture
CISO
Operations Strategy & Development
SORX* Technology Digital & Operations
Wholesale Digital Delivery
Retail Digital Delivery
Application Development
IT Application Services
IT Infrastructure Management
Banking Operations
Digital Operations
Credit Operations
Wholesale Transaction Product & Partnership
Wholesale Digital Channel
Marketing Communications
Retail Digital Product & Partnership
Retail Digital Channel
BNI MODAL VENTURA
Note:
Supervision line
Coordination line
Lines of communication & information delivery
Board of Commissioners
Committee
Director
SEVP
Division
Functional Unit
Subsidiaries
Subsidiaries of BNI Sekuritas
* SORX: Senior Operational Risk Executive
Informations on the names of Committee officials under the Board of Directors are contained in the information on Committees Under the Board of Directors, Corporate Governance Chapter on this Annual Report. Informations on the names of Executive Officers are contained in the Executive Officer Profile information, Company Profile Chapter on this Annual Report.

Association Membership List

As of December 31, 2023, BNI's membership in associations or organizations is shown in the table below.

Association/Organization Name	Membership Role
National	
Himpunan Bank Milik Negara (HIMBARA)	Member
Lembaga Alternatif Penyelesaian Sengketa Sektor Jasa Keuangan (LAPSSJK)	Board of Supervisors
Forum Hukum Badan Usaha Milik Negara (FORKUM BUMN)	Chair
Indonesia Foreign Exchange Market Committee (IFEMC)	Member
Association Cambiste International (ACI) - Indonesia	Manager
Perhimpunan Pedagang Surat Utang Negara (HIMDASUN)	Manager
IFLI (Indonesia Finance Learning Institute) - Learning Institute BUMN Sektor Jasa Keuangan	Coordinator
IFRI (Indonesia Finance Research Institute) - Research Institute BUMN Sektor Jasa Keuangan	Coordinator
Forum Human Capital Indonesia (FHCI)	Manager
Perhimpunan Bank Swasta Nasional	Member
Asosiasi Forensik Digital Indonesia (AFDI)	Member
Perhimpunan Kasir Bank Se-Jabodetabek (PERKAJA)	Chair
Asosiasi SWIFT Indonesia (ASWISFTINDO)	Commission
Forum Komunikasi Direktur Kepatuhan Perbankan (FKDP)	Chair
Forum Humas BUMN	Manager
Asosiasi Kartu Kredit Indonesia (AKKI)	Member
Ikatan Auditor Intern Bank (IAIB)	Member
Asosiasi Bank Kustodi Indonesia (ABKI)	Member
Forum Komunikasi Kliring Jakarta	Secretary
Indonesia Mortgage Banking Asosiation (IMBA)	Member
Ikatan Bankir Indonesia	Member
Forum Komunikasi Kearsipan Perbankan (FKKP)	Member
Forum Komunikasi Kearsipan BUMN	Member
Komite Standar Kompetensi Bidang Sistem Pembayaran dan Pengelolaan Uang Rupiah	Manager
Perkumpulan Dana Pensiun Lembaga Keuangan	Member

Association/Organization Name	Membership Role
ACI FMA Indonesia	Manager
Asosiasi Bank Appointed Cross Currency Dealers (ACCD)	Manager
Asosiasi Sistem Pembayaran Indonesia (ASPI)	Member
Certified Wealth Managers' Association (CWMA)	Member
ABAPERDI	Member
Asosiasi Fintech Pendanaan Bersama Indonesia	Member
Indonesia Contact Center Association (ICCA)	Member
Asosiasi Service Quality Indonesia (ASQI)	Member
Working Group Otoritas Jasa Keuangan (FSA) - New Perlindungan Nasabah	Member
Bankers Association for Risk Management (BARa)	Manager
Forum Manajemen Risiko (FMR) – Kementerian BUMN	Manager
Mastercard Indonesia	Member
Forum Digital Talent BUMN (FORDIGI)	Member
International	
Contact Center World (CCW)	Member
Indonesia Council for Small Business/International Council for Small Business	Member
European Foundation of Management Development (EFMD)	Member
Information Systems Audit and Control Association (ISACA)	Manager
ISC2	Member
The Institute of Internal Auditors – Indonesia (IIA)	Member
ACCD (Appointed Cross Currency Dealer) Bank Jepang, under LCS scheme	Manager
Assosiasi Pengusaha Indonesia di Jepang (APIJ)	Member
SME Center	Member

Board of Directors' Profiles



Royke Tumilaar
President Director

Age
59 years old as of December 31, 2023

Nationality
Indonesian citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor of Economics in Management from Universitas Trisakti (1987)
- Master of Business Administration in Finance from University of Technology, Sydney, Australia (1999)
- Risk Management Competency Level 5 Certification issued by Risk Management Certification Agency (BSMR) (2023)

Position History:

Legal Basis of Appointment as Member of the Company's Board of Directors
Appointed for the first time as President Director of BNI through the Extraordinary GMS resolution dated September 2, 2020, which was notarized through the PT Bank Negara Indonesia (Persero) Tbk Extraordinary General Meeting of Shareholders resolution No. 1 dated September 2, 2020, and received approval from FSA through No. SR-376/PB.12/2020 dated November 19, 2020.

Term of Office
2020-2025 (First Period).

Concurrent Positions
BNI:
No concurrent positions

Outside BNI:
Does not hold concurrent positions, whether as a member of the Board of Directors, member of the Board of Commissioners, or other positions

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)

Affiliated Relationships
Has no affiliated relationships with members of the Board of Directors, the Board of Commissioners or with the Majority and Controlling Shareholders, either directly or indirectly with individual owners.

BBNI Share Ownership as at December 31, 2023
1,115,346 shares



Adi Sulistyowati

Vice President Director

Age
56 years old as of December 31, 2023

Nationality
Indonesian citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor of Economics in Management from Universitas Krisnadwipayana (1993)
- Risk Management Competency Level 5 Certification issued by Risk Management Certification Agency (BSMR) (2023)

Position History:

Legal Basis of Appointment as Member of the Company's Board of Directors
Appointed for the first time as Director of BNI through the AGMS resolution dated March 17, 2015 Tbk, based on deed No. 34 dated March 17, 2015 and received approval from the Financial Services Authority (FSA) on May 22, 2015 through Letter No. SR-92/D.03/2015 dated May 22, 2015.

Reappointed as Director of BNI at the AGMS on February 20, 2020, based on Deed of AGMS Resolution No. 21 dated February 20, 2020,

Was reappointed as Vice President Director of BNI based on an Extraordinary GMS decision on September 2, 2020, which was notarized through the PT Bank Negara Indonesia (Persero) Tbk Extraordinary General Meeting of Shareholders of Resolution No. 1 dated September 2 2020, and received approval from FSA through Letter No. SR-361/PB.12/2020 dated November 5, 2020.

Term of Office
2015-2020 (First Period).
2020-2025 (Second Period).

Concurrent Positions
BNI:
No concurrent positions

Outside BNI:
Does not hold concurrent positions, whether as a member of the Board of Directors, member of the Board of Commissioners, or other positions

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)

Affiliated Relationships
Has no affiliated relationships with members of the Board of Directors, the Board of Commissioners or with the Majority and Controlling Shareholders, either directly or indirectly with individual owners.

BBNI Share Ownership as at December 31, 2023
905,706 shares



Novita Widya Anggraini

Finance Director

Age
47 years old as of December 31, 2023

Nationality
Indonesian citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor of Economics Degree in Accounting from Universitas Islam Indonesia (2000)
- Risk Management Competency Level 5 Certification issued by Risk Management Certification Agency (BSMR) (2023)

Position History:

Legal Basis of Appointment as Member of the Company's Board of Directors
Appointed as Director of BNI through the Extraordinary GMS resolution dated September 2 2020, notarized by the PT Bank Negara Indonesia (Persero) Tbk Extraordinary General Meeting of Shareholders resolution No. 1 dated September 2, 2020, which received approval through OJK No. SR-376/PB.12/2020 dated November 19, 2020.

Term of Office
2020-2025 (First Period).

Concurrent Positions
BNI:
No concurrent positions

Outside BNI:
Does not hold concurrent positions, whether as a member of the Board of Directors, member of the Board of Commissioners, or other positions

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)

Affiliated Relationships
Has no affiliated relationships with members of the Board of Directors, the Board of Commissioners or with the Majority and Controlling Shareholders, either directly or indirectly with individual owners.

BBNI Share Ownership as at December 31, 2023
948,044 shares



Corina Leyla Karnalies

Digital & Integrated Transaction Banking Director

Age
55 years old as of December 31, 2023

Nationality
Indonesian citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor's degree in Physics from Universitas Indonesia (1992)
- Risk Management Competency Level 5 Certification issued by Risk Management Certification Agency (BSMR) (2023)

Position History:

Legal Basis of Appointment as Member of the Company's Board of Directors
Appointed as Director of BNI through the Extraordinary GMS resolution dated February 20, 2020, notarized by the PT Bank Negara Indonesia (Persero) Tbk Extraordinary General Meeting of Shareholders resolution No. 21 dated February 20, 2020, which received approval through OJK No. SR-171/PB.12/2020 dated June 25, 2020.

Term of Office
2020-2025 (First Period).

Concurrent Positions
BNI:
No concurrent positions

Outside BNI:
Does not hold concurrent positions, whether as a member of the Board of Directors, member of the Board of Commissioners, or other positions

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 (2020-2023)
- Digital & Integrated Transaction Banking Director, PT Bank Negara Indonesia (Persero) Tbk (2023-present)

Affiliated Relationships
Has no affiliated relationships with members of the Board of Directors, the Board of Commissioners or with the Majority and Controlling Shareholders, either directly or indirectly with individual owners.

BBNI Share Ownership as at December 31, 2023
1,442,034 shares



Sis Apik Wijayanto

Enterprise & Commercial Banking Director

Age
62 years old as of December 31, 2023

Nationality
Indonesian citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor's degree in Commercial Administration from Universitas Brawijaya (1988)
- Master's degree in Management from Universitas Airlangga (2007)
- Doctor of Administrative Sciences from Universitas Brawijaya (2021)
- Risk Management Competency Level 5 Certification issued by Risk Management Certification Agency (BSMR) (2023)

Position History:

Legal Basis of Appointment as Member of the Company's Board of Directors
Appointed as Director of BNI through the Extraordinary GMS resolution dated February 20, 2020, notarized by the PT Bank Negara Indonesia (Persero) Tbk Extraordinary General Meeting of Shareholders resolution No. 21 dated February 20, 2020, which received approval through OJK No. SR-171/PB.12/2020 dated June 25, 2020.

Term of Office
2020-2025 (First Period).

Concurrent Positions
BNI:
No concurrent positions

Outside BNI:
Does not hold concurrent positions, whether as a member of the Board of Directors, member of the Board of Commissioners, or other positions

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

Affiliated Relationships
Has no affiliated relationships with members of the Board of Directors, the Board of Commissioners or with the Majority and Controlling Shareholders, either directly or indirectly with individual owners.

BBNI Share Ownership as at December 31, 2023
1,579,946 shares



David Pirzada

Risk Management Director

Age
55 years old as of December 31, 2023

Nationality
Indonesian citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor's degree in Electrical Engineering from Northeastern University, Boston, Massachusetts, USA (1990)
- Master of Business Administration in Business Management from New Hampshire College, Manchester, USA (1992)
- Risk Management Competency Level 5 Certification issued by Risk Management Certification Agency (BSMR) (2023)

Position History:

Legal Basis of Appointment as Member of the Company's Board of Directors
Appointed as Director of BNI through the Extraordinary GMS resolution dated September 2, 2020, notarized by the PT Bank Negara Indonesia (Persero) Tbk Extraordinary General Meeting of Shareholders resolution No. 1 dated September 2, 2020, which received approval through OJK No. SR-386/PB.12/2020 dated November 30, 2020.

Term of Office
2020-2025 (First Period).

Concurrent Positions
BNI:
No concurrent positions

Outside BNI:
Does not hold concurrent positions, whether as a member of the Board of Directors, member of the Board of Commissioners, or other positions

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)

Affiliated Relationships
Has no affiliated relationships with members of the Board of Directors, the Board of Commissioners or with the Majority and Controlling Shareholders, either directly or indirectly with individual owners.

BBNI Share Ownership as at December 31, 2023
880,044 shares



Silvano Winston Rumantir

Wholesale & International Banking Director

Age
45 years old as of December 31, 2023

Nationality
Indonesian citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor of Art from University of Oregon, USA (1999)
- Master's degree in Finance from Royal Melbourne Institute of Technology, Australia (2001)
- Risk Management Competency Level 5 Certification issued by Risk Management Certification Agency (BSMR) (2023)

Position History:

Legal Basis of Appointment as Member of the Company's Board of Directors
Appointed as Director of BNI through the Extraordinary GMS resolution dated September 2, 2020, which was notarized by the PT Bank Negara Indonesia (Persero) Tbk Extraordinary General Meeting of Shareholders resolution No. 1 dated September 2, 2020, which received approval through OJK No. SR-386/PB.12/2020 dated November 30, 2020.

Term of Office
2020-2025 (First Period).

Concurrent Positions
BNI:
No concurrent positions

Outside BNI:
Does not hold concurrent positions, whether as a member of the Board of Directors, member of the Board of Commissioners, or other positions

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)

Affiliated Relationships
Has no affiliated relationships with members of the Board of Directors, the Board of Commissioners or with the Majority and Controlling Shareholders, either directly or indirectly with individual owners.

BBNI Share Ownership as at December 31, 2023
948,044 shares



Ronny Venir

Network & Services Director

Age
56 years old as of December 31, 2023

Nationality
Indonesian citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor's degree in Animal Husbandry from Universitas Padjadjaran (1993)
- Master's degree in Agribusiness from Institut Pertanian Bogor (2000)
- Risk Management Competency Level 5 Certification issued by Risk Management Certification Agency (BSMR) (2023)

Position History:

Legal Basis of Appointment as Member of the Company's Board of Directors
Appointed as Director of BNI through the Extraordinary GMS resolution dated September 2, 2020, which was notarized by the PT Bank Negara Indonesia (Persero) Tbk Extraordinary General Meeting of Shareholders resolution No. 1 dated September 2, 2020, which received approval through OJK No. SR-361/PB.12/2020 dated November 5, 2020.

Term of Office
2020-2025 (First Period).

Concurrent Positions
BNI:
No concurrent positions

Outside BNI:
Does not hold concurrent positions, whether as a member of the Board of Directors, member of the Board of Commissioners, or other positions

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 & Smalll Business PT Bank Negara Indonesia (Persero) Tbk (2012)
- Head of Business Banking, Palembang Regional Office, PT Bank Negara Indonesia (Persero) Tbk (2014)
- Regional Head, 02 (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)

Affiliated Relationships
Has no affiliated relationships with members of the Board of Directors, the Board of Commissioners or with the Majority and Controlling Shareholders, either directly or indirectly with individual owners.

BBNI Share Ownership as at December 31, 2023
1,559,656 shares



Muhammad Iqbal

Institutional Banking Director

Age
50 years old as of December 31, 2023

Nationality
Indonesian citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor's degree in Industrial Technology from Institut Teknologi Bandung (1996)
- Master's degree In General Management from IPMI (2005)
- Master of Business Administration in Management from Monash University, Australia (2006)
- Risk Management Competency Level 5 Certification issued by Risk Management Certification Agency (BSMR) (2023)

Position History:

Legal Basis of Appointment as Member of the Company's Board of Directors
Appointed as Director of BNI through the Extraordinary GMS resolution dated September 2, 2020, notarized by the PT Bank Negara Indonesia (Persero) Tbk Extraordinary General Meeting of Shareholders resolution No. 1 dated September 2, 2020, which received approval through OJK No. SR-376/PB.12/2020 dated November 19, 2020.

Term of Office
2020-2025 (First Period).

Concurrent Positions
BNI
No concurrent positions

Outside BNI
Does not hold concurrent positions, whether as a member of the Board of Directors, member of the Board of Commissioners, or other positions

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

Affiliated Relationships
Has no affiliated relationships with members of the Board of Directors, the Board of Commissioners or with the Majority and Controlling Shareholders, either directly or indirectly with individual owners.

BBNI Share Ownership as at December 31, 2023
948,044 shares



Putrama Wahju Setyawan

Retail Banking Director

Age
54 years old as of December 31, 2023

Nationality
Indonesian citizen

Domicile
Bekasi, Indonesia

Education and/or Certification
- Bachelor's degree in Forestry, Universitas Gadjah Mada, Indonesia (1994)
- Master's degree in Accounting, Universitas Gadjah Mada Universitas, Indonesia (1996)
- Risk Management Competency Level 5 Certification issued by Risk Management Certification Agency (BSMR) (2023)

Position History:

Legal Basis of Appointment as Member of the Company's Board of Directors
Appointed as Director of BNI through the Extraordinary GMS resolution dated August 31, 2022, notarized by the PT Bank Negara Indonesia (Persero) Tbk Extraordinary General Meeting of Shareholders resolution No. 16 dated August 31, 2022, which received approval through OJK No. KEP-193/D.03/2022 dated December 19, 2022.

Term of Office
2022-2027 (First Period).

Concurrent Positions
BNI:
No concurrent positions

Outside BNI:
Does not hold concurrent positions, whether as a member of the Board of Directors, member of the Board of Commissioners, or other positions

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 (2022-2023)
- Retail Banking Director, PT Bank Negara Indonesia (Persero) Tbk (2023-present)

Affiliated Relationships
Has no affiliated relationships with members of the Board of Directors, the Board of Commissioners or with the Majority and Controlling Shareholders, either directly or indirectly with individual owners.

BBNI Share Ownership as at December 31, 2023
1,686,386 shares



Mucharom

Human Capital & Compliance Director

Age
54 years old as of December 31, 2023

Nationality
Indonesian citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor's degree in Economics and Development Studies from Universitas Gadjah Mada (1995)
- Master of Management in International Business from Universitas Gadjah Mada (1997)
- Risk Management Competency Level 5 Certification issued by Risk Management Certification Agency (BSMR) (2023)

Position History:

Legal Basis of Appointment as Member of the Company's Board of Directors
Appointed as Director of BNI through the Extraordinary GMS resolution dated August 31, 2022, notarized by the PT Bank Negara Indonesia (Persero) Tbk Extraordinary General Meeting of Shareholders resolution No. 16 dated August 31, 2022, which received approval through OJK No. KEP-193/D.03/2022 dated December 19, 2022.

Term of Office
2022-2027 (First Period).

Concurrent Positions
BNI:
No concurrent positions.

Outside BNI:
Does not hold concurrent positions, whether as a member of the Board of Directors, member of the Board of Commissioners, or other positions

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)

Affiliated Relationships
Has no affiliated relationships with members of the Board of Directors, the Board of Commissioners or with the Majority and Controlling Shareholders, either directly or indirectly with individual owners.

BBNI Share Ownership as at December 31, 2023
348,008 shares



Toto Prasetio

Technology & Operations Director

Age
57 years old as of December 31, 2023

Nationality
Indonesian citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Diploma in Mechanical Engineering, University of Stuttgart, Germany (1989)
- Diploma in Mechanical Engineering, University of Stuttgart, Germany (1992)
- Risk Management Competency Level 5 Certification issued by Risk Management Certification Agency (BSMR) (2023)

Position History:

Legal Basis of Appointment as Member of the Company's Board of Directors
Appointed as Director of BNI through the Extraordinary GMS resolution dated August 31, 2022, notarized by the PT Bank Negara Indonesia (Persero) Tbk Extraordinary General Meeting of Shareholders resolution No. 16 dated August 31, 2022, which received approval through OJK No. KEP-193/D.03/2022 dated December 19, 2022.

Term of Office
2022-2027 (First Period).

Concurrent Positions
BNI:
No concurrent positions

Outside BNI:
Does not hold concurrent positions, whether as a member of the Board of Directors, member of the Board of Commissioners, or other positions

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 (2022-present)

Affiliated Relationships
Has no affiliated relationships with members of the Board of Directors, the Board of Commissioners or with the Majority and Controlling Shareholders, either directly or indirectly with individual owners.

BBNI Share Ownership as at December 31, 2023
89,856 shares

BOARD OF DIRECTORS' AFFILIATED RELATIONSHIPS

Board of Directors' Affiliated Relationships Table

Financial, Familial, and Management Relationships of the Board of Directors

Name	Position	Familial Relationship With						Financial Relationship With						Management Relations at BNI, Subsidiaries and Affiliated Companies	
		Board of Commissioners		Board of Directors		Majority and Controlling Shareholder		Board of Commissioners		Board of Directors		Majority and Controlling Shareholder			
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Royke Tumilaar	President Director		√		√		√		√		√		√		√
Adi Sulistyowati	Vice President Director		√		√		√		√		√		√		√
Novita Widya Anggraini	Finance Director		√		√		√		√		√		√		√
Corina Leyla Karnalies	Digital and Integrated Transaction Banking Director		√		√		√		√		√		√		√
Sis Apik Wijayanto	Enterprise and Commercial and Banking Director		√		√		√		√		√		√		√
David Pirzada	Risk Management Director		√		√		√		√		√		√		√
Silvano Winston Rumantir	Wholesale and International Banking Director		√		√		√		√		√		√		√
Ronny Venir	Network and Services irector		√		√		√		√		√		√		√
Muhammad Iqbal	Institutional Banking Director		√		√		√		√		√		√		√
Putratama Wahju Setyawan	Retail Banking Director		√		√		√		√		√		√		√
Mucharom	Human Capital and Compliance Director		√		√		√		√		√		√		√
Toto Prasetio	Technology and Operations Director		√		√		√		√		√		√		√

* Directly or indirectly

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

During 2023, the BNI Board of Directors members composition did not change. However, there were changes to the nomenclature of the Board of Directors based on the decisions of the Annual GMS on March 15, 2023. Changes to the nomenclature of Board of Directors members were as follows:

1. **The AGMS dated March 15, 2023 decisions:**
   a. Changing the nomenclature of the BNI Board of Directors members positions as follows:

No	Before	After
1	Treasury Director	Retail Banking Director
2	Consumer Banking Director	Digital and Integrated Transaction Banking Director
3	Corporate and International Banking Director	Wholesale and International Banking Director

b. Transferring the assignment of the following members of the BNI Board of Directors:

No	Name	Before	After
1	Putrama Wahju Setyawan	Treasury Director	Retail Banking Director
2	Corina Leyla Karnalies	Consumer Banking Director	Digital and Integrated Transaction Banking Director
3	Silvano Winston Rumantir	Corporate and International Banking Director	Wholesale and International Banking Director
4	Muhammad Iqbal	Enterprise and Commercial Banking Director	Institutional Banking Director
5	Sis Apik Wijayanto	Institutional Banking Director	Enterprise and Commercial Banking Director

As a result, the Board of Directors composition as of December 31, 2023 was 12 (twelve) people consisting of 1 (one) President Director, 1 (one) Vice President Director, and 10 (ten) Directors. The composition and basis for appointing members of the Board of Directors can be seen in the table below.

Board of Directors Composition and Basis of Appointment

No	Name	Position	Domicile	Basis of Appointment	Period in Office	Effective Date
1	Royke Tumilaar	President Director	Jakarta	EGMS Decision dated September 2, 2020	2020-2025 (First Period)	November 19, 2020
2	Adi Sulistyowati	Vice President Director	Jakarta	EGMS Decision dated September 2, 2020	2020-2025 (Second Period)	November 5, 2020
3	Novita Widya Anggraini	Finance Director	Jakarta	EGMS Decision dated September 2, 2020	2020-2025 (First Period)	November 19, 2020
4	Corina Leyla Karnalies	Digital and Integrated Transaction Banking Director	Jakarta	AGMS Decision dated February 20, 2020	2020-2025 (First Period)	June 25, 2020
5	Sis Apik Wijayanto	Enterprise and Commercial and Banking Director	Jakarta	AGMS Decision dated February 20, 2020	2020-2025 (First Period)	June 25, 2020
6	David Pirzada	Risk Management Director	Jakarta	EGMS Decision dated September 2, 2020	2020-2025 (First Period)	November 30, 2020
7	Silvano Winston Rumantir	Wholesale and International Banking Director	Jakarta	EGMS Decision dated September 2, 2020	2020-2025 (First Period)	November 30, 2020
8	Ronny Venir	Network & Services Director	Jakarta	EGMS Decision dated September 2, 2020	2020-2025 (First Period)	November 5, 2020
9	Muhammad Iqbal	Institutional Banking Director	Jakarta	EGMS Decision dated September 2, 2020	2020-2025 (First Period)	November 19, 2020
10	Putrama Wahju Setyawan	Retail Banking Director	Bekasi	EGMS Decision dated August 31, 2022	2022-2027 (Second Period)	December 23, 2022
11	Mucharom	Human Capital and Compliance Director	Jakarta	EGMS Decision dated August 31, 2022	2022-2027 (First Period)	January 6, 2023
12	Toto Prasetio	Technology & Operations Director	Jakarta	EGMS Decision dated August 31, 2022	2022-2027 (First Period)	January 19, 2023

*)The Board of Directors took office after obtaining FSA 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 Commissioners' Profiles



Pradjoto*

President Commissioner / Independeny Commissioner

Age
70 years old as of December 31, 2023

Nationality
Indonesian citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor's degree in Law from Universitas Indonesia (1981)
- Master of Economics from University of Kyoto, Japan (1988)
- Level 2 Risk Management Competency Certification by the Risk Management Certification Body (BSMR) (2023)

Position History:

Legal Basis of Appointment as Member of the Company's Board of Commissioners
Appointed for the first time as Vice President Commissioner/ Independent Commissioner of BNI through the decision of the Annual GMS dated March 17, 2015, as notarized through the Deed of the Annual General Meeting of Shareholders of PT Bank Negara Indonesia (Persero) Tbk dated March 17, 2015 and received approval from the Financial Services Authority (FSA) on May 22, 2015. His position ended through the decision of the 2017 Annual GMS.

Reappointed as Vice President Commissioner/Independent Commissioner of BNI through the decision of the Annual GMS dated February 20, 2020, as notarized by the Deed of the Annual General Meeting of Shareholders of PT Bank Negara Indonesia (Persero) Tbk No. 21 dated February 20, 2020, and received approval from the Financial Services Authority (FSA) on June 17, 2020.

Then appointed as President Commissioner/Independent Commissioner of BNI through the decision of the Extraordinary GMS on September 19, 2023, as notarized by the Deed of the Extraordinary General Meeting of Shareholders of PT Bank Negara Indonesia (Persero) Tbk No. 17 dated September 19, 2023, and currently in the FSA Fit and Proper Test process as President Commissioner/Independent Commissioner.

Term of Office
Following previous term of office as Vice President Commissioner/ Independent Commissioner of BNI, namely 2020-2025 (First Period).

Concurrent Positions
BNI:
1. Chairman of the Nomination and Remuneration Committee
2. Chairman of the Intergrated Governance Committee

Other Companies/Institutions:
1. Founder/Leader, Pradjoto & Associates - Advocates and Legal Consultant (1994-present)
2. Member of Himpunan Konsultan Hukum Pasar Modal (HKHPM) (2000-present)
3. Member of the Indonesian Advocates Association (Peradi) (2005-present)
4. Board of Ethics for Risk Management Certification Agency (BSMR) (2005-present)
5. Chairman of the Banking Business Ethics Supervisory Board, Association of National Banks (PERBANAS) (2009-present)
6. Member of the Supervisory Board of the Indonesian Bankers Association (IBI) (2011-present)

*In the fit and proper test process as President Commissioner/Independent Commissioner

Work Experience
- Professional Staff of PT Bank Pembangunan Indonesia (Bapindo) (1981-1995)
- Research Associate Institute of Economic Research Kyoto University (1993-1994)
- Founder/Leader, Pradjoto & Associates - Advocates and Legal Consultant (1994-present)
- Lecturer in Management, Postgraduate Program Management, Universitas Atmajaya Yogyakarta (1999-2001)
- Member of the National Ombudsman Commission (2000)
- Member of Himpunan Konsultan Hukum Pasar Modal (HKHPM) (2000-present)
- Member of the Joint Corruption Crime Team (TGTPK) (2000-2001)
- Chairman of IBRA Ombudsman (2001-2002)
- Independent Commissioner of Bank Internasional Indonesia (2002-2006)
- Member of the Indonesian Advocates Association (Peradi) (2005-present)
- Board of Ethics for Risk Management Certification Agency (BSMR) (2005-present)
- Independent Commissioner of PT Bank Mandiri (Persero) Tbk (2005-2015)
- 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 (2020-2023)
- President Commissioner / Independent Commissioner of PT Bank Negara Indonesia (Persero), Tbk (2023-present)

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

Statement of Independence
The Independence Statement of Independent Commissioner is disclosed in the Corporate Governance Chapter of this Annual Report.

BBNI Share Ownership as at December 31, 2023
Does not own BBNI shares



Pahala Nugraha Mansury*

Vice President Commissioner

Age
52 years old as of December 31, 2023

Nationality
Indonesian citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor of Economics degree from Universitas Indonesia (1994)
- Master of Business Administration at the Leonard N. Stern School of Business, America (1999)
- Level 5 Risk Management Competency Certification by the Risk Management Certification Body (BSMR) (2023)

Position History:

Legal Basis of Appointment as Member of the Company's Board of Commissioners
Appointed for the first time as Vice President Commissioner of BNI through the decision of the Extraordinary GMS dated September 19, 2023, as notarized through the Deed of the Extraordinary General Meeting of Shareholders of PT Bank Negara Indonesia (Persero) Tbk No. 17 dated September 19, 2023, and is currently in the FSA Fit and Proper Test process.

Term of Office
2023-2028 (First Period)

Concurrent Positions
BNI:
1. Member of the Risk Monitoring Committee
2. Member of the Nomination and Remuneration Committee

Other Companies/Institutions:
Deputy Minister of Foreign Affairs, Ministry of Foreign Affairs (2023-present)

Work Experience
- Senior Vice President Economic & Financial Research Group Head, PT Bank Mandiri (Persero) Tbk (2003-2005)
- Senior Vice President Corporate Development Group Head, PT Bank Mandiri (Persero) Tbk (2005-2006)
- Senior Vice President Accounting Group Head and concurrently Senior Vice President Change Management Office, PT Bank Mandiri (Persero) Tbk (2005)
- Executive Vice President Finance & Strategy Coordinator, PT Bank Mandiri (Persero) Tbk (2006-2010)
- Finance & Strategy Director, PT Bank Mandiri (Persero) Tbk (2010-2015)
- Treasury & Market Director, PT Bank Mandiri (Persero) Tbk (2015-2017)
- President Director, PT Garuda Indonesia (Persero) Tbk (2017-2018)
- President Commissioner, PT Citilink Indonesia (2017-2018)
- Finance Director, PT Pertamina (Persero) (2018-2019)
- President Director, PT Bank Tabungan Negara (Persero) (2019-2020)
- Deputy Minister of SOEs, Ministry of SOEs (2020-2023)
- Vice President Commissioner, PT Pertamina (Persero) (2021-2023)
- Deputy Minister of Foreign Affairs, Ministry of Foreign Affairs (2023-present)
- Vice President Commissioner, PT Bank Negara Indonesia (Persero) Tbk (2023-present)

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

BBNI Share Ownership as at December 31, 2023
Does not own BBNI shares

*In the FSA fit and proper test process as Vice President Commissioner



Askolani
Commissioner

Age
57 years old as of December 31, 2023

Nationality
Indonesian citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor's degree in Economics from Universitas Sriwijaya Palembang (1990)
- Magister of Art in Economics and Banking from University of Colorado, Denver, USA (1999)
- Level 1 Risk Management Competency Certification by the Risk Management Certification Body (BSMR) (2023)

Position History:

Legal Basis of Appointment as Member of the Company's Board of Commissioners
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 (FSA) on December 20, 2019

Term of Office
2019-2024 (First Period)

Concurrent Positions
BNI :
1. Member of the Nomination and Remuneration Committee
2. Member of the Integrated Governance Committee

Other Companies/Institutions:
Director General of Customs and Excise Directorate, General Customs and Excise, Ministry of Finance (2021-present)

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 PNBP 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)

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

BBNI Share Ownership as at December 31, 2023
809,086 shares



Susyanto
Commissioner

Age
61 years old as of December 31, 2023

Nationality
Indonesian citizen

Domicile
Bogor, Indonesia

Education and/or Certification
- Bachelor's degree in Law, Universitas Kediri (1986)
- Master's in Humanities, STIE IBLAM Jakarta (2001)
- Level 1 Risk Management Competency Certification by the Risk Management Certification Body (BSMR) (2023)

Position History:

Legal Basis of Appointment as Member of the Company's Board of Commissioners
Appointed for the first time as Commissioner of BNI 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 (FSA) on July 27, 2020.

Term of Office
2020-2025 (First Period)

Concurrent Positions
BNI:
1. Member of the Nomination and Remuneration Committee
2. Member of the Integrated Governance Committee

Other Companies/Institutions:
Does not hold other concurrent positions

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)
- Secretary to the Ministry of State Owned Enterprises (2020-2023)
- Commissioner, PT Bank Negara Indonesia (Persero),Tbk (2020-present)

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

BBNI Share Ownership as at December 31, 2023
634,594 shares



Fadlansyah Lubis

Commissioner

Age
56 years old as of December 31, 2023

Nationality
Indonesian citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- 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)
- Level 1 Risk Management Competency Certification by the Risk Management Certification Body (BSMR) (2023)

Position History:

Legal Basis of Appointment as Member of the Company's Board of Commissioners
Appointed for the first time 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 (FSA) on December 23, 2022.

Term of Office
2022-2027 (First Period)

Concurrent Positions
BNI:
1. Member of the Risk Monitoring Committee
2. Member of the Nomination and Remuneration Committee

Other Companies/Institutions:
Deputy Cabinet Secretary, RI Cabinet Secretariat (2021-present)

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)
- 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)

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

BBNI Share Ownership as at December 31, 2023
43,484 shares



Robertus Billitea

Commissioner

Age
57 years old as of December 31, 2023

Nationality
Indonesian citizen

Domicile
Depok, Indonesia

Education and/or Certification
- Bachelor of Law Degree from Universitas Krisnadwipayana (1990)
- Masters Degree in Business Law from Universitas Padjadjaran (2009)
- Risk Management Provisioning Program for Candidate Commissioners by Lembaga Pengembangan Perbankan Indonesia (LPPI) (2023)

Position History:

Legal Basis of Appointment as Member of the Company's Board of Commissioners
Appointed for the first time as Commissioner at the AGMS on September 19, 2023, based on the AGMS Deed of Minutes No. 15 dated March 15, 2023 and received approval from the Financial Services Authority (FSA) on September 11, 2023

Term of Office
2023-2028 (First Period).

Concurrent Positions
BNI:
1. Member of the Nomination and Remuneration Committee
2. Member of the Integrated Governance Committee

Other Companies/Institutions:
Deputy for Law and Legislation at the Ministry of State-Owned Enterprises (2023-present)

Work Experience
- Litigation Lawyer, Soemarjono Herman & Rekan Law Firm (1991-1994)
- Senior Legal Officer, PT BBL Dharmala Finance Tbk. Subsidiary of Bangkok Bank Limited (1994-1996)
- Legal Head, PT Profilindo Finance/Nexus Group (1996-1998)
- Corporate Secretary, Nexus Group (1996-1999)
- Legal Director, Indonesian Restructuring Banking Agency/BPPN (1999-2004)
- Board of Commisioner PT Bank Lippo Tbk (2002-2004)
- Founder/Senior Partner, Law Firm Radjiman Billitea & Partner (2004-2012)
- Executive Director of Legal Affairs, Deposit Insurance Corporation (2012-2019)
- Independent Commissioner, PT Bank Mandiri (Persero) Tbk (2019-2020)
- President Director, PT Bahana Pembinaan Usaha Indonesia (Persero) (2020-2023)
- President Commissioner, PT Bahana Sekuritas (2020-2023)
- Commissioner, PT Bahana Mitra Investa (2020-2023)
- Deputy for Law and Legislation, Ministry of State-Owned Enterprises (2023-present)
- Commissioner, PT Bank Negara Indonesia (Persero) Tbk (2023-present)

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

BBNI Share Ownership as at December 31, 2023
42,400 shares



Erwin Rijanto Slamet

Independent Commissioner

Age
65 years old as of December 31, 2023

Nationality
Indonesian citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor's degree in Economics from Universitas Gadjah Mada (1983)
- Postgraduate Master of Science degree in Economics from University of Illinois, USA (1989)
- Level 2 Risk Management Competency Certification by the Risk Management Certification Body (BSMR) (2023)

Position History:

Legal Basis of Appointment as Member of the Company's Board of Commissioners
Appointed for the first time as Independent 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 received approval from the Financial Services Authority (FSA) on August 6, 2021.

Term of Office
2021-2026 (First Period).

Concurrent Positions
BNI:
1. Member of the Risk Monitoring Committee
2. Member of the Nomination and Remuneration Committee

Other Companies/Institutions:
Has no other concurrent positons

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 Aplikasinusa Lintasarta (2021-2023)
- Independent Commissioner, PT Bank Negara Indonesia (Persero) Tbk (2021-present)

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

Statement of Independence
The Independence Statement of Independent Commissioner is disclosed in the Corporate Governance Chapter of this Annual Report.

BBNI Share Ownership as at December 31, 2023
Does not own BBNI shares



Sigit Widyawan

Independent Commissioner

Age
58 years old as of December 31, 2023

Nationality
Indonesian citizen

Domicile
Solo, Indonesia

Education and/or Certification
- Bachelor's degree in Economics from Universitas Negeri Sebelas Maret (1988)
- Master's degree in Accounting from Universitas Indonesia (2001)
- Level 2 Risk Management Competency Certification by the Risk Management Certification Body (BSMR) (2023)

Position History:

Legal Basis of Appointment as Member of the Company's Board of Commissioners
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 received approval from the Financial Services Authority (FSA) on September 7, 2018.

Reappointed as as Independent Commissioner of BNI based on the decision of the Annual GMS dated March 15 2023, which was notarized through the Deed of the AGMS No. 15 dated March 15, 2023.

Term of Office
2018-2023 (First Period)
2023-2028 (Second Period)

Concurrent Positions
BNI:
1. Member of the Audit Committee
2. Member of the Nomination and Remuneration Committee

Other Companies/Institutions:
Does not hold any concurrent positions

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)

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

Statement of Independence
The Independence Statement of Independent Commissioner is disclosed in the Corporate Governance Chapter of this Annual Report.

BBNI Share Ownership as at December 31, 2023
Does not own BBNI shares



Asmawi Syam

Independent Commissioner

Age
68 years old as of December 31, 2023

Nationality
Indonesian citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor's degree in Economics from Universitas Hasanuddin (1979)
- Master's degree in Management from Universitas Padjadjaran (2003)
- Level 5 Risk Management Competency Certification by the Risk Management Certification Body (BSMR) (2023)

Position History:

Legal Basis of Appointment as Member of the Company's Board of Commissioners
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 received approval from the Financial Services Authority (FSA) on June 17, 2020.

Term of Office
2020-2025 (First Period)

Concurrent Positions
BNI:
1. Chair of the Audit Committee
2. Mamber of the Nomination and Remuneration Committee

Other Companies/Institutions:
Does not hold any concurrent positions

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)

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

Statement of Independence
The Independence Statement of Independent Commissioner is disclosed in the Corporate Governance Chapter of this Annual Report.

BBNI Share Ownership as at December 31, 2023
Does not own BBNI shares



Septian Hario Seto

Independent Commissioner

Age
39 years old as of December 31, 2023

Nationality
Indonesian citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor's degree in Accounting from Universitas Indonesia (2006)
- Post-Graduate degree in International Finance from SKEMA Business School (2008)
- Level 2 Risk Management Competency Certification by the Risk Management Certification Body (BSMR) (2023)

Position History:

Legal Basis of Appointment as Member of the Company's Board of Commissioners
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 received approval from the Financial Services Authority (FSA) on August 14, 2020

Term of Office
2020-2025 (First Period)

Concurrent Positions
BNI :
1. Member of the Risk Monitoring Committee
2. Member of the Nomination and Remuneration Committee

Other Companies/Institutions:
Deputy of Investment and Mining Coordination at the Coordinating Ministry for Maritime Affairs and Investment (2020-present)

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)

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

Statement of Independence
The Independence Statement of Independent Commissioner is disclosed in the Corporate Governance Chapter of this Annual Report.

BBNI Share Ownership as at December 31, 2023
Does not own BBNI shares



Iman Sugema

Independent Commissioner

Age
59 years old as of December 31, 2023

Nationality
Indonesian citizen

Domicile
Bogor, Indonesia

Education and/or Certification
- Bachelor's degree in Agribusiness from Institut Pertanian Bogor (1987)
- Master's degree in Economics from University of New England (1992)
- Ph.D in Economics from Australian National University (2000)
- Level 2 Risk Management Competency Certification by the Risk Management Certification Body (BSMR) (2023)
- Indonesian Internal Audit Practitioner Certification by The Institute of Internal Auditors Indonesia (2023)

Position History:

Legal Basis of Appointment as Member of the Company's Board of Commissioners
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 received approval from the Financial Services Authority (FSA) on August 14, 2020

Term of Office
2020-2025 (First Period)

Concurrent Positions
BNI:
1. Member of the Audit Committee
2. Member of the Nomination and Remuneration Committee

Other Companies/Institutions:
Senior Lecturer at Institut Pertanian Bogor (1990-present)

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)

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

Statement of Independence
The Independence Statement of Independent Commissioner is disclosed in the Corporate Governance Chapter of this Annual Report.

BBNI Share Ownership as at December 31, 2023
Does not own BBNI shares

BOARD OF COMMISSIONERS' AFFILIATED RELATIONSHIPS

Board of Commissioners' Affiliated Relationships Table

Financial, Familial, and Management Relationships of the Board of Directors

Name	Position	Familial Relationship With						Financial Relationship With						Management Relations at BNI, Subsidiaries and Affiliated Companies	
		Board of Commissioners		Board of Directors		Majority and Controlling Shareholder		Board of Commissioners		Board of Directors		Majority and Controlling Shareholder			
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Pradjoto	President Commissioner/ Independent Commissioner		√		√		√		√		√		√		√
Pahala Nugraha Mansury	Vice President Commissioner		√		√		√		√		√		√		√
Sigit Widyawan	Independent Commissioner		√		√		√		√		√		√		√
Askolani	Commissioner		√		√		√		√		√		√		√
Asmawi Syam	Independent Commissioner		√		√		√		√		√		√		√
Susyanto	Commissioner		√		√		√		√		√		√		√
Iman Sugema	Independent Commissioner		√		√		√		√		√		√		√
Septian Hario Seto	Independent Commissioner		√		√		√		√		√		√		√
Erwin Rijanto Slamet	Independent Commissioner		√		√		√		√		√		√		√
Fadlansyah Lubis	Commissioner		√		√		√		√		√		√		√
Robertus Billiitea	Commissioner		√		√		√		√		√		√		√

* Directly or indirectly

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

During 2023, there were 2 (two) changes to the Board of Commissioners members composition, based on the decisions of the AGMS on March 15, 2023 and the EGMS on September 19, 2023. Changes to the nomenclature of Board of Commissioners members was as follows:

Composition of the Board of Commissioners for the Period January 1, 2023 – March 15, 2023

The composition of the Board of Commissioners for the period January 1, 2023 – March 15, 2023 was 10 (ten) people consisting of 1 (one) President Commissioner who was also an Independent Commissioner, 1 (one) Vice President Commissioner who was also an Independent Commissioner, 5 (five) Independent Commissioners and 3 (three) Commissioners. The composition and basis for appointing members of the Board of Commissioners can be seen in the table below.

Composition and Basis for Appointing the Board of Commissioners for the Period January 1, 2023 – March 15, 2023

No	Name	Position	Domicile	Basis of Appointment	Effective Date*
1	Agus Dermawan Wintarto Martowardojo	President Commissioner/ Independent Commissioner	Jakarta	AGMS Decision on February 20, 2020	June 17, 2020
2	Pradjoto	Vice President Commissioner/ Independent Commissioner	Jakarta	AGMS Decision on February 20, 2020	June 17, 2020
3	Sigit Widyawan	Independent Commissioner	Solo	AGMS Decision on March 20, 2018	September 7, 2018
4	Askolani	Commissioner	Jakarta	EGMS Decision on August 30, 2019	December 20, 2019
5	Fadlansyah Lubis	Commissioner	Jakarta	EGMS Decision on August 31, 2022	December 23, 2022
6	Asmawi Syam	Independent Commissioner	Jakarta	AGMS Decision on February 20, 2020	June 17, 2020
7	Iman Sugema	Independent Commissioner	Bogor	AGMS Decision on February 20, 2020	August 14, 2020

No	Name	Position	Domicile	Basis of Appointment	Effective Date*
8	Susyanto	Commissioner	Bogor	AGMS Decision on February 20, 2020	July 27, 2020
9	Septian Hario Seto	Independent Commissioner	Jakarta	AGMS Decision on February 20, 2020	August 14, 2020
10	Erwin Rijanto Slamet	Independent Commissioner	Jakarta	AGMS Decision on March 29, 2021	August 6, 2021

*)The Board of Commissioners becomes effective after obtaining FSA 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.

Composition of the Board of Commissioners for the Period March 15, 2023 – September 19, 2023-12-31

On March 15, 2023, the 2023 AGMS decided to change the composition of BNI's Board of Commissioners as follows:

1. Respectfully dismissed Sigit Widyawan as Independent Commissioner;
2. Appointed the following:
   a. Sigit Widyawan as Independent Commissioner;
   b. Robertus Billitea as Commissioner.

Thus, the composition of the Board of Commissioners for the period March 15, 2023 to September 19, 2023 was 11 (eleven) people consisting of 1 (one) President Commissioner who was also an Independent Commissioner, 1 (one) Vice President Commissioner who was also an Independent Commissioner, 5 (five) Independent Commissioners and 4 (four) Commissioners. The composition and basis for appointment of the Board of Commissioners can be seen in the table below.

Composition and Basis for Appointing the Board of Commissioners for the Period March 15, 2023 – September 19, 2023

No	Name	Position	Domicile	Basis of Appointment	Effective Date*
1	Agus Dermawan Wintarto Martowardojo	President Commissioner/ Independent Commissioner	Jakarta	AGMS Decision on February 20, 2020	June 17, 2020
2	Pradjoto	Vice President Commissioner/ Independent Commissioner	Jakarta	AGMS Decision on February 20, 2020	June 17, 2020
3	Sigit Widyawan	Independent Commissioner	Solo	AGMS Decision on March 15, 2023	March 15, 2023**
4	Askolani	Commissioner	Jakarta	EGMS Decision on August 30, 2019	December 20, 2019
5	Fadlansyah Lubis	Commissioner	Jakarta	EGMS Decision on August 31, 2022	December 23, 2022
6	Asmawi Syam	Independent Commissioner	Jakarta	AGMS Decision on February 20, 2020	June 17, 2020
7	Iman Sugema	Independent Commissioner	Bogor	AGMS Decision on February 20, 2020	August 14, 2020
8	Susyanto	Commissioner	Bogor	AGMS Decision on February 20, 2020	July 27, 2020
9	Septian Hario Seto	Independent Commissioner	Jakarta	AGMS Decision on February 20, 2020	August 14, 2020
10	Erwin Rijanto Slamet	Independent Commissioner	Jakarta	AGMS Decision on March 29, 2021	August 6, 2021
11	Robertus Billitea	Commissioner	Depok	AGMS Decision on March 15, 2021	September 11, 2023

*)The Board of Commissioners becomes effective after receiving FSA 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.
**) Ceased serving as Independent Commissioner on March 15 2023, was reappointed as Independent Commissioner on March 15, 2023 which became effective on March 15, 2023 through FSA Circular Letter No. 39/SEOJK.03/2016 dated September 13, 2016 concerning Capability Assessment and Appropriateness for Prospective Controlling Shareholders, Prospective Members of the Board of Directors, and Prospective Members of the Bank's Board of Commissioners.

Composition of the Board of Commissioners for the Period September 19, 2023 – December 31, 2023

On September 19 2023, the 2023 EGMS decided to change the composition of BNI's Board of Commissioners as follows:

1. Respectfully dismissed Agus Dermawan Wintarto Martowardojo as President Commissioner/Independent Commissioner;
2. Transferred Pradjoto's assignment from Vice President Commissioner/Independent Commissioner to President Commissioner/Independent Commissioner of the Company;
3. Appointed Pahala Nugraha Mansury as Vice President Commissioner of the Company.

The Board of Commissioners composition for the period September 19, 2023 – December 31, 2023 was 11 (eleven) people consisting of 1 (one) President Commissioner who was also an Independent Commissioner, 1 (one) Vice President Commissioner who was also an Independent Commissioner, 5 (five) Independent Commissioners and 4 (four) Commissioners. The composition and basis for appointing members of the Board of Commissioners can be seen in the table below.

Composition and Basis for Appointing the Board of Commissioners

No	Name	Position	Domicile	Basis of Appointment	Period in Office	Effective Date*
1	Pradjoto**	President Commissioner/ Independent Commissioner	Jakarta	EGMS Decision dated September 19, 2023	Following his previous term in office as Vice President Commissioner/ Independent Commissioner of BNI, 2020-2025 (First Period)	Currently in the FSA Fit and Proper Test process
2	Pahala Nugraha Mansury**	Vice President Commissioner/ Independent Commissioner	Jakarta	EGMS Decision dated September 19, 2023	2023-2028 (First Period)	Currently in the FSA Fit and Proper Test process
3	Askolani	Commissioner	Jakarta	EGMS Decision dated August 30, 2019	2019-2024 (First Period)	December 20, 2019
4	Susyanto	Commissioner	Bogor	AGMS Decision dated February 20, 2020	2020-2025 (First Period)	July 27, 2020
5	Fadlansyah Lubis	Commissioner	Jakarta	EGMS Decision dated August 31, 2022	2022-2027 (First Period)	December 23, 2022
6	Robertus Billitea	Commissioner	Depok	AGMS Decision dated March 15, 2023	Annual GMS Resolutions on March 15, 2023	September 11, 2023
7	Erwin Rijanto Slamet	Independent Commissioner	Jakarta	AGMS Decision dated March 29, 2021	2021-2026 (First Period)	August 6, 2021
8	Sigit Widyawan	Independent Commissioner	Solo	AGMS Decision dated March 15, 2023	2023-2028 (Second Period)	March 15, 2023
9	Asmawi Syam	Independent Commissioner	Jakarta	AGMS Decision dated February 20, 2020	2020-2025 (First Period)	June 17, 2020
10	Septian Hario Seto	Independent Commissioner	Jakarta	AGMS Decision dated February 20, 2020	2020-2025 (First Period)	August 14, 2020
11	Iman Sugema	Independent Commissioner	Bogor	AGMS Decision dated February 20, 2020	2020-2025 (First Period)	August 14, 2020

*) The Board of Commissioners becomes effective after receiving FSA 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.
**) Currently in the FSA Fit and Proper Test process

INFORMATION ON CHANGES IN THE BOARD OF DIRECTORS AND/OR BOARD OF COMMISSIONERS MEMBERS COMPOSITION THAT OCCURED AFTER THE FISCAL YEAR

There were no changes to the Board of Directors and/or Board of Commissioners members composition after the end of fiscal year 2023 until the deadline for submitting the Annual Report.

Senior Executive President Profiles



Hussein Paolo Kartadjoemena
SEVP Corporate Development & Transformation

Age
44 years old as of December 31, 2023

Nationality
Indonesian citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor's degree in Economics from Harvard University (2002)
- Level 4 Risk Management Competency by the Risk Management Certification Body (BSMR) in 2023

Position History:

Legal Basis of Appointment as the Company's SEVP
Appointed as SEVP Corporate Development & 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
Concurrently serves as President Commissioner of PT Bank Hibank Indonesia

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)
- President Commissioner – PT Bank Hibank Indonesia (2023-present)

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

Training in 2023
Data can be found 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

Age
53 years old as of December 31, 2023

Nationality
Indonesian citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor's degree in Economics from Universitas Gadjah Mada (1996)
- Level 4 Risk Management Commitment by the Risk Management Certification Body (BSMR) (2023)

Position History:

Legal Basis of Appointment as the Company's SEVP
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

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, PT Bank Mandiri (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)

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

Training in 2023
Data can be found 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 Operations

Age
56 years old as of December 31, 2023

Nationality
Indonesian citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor of Economics degree from Universitas Andalas (1992)
- Level 4 Risk Management Competency Certification issued by Risk Management Certification Agency (BSMR) in 2023

Position History:

Legal Basis of Appointment as the Company's SEVP
Appointed as SEVP Operations 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

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)

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

Training in 2023
Data can be found 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 Retail Digital Solutions

Age
47 years old as of December 31, 2023

Nationality
Indonesian citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor of Arts in Business Administration, Clark University, USA, (1999)
- Master of Business Administration in International Management and Marketing, Boston University, USA, (2006)
- Level 5 Risk Management Competency Certification issued by Risk Management Certification Agency (BSMR) (2023)

Position History:

Legal Basis of Appointment as the Company's SEVP
Appointed as SEVP Retail Digital Solutions 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
Concurrently as President Commissioner of PT BNI Modal Ventura

Work Experience
- AVP, Client Service Manager - Bank of New York Mellon, Boston, United of America (1999 - 2000)
- Executive Vice President, Commonwealth Bank Indonesia, Jakarta, Head of Digital Strategy & Delivery (2006-2021)
- Senior Executive Vice President - Retail Digital Solutions PT Bank Negara Indonesia (Persero) Tbk (2021-present)
- President Commissioner of PT BNI Capital Ventura (2022-present)

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

Training in 2023
Data can be found 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



Victor Erico Korompis
SEVP Information Technology

Age
49 years old as of December 31, 2023

Nationality
Indonesian citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bina Nusantara University (1992-1996)
- Universitas Indonesia (Master of Information Technology) Graduated with Cum Laude (1999-2001)
- The Innovative Technology Leader at Standford University (2023)
- Level 4 Risk Management Competency Certification issued by Risk Management Certification Agency (BSMR) (2023)

Position History:

Legal Basis of Appointment as the Company's SEVP
Appointed as SEVP Information Technology based on PT Bank Negara Indonesia (Persero) Tbk Board of Directors Decision No. DIR/006/R dated January 20, 2023

Concurrent Positions
No concurrent positions at BNI or other institutions

Work Experience
- IBM Business Partner - PT Mitra Integrasi Komputindo (1996-2002)
- AVP, IT Programme Management Office Head – PT Bank Danamon (2001-2014)
- Vice President, IT Cons. Finance, Touchpoint& Payment Head – PT Bank Danamon Tbk. (2004 - 2007)
- Senior VP, IT Electronic Channels and Card Head (2007 – 2010)
- Executive VP, IT Business Solution & System Integration Head – PT Bank Danamon Tbk. (2010 – 2016)
- Acting Chief Information Officer - PT Bank Danamon Tbk. (2015 –2016)
- Senior Vice President, Head of Information Technology - PT Bank Danamon Tbk. (2016 –2018)
- Senior Vice President, Head of Digital Banking Delivery Group - PT Bank Danamon Tbk. (2019 - 2022)
- Senior Executive Vice President Information Technology – PT Bank Negara Indonesia (Persero) Tbk. (2022 – presnt)

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

Training in 2023
Data can be found 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



I Made Sukajaya
SEVP Remedial & Recovery

Age
55 years old as of December 31, 2023

Nationality
Indonesian citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Sarjana Pertanian Universitas Udayana (1992)
- Manajemen Keuangan Universitas Persada Indonesia-YAI (2004
- Certification APEI-Asosiasi Perusahaan Efek Indonesia Pada Tahun 2023
- Refreshment Winning Market share Through Digital and Collaboration Mindset Tahun 2023
- Kompetensi Manajemen Risiko Level 4 oleh Badan Certification Manajemen Risiko (BSMR) (2023)

Position History:

Legal Basis of Appointment as the Company's SEVP
Appointed as SEVP Remedial & Recovery based on PT Bank Negara Indonesia (Persero) Tbk Board of Directors Decision No. KP/028/DIR/R dated January 19, 2023

Concurrent Positions
Commissioner – PT. BNI Sekuritas

Work Experience
- Deputy General Manager Tokyo Branch Office - PT Bank Negara Indonesia (Persero) Tbk (2016)
- Deputy Head of International Division - PT Bank Negara Indonesia (Persero) Tbk (2019)
- Denpasar Region Leader - PT Bank Negara Indonesia (Persero) Tbk (2019)
- Head of Corporate Business Division 1 - PT Bank Negara Indonesia (Persero) Tbk (2020)
- Commissioner, PT. BNI Securitas (2021)
- SEVP Remedial & Recovery, PT Bank Negara Indonesia (Persero) Tbk (2023 – present)

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

Training in 2023
Data can be found 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



Steven Suryana
SEVP Wealth Management

Age
55 years old as of December 31, 2023

Nationality
Indonesian citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor of Economics Degree from Universitas Tarumanegara
- Level 4 Risk Management Competency by the Risk Management Certification Body (BSMR) (2023)

Position History:

Legal Basis of Appointment as the Company's SEVP
Appointed as SEVP Wealth Management based on PT Bank Negara Indonesia (Persero) Tbk Board of Directors Decision No. DIR/062 dated May 16, 2023

Concurrent Positions
No concurrent positions at BNI or other institutions

Work Experience
- General Manager – Standard Chartered Bank Philippines (2007)
- Head of Wealth Management - ABN AMRO Bank (Royal bank of Scotland) (2007-2010))
- Group Head, Sales & Marketing – PT Manulife Aset Manajemen Indonesia ((2010-2011))
- SVP & Head of Wealth Management – HSBC Indonesia (2011 – 2019)
- Director, Retail Banking Head – Citibank Indonesia (2019 - 2023)
- Senior Executive Vice President Wealth Management (2023 – present)

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

Training in 2023
Data can be found 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



Bun Hendra
SEVP Credit Risk

Age
46 years old as of December 31, 2023

Nationality
Indonesian citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Bachelor of Engineering Degree from University of Tarumanagara, bachelor degree, (1995-1999)
- Master of Management, University of Indonesia, post-graduate degree, (2001-2003)
- Level 4 Risk Management Competency by the Risk Management Certification Body (BSMR) (2023)

Position History:

Legal Basis of Appointment as the Company's SEVP
Appointed as SEVP Credit Risk based on PT Bank Negara Indonesia (Persero) Tbk Board of Directors Decision No. KP/743/DIR/R dated October 25, 2023

Concurrent Positions
No concurrent positions at BNI or other institutions

Work Experience
- SVP and Credit Review Division Co Head - PT Bank Ekonomi Rahardja Tbk. (2010 – 2013)
- Director, Head of Research & Analysis, Indonesia – PT ANZ Indonesia (2014 – 2016)
- Executive Vice President, Global Corporate Credit Head - PT Bank CIMB NIAGA TBK (2016-2019)
- Executive Director, Head of Credit Risk Specialist - PT BANK DBS Indonesia (2019 – 2023)
- Senior executive Vice President Credit Risk – PT Bank Negara Indonesia (Persero) (2023 – present)

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

Training in 2023
Data can be found 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



Pancaran Affendi

SEVP Corporate Banking

Age
50 years old as of December 31, 2023

Nationality
Indonesian citizen

Domicile
Jakarta, Indonesia

Education and/or Certification
- Organizational Leadership - IMD Business School (2014)
- Civil Engineering - Universitas Tarumanegara (1997)
- Level 4 Risk Management Competency by the Risk Management Certification Body (BSMR) (2023)

Position History:

Legal Basis of Appointment as the Company's SEVP
Appointed as SEVP Corporate Banking based on PT Bank Negara Indonesia (Persero) Tbk Board of Directors Decision No. KP/742/DIR/R dated October 25, 2023

Concurrent Positions
No concurrent positions at BNI or other institutions

Work Experience
- Civil Structural Designer, PT Partono Fondas (1997 – 1998)
- Corporate Banking, PT Bank Central Asia Tbk (1998 – 2004)
- Corporate Banking, DBS Bank (2004 – 2005)
- VP – Corporate Banking, ABN AMRO Bank N.V (2005 –2008)
- Managing Director – Country Head of Global Corporate & Institutional Banking, MUFG (2008 -2023)
- SEVP Corporate Banking, PT Bank Negara Indonesia (Persero), Tbk (2023 – present)

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

Training in 2023
Data can be found 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

HEADS OF DIVISIONS IN THE MAIN DIRECTORATE



Anang Basuki
Head of Internal Audit Division

54 years old as of December 31, 2023. Holds a Bachelor's degree in Accounting from Universitas Gadjah Mada. Appointed as Head of Internal Audit Division based on Board of Directors' Decree No.KP/207/DIR/R dated May 31, 2023



Okki Rushartomo
Head of Corporate Secretary Division

43 years old as of December 31, 2023. 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/208/DIR/R dated May 31, 2023.



Basaria Martha Juliana S
Corporate Development & Transformation Division Head

53 years old as of December 31, 2023. Holds a Master's degree in Master of Business from the University of Victoria. Appointed as Head of Corporate Development & Transformation Division based on Board of Directors' Decree No. KP/206/DIR/R May 31, 2023.

HEADS OF DIVISIONS IN THE WHOLESALE & INTERNATIONAL BANKING DIRECTORATE



Andrean Palonggam
Head of Corporate Banking 1 Division

40 years old as of December 31, 2023. Holds a Bachelor's degree in Management from Universitas Katolik Atmajaya. Appointed as Head of Corporate Banking 1 Division based on Board of Directors' Decree No. KP/820/DIR/R dated December 6, 2023



Ditya Maharhani Harninda
Corporate Banking 2 Division Head

42 years old as of December 31, 2023. Holds a Master's degree in Marketing from the University of New South Wales. Appointed as Corporate Banking 2 Division Head based on Board of Directors' Decree No. KP/327/DIR/R dated June 22, 2023.



Dipo Nugroho
Head of Corporate Banking 3 Division Head and assigned as Syndication & Structured Finance Division

41 years old as of December 31, 2023. Holds a Master's degree in Master of Business Administration from Erasmus University Rotterdam. Appointed as Corporate Banking 3 Division Head based on Board of Directors' Decree No. KP/328/DIR/R dated June 22, 2023. Assigned as Head of Syndication & Structured Finance Division based on Decree No. KP/1594/HCE/1/R dated July 17, 2023.



Arief Wibawa
Head of Corporate Banking 4 Division

45 years old as of December 31, 2023. Holds a Bachelor's degree in Industrial Engineering from Universitas Telkom. Appointed as Head of Corporate Banking 4 Division based on Board of Directors' Decree No. KP/244/DIR/R dated June 12, 2023.



Rima Cahyani
Head of International Banking & Financial Institutions Division

41 years old as of December 31, 2023. Holds a Bachelor's degree in International Relations from Universitas Gadjah Mada. Appointed as Head of International Banking & Financial Institutions Division based on SEVP Decree No. KP/006/SEVP/R dated June 27, 2023.



Rini Yuniar
Head of Treasury Division

52 years old as of December 31, 2023. Holds a Master's degree in Internal Auditing from Universitas Gadjah Mada. Appointed as Head of Treasury Division based on SEVP Decree No. KP/005/SEVP/R dated June 27, 2023.



Nyimas Sulistia Sriwulandari
SORX Wholesale & International Banking Division

35 years old as of December 31, 2023. Holds a Bachelor's degree in Management from the Universitas Indonesia. Appointed as Senior Operational Risk Executive (SORX) Wholesale & International Banking Division based on Board of Directors' Decree No. KP/820/DIR/R dated December 6, 2023



Amalia Savitri
SBX Corporate Banking

46 years old as of December 31, 2023. Holds a Master's degree in Financial Management from the Universitas of Indonesia. Appointed as Senior Business Executive (SBX) based on Board of Directors' Decree No. KP/591/DIR/R dated July 10, 2023.



Fajar Fitrianto
SBX Corporate Banking

42 years old as of December 31, 2023. Holds a Master's degree in Business Administration from Nanyang Technological University. Appointed as as Senior Business Executive (SBX) based on Board of Directors' Decree No. KP/820/DIR/R dated December 6, 2023.

HEADS OF DIVISIONS IN THE ENTERPRISE & COMMERCIAL BANKING DIRECTORATE



Yogi Bima Sakti
Head of Enterprise Banking Division

47 years old as of December 31, 2023. Holds a Bachelor's degree in Management from Edith Cowan University. Appointed as Head of Enterprise Banking Division based on Board of Directors' Decree No. KP/123/DIR/R dated March 24, 2023.



I Dewa Gde Ngurah Yoga Pratama
Head of Commercial Banking 1 Division

44 years old as of December 31, 2023. Holds a Master's degree in Management from Universitas Katolik Atmajaya. Appointed as Head of Commercial Banking 1 Division based on Board of Directors' Decree No. KP/595/DIR/R dated July 16, 2023.



Julius D. Aritonang
Head of Commercial Banking 2 Division

52 years old as of December 31, 2023. Holds a Master's degree in Financial Management and Banking from Universitas Indonesia. Appointed as Head of Commercial Banking 2 Division based on Board of Directors' Decree No. KP/402/DIR/R dated June 27, 2023.



Rangga Bhirawa Wicaksana
SBX Enterprise Banking

39 years old as of December 31, 2023. Holds a Master's degree in Management from the Institut Teknologi Bandung. Appointed as Senior Business Executive (SBX) based on Board of Directors' Decree No. KP/591/DIR/R dated July 10, 2023.



Martinus Matondang
SBX Enterprise Banking

52 years old as of December 31, 2023. Holds a Bachelor's degree in Development from Universitas Bung Hata. Appointed as Senior Business Executive (SBX) based on Board of Directors' Decree No. KP/607/DIR/R dated July 21, 2023.



Warda Nadjamuddin
SBX Commercial Banking

52 years old as of December 31, 2023. Holds a Master's degree in Management from Universitas Sam Ratulangi. Appointed as Senior Business Executive based on Board of Directors' Decree No. KP/403/DIR/R dated June 27, 2023.

HEADS OF DIVISIONS IN THE INSTITUTIONAL BANKING DIRECTORATE



Jane Tuwaidan
Temporary Head of Institutional Banking 1 Division

45 years old as of December 31, 2023. Holds a Master's degree in Agricultural Resources Management from Universitas Sam Ratulangi. Appointed as Temporary Head of Institutional Banking 1 Division based on Board of Directors' Decree No. KP/759/DIR/R dated October 31, 2023.



Efrizal
Head of Institutional Banking 2 Division

53 years old as of December 31, 2023. Holds a Master's degree in Marketing Management from Universitas Negeri Padang. Appointed as Head of Institutional Banking 2 Division based on Board of Directors' Decree No. KP/219/DIR/R dated June 5, 2023.



Widi Hantono
Head of Pension Fund Division

55 years old as of December 31, 2023. Holds a Master's degree in Management from Universitas Timbul Nusantara. Appointed as Head of Pension Fund Division based on Board of Directors' Decree No. KP/217/DIR/R dated June 05, 2023.

HEADS OF DIVISIONS IN THE NETWORK & SERVICES DIRECTORATE



Nugroho Windria Yudi Antono
Temporary Head of Distribution Network & Sales Division

52 years old as of December 31, 2023. Holds a Master's degree in Management from Universitas Diponegoro. Appointed as Temporary Head of Distribution Network & Sales Division based on Board of Directors' Decree No. KP/806/DIR/R dated November 23, 2023.



Rahma Dhoni
Head of Agen46 Division

46 years old as of December 31, 2023. Holds a Master's degree in Management Science from the Universitas Indonesia. Appointed as Head of Agen46 Division based on Board of Directors' Decree No. KP/153/DIR/R dated May 03, 2023



Rahmat Pertinda
Head of Customer Experience Center Division

51 years old as of December 31, 2023. Holds a Master's degree in Legal Studies from Universitas Trisakti. Appointed as Head of Customer Experience Center Division based on Board of Directors' Decree No. No.KP/212/DIR/R dated May 31, 2023.



Suryo Utomo
SORX Network & Services

52 years old as of December 31, 2023. Holds a Master's degree in Accounting from Universitas Diponegoro. Appointed as SORX Network & Services based on Board of Directors' Decree No. KP/595/DIR/R dated July 14, 2023.

HEADS OF DIVISIONS IN THE HUMAN CAPITAL & COMPLIANCE DIRECTORATE



Yenni Sari Dewi
Head of Human Capital Strategy Division

45 years old as of December 31, 2023. Holds a Master's degree in General Business from Universitas Gadjah Mada. Appointed as Head of Human Capital Strategy Division based on Board of Directors' Decree No. KP/123/DIR/R dated March 24, 2023.



Afthon Shodaq Noor
Head of Human Capital Services Division

52 years old as of December 31, 2023. Holds a Master's degree in Finance from Universitas Gadjah Mada. Appointed as Head of Human Capital Services Division based on Board of Directors' Decree No. KP/259/DIR/R dated June 13, 2023.



Dandy P. Sjamsudin
Head of BNI University Divison

52 years old as of December 31, 2023. Holds a Master's degree in Finance/Banking from the University of Monash. Appointed as Head of BNI University Division based on Board of Directors' Decree No. KP/261/DIR/R dated June 19, 2023.



Ikhsan Azman
Head of Compliance Division

54 years old as of December 31, 2023. Holds a Master's degree in Agribusiness Management from the Institut Pertanian Bogor. Appointed as Head of Compliance Division based on Board of Directors' Decree No. KP/595/DIR/R dated July 14, 2023.



Sandy Dwinanto
Head of Legal Division

50 years old as of December 31, 2023. Holds a Master's degree in Management from Universitas Indonesia. Appointed as Head of Legal Division based on Board of Directors' Decree No. KP/257/DIR/R dated June 13, 2023.



Hendra Susila
Temporary Head of Policy Governance Division

44 years old as of December 31, 2023. Holds a Bachelor's degree in Civil Engineering from Universitas Andalas and a Master's degree in Financial Management from Universitas Putra Indonesia YPTK Padang. Appointed as Temporary Head of Policy Governance Division based on Board of Directors' Decree No. KP/597/DIR/R dated July 18, 2023.



Efita Praharani
Human Capital Business Partner Head

56 years old as of December 31, 2023. Holds a Master's degree in Administrative Sciences from Universitas Indonesia. Appointed as Human Capital Business Partner Head based on Board of Directors' Decree No. KP/252/DIR/R dated June 13, 2023.



Emmy Nurhayati
Head of Human Capital Business Partner Division

59 years old as of December 31, 2023. Holds a Bachelor's degree in Financial Management from Universitas Indonesia. Appointed as Head of Human Capital Business Partner Division based on Board of Directors' Decree No. KP/253/DIR/R dated June 13, 2023.

HEADS OF DIVISIONS IN THE FINANCE DIRECTORATE



Agung Turanto S.
Head of Corporate Planning & Performance Management Division

45 years old as of December 31, 2023. Holds a Master's degree in Management from Universitas Gadjah Mada. Appointed as Head of Corporate Planning & Performance Management Division based on Board of Directors' Decree No. KP/231/DIR/R dated June 6, 2023.



Setyo Susilo
Head of Accounting Division

51 years old as of December 31, 2023. Holds a Master's degree in Small and Medium Industry from Institut Pertanian Bogor. Appointed as Head of Accounting Division based on Board of Directors' Decree No. KP/688/DIR/R dated September 26, 2023.



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

52 years old as of December 31, 2023. Holds a Master's degree in Actuarial from Universitas Indonesia. Appointed as Head of Procurement & Fixed Assets Division based on Board of Directors' Decree No. KP/233/DIR/R dated June 06, 2023



Yohan Setio
Head of Investor Relations Division

38 years old as of December 31, 2023. Holds a Master of Business Administration (MBA) from the University of University of Cambridge, UK, England. Appointed as Head of Investor Relations Division based on Board of Directors' Decree No. KP/229/DIR dated June 6, 2023



M. Emil Azhary
Head of Subsidiaries Management Division

45 years old as of December 31, 2023. Holds a Master's degree in Business Administration from North Eastern University. Appointed as Head of Subsidiaries Management Division based on Board of Directors' Decree No. KP/237/DIR/R dated June 06, 2023



Leo Putera Rinaldy
Chief Economist

40 years old as of December 31, 2023. Holds a Bachelor's degree in Economics from the University of Indonesia. Appointed as Chief Economist based on Board of Directors' Decree No. KP/755/DIR/R dated October 31, 2023.



Billie Setiawan
Head of Data Management & Analytics Division

42 years old as of December 31, 2023. Holds a Bachelor's degree in Science from the University of Greenwich. Appointed as Head of Data Management & Analytics Division based on Board of Directors' Decree No. KP/245/DIR/R dated June 12, 2023.

HEADS OF DIVISIONS IN THE RETAIL BANKING DIRECTORATE



Sri Indira
Head of Consumer Segment Division & Temporary Head of Consumer Product Division

53 years old as of December 31, 2023. Holds a Master's degree in Management from Universitas Gadjah Mada. Appointed as Head of Consumer Segment Division based on Board of Directors' Decree No. KP/270/DIR/R dated June 14, 2023. Also serves as Temporary Head of Consumer Product Division based on Board of Directors' Decree No. KP/274/DIR/R dated June 14, 2023.



Grace Situmeang
Head of Card Business Division

50 years old as of December 31, 2023. 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/263/DIR/R dated June 14, 2023.



Muhammad Safri Hidayat
Head of Retail Productive Banking Division

44 years old as of December 31, 2023. Holds a Bachelor's degree in Economics and Development Studies from Universitas Gadjah Mada. Appointed as Head of Retail Productive Banking Division based on Board of Directors' Decree No. KP/153/DIR/R dated May 03, 2023.



Sunarna Eka Nugraha
Head of Business Program Division

55 years old as of December 31, 2023. Holds a Bachelor's degree in Fisheries from Universitas Diponegoro. Appointed as Head of Business Program Division based on Board of Directors' Decree No. HCE/1/0971 dated November 29, 2023



Henny Woe
Head of Wealth Management Division

48 years old as of December 31, 2023. Holds a Bachelor's degree in Accounting from Universitas Tarumanagara. Appointed as Head of Wealth Management Division based on Board of Directors' Decree No. KP/267/DIR/R dated June 14, 2023



Putu Bagus Kresna
SORX Consumer Banking & Corporate Function

51 years old as of December 31, 2023. Holds a Master's degree in Financial Management from the Universitas Indonesia. Appointed as Senior Operational Risk Executive (SORX) Consumer Banking & Corporate Function based on Board of Directors' Decree No. KP/244/DIR/R dated June 12, 2023.

HEADS OF DIVISIONS IN THE RISK MANAGEMENT DIRECTORATE



Rayendra Minarsa Goenawan
Head of Enterprise Risk Management Division

39 years old as of December 31, 2023. Holds a Master's degree in Management from Universitas Bina Nusantara. Appointed as Head of Enterprise Risk Management Division based on Board of Directors' Decree No. KP/289/DIR/R dated June 16, 2023.



Adi Surya Djoko
Head of Operational Risk Management Division

46 years old as of December 31, 2023. Holds a Master's degree in Master of Business from the University of Western Australia. Appointed as Head of Operational Risk Management Division based on Board of Directors' Decree No. HCE/1/01040 dated December 12, 2023.



Made Nariswari
Head of Retail Credit Risk Division

49 years old as of December 31, 2023. Holds a Bachelor's degree in Economics from Universitas Indonesia. Appointed as Head of Retail Credit Risk Division based on Board of Directors' Decree No. KP/820/DIR/R dated December 06, 2023



Wilhelmus Max Charles
Head of Anti Fraud Division

48 years old as of December 31, 2023. Holds a Bachelor's degree in Management from Universitas Gunadarma. Appointed as Head of Anti Fraud Division based on Board of Directors' Decree No. KP/290/DIR/R dated June 16, 2023.



Aryani Dwi Satiti
Head of Corporate & Enterprise Credit Risk Division

51 years old as of December 31, 2023. Holds a Master's degree in Finance from Universitas Gadjah Mada. Appointed as Head of Corporate & Enterprise Credit Risk Division based on Board of Directors' Decree No. KP/820/DIR/R dated December 6, 2023.



Muhammad Jufri
Head of Commercial Credit Risk Division

53 years old as of December 31, 2023. Holds a Master's degree in Management from Universitas Trisakti. Appointed as Head of Commercial Credit Risk Divison based on Board of Directors' Decree No. KP/288/DIR/R dated June 16, 2023.



Johansyah
Head of Corporate Remedial & Recovery Division

42 years old as of December 31, 2023. Holds a Master's degree in Notary Affairs from Universitas Jayabaya. Appointed as Head of Corporate Remedial & Recovery Division based on Board of Directors' Directors' Decree No. KP/286.1/DIR/R dated June 16, 2023.



Sjamsul Hidayat Safwan
Head of Enterprise & Commercial Remedial & Recovery Division

55 years old as of December 31, 2023. Holds a Master's degree in Business Administration from Sekolah Tinggi Ilmu Administrasi Lembaga Administrasi Negara. Appointed as Head of Enterprise & Commercial Remedial & Recovery Division based on Board of Directors' Decree No. KP/286.2/DIR/R dated June 16, 2023.



Hari Satriyono
Head of Retail Collection & Recovery Divison

53 years old as of December 31, 2023. Holds a Master's degree in Finance from Universitas Gadjah Mada. Appointed as Head of Retail Collection & Recovery Divison based on Board of Directors' Decree No. KP/286.3/DIR/R dated June 16, 2023.



Yanar Siswanto
SCX Corporate & Enterprise Credit Risk

54 years old as of December 31, 2023. Holds a Master's degree in Agribusiness from Institut Pertanian Bogor. Appointed as Senior Credit Risk Executive (SCX) based on Board of Directors' Decree No. KP/408/DIR/R dated June 27, 2023.



Agus Sutanto
SCX Corporate & Enterprise Credit Risk

45 years old as of December 31, 2023. Holds a Master's degree in Finance from the Universitas Indonesia. Appointed as Senior Credit Risk Executive (SCX) based on Board of Directors' Decree No. KP/409/DIR/R dated June 27, 2023.



Yessy Kurnia Dyah W.
SCX Corporate & Enterprise Credit Risk

53 years old as of December 31, 2023. Holds a Master's degree in Agribusiness Management from Universitas Pembangunan Nasional Veteran (UPN). Appointed as Senior Credit Risk Executive (SCX) based on Board of Directors' Decree No. KP/406/DIR/R dated 27 June 2023.



Mochamad Roland Perdana
SCX Corporate & Enterprise Credit Risk

39 years old as of December 31, 2023. Holds a Doctoral degree in Management from Universitas Brawijaya. Appointed as Senior Credit Risk Executive (SCX) based on Board of Directors' Decree No. KP/407/DIR/R dated June 27, 2023.



Eko Setiawan
SCX Commercial Credit Risk

53 years old as of December 31, 2023. Holds a Master's degree in Finance from Universitas Gadjah Mada. Appointed as Senior Credit Risk Executive (SCX) based on Board of Directors' Decree No. KP/410/DIR/R dated June 27, 2023.



Bernardus
SCX Commercial Credit Risk

53 years old as of December 31, 2023. Holds a Master's degree in Accounting Management from Gadjah Mada University. Appointed as Senior Credit Risk Executive (SCX) based on Board of Directors' Decree No. KP/412/DIR/R dated June 27, 2023.



Ridwan Resmana
SCX Commercial Credit Risk

51 years old as of December 31, 2023. Holds a Bachelor's degree in Accounting from Universitas Siliwangi. Appointed as Senior Credit Risk Executive (SCX) based on Board of Directors' Decree No. KP/411/DIR/R dated June 27, 2023.



Badriansyah
SCX Commercial Credit Risk

54 years old as of December 31, 2023. Holds a Bachelor's degree in Accounting from Universitas Padjadjaran. Appointed as Senior Credit Risk Executive (SCX) based on Board of Directors' Decree No. KP/591/DIR/R dated July 10, 2023.



Retna Mumpuni
SCX Commercial Credit Risk

52 years old as of December 31, 2023. Holds a Master's degree in Finance from Universitas Gadjah Mada. Appointed as Senior Credit Risk Executive (SCX) based on Board of Directors' Decree No. KP/591/DIR/R dated July 10, 2023.

HEADS OF DIVISIONS IN THE TECHNOLOGY & OPERATIONS DIRECTORATE



Ari Pratiwi
Head of IT Strategy & Architecture Division concurrently Head of CISO Division

50 years old as of December 31, 2023. Holds a Doctorate degree in Economics from Universitas Trisakti. Appointed as Head of IT Strategy & Architecture Division based on Board of Directors' Decree No. KP/377/DIR/R dated June 26, 2023. Also concurrently as CISO (Chief Information Security Officer) Division.



Herry Setiadi Munawir
Head of Banking Operations Division Head and Temporary Head of Operations Strategy & Development Division

42 years old as of December 31, 2023. 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/001/DIR/R dated May 15, 2023. Also concurrently as Temporary Head of Operations Strategy & Development Division based on Board of Directors' Decree No. KP/247/DIR/R dated June 12, 2023.



Sonny Setiadi
Head of IT Infrastructure Management Division concurrently Head of IT Application Services Division

51 years old as of December 31, 2023. Holds a Bachelor's degree in Engineering Physics from Institut Teknologi Bandung and a Master's degree in Banking from Institut Keuangan Perbankan dan Informatika Asia Perbanas Jakarta. Appointed as Head of IT Infrastructure Management Division based on Board of Directors' Decree No. KP/380/DIR/R dated June 26, 2023. Also concurrently Head of IT Application Services Division



Heri Atmoko
Head of Retail Digital Delivery Division concurrently Head of Wholesale Digital Delivery Division

45 years old as of December 31, 2023. Holds a Master's degree in Information Systems Management from Universitas Budi Luhur, Jakarta. Appointed as Head of Retail Digital Delivery Division based on Board of Directors' Decree No. KP/379/DIR/R dated June 26, 2023. Also concurrently Head of Wholesale Digital Delivery Division.



Setiawan Anis Widjojo
Head of Application Development Division

52 years old as of December 31, 2023. Holds a Master's degree in Internal Auditing from Universitas Gadjah Mada. Appointed as Head of Application Development Division based on Board of Directors' Decree No. KP/378/DIR/R dated June 26, 2023.



Muhammad Gunawan Putra
Head of Digital Operations Division

53 years old as of December 31, 2023. Holds a Master's degree in Strategic Management from Universitas Gadjah Mada. Appointed as Head of Digital Operations Division based on SEVP Decree No. KP/002/SEVP/R dated May 15, 2023.



Dhias Widhiyati
Head of Credit Operations Division

53 years old as of December 31, 2023. Holds a Master's degree in Finance from Universitas Gadjah Mada. Appointed as Head of Credit Operations Division based on Board of Directors' Decree No. KP/003/SEVP/R dated May 15, 2023.



Muhammad Sulaiman
SORX Technology Digital & Operations

54 years old as of December 31, 2023. Holds a Master's degree in Finance from Universitas Gadjah Mada. Appointed as SORXTechnology Digital & Operations based on Board of Directors' Decree No. KP/551/DIR/R dated June 27, 2023.

HEADS OF DIVISIONS IN THE DIGITAL & INTEGRATED TRANSACTION BANKING DIRECTORATE



I Gede Widya Ananta Yoga
Head of Wholesale Transaction Product & Partnership Division

43 years old as of December 31, 2023. Holds a Master's degree in Management and Business from Institut Pertanian Bogor. Appointed as Head of Wholesale Transaction Product & Partnership Division based on Decree No. HCE/1/0333 dated June 20, 2023.



Martin Susanto
Temporary Head of Wholesale Digital Channel Division

46 years old as of December 31, 2023. Holds a Master's degree in Management from Sekolah Tinggi Manajemen Prasetiya Mulya Appointed as Temporary Substitute for Wholesale Digital Channel Division Head based on Board of Directors' Decree No. KP/825/DIR/R dated December 06, 2023.



Ganto Novialdi
Head of Marketing Communications Division

48 years old as of December 31, 2023. Holds a Master's degree in Management from Universitas Indonesia. Appointed as Head of Marketing Communications Division based on Board of Directors' Decree No. KP/211/DIR/R dated May 31, 2023.



Mesah Roni Ginting
Head of Retail Digital Product & Partnership Division

42 years old as of December 31, 2023. Holds a Master's degree in Management from Universitas Gadjah Mada, Yogyakarta. Appointed as Head of Retail Digital Product & Partnership Division based on Board of Directors' Decree No. KP/372/DIR/R dated June 22, 2023.



Indra Gunawan
Head of Retail Digital Channel Division

42 years old as of December 31, 2023. Holds a Bachelor's degree in Computer Sciences from the University of Texas. Appointed as Head of Retail Digital Channel Division based on Decree No. HCE/1/00531 dated August , 2023.

REGIONAL MANAGER



Rustianto
Regional CEO of Regional Office 01

52 years old as of December 31, 2023. Holds a Master's degree in Management from Universitas Sebelas Maret. Appointed as Regional CEO of Regional Office 01 based on Board of Directors' Decree No. KP/634/DIR/R dated August 16, 2023



Khairul Salam
Regional CEO of Regional Office 02

50 years old as of December 31, 2023. Holds a Bachelor's degree in Information Management from STMIKYPTK Padang. Appointed as Regional CEO of Regional Office 02 based on Board of Directors' Decree No. KP/284.2/DIR/R dated June 15, 2023



Wirawan Ari Rachmana
Regional CEO of Regional Office 03

50 years old as of December 31, 2023. Holds a Master's degree in Management from Universitas Diponegoro. Appointed as Regional CEO of Regional Office 03 based on Board of Directors' Decree No. KP/284.3/DIR/R dated June 15, 2023



Maya Agustina
Regional CEO of Regional Office 04

50 years old as of December 31, 2023. Holds a Bachelor's degree in Agricultural and Resource Economics from Institut Pertanian Bogor. Appointed as Regional CEO of Regional Office 04 based on Board of Directors' Decree No. KP/284.4/DIR/R dated June 15, 2023



I Gst. Nym. Dharma Putra
Regional CEO of Regional Office 05

52 years old as of December 31, 2023. Holds a Master's degree in Management from Universitas Pendidikan Nasional. Appointed as Regional CEO of Regional Office 05 based on Board of Directors' Decree No. KP/284.5/DIR/R dated June 15, 2023



Roy Wahyu Maulana
Regional CEO of Regional Office 06

53 years old as of December 31, 2023. Holds a Bachelor's degree in Economics from Universitas Kristen Indonesia. Appointed as Regional CEO of Regional Office 06 based on Board of Directors' Decree No. KP/284.6/DIR/R dated June 15, 2023



Muhammad Arafat
Regional CEO of Regional Office 07

53 years old as of December 31, 2023. Holds a Bachelor's degree in Agricultural and Resource Economics from Institut Pertanian Bogor. Appointed as Regional CEO of Regional Office 07 based on Board of Directors' Decree No. KP/284.7/DIR/R dated June 15, 2023



Anak Agung Agustiya Novitayanti
Regional CEO of Regional Office 08

43 years old as of December 31, 2023. Holds a Master's degree in Development Economics from Universitas Udayana. Appointed as Regional CEO of Regional Office 08 based on Board of Directors' Decree No. KP/284.17/DIR/R dated June 15, 2023



Iwan Ariawan
Regional CEO of Regional Office 09

53 years old as of December 31, 2023. Holds a Master's degree in Financial Management from Universitas Riau. Appointed as Regional CEO of Regional Office 09 based on Board of Directors' Decree Decree No. KP/284.8/DIR/R dated June 15, 2023



Rudy Sihombing
Regional CEO of Regional Office 10

51 years old as of December 31, 2023. Holds a Master's degree in Business Administration from the University of Saint Louis. Appointed as Regional CEO of Regional Office 10 based on Board of Directors' Decree No. KP/284.9/DIR/R dated June 15, 2023



Lodewyck Z.S. Pattihahuan
Regional CEO of Regional Office 11

54 years old as of December 31, 2023. Holds a Master's degree in Management from Institute Bisnis Nusantara. Appointed as Regional CEO of Regional Office 11 based on Board of Directors' Decree No. KP/284.10/DIR/R dated June 15, 2023



Mahrauza Purnaditya
Regional CEO of Regional Office 12

53 years old as of December 31, 2023. Holds a Master's degree in Agribusiness from Institut Pertanian Bogor. Appointed as Regional CEO of Regional Office 12 based on Board of Directors' Decree No. KP/284.11/DIR/R dated June 15, 2023



Faizal Arief Setiawan
Regional CEO of Regional Office 14

53 years old as of December 31, 2023. Holds a Master's degree in Finance from Universitas Gadjah Mada,. Appointed as Regional CEO of Regional Office 14 based on Board of Directors' Decree No. KP/284.12/DIR/R dated June 15, 2023



Koko Prawira Butar Butar
Regional CEO of Regional Office 15

43 years old as of December 31, 2023. Holds a Master's degree in Development Economics from Universitas Sumatera Utara. Appointed as Regional CEO of Regional Office 15 based on Board of Directors' Decree No. KP/284.13/DIR/R dated June 15, 2023



Ariyanto Soewondo Geni
Regional CEO of Regional Office 16

53 years old as of December 31, 2023. Holds a Master's degree in Legal Studies from Universitas Indonesia. Appointed as Regional CEO of Regional Office 16 based on Board of Directors' Decree No. KP/284.14/DIR/R dated June 15, 2023



Beby Lolita Indriani
Regional CEO of Regional Office 17

53 years old as of December 31, 2023. Holds a Master's degree in Banking Management from Universitas Padjajaran. Appointed as Regional CEO of Regional Office 17 based on Board of Directors' Decree No. KP/284.15/DIR/R dated June 15, 2023



Muhamad Jauhary
Regional CEO of Regional Office 18

47 years old as of December 31, 2023. Holds a Master's degree in Management from the University of Ateneo De Manila Philippines. Appointed as Regional CEO of Regional Office 18 based on Board of Directors' Decree No. KP/634/DIR/R dated August 16, 2023

HEADS OF THE OVERSEAS OFFICES



Edy Pramono
Seoul Overseas Branch General Manager

42 years old as of December 31, 2023. Holds a Bachelor's degree in Economics in Management from Universitas Indonesia. Appointed as Seoul Overseas Branch General Manager based on Decree No. KP/2058/HCE/1/R dated December 6, 2022.



Yudhi Zufrial
Tokyo Overseas Branch General Manager

54 years old as of December 31, 2023. Holds a Master's degree in Agribusiness Management from Institut Pertanian Bogor. Appointed Tokyo Overseas Branch General Manager based on Decree No. KP/190/HCT/1/R dated March 01, 2021.



Farid Faraitody
Hong Kong Overseas Branch General Manager

45 years old as of December 31, 2023. Holds a Bachelor's degree in International Relations from Universitas Jember. Appointed as Hong Kong Overseas Branch General Manager based on Decree No. KP/2059/HCE/1/R dated December 6, 2022



Roekma Hari Adji
London Overseas Branch General Manager

53 years old as of December 31, 2023. Holds a Master's degree in Management from Universitas Pancasila. Appointed as London Overseas Branch General Manager based on Decree No. KP/1380/HCT/1/R dated December 8, 2020.



Vilia Husin
New York Overseas Branch General Manager

44 years old as of December 31, 2023. Holds a Master's degree in Financial Mathematics from the University of Chicago. Appointed as New York Overseas Branch General Manager based on Letter of Appointment No. HCE/5/1170/R dated March 15, 2023



Laika Saputra Rudianto

Singapore Overseas Branch General Manager

50 years old as of December 31, 2023. Holds a Master's degree from Columbia University. Appointed as Singapore Overseas Branch General Manager based on Decree No. HCE/5/856/R dated November 15, 2021



Dwi Putranto Cahyo Wibowo

Head of Amsterdam Representative Office

38 years old as of December 31, 2023. Holds a Master of Science degree in Finance and Business Economics from Manchester Business School, the University of Manchester. Appointed as Head of Amsterdam Representative Office on May 11, 2022, based on HCE Division Appointment Letter No. HCE/5/0028/R dated January 5, 2023

Employee Demographics

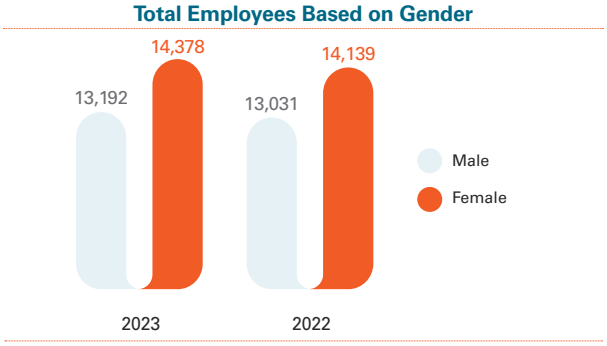
As of December 31, 2023, the number of BNI employees reached 27.570 people, an increase of 400 people, or 1.47% compared to 27,170 employees as of December 31, 2022.

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 in the tables presented below:

Total Employees Based on Gender

(people)

Gender	2023	2022
Male	13,192	13,031
Female	14,378	14,139
Total	27,570	27,170



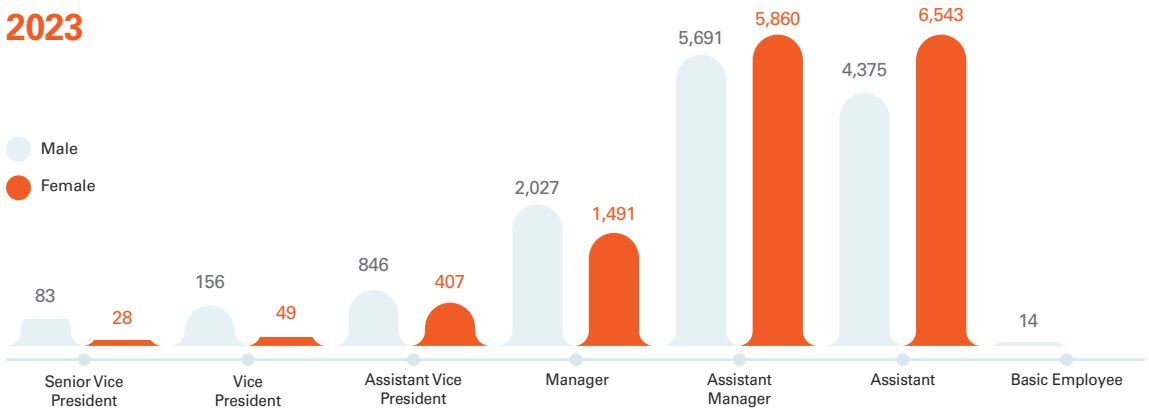
Total Employees Based on Position Level

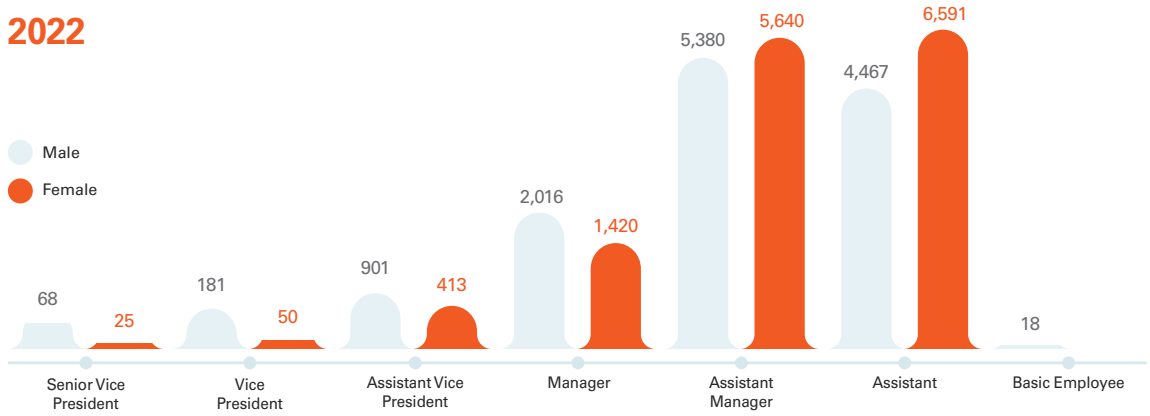
(people)

Position Level	2023			2022		
	Male	Female	Total	Male	Female	Total
≥ Senior *Vice President**	83	28	111	68	25	93
Vice President	156	49	205	181	50	231
Assistant Vice President	846	407	1,253	901	413	1,314
Manager	2,027	1,491	3,518	2,016	1,420	3,436
Assistant Manager	5,691	5,860	11,551	5,380	5,640	11,020
Assistant	4,375	6,543	10,918	4,467	6,591	11,058
Basic Employee	14		14	18	-	18
Total	13,192	14,378	27,570	13,031	14,139	27,170

*) Consists of: Senior Vice President (SEVP), Executive Vice President (EVP) and Senior Vice President (SVP)

Total Employees Based on Position Level 2022-2023



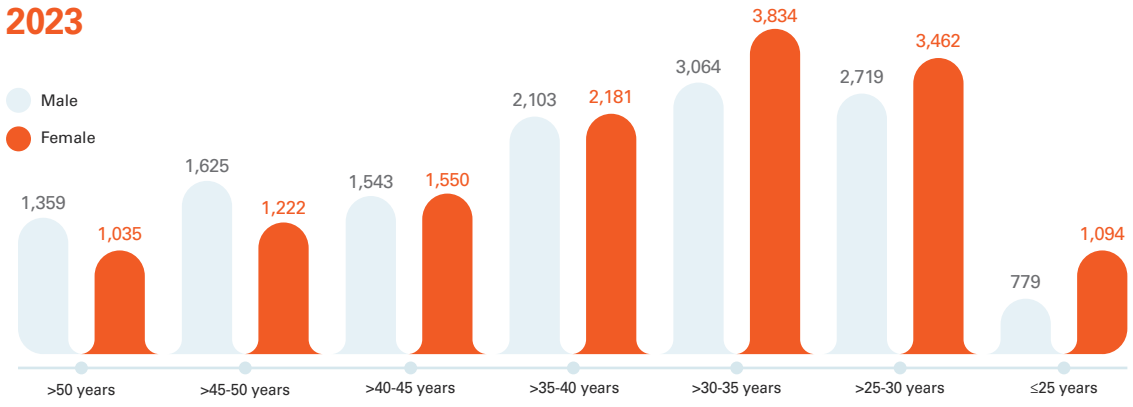


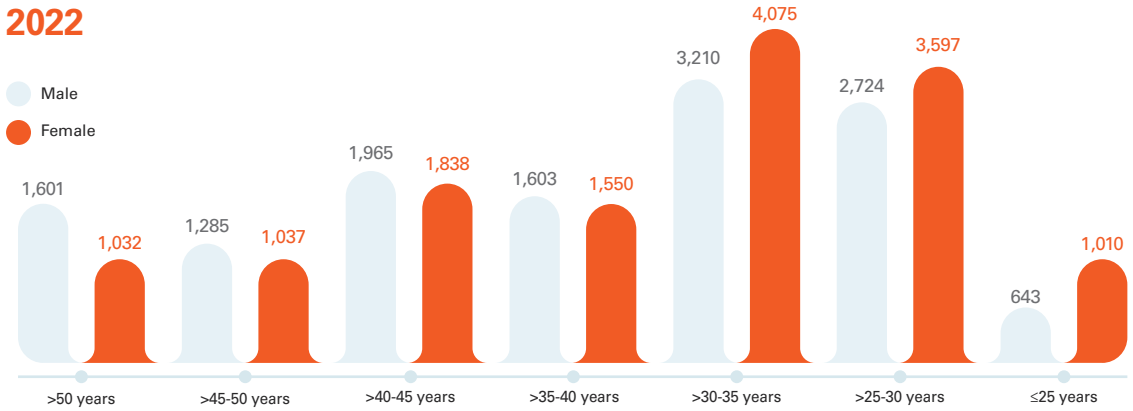
Total Employees Based on Age Group

(people)

Age	2023			2022		
	Male	Female	Total	Male	Female	Total
>50 tahun	1,359	1,035	2,394	1,601	1,032	2,633
>45-50 tahun	1,625	1,222	2,847	1,285	1,037	2,322
>40-45 tahun	1,543	1,550	3,093	1,965	1,838	3,803
>35-40 tahun	2,103	2,181	4,284	1,603	1,550	3,153
>30-35 tahun	3,064	3,834	6,898	3,210	4,075	7,285
>25-30 tahun	2,719	3,462	6,181	2,724	3,597	6,321
≤25 tahun	779	1,094	1,873	643	1,010	1,653
Total	**13,192**	**14,378**	**27,570**	**13,031**	**14,139**	**27,170**

Total Employees Based on Age Group 2022-2023



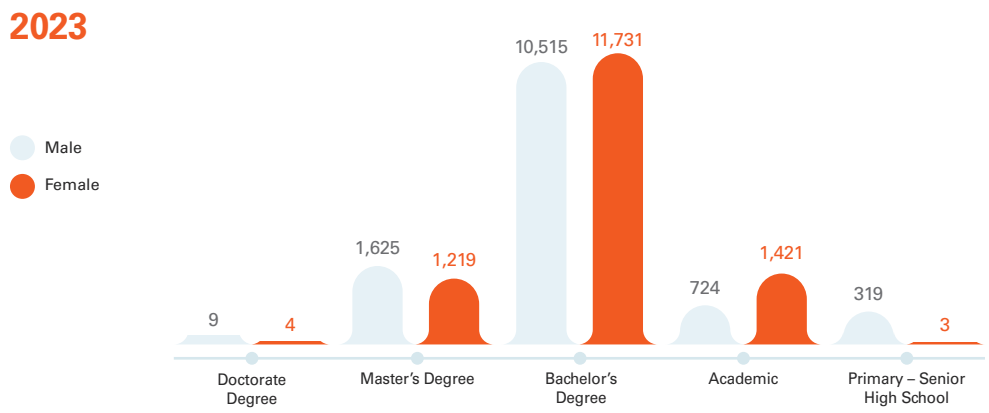


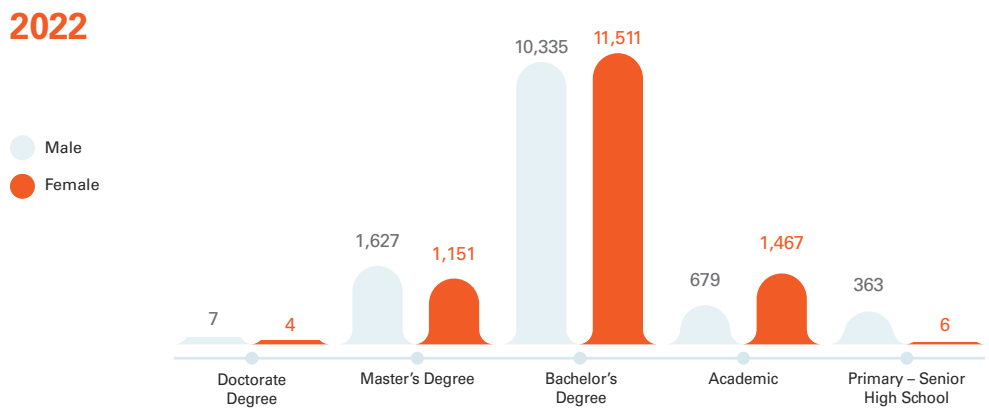
Total Employees Based on Education level 2022-2023

(people)

Education level	2023			2022		
	Male	Female	Total	Male	Female	Total
Doctorate Degree	9	4	13	7	4	11
Master's Degree	1,625	1,219	2,844	1,627	1,151	2,778
Bachelor's Degree	10,515	11,731	22,246	10,335	11,511	21,866
Academic	724	1,421	2,145	679	1,467	2,146
Primary – Senior High School	319	3	322	363	6	369
Total	13,192	14,378	27,570	13,031	14,139	27,170

Total Employees Based on Education level 2022-2023



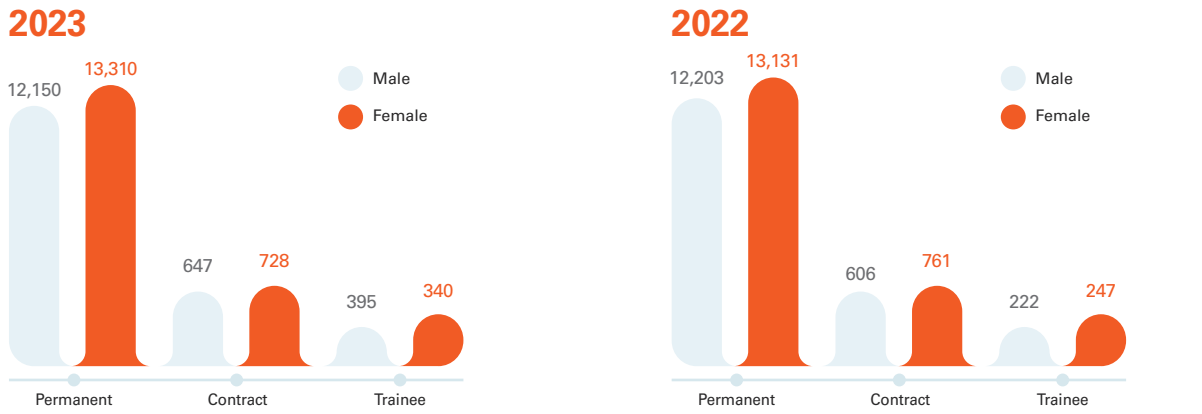


Total Employees Based on Employment Status

(people)

Employment Status	2023			2022		
	Male	Female	Total	Male	Female	Total
Permanent	12,150	13,310	25,460	12,203	13,131	25,334
Contract	647	728	1,375	606	761	1,367
Trainee	395	340	735	222	247	469
Total	13,192	14,378	27,570	13,031	14,139	27,170

Total Employees Based on Employment Status 2022-2023

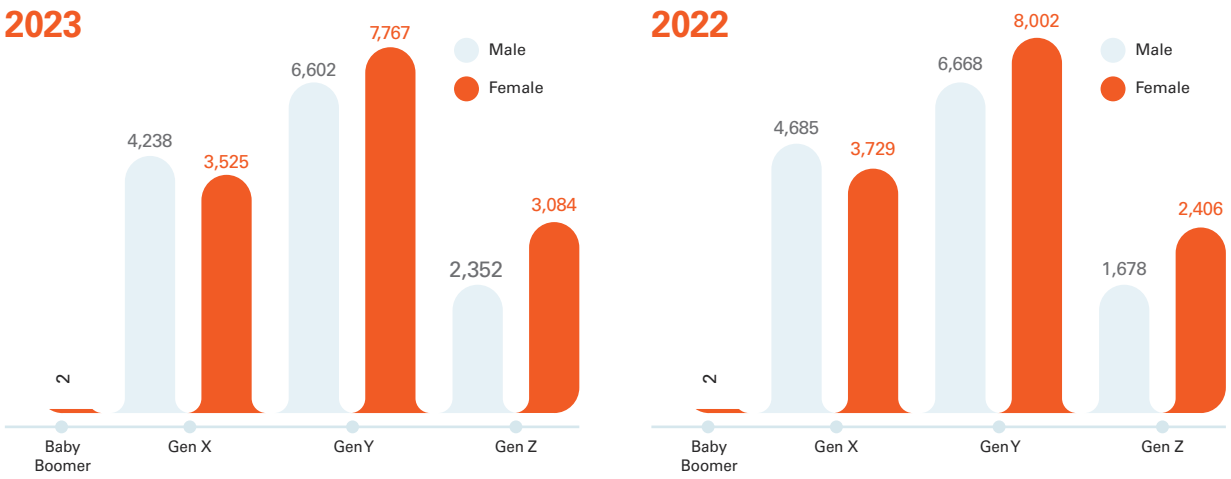


Total Employees Based on Generation

(people)

Generation	2023			2022		
	Male	Female	Total	Male	Female	Total
Baby Boomer (59-77 tahun)	-	2	2	-	2	2
Gen X (47-58 tahun)	4,238	3,525	7,763	4,685	3,729	8,414
Gen Y (29-46 tahun)	6,602	7,767	14,369	6,668	8,002	14,670
Gen Z (13-28 tahun)	2,352	3,084	5,436	1,678	2,406	4,084
Jumlah	**13,192**	**14,378**	**27,570**	**13,031**	**14,139**	**27,170**

Total Employees Based on Generation 2022-2023



EMPLOYEE COMPETENCY DEVELOPMENT

COMPETENCY DEVELOPMENT POLICY

BNI understands that Human Capital is its largest asset and is an important component in supporting the implementation of BNI's strategy. Therefore, in a planned and sustainable manner, BNI provides equal opportunities for all employees to participate in competency training and development. Up to the end of December 2023, BNI organized education and training programs for 27,216 employees or 98.72% of the total number of employees, with a total of 237,161 training participants, or on average training per employee of 8.6 times.

Total Employees	Total Training Hours (in hours)	Training Hours per *Employee*	Number of Training Participants	Number of Trained Employees (people)
27,570	3,905,301	143,5	237,161	27,216

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 2023.

Competency Development Based on Position Level and Gender Equality in 2023

No.	Position Level	Type of Training	Purpose of Training	Number of Participants *)		
				M	F	Total
1	Vice President	Leadership	Improve leadership capabilities	231	68	299
		Finance & Human Capital	Develop the capabilities of officers related to the finance and human capital sectors	373	105	478
		IT, Digital & Operations	Improve the ability of officers related to aspects of IT, digital & operations	251	69	320
		Legal, Governance, Audit & Compliance	Develop the capabilities of officers in the field of legal, governance, audit & compliance	23	10	33
		Network & Services	Improve employee capabilities related to regional business management	105	25	130
		Retail Banking	Improve employee knowledge related to retail banking	158	36	194
		Risk and Anti Fraud	Improve employee understanding related to aspects of risk management and anti-fraud	276	74	350
		Wholesale, Treasury & International Banking	Develop employee capabilities related to wholesale, treasury & international banking	183	50	233
2	Assistant Vice President	Leadership	Increase leadership capabilities	1,204	607	1,811
		Finance & Human Capital	Develop employee capabilities related to the financial and human capital sectors	2,096	1,061	3,157
		IT, Digital & Operations	Increase employee capabilities related to IT, digital & operations aspects	1,306	575	1,881
		Legal, Governance, Audit & Compliance	Develop employee capabilities in the areas of legal, governance, audit & compliance	169	94	263
		Network & Services Academy	Increase employee capabilities related to regional business management	577	291	868
		Retail Banking	Increase employee knowledge related to retail banking	1,205	521	1,726
		Risk and Anti Fraud	Increase employee understanding related to aspects of risk management and anti-fraud	2,057	952	3,009
		Wholesale, Treasury & International Banking	Develop employee capabilities related to wholesale, treasury & international banking	1,045	563	1,608

Competency Development Based on Position Level and Gender Equality in 2023

No.	Position Level	Type of Training	Purpose of Training	Number of Participants *)		
				M	F	Total
3	Manager	Leadership	Increase leadership capabilities	3,078	2,446	5,524
		Finance & Human Capital	Develop employee capabilities related to the finance and human capital sectors	6,152	4,941	11,093
		IT, Digital & Operations	Increase employee capabilities related to IT, digital & operations aspects	4,178	3,296	7,474
		Legal, Governance, Audit & Compliance	Develop employee capabilities in the areas of legal, governance, audit & compliance	515	454	969
		Network & Services Academy	Increase employee capabilities related to regional business management	1,556	1,212	2,768
		Retail Banking	Increase employee knowledge related to retail banking	2,410	1,889	4,299
		Risk and Anti Fraud	Increase employee understanding related to aspects of risk management and anti-fraud	5,893	4,585	10,478
		Wholesale, Treasury & International Banking	Develop employee capabilities related to wholesale, treasury & international banking	2,824	2,315	5,139
4	Assistant Manager	Leadership	Increase leadership capabilities	5,940	5,999	11,939
		Finance & Human Capital	Develop employee capabilities related to the finance and human capital sectors	11,741	11,973	23,714
		IT, Digital & Operations	Increase employee capabilities related to IT, digital & operations aspects	8,585	8,557	17,142
		Legal, Governance, Audit & Compliance	Develop employee capabilities in the areas of legal, governance, audit & compliance	1,225	1,438	2,663
		Network & Services Academy	Increase employee capabilities related to regional business management	3,199	3,753	6,952
		Retail Banking	Increase employee knowledge related to retail banking	7,037	7,199	14,236
		Risk and Anti Fraud	Increase employee understanding related to aspects of risk management and anti-fraud	11,080	11,638	22,718
		Wholesale, Treasury & International Banking	Develop employee capabilities related to wholesale, treasury & international banking	5,724	5,784	11,508

Competency Development Based on Position Level and Gender Equality in 2023

No.	Position Level	Type of Training	Purpose of Training	Number of Participants *)		
				M	F	Total
5	< Assistant (Assistant & Basic Employee)	Leadership	Increase leadership capabilities	3,484	3,848	7,332
		Finance & Human Capital	Develop employee capabilities related to the finance and human capital sectors	8,050	8,805	16,855
		IT, Digital & Operations	Increase employee capabilities related to IT, digital & operations aspects	6,159	7,193	13,352
		Legal, Governance, Audit & Compliance	Develop employee capabilities in the areas of legal, governance, audit & compliance	642	989	1,631
		Network & Services Academy	Increase employee capabilities related to regional business management	2,570	2,344	4,914
		Retail Banking	Increase employee knowledge related to retail banking	4,875	5,518	10,393
		Risk and Anti Fraud	Increase employee understanding related to aspects of risk management and anti-fraud	5,231	6,472	11,703
		Wholesale, Treasury & International Banking	Develop employee capabilities related to wholesale, treasury & international banking	3,756	4,443	8,199

COST OF COMPETENCY DEVELOPMENT

All training and education provided in the context of competency development is borne by the Bank with 2023 Education and Training costs amounting to IDR346.2 billion, an increase of 29.6% compared to 2022. This increase was due to capability development programs for key employees who occupied new positions after the implementation of the New Way of Working (NWoW).

Competency Development Costs (Bank Only)

Description	2023 (IDR Billion)	2022 (IDR Billion)	Increase/ Decrease (IDR Billion)	Increase/ Decrease (%)
Education and Training	346,2	267,1	79,1	29.6%

Shareholder Structure and Composition





Government of Republic of Indonesia

Public

60,00%

40,00%

BNI

Melayani Negeri, Kebanggaan Bangsa

Controlling Path

Non-Controlling Line

Company Shareholders Composition as of January 1, 2023

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	607,321,424	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**

*The number of shares is presented after taking into account the 1:2 Stock Split, the Company's stock split was effective on October 6, 2023

Company Shareholders Composition as of December 31, 2023

No	Investor	Total Investor	Number of Shares*	Ownership %
National Investors				
1	Government of Republic of Indonesia	1	22,378,387,750	60.00000
2	Indonesian Individuals	118,458	1,594,259,654	4.27446
3	Cooperatives	19	839,218	0.00225
4	Foundations	39	41,489,470	0.11124
5	Pension Funds	133	1,489,922,804	3.99472
6	Insurance	180	636,524,360	1.70662
7	Banks	8	47,137,900	0.12638
8	Limited Liability Companies	291	86,263,195	0.23129
9	Mutual Funds	1	132	0.00000
10	Other Business Entities	5	10,596	0.00003
11	Mutual Funds	285	898,857,966	2.40998
Sub Total		**119,420**	**27,173,693,045**	**72.85697**
Foreign Investors				
1	Foreign Individuals	296	3,701,924	0.00993
2	Foreign Business Enterprises	1,519	10,119,917,947	27.13310
Sub Total		**1,815**	**10,123,619,871**	**27.14303**
Total		**121,235**	**37,297,312,916**	**100.00000**

*The number of shares held by shareholders at the end of 2023 was also influenced by the stock split of BNI shares, which was effective on October 6, 2023, resulting in the doubling of the number of shares before October 6, 2023, in line with a stock split ratio of 1:2.

20 Largest BNI Shareholders Composition as of January 1, 2023

No	Investor	Number of 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 Business Enterprise	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	Singapura
6	CITIBANK NEWYORK S/A GOVERNMENT OF NORWAY 15	119,649,500	0.64	Foreign Business Enterprise	Norwegia
7	JPMCB NA RE - VANGUARD EMERGING MARKETS	103,188,476	0.55	Foreign Business Enterprise	Amerika Serikat
8	BPJS Ketenagakerjaan – Program JP	101,978,300	0.55	Local Business Enterprise	Jakarta
9	JPMCB NA RE-VANGUARDTOTAL INTERNATIONAL	98,058,956	0.53	Foreign Business Enterprise	Amerika Serikat
10	CITIBANK NEWYORK S/A GOVERNMENT OF NORWAY 23	86,500,000	0.46	Foreign Business Enterprise	Norwegia
11	Prudential Life Assurance	84,377,916	0.45	Local Business Enterprise	Jakarta
12	BNYMSANV RE BNYMSANVLUX RE S/A ESPRING INV	78,425,536	0.42	Foreign Business Enterprise	Belgia
13	AXA Mandiri Financial Services	72,162,500	0.39	Local Business Enterprise	Jakarta
14	JP MORGAN SECURITIES PLC	68,985,732	0.37	Foreign Business Enterprise	Inggris
15	STATE STREET BANK-ISHARES CORE MSCI EMERGING MARKETS ETF	65,630,200	0.35	Foreign Business Enterprise	Amerika Serikat
16	STATE STREET BANK-PRINCIPAL GLOBAL INVESTORS COLLECTIVE INVESTMENT TRUST	63,498,400	0.34	Foreign Business Enterprise	Amerika Serikat
17	BNYMSANV RE BNYM RE PEOPLE'S BANK OF CHINA	62,374,400	0.33	Foreign Business Enterprise	Republik Rakyat Tiongkok
18	CITIBANK NEWYORK S/A GOVERNMENT OF NORWAY 1	57,506,000	0.31	Foreign Business Enterprise	Norwegia
19	CITIBANK NEWYORK S/A GOVERNMENT OF NORWAY 16	56,900,000	0.31	Foreign Business Enterprise	Norwegia
20	SUWANTARA GOTAMA	52,000,000	0.28	Indonesian individual	Jakarta

*The number of shares is presented after taking into account the 1:2 Stock Split, the Company's stock split was effective on October 6, 2023

20 Largest BNI Shareholders Composition as of December 31, 2023

No	Investor	Number of Shares*	%	Status	Location
1	Government of Republic of Indonesia	22,378,387,750	60.00	Republic of Indonesia	Jakarta
2	DJS Ketenagakerjaan Program JHT	1,173,238,336	3.15	Pension Fund	Jakarta
3	WINARNO TJAJADI	678,000,000	1.82	Indonesian individual	Sidoarjo
4	BNYM RE BNYMLB RE EMPLOYEES PROVIDENTFD	228,836,806	0.61	Foreign Business Enterprise	Kuala Lumpur
5	JPMSE AMS RE AIF CLT RE-STICHTING DEPOSITARY APG EMERGING MARKETS EQUITY POOL	224,409,068	0.60	Foreign Business Enterprise	Belanda
6	JPMCB NA RE-VANGUARDTOTAL INTERNATIONALS STOCK INDEX FUND	203,936,112	0.55	Foreign Business Enterprise	Amerika Serikat
7	JPMCB NA RE - VANGUARD EMERGING MARKETS STOCK INDEX FUND	202,201,052	0.54	Foreign Business Enterprise	Amerika Serikat
8	DJS KETENAGAKERJAAN PROGRAM JP	195,356,600	0.52	Pension Fund	Jakarta
9	CITIBANK NEWYORK S/A GOVERNMENT OF NORWAY	174,500,000	0.47	Foreign Business Enterprise	Norwegia
10	HSBC BANK PLC S/A SAUDI CENTRAL BANK-NO. 2-FE-INVESCO HBEU AS AGENT	171,150,176	0.46	Foreign Business Enterprise	Arab Saudi
11	STATE STREET BANK-MFS EMERGING MARKETS EQUITY FUND	165,702,900	0.44	Foreign Business Enterprise	Amerika Serikat

20 Largest BNI Shareholders Composition as of December 31, 2023

No	Investor	Number of Shares*	%	Status	Location
12	CITIBANK NEWYORK S/A GOVERNMENT OF NORWAY	165,000,000	0.44	Foreign Business Enterprise	Norwegia
13	BNYMSANV RE BNYMSANVLUX RE S/A ESPRING INV	151,958,072	0.41	Foreign Business Enterprise	Luxembourg
14	CITIBANK SINGAPORE S/A GOVERNMENT OF SINGAPORE	138,503,168	0.37	Foreign Business Enterprise	Singapura
15	CITIBANK NEWYORK S/A GOVERNMENT OF NORWAY	138,474,000	0.37	Foreign Business Enterprise	Norwegia
16	MORGAN STANLEY AND CO INTL PLC - FIRM AC	138,280,898	0.37	Foreign Business Enterprise	Inggris
17	BNYMSANV RE SANVLUX RE INVESCO FUNDS-2039845493	135,435,800	0.36	Foreign Business Enterprise	Luxembourg
18	STATE STREET BANK-ISHARES CORE MSCI EMERGING MARKETS ETF	133,705,400	0.36	Foreign Business Enterprise	Amerika Serikat
19	THE NTTST CO S/A BRITISH COLUMBIA INVESTMENT MANAGEMENT CORPORATION	128,348,500	0.34	Foreign Business Enterprise	Kanada
20	STATE STREET BANK-PRINCIPAL GLOBAL INVESTORS COLLECTIVE INVESTMENTTRUST	126,996,800	0.34	Foreign Business Enterprise	Amerika Serikat

*The number of shares is presented after taking into account the 1:2 Stock Split, the Company's stock split was effective on October 6, 2023

Shareholders with 5% or Over Ownership

Name of Shareholder	January 1, 20223		December 31, 2023*	
	Number of Shares	Ownership Percentage (%)	Number of Shares	Ownership Percentage (%)
Republic of Indonesia	11,189,193,875	60.0	22,378,387,750	60.0

*The number of shares is presented after taking into account the 1:2 Stock Split, the Company's stock split was effective on October 6, 2023

Shareholders with Less Than 5% Ownership

No	Shareholder Group	January 1, 20223			December 31, 2023*		
		Number of Shareholders	Number of Shares	Percentage Ownership %	Number of Shareholders	Number of Shares	Percentage Ownership %
Domestic Investors							
1	Indonesian Individuals	116,968	781,592,438	4.19115	118,458	1,594,259,654	4.27446
2	Cooperatives	24	1,126,759	0.00604	19	839,218	0.00225
3	Foundations	37	24,694,504	0.13242	39	41,489,470	0.11124
4	Pension Funds	163	842,826,857	4.51950	133	1,489,922,804	3.99472
5	Insurance	173	539,482,230	2.89287	180	636,524,360	1.70662
6	Banks	6	3,214,200	0.01724	8	47,137,900	0.12638
7	Limited Liability Companies	260	50,971,028	0.27332	291	86,263,195	0.23129
8	Government Agencies	1	366	0.00000	1	132	0.00000
9	Other Business Enterprises	5	5,298	0.00003	5	10,596	0.00003
10	Mutual Funds	316	607,321,424	3.259397	285	898,857,966	2.40998
Sub Total		**117,953**	**2,850,735,104**	**15.28654**	**119,420**	**4,795,305,295**	**12.85697**
Overseas Investors							
1	Foreign Business Enterprises	1,485	1,690,862	24.70439	1,519	10,119,917,947	27.13310
2	Foreign Individuals	254	4,607,036,617	0.00907	296	3,701,924	0.00993
Sub Total		**1,739**	**4,608,727,479**	**24.71346**	**1,765**	**10,121,189,496**	**27.14303**
Total		**119,692**	**7,459,462,583**	**40.0000**	**102,873**	**14,918,922,360**	**40.0000**

*The number of shares is presented after taking into account the 1:2 Stock Split, the Company's stock split was effective on October 6, 2023

Share Ownership (Direct and Indirect) by the Board of Directors and Board of Commissioners

Nama	Jabatan	January 1, 2023			
		Direct Ownership		Indirect Ownership	
		Number of Shares (shares)**	Percentage Ownership (%)	Number of Shares (shares)/ Company Name	Percentage Ownership (%)
BOARD OF DIRECTORS					
Royke Tumilaar	President Director	399,539	0.0021425	-	-
Adi Sulistyowati	Vice President Director	641,532	0.0034401	-	-
Novita Widya Anggraini	Finance Director	339,607	0.0018211	-	-
Corina Leyla Karnalies	Digital and Integrated Transaction Banking Director	565,602	0.0030329	-	-
Sis Apik Wijayanto	Enterprise and Commercial and Banking Director	655,558	0.0035153	-	-
David Pirzada	Risk Management Director	305,607	0.0016388	-	-
Silvano Winston Rumantir	Wholesale and International Banking Director	339,607	0.0018211	-	-
Ronny Venir	Network & Services Director	645,413	0.0034609	-	-
Muhammad Iqbal	Institutional Banking Director	339,607	0.0018211	-	-
Putrama Wahju Setyawan	Retail Banking Director	798,265	0.0042805	-	-
Mucharom	Human Capital and Compliance Director	129,076	0.0006921	-	-
Toto Prasetio	Technology & Operations Director	-	-	-	-
BOARD OF COMMISSIONERS					
Pradjoto	President Commissioner/ Independent Commissioner	-	-	-	-
Pahala Nugraha Mansury	Vice President Commissioner	-	-	-	-
Askolani	Commissioner	340,063	0.0018235		
Susyanto	Commissioner	252,817	0.0013557		
Fadlansyah Lubis	Commissioner	-	-	-	-
Robertus Billitea	Commissioner	-	-	-	-
Erwin Rijanto Slamet	Independent Commissioner	-	-	-	-
Sigit Widyawan	Independent Commissioner	-	-	-	-
Asmawi Syam	Independent Commissioner	-	-	-	-
Septian Hario Seto	Independent Commissioner	-	-	-	-
Iman Sugema	Independent Commissioner	-	-	-	-

*The number of shares is presented after taking into account the 1:2 Stock Split, the Company's stock split was effective on October 6, 2023

Share Ownership (Direct and Indirect) by the Board of Directors and Board of Commissioners

December 31, 2023*

Direct Ownership		Indirect Ownership	
Number of Shares (lembar)	Percentage Ownership (%)	Number of Shares (shares)/ Company Name	Percentage Ownership (%)
1,115,346	0.0029904	-	-
905,706	0.0024283	-	-
948,044	0.0025419	-	-
1,442,034	0.0038663	-	-
1,579,946	0.0042361	-	-
880,044	0.0023595	-	-
948,044	0.0025419	-	-
1,559,656	0.0041817	-	-
948,044	0.0025419	-	-
1,686,386	0.0045215	-	-
348,008	0.0009331	-	-
89,856	0.0002409	-	-
-	-	-	-
-	-	-	-
809,086	0.0021693	-	-
634,594	0.0017014	-	-
43,484	0.0001166	-	-
42,400	0.0001137	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-

Shareholders and Percentage of Ownership Based on Classification as of December 31, 2023

Shareholders	Number of Shareholders	Total Shares (Shares)	Ownership (%)
Local Institutions	962	25,579,433,391	68.58251
Foreign Insitutions	1,519	10,119,917,947	27.13310
Local Individuals	118,458	1,594,259,654	4.27446
Foreign Individuals	296	3,701,924	0.00993

*The number of shares is presented after taking into account the 1:2 Stock Split, the Company's stock split was effective on October 6, 2023

Information on the Company's Majority and Controlling Shareholder

The majority/controlling shareholder of the Bank, either directly or indirectly, 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 22,378,387,750 shares. The Government of the Republic of Indonesia is also the name of the ultimate owner of the Company.

Majority and Controlling Shareholders

Government of Republic of Indonesia

60,00%

BNI
Melayani Negeri, Kebanggaan Bangsa

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 Telp. +62 21 29935678 Fax. +62 21 29935740 www.bumn.go.id	22,378,387,750	60.00



List of Subsidiaries and/or Associated Entities

Name	Line of Business	Domicile	Year of Establishment	Year of Commercial Operation
SUBSIDIARIES				
PT BNI Multifinance	Financing	Jakarta	1983	1983
PT BNI Sekuritas	Brokerage and Underwriter including acting as Investment Advisor	Jakarta	1995	1995
PT BNI Life Insurance	Life Insurance Services	Jakarta	1996	1997
BNI Remittance Ltd.	Remittance Services	Hong Kong	1997	1998
PT Bank Hibank Indonesia	Banking	Jakarta	1993	1993
PT BNI Modal Ventura	Venture	Jakarta	2022	2023
INDIRECT SUBSIDIARIES THROUGH PT BNI SEKURITAS				
PT BNI Asset Management	Investment Manager	Jakarta	2011	2011
BNI Securities Pte. Ltd.	Brokerage Services, Underwriting, and Advisory Activities in the Capital Market	Singapura	2021	2021
ASSOCIATED ENTITIES				
PT Pemeringkat Efek Indonesia	Securities Rating	Jakarta	1994	1994
PT Kustodian Sentral Efek Indonesia	Central Custodian	Jakarta	1998	1998
PT Bank Mizuho Indonesia	Banking	Jakarta	2001	2001
PT Bank BTPN Tbk	Banking	Jakarta	1958	1960
PT Bank Syariah Indonesia Tbk	Perbankan	Jakarta	2021	2021

Year of Last Capital Participation	BNI Ownership (%)		Operational Status	Total Assets 2023 (Rp-million)
	2023	2022		
2023	99.99%	99.99%	Operating	3,788,690
2019	75.00%	75.00%	Operating	2,383,585
2012	60.00%	60.00%	Operating	24,972,042
2009	100.00%	100.00%	Operating	11,537
2022	63.92%	63.92%	Operating	14,615,844
2022	99.98%	99.98%	Beroperasi	511,415
2011	99.90%	99.90%	Operating	194,585
2023	100.00%	100.0%	Operating	120,009
2014	0.14%	0.16%	Operating	301,661 (31 Dec 2022)
2022	2.50%	2.50%	Operating	3,582,506 (30 Sep 2023)
2020	1.00%	1.00%	Operating	81,741,308 (30 Nov 2023)
2020	0.15%	0.15%	Operating	176,094,273 (30 Nov 2023)
2021	23.24%	23.24%	Operating	353,624,124 (31 Dec 2023)

BRIEF INFORMATION ON SUBSIDIARIES

PT BNI MULTIFINANCE

Business Name	**PT BNI Multifinance**
Line of Business	Financing
Business Profile	PT 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). PT BNI-AMEX Leasing'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. Since 2022, BNI Multifinance has refocused its business on financing in the consumer segment. In an effort to become a Market Leader in Consumer Finance, in 2023 BNI Multifinance increased its outlets to 30 (thirty) branch offices spread across several large cities in Indonesia and collaborates with 622 Dealers as a business growth engine. To strengthen its identity, BNI Multifinance also changed its commercial brand to "BNI Finance" in October 2023.
Year of Establishment	1983
Total Assets 2023	IDR3,788,690 Million
Share Ownership	99.998%
Operational Status	Operating
Address	Graha Binakarsa lantai 11 Lot. E-F dan lantai 12 Jalan HR. Rasuna Said Kav. C-18 Kuningan, Jakarta Selatan 12940
Company Management	**Board of Commissioners** • President / Independent Commissioner: Suhartono • Commissioner: Agung Turanto Sutarno • Commissioner: Hari Satriyono **Board of Directors** • President Director: Yenanto Siem • Business Director: Albertus Hendritrianto • of Finance, IT & Operations Director: Legendariah Bur Rasuanto

PT BNI SEKURITAS

Business Name	**PT BNI Sekuritas**
Line of Business	Brokerage and Underwriter including acting as Investment Advisor
Business Profile	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) FSA Letter No. S-1507/PM.211/2016. In line with capital market developments and regulations and the implementation of the investment manager independence in accordance with Bapepam LK Regulation No. V.D.11 as stated in the Chairman of Bapepam-LK Decree No. Kep-480/BL/2009 dated December 31, 2009 regarding guidelines for investment manager functions, the BNI Sekuritas Investment Manager Division has been separated was established as a legal entity subsidiary called PT BNI Asset Management ("BNI-AM"). The establishment of BNI-AM was then approved at the Extraordinary General Meeting of Shareholders ("EGMS") of BNI Sekuritas on March 1, 2011 with the Company's total share ownership of BNI-AM amounting to 99.99% as outlined in the Deed of Establishment No. 50 dated March 28, 2011 made before 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 2023, BNI Sekuritas' business operations were supported by professional human resources in their fields with 351 employees as of December 31, 2023, who will provide services to customers through 18 Branch Offices.
Year of Establishment	1995
Total Assets 2023	IDR2,383,585 Million
Share Ownership	75.00%
Operational Status	Operating
Address	Sudirman Plaza Indofood Tower, Lantai 16 Jl. Jenderal Sudirman Kav. 76-78, Jakarta 12910, Indonesia
Company Management	**Board of Commissioners** • President/Independent Commissioner: Riswinandi • Commissioner : Yoshihiro Ishiwata • Commissioner : I Made Sukajaya **Board of Directors** • President Director: Agung Prabowo • Director: Nieko Kusuma • Director: Vera Ongyono • Director: Yoga Mulya • SEVP Retail Markets & IT: Teddy Wishadi

PT BNI LIFE INSURANCE

Business Name	**PT BNI LIFE INSURANCE**
Line of Business	Life Insurance Services
Business Profile	PT BNI Life Insurance ("BNI Life") is a subsidiary of BNI, engaged in in the life insurance sector, including life insurance business using Sharia principles. BNI Life offers various insurance products such as life, health, education, investment, pension and sharia 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 IDR4.2 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 business operations are supported by competent human resources in the insurance sector. Currently, BNI Life has 713 employees whose competencies that are continuously being developed to provide the best service to customers.

	To carry out its business activities, as of December 31, 2023 BNI Life operates in 7 (seven) Service Offices/Service Points: 1. Jakarta: BNI Pejompongan Tower, Jl. Pejompongan Raya No. 5; 2. Bandung: Jl. Burangrang No. 38, Lengkong; 3. Denpasar: Jl. Diponegoro No. 122; 4. Semarang: Rukan Pemuda Mas Block A1-A2 Floor 2, DP Mall, Jalan Pemuda No. 150; 5. Surabaya: Graha Pangeran Building Fl. XI, JL. Achmad Yani No. 286; 6. Palembang: Jl. Basuki Rahmat No. 24B; 7. Yogyakarta: Jl. Admiral Adisucipto No.27, Gondokusuman. *Effective as of November 27, 2023 and reporting has been madeon December 15, 2023, currently waiting for a registration letter from the Financial Services Authority (FSA).
Year of Establishment	1996
Total Assets 2023	IDR24,972,042 Million
Share Ownership	60.00%
Operational Status	Operating
Address	Centennial Tower Lt. 9, Jl. Gatot Subroto Kav.24-25, Jakarta Selatan
Company Management	**Board of Commissioners** • President Commissioner / Independent Commissioner: Parikesit Suprapto • Commissioner : Sri Indira • Commissioner : Muneo Sasagawa • Independent Commissioner: Alwi Abdurrahman Shihab • Independent Commissioner: Henry Cratein Suryanaga **Board of Directors** • Acting. President Director (concurrently Finance Director): Eben Eser Nainggolan • Director: Masaaki Fuse • Director: Motoharu Niijima • Director: Neny Asriany **Sharia Supervisory Board** • Chair: Agus Haryadi • Member: H. Utang Ranuwijaya • Member : Hj. Siti Haniatunnisa

PT BNI REMITTANCE LTD.

Business Name	**BNI Remittance Ltd.**
Line of Business	Remittance Services
Business Profile	BNI Remittance Limited was founded by BNI Hong Kong in 1997, originally named "BNI Nakertrans Ltd." The aim of its establishment was to help facilitate Indonesian Migrant Workers (PMI) who are in Hong Kong to make money transfers. Then, to further optimize its business activities and adapt to local authority regulations, in 2009, BNI Nakertrans Ltd officially joined as one of BNI's subsidiary companies and changed its name to BNI Remittance Ltd. 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 the Keswick Main Office on Hong Kong Island, the Tsuen Wan Branch Office, and the Yuen Long Branch Office in the New Territories. In addition to services through these outlets, BNI Remittance collaborates with BNI in its financial inclusion program. This program provides financial access through digital services to make it easier for Indonesian Migrant Workers (PMI) in Hong Kong to carry out money transfer transactions. The existence of 8 (eight) BNI ATM machines in Hong Kong, provides customers more freedom to 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, purchasing credit/tickets and bill payments. Since mid-2017, BNI Mobile Banking services can be activated directly from Hong Kong to further strengthen its digital services.
Year of Establishment	1997
Total Assets 2023	IDR11,537 Million
Share Ownership	100,00%
Operational Status	Operating
Address	BNI Remittance Limited Flat/RM5 on GF, No. 1-7 Keswick Street, Causeway Bay Hong Kong
Company Management	**Board of Directors** • Director : Indra Kusuma

PT BANK HIBANK INDONESIA

Business Name	**PT Bank Hibank Indonesia**
Line of Business	Banking
Business Profile	PT Bank Hibank Indonesia (hibank) previously named PT Bank Mayora, is a national private bank that 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, hibank has officially been a subsidiary of the BNI Group through the Minister of Law and Human Rights (Menkumham) letter No. AHU-AH.01.03-0238599 concerning receipt of notification of changes to hibank's articles of association, as well as Menkumham Letter No. AHU-AH.01.09-0013352 concerning receipt of notification of changes to hibank's corporate data. The change of name from PT Bank Mayora to PT Bank Hibank Indonesia was in accordance with the decisions of the extraordinary general meetings of shareholders (EGMS) of PT Bank Mayora on January 6, 2023, and April 11, 2023. The change also received approval from the Minister of Law and Human Rights of the Republic of Indonesia on April 14 2023, as well as approval from members of the Board of Commissioners of the Financial Services Authority (FSA) on May 17, 2023. The choice of the name hibank represents an identity that is in line with the vision and mission and describes the friendly, simple, and reliable character of a digital bank for MSMEs. The name and logo change also emphasizes Hibank's strength and experience in the financial industry with the support of the BNI Group. In line with Hibank's vision to become the first digital-based MSME bank in Indonesia, Hibank will strengthen its role as an ecosystem orchestrator for MSMEs by providing a variety of integrated digital solutions to help MSMEs grow higher and sustainably.
Year of Establishment	1993
Total Assets 2023	IDR14,615,844 Million
Share Ownership	63.92%
Operational Status	Operating
Address	Jl. Tomang Raya No. Kav.21-23 Tomang, Grogol Petamburan, Jakarta Barat, 11440
Company Management	**Board of Commissioners** • President Commissioner: Husein Paolo Kartadjoemena • Independent Commissioner: Rufina Tinawati Marianto • Independent Commissioner: Joys Djajanto **Board of Directors** • President Director: Jenny Wiriyanto • Director: Tjahojo Bengawan • Director: Tiolina Indira Aryani Tumanggor Siahaan • Director: Andi M. Andries • Director : Ir. Prihadiyanto

PT BNI MODAL VENTURA

Business Name	**PT BNI Modal Ventura**
Line of Business	Venture Capital
Business Profile	PT BNI Modal Ventura ("BNI Ventures" or "BNV") is a subsidiary of PT Bank Negara Indonesia (Persero), Tbk ("BNI") which operates in the venture capital industry and was established on April 12, 2022 based on Deed of Establishment No. 17 dated April 12, 2022. BNV received a capital investment of IDR 500.1 billion (five hundred billion one hundred million rupiah) on May 12, 2022. On April 19 2022, the establishment of BNV received approval from the Minister of Law and Human Rights No. AHU-0027437.AH.01.01. 2022. BNV's Board of Directors and Board of Commissioners passed the Fit & Proper test (F&P) process from the Financial Services Authority (FSA) in December 2022, while the permit to carry out venture capital business activities was approved by the FSA on January 27 2023 (based on Business License Decision Number KEP-2/D.05/2023). 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%.
Year of Establishment	2022
Total Assets 2023	IDR511,415 Million
Share Ownership	99.98%

Operational Status	Operating	
Address	Menara BNI Lantai 2 Jl. Pejompongan Raya No.7, Jakarta Pusat 10210	
Company Management	**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 Hibank.

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 No. 2 dated July 3, 2023, as follows:

Board of Commissioners	
President Commissioner/ Independent Commissioner	Eko Priyo Pratomo
Commissioner	Efrizal
Board of Directors	
Acting President Director (concurrently Business Director)	Donny Susatio Adjie
Director	Ade Yusriansyah
Director	Putut Endro Andanawarih

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 global institutions.

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	Chew Wen Yu, Edwin
Non Executive Director	Ujuan Marihot Hadijwidjaja Panjaitan

BRIEF INFORMATION ON ASSOCIATED ENTITIES

PT PEMERINGKAT EFEK INDONESIA

PT Pemeringkat Efek Indonesia (PEFINDO) was established on December 21, 1993 on the initiative of the Capital Market Supervisory Agency/BAPEPAM (now the Financial Services Authority) and Bank Indonesia. As the first independent credit rating agency in Indonesia whose reliability has been well-tested, PEFINDO plays a role in analyzing the probability of default by a company or debt instrument in Indonesia.

Having actively contributed for more than 25 years in providing rating services in Indonesia, PEFINDO has rated more than 1,100 entities and capital market instruments including Bonds and Subordinated Bonds, Sukuk, Medium Term Securities (MTN), Securities Collective Investment Contracts Asset Backed (KIK-EBA), Mutual Funds, and Real Estate and Commercial Securities Investment Funds. In order to support the plan to issue regional bonds in Indonesia, since 2011 PEFINDO has also started conducting analysis and ranking of regional governments in Indonesia.

In addition to its rating services, PEFINDO also grows its income by actively conducting research on the Indonesian capital market and publishes its own indices, called PEFINDO25 and PEFINDO i-Grade, as well as its published products, which make up one of the benchmarks for consideration by capital market players in Indonesia, ind include the Indonesia Sectoral Review/ISR and Indonesia Rating Highlights/IRH and other products that provide information about the Indonesian capital market.

The number of shares owned by BNI in PEFINDO currently reaches 143 shares, equivalent to 0.122% ownership. The number of shares owned by BNI Sekuritas in PEFINDO currently reaches 15 shares, equivalent to 0.013% ownership, so the total share ownership of BNI Group in PEFINDO is 0.14%.

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).

Seeing the very fast growth in transactions in the capital market, as well as increasingly advanced systems and technology developments, KSEI took the initiative to carry out continuous development of the C-BEST system through the new generation of C-BEST Next Generation (Next-G) on August 8, 2018. The launch of C-BEST Next-G reflects KSEI's effort to support the development of the Indonesian Capital Market, especially in terms of increasing the number of investors and increasing the number of transaction settlements. Efforts to increase investor confidence in investing were realized by KSEI in 2012 through the obligation to own a Single Investor Identification (SID). SID is a single identity number for investors that provides convenience in the investor identification process as well as forms the basis for other capital market developments, including the AKSes (Securities Ownership Reference) facility.

In 2016, KSEI implemented an integrated investment management system (S-INVEST), so that the Indonesian Capital Market has an integrated platform for the investment management industry. This breakthrough successfully led KSEI to win the award as The Best Central Securities Depository in Southeast Asia in 2016 according to Alpha Southeast Asia Magazine and made Indonesia the first country in the Southeast Asia region to have an integrated investment management system. Optimism and dedication has driven KSEI's enthusiasm to advance the Indonesian Capital Market. Armed with support from shareholders consisting of SROs (BEI and KPEI), Securities Companies, Custodian Banks and Securities Administration Bureaus, KSEI continues to moving forward and achieve the best performance through various initiatives. The initiatives and research applied continue to be developed on an ongoing basis to suit the latest industry trends and market needs.

Regarding its affiliation with BNI, KSEI is a minority subsidiary with direct participation, in which BNI began having ownership shares since September 24, 1998. The number of shares owned by BNI in KSEI currently reaches 60 shares, which is equivalent to 2.50% ownership.

Regarding its affiliation with BNI, KSEI is a minority subsidiary with direct participation, in which BNI began to own shares since September 24 1998. At present, the number of shares owned by BNI in KSEI reaches 60 shares, equivalent to 1.00% ownership. While the number of shares owned by BNI Sekuritas in KSEI reaches 90 shares, equivalent to 1.50% ownership, hence BNI Group's share ownership in KSEI is 2.50%.

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. Following the merger between the two banks, Bank BTPN will become a universal bank with a more complete business and serves wider customer segments, from the mass market (retail) to corporate segments.

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.

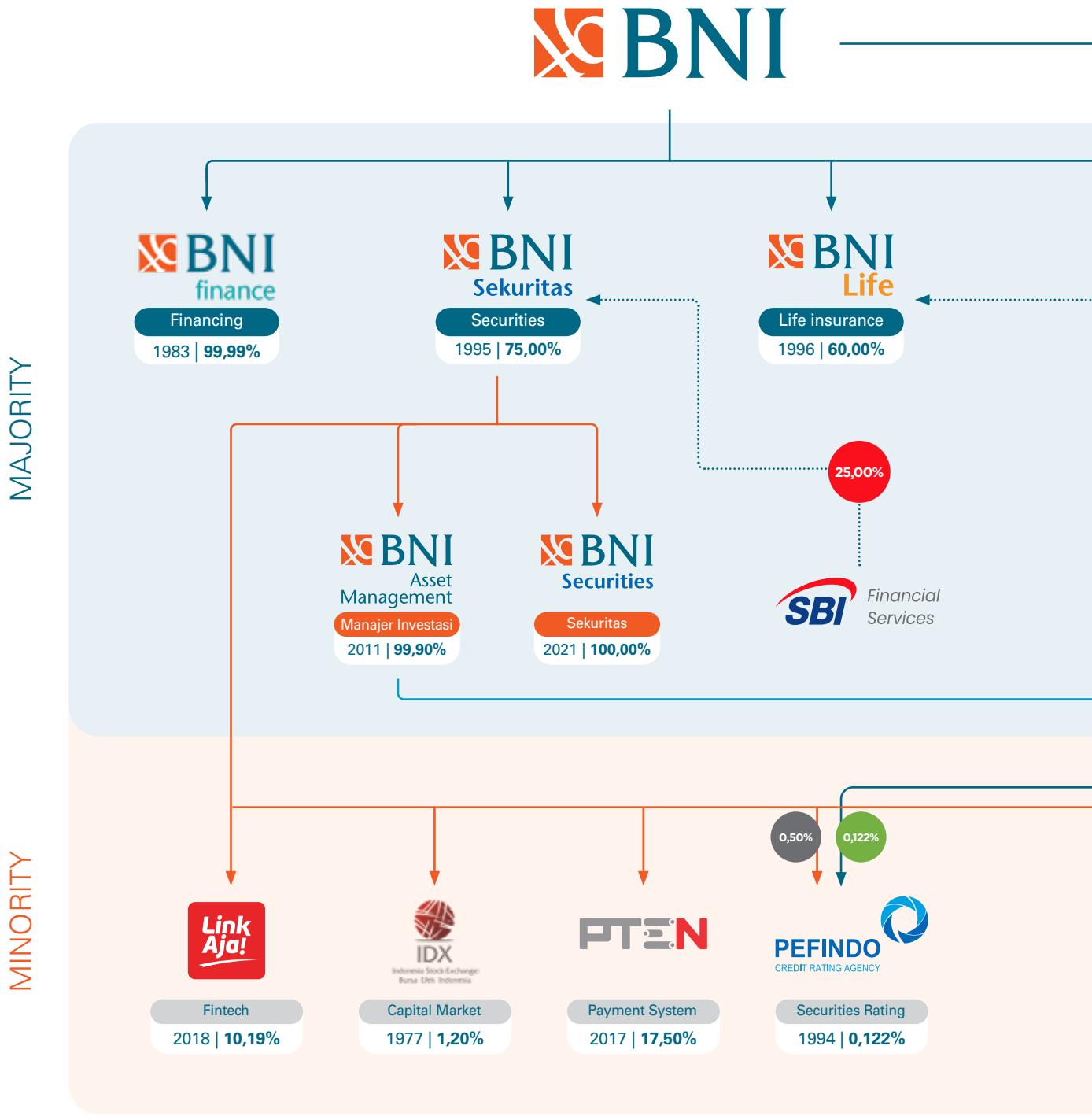
Given the history from the BNI side, Bank BNI Syariah was originally a Sharia Business Unit (UUS) within the BNI organization. Then in October 2009, BNI Management through the Extraordinary General Meeting of Shareholders (EGMS) approved a plan to spin off the Sharia Business Unit (UUS) to become a Sharia 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 ther parent companies (Mandiri, BNI, BRI) and the Government commitment through the Ministry of BUMN, BSI was encouraged to compete at the global level.

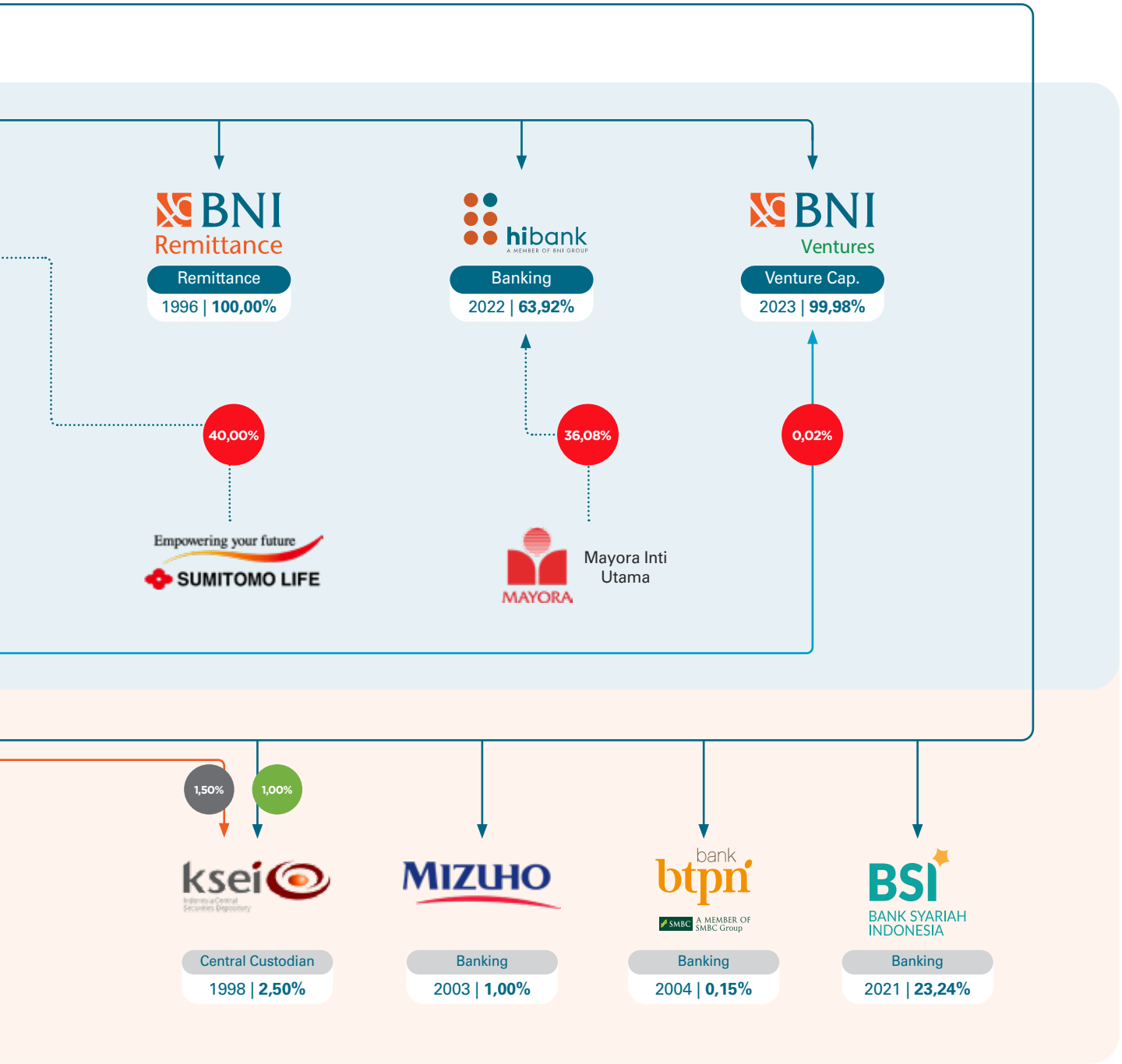
As one of the controlling shareholders in BSI, the number of shares owned by BNI in BSI at the end of 2023 was 10,720,230,418 shares, or 23.24% ownership.


BNI
BNIDirect

Corporate Group Structure



Note:
- Investment by BNI
- Investment by BNI Sekuritas
- Investment by BNI Asset Management
- Investment by Strategic Partners
- Percentage of BNI Sekuritas ownership
- Percentage of BNI ownership
- Percentage of Strategic Partner ownership



Note:
In 2022, BNI officially acquired Bank Mayora as a new bank subsidiary and established a new subsidiary, namely BNI Ventures.

Until now, BNI does not have a joint venture company or Special Purpose Vehicle (SPV).

Share Listing Chronology

INITIAL PUBLIC OFFERING (IPO)

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 IDR500 (full amount) and offering price per share of IDR850 (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 IDR25 (full amount). Each holder of 1 share was entitled to buy 35 new shares for IDR347.58 (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 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 the Government Regulation No. 52 year 1999.

RECAPITALIZATION

On March 30, 2000, the Ministry of Finance approved BNI's recapitalization amounting to IDR61.8 trillion, which was IDR9 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.

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 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 IDR375 (full amount).

Each owner of 20 old shares whose name was registered in the List of Shareholders of BNI as of August 9, 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 IDR2,025 (full amount) per share. From the Limited Public Offering II, BNI raised IDR747,094 additional share capital and IDR3,287,218 additional paid-in capital and IDR195,280 shares issuance cost. 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 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 IDR375 (full amount). Such pre-emptive rights can be traded inside and outside the Indonesia Stock Exchange (IDX) starting December 10, 2010 until December 16, 2010, with consideration to the existing capital market regulation. From the LPO III, BNI obtained IDR1,265,519 additional share capital and IDR8,950,869 additional paid-in capital, net of shares issuance cost.

IMPLEMENTATION OF CORPORATE ACTION STOCK SPLIT

On September 19 2023, the Extraordinary General Meeting of Shareholders (EGMS) approved a stock split and changes to Article 4 of the Company's Articles of Association concerning Company Capital. The Company carried out a stock split with a split ratio of 1 (one) old share into 2 (two) new shares (1:2), effective on October 6, 2023, so that the nominal value per Series A Dwiwarna and Series B share became IDR3,750 (three thousand seven hundred and fifty rupiah) and the nominal value per Series C Share became IDR187.50 (one hundred eighty seven point five zero rupiah).

NAME OF THE EXCHANGE WHERE THE COMPANY'S SHARES ARE LISTED

All BNI shares have been listed on the Indonesian Stock Exchange.

BNI Share Listing Chronology

Date	Description	Shares	Nominal value	Offering Price	Number of Shares
Prior to IPO	-	-	-	-	-
November 1996	Initial Public Offering (IPO)	Series-A	@IDR500	-	1
		Series-B	@IDR500	850	4,340,127,999
	Total Capital issued and paid				**4,340,128,000**
Juni 1999	Rights Issue (1:35)	Series-A	@IDR500	-	1
		Series-B	@IDR500	850	4,340,127,999
		Series-C	@IDR25	347,58	151,904,480,000
	Total Capital issued and paid				**156,244,608,000**
Juni 2000	Issuance of new shares without pre-emptive rights	Series-A	@IDR500	-	1
		Series-B	@IDR500	850	4,340,127,999
		Series-C	@IDR25	347,58	196,850,884,500
	Total Capital issued and paid				**201,191,012,500**
Juli 2001	Repayment of excess amount in Government Bonds	Series-A	@IDR500	-	1
		Series-B	@IDR500	850	4,340,127,999
		Series-C	@IDR25	347,58	194,885,183,000
	Total Capital issued and paid				**199,225,311,000**
Desember 2003	Reverse Stock Split (15:1)	Series-A	@IDR7.500	-	1
		Series-B	@IDR7.500	12,750	289,341,866
		Series-C	@IDR375	5,213,7	12,992,345,533
	Total Capital issued and paid				**13,281,687,400**
August 13, 2007	Rights Issue (20:3)	Series-A	@IDR7.500	-	1
		Series-B	@IDR7.500	12,750	289,341,866
		Series-C	@IDR375	2,025	14,984,598,643
	Total Capital issued and paid				**15,273,940,510**
Agustus 2010	Divestment of Indonesian State Shares in BNI ex green shoe	Series-A	@IDR7.500	-	1
		Series-B	@IDR7.500	12,750	289,341,866
		Series-C	@IDR375	2,025	14,984,598,643
	Total Capital issued and paid				**15,273,940,510**
December 10, 2010	Rights Issue (110.473:500.000)	Series-A	@IDR7.500	-	1
		Series-B	@IDR7.500	12,750	289,341,866
		Series-C	@IDR375	3,100	18,359,314,591
	Total Capital issued and paid				**18,648,656,458**
October 6, 2023	Stock Split (1:2)	Series-A	@IDR3.750	-	1
		Series-B	@IDR3.750	-	578,683,733
		Series-C	@IDR187,50	-	68,426,325,320
	Total Capital issued and paid				**37,297,312,916**

Other Securities Listing 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 IDR3 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.

In 2022, BNI also issued Green Bonds denominated in Rupiah with total funds collected of IDR5 trillion each with a tenor of 3 years and 5 years.

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 FSA 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 IDR3,000,000,000,000 (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 BONDS) BNI 2022

On June 10 2022, BNI received an effective statement from FSA 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 IDR5,000,000,000,000 (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 EXCHANGE 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 Listing Chronology

Name of Security	Issue Date	Effective Date	Tenor	Currency	Number of Bonds	Offer Value	Maturity date	Interest Rate	Payment Status	Securities Rating		Trustee
										2021	2020	
Global Bond	April 17, 2012	-	5Years	USD	500,000,000	98.89	April 27, 2017	4.125% p.a	Paid	-	-	HSBC
Obligasi Berkelanjutan I BNI Tahap I Tahun 2017	July 11, 2012	June 22, 2017	5Years	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	5Years	USD	500,000,000	100.00	March 30, 2026	3.75%	Not Yet Paid	BB (Fitch) Ba2 (Moodys)	-	HSBC Corp Ltd.
BNI Additional Tier 1 Capital Bond 2021	September 24, 2021	September 24, 2021	Perpetual, Non Callable 5,5Years	USD	600,000,000	100.00	March 24, 2027	4.30%	Not Yet Paid	Ba3 (Moodys)	-	HSBC Corp Ltd.

BNI Bond Listing Chronology

Name of Security	Issue Date	Effective Date	Tenor	Currency	Number of Bonds	Offer Value	Maturity date	Interest Rate	Payment Status	Securities Rating		Trustee
										2021	2020	
Obligasi Berwawasan Lingkungan (*Green Bond*) I BNI 2022	June 21, 2022	June 10, 2022	3Years	IDR	4,000,000,000,000	100.00	June 21, 2025	6.35%	Not Yet Paid	idAAA (Pefindo)	-	PT Bank Mandiri (Persero) Tbk
Environmentally Friendly Bonds (Green Bond) BNI I 2022	June 21, 2022	June 10, 2022	5Years	IDR	1,000,000,000,000	100.00	June 21, 2027	6.85%	Not Yet 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%	Paid
5	September 30, 2023	3.75%	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%	Paid
4	September 24, 2023	4.3%	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 Green Bonds

Interest No.	Date of Interest Payment	Interest (%)	Payment Status
1	September 21, 2022	6.35%	Paid
2	December 21, 2022	6.35%	Paid
3	March 21, 2023	6.35%	Paid
4	June 21, 2023	6.35%	Paid
5	September 21, 2023	6.35%	Paid
6	December 21, 2023	6.35%	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 Green Bonds

Interest No.	Date of Interest Payment	Interest (%)	Payment Status
1	September 21, 2022	6.85%	Paid
2	December 21, 2022	6.85%	Paid
3	March 21, 2023	6.85%	Paid
4	June 21, 2023	6.85%	Paid
5	September 21, 2023	6.85%	Paid
6	December 21, 2023	6.85%	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

RUPIAH 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 IDR100 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 March 06, 2023 to August 10, 2023 in their letter No. RC-143/PEF-DIR/III/2023 dated March 6, 2023 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.

Kronologi Penerbitan *Medium Term Notes* (MTN) BNI

Description	Date of issue	Effective date	Tenor	Currency	Bond Amount	Bid price	Due date	Interest Rate	Payment Status	Peringkat		Wali Amanat
										2020	2019	
Subordinated MTN I 2018	August 10, 2018	August 10, 2018	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 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%	Paid
19	May 10, 2023	8%	Paid
20	August 10, 2023	8%	Paid

In 2016, BNI conducted an NCD offering in two stages consisting of several series with the realization of the issuance of IDR5.22 trillion. In 2017, BNI again issued an NCD with the realization of the issuance of IDR2.7 trillion. In 2019 BNI issued NCD in three stages with the realization of the issuance of IDR4.34 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 IDR400 billion;
2. Rupiah NCD BNI I Year 2020 Series B with an emission of IDR580 billion;
3. Rupiah NCD BNI I Year 2020 Series C with an emission of IDR50 billion;
4. Rupiah NCD BNI I Year 2020 Series D with an emission of IDR360 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 IDR2.5 trillion in 3 (three) series, namely:
   a. BNI Rupiah NCD Year 2022 Series A with an issue value of IDR1 trillion;
   b. BNI Rupiah NCD Year 2022 Series B with an issue value of IDR500 billion; c. BNI Rupiah NCD Year 2022 Series C with an issue value of IDR1 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 Office (KLN) 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 Office (KLN) 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
NCD BNI Year 2016								
NCD Phase I Series A	June 16, 2016	-	6 Month	IDR	390,000	December 16, 2016	7.00%	Paid
NCD Phase I Series B		-	9 Month		20,000	March 16, 2017	7.20%	Paid
NCD I Series C		-	370 Days		42,000	June 23, 2017	7.55%	Paid
NCD I Series D		-	18 Month		415,000	December 15, 2017	7.75%	Paid
NCD I Series E		-	24 Month		1,231,000	June 15, 2018	8.25%	Paid
NCD I Series F		-	36 Month		925,000	June 14, 2019	8.40%	Paid
NCD II Series A	September 27, 2016	-	370 Days		225,000	October 2, 2017	7.20%	Paid
NCD II Series B		-	18 Month		390,000	March 26, 2018	7.60%	Paid
NCD II Series C		-	24 Month		770,000	September 26, 2018	7.90%	Paid
NCD II Series D		-	36 Month		815,000	September 26, 2019	8.10%	Paid
NCD BNI Year 2017								
NCD BNI Year 2017 Series A	March 10, 2017	-	370 Days	IDR	2,195,000	March 15, 2018	7.55%	Paid
NCD BNI Year 2017 Series B		-	18 Month		350,000	September 3, 2018	7.90%	Paid
NCD BNI Year 2017 Series C		-	24 Month		150,000	February 28, 2019	8.05%	Paid
NCD BNI Year 2017 Series D		-	36 Month		5,000	February 24, 2020	8.35%	Paid
NCD BNI Year 2019								
NCD BNI I Year 2019 Series A	28 Maret 2019	-	3 Month	IDR	60,000	July 2, 2019	7.30%	Paid
NCD BNI I Year 2019 Series B		-	6 Month		140,000	September 24, 2019	7.58%	Paid
NCD BNI I Year 2019 Series C		-	9 Month		150,000	December 20, 2019	7.68%	Paid
NCD BNI I Year 2019 Series D		-	370 Days		600,000	April 01, 2020	7.77%	Paid

Chronology of Negotiable Certificate of Deposit (NCD) Issuance

Description	Issue Date	Effective Date	Tenor	Currency	Value (Million)	Maturity Date	Discount	Payment Status
NCD BNI II Year 2019 Series A	28 Juni 2019	-	3 Month		110,000	September 27, 2019	7.17%	Paid
NCD BNI II Year 2019 Series B		-	6 Month		150,000	December 20, 2019	7.50%	Paid
NCD BNI II Year 2019 Series C		-	9 Month		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	25 September 2019	-	3 Month	IDR	430,000	January 03, 2020	6.306%	Paid
NCD BNI III Year 2019 Series B		-	6 Month		250,000	April 1, 2020	6.50%	Paid
NCD BNI III Year 2019 Series C		-	9 Month		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
NCD BNI Year 2020								
NCD BNI I Year 2020 Series A	12 Mei 2020	-	3 Month	IDR	400,000	August 10, 2020	5.40%	Paid
NCD BNI I Year 2020 Series B		-	6 Month		580,000	November 09, 2020	5.60%	Paid
NCD BNI I Year 2020 Series C		-	9 Month		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								
NCD Rupiah BNI Year 2022 Series A	8 Desember 2022	-	180 Days	IDR	1,000,000	June 6, 2023	5.90%	Paid
NCD Rupiah BNI Year 2022 Series B	8 Desember 2022	-	271 Days	IDR	500,000	September 5, 2023	6.00%	Paid
NCD Rupiah BNI Year 2022 Series C	8 Desember 2022	-	365 Days	IDR	1,000,000	December 8, 2023	6.20%	Paid
NCD Valas BNI Year 2022	8 Desember 2022	-	180 Days	USD	31,5	June 6, 2023	4.25%	Paid

Other BNI Securities Issuance Chronology (Global Certificate of Deposit)

Name	Issue Date	Effective Date	Tenor	Currency	Value (million)
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
CD BNI January 2020 USD CD – Mizuho	January 13, 2020	January 17, 2020	273 days	USD	4,000,000
CD BNI January 2020 USD CD – Mizuho	January 22, 2020	January 30, 2020	182 days	USD	2,000,000
CD BNI January 2020 USD CD - Mizuho	January 22, 2020	January 30, 2020	274 days	USD	2,000,000
CD BNI February 2020 USD CD – BNP Paribas	January 28, 2020	February 4, 2020	184 days	USD	6,000,000
CD BNI February 2020 USD CD – BNP Paribas	January 28, 2020	February 4, 2020	353 days	USD	2,000,000
CD BNI February 2020 USD CD – BNP Paribas	February 4, 2020	February 11, 2020	184 days	USD	9,800,000
CD BNI February 2020 USD CD – BNP Paribas	February 4, 2020	February 11, 2020	353 days	USD	4,700,000
CD BNI February 2020 USD CD – BNP Paribas	February 5, 2020	February 12, 2020	90 days	USD	9,100,000
CD BNI February 2020 USD CD -MUFG	February 5, 2020	February 12, 2020	182 days	USD	35,000,000
CD BNI February 2020 USD CD – BNP Paribas	February 12, 2020	February 19, 2020	182 days	USD	4,100,000
CD BNI February 2020 USD CD – BNP Paribas	February 12, 2020	February 19, 2020	35 days	USD	1,500,000
CD BNI February 2020 USD CD – MUFG	February 13, 2020	February 21, 2020	355 days	USD	15,000,000
CD BNI February 2020 USD CD – Mizuho	February 13, 2020	February 21, 2020	355 days	USD	5,000,000
CD BNI March 2020 USD CD – BNP Paribas	March 3, 2020	March 10, 2020	184 days	USD	4,800,000
CD BNI March 2020 USD CD – MUFG	March 10, 2020	March 17, 2020	184 days	USD	4,000,000
CD BNI March 2020 USD CD – Mizuho	March 17, 2020	March 20, 2020	188 days	USD	4,400,000
CD BNI July 2020 USD CD – MUFG	July 9, 2020	July 15, 2020	184 days	USD	15,000,000
CD BNI July 2020 USD CD – MUFG	July 9, 2020	July 14, 2020	184 days	USD	23,200,000
CD BNI July 2020 USD CD – MUFG	July 9, 2020	July 15, 2020	184 days	USD	135,000,000
CD BNI August 2020 USD CD – MUFG	August 25, 2020	August 28, 2020	92 days	USD	12,700,000
CD BNI November 2020 USD CD – MUFG	November 9, 2020	November 17, 2020	181 days	USD	25,000,000

Other BNI Securities Issuance Chronology (Global Certificate of Deposit)

Maturity Date	Discount Rate	Payment Status	Rating		Trustee
			2023	2022	
July 23, 2020	2.35%	Paid	-	-	-
October 16, 2020	2.40%	Paid	-	-	-
July 30, 2020	2.35%	Paid	-	-	-
October 30, 2020	2.40%	Paid	-	-	-
August 6, 2020	2.35%	Paid	-	-	-
January 22, 2021	2.50%	Paid	-	-	-
August 13, 2020	2.40%	Paid	-	-	-
January 29, 2021	2.55%	Paid	-	-	-
May 12, 2020	2.40%	Paid	-	-	-
August 12, 2020	2.58%	Paid	-	-	-
August 19, 2020	2.40%	Paid	-	-	-
February 8, 2021	2.50%	Paid	-	-	-
February 10, 2021	2.55%	Paid	-	-	-
February 10, 2021	2.55%	Paid	-	-	-
January 14, 2020	1.75%	Paid	-	-	-
September 17, 2020	1.40%	Paid	-	-	-
September 24, 2020	1.45%	Paid	-	-	-
January 15, 2021	1.15%	Paid	-	-	-
January 14, 2021	1.15%	Paid	-	-	-
January 15, 2021	1.20%	Paid	-	-	-
November 28, 2020	0.90%	Paid	-	-	-
May 17, 2021	0.95%	Paid	-	-	-

Other BNI Securities Issuance Chronology (Global Certificate of Deposit)

Name	Issue Date	Effective Date	Tenor	Currency	Value (million)
CD BNI November 2020 USD CD – MUFG	November 17, 2020	November 20, 2020	188 days	USD	18,000,000
CD BNI November 2020 USD CD – MUFG	November 17, 2020	November 20, 2020	188 days	USD	25,000,000
CD BNI January 2021 USD CD – MUFG	January 21, 2021	January 28, 2022	355 days	USD	50,000,000
CD BNI December 2022 USD CD – MUFG	December 16, 2022	December 22, 2022	186 days	USD	18,600,000
CD BNI January 2023 USD CD - DBS	January 18, 2023	January 26, 2023	175 days	USD	20,000,000
CD BNI January 2023 USD CD - Credit Agricole	January 27, 2023	February 03, 2023	89 days	USD	54,000,000
CD BNI March 2023 USD CD - MUFG	March 08, 2023	March 15, 2023	184 days	USD	50,000,000
CD BNI March 2023 USD CD - DBS	March 09, 2023	March 16, 2023	182 days	USD	23,500,000
CD BNI October 2023 USD CD - Credit Agricole	October 11, 2023	October 18, 2023	355 days	USD	35,000,000
CD BNI October 2023 USD CD - DBS	October 12, 2023	October 18, 2023	355 days	USD	40,000,000
Fixed Coupon (With Interest)					
CD BNI January 2020 USD CD – MUFG	January 21, 2020	January 28, 2020	91 days	USD	28,000,000
CD BNI Februari 2020 USD CD - MUFG	February 3, 2020	February 10, 2020	274 days	USD	74,200,000
CD BNI Maret 2020 USD CD - MUFG	March 3, 2020	March 10, 2020	92 days	USD	72,600,000
CD BNI Juni 2020 USD CD - HSBC	June 9, 2020	June 17, 2020	91 days	USD	122,600,000
CD BNI September 2020 USD CD – Credit Agricole	September 1, 2020	September 10, 2020	91 days	USD	138,000,000
CD BNI November 2020 USD CD – Credit Agricole	November 6, 2020	November 13, 2020	91 days	USD	32,200,000
CD BNI September 2020 USD CD – Mizuho	December 3, 2020	December 10, 2020	90 days	USD	50,000,000
CD BNI September 2022 USD CD – MUFG	September 22, 2022	September 28, 2022	91 days	USD	60,000,000
CD BNI October 2022 USD CD – MUFG	September 30, 2022	October 4, 2022	86 days	USD	94,000,000
CD BNI December 2022 USD CD – DBS	December 14, 2022	December 21, 2022	182 days	USD	50,000,000
CD BNI January 2023 USD CD - Credit Agricole	January 27, 2023	February 03, 2023	89 days	USD	10,000,000

Other BNI Securities Issuance Chronology (Global Certificate of Deposit)

Maturity Date	Discount Rate	Payment Status	Rating		Trustee
			2023	2022	
May 27, 2021	0.95%	Paid	-	-	-
May 27, 2021	0.95%	Paid	-	-	-
January 18, 2022	1.10%	Paid	-	-	-
June 26, 2023	5.45%	Paid	-	-	-
July 20, 2023	5.58%	Paid	-	-	-
May 03, 2023	5.40%	Paid	-	-	-
September 15, 2023	5.95%	Paid	-	-	-
September 14, 2023	5.95%	Paid	-	-	-
October 07, 2024	6.05%	Not Yet Paid	-	-	-
07 Oktober 2024	6.07%	Not Yet Paid	-	-	-
April 28, 2020	2.30%	Paid	-	-	-
November 10, 2020	2.33%	Paid	-	-	-
June 10, 2020	1.68%	Paid	-	-	-
September 16, 2020	0,685%	Paid	-	-	-
December 10, 2020	0.75%	Paid	-	-	-
February 12, 2021	0.69%	Paid	-	-	-
March 10, 2021	0.695%	Paid	-	-	-
December 28, 2022	4.00%	Paid	-	-	-
December 29, 2022	4.00%	Paid	-	-	-
June 21, 2023	5.45%	Paid	-	-	-
May 03, 2023	5.21%	Paid	-	-	-

Information on Public Accountants, Public Accounting Firms, and Networks/Associations/Alliances

KAP Name	Public Accounting Firm Tanudiredja, Wibisana, Rintis & Partners (member firm of the PricewaterhouseCoopers network)
AP Name	Drs. M. Jusuf Wibisana, M.Ec,. CPA
KAP Address	WTC 3, Jl. Jend. Sudirman Kav. 29 – 31, Jakarta 12920 - INDONESIA Telp : (62-21) 50992901 / 31192901 Faks : (62-21) 52905555 / 52905050 Website : www.pwc.com/id
KAP Assignment Period	3 (Three) Years
AP Assignment Period	3 (Three) Years
Audit Services	Consolidated Financial Report, PUMK Report, DPLK Report
Non-Audit Services	Agreed Upon Procedures (AUP) of Custodian Services, PSA 62, BOD KPI, Aggregation Performance Report for BUMN and Other Non Assurance Services.
Audit Fee	IDR28,200,187,788,-
Non-Audit Fee	IDR6,226,798,340,-

Capital Market Supporting Institutions and/or Professionals

LIST OF CAPITAL MARKET SUPPORTING INSTITUTIONS AND PROFESSIONALS

Stock Trading and Listing	**PT Bursa Efek Indonesia** Address : Gedung Bursa Efek Indonesia, Tower 1 Jl. Jend. Sudirman Kav. 52-53 Jakarta 12190, Indonesia Tel : (62-21) 5150515 Fax : (62-21) 5154153 Website : www.idx.co.id Email : listing@idx.co.id
	Singapore Ecxhange Regulation Pte. Ltd. Address : 11 North BuonaVista Drive, #06-07 The Metropolis Tower 2, Singapore Tel : +65 6236 8888 Website : sgx.com Email : asksgx@sgx.com
Legal Consultant	**Ginting & Reksodiputro** Address : The Energy Building, 15th Floor SCBD Lot 11A, Jl. Jend. Sudirman Kav. 52-53 Jakarta 12190 Tel : 021 – 2995 1700 Fax : 021 – 2995 1799 Email : indonesia@allenovery.com; daniel.ginting@allenovery.com Website : www.allenovery.com
	Hadiputranto, Hadinoto & Partners Address : Pacific Century Place, Lv 35 SCBD Lot 10, Jl Jend. Sudirman Kav 52-53 12190 Jakarta, Indonesia Tel : 021 – 2960 8888 Fax : 021 – 2960 8999 Website : www.hhp.co.id
	Hanafiah Ponggawa & Partners Address : Wisma 46 – Kota BNI, 32nd and 41st Floor Main Reception, Jl. Jend. Sudirman Kav.1, Jakarta, 10220, Indonesia Tel : +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 Tel : (62-21) 3508077 Website : www.datindo.com Email : corporatesecretary@datindo.com

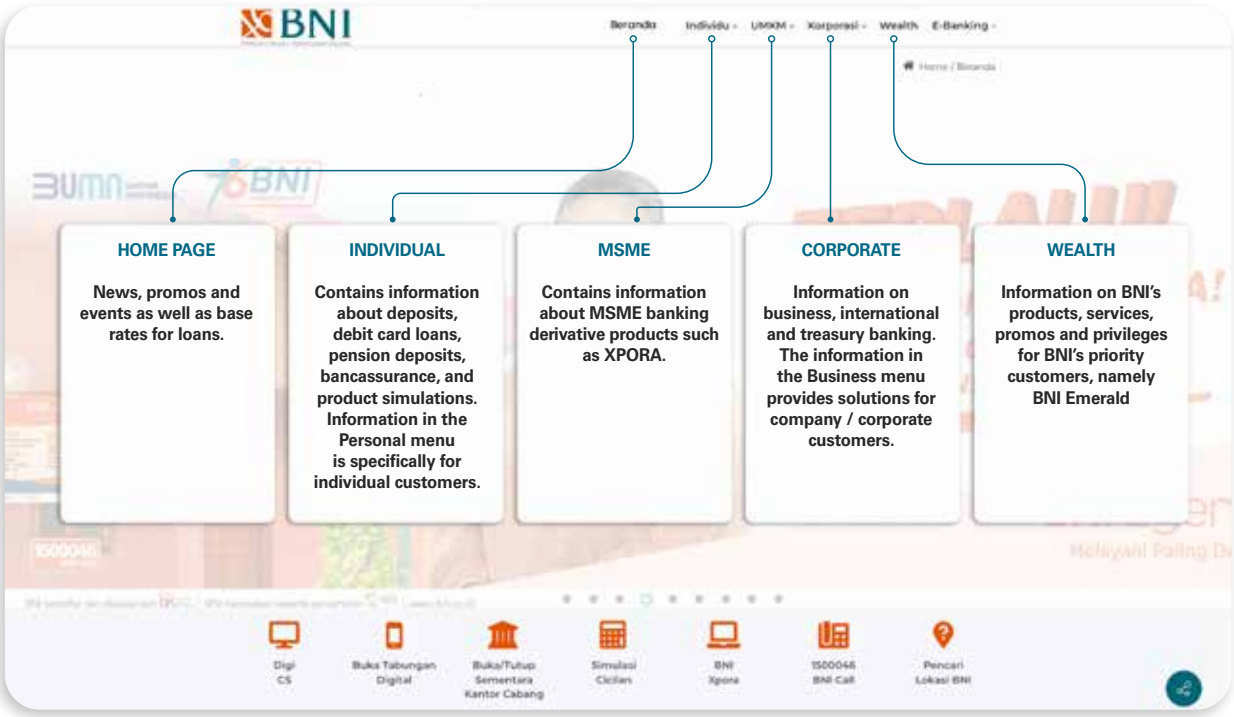
Securities Rating Agency	**Standard & Poor's** Address : 30 Cecil Street Prudential Tower 17th Floor Singapore 049712 Tel : (65) 6438 2881 Website : www.standardandpoors.com
	Moody's Investors Service Singapore Pte. Ltd Address : 50 Raffles Place #23-06 Singapore Land Tower, Singapore, 048623 Tel : (+65) 6398 8300 Website : www.moodys.com
	PT Fitch Ratings Indonesia Address : DBS Bank Tower, Lt. 24 Suite 2403 Jl. Prof. Dr. Satrio Kav 3-5 Jakarta 12940 Tel : (62-21) 2988 6800 Fax : (62-21) 2988 6822 Website : www.fitchratings.com
	PT Pemeringkat Efek Indonesia (Pefindo) Address : Equity Tower Lantai 30 SCBD Lot 9 Jl.Jenderal Sudirman Kav.52-53 Jakarta 12190 Tel : (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 Tel : (62-21) 515 2855 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 Tel : (62-21) 526 5045 ; 526 5095 Fax : (62-21) 527 4477 ; 527 5577 Fax : (62-21) 5752444
	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	**Ashoya Ratam, S.H., M.Kn** Notaris & PPAT Kota Administrasi Jakarta Selatan Address : Jl. Suryo No. 54, Kebayoran Baru Jakarta 12180 Tel : (021) 2923 6060 Fax : (021) 2923 6070 Email : notaris@ashoyaratam.com
	Ir. Nanette Cahyanie Handari Adi Warsito, S.H. Address : Jl. Panglima Polim V/11, Kebayoran Baru Jakarta 12160 Tel : (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 Tel : (021) 835 6363 Fax : (021) 8379 3939 Website : www.pbtaxand.com
Bond Allotment KAP	**Doli, Bambang, Sulistiyanto, Dadang & Ali** **Registered Public Accountants** Address : Menara Kuningan Lantai 11 Jl. H.R. Rasuna Said Blok X-7 Kav.5 Jakarta 12940 Tel : (021) 5790 3548 Fax : (021) 5790 3548
Environmental Expert Consultant	**Sustainalytics US Inc.** Address : Four World Trade Center, Floor 48, 150 Greenwich Street New York, 10007 United States Tel : (+65) 6329 7596 (APAC) Website : www.sustainalytics.com
Arranger	**The Hongkong and Shanghai Banking Corporation Limited** Address : HSBC Main Building, 1 Queen's Road Central, Hong Kong Tel : (+852) 2748 8288 Website : www.hsbc.com.hk
	Citigroup Global Markets Limited Address : Citigroup Centre, Canada Square Canary Wharf London E14 5LB United Kingdom Tel : (020) 7986 4000 Website : www.citigroup.com

Information Available on The Website

BNI has an official website, www.bni.co.id, which was created based on FSA Regulation No. 8/POJK.04/2015 concerning Issuer or Public Company Websites. The BNI website can be accessed by the general public in Indonesian and English. BNI's official website is intended to fulfill BNI's commitment to implementing Law No. 8 of 1995 concerning Capital Markets, as well as for improving the implementation of Good Corporate Governance, especially for shareholders, customers, the general public, government and other stakeholders.



Detailed information on the Bank's website contains the following:



PERUSAHAAN

1. Information on the BNI website is updated regularly with actual and up-to-date information.
2. General information disclosed on the BNI website includes:
   a. 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;
   b. Brief history of Issuers or Public Companies
   c. Issuer or Public Company organizational structure
   d. Company Awards;
   e. 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.
   f. 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.
   g. 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.
   h. Articles of Association

3. Financiers or Investors Information disclosed on the BNI website includes:
   a. Public Offering Prospectus;
   b. Annual report, for the last 5 (five) fiscal years; and
   c. 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; and
      - 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.
   d. GMS information, including:
      - Announcements and Summons;
      - Agenda material discussed in the GMS;
      - Summary of GMS Minutes.
   e. Stock information, including:
      - Number of shares outstanding;
      - Bonus shares;
      - Chronology of share listing;
      - Stock prices..
   f. 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.
   g. Dividend Information.
   h. Information for financiers or investors, public media, and/or analysts.
   i. 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 for members of the Board of Directors, members of the Board of Commissioners and employees or Issuers or Public Companies or other controlled 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:
   a. Work guidelines for the Board of Directors, Board of Commissioners, Integrated Governance, and Internal Audit;
   b. Appointment, dismissal, and/or vacancy of the Corporate Secretary, including any temporary Corporate Secretary, as well as supporting information;
   c. Internal Audit Charter;
   d. Code of Ethics;
   e. Committee work guidelines;
   f. Company's Articles of Association;
   g. Whistleblowing System (WBS) reporting;
   h. Appointment and dismissal of members of the Audit Committee;
   i. Risk management policy;
   j. Violation reporting system mechanism policy;
   k. Anti-corruption policy;
   l. Policy regarding supplier selection and creditor rights;
   m. Policy on improving vendor capabilities;
   n. Integrated Governance and Governance reports..

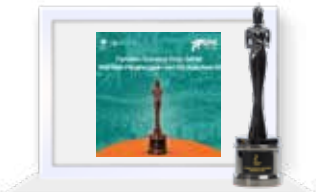
5. Corporate Social Responsibility Information disclosed on the BNI website includes:
   a. Information on BNI's corporate social responsibility including policies, types of programs, and costs incurred by Issuers or Public Companies in the sustainability report.
   b. Information on the implementation 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.
   c. Policies, types of programs, and costs as referred to in letter "a", related to the following aspects:
      i) Environment;
      ii) Labor, health and safety practices;
      iii) Social and community development; and
      iv) Product and/or service responsibilities, together with supporting information.

E-Banking	Contact
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.	Contains information regarding Branch Office Locations, Global Networks and BNI Contacts.

Awards and Certification

AWARDS

International Awards



HR Asia (Best Companies to Work For In Asia 2023)

June 27, 2023
HR Asia



Contact Center World Asia Pacific Awards 2023
- Corporate Category 12 Medals
- Individual Category 7 Medals
July 28, 2023
Contact Center World (CCW)



Cloudera APAC Data Impact Award – Industry Transformation (WINNER)

July 2023
Cloudera APAC Data Impact Award



Ambassador Award

November 6, 2023
Embassy of the Republic of Indonesia in Tokyo



Indonesia Overall Domestic Market Leader as voted by Non Financial Institution in Government and Public Services Industry Sector
2023
Euromoney



Indonesia Overall Domestic Market Leader as voted by Non Financial Institution in Real Estate and Construction Industry Sector
2023
Euromoney



Indonesia Overall Domestic Best Service as voted by Non Financial Institution in Government and Public Service Industry Sector
2023
Euromoney

Other International Awards

Awards	Month - Year	Organized By
Axway Excellence Awards for the Transformation Excellence	August 2023	Axway
The Best FX Bank for Structured Products	September 2023	Alpha Southeast Asia Award
The Best FX Bank for Structured Hedging Solutions	September 2023	Alpha Southeast Asia Award
The Best Corporate Treasury Sales and Structuring Team	September 2023	Alpha Southeast Asia Award
The Best International & Localized API DevPortal	November 2023	Devportal Awards
The Best Banking API Solution in Indonesia	December 2023	Alpha Southeast Asia

National Awards



Top Brand Awards 2023
Credit Card Category – BNI Credit Card

March 20, 2023
Majalah Marketing



Top Brand Awards 2023
Children's Savings Account Category – BNI Taplus Anak

May 9, 2023
Majalah Marketing



Top Brand Awards 2023
Deposit Product Category – BNI Deposito

May 9, 2023
Majalah Marketing



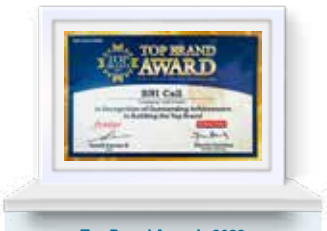
Top Brand Awards 2023
in Installment Savings Category – BNI Tapenas (Future Planning Savings)

May 9, 2023
Majalah Marketing



Top Brand Awards 2023
KPR Category – BNI Griya

May 9, 2023
Marketing Magazine



Top Brand Awards 2023
Call Center Category

May 9, 2023
Marketing Magazine & Frontier



Best Director Award
at the BNI Leadership Forum

February 13, 2023
BNI



The Best Mortgage Product with the Longest Tenor of Fixed Rate - BNI Griya

March 20, 2023
Journalist Media Network



JCB Indonesia Award 2023 -
Best Japan Dining Campaign 2022

March 1, 2023
JCB Indonesia



JCB Indonesia Award 2023 -
Best Issuing Total Sales Volume in Mass Affluent Product in Indonesia 2022

March 1, 2023
JCB Indonesia



JCB Indonesia Award 2023 -
Best Issuing International Sales Volume in Mass Affluent Product in Indonesia 2022

March 1, 2023
JCB Indonesia



The Best CEO With Distinction 2022

February 28, 2023
SWA & Dunamis Organization Services



OMNI BRANDS of the Year "BNI API Corporate One Gate Payment Integrated Digital Services Category"

April 2023
Marketeers



Top Innovation Choice Awards 2023
for BNI Giro Multi Currency Innovation "Banking Solution Capable of Settlement of Payments in Various Currencies with One Account"
April 23, 2023
Infobrands.ID dan TRAS N CO



The 1st Rank –
Corporate Secretary Champion 2023

April 1, 2023
SWA



1st Rank Performance Excellence Progressive Business Unit Award Charter

May 2023
BNI Excellence Employee Award 2023



Excellent Service Experience Award 2023, Exceptional Performance in Delivering Positive Customer Experience 2023 kategori Regular Banking
May 10, 2023
CCSL (Carre Center for Customer Satisfaction & Loyalty) & Marketing Magazine



20th Banking Service Excellence Award 2023

June 20, 2023
Infobank



Kawan BNI Program - B Universe CSR Award 2023

May 31, 2023
Investor Daily



Best Participant in Category at 2023 Internal Supervision Expo

June 19, 2023
BPKP



The 1st Best - Call Center

June 20, 2023
Infobank,
Marketing Research Indonesia (MRI)



The 1st Best Contact Center in Services Excellence

June 20, 2023
Infobank,
Marketing Research Indonesia (MRI)



The 1st Best - Phone Banking

June 20, 2023
Infobank,
Marketing Research Indonesia (MRI)



The Best Contact Center Indonesia 2023
- Corporate Category 2 Medals
- Individual Category 10 Medals
September 26, 2023
Indonesia Contact Center Association (ICCA)



Corporate Card Issuer with the Highest Payment Volume from January 2020 – June 2022

October 12, 2023
PT. Visa Worldwide Indonesia



Highest Growth in Airlines Co-Brand Credit Card for Visa Platinum & Visa Signature 2022

October 17, 2023
PT. Visa Worldwide Indonesia



•The Highest Commercial Credit Card Volume for KBMI 4
• The Highest YoY Signature Credit Card Volume Growth 2022
October 25, 2023
PT. Visa Worldwide Indonesia



Best Corporate Partner 2023

October 2023
PT. Visa Worldwide Indonesia



Gold Winner - The Most Supportive Partner

October 27, 2023
Pegipegi



Indonesia Brand Communication Championship 2023
Category The Best Digital Brand Activation 2023 – Campaign Strategy Xpora
December 5, 2023
Majalah MIX Marcomm



CNBC Indonesia Awards 2023 – Most Innovative Brand of Wholesale Digital Channel

December 13, 2023
CNBC Indonesia



Financial Services Business Actors Driving Inclusive Finance for Persons with Disabilities

October 26, 2023
Otoritas Jasa Keuangan (OJK)

Other National Awards

Awards	Month - Year	Organized By
6th Satisfaction Loyalty Engagement Category Engagement Index, Loyalty Index, Satisfaction Index dan Marketing Index	January 2023	Infobank
12th Best Digital Brand 2023	April 12, 2023	Infobank
SOE Partner Champion 2023, Second Place in Agent Category, Untung Kuncoro	April 4, 2023	Ministry of SOE
SOE Partner Champion 2023, Third Place in Agent Category, Siti Mas Amah	April 4, 2023	Ministry of SOE
The Highest Digital Index Bank Savings Account	April 12, 2023	Infobank
The Highest Digital Index/Bank Deposit	April 12, 2023	Infobank
The 2nd Highest Digital Index/Bank Mortgage Loan	April 12, 2023	Infobank
The 2nd Highest Digital Index/Conventional Debit Card	April 12, 2023	Infobank
The Best/Deposito Conventional Bank/KBMI	April 12, 2023	Infobank
The Best/Bank Saving Account/KBMI 4	April 12, 2023	Infobank
The 2nd Best/Debit Card Conventional Bank/KBMI 4	April 12, 2023	Infobank
The 2nd Best/Mortgage Loan Conventional Bank/KBMI 4	April 12, 2023	Infobank
TOP Innovation Choice Award 2023 from INFOBRANDS. ID and TRANS N CO	April 13, 2023	INFOBRANDS.ID dan TRANS N CO
The Best Govermennt Bank In Service Excellence 2023	June 20, 2023	Infobank, Marketing Research Indonesia (MRI)
Titanium Recognition - 15 Consecutive Years in Service Excellence	June 20, 2023	Infobank, Marketing Research Indonesia (MRI)
The 1st Best Digital Channel In Service Excellence	June 20, 2023	Infobank, Marketing Research Indonesia (MRI)
The 1st Best - Convenient Branch Experience in Priority Service	June 20, 2023	Infobank, Marketing Research Indonesia (MRI)
The 2nd Best In Service Excellence	June 20, 2023	Infobank, Marketing Research Indonesia (MRI)
The 2nd Best E-Banking In Service Excellence	June 20, 2023	Infobank, Marketing Research Indonesia (MRI)
The 2nd Best – Chattbot	June 20, 2023	Infobank, Marketing Research Indonesia (MRI)
The 2nd Best - Mobile Banking	June 20, 2023	Infobank, Marketing Research Indonesia (MRI)
Most Engaging Brand In Festive Season 2023 Category Banking	July 11, 2023	MIX Marcomm Magazine
IAIB Award for Lifelong Learner Category 2021-2023	July 13, 2023	IAIB
Best KEJAR Achievement Bank Category in the context of Indonesia Savings Day	August 20, 2023	Financial Services Authority (FSA)
Best Religion Based Education Unit Bank Category for KEJAR Implementation	August 20, 2023	Financial Services Authority (FSA)
Best KEJAR Digitalization Bank Category	August 20, 2023	Financial Services Authority (FSA)
Ranked 1st in Top Social Media Award 2023 Credit Card Category – BNI Credit Card	September 2023	Marketing Magazine
Ranked 1st in Top Social Media Award 2023 KPR Category – BNI Griya	September 2023	Marketing Magazine
Trade Pass World Financial Innovation Series Indonesia Awards 2023 – Data & Analytics Leader Of The Year	October 2023	Trade Pass World Financial Innovation Series Indonesia
The Most Trusted Company	December 20, 2023	The Indonesian Institute for Corporate Governance (IICG)

CERTIFICATION



ISO 9001:2015 Quality Management Systems for BNI Contact Center Services in BSD, Surabaya and Semarang Site
SGS United Kingdom, UKAS, dan IAF
2023-2026



ISO 30301/2019: Management System for Records for Archives Units

PT Tuv Sud Indonesia
October 26, 2020-October 21, 2023



ISO 9001:2015 Quality Management for Vendor Management (VM) Units

PT Llyod's Register Indonesia
November 27, 2020-November 26, 2023



ISO 9001:2015 Quality Management for Self Estimated Unit Prices (HPS)

PT Llyod's Register Indonesia
November 12, 2020-November 11, 2023



SO 37001:2016 Anti-Bribery Management System scope of Procurement of Goods and Services at Procurement & Fixed Assets Division
PT Sucofindo
August 11, 2020-August 10, 2023



Platinum Greenship New Building V.1.2 Plaza BNI

World Green Building Council
Until October 26, 2025



Gold Greenship New Building V.1.2 Menara BNI

World Green Building Council
Sampai dengan 11 November 2023



Sertifikasi Sistem Manajemen Anti Penyuapan (SMAP)

Tuv Nord
Desember 2023-2026

Other Certification

Certification	Validity Period	Issued by
ISO 9001:2015 – Provision of in house training and e-learning/digital learning	2017-2023	National Certification Body, PT SGS Indonesia
ISO 9001:2015 Certificate for Quality Management System in Trade Processing Services	2020-2024	SAI Global Assurance
ISO 9001/2015: Quality Management for HPS Units	2020-2023	PT Sucofindo
ISO 9001/2015: Quality Management for Units Vendor Management	2020-2023	PT Sucofindo
ISO 30301/2019: Management System for Records for Archives Unit	2020-2023	PT Tuv Sud Indonesia
New Building Greenship Certificate V.1.2 PLATINUM Level for Plaza BNI	2022-2025	Green Building Council Indonesia
ISO 9001:2015 Quality Management System	2024	Llyod's Register
ISO 9001:2015 Sistem Manajemen Mutu	March 2023-March 2025	PT SGS Indonesia
ISO 27001:2013 Information Security Management System (ISMS)	January 16, 2023 – October 31, 2025	National Certification Body, PT SGS Indonesia
BNI Bank Training Institute Accreditation: • Field: Securities Administration • Field: Cash Management • Field: Fund Transfer Management	2021 – 2026	Accreditation Institution for Job Training Institution
ISO 9001:2015	26 Juni 2024	Llyod's Register
ISO 9001:2015 Quality Management System for Services 1. Real Time Gross Settlement 2. Remittance Services 3. Bank Guarantee 4. Kredit Clearing 5. Debit Card Production and Distribution, 6. Credit Administration 7. State Financial Transaction 8. Custodian Services 9. Jabodetabek Central Cash Services 10. Debit Clearing 11. Central Foreign Banknotes Services, 12. Trustee Services 13. Treasury Transaction Services 14. National Bank List Office 15. Mutual Fund 16. Remittance Transactions Reconciliation	2021 – 2026	Accreditation Institution for Job Training Institution


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LUCKY INDONESIA RESTAURANT

SERVING THE COUNTRY, PRIDE OF THE NATION

2023 Annual Report

04

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PT Bank Negara Indonesia (Persero) Tbk

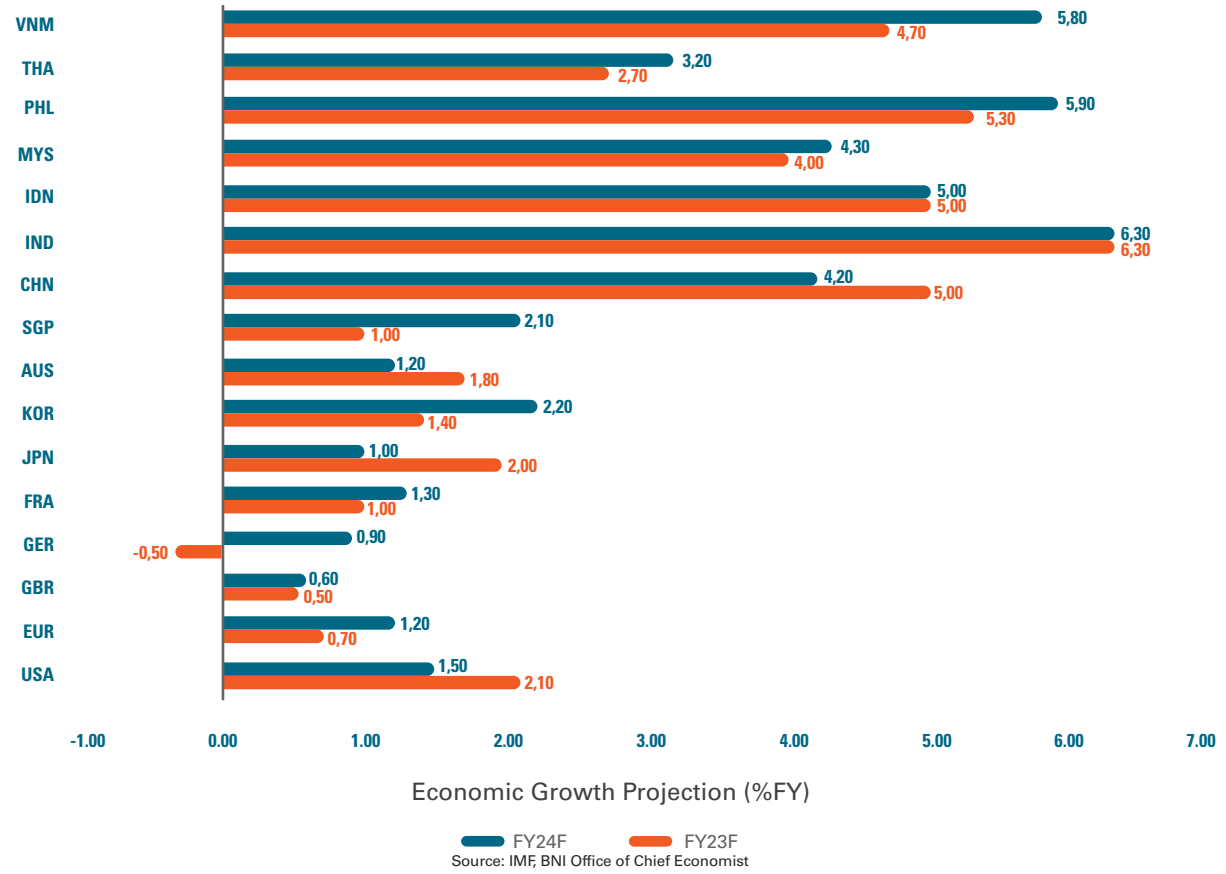
Economy and Industry Overview

DEVELOPMENT IN GLOBAL CONDITIONS

The global economy continued its slowing trend in 2023, and the IMF estimated global economic growth to only reach 3.0%, down from 3.5% in 2022. This was due to the post-pandemic scaring effect, high inflationary pressures due to demand-supply imbalances, geopolitical conflicts, and structural problems in the world's major economic countries.



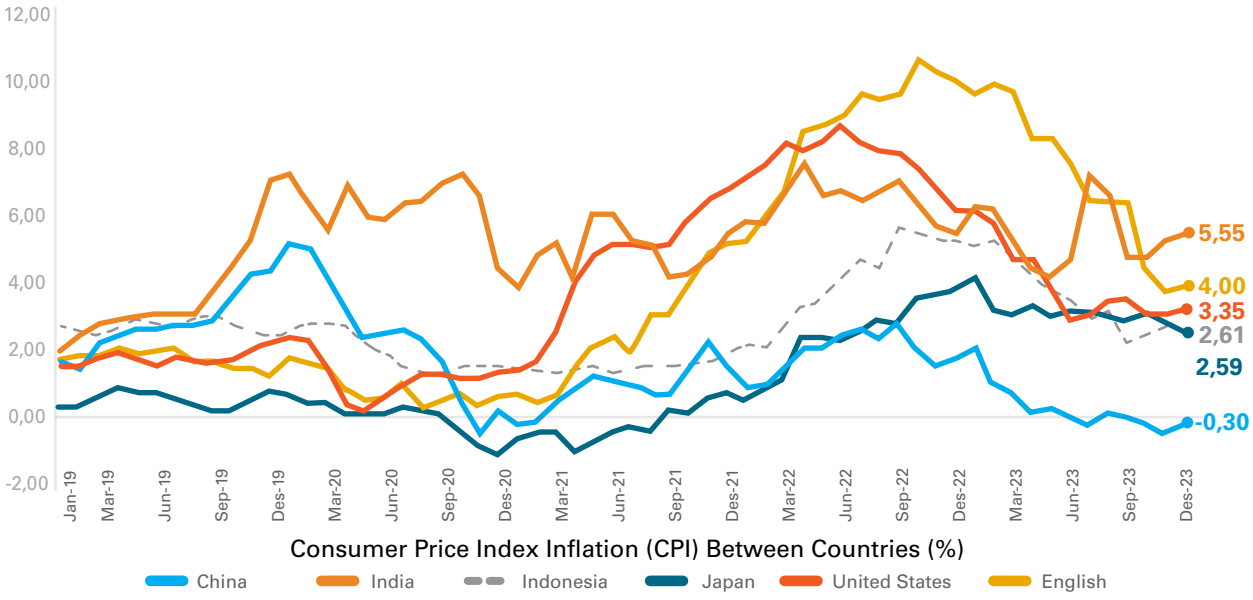
Comparison of Economic Growth Between Countries



Source: IMF, BNI Office of Chief Economist

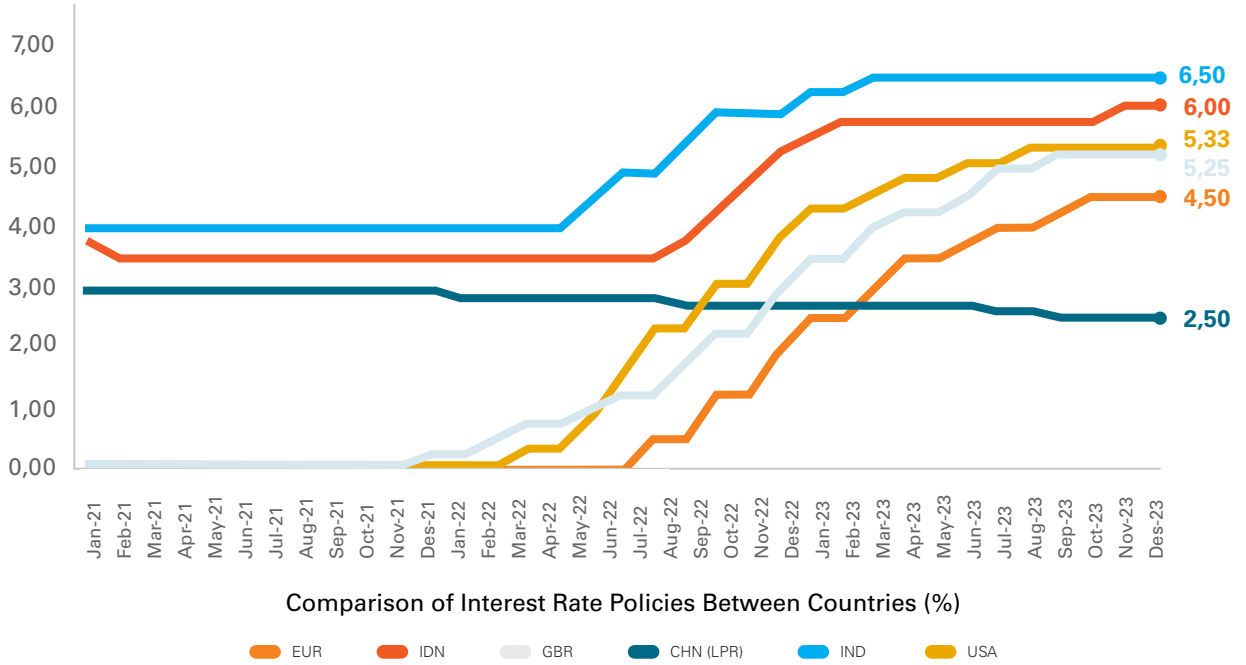
The global economy was also marked by some advanced dynamics. Firstly, the high reference interest rates in many countries was the result of high inflation trends. Higher inflation occurred since Semester II-2022, and only started to subside entering Quarter II-2023.

Monthly Comparison of Annual Inflation Between Countries



Source: CEIC, BNI Office of Chief Economist

Monthly Comparison of Policy Interest Rates Between Countries



Source: CEIC, BNI Office of Chief Economist

Secondly, commodity prices experienced a decline throughout 2023 compared to 2022. In general the main commodities, the decrease was quite significant compared to 2022. For example, there were large declines in coal commodities (-55% YoY), natural gas (-58% YoY), and palm oil (-28% YoY). These commodity price declines throughout 2023 were due to the normalization of the goods and services value chain, as well as moderate growth in the US and China.

Commodity Prices Experienced a Downward Trend Throughout 2023

	Average 2021	Average 2022	Average 2023	2023-2022 (% YoY)
Barley	2,025	2,933	**2,070**	(29.4)
Corn (EUR/MT)	239	327	**229**	(29.9)
Rice (USD/cwt)	13	17	**17**	1.2
Wheat (USD/bu)	706	890	**628**	(29.5)
Soybean Oil (USD/bu)	1,376	1,560	**1,403**	(10.1)
Palm oil	4,495	5,235	**3,763**	(28.1)
Aluminum	2,500	2,683	**2,301**	(14.2)
Gold	1,792	1,796	**1,957**	8.9
Copper	426	395	**388**	(1.6)
Iron ore	1,001	824	**921**	11.8
Tin	2,204	2,151	**2,119**	(1.5)
Nickel	18,637	25,557	**21,265**	(16.8)
Coal	142	359	**162**	(55.0)
Crude Oil (Brent)	71	101	**83**	(18.0)
Natural gas	4	6	**3**	(58.3)

Source: Bloomberg, BNI Office of Chief Economist

Third, the global economy was also marked by geopolitical tensions between several countries, for example the ongoing Ukraine-Russia conflict and new conflicts in the Middle East. Furthermore, the unstable relationship between the US and China also filled the geopolitical conditions in 2023 which are expected to continue this year.

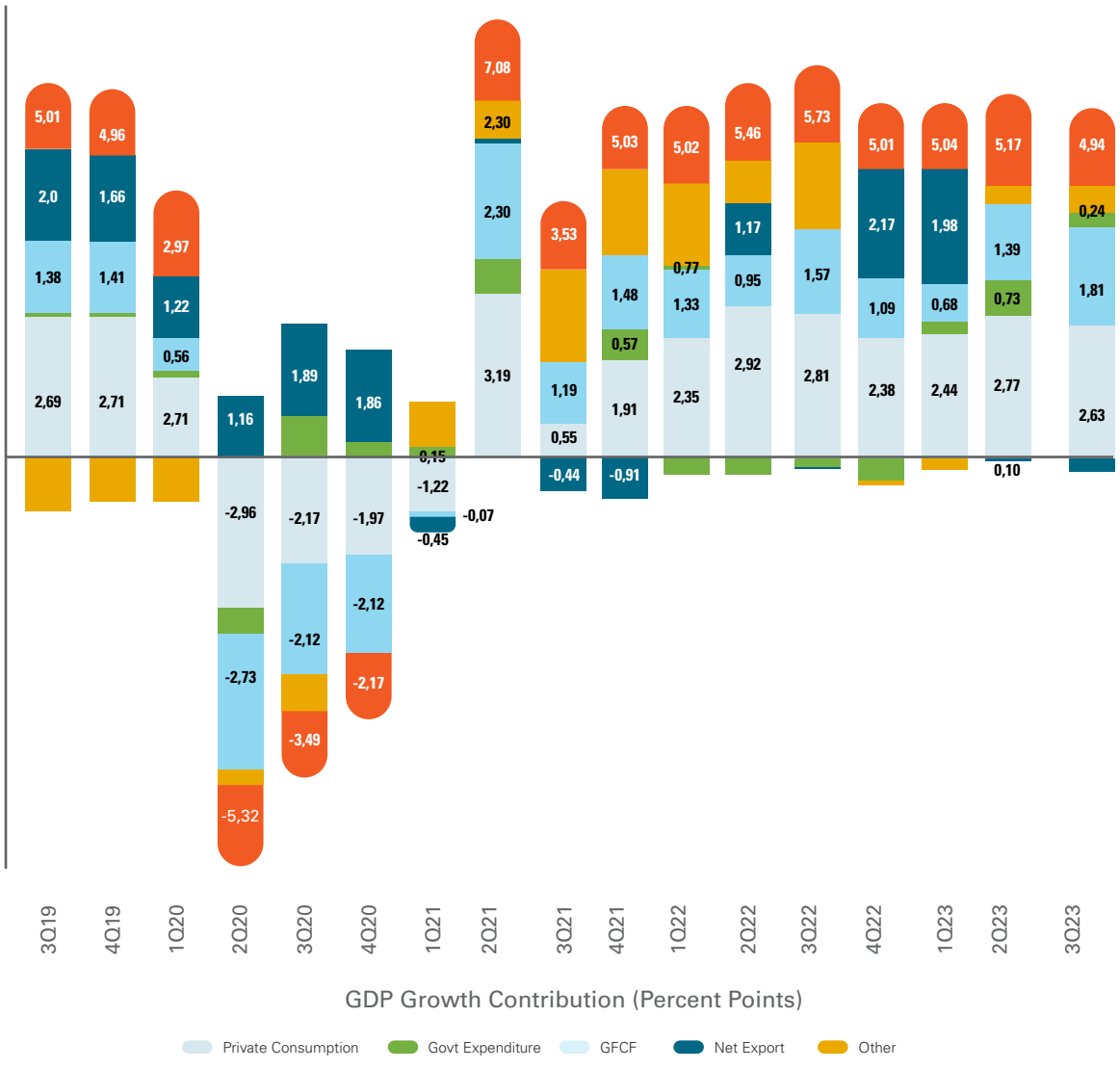
Fourthly, the increasing concern on environmental issues also impacted global conditions in 2023, including the El-Nino phenomenon that started in April 2023.

DEVELOPMENT OF NATIONAL CONDITIONS

In the midst of challenging macro conditions in 2023, the Indonesian economy was in a better position compared to peers. As of Quarter III-2023, economic growth was 5.1% and was expected to close at 5.0% at the end of 2023, better than the economic growth of other countries. The domestic economy was supported by household consumption and investments, and Government spending, while net exports still contributed positively, even though they decreased quite significantly compared to their contribution in 2022.

Based on production, Indonesia's GDP saw support from the primary and secondary sectors such as the mining sector, processing industry and construction. In the processing industry (manufacturing) subsector, growth was still solid in the metal processing industry, basic metals, transportation equipment; whereas, export-oriented processing industries, such as clothing and footwear, experienced contraction.

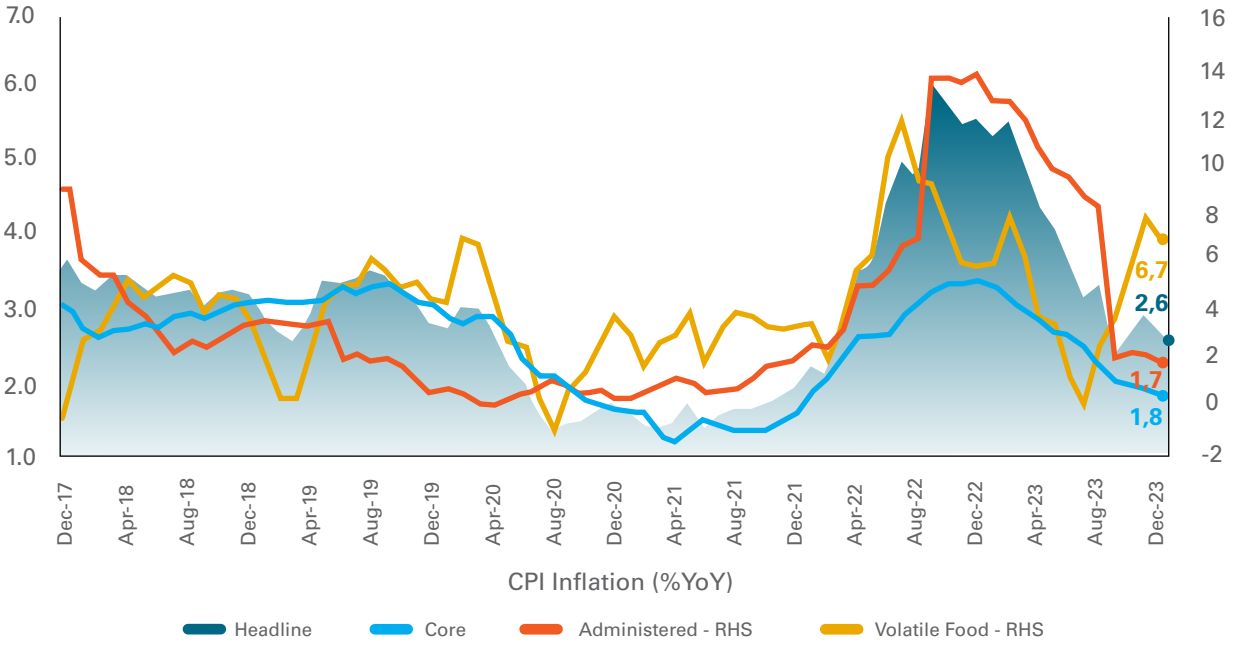
Domestic Economic Growth in 2023 Supported by Household Consumption and Investment



Source: BPS, CEIC, *BNI Office of Chief Economist*

In terms of prices, the national inflation entered a normalization trend where the trend slowed down faster than expected. Inflation closed at 2.6% in 2023 with a core inflation low at 1.8%. The risk of inflation lies in the food segment which will reach 6.4% as of December 2023, caused by El-Nino and the protection policy of commodity exporting countries such as India which has banned rice exports.

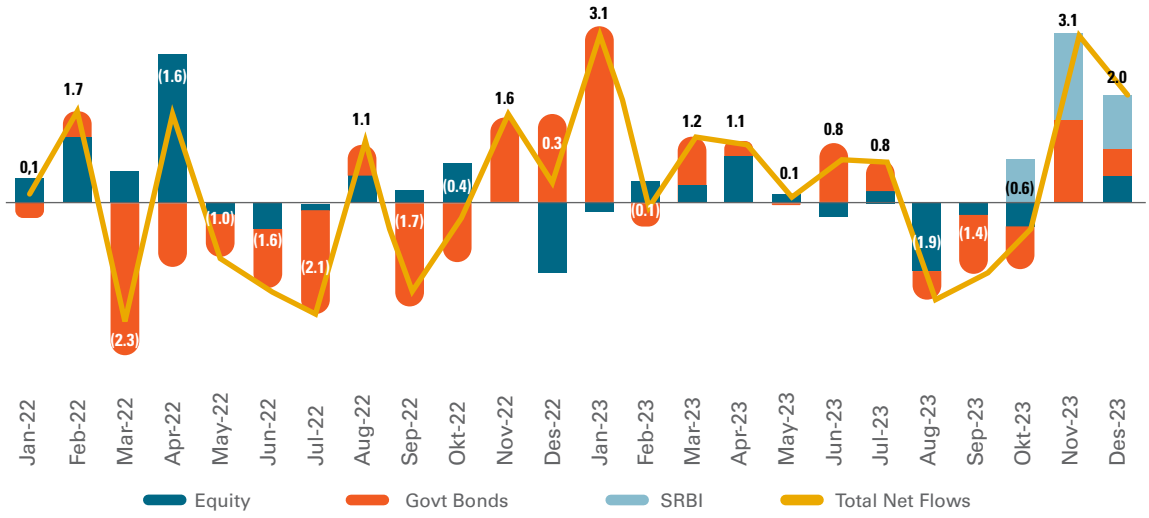
National inflation entered the normalization trend in 2023



Source: BPS, CEIC, BNI Office of Chief Economist

Even though inflation was low, the BI rate remained high, at 5.75% until September 2023 and 6% at the start of October 2023, where the current policy focus of Bank Indonesia was to maintain the stability of the Rupiah exchange rate amidst the global uncertainty. As an illustration, in the period August-October 2023 the outflow of foreign funds was -US$ 4.5 billion in the bond and stock markets, which caused the Rupiah exchange rate to depreciate to its weakest position of IDR15,940 in October 2023. However, the exchange rate gradually strengthened to reach IDR15,397 at the end of 2023 in line with the more dovish monetary policy outlook of the United States central bank.

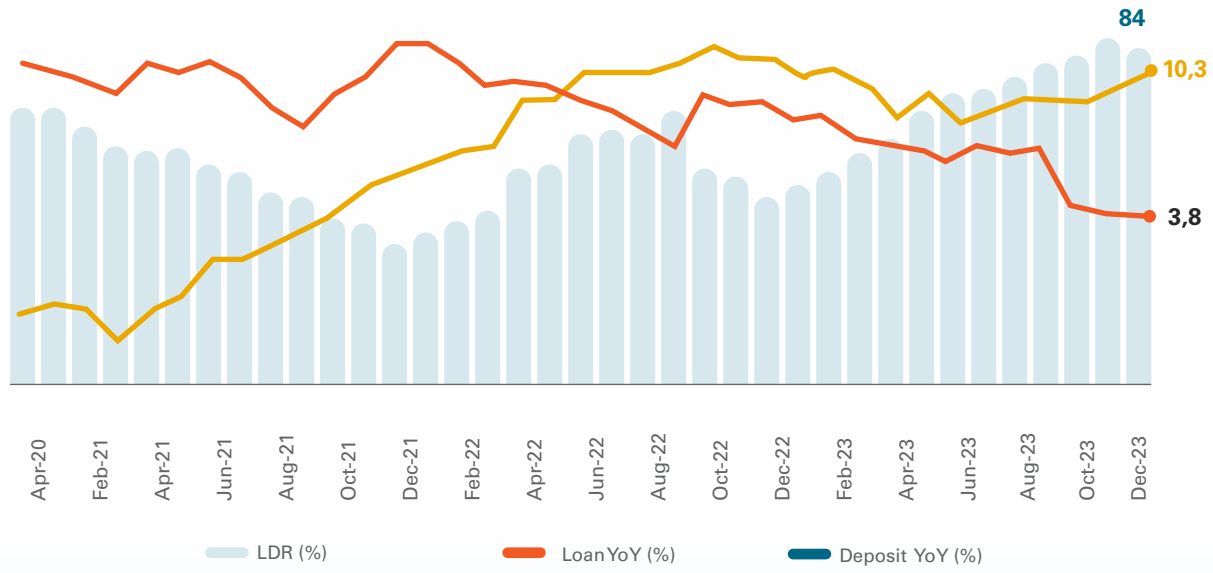
Foreign Capital Flows Came Out in 3Q23 and 4Q23 But Have Gradually Come Back In



Source: Bloomberg, BNI Office of Chief Economist

From the banking industry side, Based on statistics released by Bank Indonesia, credit growth in 2023 will be 10.3% YoY or IDR7,045 trillion, in the upper range of Bank Indonesia's credit growth estimate (9-11%), with the highest growth occurring in investment credit (11.0% YoY), followed by working capital (10.7% YoY) and consumption credit which grew 8.9% YoY. At a time when credit growth is in the range above Bank Indonesia's estimates, Third Party Funds (TPF) grew more moderately by 3.8% YoY or to IDR8,234 trillion, so that the loan-to-deposit ratio rose to 84% in December 2023 from the position at the beginning of the year at 79%.

Credit Growth of 2023 Closed at 10.3% FY23 with LDR Rate of 84%



Source: OJK, BNI Office of Chief Economist



BNI Strategic Policy for 2023

STRATEGIC POLICY 2023

Facing various external challenges in 2023, especially related to increasing geopolitical risks, high inflation and global interest rates, especially in the United States, and the economic slowdown in China, BNI takes the strategic steps to maintain solid performance and provide optimal returns for its customers. shareholders. BNI's Strategic Policy in 2023 largely includes the application of digitalization to networks and business processes, to encourage consistent growth from year to year, expand market access and operational efficiency. The efforts made to increase digital technology capabilities are directed at making BNI a competitive bank, capable of meeting customer expectations. As a SOE, BNI also plays a role as an agent of development, which is expected to help the real sector achieve optimal economic growth. BNI has also instigated other initiatives in line with Government programs, and synergizes with other SOEs to ensure the Government programs are a success.

In the Company's series of long-term plans (corporate plans), 2023 is the momentum for BNI to enter the "Best in Class" phase which focuses on strengthening digitalization and the customer journey approach by offering integrated business solutions in leading sectors, after previously being in the "Enhancing the Basic" which focuses on improving business foundations so that BNI can grow sustainably

ENHANCING THE BASICS



- Strengthening risk & operational management
- Increasing digital capability
- Strengthening Human Capital
- Strengthening capital

2021 - 2022

BEST IN CLASS CAPABILITY



- Creating a hybrid customer journey
- Offering business solutions in key sectors
- Increasing the penetration of subsidiaries into MNC

2023 - 2024

In an effort to achieve previously set targets, BNI instigated a 2023 strategic policy as explained below:



1. Developing transaction & ecosystem solutions to meet customer needs by offering ecosystem business and financial solutions to institutional customers, top tier corporate customers (diamond clients), prime customers and selected universities. So that customer cross selling can be optimized.
2. Developing technology infrastructure and digital innovation through data analytics, orientation towards improving customer experience, and expanding partnerships. Increasing product innovation and digital-based integrated channels as an important step in winning against increasingly competitive competition. Meanwhile, partnership expansion is carried out by optimizing the API (Application Programming Interface) platform, which allows collaboration with fintech and startups in order to provide easy transaction services and improve customer experience.
3. Focusing on increasing sustainable Current accounts and savings (Current Account Savings Account or CASA) and Fee Based Income (FBI) can be achieved by improving comprehensive transaction services and innovations to support low cost CASA, and by focusing on developing digital-based business models in several priority sectors.
4. Increasing business expansion in the corporate top tier as well as priority sectors, value chains and cross selling by prioritizing a risk culture with a focus on expansion on Diamond Clients, which are the pipeline for increasing loan expansion & financial solutions for the MSME segment in the corporate value chain
5. Continuing the transformation of Human Capital, Culture and Operations to make it more agile and lean to support the business by implementing an agile and flexible organization. And developing a new more efficient operating model to support the business and digital processes and mitigate operation risk.
6. Strengthening international business networks to support global market penetration by increasing the KCLNs' role in building trade hubs and FDI Advisory and developing international business networks to expand in global markets to support the Xpora ecosystem, including Diaspora Saving, Diaspora Invest and Diaspora Lending.
7. Optimizing BNI Group synergies by strengthening the position of Subsidiaries, Optimizing Subsidiaries synergy to support market leader targets by penetrating the Corporate segment as an anchor. Strengthening digital banks and PMV to support new business models and BNI's performance. Strengthening subsidiaries engaged in digital banking and venture capital within the framework of strengthening new business models that support BNI's performance.

Operational Overview per Business Segment

Previously in 2022, BNI's operating segments were divided based on main customer groups and products, as follows: Corporate & International Banking, Institutional Banking, Enterprises & Commercial Banking, Consumer Banking, Treasury, Head Office and Subsidiaries. BNI applies the 3 Dimensional concept for internal performance assessment, namely Segment Dimensions, Channel Dimensions and Product Dimensions, which this concept has been used since 2022. For segment reporting purposes, the reported subject is based on Segment Dimensions.

In 2023, BNI implemented changes to the operating segments which were aligned with changes in the nomenclature of the Board of Directors based on the results of the 2022 Annual GMS which was held on March 15, 2023. Regarding changes to the operating segments according to the Annual GMS, BNI made changes by moving the SME Business from Enterprise & Commercial Banking and Business Programs from Institutional Banking were combined with Consumer Banking to become the Retail Banking segment.

Further, this review contains an explanation regarding the operating segments which are also presented in the Audited Financial Report Notes as part of this annual report. The BNI segment is divided into 2 (two) aspects, namely:

1. Operating segments describe BNI's business segments based on main customer groups and products. Previously in 2022, BNI's consolidated operating segments were divided based on main customer groups and products, as follows: Corporate & International Banking, Institutional Banking, Enterprises & Commercial Banking, Consumer Banking, Treasury, Head Office and Subsidiaries.
2. Geographic segments based on geographical distribution of BNI's business, divided into Indonesia, the United States, Europe and Asia.

BNI Segment Distribution



Operating Segment

Responding to the intense competition in the banking industry, customer needs that continue to develop and dynamic, as well as the increasing complexity of the industry, banks need to set strategies that take into account market conditions and a balanced portfolio in each segment, so that they can provide maximum results to fulfill customer needs end-to-end.

Determining Operational Segments aims to develop solutions for customers end-to-end across channels, both physical and digital, or across products. Customers can then maximimize its use of all BNI products based on their needs through a one-stop service presented by each regional relationship manager. Through customer analysis and portfolio management (CAU), customer needs in the Business Banking sector are translated into a value-based industry analysis, business banking sector portfolio management, review and improvement of Business Banking loan systems and procedures, and customized loans for customers with minimal risk. It is hoped that the results of this analysis will improve the quality of BNI services focused on the "customer centric" principle, sharper in efforts to fulfill customer needs.

Adopting an operating segment system will then have an impact on the way BNI's Operating Segment is measured and performs based on customer ownership. With this approach, BNI has proven that is increasingly capable of continuing to improve overall in its branches, regionals, head office and overseas branch offices in terms of providing information for decision making and improvements based on data and customer needs to maximize BNI's performance.

In summary, each reporting per segment in BNI's operating segment reporting is as follows:

Wholesale & International Banking

Loans disbursed, customer deposits and other transactions belonging for corporate customers, both SOEs and private businesses including financial institutions and overseas branch office customers.

Institutional Banking

Loans disbursed, customer deposits and other transactions belonging to customers of Ministries, Institutions and Universities.

Enterprise & Commercial Banking

Loans disbursed, customer deposits and other transactions belonging to medium/commercial scale customers.

Retail Banking

Loans disbursed, customer savings and other transactions belonging to SME customers, The loans provided consist of program credit and consumer including consumption loans financing loans including home ownership loans, credit cards and other products and services such as third party funds, payment transactions and other transactions belonging to individual customers.

Treasury

Related to the Bank's treasury activities such as foreign exchange, money markets, fixed income and capital markets.

Subsidiaries

All transactions carried out by Subsidiaries engaged in insurance, consumer financing, banking, venture capital, securities and investment management.

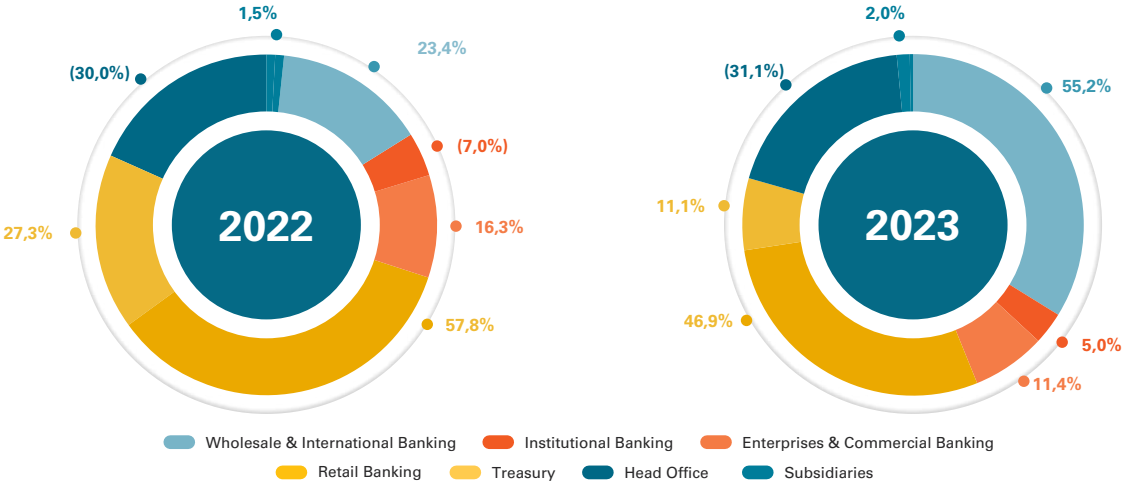
Head Office

Managing BNI assets and liabilities other than those managed by other operating segments, including receiving cost allocations for providing centralized services to other segments as well as income/costs that are not allocated to other reporting segments.

In order to provide an initial overview of the business of these operating segments, the following is the contribution of each segment to BNI's profit, loans disbursed and third party funds (DPK).

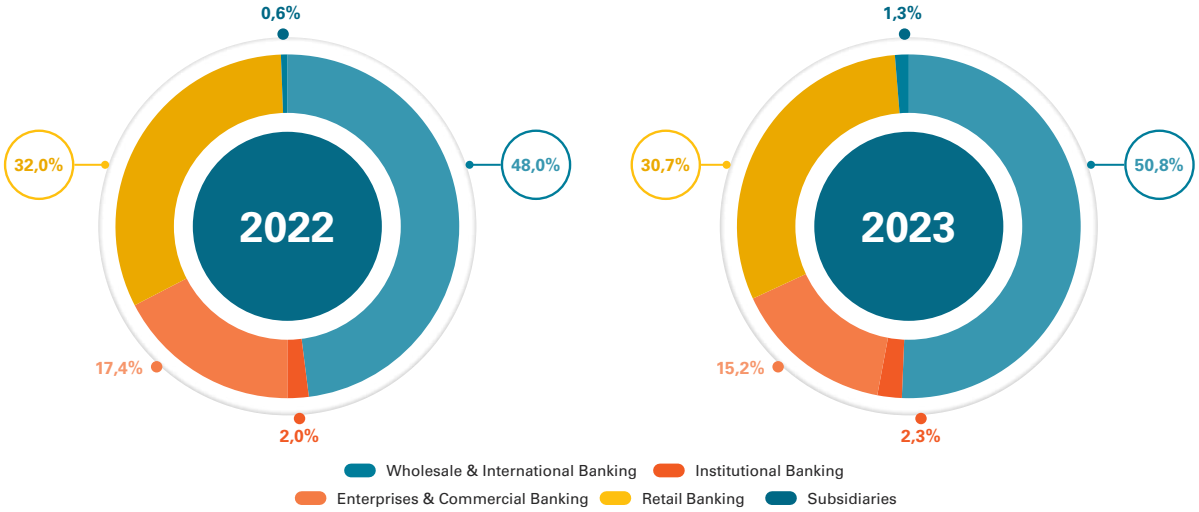
Operating Segment Profit and Loss Report

Operating Segment	2023		2022		Increase (Decrease)		
	IDR-billion	%	IDR-billion	%	Nominal (IDR-billion)	Percentage (%)	
Wholesale & International Banking	11,657	55.2	4,935	23.4	6,722	136.2	▲
Institutional Banking	1,053	5.0	(1,476)	(7.0)	2,529	171.3	▲
Enterprise & Commercial Banking	2,399	11.4	3,445	16.3	(1,046)	(30.4)	▼
Retail Banking	9,894	46.9	12,206	57.8	(2,312)	(18.9)	▼
Treasury	2,345	11.1	5,754	27.3	(3,409)	(59.2)	▼
Head Office	(6,564)	(31.1)	(6,331)	(30.0)	(233)	(3.7)	▼
Subsidiaries	421	2.0	311	1.5	110	35.3	▲
Adjustments and Eliminations	(99)	(0.5)	(363)	(1.7)	264	(72.7)	▼
Operating Segment Net Profit and Loss	21,106	100.0	18,482	87.6	2,624	14.2	▲



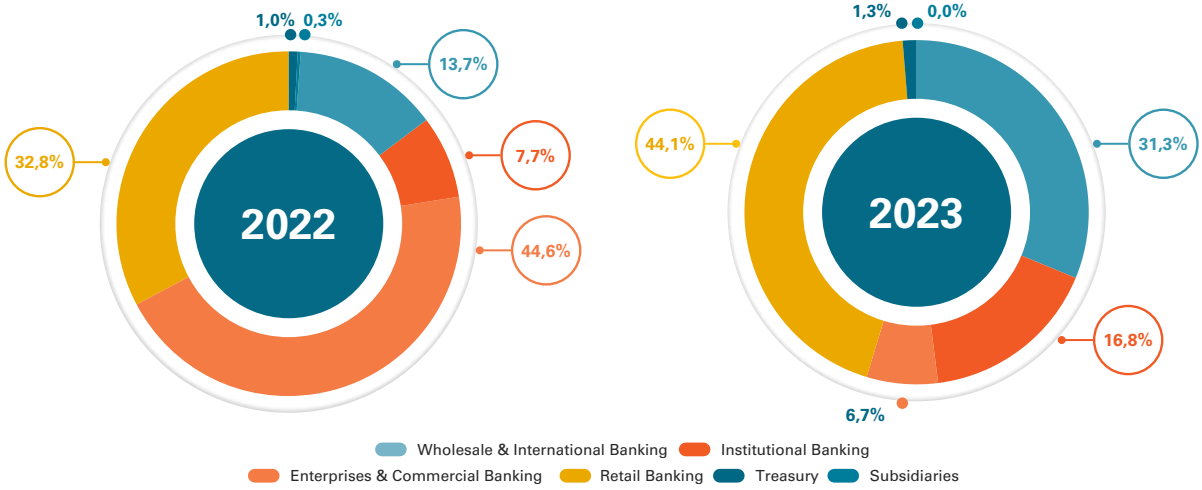
Credit per Operating Segment

Operating Segment	2023 IDR-billion	%	2022 IDR-billion	%	Increase (Decrease)		
					Nominal (IDR-billion)	Percentage (%)	
Wholesale & International Banking	353,141	50.8	310,219	48.01	42,922	13.8	▲
Institutional Banking	16,017	2.3	13,147	2.0	2,870	21.8	▲
Enterprises & Commercial Banking	105,519	15.2	112,549	17.4	(7,030)	(6.2)	▼
Retail Banking	213,235	30.7	206,715	32.0	6,520	3.2	▲
Subsidiaries	9,043	1.3	3,870	0.6	5,173	133.6	▲
Adjustments and Eliminations	(1,870)	(0.3)	(312)	0.0	(1,558)	499.9	▲
Total Operating Segment Credit	695,085	100.0	646,188	100.0	47,897	7.6	▲



Third Party Funds per Operating Segment

Segment	2023		2022		Increase (Decrease)		
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)	
Wholesale & International Banking	253,649	31.3	252,215	32.8	1,433	0.6	▲
Institutional Banking	136,146	16.8	105,720	13.7	30,427	28.8	▲
Enterprise & Commercial Banking	54,701	6.7	59,556	7.7	(4,856)	(8.2)	▼
Retail Banking	357,213	44.1	343,212	44.6	14,001	4.1	▲
Treasury	0	0.0	2,091	0.3	(2,091)	(100.0)	▼
Subsidiaries	10,236	1.3	7,523	1.0	2,713	36.1	▲
Adjustments and eliminations	(1,215)	(0.1)	(1,049)	(0.1)	(166)	15.8	▲
Total Third Party Funds of Operating Segment	**810,730**	**100.0**	769,269	100.0	41,461	5.4	▲



WHOLESALE & INTERNATIONAL BANKING

Wholesale & International Banking Solution is a service offering complete financial needs (one stop financial solution) to support local and international customers' business activities, both in terms of loan distribution, fund management and other transactional activities in a comprehensive manner.

For loan distribution, the solutions provided to customers are divided into Corporate Finance, Project Finance, Supply Chain Financing and Structured Finance. For fund management and transactional activities, BNI is oriented towards customer needs in managing their financial transactions.

The criteria for managing customers in the Wholesale & International banking (WHI) sector includes non-individual customers, whether private companies, SOEs, non-banking financial institutions and financial institutions with the following parameters:

Wholesale & International Banking (WHI) Customer Profile Parameters

Parameter	Customer Profile
Company Size	Companies with Gross Annual Sales (GAS) > IDR1.5 trillion (including business groups) and Maximum Loans > IDR500 billion and/or Average TPF > IDR100 billion.
Nasabah	• Wholesale
	a. Domestic :
	Globe's 150 Richest Indonesians and its groups; Forbes 500 and its groups; LQ45 and its groups; SOEs and its groups; Tbk Company and its groups; Non-Tbk Companies and its groups;
	b. Overseas :
	Loans and Funds in Overseas Branches managed by the Overseas Offices.
	• International
	a. Domestic :
	Bank and Non-Bank Financial Institutions; Regulatory and Non-Regulatory Pension Funds; Himbara Bank Subsidiaries; Indonesian Financial Group (IFG); Fintech related to financing.
	b. Overseas :
	Loans and Funds in Overseas Branches managed by the Overseas Offices.

Competitive Advantage and Corporate Banking Innovation

COMPETITIVE ADVANTAGE

BNI optimizes its competitive advantages by having the widest overseas office network compared to other domestic banks. This is in line with the mandate given by the Government to BNI to become an Indonesian bank with global capacity. BNI's overseas branch offices are located in the world financial centers and includes Singapore, Hong Kong, Tokyo, London, New York, Seoul, with the Representative Office in Amsterdam. The Foreign Offices (KLN) play a role in providing facilities to corporate banking customer business groups operating overseas, as well as suppliers and buyers from BNI Head Office debtors. The Company is becoming increasingly more active in participating in top tier syndicated loans, and special supply chain financing schemes.

INNOVATION

To support efforts to increase the Wholesale & International Banking business, BNI carried out several innovations including:

1. Launched a platform through the BNI CONNECT to facilitate coordination and provide cross-segment transaction services tailored to the needs of each customer.
2. System enhancement for custodial transactions to increase efficiency and security for customers.

Wholesale & International Banking Segment Strategy in 2023

BNI Wholesale & International Banking is committed to providing comprehensive solutions and implementing strategic steps that are priorities in maintaining solid performance and providing optimal income in 2023, including:

1. Diversify credit by focusing on excellent corporate customers, especially blue-chip companies.
2. Working on the corporate customer value chain to provide end-to-end services to customers.
3. As part of BNI's mandate as a Global Bank, the BNI network in Singapore, Hong Kong, Tokyo, London, New York, Seoul, Amsterdam and Osaka focuses on supporting the Indonesian Diaspora through various banking services, both conventional and digital.
4. Maintaining BNI's liquidity by focusing on increasing the collection of low-cost funds or Current Account Saving Accounts (CASA) through optimizing the use of e-channel transactions both through BNI Mobile Banking and BNI Direct.

WHOLESALE & INTERNATIONAL PRODUCTIVITY AND PROFITABILITY

Wholesale & International Banking Segment Productivity

Productivity	2023 IDR-billion	2022 IDR-billion	Increase (Decrease)		
			Nominal (IDR-billion)	Percentage (%)	
Total Credit	**353,141**	**310,219**	**42,922**	**13.8**	▲
Total Third Party Funds	**253,649**	**252,215**	**1,433**	**0.6**	▲
Giro	**197,876**	188,052	9,824	5.2	▲
Savings	**1,070**	7,022	(5,952)	(84.8)	▼
Deposit	**54,703**	57,141	(2,438)	(4.3)	▼

Wholesale & International Banking Segment Profitability

Profitability	2023 IDR-billion	2022 IDR-billion	Increase (Decrease)		
			Nominal (IDR-billion)	Percentage (%)	
Interest income - net	**11,447**	10,469	978	9.3	▲
Other operating income	**4,615**	4,318	298	6.9	▲
Other operational expenses	**(4,880)**	(4,075)	(805)	19.8	▲
Establishment of allowance for impairment losses	**475**	(5,776)	6,251	(108.2)	▼
Operational profit	**11,657**	4,935	6,722	136.2	▲
Non-net operating income (expenses)	**-**	-	-	-	
Profit before tax expense	**11,657**	4,935	6,722	136.2	▲

Wholesale & International Banking Segment Funds recorded an increase, especially in Current Account products, which reached 5.2% YoY or Rp9.8 trillion compared to 2022, this is in line with BNI's efforts to maximize transactional Giro so that customers can maximize the transactional features contained in Giro which will ultimately increase customer satisfaction with BNI's excellent transactional banking products . In terms of profitability, profit before tax increased by 136.2% compared to last year, this was driven by an increase in other operating income and improvements in credit quality which then resulted in the formation of an allowance for impairment losses which was much lower than last year.

Wholesale & International Banking Segment Prospects, Potential and Strategy for the Coming Year 2024

To face the challenges and opportunities in 2024, the WHI sector has established the following strategic plan:

1. Portfolio strategy
   a. Determine priority sectors that have a positive impact on increasing potential market share, credit asset quality and BNI profitability, including the energy, agribusiness, manufacturing, telecommunications and digital economy sectors.
   b. Increasing BNI's ESG portfolio exposure by expanding into the new 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.
   c. Providing one stop financial solutions designed to suit the needs of each customer through collaboration with related divisions and subsidiary companies.
2. Business strategy
   a. Implementing the "Three Pronged Business Model" by providing transaction solutions to correspondent banks in Indonesia, especially local banks and BPD. Business expansion into the platinum and gold segments as well as collaboration with new banks are top priorities.
   b. Providing integrated solutions by prioritizing cross-selling of BNI and subsidiary products. Apart from that, strategic focus is also prioritized by diversifying clients and developing more efficient systems.
   c. Collecting healthy quality third party funds, by offering a one stop solution and easy customized transactions using BNI Direct, so that BNI cash management can become the main choice for corporate customers.

d. Making the BNI International Desk a Foreign Direct Investment (FDI) Advisory Unit that provides the best solutions for foreign companies through collaboration with strategic stakeholders, including the Ministry of Investment, Coordinating Ministry for Maritime Affairs and Fisheries, KADIN, and related business associations or entrepreneurs.

What are they saying



Michael William P. Soeryadjaya
Director of PT Adaro Energy Indonesia Tbk

BNI is one of the Adaro Group's main banking partners and provides total financial solutions for the corporate to individual segments, including employees. BNI's transaction and financial services are currently increasingly advanced while still prioritizing prudential business. We are optimistic that we can grow together with BNI, creating a seamless and sustainable business development.



Agus Salim Pangestu
CEO of Barito Pacific

Barito Pacific and the Group are currently in a strategic position in its business development and business expansion, based on a mission to help develop Indonesia and support industrial growth. BNI is a trusted partner for Barito Pacific and the Group and always provides support every step of the way. Hopefully this partnership will always be maintained and fertilized well. With strong support from funding partners such as BNI, especially financial support towards the net-zero emission target, together we can go further to develop the country.

INSTITUTIONAL BANKING

The Institutional Banking Business Segment provides banking products and services for Ministries, agencies or institutions sourced from the State Revenue and Expenditure Budget (APBN). The banking solutions provided include management of savings services (current accounts and deposits), distribution of ASN salaries and performance allowances, distribution of social assistance, state revenues (Tax, PNBP, etc.), digital banking (virtual accounts, platform/ecosystem collaboration, and others), domestic/foreign loans and other banking services to meet the needs of Ministries, agencies or institutions so that BNI can serve the business ecosystem as a whole. The Institutional banking business segment Customers are divided into clusters of the Ministry of Finance, Coordinating Ministry for Maritime Affairs and Investment (Marves), Coordinating Ministry for PMK, Coordinating Ministry for Political, Legal and Security Affairs, Coordinating Ministry for the Economy, State Agencies/Institutions, Ministry of Education, Culture, Research and Technology, Self-Regulatory Organization (SRO), SKK Migas Group , Social Insurance and Higher Education which includes Public Service Agencies, Work Units and Regional Government.

Institutional Banking Customer Profile Parameters

Parameter	Customer Profile
Institutional Banking	Ministries; State institutions; Agencies managed other than at the Head Office level; Education & Research Institutions (Top 100 Universities/Colleges determined by Dikti Kemendikbudristek); Upstream & Downstream Oil and Gas regulatory institutions; Government-owned Social Security Providers; Regional Governments with special criteria.

Institutional Banking Competitive Advantage and Innovation

The Institutional Banking Business involves Liquidity Support in the distribution of the APBN, as a Gate Opener for acquiring ecosystems and APBN derivative businesses, as well as an agent of development as a partner of Ministries, Institutions and Universities in implementing Government programs.

The Institutional Banking Segment has digitized state financial services in its products such as migrating Ministry current accounts into virtual accounts equipped with a Cash Management System (CMS), Government Credit Card (KKP), Smart Indonesia Card (KIP), Smart Indonesia Program (PIP), and has provided digital solutions to support Government Programs, the APBN ecosystem and value chains, making BNI a partner in daily operational transactions, and playing a role in providing advocacy within Ministries, Institutions and Universities.

Institutional Banking Segment Strategy for 2023

To develop the Institutional Banking segment business, in 2023 BNI carried out several activities, namely:

1. Optimized APBN funds distributed to Ministries, Institutions, Universities and BLU / Working Units.
2. Bridged BNI with Ministries, Institutions and Universities to enter the ecosystem originating from the Role Agent of Development and Gate Opener.
3. Contributed to the success of the Digitalization of Government Program Aid Distribution and maintained good relations with Officials and PICs of Ministries, Institutions and Universities so that distribution ran well.
4. Supported the growth of domestic/foreign loans to the Ministry of Finance, Institutions and Universities.
5. Increased BNI's Market Share in the APBN ecosystem for spending on goods, capital and employees.
6. Synergized with Govtech to optimize technological solutions as the main door for working on APBN derivative businesses for Ministries, Institutions and Universities.
7. Maintained good relations and the existence of BNI with Ministries, Institutions and Universities as Gate Openers for Ecosystem Business and APBN Derivatives by implementing service and advocacy initiatives.
8. Initiated and acquired business for customers, Pitching BNI Products, Socialization and increasing BNI Brand Awareness.
9. When developing the credit card business in the Institutional Banking (INS) segment, the following initiatives were carried out in 2023:
   a. Encouraged the acceleration of the Indonesian Credit Card (KKI) acquisition process with Regional Government Banks (BPD) through socialization in Regional Work Units.
   b. Expanded the acquisition of University Affinity Credit Cards targeting the academic community, alumni and parents of students, as well as encouraged the use of BNI Credit Cards to pay higher education costs.

PRODUCTIVITY AND PROFITABILITY OF THE INSTITUTIONAL BANKING SEGMENT

Productivity of the Institutional Banking Segment

Productivity	2023 IDR-billion	2022 IDR-billion	Increase (Decrease)		
			Nominal (IDR-billion)	Percentage (%)	
Total Loans	**16,017**	**13,147**	**2,870**	**21.8**	▲
Total Third Party Funds	**136,146**	**105,720**	**30,427**	**28.8**	▲
Giro	**51,013**	44,909	6,104	13.6	▲
Saving	**440**	649	(209)	(32.2)	▼
Deposit	**84,693**	60,161	24,531	40.8	▲

Profitability of the Institutional Banking Segment

Profitability	2023 IDR-billion	2022 IDR-billion	Increase (Decrease)		
			Nominal (IDR-billion)	Percentage (%)	
Interest income - net	**1,821**	997	824	82.7	▲
Other operating income	**119**	67	52	77.8	▲
Other operational expenses	**(906)**	(2,498)	1,592	(63.7)	▼
Establishment of allowance for impairment losses	**18**	(42)	61	(142.4)	▼
Operational profit	**1,053**	(1,476)	2,529	171.3	▲
Non-net operating income (expenses)	**0**	0	-	-	
Profit before tax expense	**1,053**	(1,476)	2,529	171.3	▲

The Institutional Banking Segment role in collecting state funds through Ministries, Agencies or College reflected in the increase in Third Party Funds in 2023 which rose by 28.8% compared to 2022. On the other side, loan disbursement also increased significantly to 21.8% year on year. This then had an impact by increasing net interest income from the Institutional Banking Segment to 82.7% in 2023. From the transactional side, other operational income (fee based income) also increased to 77.8%, which is a positive signal of BNI's increasing role, especially in encouraging operational transactions. through Ministries, Agencies or College.

Institutional Banking Segment Prospects, Potential and Strategy for the Coming Year

1. Optimize the APBN as a source of liquidity and becoming the main partner in transactional revenues to Ministries and Institutions.
2. Optimize the collection of TPF originating from institutional and tertiary institution transactions, receipt of contributions and payment of tuition fees at tertiary institutions and increasing DHE SDA customer fund accounts.
3. Increase the number of work unit (Satker) acquisitions and support and help in the success of Government programs, teacher allowances and other allowances.
4. Synergize with Govtech by optimizing technological solutions as an entry point to the financial ecosystem in digital transaction services for customers of ministries, institutions and universities as well as Government programs to capture cheap funds and accelerate, oversee and monitor the realization of ongoing Govtech projects.
5. Support financing in the APBN business ecosystem by disbursing domestic / foreign loans to Ministries, Institutions and Universities as well as monitor the timeline for the realization of pipelines / disbursement of existing loans.
6. Continuously develop people through training to increase capabilities.
7. Synergize with subsidiaries to provide customer solutions, Collaborative support for derivative business execution (RAM and SAM), namely Branches, Centers and Regions.

What are they saying



Kunta Wibawa Dasa Nugraha
Secretary General of the Ministry of Health

Thank you to BNI for being an important partner in distributing Health Operational Assistance (BOK) funds for Community Health Centers for Fiscal Year 2023. BNI Direct helped the Indonesian Ministry of Health to speed up and simplify the bureaucracy of distributing BOK funds to Community Health Centers, increased accountability for distribution, and made it easier for central and regional governments to monitor Real-time Puskesmas BOK transactions. In the future, we hope that BNI will continue to expand improvements to the Direct Channel BOK service in 2024



Prof. Dr. Arif Satria, SP, MSi
Chancellor of IPB University

BNI understands and is committed to providing high quality, transparent and trustworthy services, and is a strategic partner for IPB University. With its many modern banking services that offer ideal financial solutions, BNI continues to innovate and provide quality services not only for IPB employees and students but for the public, companies, communities and other partners connected with IPB University.

Thank you for designing products and services to meet our needs and expectations as a customer. We hope that in the future the level of customer loyalty, dedication and integrity will increase along with BNI's success in the years to come.



Iman Rachman
IDX President Director

BNI's fast cash management services and BNI communicative and solution team created an easier transaction process on the Exchange. BNI also actively supported the IDX capital market literacy and inclusion programs within the Company and throughout Indonesia and is one of the paying banks at the Indonesian Central Securities Depository (KSEI), and a trusted capital market investor who manages customer fund accounts.

The innovation and sustainable financial transformation strategy instigated by BNI has continuously improved the Company's performance, as reflected in the good performance of BNI shares in the secondary market.

ENTERPRISES & COMMERCIAL BANKING

Enterprises & Commercial Banking Customer Profile Parameters

Parameter	Customer Profile
Enterprise Banking	Companies with Gross Annual Sales (GAS) > IDR300 Million to 1.5 Trillion (including business groups) and Maximum Loans > IDR150 Million to 500 Million and/or Average TPF > IDR50 Million to 100 Million.
	Loans and Funds of Tbk company customers and their groups; Non-Tbk companies and their groups; Educational Institutions and Foundations.
Commercial Banking	Companies with Gross Annual Sales (GAS) > IDR30 Million to 300 Million (including business groups) and Maximum Loans > IDR10 Million to 150 Million and/or Average TPF > IDR10 Million to 50 Million.
	Loans and Funds of Tbk company customers and their groups; Non-Tbk companies and their groups; Educational Institutions and Foundations.

Enterprise & Commercial Banking Competitive Advantage & Innovation

The Enterprise & Commercial Banking segment manages the activities of all banking transactions carried out by Enterprise & Commercial segment customers and their business groups by providing a comprehensive solution (one stop solution) for customers in meeting their needs and managing their financial transactions, including through superior products such as BNI Mobile banking, BNI Cash Management, BNI Debit/Credit Card, Trade Finance, Insurance and Treasury products by collaborating with related units.

Enterprise & Commercial Banking offers competitive advantages for customers by providing the following:

1. Comprehensive solutions to support customer operations through a variety of asset products. liabilities. and transactional according to customer needs through channels available at branch offices. business centers, as well as e-channels such as mobile banking and BNI Direct.
2. Strong relationships with anchor clients that open up opportunities for value chain penetration from Corporate and Institutional segment customers who have derivative business potential in the Enterprise & Commercial Banking market segment.

Innovations carried out by the Enterprise & Commercial Banking segment to improve internal business processes and provide solutions that answer customer needs, including:

1. Development of economic sector-based risk acceptance criteria (RAC) and calibration of customer classification as Prime customers as an initial assessment of business potential.
2. Sustainability Linked Loan (SLL) scheme and special team to support a sustainable economy in accordance with Environmental, Social. & Governance (ESG) principles for Enterprise customers.

Enterprise & Commercial Banking Segment Strategy for 2023

To develop business in Enterprise & Commercial Banking In 2023, BNI will make several efforts, one being through the implementation of the New Way of Working (NWOW), which aims to make customer management more focused by distributing management in accordance with predetermined capabilities. Enterprise Banking is directed to specialize in the economic sector. while Commercial Banking is directed for geographical control through the establishment of Commercial Banking Division 1 to manage the Sumatra and Jabodetabek areas ,and Commercial Banking Division 2 to manage the Java (non-Jabodetabek) area, Kalimantan, Bali, Nusa Tenggara, Sulawesi, Maluku, and Papua.

The Enterprise & Commercial Banking business continues to focus on quality growth and continues to improve loan quality, especially in reducing Loan at Risk (LaR) following the recovery from the Covid-19 pandemic. This quality business growth is carried out through strengthening pipeline management by developing risk acceptance criteria (RAC) to screen high quality customers. Epansion is also directed at target markets starting with top tier players in priority sectors in each region, exporters, Corporate Banking customer value chain/supply chain, as well as other potential customers.

The general strategies explained above for Enterprise & Commercial Banking in 2023 are then translated into action steps (quick wins) as follows:

1. Business Growth
   a. Penetration of the specified target market.
   b. Strengthening the classification of prime customers to formulate management models, solutions and benefits for customers, and strengthen customer engagement.
   c. Increase financing for businesses that prioritize Environmental, Social & Governance (ESG) principles, including product development and supporting schemes such as Sustainability Linked Loans (SLL).

2. CASA & Transactions
   a. Structuring and strengthening the fund management and transaction functions of Enterprise & Commercial Banking customers.
   b. Deepening account execution from the family tree and strengthen customer payroll acquisition.
   c. Cross-unit collaboration to formulate programs and campaigns to increase customer transactions.
3. Asset Quality
   a. Improving pipeline management by developing sector-based risk acceptance criteria (RAC).
   b. Sustainable development of employee capabilities and competencies in terms of mastering the economic sector, including green financing and ESG, advisory capabilities, and improving risk culture.
   c. Implementing Single Integrated Monitoring Tools (SIMON) as an early warning tool to monitor customer loan quality conditions.

ENTERPRISE & COMMERCIAL BANKING SEGMENT PRODUCTIVITY AND PROFITABILITY

Enterprise & Commercial Banking Segment Productivity And Profitability

Productivity	2023 IDR-billion	2022 IDR-billion	Increase (Decrease)		
			Nominal (IDR-billion)	Percentage (%)	
Total Credit	**105,519**	**112,549**	**(7,030)**	**(6.2)**	▼
Total Third Party Funds	**54,701**	**59,556**	**(4,856)**	**(8.2)**	▼
Giro	**38,288**	38,502	(214)	(0.6)	▼
Savings	**3,313**	5,349	(2,036)	(38.1)	▼
Deposit	**13,100**	15,705	(2,606)	(16.6)	▼

Enterprise & Commercial Banking Segment Profitability

Profitability	2023 IDR-billion	2022 IDR-billion	Increase (Decrease)		
			Nominal (IDR-billion)	Percentage (%)	
Interest income - net	**5,906**	5,428	479	8.8	▲
Other operational income	**2,097**	1,352	746	55.2	▲
Other operational expenses	**(3,050)**	(2,166)	(883)	40.8	▲
Establishment of allowance for impairment losses	**(2,555)**	(1,169)	(1,386)	118.6	▲
Operational profit	**2,398**	3,445	(1,045)	(30.4)	▼
Non-net operational income (expenses)	**-**	-	-	-	
Profit before tax expense	**2,398**	**3,445**	**(1,046)**	**(30.4)**	▼

The Enterprise & Commercial Banking segment in 2023 recorded a significant increase in revenue in Other Operating Income, which was supported by optimal recovery efforts for low quality assets as well as an increase in Fee-Based Income which reflects strengthening penetration of BNI transactional products among Enterprise & Commercial Banking Customers. The increase in CKPN Expenses by 118.6% YoY is a prudent step for the bank to anticipate future debtor conditions in line with the Expected Credit Loss (ECL) concept.

Enterprise & Commercial Banking Business Prospects for 2024

Enterprise & Commercial Banking in 2024 will strengthen quality and sustainable business growth with its main focus as follows:

1. Explore the business potential of the target market, determined based on the priority sectors and value chain of Corporate Banking customers, including sustainable economic sectors in line with strengthening the ESG portfolio.
2. Implement initiatives for quality business growth by digitizing loan monitoring & processes through RM Tools (Connect). Single Integrated Monitoring Tools (SIMON). and end-to-end loan tools and initiatives in the 2024-2028 Corporate Plan.

Enterprise & Commercial Banking Work Plan for 2024

Enterprise & Commercial Banking is optimistic it will record its best results in 2024 through its comprehensive work plans and strategies in line with the aspirations in the 2024-2028 Corporate Plan, which are as follows.

1. Quality & Sustainable Business Growth

a. Increase loans & number of quality customers through execution of top 10 target markets.
b. Optimize leads from the value chain ecosystem and diamond client partners and build leads management to expand the customer base including suppliers and buyers, both debtors and demand deposits.
c. Optimize export leads for global markets.
d. Implement end-to-end loan tools to accelerate and digitize business processes as well as improve loan underwriting & monitoring.
e. Improve RM Tools (Connect) to enable 360° view of customers to provide the ability for relationship managers to see customers' business potential comprehensively (360° view).
f. Increase ESG-based portfolios through major players in ESG-based industries in each region.
g. Optimize product penetration into the customer ecosystem, through decentralizing corporate card submissions to the Commercial Business Center.

2. Increase Funds & Transactions
   a. Focus on sustainable growth of low-cost funds by increasing the number of account executions & increasing funds sourced from customer family trees.
   b. Encouragecustomer financial activities through cash management as a transaction solution.
   c. Collaborate with the Transaction Banking unit to improve customer transaction platforms to answer future needs.
3. Increase Customer Management Capabilities & Competencies
   a. Build a high performance focused culture (high performance team) for RM Transactions and Lending to produce high business performance.
   b. Develop RM Lending & Funding as a business advisor that provides total solutions for customers' business needs.
   c. Develop technical & analytical skills by organizing industrial analysis training through in-class and on-the-spot learning programs.
   d. Develop leadership abilities and team potential through coaching and mentoring programs.

What are they saying



Denni Andri
President Commissioner Taka Geodrill Indonesia

BNI and Taka Group have partnered since 2007, by providing investment loan facilities. We really feel that BNI has the ability to understand, comprehend and deepen the very unique nature of our business. BNI's reliability in providing financial services and advice proves that the business relationship built is not a relationship between lenders and borrowers but is based on the principle of equality as business partners who support each other.

Complete and reliable financial solutions were provided by BNI to the Taka Group including providing loan facilities for working capital and investment financing, Bank Guarantee and L/C Issuance services, use of BNI Direct for Taka Group operational transactions, foreign exchange transaction services, convenient BNI Griya application for employees as well as BNI Corporate Card services to facilitate operational activities.

Our hope is that in the future, BNI will remain our main strategic partner in the financial sector, supporting the growth and development of the Taka Group business both at home and abroad.



Ir. H. Arfan Awaloeddin, MARS
President Director of PT Makassar Global Bros

One of the BNI service products that we use is BNI Direct, a digital financial platform for Cash Management services that supports financial transaction activities and provides transaction information recorded in Company accounts more quickly, easily and safely.

The BNI Direct that we currently use has a number of benefits and advantages, including:

1. Service availability can be accessed anytime and anywhere in real time;
2. Comfort and ease in transactions with complete transaction support features;
3. Security in transactions with flexible user authority sharing features according to needs and equipped with hard tokens (BNI e-Secure) or soft tokens (mobile tokens) for transaction authorization;
4. Can be accessed via various channels such as the web and mobile apps

BNI Direct is a complete and safe Cash Management service that supports our company's financial transaction activities more quickly, easily and efficiently.



KPH. Arya Hidayat Adisena S.H, M.H.
President Director PT SHA Solo

The BNI Distributor Financing Facility helps PT SHA Solo in performinh transactions as a partner of PT Pertamina Patra Niaga using a financing scheme that suits the company's needs. Distributor Financing provides benefits in the form of working capital flexibility and speed of the DO redemption payment process so that it can optimize profit generation and increase the company's bargaining power. The main advantage of the BNI Distributor Financing facility is that we feel has competitive rates, supported by fast transaction services, easy requirements and security guarantees.

With the DF facilities, PT Pertamina Patra Niaga's trust as a supplier increased due to the certainty of timely payment, and this has a direct impact on the potential to increase PT SHA Solo's sales volume and supports good relations between PT SHA Solo and PT Pertamina Patra Niaga.

We hope that in the future BNI can grow in line with the business development of PT SHA Solo and remain the main banking partner of PT SHA Solo.



Sheren Omega
Head of Sustainability PT Gunung Raja Paksi

I express my appreciation and sincere thanks to Bank Negara Indonesia (BNI) as Head of Sustainability at GRP. In our joint efforts for sustainability, BNI has been a steadfast partner, playing a critical role in advancing our environmental and social responsibility initiatives.

Their proactive engagement and innovative solutions not only help us achieve our sustainability goals but also underscore their own commitment to corporate responsibility. Their understanding of the importance of integrating environmental, social and good governance considerations is in line with our organizational ethos. This alignment enables us to implement impactful initiatives and set standards for responsible business practices.

We look forward to continuing this mutually constructive journey towards a more sustainable and responsible future.

RETAIL BANKING

Retail Banking Customer Profile Parameters

Parameter	Customer Profile
Retail Productive	Individual and non-individual customers with Gross Annual Sales (GAS) up to IDR30 billion (including business groups) and maximum loan up to IDR10 billion and/or average TPF up to IDR10 billion.
Business Program	Individual and non-individual customers who have program loans (KUR) and other loans with a maximum loan of up to IDR1 billion.
Wealth Management	Individual customers with Asset Under Management (AUM)> IDR1 billion.
Consumer Banking	Individual customers with Asset Under Management (AUM) to IDR1 billion.

BNI retail banking is a business activity that provides integrated solutions for retail customers' needs including managing productive retail loans, consumer loans, third-party funds, transaction services and other financial solutions. Retail Banking includes the following segments:

1. Consumer Banking, a segment that manages individual customers with AUM (Asset Under Management) up to IDR1 billion by offering savings, deposits, consumer loan products and services, and banking transactions management.
2. Business Program, a segment responsible for managing business related to Government programs and productive loans up to IDR1 billion.
3. Retail Productive banking, a segment that manages productive loans and non-individual third party funds up to IDR10 billion.
4. Wealth Management, is a segment that manages high net worth individual (HNWI) customers with managed funds starting from IDR1 billion and above through excellent customer service which includes managing customer fund portfolios through banking, investment and insurance products.

Retail Competitive Advantage and Innovation

Banking as a superior and trusted bank in Indonesia, BNI offers easy financial solution services for customers, both through innovative digital channels and through a network of outlets throughout Indonesia, as well as branch services overseas, offering easy transactions for customers.

With a solid corporate business portfolio, BNI has a competitive advantage in exploiting the ecosystem and business potential of customers in the wholesale segment. This is one of the driving forces behind the growth in the retail banking business.

Furthermore, BNI is committed to encouraging the growth of MSMEs in Indonesia and continues to innovate, offering fast and easy services for MSME partners through digitizing loan processing based on the BNI Move application (BNI Mobile Innovation for SME) and supporting MSMEs to go global through BNI Xpora which offers convenience for export-oriented MSMEs.

BNI also continues to increase the value proposition of products through product and service innovations, transformation and acceleration of the end-to-end credit process, as well as operational standards improvements. Product bundling innovations focus on targeting the affluent, upper mass, mass customer segments, as well as payroll-based businesses, business owners and professionals, to increase customer satisfaction and expand a quality customer base to produce low cost funding from customer transactions.

Retail Banking Strategy in 2023

Some of the strategic focuses implemented in 2023 were as follows:

1. Increased CASA sustainability and FBI through transactional banking.
2. Strengthened integrated business solutions (loans, transactions, increasing business capabilities and expanding market access) to support export-oriented MSMEs through BNI Xpora.
3. Quality business expansion by focusing on target markets according to regional potential and focusing on expansion on selected partners for consumer loans.
4. Digitalized end-to-end loan processes to strengthen risk management and increase quality expansion.
5. Cultivated the business ecosystem and value chain of corporate customers, especially diamond clients.
6. Optimized cooperation with strategic partners and merchants to increase credit card acceptance..
7. Development, product innovation and service to provide benefits and transactions convenience and security for customers.

PRODUCTIVITY AND PROFITABILITY OF THE RETAIL BANKING SEGMENT

Retail Banking Segment Productivity

Productivity	2023 IDR-billion	2022 IDR-billion	Increase (Decrease)	
			Nominal (IDR-billion)	Percentage (%)
Total Credit	**213,235**	**206,715**	**6,520**	**3.2** ▲
Total Third Party Funds	**357,213**	**343,212**	**14,001**	**4.1** ▲
Giro	**55,914**	42,531	13,383	31.5 ▲
Savings	**226,180**	228,838	(2,658)	(1.2) ▼
Deposit	**75,119**	71,843	3,276	4.6 ▲

Retail Banking Segment Profitability

Profitability	2023 IDR-billion	2022 IDR-billion	Increase (Decrease)	
			Nominal (IDR-billion)	Percentage (%)
Interest income - net	**20,114**	20,622	(509)	(2.5) ▼
Other operational income	**9,890**	9,183	707	7.7 ▲
Other operational expenses	**(13,587)**	(12,917)	(670)	5.2 ▲
Establishment of allowance for impairment losses	**(6,523)**	(4,683)	(1,840)	39.3 ▲
Operational profit	**9,894**	12,206	(2,312)	(18.9) ▼
Non-net operational income (expenses)	**-**	-	-	-
Profit before tax expense	**9,894**	12,206	(2,312)	(18.9) ▼

In 2023, the Retail Banking segment managed to record growth in credit and third party funds of 3.2% and 4.1% respectively compared to the same position in 2022. This growth in third party funds was driven by the increase in current account products to 31,5% in 2023, this is in line with the bank's strategy to encourage maximization of transactional banking by utilizing the value chain potential of wholesale customers which has an impact on increasing other operational income by 7.7%.

Small Business Program & Retail Productive Banking

Is a segment that manages small loans and non -individual third party funds up to IDR10 billion. This segment offers ease of financing access and ease of transactions for businesses.

Financing services include working capital loans, investment loans, supply chain financing and transactional working capital loans in accordance with customer needs. In addition, BNI offers cashless transactions to businesses through digital channels such as Mobile Banking, QRIS, EDC, and BNI Direct.

To maximize the potential of MSME Go Global, BNI presnts BNI Xpora, an integrated solution through the Xpora digital platform, with increased MSME capabilities.

Business Program Performance & Retail Productive Banking

	2023 IDR-billion	2022 IDR-billion	Increase (Decrease)	
			Nominal (IDR-billion)	Percentage (%)
Total Loans	**85,129**	99,026	(13,897)	(14.0%)
Third Party Funds	**80,250**	63,866	16,384	25.7%
Fee Based Income	**768**	765	3	0.4%

In 2023, small credit decreased by 14.0%. On the other hand, segment TPF grew positively by 25.7%, driven by growth in Current Accounts. As a form of support for government programs, BNI has succeeded in distributing KUR amounting to IDR17.8 trillion throughout 2023.

Consumer Retail Banking

The consumer retail segment manages individual customers in the affluent, upper mass and mass categories that are differentiated based on the management of AUM up to IDR1 billion. The customer business strategy focus in the consumer retail segment is based on the payroll business, professionals and business owners to selectively target solution-based financial transaction needs. These transaction needs are packaged in a profitable bundling package to create close loop transactions for all customers' financial activities.

The consumer retail segment offers a wide range of financial solutions for customers both through easy access to and financial services to facilitate customer transactions, as follows:

1. **Home Ownership Credit – BNI Griya**
   BNI Griya is a credit facility aimed at individuals for the needs of owning residential houses, apartments, shophouses and holiday homes (villas) for purchasing plots/land, construction, renovation, refinancing, take over and top up.
2. **Unsecured Credit – BNI Flexi**
   BNI Fleksi is a BNI Unsecured Credit product available to active employees and retirees who channel their income, payments and retirement benefits through BNI.
3. **BNI Instant**
   BNI Instan is a credit product guaranteed by Deposits, Savings, BNI Current Accounts and Government Securities (SBN) which can be traded.
4. **Credit Card**
   Credit cards are a consumer loan product as a means of payment using cards or virtual cards which can be used by individuals and corporations to make payments for obligations that arise, such as shopping transactions and/or cash withdrawals.

To manage customer deposits or TPF, BNI has a variety of savings products to meet the needs of all customers, which include savings, current accounts and deposit products.

1. **Savings Products**
   a. Tabungan Plus (Taplus), is a savings account that provides PLUS services with various features and benefits;
   b. Taplus Bisnis, is a savings product intended for business actors and non-business actors, both individuals and non-individuals, which is equipped with features and facilities that provide convenience and flexibility in supporting business ventures;
   c. TAPPA (Taplus Employees/Members), is a savings intended for employees/members of acompany/institution/association/professional organization that collaborates with BNI which functions as a means of savings, employee/member identity cards;
   d. Taplus Muda, is a savings product in the form of savings intended for young people with ages ranging from 17 (seventeen) years to 35 (thirty five) years;
   e. 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;
   f. Tapenas, is a term savings to help financial planning to realize future goals with more certainty through a monthly autodebit feature with higher fund development than regular savings.
2. **Current Account Products**
   The consumer segment offers Individual Giro products to its customers as escrow and transactional accounts. Together with other products, Individual Giro is offered to consumer segment customers in the form of a bundling package together with other consumer products. The focus of the offer is aimed at Business Owner customers as an effort to work on the cash-to-cash business cycle from upstream to downstream so as to create a one-stop-solution for Business Owner customers' finances.
3. **Deposit Products**
   BNI Deposito is a term savings in various 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 returns.

Consumer Retail Banking Performance

	2023 IDR-billion	2022 IDR-billion	Increase (Decrease)	
			Nominal (IDR-billion)	Percentage (%)
Total Loans	**122,510**	103,430	19,080	18.4
Third Party Funds	**164,678**	151,460	13,218	8.7
Fee Based Income	**6,236**	5,793	443	7.6

Consumer segment credit grew by 18.4% in 2023, driven by the growth of Griya and Fleksi. This is in line with the strategy to increase quality credit which is focused on selected product partners. Meanwhile TPF grew 8.7% YOY and FBI grew 7.6% YOY.

Several initiatives to drive consumer business business include increasing customer transactions through e-channel, usage increase program at selected merchants, bundling package offerings for customers, as well as event activation to increase product awareness.

Wealth Banking

The consumer retail segment business focus is carried out through acquisitions, retention and cross selling strategies for affluent, upper mass and mass customers to facilitate specific product solutios offerings based on customer needs. Accelerating customer acquisition strategies with a focus on business owners, payroll and professionals is also carried out to encourage consumer business. The strategic activities and initiatives include increasing customer transactions via e-channel, programs to increase usage at selected merchants, increasing the value proposition of consumer products, offering bundling packages for customers, as well as activation events to increase product awareness.

The Wealth Management business provides comprehensive services that focus on overall customer wealth management, including investment management and financial planning services aimed at High Net Worth Individual (HNWI) customers.

Wealth Management customers are classified into two segments based on total asset placement (AUM), namely BNI Emerald for individual customers who have a minimum total asset placement of IDR1 billion and BNI Private Banking for individual customers who have a minimum total asset placement of IDR15 billion.

BNI Wealth Management synergizes with BNI Group and Top Tier Investment Managers in Indonesia in providing comprehensive Wealth products including: Mutual Funds, Bonds, Treasury Products and Bancassurance.

Wealth Management Segment Performance

	2023 IDR-billion	2022 IDR-billion	Increase (Decrease)	
			Nominal (IDR-billion)	Percentage (%)
AUM	181,222	177,510	3,712	2.1%
Net Interest Income	2,842	2,129	713	33.5%
FBI Investasi	269,4	240,1	29,3	12.2%

In 2023 assets under management (AUM) grew by 2.1%, this increase was driven by growth in Bond AUM of 34.6%. This increase in AUM encouraged Net Interest Income growth of 33.5% and FBI Investment growth of 12.2%.

Retail Banking Business Prospects for 2024

Indonesia's economic prospects are considered to remain positive in 2024, as the global economic challenges are expected to continue to slow. The strong growth of the middle class, followed by the development of digitalization, are driving the increase in the digital savvy and e-commerce generation in Indonesia. This is an opportunity for retail banking segment to continue to grow its customer base.

To capture this opportunity, retail banking is strengthening digital capabilities, offering easy transactions, reliable financial solution services and fast access to financing for customers.

In addition, offering product bundling packages according to customer needs is carried out for target prospects in the retail banking segment as an effort to provide a one-stop solution to customers.

Retail Banking Work Plan for 2024

By paying attention to the work program implemented in 2023, Retail Banking is sharpening its strategy and work plan for 2024 as follows:

1. Strengthening digital capabilities to improve customer experience through the development of innovative e-channels;
2. Encouraging global business growth in the small segment through the Xpora program, namely, attracting export-oriented customers both as direct and indirect exporters. This includes encouraging the integration of digital-based MSME businesses through the use of the Xpora program related to providing financing needs, financial transactions, increasing MSME capabilities and facilitating market access;
3. Improving credit quality through improving the underwriting process and improving risk culture;
4. Increasing the productivity of marketers through upscaling the capabilities of marketers and improving supporting tools;
5. Working on the potential of derivative businesses and business ecosystems from wholesale customers;
6. Penetration of consumer credit primarily in selected partners and collaboration with subsidiary companies;
7. Exploit business potential through collaboration with third parties, such as e-commerce and fintech;
8. Accelerate acquisition activities focused on customer segment categories and focus on payroll businesses, business owners and professionals by offering specific product solutions and increasing the quality customer base;
9. Bundling packages through a customer centric approach and offering all in one packages according to customer needs;
10. Increased credit card acquisition via digitalacquisition.

What are they saying



Rusyda Deli
Partnership Director (Yayasan Dunia Lingkungan Hidup Indonesia) (WWF Indonesia)

The experience of doing transacions when overseas with the Affinity BNI WWF credit card was really easy. I used it for paying for taxis, trains, and shopping. And what was encouraging is that the design of this card attracted a lot of attention with quite a few people asking about the special features of this card. I can promote Indonesia with its biological riches and what is certain is that it feels meaningful, as there is feeling of goodness behind every transaction made. The BNI WWF Affinity card is truly a card for change, a hope for nature.



Kusmana
Owner of PT Tropica Primanusa

Owning a handcrafts and home decor business that exports to many countries in Europe, Australia, Japan and America, my cash flow has been really helped, as it's easy to use. After I receive a PO (Purchase Order) from a buyer, I submit it to BNI and can receive a 70% funding from the PO value. When there is payment from the buyer, it is immediately used to pay the loan installments. So it has helped us with early funding for the production process so my cash flow is smooth and productivity levels have increased. Thumbs up to BNI.



Supianto Arby
BNI Agen46 Tanjung Balai Asahan

"I used to work in insurance, and when I was introduced to Agen46, I became increasingly interested in choosing them to advance my business with Agen46. "Because the people of Sinikan didn't know that you can even do banking transactions with Agen46," he said. The residents are happy, because they no longer need to queue up at the bank or ATM. Because at the ATM you have to press buttons that confuses you. So yes, if you want to send money, buy credit, or pay bills, they come to our shop," he said.



Sari Wahyuni
(CEO of Sweet Shabrina)

Sweet Shabrina is a business that operates in the field of environmentally friendly fashion & textiles using ecoprints that use natural materials. Sweet Shabrina uses piles of leaves as a source of inspiration to create unique art. Apart from that, in its business process, Sweet Shabrina also involves women and marginalized groups, which gives them with additional skills.

BNI provides financing through People's Business Loans (KUR), which can be used to increase production capital to produce products with a higher selling value. Sweet Shabrina produces Go Green products by following the objectives of the BUMI Program (BNI UMKM Environmentally Friendly).



Muh. Thoyib, ST., MT.
CEO of CV Indigo Biru Baru

As a business operating in the sustainable fashion & textile sector, easy access to financing and marketing facilities is important for our business continuity. By using the KUR business capital (People's Business Loans) provided by BNI, I had the opportunity to increase production volume, offer competitive prices and make more profits. The benefits I recieve are not only from a financial perspective, but also from a product marketing perspective. Thanks to BNI, my products are now better known by the people in Jakarta and I have potential buyers thanks to my participation in BNI Bazaar Fest vol. 2 in 2023.

TREASURY

Treasury Segment Activities

In the Treasury segment, BNI provides investment solutions while still prioritizing customer needs and risk types and offers the best banking products. Treasury business activities include foreign exchange (forex), money market, fixed income and derivative transactions. BNI Treasury is spread accross Indonesia through head offices and regional offices (Treasury Regional Areas) in major cities in Indonesia, namely Medan, Batam, Palembang, Bandung, Semarang, Solo, Surabaya, Denpasar, Balikpapan, Manado and Makassar. Currently BNI also provides web-based digital transaction solutions through BNIFX and through the BNI Mobile Banking application (Mobile FX and Secondary Bond Investment Features).

Variety of Treasury Products and Services

BNI Treasury products are classified into Transactional products, Investment products and Hedging products.

1. Transactional
   These transactional products consist of Forex-TOD, ForexTOM, Forex-SPOT, and Forex-Bank Notes. Details related to transactional products are described as follows:
   a. Forex –TOD
      Buying and selling foreign exchange where the transaction agreement and transaction settlement are carried out on the same day.
   b. Forex –TOM
      Sale and purchase of foreign currency where transaction settlement is carried out 1 (one) working day after the transaction agreement date.
   c. Forex – SPOT
      Sale and purchase of foreign currency where transaction settlement is carried out 2 (two) working days after the transaction agreement date.
   d. Forex – Bank Notes
      Transactions involving 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)
      - Fund placement period is a minimum of 3 (three) days up to 30 (thirty) days;
      - The interest rate refers to the interbank interest rate;
      - Can be withdrawn at any time;
      - Minimum placement is IDR100 million or USD 75 thousand.
   b. Money Market Account (MMA)
      - Fund placement for a minimum period of 1 (one) day up to 1 (one) year;
      - The interest rate refers to the interbank interest rate;
      - Can be withdrawn at any time;
      - Minimum placement is IDR1 billion or USD 100 thousand.
   c. Retail Bonds
      Bonds are proof of debt from the issuer which will be repaid at maturity in accordance with previously determined conditions and conditions. Bond transactions that can be carried out between the Treasury Division and Individual Customers include the following transactions:
      - The primary market including corporate bonds and non-retail Government bonds;
      - The secondary market including corporate bonds, Government retail bonds, bonds;
      - Non-retail Government and Government bonds of other countries.
   d. Depo Swap
      Depo Swap is an investment product in foreign currency with a maximum rate of return and 100% guaranteed investment principal. Depo Swap is a combination of forex transactions in the form of FX Swap and deposits. In this transaction, the customer exchanges their foreign currency with another foreign currency and at the same time exchanges the foreign currency back in the future at the tenor and exchange rate determined at the beginning of the transaction agreement. The exchange rate gain on foreign currency exchange transactions (forex gain) is an optimal return on the customer's investment in placing funds.
   e. Market Linked-Dual Currency Investment (ML-DCI)
      ML-DCI is a structured product, a combination of foreign currency savings products and FX Options. This product provides high returns when compared to conventional savings products as it combines savings products with a view of exchange rate movements. This product has the characteristic of being non-capital protected/does not guarantee the investment principal.
3. Hedging
   a. Forward Currency
      Buying and selling foreign currency where the transaction settlement is carried out more than 2 (two) working days after the transaction date. The exchange rate used in this forward transaction takes into account 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 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
'Buy and sell' or 'buy and sell' transactions of a currency against another currency 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 date).

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 rate) in the same currency (or vice versa), without exchanging the loan principal.

e. Overnight Index Swap (OIS)
OIS is an interest rate derivative product, namely a contract/agreement between 2 parties to exchange interest rate flows in Rupiah periodically during a certain contract period, which is calculated using a daily interest basis (Daily Compounding). The transaction scheme is the same as the Interest Rate Swap (IRS), but the method for calculating interest is daily compounding with the overnight reference interest rate.

f. Cross Currency Swap (CCS)
An agreement between two parties to exchange loan principal and interest payments in a different currency. The exchange of loan principal uses the exchange rate at the start of the transaction.

g. Call Spread Option (CSO)
Call Spread Option is a Structured Product 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 nominal and term the same transaction time but with different strike prices for each Buy Call Option and Sell Call Option.
   - Series Of Call Spread
     Series of CSO is a contract for a series of call spread options within a period.

Treasury Competitive Advantage and Innovations

BNI Treasury is one of the main players in the market in Indonesia, with good performance demonstrated by the awards received throughout 2023, namely: Conventional Bank Supporting Innovation in Best Rupiah Monetary Operations from Bank Indonesia, First Runner Up as The Most Improved Volume (Matching) 2022 LSEG, The Best FX Bank for Structured Products: Treasury Yield Enhancements, The Best FX Bank for Structured Hedging Solutions and Proprietary Trading Ideas by Alpha Southeast Asia, The Best Corporate Treasury Sales and Structuring Team, and BNI Treasury also won an award as one of the Main Dealers of Government Debt Securities (SUN) with the best performance in 2023 from the Republic of Indonesia Ministry of Finance.

As a commitment to providing the best service to customers in the era of digitalization, in 2023 Treasury BNI launched new features in BNI Mobile Banking, namely FX Mobile as a means to make it easier for customers to carry out foreign exchange transactions and DigiBond as secondary bond transactions. These two features, which will be launched in 2023, will make it easier for customers to transact foreign currency and bonds using BNI Mobile Banking.

For treasury transactions, BNI always follows regulatory provisions from the Regulator, and is actively involved in developing market deepening, including as a Bank Indonesia Agent in carrying out monetary operations for market stability, and as a BNI Main Dealer actively is involved in the issuance of primary market bonds for SBN and SBSN. carried out by the Government.

Treasury Segment Strategy in 2023

To develop the Treasury segment business in 2023 BNI carried out the following:

1. Financial Strategy
   a. Managed rupiah and foreign exchange liquidity so that it is always in an efficient and profitable position.
   b. Optimized excess liquidity on instruments that provide the best return (yield) while still paying attention to daily liquidity conditions and financial market conditions.
   c. Increased the securities portfolio and forex trading book with measurable risks, both through the Primary Market and Secondary Market.
   d. Optimized the banking book securities and NOP positions management by taking into account liquidity needs, customer needs, existing ratios, as well as domestic and global financial market conditions.
   e. Optimized hedging product management to support increased hedging solution services to customers, increase FBI, and support financial market deepening.

2. Non-Financial Strategy
   a. Increased synergy in related business units, including Corporate Banking, Institutional Banking, Syndication & Corporate Solution, International, Regional and Branch Offices to acquire top tier and diamond customers.
   b. Proactively provided education and offered hedging products to customers so they can choose the right hedging solution according to their business characteristics and risk appetite for FX and Bonds products (Bond Forward and Bond Option)
   c. Integrated Treasury products and services (BNIFX, Secondary Market Bond Transactions, Forex Transactions, Multi Currency Accounts, BNI Digihedge, and FX Mobile) into BNI's Digital Channels (BNI Direct and BNI Mobile Banking) to increase customer convenience in accessing and carrying out Treasury transaction products.
   d. Developed the competency and capability of Marketers / RM / Front Liners in business units / Regional / Branch Offices related to Treasury products as a one stop solution for customer needs as well as increasing cross selling and market share of customer flow.
   e. Became a treasury expert in providing knowledge enhancement literacy on treasury products to internal and external parties, including being a resource person and regulatory partner in the context of financial market deepening.

3. Learning and Growth
   a. Developed the competency and capability of Marketers / RM / Front Liners in business units / Regional / Branch Offices related to Treasury products as a one stop solution for customer needs as well as increasing cross selling and market share of customer flow.
   b. Became a treasury expert in providing knowledge enhancement literacy on treasury products to internal and external parties, including being a resource person and regulatory partner in the context of financial market deepening.

Treasury Segment Productivity, Operational and Business Performance

Fee Based Income Treasury

Fee Based Income	2023 IDR-billion	2022 IDR-billion	Increase (Decrease) 2022-2023	
			Nominal (IDR-billion)	Percentage (%)
Marketable Securities Related	1,217	1,589	(372)	(23.4) ▼
FX Related	1,020	1,594	(574)	(36.0) ▼
Total Fee Based Income	**2,237**	**3,183**	**(946)**	**(29.7)** ▼

Achievements in 2023 were mainly due to market volatility, both global and domestic, as well as interest rate policies from the World Central Bank. The Treasury business segment focuses on serving customer transaction needs, especially Forex Related and Marketable Securities transactions. In line with this, in 2023 customer transaction volume grew by 10% YoY.

Prospects and Potential

Projections for global and domestic financial markets in 2024 are a mix of optimism and slowdown. While many economists anticipate economic headwinds, with slower growth and potential recession in some countries, they also see opportunities for investors.

It is estimated that world central banks will still play an important role in future market movements. This is reflected in market expectations regarding the Central Banks' monetary policies, which are expects to start reducing interest rates in 2024, in line with the decreasing inflation trend. Also there are uncertainties such as geopolitical tensions, supply chain disruptions and political years in Indonesia and the US, which are events that can provide volatility in the market.

Despite the dynamic global economic issues, Indonesia's macroeconomic conditions are still considered optimistic. Indonesia's Gross Domestic Product (GDP) is projected by the World Bank at 4.90%, and by the International Monetary Fund (IMF) at 5.00%, and by the Organization for Economic Co-operation and Development (OECD) at 5.20%. Also, Bank Indonesia projects that Indonesia's inflation rate at 2.8% is still within the target of maintaining the inflation rate in the range of 2.5 plus or minus 1 percent. In terms of capital inflow, from November to December 2023 foreign investors began to re-enter the Indonesian bond market with a net capital inflow of IDR31.67 trillion, and YtD in 2023 recorded a net capital inflow of IDR9.86 trillion. The hope is that this will continue throughout 2024.

With projected market conditions throughout 2024, BNI Treasury is optimistic that it will strengthen quality and sustainable business growth with the strategies that have been determined.

Treasury Segment Strategy for the Coming Year

The Treasury Division's mission is to maintain healthy liquidity conditions and create strong capital and provide maximum profit by conducting a superior treasury business as an active player in domestic and international markets.

To support next year's achievements, the Treasury segment development strategies for 2024 will be as follows:

Financial Strategy

1. Manage rupiah and foreign exchange liquidity so that it is remains in an efficient and profitable position.
2. Optimize excess liquidity on instruments that provide the best return (yield) while still paying attention to daily liquidity conditions and financial market conditions.
3. Increase the securities portfolio and forex trading book with measurable risks, through both the Primary Market and Secondary Market.
4. Optimize the banking book securities and NOP positions management by taking into account liquidity needs, customer needs, existing ratios, as well as domestic and global financial market conditions.
5. Optimize the hedging product management to support increased hedging solution services to customers, increase FBI, and support financial market deepening.

Non-Financial Strategy

1. Develop/migrate the Treasury Management System (TMS) to support a more optimal Treasury business
2. Increase synergy with related business units, including Corporate Banking, Institutional Banking, Syndication & Corporate Solution, International, and Regions/Branches to acquire top tier and diamond customers, including through regional sales.
3. Proactively providing education and offering hedging products to customers to help them choose the right hedging solution based on their business characteristics and risk appetite for FX and Bonds products (Bond forward and Bond Option)
4. Develop the competency and capability of Marketers / RM / Front liners in business units / Regional Offices / Branches related to Treasury products as a one stop solution for customer needs, as well as increasing cross selling and market share of customer flow.
5. Become a treasury expert in providing knowledge enhancement literacy on treasury products to internal and external parties, including being a resource person and regulatory partner in the context of financial market deepening.
6. Increase customer engagement, especially potential customers, through customer loyalty programs, sharing sessions/customer gatherings/workshops related to Treasury products to increase the market share of Treasury transactions.
7. Determine an effective & efficient marketing program strategy through above/below the line marketing in line with customer criteria and aggressive marketing of digital Treasury products to increase the volume of forex, derivative and bond transactions from customer flow.

What are they saying



Rudy Lumingkewas
President Director of PT Lion Mentari Airlines (Lion Air)

"Thank you for the support and BNI Treasury transaction services in supporting the foreign exchange transaction needs of all Lion Group entities. Our operational activities were fulfilled very well and optimally thanks to the services provided by the BNI Treasury Team. We hope that the collaboration that has been established so far will continue to grow and develop. "Always success for BNI."

★★★★★



Hardian Dendar Dinata
Funding Manager of Perum Bulog

"Thank you, BNI Treasury team, for providing a solution to Perum BULOG's foreign exchange needs at competitive prices to support Perum BULOG's import activities, and indirectly the BNI Treasury Team also supports Indonesian Food Security. We hope that in the future this synergy and cooperation will become closer and provide more added value both for the company and for the nation and state. Amen."

★★★★★

What are they saying



Venny
Financial Controller
of PT Virtue Dragon Nickel Industry

"BNI always provides excellent service and is a solution, informative and educational partner in supporting our company's business needs. BNI also plays a full part in our business journey, especially Treasury transactional services, so we are very grateful to the entire BNI team. "The hope is that BNI can continue to progress, grow and always develop in service and performance."



Indra Prabowo
Vice President Treasury Management
of PT GMF Aeroasia

"Thank you for your synergy and cooperation in meeting all of PT GMF Aeroasia's Treasury transaction needs. Providing competitive foreign exchange rates and good service has helped us accommodate all operational transactions very optimally. "We hope that BNI will always be a business partner of PT GMF Aeroasia to achieve continued success together in the future."



Mr. Jayanthilal Vallamjee Tank
Chief Financial Officer
Borneo Prima Group

"We always have full support from the treasury team throughout 2023 for the needs of the Borneo Prima company. The BNI Treasury team is always proactive in providing solutions to optimize the use of funds, especially regarding compliance with DHE SDA provisions.

For forex transaction needs, the BNI Treasury team always interacts well and provides convenience and speed in transaction services. Wishing us all success for our future relationship."

What are they saying



Hadi Soebagio
Finance Manager of PT Gudang Garam

"Support from the BNI Treasury team is already adequate, with exchange rates and ease of transactions supported by technology services integrated with BNI Direct. "Hopefully the close collaboration can be further improved in line with the service and support of the BNI Treasury team."



Ade Yusmawan Novianto
Finance & Accounting Manager of
PT Huadi Nickel - Alloy Indonesia

"Thank you to the BNI Treasury team for facilitating Huadi Group in its forex transactions. We are helped by the Bank actively providing indicative rate information every morning, along with the exchange rate given to Huadi Group which is quite competitive. We hope that this good cooperation can continue. BNI can offer a (much) better exchange rate, especially with regard to the CCC DHE SDA CNY rate which is at least the same as your sister bank. Bearing in mind that currently > 80% of Huadi Group's daily/ operational transactions are channeled through BNI.

Thank you BNI, I hope you will always be enthusiastic about serving the country and can become the nation's pride."

HEAD OFFICE

The Head Office segment manages BNI Wide's assets and liabilities, such as non-productive assets and share investment fees for subsidiaries. Management also covers receiving allocations of operational costs for services carried out centrally to other segments as well as income and expenses that are not allocated to other segments.

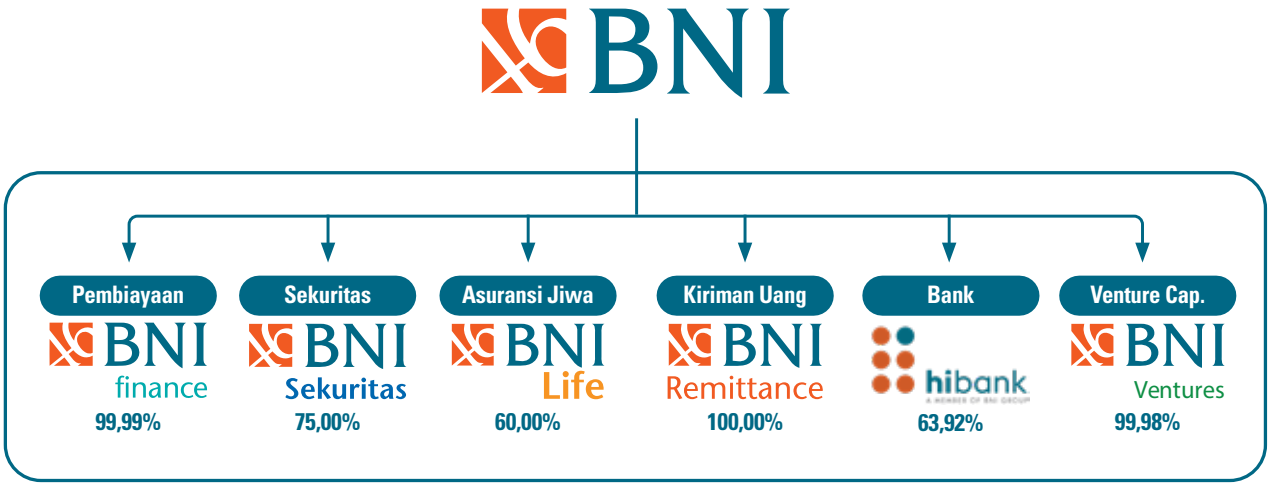


SUBSIDIARIES

As one of the largest banks in Indonesia, BNI has the enthusiasm to meet the needs of the communities for their increasingly diverse transaction needs. This is of course a challenge for the banking world due to service/product restrictions regulated by Indonesian regulators. For this reason, the role of Subsidiaries is very important in completing the transactional needs of the Community, as well as playing a role in improving BNI's overall performance.

BNI and its Subsidiaries that are members of the BNI Group also contribute to the Indonesian financial industry. This effort is in line with BNI's strategy to make BNI subsidiaries market leaders in each industry.

BNI has 6 subsidiaries, with majority ownership, namely PT BNI Life Insurance (60.00%), PT BNI Sekuritas (75.00%), PT BNI Multifinance (99.99%), BNI Remittance Ltd (100.00%), PT Bank Hibank (63.92%) and PT BNI Capital Ventura (99.98%).



Also, with minority share ownership, namely 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 BTPN Tbk 0.15%.

In 2023, the contribution of the subsidiaries to BNI increased, in line with the ongoing transformation of several subsidiaries such as BNI Multifinance and hibank. BNI Multifinance is refocusing its business to financing the consumer segment, so that its existence will complement the BNI Group's product choices by providing motor vehicle loans (KKB). Meanwhile, hibank aims to become a digital bank that acts as a provider of digital-based integrated financial solutions, especially in the MSME segment, which will become a new and future growth engine for BNI.

BNI Subsidiaries Profit Performance

Subsidiary	2023*	2022	Increase (Decrease) 2022-2023			2021	2020	2019
	Total IDR-billion	Total IDR-billion	Nominal (IDR-billion)	Percentage (%)		Total IDR-billion	Total IDR-billion	Total IDR-billion
BNI Life	333,1	297,9	35,2	11.8	▲	202,4	86,0	302,1
BNI Sekuritas	66	39	27	68.4	▲	61,8	36,4	20,7
BNI Finance	(109,9)	(115,1)	5,2	4.5	▲	17,0	6,3	19,4
BNI Remittance	(2,4)	(0,2)	(2,2)	(1.054)	▼	3,1	4,0	0,8
Bank hibank	130,6	82,0	48,6	59.3	▲	-	-	-
BNI Ventures	4,0	3,7	0,3	7.4	▲	-	-	-
Jumlah	**421,0**	**307,2**	**113,8**	**37.0**	▲	**284,3**	**132,7**	**343,0**

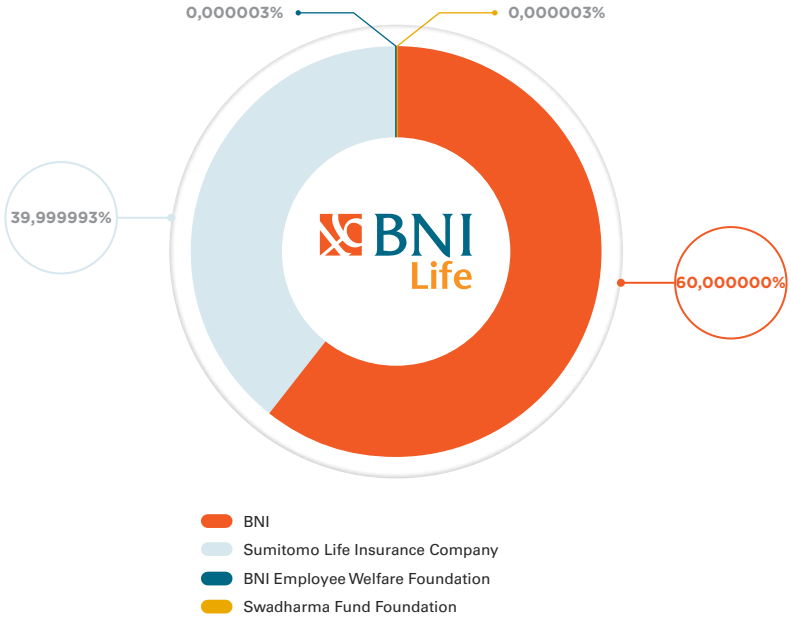
*Unaudited

In 2023, BNI Subsidiaries posted a net profit of IDR421.0 billion, growing by 37.0% compared to 2022. The Subsidiaries' performance continues to improve as a result of business development efforts through transformation in several BNI subsidiaries. Hibank recorded the highest profit growth in 2023, with 59,2% year on year, in line with business growth through healthy and measurable loan expansion.

BNI Life posted a profit of IDR333.1 billion and grew 11.8% year on year in line with an increase in investment income. BNI Sekuritas also posted a profit of IDR66 billion and grew 68.4% (YoY) in line with its business strategy that focuses on retail and corporate.

PT BNI Life Insurance ("BNI Life")

BNI Life operates in the life insurance sector including Sharia life insurance. The insurance products offered by BNI Life include life, health, education, investment, pension and sharia insurance. The following shows is the ownership structure of BNI Life.



The global economic conditions are so dynamic, where people live amidst uncertainty, meaning companies in every industry require continuous innovation and creative disruption. The insurance industry is no exception. Based on data from AAJI (Indonesian Life Insurance Association), the life insurance industry's premium income fell 7.3% year on year, while BNI Life managed to grow positively above the industry by 7.6% year on year.

To maintain its performance, BNI Life is committed to innovation by creating superior products, which suit needs and to making continuous improvements, so that BNI Life can be the choice for the best insurance services and protection for the community. The management's strategic policy in 2023 was: Prioritize regular premium products and profitable products.

1. Carry out continuous improvements to the business model.
2. Optimize investment income and manage risk prudently.
3. Increase risk mitigation by paying attention to dynamic movements in macro conditions.
4. Efficiency and proper cost management.
5. Automation and digitization of business processes in line with developments in the industry.
6. Increase the capability and productivity of human capital, to create superior HC.

In 2023, BNI Life also made adjustments to PAYDI products by following SEOJK regulations No. 5/SEOJK.05/2022. BNI Life made comprehensive improvements including product revamps, sales mechanisms, investment placement provisions, together with information and services to customers.

BNI Life also continued to make continuous improvements through infrastructure innovation for the development of Artificial Intelligence and data analytics. By implementing this technology, BNI Life will be better prepared to face the rapid and diverse changes in the life insurance industry and help the Company realize sustainable digital service innovation.

The following table showa BNI Life Performance

BNI Life Financial Performance

Account	2023* (IDR-billion)	2022 (IDR-billion)	Increase (Decrease) Nominal (IDR-billion)	Increase (Decrease) Percentage (%)	
Financial Position					
Assets	**24,972**	23,359	1,613	6.9	▲
Productive/Investment Assets	**23,353**	21,558	1,795	8.3	▲
Obligations	**18,622**	17,347	1,275	7.3	▲
Equity	**6,350**	6,012	338	5.6	▲
Profit & Loss					
Total Income	**6,981**	6,360	621	9.8	▲
Gross Premium Income	**5,379**	4,997	382	7.6	▲
Investment Income	**1,573**	1,305	268	20.5	▲
Non-LINK	**1,131**	974	157	16.2	▲
LINK	**442**	331	111	33.5	▲
Other Income	**127**	137	(10)	(7.3)	▼
Total Expenses	**(6,644)**	(6,118)	(525)	8.6	▲
Insurance/Claim Fees	**(5,194)**	(4,709)	(485)	10.3	▲
Acquisition Fees	**(635)**	(669)	34	(5.2)	▼
Business Expenses	**(697)**	(656)	(41)	6.3	▲
Non Operational Expenses (Income)	**(118)**	(84)	(34)	40.8	▲
Profit before tax	**337**	242	96	39.6	▲
Tax	**(3)**	57	(60)	(106.2)	▼
Net Profit	**333**	298	35	11.8	▲

*Unaudited, PSAK 71

Analysis of the financial position shows a positive performance in 2023 compared to the previous year 2022. The increase in the growth of total assets and productive assets, which grew by 6.9% and 8.3% year on year respectively, illustrates the strong financial condition and the Company's ability to manage and increase asset value. The increase in liabilities reflects a financial strategy aimed at supporting business growth, showing the Company's involvement in managing finances well. The increase in equity reflects the Company's efforts to support growth through a balanced funding strategy. This provides a positive picture of the Company's ability to develop and compete in the market.

Total income increased by 9.8%, (YoY) reaching IDR6,981 billion in 2023, this increase was due to an increase in premium income and investment returns. Gross premium income increased by 7.6% (YoY), while investment income grew by 20.6% (YoY), reaching IDR1,573 billion, reflecting a positive performance in investment and showing good management of the investment asset portfolio. Total expenses rose 8.6% (YoY), mainly due to increases in insurance/claims fees and operating costs. Business costs also increased but by a lower percentage. These increases or decreases in costs reflect an efficient cost management strategy. The Company's financial performance during this period showed positive growth and efficient management so that in 2023 BNI Life's net profit reached IDR333 billion, a growth of 11.8% (YoY).

BNI Life Financial Ratio Performance

Pos Akun	2023* (%)	2022 (%)	Difference (%)	
Return On Asset (ROA)	**1.4**	1.1	0.3	▲
Return On Equity (ROE)	**5.3**	5.1	0.2	▲
Investment Return / Assets Return	**6.7**	6.1	0.6	▲
Risk Based Capital (RBC)	**680.6**	666.2	14.4	▲

*Unaudited, PSAK 71

The good financial performances in 2023 have impacted the BNI Life's financial ratios, which also increased. Return on Assets (ROA) increased 0.3% from 1.1% in 2022 to 1.4% in 2023. This increase shows that the Company has succeeded in increasing the efficiency of using its assets to generate profits. This also indicates better efficiency and productivity.

The ratio of investment returns to investment assets rose 0.6% from 6.1% in 2022 to 6.7% in 2023. An increase in investment returns means that the Company's investment strategy has succeeded in producing better returns and making a positive contribution to overall financial performance.

RBC's Risk-Based Capital increased 14.4% from 666.2% in 2022 to 680.58% in 2023. This increase shows that the Company has greater capital adequacy to bear risks, and provides confidence that the Company has strong financial resilience and is able to overcome challenges that arise over time.

In recognition of the performance achieved, BNI Life again received awards in 2023, including the following:

No	Award	Predicate	Category	Awarder	Description	Date
1	Indonesia Excellence Good Corporate Governance Awards 2023	Managing a High Level of Company Performance in GCG Ethics	Life Insurance	Warta Ekonomi Magazine	This award was given on January 31 2023 by Warta Ekonomi Magazine to companies that consistently implement GCG in managing business activities which have a positive impact on the sustainable growth process.	Januari 31, 2023
2	3rd Indonesia Syariah Awards 2023	Syariah Insight 2023	Life Insurance	The Iconomics Magazine	This award was given on February 17, 2023 by The Iconomics Magazine. This award is given to companies that have large market potential for developing the sharia financial sector and also increasing sharia financial literacy.	February 17, 2023
3	4th Anniversary Indonesia's Popular Digital Products Award 2023	Indonesia's Popular Digital Products Award	Financial Industry	The Iconomics Magazine	This award was given on February 17, 2023 by The Iconomics Magazine. Through this Award, PT BNI Life Insurance received the title of Indonesia's Popular Digital Products Award 2023 (Financial Industry with the Life Insurance > 15T category, for the brand name (BNI Life Mobile).	February 17, 2023
4	Indonesia Customer Experience Award 2023	Good	Unit Linked Insurance	SWA Indonesia Magazine	This award was given on February 23 2023 by SWA Indonesia Magazine. This award is given to companies that achieve the best score based on customer evaluations of a number of parameters and attributes of a particular measurement variable. This is inseparable from Customer trust and support from Management and BNI Life People.	February 23, 2023

No	Award	Predicate	Category	Awarder	Description	Date
5	Indonesia Public Relation Awards (IPRA) 2023	Best Public Relation in Company Management on Improving Business Process Through Digitization	Life Insurance	Warta Ekonomi Magazine	This award was given on February 24 2023 by Warta Ekonomi Magazine. This award was given to PT BNI Life Insurance because it was considered to have carried out a good Public Relations role, especially in providing customer satisfaction, loyalty and involvement by optimizing products and services as well as customer experience.	February 24, 2023
6	Unit link Awards 2023	Kategori Campuran IDR Periode 5 tahun	Unit Link Terbaik 2023	Investor Magazine	This award was given on February 24 2023. This award is given to the life insurance company with the best unit link performance throughout 2022. This is inseparable from the trust of customers and support from Management and BNI Life People.	February 24, 2023
7	Unit link Awards 2023	Sharia Mixed Category 3 year period	Best Unit Link 2023	Investor Magazine	This award was given on February 24 2023. This award is given to the life insurance company with the best unit link performance throughout 2022. This is inseparable from the trust of customers and support from Management and BNI Life People.	February 24, 2023
8	Unit link Awards 2023	Sharia Mixed Category 5 year period	Best Unit Link 2023	Investor Magazine	This award was given on February 24 2023. This award is given to the life insurance company with the best unit link performance throughout 2022. This is inseparable from the trust of customers and support from Management and BNI Life People.	February 24, 2023
9	Unit link Awards 2023	Category Fixed income USD 3 year period	Best Unit Link 2023	Investor Magazine	This award was given on February 24 2023. This award is given to the life insurance company with the best unit link performance throughout 2022. This is inseparable from the trust of customers and support from Management and BNI Life People.	February 24, 2023
10	Unit link Awards 2023	IDR Money Market Category 5 year period	Best Unit Link 2023	Investor Magazine	This award was given on February 24 2023. This award is given to the life insurance company with the best unit link performance throughout 2022. This is inseparable from the trust of customers and support from Management and BNI Life People.	February 24, 2023
11	Indonesia Best CFO Award 2023	Best Performance CFO 2023 in Strenghtening Investment for Sustainable Profit Achievement	Best Link Unit	Warta Ekonomi Magazine	This award was given on February 28 2023 by Warta Ekonomi Magazine. This award was given to the CFO/ Financial Director because of his achievements in leading the company in the financial sector and carrying out developments and providing a positive stimulant to the economy in Indonesia.	February 28, 2023
12	Unit Link Award 2023	Unit link Fixed Rupiah Income on Dana Mantap Products 2	Best Link Unit	Insurance Media Magazine	This award was given on February 28 2023 by Insurance Media Magazine.	February 28, 2023

No	Award	Predicate	Category	Awarder	Description	Date
13	Unit Link Award 2023	Rupiah Money Market Unit link for Liquid Fund Products	Best Link Unit	Insurance Media Magazine	This award was given on February 28 2023 by Insurance Media Magazine.	February 28, 2023
14	Unit Link Award 2023	Fixed Dollar Income on B-Life Spectra Link Secure USD Fund Products	Best Link Unit	Insurance Media Magazine	Penghargaan ini diberikan pada tanggal 28 Februari 2023 oleh Majalah Media Asuransi.	28 Februari 2023
15	Unit Link Award 2023	Sharia Rupiah Mixed Unitlink for BNI Life Syariah Balance Fund Products	Best Link Unit	Insurance Media Magazine	This award was given on February 28 2023 by Insurance Media Magazine.	February 28, 2023
16	Unit Link Award 2023	Rupiah Sharia Fixed Income Unitlink for B-Life Syariah Fixed Income Products	Best Link Unit	Insurance Media Magazine	This award was given on February 28 2023 by Insurance Media Magazine.	February 28, 2023
17	Obsession Awards 2023	Best Professionals	Life Insurance	Obsession Media Group	This award was given on March 8 2023 by Obsession Media Group through research and surveys from the News Portal Obsessionnews.com, Muslimobsession.com, Men's Obsession Magazine, Women's Obsession Magazine, and TV OMG based on Mrs. Neny Asriany's dedication and professionalism in her field.	March 8, 2023
18	Indonesia Best 50 CEO Awards 2023	Indonesia Best 50 CEO Awards 2023	In Life Insurance	The Iconomics Magazine	This award was given on April 6, 2023 by The Iconomics Magazine. This award is given to companies based on digital research to measure the company's success in carrying out digital branding activities through search engine based, social media based and website based.	April 6, 2023
19	TOP Digital Corporate Brand Award 2023	TOP Digital Corporate Brand Award 2023	Financial Industry	Economic Info Magazine	This award was given on April 12 2023 by Info Ekonomi Magazine. This award is given to companies based on digital research to measure the company's success in carrying out digital branding activities through search engine based, social media based and website based.	April 12, 2023
20	TOP Most Outstanding Women 2023	In Recognition of Info Bank: Top 100 Most Outstanding Women 2023 in Financial Sector and SOE	Life Insurance	Bank Info Magazine	This award was given on May 12 2023 by Infobank Magazine. This award was given to Neny Asriany as a strong woman who is successful both in life as a person, wife and mother, as well as in terms of a career in a professional environment. Women also have great opportunities and opportunities to fill roles to support economic growth and increasingly promote the implementation of emancipation so that women in Indonesia have greater equality in terms of career opportunities and growth as leaders.	May 12, 2023

No	Award	Predicate	Category	Awarder	Description	Date
21	Indonesia Corporate Secretary & Communicaton Award VIII 2023	The Best Coprorate Secretary & Corporate Communication Award 2023	Platinum Award	Economic Review	This award was given on May 19, 2023 by the Economic Review. This award is given to the Corporate Secretary & Corporate Communication of BNI Life because it is very important in building a company's reputation. This award is given to companies that have the criteria of being able to plan, implement, monitor and evaluate corporate communication programs strategically and are able to prove their effectiveness in building the company's reputation at large.	May 19, 2023
22	Indonesia Financial TOP Leader Award 2023	Best Leader for Sustainability Acceleration Through End to End Business Process Implementation	Life Insurance, Total Assets 10T – 25T	Warta Ekonomi	This award was given on May 31 2023 by Warta Ekonomi. This award is given to leaders of financial industry companies who consistently innovate, adapt and develop business in their company activities to support economic growth and develop the potential for national economic recovery to be realized more quickly.	May 31, 2023
23	Indonesia Most Acclaimed Companies Award 2023	Indonesia Most Acclaimed Companies Award 2023	Life Insurance	Warta Ekonomi	This award was given on July 6 2023 by Warta Ekonomi. This award was given to BNI Life because it is always committed to providing innovation, improving business processes & sustainable digitalization in all aspects, in order to provide ease of insurance for the entire community.	July 6, 2023
24	Insurance Market Leader Award 2023	Insurance Market Leader Award 2023	Life Insurance	Insurance Media	This award was given on July 27 2023 by Insurance Media. This award is given to companies based on premium achievement and best performance in 2022. Market Leaders in any industry have an important role and great influence, apart from that, this can encourage companies to continue to innovate, work hard and be smart in driving performance.	July 27, 2023
25	4th Indonesia Public Relation Submit Award 2023	Indonesia Popular Companies & Institutions Awards 2023	Corporate	The Iconomics Magazine	This award was given on August 3, 2023 by The Iconomics Magazine. This award is given to institutions/companies with the aim of providing motivation for PR work, especially maintaining the rhythm of communication through digital mass media. PR has an important role in building strong relationships between organizations and stakeholders, managing image, and effectively communicating messages to the wider community.	August 3, 2023
26	Indonesia TJSL Awards 2023	Best TJSL 2023 with Outstanding Program in Financial Literacy and Community Social Assistance	Insurance and Pension Fund Services	Warta Ekonomi	This award was given on August 31, 2023 by The Iconomics. This award is given to institutions/ companies that continue to improve the implementation of corporate social responsibility programs that are oriented towards sustainable development with various challenges and adaptation methods that prioritize energy efficiency to face the new era of the economy in Indonesia.	August 31, 2023

No	Award	Predicate	Category	Awarder	Description	Date
27	Top GRC Award 2023	Top GRC Awards 2023	Life Insurance	Top Business Magazine	This award was given on September 6, 2023 by Top Business Magazine. This award was given to BNI Life as an award recipient at the 2023 TOP GRC Awards for the award category (4 Star), where the institution/company has a comprehensive GRC system and infrastructure, is able to implement Good Corporate Governance (GCG) well, manage risks effectively, and strictly adhere to Compliance. All of these components together play an important role in supporting sustainable business growth.	September 6, 2023
28	Top GRC Award 2023	The Most Committed GRC Leaders 2023	Life Insurance	Top Business Magazine	This award was given on September 6, 2023 by Top Business Magazine. This award was given to Mr. Eben Eser Nainggolan as the recipient of the award at the TOP GRC Awards 2023 in the category of The Most Committed GRC Leader 2023, able to implement Good Corporate Governance (GCG) well, manage Risk effectively, and comply with Compliance carefully. All of these components together play an important role in supporting sustainable business growth.	September 6, 2023
29	Indonesia Top Insurance Companies Award 2023	Performing In Asset 10-25 Trillion Life Insurance	Life Insurance	The Iconomics Magazine	This award was given on September 8 2023 by The Iconomics Magazine at the 4th Indonesia Top Insurance Companies Award 2023 in the Performing In Asset 10-25 Trillion Life Insurance category. This award is given to companies through an assessment of two parameters, namely the Rank Financial Indicator (with a weight of 60%) and the Rank Financial Growth Indicator (with a weight of 40%). The assessment carried out is looking at insurance companies ranked based on financial performance figures in a list of insurance company groups and the assessment given to insurance companies for their financial performanceachievements from the previous year.	September 8, 2023
30	Top Digital Corporate Brand Award 2023	Top Digital Corporate Brand Award 2023	Life Insurance	Economic Info Magazine	This award was given on September 13 2023 by Info Ekonomi Magazine at the Top Digital Corporate Brand Award 2023 event. This award was given to companies based on the results of the Top Digital Corporate Brand Index 2023 research, namely digital research to measure the success of companies in carrying out digital branding activities through Search Engine Aspect, Social Media Aspect, Website Aspect.	September 13, 2023

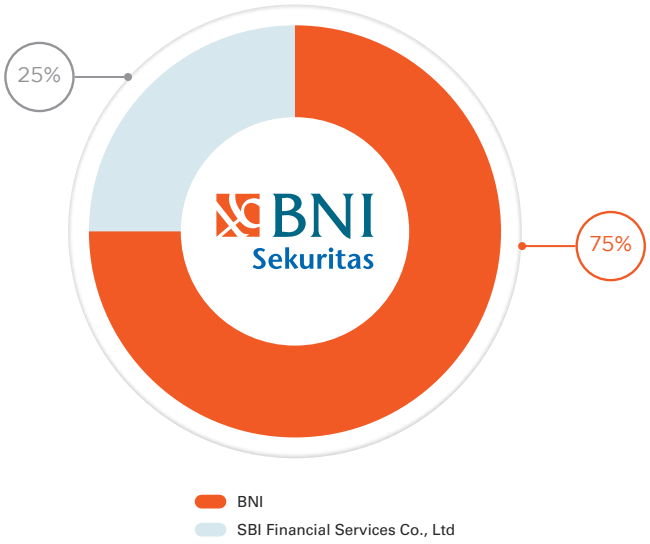
No	Award	Predicate	Category	Awarder	Description	Date
31	Media Asuransi Award 2023	Best Life Insurance 2023 Kelompok Ekuitas IDR4 Triliun ke Atas.	Life Insurance	Insurance Media	This award was given on September 18 2023 by Insurance Media at the Top Digital Insurance Award 2023 event. This award was given to companies based on an assessment of business performance during 2022 (financial performance), the judges determined BNI Life as one of the best companies in the insurance group and sharia unit group.	September 18, 2023
32	Media Asuransi Award 2023	Best Sharia Unit Life Insurance 2023 Kelompok Ekuitas IDR250 Miliar ke Atas.	Life Insurance	Insurance Media	This award was given on September 18 2023 by Media Asuransi at the Top Digital Insurance Award 2023 event. This award was given to companies based on an assessment of business performance during 2022 (financial performance), the judges determined BNI Life as one of the best companies in the insurance group and sharia unit group.	September 18, 2023
33	Anugerah Inovasi Indonesia 2023	Anugerah Inovasi Indonesia 2023	Produk dan Model Bisnis	IDX Channel	This award was given on September 21 2023 by IDX Channel at the Top Indonesian Innovation Awards 2023 in the Product and Business Model category. This award was given to BNI Life making a breakthrough by launching the Digital Policy Owner Services (bPos) service. This innovative step significantly improves service quality and makes things easier for customers by providing more practical and efficient access.	September 21, 2023
34	InfoBank Sharia Award 2023	Top Indonesian Innovation Award 2023	Products and Business Models	IDX Channel	This award was given on September 26 2023 by IDX Channel at the Top Indonesian Innovation Awards 2023 in the Product and Business Model category. This award was given to BNI Life as a form of recognition for their extraordinary achievements in developing and expanding the sharia financial market. The innovation in sharia financial products and services that they have offered has made a significant positive contribution to this industry.	September 26, 2023
35	CEO Insight 2023-2024	CEO Achievement Award 2023	Life Insurance	Warta Ekonomi	This award was given on October 13 2023 by Warta Ekonomi at the CEO Achievement Award 2023 event. This award is given to CEOs who are able to create good strategies, build teamwork in dealing with current situations & conditions and can collaborate with all stakeholders to achieve performance good and sustainable company.	October 13, 2023
36	4th TOP Corporate Finance Award 2023	TOP Corporate Finance Award 2023	Life Insurance	Info Ekonomi	This award was given on October 18 2023 by Info Ekonomi at the TOP Corporate Finance Award 2023 event. This award is given to companies that have had positive performance in the financial industry in the last year to provide maximum profits to the company. It is hoped that this will increase customer and stakeholder trust in BNI Life.	October 18, 2023

No	Award	Predicate	Category	Awarder	Description	Date
37	5th Anniversary Iconomics Award 2023	Best 50 Financial	Life Insurance	The Iconomics Magazine	This award was given on November 27 2023 by The Iconomics Magazine at the Best 50 Financial event. This award is given inseparable from customer trust and support from management and BNI Life people.	November 27, 2023
38	5th Anniversary Iconomics Award 2023	10 Most Popular CFO Award 2023	Life Insurance	The Iconomics Magazine	This award was given on November 27 2023 by The Iconomics Magazine at the 10 Most Popular CFO Award 2023 event. This award was given inseparable from customer trust and support from management and BNI Life people.	November 27, 2023
39	Human Capital & Performance Award 2023	The Best Learning and Development Strategy 2023	Life Insurance	Business News	This award was given on November 29 2023 by Business News at the 2023 Human Capital & Performance Award event. The award won by BNI Life is a manifestation of the company's success in developing human capital transformation and digital transformation which is aligned with the company's strategy in development, management, learning and professional innovation and global quality. It is hoped that this will increase customer and stakeholder trust in BNI Life.	November 29, 2023
40	Human Capital & Performance Award 2023	The Best HC Future Leaders of The Year	Life Insurance	Business News	This award was given on November 29 2023 by Business News at the 2023 Human Capital & Performance Award event. The award won by BNI Life is a manifestation of the company's success in developing human capital transformation and digital transformation which is aligned with the company's strategy in development, management, learning and professional innovation and global quality. It is hoped that this will increase customer and stakeholder trust in BNI Life.	November 29, 2023
41	Top BUMN Award 2023	The Most Committed Company in Digital Service Excellence	Special Award	Bisnis Indonesia	This award was given on November 30 2023 by Bisnis Indonesia at the Top BUMN Awards 2023 in the category of The Most Committed Company In Digital Service Excellence. The award was given to BNI Life as a company that has succeeded in carrying out digital innovations such as: AI Chatbot on the Website, bPos and BNI Life Mobile in providing digital services to customers and stakeholders. This is expected to increase customer and stakeholder trust in BNI Life.	November 30, 2023

No	Award	Predicate	Category	Awarder	Description	Date
42	Digital Financial Excellence Awards 2023	Equity IDR 1.5 Trillion and above	Life Insurance	Insurance Media	BNI Life as award recipient at the 2023 Digital Financial Excellence Award event. Based on the survey methodology carried out, the digital innovation that has been carried out by BNI Life is considered to provide benefits and present digital financial service solutions that are inclusive and sustainable. Through this award, BNI Life will always be committed to being a company that prioritizes customer service through the development of information technology.	December 19, 2023

PT BNI Securities ("BNI Securities")

PT BNI Sekuritas ("BNI Sekuritas") is a BNI Subsidiary that carries out a business that includes securities trading, including acting as a securities broker, securities underwriter, and other activities related to these activities with due observance of applicable laws and regulations.



BNI Sekuritas' transformation strategy in 2023 focused on collaborating with regional, top-tier companies and developing the BIONS trading application. These three areas were started in the 3rd quarter of 2022 in collaboration with the Investment Bank Sector with several BNI KLN and Regional Investment Banks. The Institutional Equity Department also succeeded in on-boarding 9 (nine) top-tier investors as BNI Sekuritas customers, as well as digital collaboration by BIONS, which was successfully integrated with the BNI mobile banking application to carry out the new customer registration process.

Account	2023* (IDR-billion)	2022 (IDR-billion)	Increase (Decrease)	
			Nominal (IDR-billion)	Percentage (%)
Balance Sheet				
Assets	**2,384**	1,622	762	47.0 ▲
Obligations	**1,214**	465	750	161.1 ▲
Equity	**1,170**	1,158	12	1.0 ▲
Profit / Loss				
Income	**586**	542	44	8.1 ▲
Brokerage commissions	**119**	136	(17)	(12.5) ▼
Investment management fees	**115**	118	(3)	(2.5) ▼
Brokerage comm. from fix income activities	**47**	39	8	20.5 ▲
Fees from investment banking activities	**256**	218	38	17.4 ▲
Increase/(decrease) on net asset value of mutual funds	**1**	2	(1)	(50.0) ▼
Interest revenue from fund separation & bond & dividen	**15**	9	6	66.7 ▲
Gain (Loss) on trading of marketable securities - net	**9**	3	6	200.0 ▲
Margin and overdue revenue	**14**	9	5	55.6 ▲
Others	**10**	8	2	25.0 ▲
Business Expenses	**(501)**	(486)	15	3.1 ▲
Other income	**25**	21	4	19.0 ▲
Interest & Other Finance Fees	**(23)**	(19)	5	21.1 ▲
Total Income	**611**	563	47	8.5 ▲
Total Expenses	**(524)**	(505)	19	3.6 ▲

Account	2023* (IDR-billion)	2022 (IDR-billion)	Increase (Decrease) Nominal (IDR-billion)	Increase (Decrease) Percentage (%)	
Profit Before Tax	87	58	29	50.3	▲
Tax	(21)	(19)	2	10.5	▲
Profit After Tax	66	39	27	68.1	▲

*Unaudited

BNI Sekuritas' total assets increased compared to 2022 by 47% from IDR1,622 billion to IDR2,384 billion in 2023, mainly due to an increase in customer transaction receivables related to the Company's securities trading transactions and an increase in the placement of funds in deposits in 2023.

The Company's liabilities as of December 31, 2023 saw a significant increase, mainly due to the increase in customer transaction debt, which was in line with the increase in customer transaction receivables and subordinated loan withdrawals. At the same time, BNIS equity as of December 31, 2023 did not move much other than that caused by movements in profit for the current period and other comprehensive income.

BNI Sekuritas Financial Ratio Performance

Pos Akun	2023* (%)	2022 (%)	Difference (%)	
Return On Asset (ROA)	2.9	2.4	0.5	▲
Return On Equity (ROE)	5.9	3.4	2.5	▲
Operating Expenses to Operating Income (BOPO)	85.1	89.8	(4.7)	▼

*Unaudited

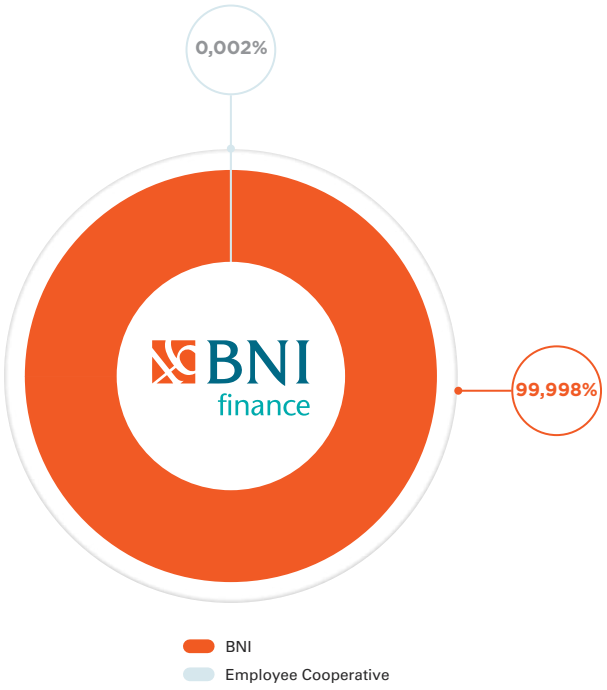
The increase in ROA and ROE was mainly due to a significant increase in the Company's FY 2023 consolidated profit compared to FY 2022 profit from IDR39 billion in December 2022 to IDR69 billion in December 2023. This increase was mainly driven by the BSPL's Net Loss getting smaller in 2023 and a significant increase in BNI Sekuritas (Parent Only) profits, as well as a contribution from an increase in BNI Asset Management profits.

In recognition of the performance achieved, BNI Sekuritas again received awards in 2023, including the following.

Awards Received by BNI Sekuritas in 2023
1. Indonesia's Popular Digital Products Award 2023 (Financial Industry), The Iconomics
2. Indonesia Top Digital Innovation Award 2023, The Iconomics
3. The Best - Securities Underwriter and Brokerage Company Assets IDR2.5 Trillion up to < IDR5 Trillion
4. The 2nd Highest - Securities Company
5. Innovative Deal of the Year - Indonesia at the 2023 Asian Banking & Finance Awards
6. The Best Small to Mid-Cap Corporate Finance House at the 17th Annual Alpha Southeast Asia Best FI Awards 2023
7. Main Award for Sustainability Category for Innovation in Issuing Environmentally Friendly Bonds (Green Bond) at the IDX Channel Anugerah Innovation Indonesia 2023 event
8. Asiamoney 2023; 2nd Best Domestic Brokerages in Indonesia; 2nd Best Domestic Brokerages for Research in Indonesia; 2nd Best Domestic Brokerages for Sales in Indonesia; 2nd Most Transformed Brokerages in Indonesia
9. Trusted Company Corporate Governance Perception Index (CGPI) Award 2023, Indonesia Institute for Corporate Governance (IIGC) & SWA Magazine

PT BNI Multifinance ("BNI Finance")

In accordance with Article 3 of the Articles of Association, the scope of activities of PT BNI Multifinance ("BNI Finance") carries out activities in the fields of investment financing, working capital financing, multipurpose financing and operating leases. BNI Finance's current focus is on multipurpose financing or the consumer segment, with its superior product being financing for regular (new) four-wheeled vehicles as well as through the fleet Car Ownership Program (COP).



In 2023, BNI Finance carried out a transformation in all aspects of its business. The strategies carried out by BNI Finance, divided into 5 aspects, was:

1. Business Innovation: Carrying out marketing strategies oriented towards segmented target markets, expanding marketing networks/distribution channels, collaborating with dealers and ATPM.
2. Internal Business Process: Centralization of the loan approval process, strengthening Policy & Procedure and strengthening collection management.
3. Strategic Action: Strengthening capital, strengthening funding, relocating HO offices and rebranding BNI Multifinance to BNI Finance.
4. Digital Transformation: Implementation of the New Core System
5. Human Capital & Organization: re-organizing the Company, filling key positions/positions both at the head office and branches and increasing employee competencies.

BNI Multifinance Financial Performance

Account	2023* (IDR-billion)	2022 (IDR-billion)	Increase (Decrease)		
			Nominal (IDR-billion)	Percentage (%)	
Balance Sheet					
Assets	3,789	1,020	2,769	271.5	▲
Cash and Bank	62	27	35	129.6	▲
Deposits	465	45	420	933.3	▲
Financing	3,024	708	2,316	327.0	▲
CKPN Financing	(96)	(45)	(51)	(111.6)	▼
Leasing	516	436	80	18.3	▲
Consumer Payments	2,464	188	2,276	1.210.9	▲
Factoring	44	84	(40)	(47.7)	▼
Liabilities	2,946	867	2,079	239.8	▲
Equity	843	153	690	450.4	▲
Profit / Loss					
Operating Income					
Leasing Income	50	83	(33)	(39.9)	▼
Consumer Financing Income	95	18	77	440.0	▼
Factoring Income	6	9	(4)	(37.6)	▼

BNI Multifinance Financial Performance

Account	2023* (IDR-billion)	2022 (IDR-billion)	Increase (Decrease)		
			Nominal (IDR-billion)	Percentage (%)	
Interest Income	151	110	41	37.2	▲
Interest Expense	(96)	(70)	(26)	36.9	▲
Net interest income	55	40	15	37.8	▲
Operating Lease Income	72	35	37	107.8	▲
Fee Based Income	33	5	29	593.6	▲
Recovery Income	12	3	9	255.0	▲
Other Operating Income	29	2	27	1299.6	▲
Total Operating Income	201	85	117	137.7	▲
Total Operating Expenses	(220)	(96)	(124)	129.2	▲
PPOP	(19)	(11)	(8)	(66.3)	▼
Provisions	(94)	(101)	7	(6.9)	▼
Other Income (Expenses)	3	(3)	6	196.7	▲
Profit/(Loss) Before Tax	(110)	(116)	6	5.0	▲
Tax	0	1	(1)	100.0	▲
Net Profit/(Loss) After Tax	(110)	(115)	5	4.0	▲

*Unaudited

Total assets as of December 2023 amounted to IDR3.8 trillion, an increase of 271.5% compared to December 2022, supported by consumer segment financing growth of 1,210.9% as a result of the success of business innovation carried out through marketing strategies oriented towards segmented target markets, distribution networks in potential areas , and strengthening relationships with dealers and ATPM.

Due to significant growth on the asset side, interest income grew positively by 37.2% so that operational income grew 137.7%. On the other side, operational expenses increased by 129.2% from December 2022 in line with the transformation carried out including adding branches, IT investment to increase Information Technology capacity and capability, and recruitment of reliable HC in line with the demands of consumer finance business processes.

BNI Finance Financial Ratio Performance

Account	2023*	2022	Difference	
Non Performing Loan (NPL) (%)	1.8	3.4	(1.6)	▼
Return On Asset (ROA) (%)	(5.6)	(9.2)	3.6	▲
Return On Equity (ROE) (%)	(34.0)	(47.9)	13.9	▲
Operating Expenses to Operating Income (BOPO) (%)	139.1	173.3	(34.2)	▼
Debt Equity Ratio (DER) (times)	3.2	5.3	(2.1)	▼

*Unaudited

The Company's Debt Equity Ratio (DER) stands at 3.2 times and is still below the regulator's threshold limit of a maximum of 10 times. Non-Performing Loans (NPL) as of December 2023 improved from 3.4% in December 2022 to 1.8% in December 2023 in line with the Company's transformation in creating improvements in the quality of financing through more prudent loan distribution. Even though the business has grown significantly, the Company has not recorded a positive profit after tax as a result of improving the quality of financing so that the Company's profitability ratios, namely Return on Assets (ROA) and Return on Equity (ROE) are still negative, but have increased compared to December 2022. In addition, the efficiency ratio, namely the Company's BOPO, has improved by 34.2 from 173.3 to 139.1, showing that the Company is more effective in managing its operational expenses.

BNI Remittance Limited ("BNI Remittance")

BNI Remittance Ltd. ("BNI Remittance") is a BNI Subsidiary engaged in the remittance sector and is wholly owned by BNI. BNI Remittance collaborates with BNI in the financial inclusion program that provides financial access to meet the needs of Indonesian Migrant Workers (PMI) in Hong Kong. Apart from the remittance business, the presence of BNI Remittance in Hong Kong plays a strategic role as a representative of BNI retail services in Hong Kong where BNI customers in Hong Kong can use BNI services as easily as services in their homeland.

Synergy with BNI continues by providing various BNI digital services that can also be accessed easily in Hong Kong, the first is the BNI Mobile Banking service, currently a customer favorite in Hong Kong, for carrying out financial transactions, then opening a BNI Taplus account digitally either via the application Digital Opening Account (DOA) or via eForm. 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.

In 2023, BNI Remittance together with BNI KLN Hong Kong conducting a study to carry out business transformation to increase market share and as a responsive step to changes in customer transaction patterns that are currently starting to switch to digital channels.

The following shows BNI Remittance Performance:

BNI Remittance Performance

Account	2023* (IDR-billion)	2022 (IDR-billion)	Increase (Decrease)	
			Nominal (IDR-billion)	Percentage (%)
Balance Sheet				
Assets	12	19	(7)	(38.6) ▼
Current Assets	8	11	(3)	(27.0) ▼
Fixed Assets	0,1	0,2	(0,1)	(50.0) ▼
Other Assets	4	8	(4)	(42.9) ▼
Liabilities	3	7	(4)	(62.8) ▼
Current Liabilities	3	7	(4)	(62.8) ▼
Equity	9	11	(2)	(22.8) ▼
Profit / Loss				
Income				
Commission Earned	3	3	(0,1)	(5.6) ▼
Exchange gain/Loss	0,7	0,8	(0,1)	(7.7) ▼
Other Commission	5	7	(2)	(35.3) ▼
Total Income	9	11	(2)	(24.4) ▼
Expenses	(11)	(12)	1	(5.2) ▼
Operational Expenses	(11)	(12)	1	(5.2) ▼
Earning Before Tax	(2)	(0,2)	(2)	(1.054.2) ▼
Tax**	-	-		
Earning After Tax	(2)	(0,2)	(2)	(1.054.2) ▼

*) unaudited
**) There was no tax obligation for BNI Remittance due to the accumulated profit balance which is still negative in the equity component

In 2023, BNI Remittance Ltd posted a negative profit due to revenue decreasing 24.4% (YoY) even though OPEX also decreased 5.2% (YoY). This decline in performance was due to changes in customer transaction patterns that shifted to digital channels and the emergence of other competitors, especially non-banking, who offered convenience and cheaper costs in carrying out money transfer transactions.

BNI Remittance Financial Ratio Performance

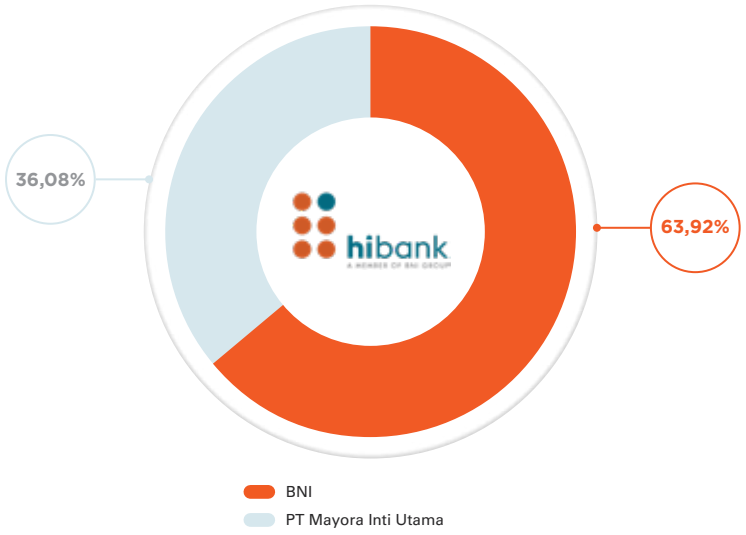
Account	2023	2022	Selisih	
Return On Asset (ROA) (%)	(16.4)	(1.1)	(15.3)	▼
Return On Equity (ROE) (%)	(23.3)	(1.8)	(21.5)	▼
Operating Expenses to Operating Income (BOPO) (%)	127.7	101.8	25.9	▲

BNI Remittance's ROA and ROE in 2023 stood at -16.4% and -23.3%, a decrease compared to 2022, due to the decline in BNI Remittance's net profit. BOPO increased to 127.7% in 2023 from 101.8% in 2022 due to income that experienced a significant decline from 2022.

PT Bank Hibank Indonesia ("hibank")

PT Bank Hibank Indonesia ("hibank") officially became a Subsidiary of BNI following BNI's takeover of a majority shares conducted by BNI toward Bank Mayora on May 18, 2022. PT Bank Mayora has officially changed its name to Hibank after receiving approval from the OJK on May 17, 2023. Hibank will be transformed into a Digital Bank with the vision to become the "Leading Digital-First SME Bank in Indonesia". Hibank's transformation process continues by building a stronger foundation for growth in different aspects, including loans, services, information technology, human capital, risk management and infrastructure.

The financial performance aspects development has continued since hibank joined the BNI Group. Improvement initiatives have been carried out by prioritizing BNI Group's synergy with hibank to be able to provide added value and cost efficiency as a group. hibank has played an active role in supporting the MSME segment through a variety of savings and loan products.



To achieve the company performance in 2023, Hibank is developing the following main strategies:
1. Carry out the bank's digital transformation process which consists of 5 streams, namely People, Business, IT & Infrastructure, Governance, Risk & Compliance and Branding.
2. Partnership program with fintech and anchors to expand MSME market penetration
3. Business Optimization to support the Digital Bank embryo by synergizing and collaborating with the BNI Group.

To achieve its best performance, in 2023 hibank undertook a digital transformation to support both bank operations and to provide services to customers.

Bank hibank 's performance can be seen below.

hibank Financial Performance

Pos Akun	2023* (IDR-billion)	2022 (IDR-billion)	Increase (Decrease)	
			Nominal (IDR-billion)	Percentage (%)
Financial Position				
Assets	**14,616**	11,589	3,027	26.1 ▲
Placements at BI	**1,992**	1,917	75	3.9 ▲
Placements with Other Banks	**657**	49	608	1.251.4 ▲
Securities	**5,501**	6,248	(747)	(12.0) ▼
Loans	**6,018**	3,160	2,858	90.4 ▲
CKPN	**(139)**	(107)	(32)	29.5 ▲
Liabilities	**10,145**	7,259	2,886	39.8 ▲
Third-party funds	**9,500**	6,937	2,563	36.9 ▲
Current Accounts	**2,566**	898	1,668	185.8 ▲
Savings	**979**	836	143	17.1 ▲
Deposits	**5,955**	5,204	751	14.4 ▲
Equity	**4,470**	4,330	140	3.2 ▲
Profit / Loss				
Operating Income	**548**	347	201	58.0 ▲
Net interest income	**525**	324	201	61.7 ▲
Interest income	**846**	524	322	61.6 ▲
Interest expense	**(321)**	(199)	(122)	61.4 ▲
Other Operating Income	**23**	22	1	3.5 ▲
Operating Expenses	**(351)**	(243)	(108)	44.4 ▲
Pre-Provision Operating Profit	**197**	104	93	88.8 ▲
Provision	**(32)**	(9)	(23)	255.6 ▲
Operating Profit (Loss)	**164**	95	69	72.6 ▲
Non-Operating Profit (Loss)	**3**	10	(7)	(66.6) ▼
Profit (Loss) Before Tax	**168**	105	63	59.2 ▲
Tax	**(37)**	(23)	(14)	59.2 ▲
Profit (Loss) After Tax	**131**	82	49	59.2 ▲

*) unaudited

hibank Financial Ratio Performance

Pos Akun	2023* (%)	2022 (%)	Selisih (%)
Non Performing Loan (NPL)	**1,2**	3,4	(2.2) ▼
Return On Asset (ROA)	**1,3**	1,0	0.3 ▲
Return On Equity (ROE)	**3,0**	2,7	0.3 ▲
Operating Expenses to Operating Income (BOPO)	**81,1**	81,9	(0.8) ▼
Current Account Saving Account (CASA)	**37,3**	25,0	12.3 ▲
Net Interest Margin (NIM)	**4,5**	3,3	1.2 ▲
Loan to Deposit Ratio (LDR)	**63,3**	45,6	17.7 ▲
Cost of Fund (COF)	**3,8**	2,6	1.2 ▲
Capital Adequacy Ratio (CAR)	**86,0**	130,4	(44.4) ▼

*) Unaudited

During 2023, Hibank delivered excellent performance. Operating Income (Gross) saw a significant increase of 58.0% (YoY), indicating the Bank's success in increasing the level of loans provided. The CASA ratio increased to 37.3% in December 2023 from 25% in December 2022, reflecting the right strategy in hibank's funding management.

Another success was seen in the Bank's Interest Margin Ratio (NIM) which increased, reaching 4.5% in December 2023 compared to 3.3% in December 2022. This success was due to the Bank's proactive and disciplined steps in setting loan prices, product bundling, and implementing active funding management to address margin pressures with high efficiency.

The increase in income other than interest by 3.5% (YoY) also reflects the Bank's success in treasury transactions, fees from sales of bancassurance and wealth management products, and was supported by an increase in banking transactions.

To increase awareness and support plans to digitalize its services, the Company carried out comprehensive corporate rebranding and digital transformation activities. These strategic steps aims to improve the Company's overall performance and resulted in operational costs increasing by 44.4% (YoY).

However, the Bank continues to show discipline in cost management with the BOPO Ratio improving to 81.1%, and the Overhead Cost to Gross Operating Income Ratio (Cost to Income Ratio/CIR) standing at 64.1%. This shows that every transformation step is carried out with careful policies, ensuring that every cost incurred will provide added value which will increase the Bank's income.

In line with hibank's success in achieving an increase in profits that occurred in the year-on-year period (yoy), the ROE and ROA ratios in December 2023 stood at 3.0% and 1.3% respectively. These ratios have increased compared to the similar period a year earlier when they stood at 2.7% and 1.0%.

Another financial achievement achieved was in loan distribution which jumped by 90.4% (YoY), showing the Bank's success in building an ecosystem through a channeling pattern to companies that have a strong ecosystem.

In line with the Bank's new vision and mission, hibank consistently plays an active role in supporting the growth of the Micro, Small and Medium Enterprises (MSME) sector. This support was reflected in the percentage of loans provided to the MSME sector, which reached 34% in December 2023. This figure exceeded the Regulator's minimum requirement of 20%.

Quality improvements also occurred in the gross Bank Loan Quality Ratio (NPL), which decreased to 1.2% in December 2023, an improvement compared to the gross NPL in the previous period which was 3.4%. This achievement shows the Bank's commitment to helping customers face challenges and restructuring loans to maintain asset quality. On the other side, the Bank's Liquidity Ratio (LDR) as of December 2023 remains well maintained at the level of 63.3%.

The Bank's well-managed funding profile is reflected in the positive growth of the Current and Savings Deposit Portfolio which stood at 185.8% (YoY) and 17.1% (YoY), as well as the increase in the level of Term Savings of 14.4% (YoY). Sustained liquidity remains a very important focus for Bank Management considering the domestic and global external factors. Strict supervision is also carried out to ensure that the Bank's liquidity is maintained within safe limits.

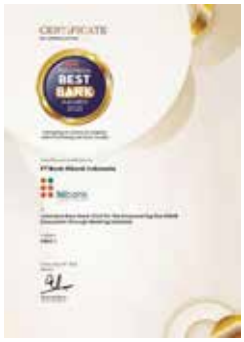
The Bank's strong Capital Adequacy Ratio (CAR) reached 86.0% in December 2023, indicating the stability and sustainability of hibank in supporting economic growth. This success reflects the Company's dedication and good strategy in facing challenges and optimizing opportunities amidst the dynamics of modern banking.

In recognition of the performance achieved, Hibank received the following awards in 2023:

Awards Received by Bank Mayora in 2023

No	Award Name	Date	Event Name	Organizer
1.		May 19, 2023	Indonesia Corporate Secretary and Communication Award VIII 2023	Economic Review

Awards Received by Bank Mayora in 2023

No	Award Name	Date	Event Name	Organizer
2	 "Indonesia Top Bank Awards 2023"	June 27, 2023	Indonesia Top Bank Award 2023	The Iconomics
3.	 "Indonesia Best Bank 2023 for The Empowering the MSME Ecosystem Through Banking Solutions"	July 28, 2023	Indonesia Best Bank Award 2023	Warta Ekonomi
4.	 "The Best Indonesia Sales Marketing 2023"	July 28, 2023	6th Indonesia Sales Marketing Award 2023	Economic Review
5	 "Top GRC Awards 2023 #Star 3"	September 6, 2023	TOP GRC Award 2023	Top Business
6	 "The Best Indonesia Finance for Bank Private Company 2023"	November 17, 2023	Indonesia Finance Award VI 2023	Economic Review

Awards Received by Bank Mayora in 2023

No	Award Name	Date	Event Name	Organizer
7	 "Best Brand Awareness"	November 27, 2023	Best 50 Financial Awards 2023	The Iconomics
8	 "Charter of Award for active participation in national development through tax payments"	November 27, 2023	Directorate General of Taxes	West Jakarta Directorate General ofTaxes
9	 "Bank with the Best Financial Reporting Compliance KBMI 1 and 2"	November 29, 2023	Bank Indonesia Award	Bank Indonesia

Awards Received by Bank Mayora in 2023

No	Award Name	Date	Event Name	Organizer
10.	 "The Best IT for Bank Company - 2023, Platinum Award (A) Very Excellent"	December 8, 2023	Indonesia Information Technology Award - V - 2023	Economic Review

PT BNI Modal Ventura ("BNI Ventures")

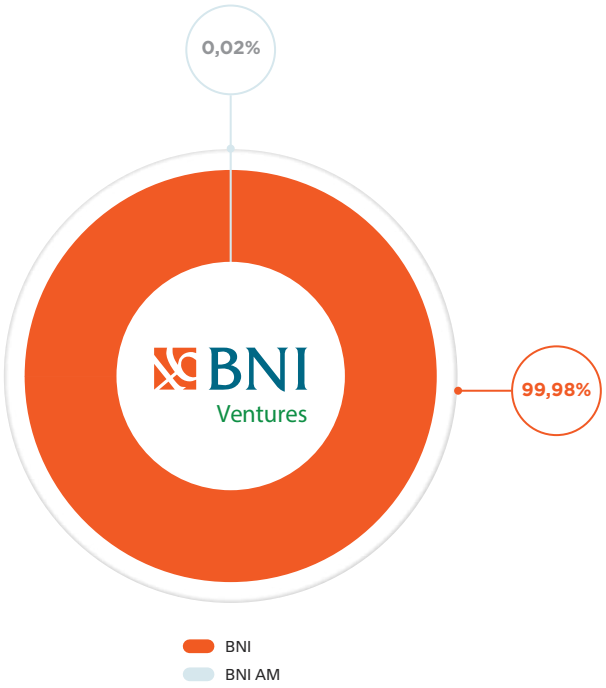
Digital innovation and the impact of disruption produced by the pioneering or startup industry is currently one of the aspects that is expected to be a driver of world economic development. The economic recovery acceleration post-COVID-19 was in part thanks to the role of start-up industries that were established to provide solutions to various societal problems, both on a regional, national and international scale. The establishment of BNI Ventures itself is a response to the aspirations of shareholders, namely BNI and BNI-AM, who wanted to respond to the development of start-up businesses in Indonesia that require funding from local investors, with a focus on synergy and sustainability of the digital ecosystem.

BNI Ventures is expected to be the main driver for developing start-up companies as a driving force for the national economic growth. BNI Ventures is also one of BNI's innovative steps in diversifying its business, which emphasizes synergy and sustainability as key elements to answer the potential for digital banking development. The main goal is to accelerate digital transformation with the aim of creating and providing added value, while accelerating the optimization of digital economic potential.

BNI Ventures has a vision to become the leading corporate venture capital company in Southeast Asia with a focus on creating synergy value and superior and sustainable investment performance. In an effort to realize this vision, the Company carries out operational activities including conventional venture capital, including equity participation, investment through the purchase of convertible bonds (quasi equity participation), and financing through the purchase of debt securities issued by business partners at the initial start-up stage, and/or business development, as well as/or productive business financing.

To realize this goal, BNI Ventures is gradually developing strategic steps related to the new organization. So in 2023, BNI Ventures had 5 (five) main focuses in its work plan, namely:

1. **Governance, Legal & Compliance**
   Overseeing the company's business and operational activities from a legal and compliance perspective that prioritizes accommodating the Company's needs, without neglecting the protection of the company's interests and the company's compliance with applicable regulations.
2. **Investment & Risk Management**
   Actively identify investment potential and invest in startups that can provide financial benefits with measurable risks and have a positive impact on business development within the BNI Group ecosystem, without ignoring the principle of prudence. In its implementation, strengthening the capabilities of investment and risk management functions, such as training, is also carried out to support the investment process.
3. **Synergy & Innovation**
   Actively participatingin ecosystem activation and innovation activities in the industry and acting as a liaison between business solutions offered by startups to business units within the BNI Group.
4. **Finance & Operations**
   Becoming an agent who can operate effectively and efficiently in financial management, be adaptive in facing developments in the business world, and becoming a connecting bridge for stakeholders.
5. **People & Culture**
   Supporting increasing organizational capabilities and creating a positive, flexible and collaborative work culture to support the Company's sustainable growth and synergy as well as increase the involvement, capability and sense of ownership by its employees.



BNI Ventures' performance can be seen below.

BNI Ventures Financial Performance

Account	2023* (IDR-billion)	2022 (IDR-billion)	Increase (Decrease) Nominal (IDR-billion)	Increase (Decrease) Percentage (%)	
Balance Sheet					
Assets	**511**	505	6	1.2	▲
Current Assets	**463**	504	(41)	(8.3)	▼
Venture Capital Investment Assets	**46**	-	46	100.0	▲
Fixed Assets	**3**	1	2	256.2	▲
Other Assets	**0,05**	-	0,05	-	
Liabilities	**4**	1	3	179.9	▲
Short-term Liabilities	**4**	1	3	179.9	▲
Equity	**508**	504	4	0.8	▲
Profit / Loss					
Income					
Operating Income	**1**	-	1	100.0	▲
Other Operational Income	**22**	7	15	197.3	▲
Establishment of impairment reserves	**-**	-	-	-	
Total Income	**23**	7	16	205.4	▲
Expenses	**(19)**	(4)	(15)	401.4	▲
Operational Expenses	**(19)**	(4)	(15)	401.4	▲
Profit Before Tax	**4,2**	3,7	0,5	11.2	▲
Deferred Tax	**0,2**	-	0,2	100.0	▲
Tax	**-**	-	-	-	
Profit After Tax	**4,0**	3,7	0,3	7.4	▲

*) unaudited

BNI Ventures Financial Ratio Performance

Account	2023* (%)	2022 (%)	Difference (%)	
Return On Asset (ROA)	0,8	1,0	(0.2)	▼
Return On Equity (ROE)	0,8	1,0	(0.2)	▼

*) unaudited

During 2023, BNI Ventures stayed committed to increasing and developing the capacity of venture capital companies. The increase in assets was largely due to the participation of venture capital in the form of shares and convertible bonds in two start-up companies as well as the addition of other fixed assets to support the Company's operational processes. Meanwhile, the Company's liabilities recorded an increase due to human resource costs, which will be paid in early 2024.

Equity movements were caused by retained earnings from the current year. With the commitment carried out by BNI Ventures in accordance with the aspirations of its shareholders, the Company received its first capital injection in 2022. After successfully making a profit in its first year of operation, the Company mandatory reserves stood at IDR1 billion in 2023 in accordance with OJK Regulation (POJK) No. 35 of 2015. As a venture capital Company, which is part of the BNI Group, BNI Ventures recorded a good financial performance in 2023. Total Company Revenue increased from IDR7 billion in 2022 to IDR23 billion in 2023. This was due to optimizing the returns from placing funds and interest income from convertible note investments. Meanwhile, operational costs in 2023 were IDR19 billion.

This reflects the Company's commitment to increasing organizational capacity and capability so that it is ready to support the prudent execution of business plans at measurable risk levels, and to always maintain the application of good corporate governance.

The net income in 2023 of IDR4.0 billion, proves that BNI Ventures has succeeded in managing its finances optimally. This also shows that BNI Ventures is a Company that has growth potential by always prioritizing synergy and sustainable innovation in line with the Company's values and current developments.

Subsidiary Segment Profitability

Revenue and profitability of the Subsidiary segment is presented as follows:

Account	2023 (IDR-billion)	2022 (IDR-billion)	Increase (Decrease)		
			Nominal (IDR-billion)	Percentage (%)	
Profit (Loss)					
Interest income - Net*)	632	412	220	53.4	▲
Premium income - Net	1,659	1,552	107	6.9	▲
Other operating income	872	729	143	19.6	▲
Establishment of impairment reserve	(125)	(111)	(14)	12.6	▲
Other operating expenses	(2,444)	(2,142)	(302)	14.1	▲
Operating profit	594	440	154	35.0	▲
Non-Operating Income (Expense) - Net	(111)	(103)	(8)	(7.8)	▼
Income Before Tax Expenses	483	337	146	43.3	▲
Tax expense	(62)	(26)	(36)	138.5	▲
Net profit	421	311	110	35.4	▲
Financial Position					
Total Assets	**46,283**	**38,120**	**8,163**	**21.4**	▲
Total Liabilities	**32,940**	**25,954**	**6,986**	**26.9**	▲

*) includes internal transfer pricing components between operating segments

Subsidiary Segment Prospects, Potential and Strategies for 2024 for the Future

BNI Life

When developing strategies for the coming year, the Company considered potential changes that will occur in the insurance industry. Several issues used as parameters for preparing BNI Life's strategy included the unstable market conditions and geopolitical issues disrupting the world economy. In addition, 2024 is also a political year that can influence economic movements in the country. BNI Life must adapt and prepare strategies in the form of a mature business plan and anticipate changes that may occur in 2024.

In response to this, the Company continues to improve the digital-based business processes, as well as continuous improvements in operational areas to make it easier for people to receive insurance protection.The main strategies for BNI Life in 2024 are as follows::

1. Increase regular premiums and focus on selling profitable products.
   The Company will be active by:
   a. Improving its product mix
      - Focusing on selling regular and profitable products (superior products).
      - Revamping/re-pricing product management policies.
      - Reviewing product profitability (onerous products).
      - Developing competitive digital products.

   b. Increase persistence and productivity
      - Improving the Business Conservation function to optimize persistence and renewal.
      - Retention program for customers.
      - Increasing marketer productivity and capabilities (including digital capabilities).
      - Utilizing Database Modeling in the telemarketing business
      - Marketing program to improve sales performance.

2. Improve business models and market development (non-captive expansion)
   The Company will be active by:
   a. Bancassurance Optimization
      - Adopting the New Way of Working (NWOW) carried out by the Parent Company.
      - Optimizing the distribution model through product expansion, improving the premium payment system, and bank sales training
      - Increasing the competitiveness of credit life products.
      - Optimizing potential and penetration into the BNI group and hibank customers.
      - Optimizing penetration potential to BSI customers.
   b. Expand Non Bancassurance business
      - Increasing market penetration to jumbo customers and small and medium business segmentation.
      - Improving Managed-Care products to be more competitive.
      - Cross Selling individual businesses with corporate customers.
      - Recruiting experienced Agency agents.
   c. Digital and Partnerships
      - Expanding new partnerships in digital and non-digital businesses.
      - Optimizing digital referrals (website, mbanking).
      - Optimizing the BLife "Digital Friends" Plan.

BNI Sekuritas

Over the coming year, BNI Sekuritas will continue to provide the best solutions for clients and customers and improve the Company's position in the country's capital market industry. BNI Sekuritas' business strategy which to be implemented in 2024 will focus on developing solutions and services, marketing development and synergy with the BNI Group in a number of Company businesses including Retail Brokerage, Institutional Equities Brokerage, Institutional Fixed Income Brokerage, as well as Securities Underwriting and Advisory.

BNI Finance

Over the coming year, BNI Finance will continue to focus on new car financing as it sees the potential for new car sales which increased throughout 2023. In 2024, BNI Finance will carry out branch expansion by increasing cooperation with dealers and ATPM, strengthening collection management and strengthening synergy with the parent and group. In terms of business processes, BNI Finance will digitize existing business processes so they become more effective and efficient.Through these strategies, in 2024 BNI Finance can be included in the top 15 finance companies with assets of 5-10 trillion.

BNI Remittance

Currently BNI Remittance together with BNI KLN Hong Kong is conducting a comprehensive study to prepare for business transformation.This is being done as a responsive step to changes in customer transaction patterns in Hong Kong. In 2024, the target for business transformation will be carried out so that efficient business patterns and increasing market share in the remittance business in Hong Kong can be executed well.

hibank

Over the coming year, hibank will continue its transformation journey and commitment to ensuring sustainable business growth, as well as focusing on growth in the Micro, Small and Medium Enterprises (MSME) segment. hibank's business development strategy for 2024, designed with full confidence, is to ensure the achievement of its vision and mission, and includes:

1. Selection of Business Model using the Community Ecosystem Approach:
   hibank will choose a business model with an approach that involves the community ecosystem to foster more collaboration and sustainable partnerships.
2. One-stop Shop for the MSME Chain:
   Through a one-stop shop approach, hibank will provide a comprehensive range of solutions for the MSME chain, which is expected to build customer loyalty through the convenience and satisfaction provided.
3. Optimizing and Refining Business Processes: As part of its efforts to improve services, hibank will continue to optimize and perfect its business processes, as well as adjust policies to support business growth.
4. Strengthening Digital and IT Capabilities:
   To answer the digital era challenges, hibank will focus on strengthening and developing digital and IT capabilities. Bank as a Service (BaaS) is the main focus to provide better services to customers.
5. Innovative and Adaptive Company Culture:
   For developing business, hibank will foster a Company culture that encourages innovation and adaptability to create an environment that supports the development of creative ideas.

To support business growth in line with the Vision and Mission, the following summarizes the Bank's optimistic and hopeful work plans and initiatives for 2024:

1. Focus on Loan Growth to MSMEs. Loan distribution to support the Bank's business growth will be carried out selectively, with a focus on growth in loan provision to MSMEs. The Bank also plans to distribute Pay-Later loans in 2024.
2. Target Market using a Community Ecosystem Approach:
   Hibank will work on the target market using a community ecosystem approach, through various channels, including branch office networks, value chains and digital channels.
3. MSME Orchestration via Hi!Platform:
   The Bank will become an orchestrator for connecting MSMEs via Hi!Platform. This is expected to create a large MSME market, provide education and financing through this innovative platform.
4. Optimizing Synergy with BNI Group and Mayora Group:
   Through close collaboration with BNI Group and Mayora Group, Hibank will maximize the potential for synergy and collaboration to increase competitiveness in the market.
5. Loan Growth with Prudential Principles: Loan distribution growth will continue to pay attention to prudential aspects, by mitigating risks and maintaining healthy and productive asset quality.
6. Increasing Customer Transactions through Digital Banking:
   The Bank will increase individual and corporate customer transactions through digital platforms, providing modern and responsive banking service solutions.

All of these steps will be taken with the belief that Hibank will continue to develop and make a positive contribution to MSMEs and society in general.

BNI Ventures

In line with the growth of the Company's organization and industrial development, BNI Ventures plans 4 (four) work programs which are planned to be implemented during 2024. The four work programs are investments with added value synergies, issuance of venture fund instruments, synergy activities along with innovation programs, and other strategic actions.

The investment activities carried out will be driven by potential synergies that can provide added value between prospective investees and BNI Group business units. Investments can be made using direct share purchase instruments, convertible bonds, or other instruments agreed upon by the parties. The investment process carried out still takes into account the company's internal procedures and applicable authority regulations. Apart from that, the principle of prudence continues to be prioritized through strengthening risk management and portfolio management.

BNI Ventures is also preparing to issue venture funds, as one of BNI Ventures' efforts to increase its investment scale by collaborating with strategic partners. Apart from that, venture funds can also become a source of new, sustainable income which will be managed separately with an independent and prudent structure. Not to mention, by issuing venture funds, BNI Ventures can also expand the diversity of its investment portfolio in other sectors that have the potential for better returns in the market in accordance with the venture fund theme.

As one of the players in the industry, BNI Ventures does not fail to actively participate in developing the industry through synergy activities and innovation programs that will be carried out, especially in 2024. Various innovation program plans are being prepared to increase the capacity and capabilities of players in the industry. Some of the innovation program plans are incubators, accelerators and venture builders. This provides an indication that BNI Ventures will seriously encourage the creation of innovation and industrial trends that have an impact on the maturity and independence of start-up business actors in Indonesia.

Apart from that, as an agent of change within the BNI Group, BNI Ventures also helps realize the targets and objectives of Bank BNI as the parent company through mandated strategic actions. Several strategic actions have been mandated, one of which is the transfer of Finarya share ownership from BNI Sekuritas to BNI Ventures. Apart from being a form of investment vehicle management at BNI, this transaction also provides proof that BNI is fully committed to realizing the government's policy direction to increase and optimize the potential of the digital economy in Indonesia.

What they are saying

BNI Life



Ibu Agung Rachamawati
BNI Life Plan Multi Protection

BNI Life proved its commitment to customers by paying the insurance money for death claims of IDR1,130,061,144 for the BNI Life Plan Multi Protection (BLPM) life insurance products to the customer's heirs. The handover was carried out symbolically by BNI Emerald Relationship Manager Doni Irawan, accompanied by Regional Branch Manager BNI Life region 01 Hesty at the residence of the heirs of Jl Beringin - Medan.

The customers' heirs expressed their deepest gratitude for the service provided through an easy insurance claim disbursement process.



Mamiati
BNI Life Plan Multi Protection

PT BNI Life Insurance (BNI Life) proved its commitment by paying the insurance money for death claims and cash amounting to IDR. 548,130,538 to the customer's heirs. The handover was carried out symbolically by the Deputy Branch Manager of BNI Cilegon KC, Ela Ratna Yuwita accompanied by the Regional Business Head of BNI Life Region 14, Kiki Oktavia at BNI KC Cilegon.

The customer's heirs expressed their deepest gratitude for the service provided through the easy insurance claim disbursement process. BNI Life must prioritize customer satisfaction and be present to provide comprehensive life protection and become the life insurance company of choice for the public.

BNI Sekuritas



Arifin
Doctor, 52 years old

"I appreciate the services provided by BNI Sekuritas in providing a comprehensive understanding and analysis on the stock market. The information provided through Morning Investview by communicative and informative Sales was very helpful in making investments and trading based on my risk profile. The friendly BIONS trading platform for users also makes it easier to execute transactions quickly and accurately, thereby providing a pleasant investment experience."

BNI Multifinance



Lisa – Pontianak Branch
Clothing Store Owner

BNI Finance is really good...! The service is okay and the marketing is friendly. The process is also fast.

BNI Multifinance



Jaka Indra Pratama
South Tangerang/Ciputat Branch Private Employees

Easy and fast process, light interest. Hopefully BNI Finance will be the best in Leasing



Mochamad Fahruroji
South Tangerang/Ciputat Entrepreneurial Branch

I am a customer of BNI Finance Ciputat branch. I have processed 10 units at BNI Finance Ciputat, including LMPV and premium cars, and surprisingly it turns out that the process at BNI Finance is very commensurate, from low interest rates, fast, flexible processes, friendly & informative and experienced surveyors, made it very helpful for me. Especially in the business sector I work in, namely car rental, called CV Najib Jaya Rental/PT Fahru Najib Rental Indo. Thank you BNI Finance Ciputat.



Muhammad Ibrahim Al Asy'ari
Yogyakarta Branch Entrepreneur

Very satisfying, Top Service

BNI Remittance



Muhammad Firman Akhsani, Amd.Im, SH, MA
Junior Consul for Immigration at the Indonesian Consulate General in Hong Kong)

Thank you to BNI Remittance Ltd. (BRL) Hong Kong for excellent service that is very adaptive, both during the Covid-19 pandemic and in the current era. Hopefully the BRL will continue to help all Indonesian citizens in Hong Kong in all professions, including PMI, students, employees of the Indonesian Consulate General and BUMN, as well as other Indonesian diaspora.



Etik Susmiati Sulianto
Indonesian Migrant Workers (PMI) Hong Kong)

I know BNI Remittance Ltd. (BRL) Hong Kong started in 2017 and since then I have been a loyal customer. I experienced lots of amenities and facilities, including opening an account online, the existence of BNI ATM machines in Hong Kong and BNI Mobile Banking that can be accessed from Hong Kong. This of course makes BNI Remittance Ltd. the main choice for PMIs in Hong Kong. BNI Remittance Ltd. also provides education for PMIs about how to wisely manage salaries and finances as well as learning about skills and entrepreneurship to prepare them for returning home later.

Hibank



Liana Inten
Director of PT Sugeng Jaya Metal Autoparts

As an MSME entrepreneur, I have been a loyal customer of Bank Mayora for many years, and I am very satisfied with their service to date. Banking products that suit my needs and friendly customer service have made me feel valued as a customer. After rebranding to Bank hibank, I am optimistic that the services I have enjoyed will continue to improve. I hope that the new innovations promised by Bank hibank will provide even greater added value for my small business.



Indra Wijaya
Owner of Budi Rice Shop

I have warm memories of Bank Mayora over the years, especially in managing the accounts that helped my business grow rapidly. Now that Bank Mayora has been rebranded as Bank hibank and has become a subsidiary of BNI, one of the largest leading state-owned banks in Indonesia, it gives me hope that there will be even greater progress from hibank. I am pleased to see that Bank Hibank is committed to improving the customer experience and is also focused on encouraging the development of Indonesian MSMEs through its digital products. I am sure that in the future, the technological innovations brought by hibank will make the banking services more efficient and easier to access.

BNI Ventures



Bisma Manda Samsu
CEO and co-founder

"Kecilin, as a software-based technology startup for low bandwidth livestream, data transfer and computer vision AI for enterprises, is proud to be part of the BNI Ventures family. We appreciate the collaboration established with BNI Ventures that encourages the value of synergy between Kecilin and the BNI group and other strategic stakeholders. "We hope that the ongoing collaboration between Kecilin and BNI Ventures will continue to provide added value for each party and for the Indonesian technology ecosystem at large."



Sarah So
COO & Co Founder Rukita

"BNI Ventures team is top notch and professional. They work fast and can pinpoint the right questions and understand the business very well. We love working with the team and are profoundly excited about the journey ahead and the boundless opportunities within our collaboration!"

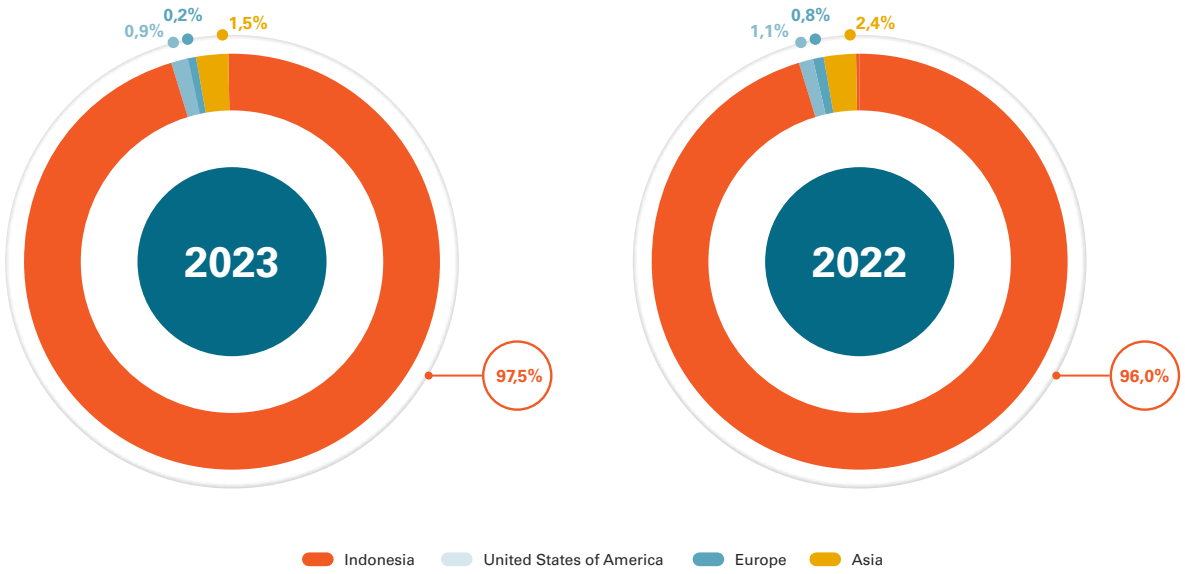
Geographical Segment

In addition to presenting operating segments based on main customer groups and products, BNI's Audited Financial Report also presents 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 segment, the following shows the contribution per region to BNI's interest income and total assets.

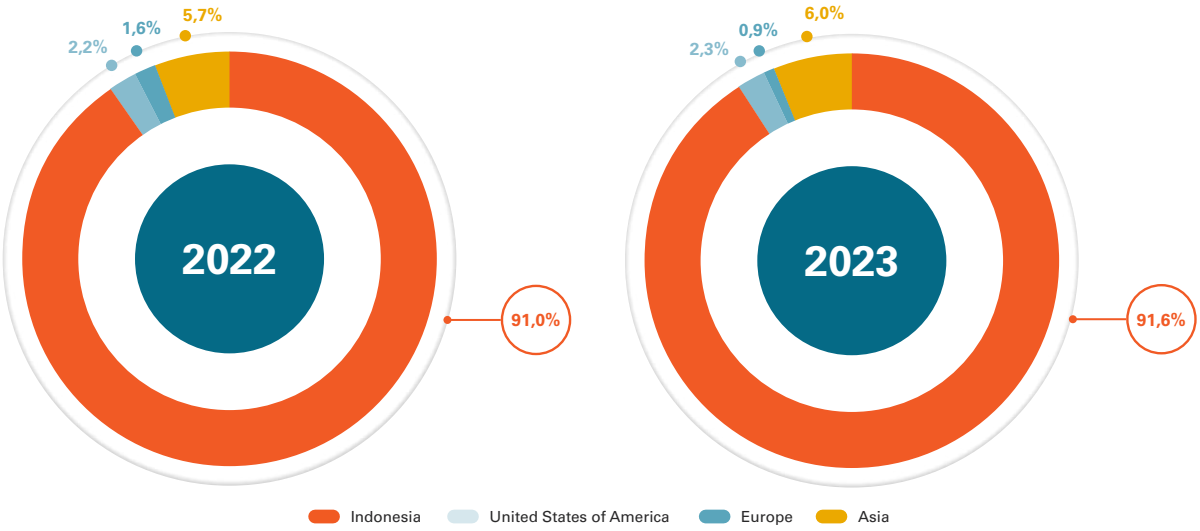
Interest Income - Net Composition per Geographic Segment

Segment	2023		2022		Increase (Decrease)		
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)	
Indonesia	40,235	97.5	39,682	96.0	553	1.4	▲
United States of America	352	0.9	438	1.1	(86)	(19.6)	▼
Europe	86	0.2	320	0.8	(234)	(73.1)	▼
Asia	629	1.5	973	2.4	(344)	(35.4)	▼
Adjustment and Elimination	(26)	(0.1)	(92)	(0.2)	66	(71.7)	▼
Total Interest Income - Net	41,276	100.0	41,321	100.0	(45)	(0.1)	▼



Bank Assets Composition per Region

Segment	2023		2022		Increase (Decrease)		
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)	
Indonesia	995,001	91.6	937,500	91.0	57,501	6.1	▲
United States of America	24,964	2.3	22,953	2.2	2,011	8.8	▲
Europe	10,200	0.9	16,341	1.6	(6,141)	(37.6)	▼
Asia	64,844	6.0	58,883	5.7	5,961	10.1	▲
Adjustment and Elimination	(8,345)	(0.8)	(5,840)	(0.6)	(2,505)	42.9	▲
Total Assets	**1,086,664**	**100**	**1,029,837**	**100.0**	**56,827**	**5.5**	▲



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 the Bank's net interest income in 2023 outside the Indonesian region decreased by IDR665 billion, or 38.4% compared to 2022. Meanwhile, the regional contribution to Bank assets in 2023 by regions other than the Indonesian region was dominated by the Asia Region with IDR64.8 trillion or 6% of total assets Bank.

The following shows the financial performance by geographic segments for 2022-2023.

Account	Indonesia					United States of America				
	2023 (IDR-billion)	2022 (IDR-billion)	Increase (Decrease)			2023 (IDR-billion)	2022 (IDR-billion)	Increase (Decrease)		
			Nominal (IDR-billion)	Percentage (%)				Nominal (IDR-billion)	Percentage (%)	
Profit (Loss)										
Interest income - Net	40,234	39,682	552	1.4	▲	352	438	(86)	(19.6)	▼
Premium income - net	1,659	1,551	108	6.9	▲	-	-	-	-	
Premium income - Net	19,743	18,298	1,445	7.9	▲	41	106	(65)	(61.3)	▼
Establishment of allowance for impairment losses	(9,142)	(11,416)	2,274	(19.9)	▼	20	(53)	73	(137.7)	▼
Other operating expenses	(27,140)	(26,548)	(592)	2.2	▲	(287)	(281)	(6)	2.1	▲
Operating profit	25,354	21,567	3,787	17.6	▲	126	210	(84)	(40.0)	▼
Non-Operating Income (Expense) - Net	(131)	(201)	70	(34.8)	▼	-	(0)	-	-	
Profit Before Tax Expenses	25,223	21,365	3,858	18.1	▲	126	209	(83)	(39.7)	▼
Tax Expenses	(4,534)	(4,205)	(329)	7.8	▲	-	-	-	-	
Net Profit	20,690	17,160	3,530	20.6	▲	126	209	(83)	(39.7)	▼
Financial Position										
Total Assets	**995,001**	**937,500**	**57,501**	**6.1**	▲	**24,964**	**22,953**	**2,011**	**8.8**	▲
Total Liabilities	**834,842**	**792,616**	**42,226**	**5.3**	▲	**25,143**	**23,093**	**2,050**	**8.9**	▲

	Europe					Asia				
	2023 (IDR-billion)	2022 (IDR-billion)	Increase (Decrease)			2023 (IDR-billion)	2022 (IDR-billion)	Increase (Decrease)		
			Nominal (IDR-billion)	Percentage (%)				Nominal (IDR-billion)	Percentage (%)	
	86	319	(233)	(73.1)	▼	629	973	(344)	(35.4)	▼
	0	-	-	-		-	-	-	-	
	180	308	(128)	(12.8)	▼	390	534	(144)	(27.0)	▼
	(23)	(13)	(10)	76.9	▲	(52)	(32)	(20)	62.5	▲
	(195)	(118)	(77)	65.3	▲	(625)	(619)	(6)	1.0	▲
	48	496	(448)	(90.3)	▼	342	856	(514)	(60.0)	▼
	(1)	(1)	-	-		1	(7)	8	(114.3)	▼
	47	495	(448)	(90.5)	▼	343	849	(506)	(59.6)	▼
	0	-	-	-		-	-	-	-	
	47	495	(448)	(90.5)	▼	343	849	(506)	(59.6)	▼
	10,200	16,341	(6,141)	(37.6)	▼	64.844	58,883	5,961	10.1	▲
	10,352	16,498	(6,146)	(37.3)	▼	65.398	59,527	5,871	9.9	▲

Digital Banking

Digital technology disruption is something that cannot be avoided and has created great potential for all industry players, one of which is banking, in this case BNI. BNI's retail and wholesale segments digital channel transactions have increased significantly over the last few years. This shows that BNI is in line and taking advantage of the digital disruption momentum.

As one of its digitalization strategies, BNI creates digital innovations and initiatives on an ongoing basis through quality digital products that provide added value for customers from different segments, not only in providing basic banking services but also "Beyond Banking" services that meet people's daily and thematic needs in collaboration with various ecosystem partners. BNI's digital product strategy also contributes to increasing the number of new customers, increasing customer loyalty, sustainable income and third party funds. As well as financial benefits, digital banking also improves accessibility, product diversification and the customer experience. In addition, digitizing business processes is useful for simplifying business processes and opening up new business potentials to increase efficiency at BNI.

Apart from being internal, BNI's digital initiatives are also carried out to support the 2025 Indonesian Payment System Blueprint issued by Bank Indonesia, to encourage the payment industry to undergo digital transformation within the framework of developing open banking, data openness, improving the retail payment system, and 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 wholesale customers. These two flagship products have won national and international awards. They contain customer-centric features to adapt to customer needs for their daily activities. These various digital products are supported by powerful IT capabilities, advanced data analytics and Open APIs connected to third party services.

Based on data from Bank Indonesia (BI), digital financial transaction performance remained strong in the third quarter of 2023, where digital banking transactions recorded IDR15,148.71 trillion, a growth of 12.83% (yoy). Nationally, the development of digital banking transactions in Indonesia continues to see a significant increase. In October 2023, the Electronic Money (EU) transactions increased by 10.34% (yoy) to reach IDR116.54 trillion. Nationally, the nominal payment transactions via QRIS have grown by 87.90% (yoy) to reach IDR56.92 trillion, with 41.84 million users and 29.04 million merchants, dominated by MSMEs.

BNI presents to the retail and wholesale segments digital advantages through several channels, including BNI Mobile Banking, BNIDirect, SMS Banking and Internet Banking and ATM/CRM. There are prominent features, such as Online Debit, SMS Notification and Digital Card Issuance. Apart from the Company's initiatives, BNI also supports Government programs, especially Bank Indonesia, to encourage accelerated digitalization of payment systems, and to expand cooperation to encourage financial economic inclusion and expand the digital economy and finance.

Digital Banking Products and Services for Consumers

1. ATM/CRM
   This Banking service channel is ready to facilitate customers 24 hours a day to conduct cash withdrawals (Cash Recycle Machine/CRM), balance checks, transfers, payments and purchases. As of December 31, 2023, BNI had 13.390 ATM/CRM machines, including 2,723 ATMs for people with disabilities throughout Indonesia, connected to ATM Link, Merah Putih, Bersama, Prima, Alto networks, and international networks such as Mastercard, Visa, JCB, APN, Union Pay and Cirrus.

ATM Performance

	2023	2022	Increase (Decrease)		
			Nominal	Percentage (%)	
Number of Transactions (million)	1,189	1,373	(184)	(13.4)	▼
Transaction Volume (IDR-million)	630,59	675,85	(45,26)	(6.7)	▼

BNI's development can accommodate the public's needs for digital channels, with one of the conventional channels, ATM/CRM currently experiencing a decline in transactions, showing that a shift in behavior is occurring, partly due to the fact that the use of digital channels continues to grow, especially through the use of mobile banking to accommodate daily needs for loan payments, electricity tokens and e-commerce payments. In addition, in the current era of digitalization, many people are moving towards cashless transactions, where many people, especially in big cities, no longer depend on using cash for transactions. However, to accommodate the needs of certain segments that have not yet shifted, development continues to be carried out. In this case, the development of the ATM/CRM channel is carried out in collaboration with other parties to meet the quite high transaction needs.

Currently, the development of the ATM/CRM channel focuses on developing joint partnerships with third parties such as e-Commerce partners and BPDs in Indonesia that provide cardless cash withdrawal banking services and other services. The development of the ATM/CRM channel is also focused on developing the CRM channel, where customers can make cash deposit and withdrawal transactions without needing to go to a branch. In the long run, the use of this CRM channel makes it easy for customers to transition from cash to digital transactions, thereby creating a cashless society supported by BNI digital banking products.



2. BNI SMS Banking
   BNI SMS Banking is a banking service facility that can be used by customers for transfers, payments and purchase transactions, which can be accessed via the BNI SMS Banking application (for Android & iOS based smartphone users), SMS Syntax and USSD access *141#. The SMS Banking service provides 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

	2023	2022	Increase (Decrease)		
			Nominal	Percentage (%)	
Users (millions)	12,70	12,60	0,1	0.8	▲
Number of Transactions (million)	660,2	697,8	(37,6)	(5.4)	▼
Transaction Volume (IDR-billion)	16,8	27,1	(10,3)	(38.0)	▼

As a channel that can accommodate customer transactions without using quotas, SMS banking is still the option chosen by customers when carrying out transactions such as transfers both to BNI and between banks, BIFAST, e-wallet top ups, and bill payments. As infrastructure develops to reach rural areas such as villages, this factor will have an impact on the decreasing use of SMS banking. However, this is not an excuse for BNI not to pay attention to this channel as it is an optional channel that can accommodate customer needs in areas without adequate internet access. So development of UI/UX was carried out in 2023 to provide the same experience for customers when accessing the BNI channel on their smartphone.

3. BNI Internet Banking
   Apart from smartphone users, BNI 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 flagship 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.

Internet Banking Performance

	2023	2022	Increase (Decrease)		
			Nominal	Percentage (%)	
Users (millions)	2,22	2,18	0,04	1.89	▲
Number of Transactions (millions)	13,61	16,67	(3,06)	(18.36)	▼
Transaction Volume (IDR-billion)	29,50	39,06	(9,56)	(24.48)	▼

Up until the end of 2023, the number of users increased by 2.22%, but the number and volume of transactions showed that individual customers have switched to BNI Mobile Banking. Individual customers no longer choose this channel as their main option for transactions, and supported by changes and growing infrastructure, have the potential to take advantage of banking services and products offered by BNI to support their financial transactions.



4. BNI Mobile Banking
   BNI Mobile Banking is a BNI digital banking application that provides convenience for individual customers to carry out transfer transactions, investments, insurance membership registration, bill payments, credit card transaction inquiries, and new credit card applications in one application. BNI Mobile Banking also provides information on promos and service features that customers can enjoy. Currently, BNI Mobile Banking is available on iOS and Android

devices and can be activated and used for transactions overseas. 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 anywhere and anytime. This transactional capability, in the end, encourages inclusive and sustainable banking, especially for customers in rural areas and overseas.

Mobile Banking Performance

	2023	2022	Increase (Decrease)		
			Nominal	Percentage (%)	
Users (millions)	16,28	13,63	2,65	19.40	▲
Number of Transactions (millions)	1.042,86	596,97	445,89	74.69	▲
Transaction Volume (IDR-billion)	1.215,98	802,48	413,49	51.53	▲

With the growth in performance of BNI Mobile Banking in terms of users and transactions, this demostrates that BNI's continued development in terms of features and business in collaboration with superior partners, has had a positive impact on society, especially BNI customers. BNI Mobile Banking is BNI's flagship product that makes it easier for customers to make transactions anywhere and anytime. The features that BNI customers use most are inter-bank transfers, telco purchases/payments and utilities. This significant increase occurred because the BNI Mobile Banking product has value-added features, such as a digital account opening feature, fast payments with QRIS Payment, cardless cash withdrawals both at ATMs and BNI partners such as Alfamart and Indomaret, investments, foreign exchange transactions in your own account via FX Mobile, International Transfer, Lifestyle such as ordering taxis (Bluebird) and fast trains (Whoosh), and these provide convenience, speed and comfort in customer transactions.

In the future, BNI Mobile Banking will continue to innovate to be even better, especially in providing services to customers that suit their personas, which will help in fulfilling customers' daily banking activities and transactions.



5. BNI Credit Card Mobile
   Apart from using the Mobile Banking application, BNI credit card services can also be accessed via the BNI Credit Crad Mobile application, an application that makes it easier for credit card holders to access their transaction information via smartphone. BNI Credit Card Mobile is equipped with features such as billing information, recording transactions, installment conversions, bill payments and insurance registration, cash withdrawals, as well as credit limit increase application services, and data updates and new credit card applications. BNI Credit Card Mobile also provides information on BNI Credit Card promos and products.
6. E-KYC Biometric Face Recognition & Liveness
   Using the Biometric Face Recognition & Liveness feature as e-KYC in the digital credit card application process provides convenience, security and comfort for prospective card holders in the credit card application process.

7. Digital Card Issuance
   Issuance of Digital Credit Cards for those applying for BNI credit cards via digital channels, so that card holders can use their digital credit cards to make transactions at e-commerce merchants or carry out transactions at BNI Mobile Banking.
8. Virtual Card Number for BNI Credit Card
   The BNI Credit Card feature is an effective and efficient alternative payment for credit card transactions that provides comfort and convenience in online transactions (card not present) using a unique virtual number as a replacement for the original credit card number used in the BNI Corporate Credit Card.
9. QRIS Source of Funds for Domestic Government Credit Cards (KKPD)
   The QRIS payment feature with Domestic Government Credit Card funding sources using BNI Mobile Banking aims to facilitate operational spending and work unit (Satker) official travel, both at the central and regional levels with the Government Credit Card (KKP) payment scheme where processing is carried out through domestic principals.
10. Fitur Contactless
    With the Contactless feature, card holders can make transactions easily, quickly and safely by simply holding or tapping their credit card on the EDC Contactless machine, without having to use a PIN (certain nominal amount). Transactions can be made at any time by card holders at merchants displaying the contactless symbol.
11. SMS Notifikasi
    An information service for customers' banking transactions delivered via SMS to the mobile number registered by the customer for notification of customers debit/credit transactions, especially BNI Taplus/BNI Giro IDR Individual account holders. Through SMS Notifications, customers will be informed about all financial transactions that occur in their accounts, and help prevent potential unauthorized transactions.
12. BNI Debit Online
    BNI Debit Online (BDO) is a method of paying for online transactions using a Virtual Card Number (VCN) requested via BNI Mobile Banking, thus providing convenience for customers making transactions. The Virtual Card Number also increases the security of customer accounts by preventing the customer's original debit card number from being known by third parties.
13. BNI Agen46
    BNI Agen46 are BNI's partners that provide banking services to the community in the context of financial inclusion. BNI Agen46 are also partners in Government programs, such as the distribution of social assistance and subsidies for beneficiary families.

    Through BNI Agen46, banking transactions become easier, faster and closer to the surrounding community, especially in rural areas that are not yet reached by banking services. With the number of agents continuing to increase every year, BNI Agen46 act as an extension of the BNI channel so at to exploit the business potential of the surrounding community, such as the potential for TPF receipts through Smart Savings, making banking transactions such as payments and purchases, and can be used for potential referral transactions for the distribution of People's Business Loans (KUR).

BNI Agen46 Performance

	2023 Desember	2022	Increase (Decrease)		
			Nominal	Percentage (%)	
Number of BNI Agen46 (agents)	185,697	164,979	20,718	12.6	▲
Transaction Volume (IDR-million)	85,49	83,02	2,47	3.0	▲
Fee Based Income (IDR-millions)	92,15	72,38	19,77	27.3	▲
TPF BNI Agen46 (IDR-trillion)	3,65	2,71	0,94	34.7	▲

As an alternative banking transaction channel, the number of BNI Agen46 continues to increase and expands the reach of banking transaction services to the public. In 2023, the number of BNI Agen46 grew by 12.6%, in 6,000 districts and 35,500 sub-districts/villages throughout Indonesia.

The number of transactions generated by BNI Agen46 in 2023 grew by 3% (yoy) with the dominant transactions being transfers, cash withdrawals, credit purchases, electricity payments and travel ticket purchases. This also helped increase BNI Agen46 Operational TPF which grew by 34.7% (yoy) in 2023. Supported by the increasing number of chargeable transactions carried out at BNI Agen46, this had a positive impact on Fee Based Income which grew by 27.3% (yoy) in 2023.

Looking forward, BNI Agen46 is targeted to expand the number of agents by more than 30%, fee based income by more than 50% from its position in December 2023 with a focus on expanding to qualified BNI Agen46 candidates to generate fee based income through transactions by customer-based agents. This massive increase in BNI Agen46's business has to be balanced with system development for strengthening cooperation with super agent partners and strengthening marketing campaigns.



14. BNI TapCash

In addition to the digital banking services that BNI already operates, as part of the all-in-one digital financial ecosystem, BNI has a superior card-based electronic money product, called BNI TapCash. There are several advantages of BNI TapCash, namely:

a. The transaction experience is just a matter of tapping
b. Fast transaction speed
c. Ease of BNI TapCash top up channels through several BNI channels including BNI Mobile Banking, ATM/CRM, EDC, and BNI Agen46, as well as strategic partner channels such as Tokopedia, Shopee, Gopay, LinkAja, Blibli, Indomaret, Alfagroup, and other strategic partners.
d. Acceptance of BNI TapCash cards in payment ecosystems, such as tolls, parking, transportation (KRL, LRT, MRT, TransJakarta), modern retail stores (Alfagroup, Indomaret), tourist attractions, Government institutions and other payment ecosystems.

TapCash Performance

	2023	2022	Increase (Decrease)		
			Nominal	Percentage (%)	
Number of Transactions (million)	92,83	56,68	36,15	63.79	▲
Transaction Volume (IDR-billion)	2.258,95	1.530,50	728,46	47.60	▲

Up until December 2023, BNI recorded an increase in BNI TapCash transactions. During 2023, the number of BNI TapCash transactions reached 92.83 million, an increase of 63.79% (yoy), and transaction volume also increased by 47.60% (yoy) to reach IDR2,258.95 billion. Community movement during Eid was one indicator of an increase in BNI TapCash transactions, when the volume of BNI TapCash card use increases for transportation used for going home, and in toll roads, rest areas and tourist attractions.

The increase in BNI TapCash card transactions was due to a number of factors, including, firstly, BNI has just released a special edition of BNI TapCash, called TapCash NCT 127, NCT Dream, Red Velvet and Super Junior editions in line with the huge interest from the KPOP community in Indonesia, and BNI has also collaborated with the Regional Development Banks (BPD) and other institutions to provide non-cash services through BNI TapCash. Secondly, BNI continues to expand to new merchants such as Food and Beverage (F&B) and entertainment merchants.



15. BI-FAST

BI-Fast is Bank Indonesia's payment system infrastructure to facilitate retail payments that can be accessed at any time. BNI as a SOE has been a BI-Fast participant since it was first launched in 2021. BNI as one of the state-owned banks has become a participant to support the creation of an integrated, interoperable and interconnected digital ecosystem.

To improve services, in 2024 new features were added in the BI-Fast transaction system, including:

a. BI FAST API development: carried out to facilitate interbank transfer services using the BI FAST scheme based to standards issued by Bank Indonesia (SNAP API).
b. Direct Debit: A feature designed to make it easier for customers to pay monthly bills with autodebit, bill payments can be made inclusively between banks so that it is simpler and can be done automatically via the BI-Fast platform.
c. RFP (Request for Payment): A feature that allows customers to easily make requests to transfer funds to other customers. This smoother process is expected to reduce difficulties in daily financial transactions.

Benefits of these innovations include:

a. Fast: More efficient transactions allowing time savings.
b. Easy: Intuitive user interface making it easy to carry out transactions.
c. Cheap: Competitive transaction fees for all payment types.
d. Safe: Latest security features to protect customer data and funds.
e. Reliable: A stable and reliable system for all financial transactions.

BI FAST performance

	2023	2022	Increase (Decrease)		
			Nominal	Percentage (%)	
Total Transactions (million)	361,86	107,07	254,78	237.95	▲
Transaction Volume (IDR-million)	975.821,26	317.768,17	658.053,08	207.09	▲

During 2023, total BI-Fast transactions increased by 237.95% with an increase in the total nominal transactions reaching 207.09% compared to the previous year, thus showing an increasing adoption and trust of customers in fast and efficient payment systems. The significant increase in BI-Fast services usage is in line with efforts to improve systems and services for customers. The strategy to increase BI-FAST transactions includes improving technological infrastructure, and increasing security features.

16. BNI Merchant Business

BNI's Merchant Business services consists of Electronic Data Capture (EDC), Quick Response Code Indonesian Standard (QRIS) and Online Merchant transactions (Acquiring Online) as part of increasing the digitalization of

financial transactions, especially retail transactions. One of BNI's strategies to develop its merchant business is acquisitions at hype locations in Indonesia, and excellent after sales service.

The BNI EDC network serves payment transactions using payment instruments in the form of cards (debit, credit and prepaid cards) and QRIS. The BNI merchant network has wide acceptance, and is a collaboration between BNI and global principals such as VISA, MasterCard, JCB, American Express (AMEX), China UnionPay, and the National Standard, called the Nusantara Payment Gateway (GPN).

In addition, BNI offers superior services such as payments via BNI QRIS using the National QR code standard. With QRIS, BNI Merchants can receive payments from the BNI Mobile Banking application or from other payment service providers (other bank applications, e-wallet applications such as Gojek, DANA, etc.). There are 2 types of QRIS payments used at BNI, namely:

a. Merchant Presented Mode (MPM), where QR customers at BNI Merchants can transact using all application providers connected to the QRIS network.
b. Customer Presented Mode (CPM), where BNI Mobile Banking customers can make QRIS transactions at all QRIS network merchants by simply scanning the QR code generated by the BNI Mobile Banking application.

To increase QRIS transactions, BNI has collaborated with strategic partners such as Government institutions (for example: Ministry of Finance and BPJS Employment), fintech, educational ecosystems, hospitals, markets, and others.

In terms of products, BNI is also innovating with new products including QRIS TUNTAS (Transfer, Withdraw and Cash Deposit), which allows users to transfer funds between QRIS users via BNI Mobile Banking, as well as make cash withdrawals and cash deposits at ATM/CRM, BNI Agen46 and Partners. In addition, to facilitate international transactions via QR, BNI will launch a QR Cross Border product to make it easier for BNI customers to carry out QRIS-based payment transactions in countries such as Thailand, Malaysia, Singapore (following countries such as Japan, Vietnam, Brunei Darussalam, India, China and South Korea).

BNI also supports merchant convenience through the BNI Merchant application that offers several superior features such as same-day merchant payments, digital merchant registration, transaction notifications in real time transaction reports, and biometric login capabilities.

As well as EDC and QRIS, BNI also has Online Acquiring products, services provided to e-commerce merchants or online merchants. Through online acquiring, customers can carry out different types of transactions such as purchasing goods and services online and other services.

QRIS Performance

	2023	2022	Kenaikan (Penurunan)		
			Nominal	Persentase (%)	
Total Transactions (million)	**60,52**	15,93	44,59	279.93	▲
Transaction Volume (IDR-million)	**6.947,88**	2.917,02	4.030,86	138.18	▲

BNI saw a rapid growth in QRIS transactions in line with the increase in digital payment transactions. Up to December 2023, QRIS transactions grew by 279.93% (yoy), and transaction volume grew by 138.18%, to reach IDR6,947.88 billion (yoy). BNI will continue to expand the network and cooperation in using QRIS through BNI Mobile Banking and QRIS merchant acceptance.

Merchant Business Performance

	2023	2022	Increase (Decrease)		
			Nominal	Percentage (%)	
Total Transactions (million)	128,1	99,5	28,6	28.7	▲
Transaction Volume (IDR-million)	80.529,4	79.261,4	1.268,0	1.6	▲

BNI recorded transaction growth of 28.7% (yoy) and Transaction Volume growth of 1.6% (yoy). This was achieved with strategic partnerships with principal networks such as VISA, MasterCard, JCB, American Express (AMEX), China UnionPay, and the National Standard called Nusantara Payment Gateway (GPN), as well as by expanding the merchant network and excellent after sales services from BNI to support improving merchant business performance .



17. Source of funds credit card in BNI Mobile Banking
    Customers can carry out BNI credit card transactions on BNI Mobile Banking using the QRIS feature & bill payment feature that provides convenience & a better customer experience in carrying out transactions and paying bills using credit card funding sources.

18. BNI DigiCS & DigiCS Lite



BNI DigiCS & DigiCS Lite are self-service machines that replace the need for Customer Service (CS) officers. With BNI DigiCS & DigiCS Lite, customers can carry out CS activities independently (self-service). The features include account opening, changing cards, unblocking debit cards, activating e-channels, resetting pins, purchasing and topping up Tapcash, and printing account movements/history.

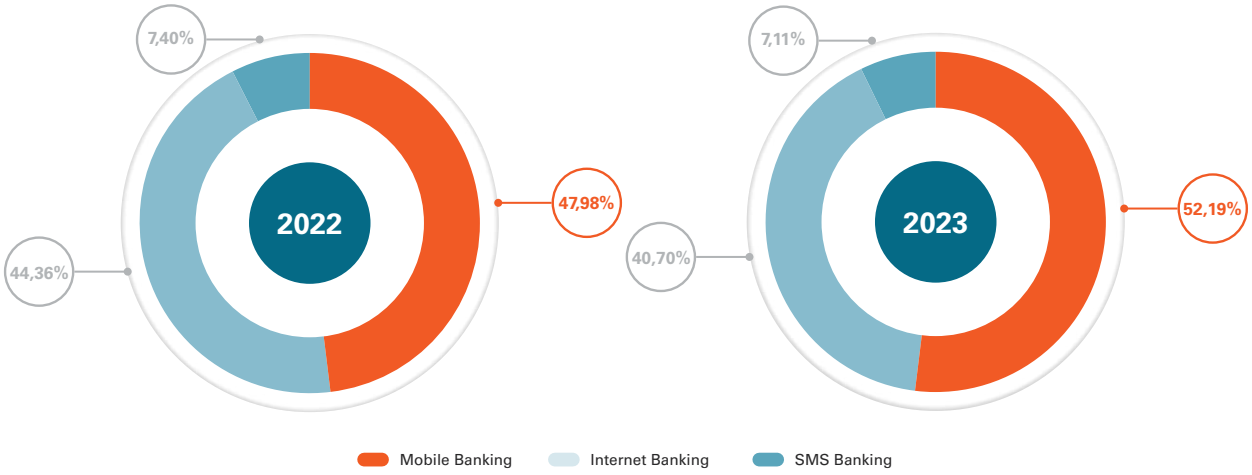
With the DigiCS & DigiCS Lite services, CS officers in branches can focus on CS advisory and sales activities. This service also reduces customer waiting time. Activities can be carried out quickly, easily and safely thanks to user friendly technology.

The Digital Banking products and services for Consumers performance can be seen below.

E-Banking Users Composition

	2023		2022		Increase (Decrease)	
	Total (users)	Composition (%)	Total (users)	Composition (%)	Nominal (users)	Percentage (%)
Mobile Banking	16,276,685	52,19	13,631,606	47,98	2,645,079	19.40 ▲
SMS Banking	12,695,477	40,70	12,602,562	44,36	92,915	0.74 ▲
Internet Banking	2,217,163	7,11	2,176,082	7,66	41,081	1.89 ▲
Total	31,189,325	100,0	28,410,250	100,0	2,779,075	9.78 ▲

Data presented based on the number of registered users in each product, does not take into account the possibility of customers registered as multi-product users.



By the end of 2023, for Digital Banking users, BNI mobile banking was the customers' first choice for transactions, showing that the programs and developments carried out by BNI are having a positive impact. This was carried out by BNI to support Government programs and the Company's internal initiatives to support economic growth in Indonesia in the digital financial sector.

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 identification of sales results can be done quickly and accurately.
   b. Liquidity Management
      Solutions provided for non-individual customers so that 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 which makes it easy for Institutional/Company Customers to make payments in a timely and accurate manner. The need for reports on payments of these obligations can also be obtained quickly and in real time, so that customers will immediately receive a recap of the required reports.

BNI continues to adapt and develop capabilities in accordance with technology and increasingly developing customer needs. Apart from carrying out regular tech refreshments, we carried out several feature developments during 2023, including: Change Device for Mobile Token, and BNIDirect Mobile, BNIDirect Capacity Planning, Bill Payment Enhancement, and other innovations.

2. BNIDirect Overseas Branch Office (KLN)
   To support the of global business partners needs, BNI has expanded the scope of BNIDirect services with the launch of BNIDirect KLN at Overseas Branch Offices (KLN). BNIDirect KLN is designed to meet the Diaspora transactional needs who want to develop their business, business customers with branches overseas, as well as international customers who have business partnerships in Indonesia. This platform allows them to carry out transactions digitally without having to visit a physical branch office. Currently, BNIDirect KLN has been successfully launched in London and is currently in the development stage for KLN Seoul, Tokyo and New York.

3. BNIDirect Mobile
   BNIDirect Mobile is an additional channel to the website version of BNIDirect to facilitate customers making transactions via a smartphone. Currently, the BNIDirect Mobile application is available for Android and iOS based smartphones. With the flexibility to access the BNIDirect channel, customers can carry out transactions instantly and practically with high activity and mobility. Transaction activities on BNIDirect can be monitored via the web version of BNIDirect and the mobile version. Ease of access is enhanced with advanced security features, including M-PIN and SMS OTP for every transaction, making the business experience faster, easier and more secure.



1. BNIDirect Advantages

- Fast
  a. 24 hour internet access (for in-house transactions and online transfers).
- Easy
  a. User Friendly.
  b. Equipped with a transaction guide.
  c. Can make transactions anywhere.
- Reliable
  a. Secure Line with 128 bit Verisign Security Certification Socket Line (SSL).
  b. Transaction authorization using Electronic Signature, namely BNI e-Source (Hard Token) or mobile token (soft token).
  c. 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 to customer needs.
  b. The number of users can be set according to needs.
  c. Authority access to features and accounts can be determined by the customer.
  d. Transaction authorization is carried out with a dynamic PIN generated by electronic signature (BNI e-Secure/mobile token).
  e. Has various types of report formats that can be downloaded for customer transactions and can be sent via email.
  f. Comes in three languages, namely Indonesian, English and Mandarin.

- BNIDirect Mobile Advantages
  a. Accessed via Android and iOS based devices.
  b. Display based on layer size.
  c. No need to carry tokens.
  d. Layered security.
  e. Auto update BNIDirect Mobile feature (no need to reinstall).
- BNIDirect Mobile Security
  a. Transaction authentication uses M-PIN and OTP sent to the User's mobile number registered with BNIDirect.
  b. Access to sensitive menus requires M-PIN.
  c. Data communication between the Device and the App server is AES 256 encrypted.
  d. Web Application Firewall (WAF) verification.
- Terms and Conditions for Becoming a BNIDirect Mobile User Customer
  a. Already registered on the web version of the BNIDirect application.
  b. New customers can use the BNIDirect/BNIDirect Mobile Registration Application by adding the BNIDirect Mobile feature and including the mobile/HP number for each user.
  c. Existing customers can use the BNIDirect/BNIDirect Mobile Maintenance Application to add BNIDirect Mobile features and mobile/HP number for each user.

BNIDirect Performance

	2023*	2022	Increase (Decrease)		
			Nominal	Percentage (%)	
Transaction Volume (IDR trillion)	5,720	4,126	1,594	38.6	▲
Number of users (based on CIF)	147,110	100,170	46,940	46.9	▲

*)The 2023 figures use the latest segmentation figures

As of December 2023, the number of BNIDirect users increased to 46.9%, or 46,940 compared to the previous year. Due to the increase in the number of BNIDirect users, the BNIDirect transaction volume increased to IDR5,720 trillion in 2023, or 38.6% compared to the previous year

4. Financial Supply Chain Management (FSCM)
   Supply Chain Financing is a business solution in a chain from upstream to downstream tailored to the needs of Corporate Customers. Through the BNI Financial Supply Chain Management (BNI FSCM) platform, customers get transparency in monitoring document flow and money flow 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. Financing Distributors
   Distributor Financing is a financing facility for corporate customer bills to corporate partners (distributors) on the due date and provides an extension for repayment of bills from corporate partners to BNI. Financing distributor services are

provided to companies wishing to increase business growth, and to regulate their cash cycle production process through the payment of corporate customer bills. In this case the corporate partners can set bill repayments according to their cash flow capabilities.

c. Receivable Financing
Receivable Financing is a facility in the form of taking over corporate customers' bills to corporate partners (distributors) to be paid before the bill is due. Receivable Financing services are provided for Corporate customers who want to increase business growth and speed up the production cash cycle process by providing financing for Corporate customers' bills to finance the collection of their receivables. BNI provides bailouts for corporate receivables to be paid faster.



More info: https://bnifscm.bni.co.id
Financial Supply Chain Management (FSCM) Performance

Financial Supply Chain Management (FSCM) Performance

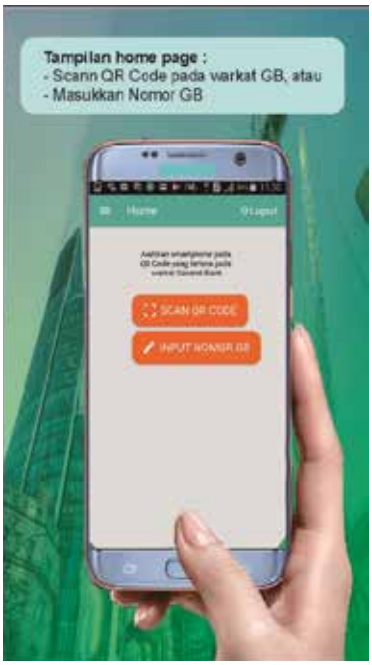
	2023	2022	Increase (Decrease)		
			Nominal	Percentage (%)	
Number of Transactions (thousand)	148,532	136,564	11,968	8,8%	▲
Transaction Volume (IDR-trillion)	26,9	23,2	3,7	15,9%	▲

The Item growth and SCF distribution volume through the FSCM platform increased by 8.8% and 15.9% respectively, with 148,532 distributions and IDR26.9 trillion, compared to 136,564 distributions and IDR23.2 trillion the previous year. This increase was due to BNI's strategy of optimizing the strategy to increase customer transactions through the BNI customer value chain ecosystem.

5. E-Bank Guarantee
Together with technological advances, BNI presents Online Bank Guarantee (BNI e-Bank Guarantee and m-BG Checking) as a solution that makes it easy for customers to submit, monitor and check bank guarantees online, with the following features:
   a. e-Application (Online Submission):
   Submitting a bank guarantee issuance online by tiered approval.
   b. e-Tracking (Online Monitoring):
   Monitoring the status of bank guarantee issuance.
   c. e-Reporting (Online Report):
   Reeport of Bank guarantees that has been issued (as the applicant) and accepted (as the beneficiary).
   d. e-Checking (Online Checking):
   Checking the validity of the bank guarantee documents that have been issued (as the applicant) and/or received by beneficiary.

e. e-Plafond Monitoring (Ceiling Monitoring):
   Monitoring bank guarantee ceilings (maximum, usage and remaining ceiling).
f. e-Amend (Submitting Changes):
   Requesting changes to bank guarantees online.
g. e-Revision (Online Revision):
   Revising bank guarantees online.
h. BNI m-BG Checking (Mobile Validation):
   Validating bank guarantee documents via mobile application by scanning the QR Code on the bank guarantee.

These features enable customers to access and manage their bank guarantees efficiently through online platforms provided by BNI.



Bank Guarantee Performance

	2023	2022	Increase (Decrease)	
			Nominal	Percentage (%)
Transaction Volume (IDR-billion)	10,078	8,421	1,657	19.7% ▲

The Bank Guarantee transactions growth and volume through the GB Online platform shows an increase of IDR1,657 billion, or 19.7% (YoY) growth in 2023. This was due to BNI's strategy to accommodate customers' needs for transactions seamlessly and practically. via digital channel platforms.

6. API Corporate Banking
   BNI API is a digital payment solution that can be integrated directly with systems and/or applications built independently by customers. BNI has also implemented the National Payment API Standard (SNAP API) which is an Open API standardization from Bank Indonesia. BNI has also received approval for the implementation of SNAP on Virtual Account and Transfer (Intrabank) services. Up to the end of 2023, BNI API Corporate Banking provided a total of 280 API services to customers.



Selengkapnya: https://digitalservices.bni.co.id

7. BNI DPLK Sure





BNI DPLK SURE is an application to support the BNI DPLK business, and provides convenience and solutions for managing retirement planning for BNI DPLK customers. The BNI DPLK SURE services consist of account opening, deposits, claims, balance information, and fund management according to the investment package chosen by the customer. BNI DPLK SURE is also connected to BNI Mobile Banking, BNI ATM, and BNI Direct so that customers can make transactions anytime and anywhere. The BNI DPLK Investment Package consists of various products, including Deposits, Bonds, Mutual Funds, Sharia Mutual Funds, and others.

As well as the main services for customers, there are other modules in DPLK SURE, such as reconciliation, integration, daily accrual modules, reporting modules to regulators and operational monitoring, which strengthen the reliability of DPLK SURE, while still meeting the requirements of regulators.

DPLK BNI has become a market leader in the pension fund management industry in Indonesia since 2001. As of December 31, 2023, DPLK BNI's AUM (Asset Under Management) reached IDR28.62 trillion for a total of more than 900 thousand corporate and individual customers.

8. Trade Finance Overseas
   One of BNI's flagship businesses which is currently still being developed is Trade Finance to support BNI's mission, namely Strengthening International Services to Support the Needs of Global Business Partners. To achieve this, BNI continues to improve the performance of its Trade Finance application. To adopt the SWIFT Changes in 2023, which impacted trade transaction processing, in 2023 BNI upgraded the Trade Finance (TiPlus) application in overseas branches (KCLN) Singapore and Hong Kong. The SWIFT format update was also one of BNI's efforts to fulfill compliance aspects with the latest regulations.

Contribution of Digital Banking to BNI's Financial Performance

The variety of digital banking products and services developed by BNI not only strengthens BNI's image as one of the largest banks in Indonesia, but also has a positive impact on BNI's overall financial performance. In the form of increasing the Current Account Saving Account (CASA) and obtaining Fee Based Income.

BNI's total CASA in December 2023 reached IDR577.5 trillion, growing 3.6% compared to last year. This growth was also supported by BNI's success in increasing digital capabilities which were able to increase customer engagement and transaction experience.

The following is the contribution of digital banking products and services developed by BNI to achieving Fee Based Income:

	2023		2022		Increase (Decrease)		
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)	
ATM & e-channel	1,297	72.2	1,495	81.3	(198)	(13.2)	▼
Payment Point Online Banking (PPOB) & Bill Payment	486	27.8	343	18.7	143	41.7	▲
Total	**1,783**	**100.0**	**1,838**	**100.0**	**(55)**	**(3.0)**	▼

Total Fee Based Income from digital services reached IDR1.8 trillion. Fees from ATMs & e-channels decreased in 2023, influenced by the implementation of the national payment system (BI Fast) which has lower transaction rates. Currently, more than 90% of interbank transfer transactions carried out by BNI customers have been carried out via BI Fast. This is a form of BNI's support for the government's program in integrating the national payment system. Meanwhile, Fees from PPOB & Bill Payment increased by 41.7% compared to last year. It indicates the success of BNI's strategy in increasing digital transactions by customers so that BNI digital services, especially Mobile Banking in the Retail Segment and BNIDirect in the Business Banking Segment, have also been used for transactions other than sending money.

Comprehensive Financial Overview

PRESENTATION AND COMPLIANCE WITH ACCOUNTING STANDARDS APPLICABLE IN INDONESIA

The presentation of financial review information is taken from the Consolidated Financial Report of PT Bank Negara Inodnesia (Persero) Tbk. and Subsidiaries prepared by Bank management in accordance with Financial Accounting Standards in Indonesia which the Consolidated Financial Statements as of the dates and for the years ending December 31, 2023, 2022 and 2021 have been audited by KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PricewaterhouseCoopers network) with the partner in charge being Drs. M. Jusuf Wibisana, M.Ec,. CPA, independent auditor with public accounting practice license No. AP.0222, based on Audit Standards established by the Indonesian Institute of Public Accountants, with opinions without modification, as stated in their respective reports dated January 25, 2024 and January 20, 2023.

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

STATEMENT OF CONSOLIDATED FINANCIAL POSITION

Laporan Posisi Keuangan Konsolidasian

"The Financial Position provides a glimpse of the strength of BNI's assets, banking business and capital. "In 2023, BNI's total assets stood at IDR1,087 Trillion Meanwhile, BNI's liabilities and equity comprised 85.8% Liabilities and 14.2%."

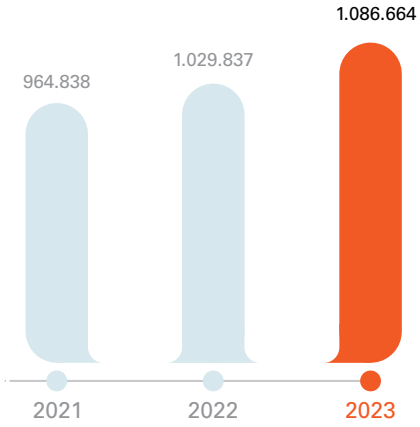
Account	2023 (IDR-billion)	2022 (IDR-billion)	2021 (IDR-billion)	Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
				Nominal (IDR-billion)	Percentage (%)	Nominal (IDR-billion)	Percentage (%)
Assets	1.086.664	1.029.837	964.838	56.827	5,5 ▲	64.999	6,7 ▲
Liabilities	931.931	889.639	838.318	42.292	4,8 ▲	51.321	6,1 ▲
Equity	154.733	140.198	126.520	14.535	10,4 ▲	13.678	10,8 ▲

The following describes the performance of BNI's Assets, Liabilities and Equity.

ASSETS

"BNI's total assets grew 5.5% to reach more than IDR1,000 trillion with a significant loan growth of 7.6% due to well-maintained asset quality management."

Total Assets
(IDR-billion)



Account	2023 (IDR-billion)	2022 (IDR-billion)	2021 (IDR-billion)	Increase (Decrease) 2022-2023 Nominal (IDR-billion)	Increase (Decrease) 2022-2023 Percentage (%)	Increase (Decrease) 2021-2022 Nominal (IDR-billion)	Increase (Decrease) 2021-2022 Percentage (%)
Cash	11,207	13,448	13,684	(2,241)	(16,7) ▼	(236)	(1.7) ▼
Current Accounts with Bank Indonesia	65,256	82,922	48,682	(17,666)	(21,3) ▼	34,240	70.3 ▲
Current Accounts with other banks - Net	35,023	15,922	19,570	19,101	120,0 ▲	(3,648)	(18.6) ▼
Placements with Other Banks and Bank Indonesia - Net	43,794	51,569	92,290	(7,775)	(15,1) ▼	(40,721)	(44.1) ▼
Marketable Securities - Net	37,165	28,556	25,803	8,609	30,1 ▲	2,753	10.7 ▲
Securities Purchased under Agreements to Resell - Net	13,951	16,631	22,011	(2,680)	(16,1) ▼	(5,380)	(24.4) ▼
Bills and Other Receivables - Net	18,999	20,729	19,563	(1,730)	(8,3) ▼	1,166	6.0 ▲
Acceptance Receivables - Net	17,091	18,912	20,543	(1,821)	(9,6) ▼	(1,631)	(7.9) ▼
Derivative Receivables- Net	996	685	494	311	45,4 ▲	191	38.7 ▲
Loans disbursed	695,085	646,188	582,436	48,897	7,6 ▲	63,752	10.9 ▲
CKPN Loans disbursed	(47,158)	(50,334)	(50,295)	3,176	(6,3) ▼	(39)	0.1 ▲
Government Bonds - Net	127,099	121,291	111,429	5,808	4,8 ▲	9,862	8.9 ▲
Prepaid Taxes	643	644	1,051	(1)	(0,2) ▼	(407)	(38.7) ▼
Prepaid Expenses	2,743	3,244	3,096	(501)	(15,4) ▼	148	4.8 ▲
Investments in Associates	11,284	10,049	8,688	1,235	12,3 ▲	1,361	15.7 ▲
Equity Investments - Net	564	609	830	(45)	(7,4) ▼	(221)	(26.6) ▼
Other Assets- Net	16,972	13,856	11,850	3,116	22,5 ▲	2,006	16.9 ▲
Fixed Assets - Net	27,765	26,549	26,883	1,216	4,6 ▲	(334)	(1.2) ▼
Intangible assets	744	753	-	(9)	(1,2) ▼	753	100.0 ▲
Deferred Tax Assets - Net	7,441	7,614	6,230	(173)	(2,3) ▼	1,384	22.2 ▲
Total Assets	**1,086,664**	**1,029,837**	**964,838**	**56,827**	**5,5 ▲**	**64,999**	**6.7 ▲**

BNI assets in 2023 grew by IDR56.8 trillion, or 5.5% compared to Total Assets in 2022 of IDR1.030 trillion, increasing to IDR1.087 trillion in 2023. The growth in assets mainly came from support from the growth in Loans, with the Loans Account registering the largest contribution to total assets, reaching 64.0% in 2023 compared to 62.7% the previous year, reflecting BNI's main business as a loan distributor. In addition, other productive assets in the form of Government Bonds was the second largest contributor, with 11.7% of BNI's Total Assets, an increase of 4.8% from IDR121.3 trillion in 2022 to IDR127.1 trillion in 2023. Current accounts with other banks, had the largest contribution of 3.01%, and also experienced a significant increase of 120% from IDR15.9 trillion in 2022 to IDR35.0 trillion in 2023.

Cash

In 2023, BNI recorded cash of IDR11.2 trillion, a decrease of 16.7% compared to the previous year's position of IDR13.4 trillion. There was a decrease in cash in Rupiah of 18.1% to reach IDR10.4 trillion in 2023. Cash in foreign currencies increased, and was dominated by USD. The portion of cash denominated in Rupiah remains dominant at 92.7% of BNI's total cash.

Current accounts with Bank Indonesia

BNI and its Subsidiaries are required to keep Minimum Statutory Reserves (MSR) in Rupiah for their activities as commercial and sharia bank, as well as MSR in foreign currency for their activities when conducting foreign currency transactions.

Account	2023		2022		2021		Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)	Nominal (IDR-billion)	Percentage (%)
Rupiah	57,795	88.6	76,037	91.7	42,949	88.2	(18,242)	(24.0) ▼	33,088	77.0 ▲
US Dollar	7,461	11.4	6,885	8.3	5,733	11.8	576	8.4 ▲	1,152	20.1 ▲
Total	**65,256**	**100.0**	**82,922**	**100.0**	**48,682**	**100.0**	**(17,666)**	**(21.3) ▼**	**34,240**	**70.3 ▲**

In 2023, BNI's Current Accounts with Bank Indonesia (BI) were to IDR65.3 trillion, a decrease of 21.3% compared to IDR82.9 trillion the previous year. This account acounted for 6.0% in 2023, down from the previous year's 8.1%. BNI's MSR is in accordance with Bank Indonesia Regulation (PBI) No. 24/4/PBI/2022 dated March 1, 2022 concerning Minimum Statutory Reserves for Commercial Banks in Rupiah and Foreign Currency for Conventional Commercial Banks, and the Members of the Board of Governors Regulation (PADG) No. 24/8/PADG/2022 dated June 30, 2022.

Minimum Statutory Reserves (MSR)	2023 (%)	2022 (%)	2021 (%)
MSR - Rupiah	9.5	11.9	7. 7
MSR – Foreign Currencies	4.0	4.0	4.0

BNI's primary GWM ratio for Rupiah was 9.5% as of December 31, 2023, and 11.9% as of December 31, 2022, while for foreign currency they were 4.0% and 4.0% respectively.

Current Accounts with Other Banks

Account	2023		2022		2021		Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)	Nominal (IDR-billion)	Percentage (%)
Rupiah	602	1.7	385	2.4	472	2.4	217	56.4 ▲	(87)	(18.4) ▲
Foreign Currency	34,421	98.3	15,537	97.6	19,098	97.6	18,884	121.5 ▲	(3,561)	(18.6) ▲
Allowance for impairment losses	-	-	-	-	-	-	-	- -	-	- -
Total - net	**35,023**	**100.0**	**15,922**	**100.0**	**19,570**	**100.0**	**19,101**	**120.0 ▲**	**(3,648)**	**(18.6) ▲**

BNI's current accounts with other banks were IDR35.0 trillion. an increase of 120.0% in 2023 compared to IDR15.9 trillion the previous year. This increase was due to an increase in current accounts with other banks in foreign currency (forex) that reached IDR18.9 trillion (gross), an increase of 121.5% compared to IDR15.5 trillion the previous year due to transactions with counterparty banks. The contribution of this account to total assets was 3.2% in 2023, a increase down compared to the previous year's 1.5%

Placements with Other Banks and Bank Indonesia

Account	2023		2022		2021		Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)	Nominal (IDR-billion)	Percentage (%)
Deposit Facility	39,429	90.0	49,389	95.8	90,320	97.9	(9,960)	(20.2) ▼	(40,931)	(45.3) ▼
Call money	1,364	3.1	911	1.8	714	0.8	453	49.7 ▲	197	27.6 ▲
Time Deposits	2,963	6.8	1,269	2.5	1,207	1.3	1,694	133.5 ▲	62	5.1 ▲
Negotiable Certificate Deposits	38	0.1	-	-	49	0.1	38	100.0 ▲	(49)	(100.0) ▼
Allowance for impairment losses	-	-	-	-	-	-	-	- -	-	- -
Total - net	**43,794**	**100.0**	**51,569**	**100.0**	**92,290**	**100.0**	**(7,775)**	**(15.1) ▼**	**(40,721)**	**(44.1) ▼**

Placements with other banks and Bank Indonesia were recorded at IDR43.8 trillion or a decrease of 15.1% from 2022. This is an effort to increase income from productive assets that have higher yields. The annual interest rate for this account in Rupiah is 0.0-7.3% and 0.0-6.0% respectively, while for foreign currency (USD) it is 0.0%-5.7% and 0.0 - 4.7% for 2023 and 2022.

Securities

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, 2023, the Bank recorded total securities of IDR37.2 trillion, an increase of 30.1% compared to the previous year's achievement of IDR28.6 trillion. The composition of securities owned by BNI is as follows:

Securities	2023		2022		2021		Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)	Nominal (IDR-billion)	Percentage (%)
Mutual funds	24,199	64.7	19,350	67.2	15,896	61.0	4,849	25.1 ▲	3,454	21.7 ▲
Bonds	7,348	19.6	7,021	24.4	8,520	32.7	327	4.7 ▲	(1,499)	(17.6) ▼
Obligasi Subordinasi	607	1.6	604	2.1	608	2.3	3	0.5 ▲	(4)	(0.7) ▼
Bank Indonesia Certificates	-	-	78	0.3	128	0.5	(78)	(100.0) ▼	(50)	(39.1) ▼
Bank Indonesia Rupiah Certificates (SRBI)	3,700	9.9	-	-	-	-	-	100.0 ▲	-	- -
Bank Indonesia Foreign Currency Certificates (SVBI)	76	0.2	-	-	-	-	-	100.0 ▲	-	- -
Asset Backed Securities	-	-	--	-	72	0.3	-	- -	(72)	(100.0) ▼
Other Securities	1,478	4.0	1,750	6.0	829	3.2	(272)	(15.5) ▼	921	111.1 ▲
Allowance for impairment losses	(243)		(247)		(250)		4	(1.6) ▼	3	(1.2) ▼
Total - net	**37,165**	**100.0**	**28,556**	**100.0**	**25,803**	**100.0**	**8,609**	**30.1 ▲**	**2,753**	**10.7 ▲**

Securities	2023		2022		2021		Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)	Nominal (IDR-billion)	Percentage (%)
Fair Value Through Profit and Loss Report										
Mutual funds	4,745	12.7	5,425	18.8	8,714	33.4	(680)	(12..5) ▼	(3,289)	(37.7) ▼
Bank Indonesia Rupiah Certificates (SRBI)	2,549	6.8	-	-	-	-	2,549	100.0 ▲	-	-
Bank Indonesia Foreign Currency Certificates (SVBI)	76	0.2	-	-	-	-	76	100.0 ▲	-	-
Bonds	642	1.7	3	-	23	0.1	639	21.300.0 ▲	(20)	(87.0) ▼
Subordinated Bonds	269	0.7	6	-	6	-	263	4.383.0 ▲	-	-
Other Securities	1	0.0	1,742	6.0	829	3.2	(1,741)	(99.9) ▼	913	110.1 ▲
Total Fair Value Through Profit and Loss Statement	**8,282**	**22.1**	**7,176**	**24.9**	**9,572**	**36.7**	**1,106**	**15.4**	**(2,396)**	**(25.0) ▼**
Fair Value Through Other Comprehensive Income										
SBI	-	-	78	0.3	128	0.5	(78)	(100.0) ▼	(50)	(39.1) ▼
Mutual funds	19,454	52.0	13,926	48.3	7,182	27.6	5,528	39.7 ▲	6,744	93.9 ▲
Other bonds	6,101	16.3	6,303	21.9	8,241	31.6	(202)	(3.2) ▼	(1,938)	(23.5) ▼

Securities	2023		2022		2021		Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)	Nominal (IDR-billion)	Percentage (%)
Subordinated Bonds	338	0.9	597	2.1	602	2.3	(259)	(43.4) ▼	(5)	(0.8) ▼
Bank Indonesia Rupiah Certificates (SRBI)	1,151	3.1	-	-	-	-	1,151	100.0 ▲	-	-
Other Securities	1,477	3.9	-	-	-	-	1,477	100.0 ▲	-	-
Asset Backed Securities	-	-	-	-	72	0.3	-	-	(72)	(100.0) ▼
Total Fair Value Through Other Comprehensive Income	28,521	76.2	20,904	72.6	16,225	62.3	7,617	36.4 ▲	4,679	28.8 ▲
Amortized Acquisition Cost										
Other bonds	605	1.6	716	2.5	256	1.0	(111)	(15.5) ▼	460	179.7 ▲
Other Securities	-	-	7	-	-	-	(7)	(100.0) ▼	7	100.0 ▲
Total amortized Acquisition Cost	605	1.6	723	2.5	256	1.0	(118)	(16.5) ▼	467	182.4 ▲
Allowance for Impairment Losses	(243)		(247)		(250)		4	(0.6) ▼	3	(1.2) ▼
Total - net	37,165	100.0	28,556	100.0	25,803	100.0	8,609	30.1 ▲	2,753	10.7 ▲

The growth in securities owned by BNI in 2023 was 30.1%, or IDR8.6 trillion. This increase was mainly contributed by an increase in securities with mutual fund instruments classified as fair value through other comprehensive income namely IDR4.9 trillion. In 2023, BNI also placed funds in two new instruments issued by Bank Indonesia in 2023, namely Bank Indonesia Rupiah Securities (SRBI) and Bank Indonesia Foreign Currency Securities (SVBI) resulting in a total portfolio of IDR3.8 trillion.

Securities Based on Issuer	2023		2022		2021		Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)	Nominal (IDR-billion)	Percentage (%)
Corporate	30,646	81.9	25,352	88.0	21,827	83.8	5,294	20.9 ▲	3,525	16.1 ▲
Banks	2,986	8.0	3,373	11.7	4,098	15.7	(387)	(11.5) ▼	(725)	(17.7) ▼
Bank Indonesia	3,776	10.1	78	0.3	128	0.5	3,698	4.741.0 ▲	(50)	(39.1) ▼
Sub Total	37,408	100.0	28,803	100.0	26,053	100.0	8,605	29.9 ▲	2,750	10.6 ▲
Allowance for Impairment Losses	(243)		(247)		(250)		4	(1.6) ▼	3	(1.2) ▼
Total - net	37,165		28,556		25,803		8,609	30.1 ▲	2,753	10.7 ▲

Looking at the composition of the issuers of these securities, securities issued by corporations had the largest portion, reaching 81.9%, or IDR30.6 trillion in 2023. This was an increase compared to the previous year where the total securities reached IDR25.4 trillion (gross).

Securities Collectability	2023		2022		2021		Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Persentase (%)	Nominal (IDR-billion)	Persentase (%)
Current	36,874	98.6	28,269	98.1	25,483	97.8	8,605	30.4 ▲	2,786	10.9 ▲
Doubtful	291	0.8	287	1.0	320	1.2	4	1.4 ▲	(33)	(10.3) ▼
Macet	243	0.6	247	0.9	250	1.0	(4)	(1.6) ▼	(3)	(1.2) ▼
SubTotal	37,408	100.0	28,803	100.0	26,053	100.0	8,605	29.9 ▲	2,750	10.6 ▲
Reserve for impairment losses	(243)		(247)		(250)		4	(1.6) ▼	3	(1.2) ▼
Total	**37,165**	**100.0**	**28,556**	**100.0**	**25,803**	**100.0**	**8,609**	**30.1 ▲**	**2,753**	**10.7 ▲**

Viewed from a collectability perspective, BNI's securities were in the current category with portions of 98.6% and 98.1% respectively for the period ending December 31, 2023 and 2022. Management assesses that the amount of allowance for impairment losses on securities owned by the Bank is adequate.

Securities Purchased under Agreements to Resell

Until December 31, 2023, Securities Purchased under Agreements to Resell amounted to IDR13.9 trillion with the current classification decreasing by 16.11% compared to IDR16.6 trillion last year. The biggest decline was with Bank Indonesia counterparties where the decline in Reverse Repo amounted to IDR2.6 trillion. The contractual interest rate for securities purchased under agreements to resell was 6.0%-6.7% and 5.0%-6.4%.

Export Bills and Other Receivables

BNI's export bills and other receivables amounted to IDR19 trillion, a decrease of 8.3% in 2023. This decrease was mainly due to a decrease in Export Bills in rupiah currency of IDR1.9 trillion, or 13.22% , where total export money order transactions in 2023 reached IDR12.7 trillion, from IDR14.6 trillion in the previous year. Export bills and other receivables denominated in Rupiah made up a dominant portion in the BNI export bills and other receivables composition with portions of 65.9% and 70.0% respectively for 2023 and 2022. Export bills and other receivables are in the form of Domestic Documentary Certificates (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 IDR17.1 trillion in 2023, a decrease of 9.6% compared to IDR18.9 trillion the previous period. This decrease was mainly due to a decrease in acceptance receivables from customers in rupiah from non-bank debtors of IDR17.3 trillion (gross) in 2023 compared to IDR19.7 trillion (gross) the previous year. Based on Bank Indonesia collectibility, all Acceptance Receivables are classified as current with a provision for impairment losses that has been established in accordance with 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 rats swaps and spot transactions for financing, trading and hedging. 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 forward 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 derivative receivables amounted to IDR1 trillion in 2023, an increase of 45.4% from the previous year's IDR0.69 trillion. Of the total derivative receivables foreign currency swap instruments in US Dollars recorded the largest nominal value of IDR1.3 billion in 2023 from IDR2.1 billion the previous year. All derivative receivables as of December 31, 2023 were classified as current.

Loans Disbursed

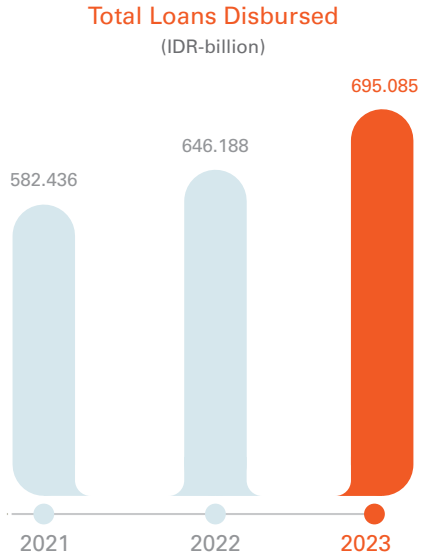
Loans disbursed are BNI's main business with a contribution of 64.0% to total assets in 2023 and 62.7% in 2022.

Based on the type of credit, BNI provides loans in the form of working capital loans, investment loans, consumer loans, syndicated loans, employee loans and government program loans.

Loans disbursed by BNI reached IDR695.1 trillion or grew by 7.6% compared to last year. The growth in loans provided was driven by Syndicated Loans, which experienced an increase of 103% or IDR49.5 trillion, where the current position was IDR97.6 trillion and the position in 2022 was

IDR48.1 trillion. BNI loans are provided in Rupiah and foreign currency. Loans in Rupiah still has the largest portion, namely 80.9% (2023) and 80.1% (2022). Meanwhile, loans in foreign currency is dominated by US dollars with a contribution of 19.1% and 19.9% to total loans in 2023 and 2022.

The basic credit interest rate (prime lending rate) as of December 31 2023 was 8.1% for the corporate segment, 8.3% for the retail segment and 7.4% for home ownership consumer credit (KPR) and 8.8% for consumer credit apart from KPR.



Working capital loans make up the largest portion of BNI's loan portfolio (gross) at 50.8% and 54.3% in 2023 and 2022. Cumulatively. the loan portfolio is well diversified with contributions from other types with a relatively large portion being investment loans (16.9%); consumer loans (17.7%): and syndicated loans (14.0%) in 2023.The composition of loans based on loans type is as follows:

Loans by Type	2023		2022		2021		Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)	Nominal (IDR-billion)	Percentage (%)
Working capital	352,886	50.8	350,624	54.3	311,419	53.5	2,262	0.65 ▲	39,205	12.6 ▲
Investment	117,616	16.9	133,840	20.7	131,886	22.6	(16,224)	(12.1) ▼	1,954	1.5 ▲
Consumer	123,317	17.7	109,424	16.9	95,335	16.4	13,893	12.7 ▲	14,089	14.8 ▲
Employee	3,635	14.0	4,151	0.6	3,928	0.7	(516)	12.4 ▲	223	5.7 ▲
Syndicated	97,600	0.5	48,079	7.4	39,741	6.8	49,521	103.0 ▲	8,338	21.0 ▲
Government Programs	31	0.0	70	0.0	127	0.0	(39)	(55.71) ▼	(57)	(44.9) ▼
Total - Gross	695,085	100.0	646,188	100.0	582,436	100.0	48,897	7.57 ▲	63,752	10.9 ▲
Allowance for Impairment Losses	(47,158)		(50,334)		(50,295)		3,176	(6.31) ▼	(39)	0.1 ▲
Total - net	**647,927**		**595,854**		**532,141**		**52,073**	**8,74 ▲**	**63,713**	**12,0 ▲**

Regarding syndicated loans, BNI's participation in syndicated loans with other banks amounted to IDR97.6 trillion and IDR48.1 trillion as of December 31, 2023 and 2022, respectively. Syndicated loans are loans provided to debtors based on joint financing agreements with other banks. The percentage of BNI's share in syndicated loans, where BNI acts as syndication leader, is 5.04%-100.00% in 2023 and 5.04% - 83.30% in 2023.

Employee loans are loans given to BNI employees with an interest rate of 3%-5% per year. intended for home purchases and other purposes with a shelf life ranging from 1 year to 20 years. Loan principal and interest payments are paid through monthly salary deductions. The Government Credit Program consists of Food Security Credit (KKP Two Steps Loan (TSL), Cattle Breeding Business Credit (KUPS), and Plantation Revitalization which can be partially and/or fully funded by the Government.

Loans by Segment	2023		2022		2021		Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)	Nominal (IDR-billion)	Percentage (%)
Corporate	310,392	44.7	255,639	39.6	229,028	39.3	54,753	21.4 ▲	27,817	12.1 ▲
Rupiah	245,881	35.4	207,969	32.2	184,837	31.7	37,912	18.2 ▲	21,462	11.6 ▲
Foreign currency	64,511	9.3	47,670	7.4	44,191	7.6	16,841	35.3 ▲	6,355	14.4 ▲
Middle	109,625	15.8	112,462	17.4	99,132	17.0	(2,837)	(2.5) ▼	7,182	7.2 ▲
Rupiah	98,318	14.1	99,092	15.3	88,559	15.2	(774)	(0.8) ▼	7,261	8.2 ▲
Foreign currency	11,307	1.6	13,370	2.1	10,573	1.8	(2,063)	(15.4) ▼	(79)	(0.7) ▼
Small	84,927	12.2	97,210	15.0	95,752	16.4	(12,283)	(12.6) ▼	5,887	6.1 ▲
Rupiah	84,895	12.2	97,115	15.0	95,634	16.4	(12,220)	(12.6) ▼	5,910	6.2 ▲
Foreign currency	32	0.0	95	0.0	118	0.0	(63)	(66.0) ▼	(23)	(19.5) ▼
Consumer	124,487	17.9	109,602	17.0	98,991	17.0	14,885	13.6 ▲	11,124	11.2 ▲
Rupiah	124,464	17.9	109,577	17.0	98,960	17.0	14,886	13.6 ▲	11,130	11.2 ▲
Foreign currency	24	0.0	25	0.0	31	0.0	(1)	(4.7) ▼	(6)	(19.4) ▼
International	56,611	8.1	67,405	10.4	58,446	10.0	(10,795)	(16.0) ▼	8,959	15.3 ▲
Rupiah	-	-	-	-	-	-	-	- -	-	- -
Foreign currency	56,611	8.1	67,405	10.4	58,446	10.0	(10,795)	(16.0) ▼	8,959	15.3 ▲
Subsidiaries	9,043	1.3	3,870	0.6	1,087	0.2	5,172	133.6 ▲	2,783	256.0 ▲
Rupiah	9,033	1.3	3,834	0.6	1,087	0.2	5,199	135.6 ▲	2,747	252.7 ▲
Foreign currency	10	0.0	37	0.0	-	-	(27)	(73.1) ▼	36	100.0 ▲
Total Loans	**695,085**	**100.0**	**646,188**	**100.0**	**582,436**	**100.0**	**48,896**	**7.6 ▲**	**63,752**	**10.9 ▲**
Total Rupiah	**562,591**	**80.9**	**517,587**	**80.1**	**469,077**	**80.5**	**45,003**	**8.7 ▲**	**48,510**	**10.3 ▲**
Total Foreign currency	**132,494**	**19.1**	**128,601**	**19.9**	**113,359**	**19.5**	**3,893**	**3.0 ▲**	**15,242**	**13.4 ▲**

Loans by Economic Sector	2023		2022		2021		Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Persentase (%)	Nominal (IDR-billion)	Persentase (%)
Trade, restaurants and hotels	130,427	18.8	109,753	17.0	101,676	17.5	20,674	18.8 ▲	8,077	7.9 ▲
Industry	137,662	19.8	133,896	20.7	121,997	20.9	3,766	2.8 ▲	11,899	9.8 ▲

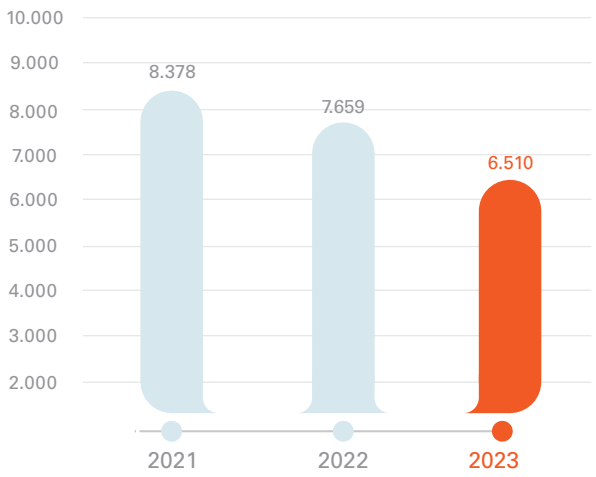
Loans by Economic Sector	2023		2022		2021		Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Persentase (%)	Nominal (IDR-billion)	Persentase (%)
Agriculture	56,438	8.1	57,131	8.8	59,430	10.2	(693)	(1.2) ▼	(2,299)	(3.9) ▼
Business services	47,189	6.8	47,153	7.3	42,959	7. 4	36	0.1 ▲	4,194	9.8 ▲
Construction	54,444	7.8	55,865	8.6	55,210	9.5	(1,421)	(2.5) ▼	655	1.2 ▲
Transport, warehousing and communication	49,271	7.1	44,962	7.0	43,010	7.4	4,309	9.6 ▲	1,952	4.5 ▲
Electricity, gas and water	21,541	3.1	22,073	3.4	20,301	3.5	(532)	(2.4) ▼	1,772	8.7 ▲
Social services	14,431	2.1	23,240	3.6	20,925	3.6	(8,809)	(37.9) ▼	2,315	11.1 ▲
Mining	48,943	7.0	39,063	6.0	15,685	2.7	9,880	25.3 ▲	23,378	149.0 ▲
Others	134,739	19.4	113,052	17.5	101,243	1 7.4	21,687	19.2 ▲	11,809	11.7 ▲
Sub Total	695,085	100.0	646,188	100.0	582,436	100.0	48,897	7.6 ▲	63,752	10.9 ▲
Allowance for impairment losses	(47,158)		(50,334)		(50,295)		3,176	(6.3) ▼	(39)	0.1 ▲
Total - net	**647,927**		**595,854**		**532,141**		**52,073**	**8.7** ▲	**63,713**	**12.0** ▲

When viewed from the economic sector, loans disbursed by BNI are well diversified so that they are not exposed to the risk of loan concentration in certain economic sectors. The three economic sectors that have the highest contribution to loans provided in 2023 are industrial or manufacturing sector with a share of 19.8%; trade, restaurants and hotels (18.8%); and agriculture (8.1%). In the previous year, the portion of credit distribution for the three sectors remained relatively unchanged at respectively 20.7%,; 17.0%; and 8.8%.

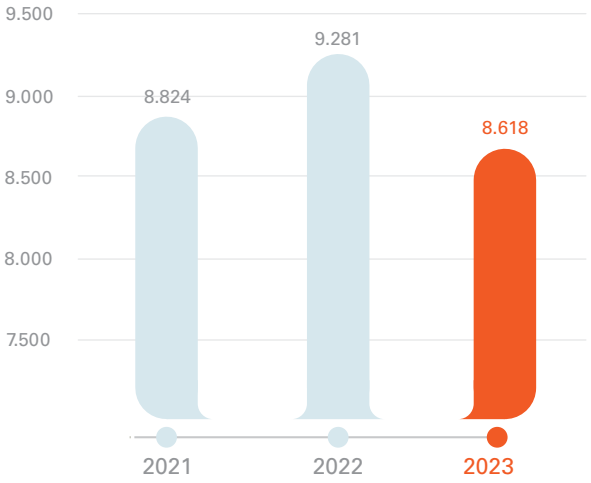
Loans Disbursed by Overseas Branches	2023		2022		2021		Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Persentase (%)	Nominal (IDR-billion)	Persentase (%)
BNI Tokyo	6,510	11.5	7,659	11.4	8,378	14.3	(1,149)	(15.0) ▼	(719)	(8.6) ▼
BNI Hong Kong	8,618	15.2	9,281	13.8	8,824	15.1	(663)	(7.1) ▼	457	5.2 ▲
BNI Singapura	18,900	33.4	17,278	25.6	12,574	21.5	1,622	9.4 ▲	4,704	37.4 ▲
BNI New York	12,621	22.3	17,467	25.9	12,684	21.7	(4,846)	(27.7) ▼	4,783	37.7 ▲
BNI London	7,531	13.3	13,161	19.5	12,343	21.1	(5,630)	(42.8) ▼	818	6.6 ▲
BNI Seoul	2,431	4.3	2,559	3.8	3,643	6.3	(128)	(5.0) ▼	(1,084)	(29.8) ▼
Jumlah	**56,611**	**100.0**	**67,405**	**100.0**	**59,111**	**100.0**	**(10,794)**	**(16.0)** ▼	**8,959**	**15.3** ▲

Based on disbursement by Overseas Branches (KLN), loans at BNI KLN decreased by IDR10.8 trillion or 16.0% compared to 2022. The decrease in loans disbursement by KLN in 2023 was dominated by BNI London and BNI New York with IDR5.6 trillion and IDR4.8 trillion or 42.8% and 27.7% compared to the previous year.

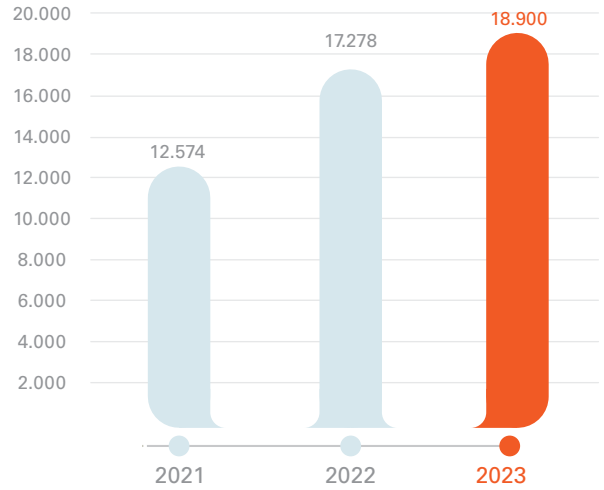
BNI Tokyo
(IDR-billion)



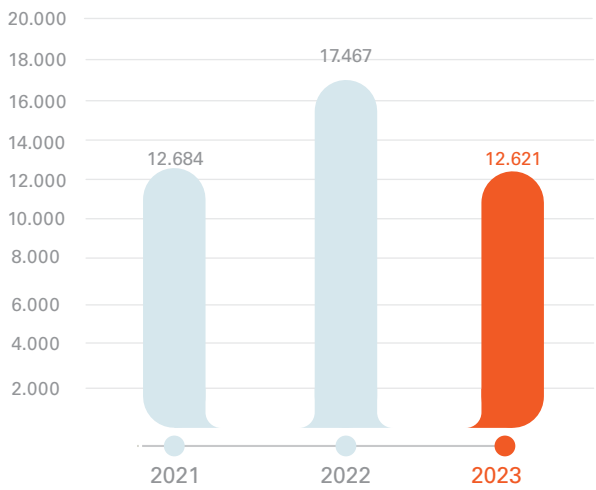
BNI Hongkong
(IDR-billion)



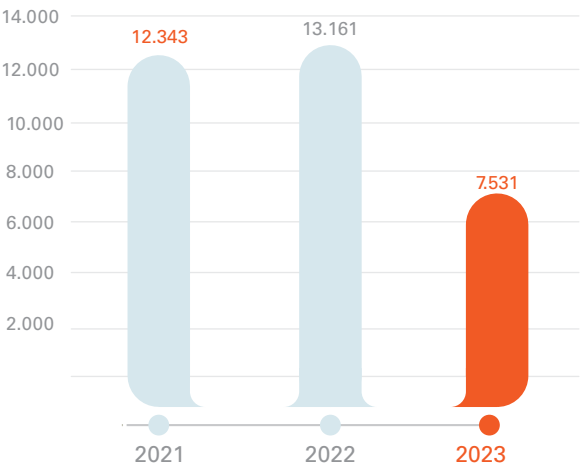
BNI Singapura
(IDR-billion)



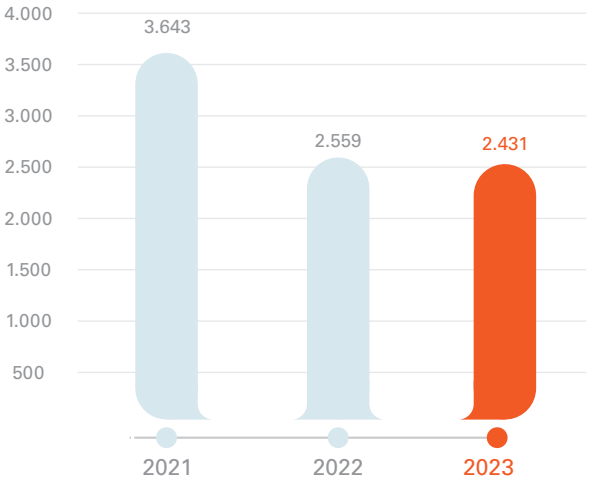
BNI New York
(IDR-billion)



BNI London
(IDR-billion)



BNI Seoul
(IDR-billion)



Kolektibilitas Pinjaman	2023		2022		2021		Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)	Nominal (IDR-billion)	Percentage (%)
Current	646,349	93.0	605,232	93.7	533,438	91.6	41,117	6.8 ▲	71,794	13.5 ▲
Special Mention	33,901	4.9	22,795	3.5	27,470	4.7	11,106	48.7 ▲	(4,675)	(17.0) ▼
Substandard	2,954	0.4	3,123	0.5	4,114	0.7	(169)	(5.4) ▼	(991)	(24.1) ▼
Doubtful	2,822	0.4	1,471	0.2	2,346	0.4	1,351	91.8 ▲	(875)	(37.3) ▼
Loss	9,059	1.3	13,567	2.1	15,068	2.6	(4,508)	(33.2) ▼	(1,501)	(10.0) ▼
Sub Total	695,085	100.0	646,188	100.0	582,436	100.0	48,897	7.6 ▲	63,752	10.9 ▲
Allowance for impairment losses	(47,158)		(50,334)		(50,295)		3,176	(6.3) ▼	(39)	0.1 ▲
Total - net	**647,927**		**595,854**		**532,141**		**52,073**	**8.7 ▲**	**63,713**	**12.0 ▲**

In terms of Bank Indonesia collectibility in accordance with OJK Regulations, the collectibility of loans disbursed by BNI was mostly in the current category with a portion of 93.0% and 93.7% for 2023 and 2022. The gross non-performing loan ratio (before deducting allowance for impairment losses) for BNI and Subsidiaries as of December 31, 2023 and 2022 was 2.1% and 2.8% respectively. BNI Consolidated's net non-performing loan ratio for the same periods reached 0.6% and 0.5%.

Write-off of Loan Assets and Recovery – Bank Only

BNI wrote off loan assets amounting to IDR14.3 trillion during 2023, higher than the IDR10.9 trillion in 2022. BNI management prioritizes debtors who are bankrupt and have legal problems, and maximum efforts have been made. When compared with the total loans provided by Bank Only, the loan asset write-off ratio is relatively low at around 2.1%. In 2023, the recovery of written-off loans amounted to IDR5.2 trillion with a recovery rate of 35.9%, an increase compared to 35.8% in 2022.

Government Bonds

Government bonds are financial instruments that fall under low risk criteria but offer competitive interest rates. On the other hand, these instruments helps Government funding in managing the APBN.

Loan Collectibility	2023		2022		2021		Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)	Nominal (IDR-billion)	Percentage (%)
Fair value through profit or loss	4,188	3.3	1,775	1.5	4,112	3.7	2,413	135.9 ▲	(2,337)	(56.8) ▼
Fair Value through Other Comprehensive Income	86,549	68.1	82,328	67.9	85,198	76.4	4,221	5.1 ▲	(2,870)	(3.4) ▼
Amortised Expenses	36,363	28.6	37,189	30.6	22,120	19.9	(826)	(2.2) ▼	15,069	68.1 ▲
Total	127,100	100.0	121,292	100.0	111,430	100.0	5,808	4.8 ▲	9,862	8.9 ▲
Fixed interest rate	127,001	99.9	121,192	99.9	111,330	99.9	5,809	4.8 ▲	9,862	8.9 ▲
Floating Interest Rate	99	0.1	100	0.1	100	0.1	(1)	(1.0) ▼	-	-
Total	**127,100**	**100.0**	**121,292**	**100.0**	**111,430**	**100.0**	**5,808**	**4.8 ▲**	**9,862**	**8.9 ▲**

Government bonds are financial instruments that fall under low risk criteria but offer competitive interest rates. On the other hand, this instrument also helps government funding in managing the APBN. As of December 31, 2023, BNI's Government Bonds amounted to IDR127.1 trillion, an increase of 4.8% compared to the same position in 2022. BNI's Government Bonds are denominated in Rupiah and foreign currency, with Government Bonds denominated in Rupiah reaching IDR95.3 trillion, an increase of 7.6% in 2023, compared to IDR88.6 trillion the previous year. Meanwhile. Government Bond in foreign currencies amounted to IDR31.8 trillion and IDR32.7 trillion in 2023 and 2022. The contribution of this account to BNI's total assets in 2023 and 2022 was 11.7% and 11.8%.

Using the type of Government Bond interest rates, Government bond transactions with fixed interest rates delivered a dominant portion of 99.9% in 2023 and 2022. Whereas for floating interest rate bonds, the portion of Government Bond transactions is 0.1% and 0.1% in 2023 and 2022.

For fixed interest rates, the market price of Government Bonds ranges between 73.9% to 132.3% and between 71.9% to 130.7% on 31 December 2023 and 2022 respectively. Meanwhile, the market price of Government BondsThe government floating interest rate was 100.0% and 99.9% on December 31, 2023 and 2022.

In Government Bond financial instruments, there are government bonds from the recapitalization program, the amount of recapitalization bonds on December 31, 2023 and December 31, 2022 was IDR100 billion.

The contract interest rate for Government Bonds in 2023 for fixed interest rates is 3.88%-12.0% in rupiah, 0.5-7.8% in US Dollars, and 0.5%-1.3% in Singapore Dollars. Meanwhile, the contract interest rate for fixed interest rates in the previous year for the three types of currencies was 4.0%-12.0%; 0.1%-7.8%; and 1.3%. On the other hand, the annual floating interest rate for Government Bonds in 2023 is 4.5% from 3.5% - 4.3% in the previous year.

Prepaid Taxes and Prepaid Expenses

BNI's prepaid taxes and expenses for the period ending December 31, 2023 was IDR0.6 trillion and IDR2.7 trillion, respectively, compared to IDR0.6 trillion and IDR3.2 trillion respectively the previous year.

Investment in Shares and Investment in Associated Entities

	2023 (%)	2022 (%)	2021 (%)
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	0.2	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	9.8	9.3	10.2
PT Penyelesaian Transaksi Elektronik Nasional (PTEN)	17.5	17. 5	17. 5
PT Bank Syariah Indonesia Tbk	23.2	23.2	24.9

Investments in shares and Investments in BNI associated entities net reached IDR11.8 trillion in 2023, higher than the previous year's position of IDR10.7 trillion due to additional participation and recognition of the profit portion of PT Bank Syariah Indonesia Tbk in 2023.

Other Assets

BNI's net other assets reached IDR17.0 trillion in 2023, an increase of 22.5% compared to the previous year's position of IDR13.9 trillion due to an increase in several accounts, including BNI's claims as Bank Acquirer and BI's Export Proceeds Foreign Exchange (DHE).

Fixed Assets

Account	2023 (IDR- billion)	2022 (IDR- billion)	2021 (IDR- billion)	Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
				Nominal (IDR- billion)	Percentage (%)	Nominal (IDR- billion)	Percentage (%)
Land	16,364	16,023	15,969	341	2.1 ▲	54	0.3 ▼
Buildings	9,246	8,724	8,387	522	6.0 ▲	337	4.0 ▲
Office Equipment and motor vehicles	15,187	13,958	12,747	1,229	8.8 ▲	1,211	9.5 ▼
Total acquisition cost	40,797	38,705	37,103	2,092	5.4 ▲	1,602	4.3 ▼

Account	2023 (IDR- billion)	2022 (IDR- billion)	2021 (IDR- billion)	Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
				Nominal (IDR- billion)	Percentage (%)	Nominal (IDR- billion)	Percentage (%)
Assets In Settlement	1,239	707	522	532	75.2 ▲	185	35.4 ▲
Right-of-Use Assets	2,652	2,343	2,210	309	13.2 ▲	133	6.0 ▼
Total acquisition cost	44,688	41,755	38,935	2,933	7.0 ▲	1,920	4.8 ▲
Accumulated depreciation							
Buildings	3,366	2,814	2,250	552	19.6 ▲	564	25.1 ▲
Office Equipment and motor vehicles	12,317	11,345	9,890	972	8.6 ▲	1,455	14.7 ▲
Right-of-Use Assets	1,240	1,047	812	193	18.4 ▲	235	28.9 ▲
Total accumulated depreciation	16,923	15,206	12,952	1,717	11.3 ▲	2,254	17.4 ▲
Net book value	27,765	26,549	26,883	1,216	4.6 ▲	(334)	(1.2) ▼

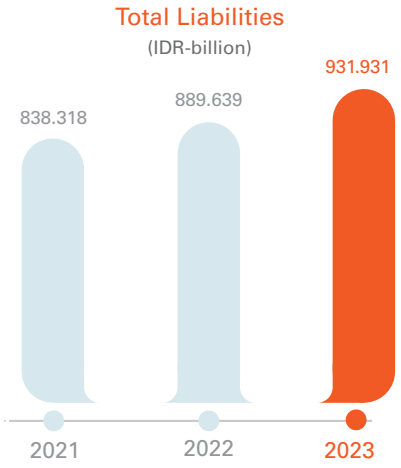
BNI's net fixed assets stood at IDR27.8 trillion in 2023, an increase of 4.6% from the previous year's IDR26.5 trillion. None of BNI's fixed assets are pledged as collateral. The right-of-use assets as of December 31, 2023 stood at IDR1.4 trillion (net). Management believes that there was no impairment 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 value that can be recovered. The contribution of fixed assets (net) to BNI's total assets in 2023 and 2022 was 2.6% and 2.6%.

Deferred Tax Assets – Net

BNI's net deferred tax assets amounted to IDR7.4 trillion in 2023, lower than the previous year's position of IDR7.6 trillion which is influenced by the provision of provisions for impairment losses on productive assets - other than loans provided.

LIABILITIES

"BNI's liabilities grew 4.8% to IDR931.9 trillion in 2023, mainly supported by an increase in customer deposits and other liabilities. BNI TPF rose 5.4% to IDR810.7 trillion in line with the increase in CASA to IDR577.5 trillion with growth of 3.6%. This growth in customer deposits helped to support the Bank's core business in lending. The growth in liabilities was also influenced by an increase in other liabilities of IDR5.0 trillion, or 23.6% compared to the position in 2022, which was driven by placements in the form of BI Foreign Exchange Export Proceeds (DHE) amounting to IDR2.5 trillion."



Account	2023 (IDR- billion)	2022 (IDR- billion)	2021 (IDR- billion)	Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
				Nominal (IDR- billion)	Percentage (%)	Nominal (IDR- billion)	Percentage (%)
Obligations due immediately	5,295	4,686	4,554	609	13.0 ▲	132	2.9 ▲
Deposits from customers	810,730	769,269	729,169	41,461	5.4 ▲	40,100	5.5 ▲
Deposits from other banks	11,894	15,245	14,377	(3,351)	(22.0) ▼	868	6.0 ▲
Derivative payables	810	775	110	35	4.6 ▲	665	604.5 ▲

Account	2023 (IDR- billion)	2022 (IDR- billion)	2021 (IDR- billion)	Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
				Nominal (IDR- billion)	Percentage (%)	Nominal (IDR- billion)	Percentage (%)
Securities sold under agreements to repurchase	6,891	2,885	1,829	4,006	138.9 ▲	1,056	57.7 ▲
Acceptance payables	5,748	5,301	5,588	447	8.4 ▲	(287)	(5.1) ▼
Accrued expenses	1,664	1,441	1,242	223	15.5 ▲	199	16.0 ▲
Taxes payable	823	1,551	1,284	(728)	(46.9) ▼	267	20.8 ▲
Employee benefits	7,006	6,880	6,138	126	1.8 ▲	742	12.1 ▲
Provisions	2,173	2,712	2,276	(539)	(19.9) ▼	436	19.2 ▲
Other liabilities	26,125	21,130	20,539	4,995	23.6 ▲	591	2.8 ▲
Debt Securities	4,893	4,897	2,986	(4)	(0.1) ▼	1,911	64.0 ▲
Borrowings	30,950	35,654	32,458	(4,704)	(13.2) ▼	3,196	9.8 ▲
Subordinated Securities	16,929	17,213	15,765	(284)	(1.6) ▼	1,448	9.2 ▲
Total Liabilities	**931,931**	**889,639**	**838,318**	**42,292**	**4.8 ▲**	**51,321**	**6.1 ▲**

Obligations due immediately

BNI's Obligations due immediately increased by IDR609 billion, or 13.0% to IDR5.3 trillion, compared to the previous position of IDR4.7 trillion, the increase in 2023 was in line with the increase in several BNI obligations to third parties, including obligations as issuer banks (ATM) that increased in 2022 by IDR284.3 billion, tax deposits as a collecting bank amounting to IDR172 .9 billion, and remittances amounting to IDR101.2 billion.

Deposits from Customers

Following the tight banking industry liquidity conditions during 2023, BNI'sTPF in 2023 amounted to IDR810.7 trillion, an increase of 5.4% from the previous year's position of IDR769.3 trillion. Of the total deposits, 71.6% were Current Account Savings Accounts (CASA), or the equivalent of IDR577.5 trillion, compared to 3.6% growth, or IDR20.2 trillion the previous year, mainly supported by increase in current accounts of 9.8% to IDR345.5 trillion.

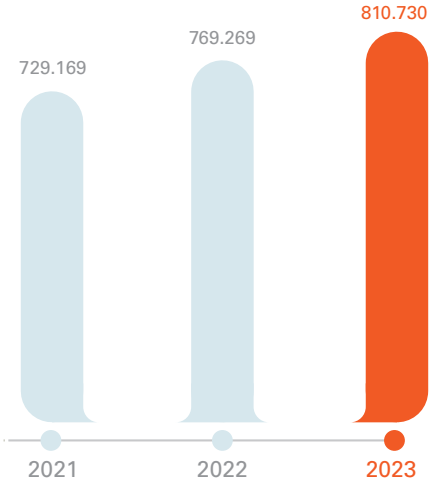
This increase is in line with BNI's policy to optimize funding sources from low-cost third parties. BNI'sThird Party Funds (TPF) made a dominant contribution to liabilities, with 87.0% and 86.5% of total liabilities in 2023 and 2022. BNI's TPF portfolio composition is well diversified with 71.6 % savings and current account (CASA) and 28.4% time deposits in 2023.

This showed that even during tight liquidity, BNI was able to collect low-cost funding sources. From the currency side, BNITPF in Rupiah had a dominant portion, with 78.2% and 81.8% in 2023 and 2022, similar to the loan disbursement dominated in Rupiah. On the other hand, the portion ofTPF in foreign currency was 21.8% and 18.2%. TPF in foreign currency reached IDR176.8 trillion, with TPF in US Dollars having the dominant portion, reaching IDR165.8 trillion in 2022 and IDR134.0 trillion the previous year.

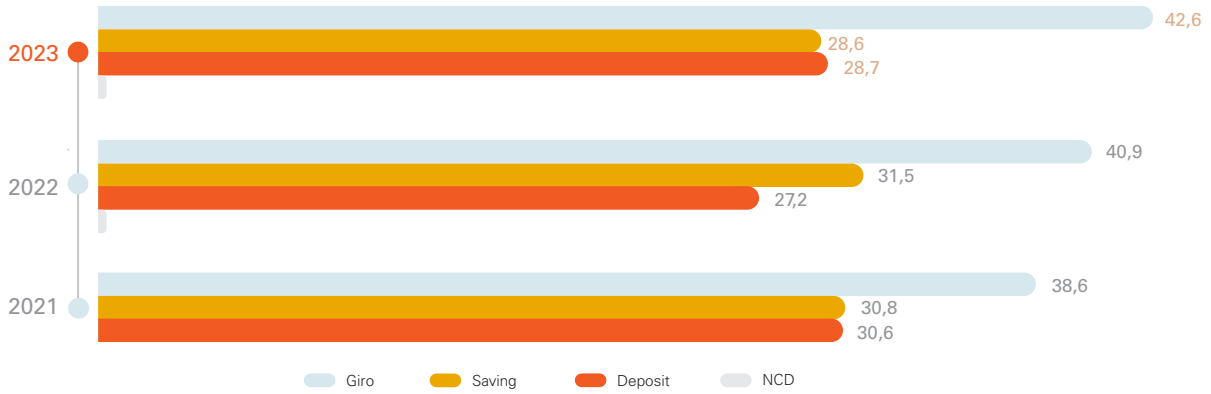
For 2023, the interest rate and annual profit sharing forTPF in Rupiah was 0.0%-7.5%; 0.0%-6.9% (US Dollar); 0.0%-1.8% (Singapore Dollar); 0.0%-0.1% (Euro), and 0.0% (Japanese Yen).This compares to the previous year where the interest rate and annual profit sharing forTPF in Rupiah was 0.0%-6.4%; 0.0%-4.8% (US Dollar); 0.0%-1.3% (Singapore Dollar); 0.0%-0.8% (Euro) and 0.0% (JapaneseYen).

Total Deposits from Customers

(IDR-billion)



Deposits by Type	2023		2022		2021		Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)	Nominal (IDR-billion)	Percentage (%)
Current accounts	345,496	42.6	314,625	40.9	281,398	38.6	30,871	9.8 ▲	33,227	11.8 ▲
Rupiah	203,157	25.1	211,972	27.6	197,760	27.1	(8,815)	(4.2) ▼	14,212	7. 2 ▲
Foreign currency	142,339	17.6	102,653	13.3	83,638	11.5	39,686	38.7 ▲	19,015	22.7 ▲
Savings	231,982	28.6	242,695	31.5	224,670	30.8	(10,713)	(4.4) ▼	18,025	8.0 ▲
Rupiah	222,513	27.4	230,379	29.9	215,223	29.5	(7,866)	(3.4) ▼	15,156	7.0 ▲
Foreign currency	9,469	1.2	12,316	1.6	9,447	1.3	(2,847)	(23.1) ▼	2,869	30.4 ▲
Total Current accounts and Savings accounts	577,478	71.2	557,320	72.4	506,068	69.4	20,158	3.6 ▲	51,252	10.1 ▲
Time deposits	232,664	28.7	208,798	27.1	223,101	30.6	23,866	11.4 ▲	(14,303)	(6.4) ▼
Rupiah	208,275	25.7	185,146	24.1	195,790	26.9	23,129	12.5 ▲	(10,644)	(5.4) ▼
Foreign currency	24,389	3.0	23,652	3.1	27,311	3.7	737	3.1 ▲	(3,659)	(13.4) ▼
Negotiable Certificate of Deposit (NCD) issued	588	0.1	3,151	0.4	-	-	(2,563)	(81.3) ▼	3,151	-
Rupiah	-	-	1,920	0.2	-	-	(1,920)	(100.0) ▼	1,920	-
Foreign currency	588	0.1	1,231	0.2	-	-	(643)	(52.2) ▼	1,231	-
Total Deposits from Customers	810,730	100.0	769,269	100.0	729,169	100.0	41,461	5.4 ▲	40,100	5.5 ▲
Rupiah	633,946	78.2	629,417	81.8	608,773	83.5	4,529	0.7 ▲	20,644	3.4 ▲
Foreign currency	176,784	21.8	139,852	18.2	120,396	16.5	36,932	26.4 ▲	19,456	16.2 ▲



Deposits from Other Banks

Account	2023		2022		2021		Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)	Nominal (IDR-billion)	Percentage (%)
Current Accounts	4.376	36.8	4,206	27.6	6,192	43.1	170	4.0 ▲	(1,986)	(32.1) ▼
Time deposits	804	6.8	903	5.9	1,530	10.6	(99)	(11.0) ▼	(627)	(41.0) ▼
Other deposits	1.080	9.1	1,173	7.7	2,114	14.7	(93)	(7.9) ▼	(941)	(44.5) ▼
Interbank money market	5.118	43.0	8,175	53.6	4,541	31.6	(3,057)	(37.4) ▼	3,634	80.0 ▲
Negotiable Certificate of Deposit (NCD)	516	4.3	788	5.2	-	-	(272)	(34.5) ▼	788	-
Total	**11.894**	**100.0**	**15,245**	**100.0**	**14,377**	**100.0**	**(3,351)**	**(22.0) ▼**	**868**	**6.0 ▲**

BNI's deposits from other banks reached IDR12.0 trillion, a decrease of 22.0% in 2023 compared to the previous year's position of IDR15.2 trillion. This decrease was due to the Interbank Money Market (PUAB) instruments decreasing IDR3.1 trillion in 2023, a decrease of 37.4% compared to the 2022 position of IDR8.2 trillion. There was also a decrease in the Negotiable Certificate Deposit (NCD) instruments of IDR272 billion.

The interest rate and annual profit sharing for deposits from other banks in Rupiah in 2023 is 0.0%-6.7% (Rupiah); 0.0%-6.1% (US Dollar); 0.0%-0.5% (Japanese Yen); and 0.0%-4.2% (Singapore Dollar). For 2022, the interest rate and annual profit sharing for this account from the four types of currency are respectively 0.0%-5.8% (Rupiah); 0,0%-5.0% (US Dollar); 0.0%-0.4% (Japanese Yen); and 0.0%-4.1% (Singapore Dollar).

Derivative Liabilities

Account	2023 (IDR- billion)	2022 (IDR- billion)	2021 (IDR- billion)	Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
				Nominal (IDR- billion)	Percentage (%)	Nominal (IDR- billion)	Percentage (%)
Related parties	136	118	12	18	15.3 ▲	106	883.3 ▲
Third parties	674	657	98	17	2.6 ▲	559	570.4 ▲
Total	**810**	**775**	**110**	**35**	**4.5 ▲**	**665**	**604.5 ▲**

When conducting business, BNI carries out derivative financial instrument transactions including foreign currency forward contracts, foreign currency swaps, interest rate swaps and spot transactions for financing, trading and hedging purposes. BNI's derivative liabilities increased by IDR35 billion, or 4.5% to reach IDR810 billion compared to the previous year's IDR775 billion. The increase in derivative liabilities was mainly due to derivative liabilities to third parties that reached IDR21.7 billion.

Securities Sold under Repurchase Agreements

BNI's securities sold under repurchase agreements increased by 138.9% from IDR2.9 trillion in 2022 to IDR6.9 trillion in 2023. The annual interest rate for securities sold under repurchase agreements was 1.3%-6.3% (US Dollar) for 2023 while the annual interest rate in rupiah is 6.7%.

Acceptance Payable

BNI's acceptance payables decreased from IDR5.3 trillion in 2022 to IDR5.7 trillion in 2023, an increase of 8.4%. This increase was due to acceptance bills from third parties increasing from IDR4.3 trillion in the previous year to IDR4.7 trillion in 2023.

Accrued Expenses

Account	2023 (IDR- billion)	2022 (IDR- billion)	2021 (IDR- billion)	Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
				Nominal (IDR- billion)	Percentage (%)	Nominal (IDR- billion)	Percentage (%)
Issuer Bank Liabilities	461	308	98	153	49.7 ▲	210	214.3 ▲
Office expenses	467	474	501	(7)	(1.5) ▼	(27)	(5.4) ▼
Technology and telecommunication expenses	559	510	476	49	9.6 ▲	34	7.1 ▲
Loyalty expenses	50	48	52	2	4.2 ▲	(4)	(7.7) ▼
Promotion expenses	5	6	6	(1)	(16.7) ▼	-	-
Others	122	95	109	27	28.4 ▲	(14)	(12.8) ▲
Total	**1,664**	**1,441**	**1,242**	**223**	**15.5** ▲	**199**	**16.0** ▼

BNI's Accrued expenses reached IDR1.7 trillion in 2023, an increase of 15.5% compared to IDR1.4 trillion the previous year. The increase in accrued expenses was mainly due to BNI's obligations as the issuer of IDR153.0 billion.

Taxes Payable

Account	2023 (IDR- billion)	2022 (IDR- billion)	2021 (IDR- billion)	Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
				Nominal (IDR- billion)	Percentage (%)	Nominal (IDR- billion)	Percentage (%)
Corporate income tax	702	1,392	1,210	(690)	(49.6) ▼	182	15.0 ▲
Other taxes	121	159	74	(38)	(35.9) ▼	85	114.9 ▲
Total - neto	**823**	**1,551**	**1,284**	**(728)**	**(46.9)** ▼	**267**	**20.8** ▲

BNI's taxes payable decreased from IDR1.6 trillion in 2022 to IDR823 billion in 2023, a decrease of 46.9%. This decrease was due to the decrease in corporate income tax debt from IDR1.4 trillion in 2022 to IDR702 billion in 2023, a decrease of 49.6%, or IDR690 billion from the previous year.

Employee Benefits

Pos Akun	2023 (IDR- billion)	2022 (IDR- billion)	2021 (IDR- billion)	Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
				Nominal (IDR- billion)	Percentage (%)	Nominal (IDR- billion)	Percentage (%)
Employee Costs	2,525	3,157	2,229	(632)	(20.0) ▼	928	41.6 ▲
Other Long-term Employee Benefits	4,481	3,723	3,909	758	20.4 ▲	(186)	(4.8) ▼
Total	**7,006**	**6,880**	**6,138**	**126**	**1.8** ▲	**742**	**12.1** ▲

Employee benefits in 2023 amounted to IDR7.0 trillion, an increase of 1.8% compared to IDR6.9 trillion in 2022. BNI's employee costs decreased from IDR3.2 trillion in 2022 to IDR2.5 trillion in 2023, a decrease of 20.2%, this was mainly due to a change in the discount rate from 6.25% on December 31, 2021 to 7.25 % on December 31, 2022. Long-term employee benefits, especially for the defined benefit pension programs, increased by IDR758 billion.

Allowances

BNI's allowance account consists of estimated losses on commitments and contingencies as well as provisions for legal cases and others. BNI recorded a provision of IDR2.2 trillion, a decrease compared to IDR539.6 billion the previous year. This decrease in provisions was due to estimated losses on commitments and contingencies, of IDR532.6 billion in 2022 from IDR2.2 trillion on December 31, 2023.This was due to the establishment of provisions for off balance sheet accounts as a result of the implementation of PSAK 71 in 2020. Meanwhile, reserves for legal and other cases decreased by IDR7 billion compared to December 31, 2022.

Other Liabilities

Other liabilities increased by 23.6% from IDR21.1 trillion in 2022 to IDR26.1 trillion in 2023.This increase was due to BI's Foreign Exchange Export Proceeds (DHE) of IDR2.5 trillion.

Debt Securities

By Relationship	2023 (IDR- billion)	2022 (IDR- billion)	2021 (IDR- billion)	Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
				Nominal (IDR- billion)	Percentage (%)	Nominal (IDR- billion)	Percentage (%)
Related parties	1,755	1,785	1, 012	(30)	(1.7) ▼	773	76.4 ▲
Third parties	3,139	3,112	1,974	27	0.9 ▲	1,138	57.6 ▲
Total	**4,893**	**4,897**	**2,986**	**(4)**	**(0.1) ▼**	**1,911**	**64.0 ▲**

On June 21, 2022, BNI issued Environmentally Friendly Bond (Green Bond) I PT Bank Negara Indonesia (Persero)Tbk 2022 ("Green Bond I 2022") with a nominal value of IDR5 trillion, 100% (one hundred percent) of the principal amount, with coupons paid quarterly, and listed on the Indonesia Stock Exchange (IDX) on June 22, 2022.The Green Bond I 2022 Public Offering received an OJK Effective Permit through OJK letter No. S-93/D.04/2022 dated June 10, 2022. As of December 31, 2023, BNI Green Bond 2023 had a net value of IDR4.9 trillion after deducting unamortized issuance costs of IDR1.7 billion.

Borrowings

BNI loan borrowings consist of different loan types, including forwarding loans, liquidity loans for primary cooperative loans to its members, bilateral loans, banker's acceptance, and other loans.

Borrowings by Type	2023 (IDR- billion)	2022 (IDR- billion)	2021 (IDR- billion)	Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
				Nominal (IDR- billion)	Percentage (%)	Nominal (IDR- billion)	Percentage (%)
Step Loans	52	56	57	(4)	(7.1) ▼	(1)	(1.8) ▼
Liquidity loans for Members of Primary Cooperatives loans	1	1	1	-	-	-	-
Bilateral Loans	21,856	28,916	28,315	(7,060)	(24.4) ▼	601	2.1 ▲
Bankers Acceptance	7,768	6,066	3,278	1,702	28.1 ▲	2,788	85.1 ▲
Others	1,273	615	807	658	107.0 ▲	(192)	(23.8) ▼
Total	**30,950**	**35,654**	**32,458**	**(4,704)**	**(13.2) ▼**	**3,196**	**9.8 ▲**

The loans received by BNI consist of various loans, namely forward loans, liquidity credit for primary cooperative credit to its members, bilateral loans, bankers acceptance and other loans. Total borrowings for the period ending December 31, 2023 amounted to IDR30.9 trillion, a decrease of 13.2% from the previous year's position of IDR35.7 trillion. This decrease was due to a decrease in bilateral loans by 24.4% to IDR21.9 trillion in 2023 from IDR28.9 trillion the previous year, which was dominated by a decrease in overseas branch loans.

Subordinated Securities

By Relationship	2023 (IDR- billion)	2022 (IDR- billion)	2021 (IDR- billion)	Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
				Nominal (IDR- billion)	Percentage (%)	Nominal (IDR- billion)	Percentage (%)
Subordinated MTN	-	100	100	(100)	(100) ▼	-	- -
BNI Tier 2 Subordinated Notes	7,696	7,780	7,122	(84)	(1.1) ▼	658	9.2 ▲
BNI Additional Tier 1 Capital Securities	9,233	9,333	8,543	(100)	(1.1) ▼	790	9.2 ▲
Total	**16,929**	**17,213**	**15,765**	**(284)**	**(1.7)** ▼	**1,448**	**9.2** ▲

On December 31, 2023, the Subordinated MTN became due and was paid in full. The Subordinated MTN was first issued on June 8, 2018 for IDR100 billion with a term of 5 years, with a coupon of 8%.

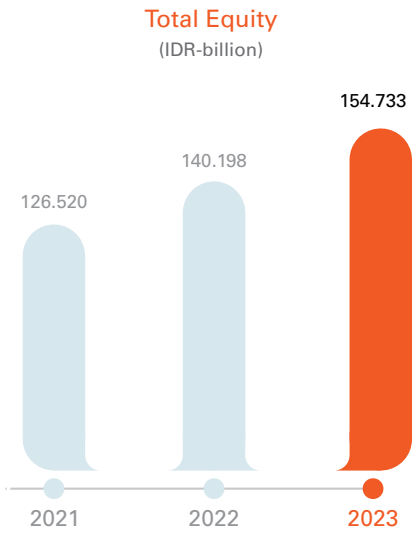
On March 30 2021, BNI issued Tier 2 Subordinated Notes (BNI Tier 2 Capital Bond 2021) for US$500 million for a period of 5 years, with a coupon of 3.75% per year paid semiannually, and listed on the Singapore Exchange. Tier 2 Subordinated Notes can be recorded as a component of supplementary capital component (Tier 2) based on approval from OJK through letter No. S-64/PB.31/2021 dated March 31 2021. As of December 31, 2023, BNI Tier 2 Subordinated Notes have a net value of IDR7.7 trillion after deducting unamortized issuance costs of IDR2.3 billion, and have received ratings from Moody's and Fitch with ratings of Ba2 and BB respectively.

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. On December 31, 2023, Additional Tier 1 Capital Securities received a rating from Moody's with a Ba3 rating.

EQUITY

"BNI's total equity increased by 10.4% to IDR154.7 trillion in 2023. This significant increase came from an increase in retained earnings of 14.0%, or IDR13.2 trillion compared to 2022 as a result of BNI's profit growth."



Account	2023 (IDR- billion)	2022 (IDR- billion)	2021 (IDR- billion)	Increase (Decrease) 2022-2023 Nominal (IDR- billion)	Increase (Decrease) 2022-2023 Percentage (%)		Increase (Decrease) 2021-2022 Nominal (IDR- billion)	Increase (Decrease) 2021-2022 Percentage (%)	
Share capital: Issued and fully paid	9,055	9,055	9,055	-	-	-	-	-	-
Additional paid-in capital	17,010	17, 010	17,010	-	-	-	-	-	-
Share-Based Payment Reserves	260	-	-	260	100.0	▲			
Transactions with non-controlling interests	2,257	2,257	2,257	-	-	-	-	-	-
Asset Revaluation Reserve	15,448	15,441	15,442	7	0.0	▲	(1)	(0.0)	▼
Unrealized gains (losses) on marketable securities and Government Bonds at fair value through other comprehensive income, net of tax	(896)	(1,971)	1,949	1,075	(54.5)	▼	(3,920)	(201.1)	▼
Differences in Foreign Currency Translation of Financial Statements	(58)	(36)	(17)	(22)	(62.1)	▼	(19)	111 .8	▲
Retained earnings	107,236	94,060	78,250	13,176	14.0	▲	15,810	20.2	▲
Non-controlling interests	4,601	4,382	2,781	219	5.0	▲	1,601	57.6	▲
Treasury Shares	(180)	-	(207)	(180)	-	-	207	-	-
Total Equity	**154,733**	**140,198**	**126,520**	**14,535**	**10.4**	▲	**13,678**	**10.8**	▲

Total BNI Equity in 2023 was recorded at IDR154.7 trillion, an increase of 10.4% compared to last year. This increase was as a result of BNI's increasing profitability compared to last year, as will be explained in detail in the points below.

Share Capital

BNI's share capital reached IDR9.1 trillion in 2023, the same as in 2022, which reached IDR9.1 trillion.

Additional Paid-in Capital

Additional paid-in capital/share premium at BNI reached by IDR17.0 trillion in 2023. This achievement has not changed from 2022 of IDR17.0 trillion.

Asset Revaluation Reserve

The asset revaluation reserve in 2022 was IDR15.4 trillion, an increase of IDR7 billion from 2022 due to the realization of revaluation losses on fixed assets in 2022, which were sold in 2023.

Share-Based Payment Reserves

Referring to PSAK 53 concerning share-based payments, banks are required to establish reserves for Share-Based Payments in accordance with the market price on the grant date. The company has a share ownership remuneration program for the Board of Directors, non-independent Board of Commissioners and employees, the distribution carried out in 2022. However, the opening of the lock up period for this distribution will be carried out in stages until 2025. As a result of the program and mechanism for opening the lock up period which is still up to 2025, the bank has set aside reserves for share-based payments worth IDR260 billion.

Transactions with Non-Controlling Interests

Transactions with non-controlling interests amounting to IDR2.3 trillion in 2023 have not changed from 2022. The value of transactions with controlling interests is all proceeds from Sumitomo Life after deducting transaction costs for the strategic partnership of the acquisition of 40% of BNI Life shares by Sumitomo Life in 2013.

Unrealized Net Gains (Losses) in 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 taxes at BNI amounted to IDR896 billion in 2023, an increase of IDR1.1 trillion from 2022, when unrealized loss amounted to IDR2.0 trillion. This increase was due to the mark to market calculation of FVOCI and AC securities with the decrease in market reference rates in 2023 compared to 2022.

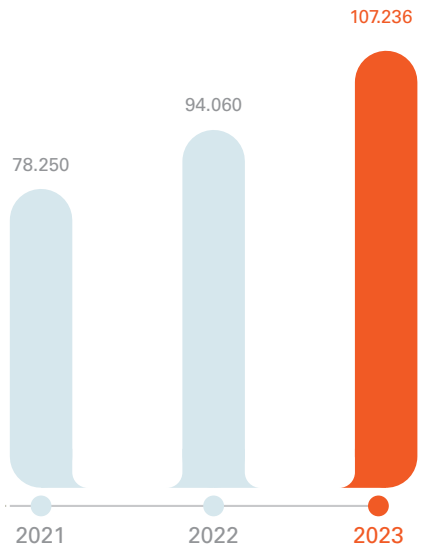
Difference in Foreign Currency Translation of Financial Statements

BNI's Difference in Foreign Currency Translation of Financial Statements in 2022 reached IDR58 billion, a decrease of IDR22 billion compared to IDR36 billion in 2021.

Retained Earning

Retained earning in 2023 reached by IDR107.2 trillion, an increase of IDR13.2 trillion or 14.0% compared to the previous year of IDR94.1 trillion. The increase in profit achievement in 2023 was supported by BNI's healthy business expansion in low-risk segments, increased fee-based income and improved asset quality. This increase in retained earnings has been reduced by cash dividend payments on profits for the 2022 fiscal year of IDR7.3 trillion.

Total Retained Earnings
(IDR-billion)



Non-controlling interests

BNI's Non-controlling interest in the consolidated net assets of subsidiaries reached IDR4.6 trillion, an increase of 5.0%, or IDR220 billion from IDR4.4 trillion. This increase was due to an increase in profits of BNI subsidiaries.

Treasury Shares: Reacquired Capital Stock

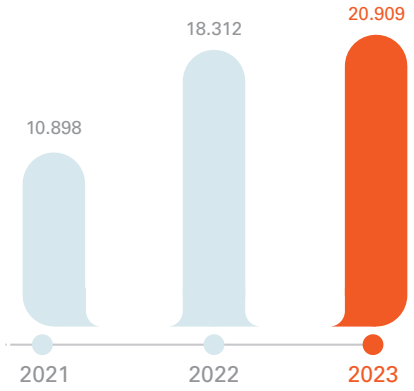
In 2023, the Bank allocated Reacquired Capital Stock (Treasury Shares) worth IDR180 billion to a Share Ownership Program for Bank Management and Employees in the form of Bonus Shares.

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

"BNI recorded a profit in 2023 of IDR20.9 trillion, an increase of 14.2% YoY. The significant profit growth was due to a growth in Operating Income other than Interest of 6.5% YoY, as well as a decrease in the Establishment of Allowance for Impairment Losses of 20.1% YoY due to improvements in the quality of productive assets."

Net Profit (Profit Attributable to Owners of the Parent Entity - as a reference for dividend distribution)

(IDR-billion)



Account	2023 (IDR- billion)	2022 (IDR- billion)	2021 (IDR- billion)	Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
				Nominal (IDR- billion)	Percentage (%)	Nominal (IDR- billion)	Percentage (%)
Interest income and sharia income	**61,472**	54,659	50,026	6,813	12.5 ▲	4,633	9.3 ▲
Sharia interest expense and income	**(20,196)**	(13,338)	(11,779)	(6,858)	51.4 ▲	1,559	(13.2) ▼
Interest income and sharia income - net	**41,276**	41,321	38,247	(45)	(0.1) ▼	3,074	8.0 ▲
Net premium income	**1,659**	1,551	1,399	108	7.0 ▲	152	10.9 ▲
Other operating income	**19,812**	18,600	16,219	1,212	6.5 ▲	2,380	14.7 ▲
Total operating income	**62,747**	61,472	55,865	1,275	2.1 ▲	5,607	10.0 ▲
Other operating expenses	**(27,778)**	(27,059)	(24,801)	(719)	2.7 ▲	(2,258)	(9.1) ▼
Establishment of allowance for impairment losses	**(9,196)**	(11,514)	(18,297)	2,318	(20.1) ▼	6,783	37.1 ▲
Operational profit	**25,773**	22,899	12,767	2,874	12.6 ▲	10,132	79.4 ▲
Non-net operating income (expenses)	**(133)**	(212)	(216)	79	(37.3) ▼	4	1.9 ▲
Profit before tax expense	**25,640**	22,687	12,551	2,953	13.0 ▲	10,136	80.8 ▲
Tax expense	**(4,534)**	(4,205)	(1,574)	(329)	7.8 ▲	(2,631)	(167.2) ▼
Current year profit	**21,106**	18,482	10,977	2,624	14.2 ▲	7,505	68.4 ▲
Other comprehensive income, after income tax	**674**	(3,826)	745	4,500	(117.6) ▲	(4,571)	(613.6) ▼
Total comprehensive income for the period	**21,780**	14,656	11,722	7,124	48.6 ▲	2,934	25.0 ▲

Account	2023 (IDR- billion)	2022 (IDR- billion)	2021 (IDR- billion)	Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
				Nominal (IDR- billion)	Percentage (%)	Nominal (IDR- billion)	Percentage (%)
Profit for the year attributable to:							
Parent entity owner	20,909	18,312	10,898	2,597	14.2 ▲	7,414	68.0 ▲
Non-controlling interests	197	170	79	27	15.9 ▲	91	115.2 ▲
Total comprehensive income for the period attributable to:							
Parent entity owner	21,560	14,594	11,620	6,966	47.7 ▲	2,974	25.6 ▲
Non-controlling interests	220	62	102	158	254.8 ▲	(40)	(1.6) ▼
Earnings per Share Attributable to Owners of the Parent Entity (EPS) (Full Rupiah)	561	983	585	(422)	(42.9) ▼	398	68.0 ▲

Interest Income and Sharia Income

Account	2023		2022		2021		Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)	Nominal (IDR-billion)	Percentage (%)
Loans disbursed	50,753	82.6	46,102	84.3	43,129	86.2	4,651	10.1 ▲	2,973	6.9 ▲
Government Bonds and securities	6,695	10.9	6,077	11.1	5,353	10.7	618	10.2 ▲	724	13.5 ▲
Margin, profit-sharing revenue and sharia bonus	-	-	-	-	333*	0.7	-	- -	(333)	-
Placements with other banks and Bank Indonesia	2,781	4.5	1,537	2.8	668	1.3	1,244	80.9 ▲	869	130.1 ▲
Bills and other receivables	1,091	1.8	577	1.1	479	1.0	514	89.1 ▲	98	20.5 ▲
Others	152	0.2	366	0.7	64	0.1	(214)	(58.5) ▼	302	471.9 ▲
Total	**61,472**	**100**	**54,659**	**100.0**	**50,026**	**100.0**	**6,813**	**12.5 ▲**	**4,633**	**9.3 ▲**

*) Sharia income from BNI Syariah before the effective merger into PT Bank Syariah Indonesia Tbk as of February 1, 2021.



BNI's interest and sharia was IDR61.5 trillion, an increase of 12.5% YoY. Loan income still made the largest contribution, with 82.6% of total interest income in 2023, followed by Government Bonds and Securities interest income of 10.9%.

Interest and Sharia Expenses

Account	2023		2022		2021		Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)	Nominal (IDR-billion)	Percentage (%)
Deposits from customers and other banks	16,458	81.5	10,726	80.4	10,382	88.1	5,732	53.4 ▲	344	3.3 ▲
Other bank borrowings	2,713	13.4	1,279	9.6	770	6.5	1,434	112.1 ▲	509	66.1 ▲
Mudharabah profit- sharing expenses	-	-	-	-	58*	0.5	-	- ▲	(58)	(100.0) ▼
Securities issued	1,014	5.0	979	7. 3	552	4.7	35	3.6 ▲	427	77.2 ▲
Others	11	0.1	354	2.7	17	0.1	(343)	(96.9) ▼	337	1.982.4 ▲
Total	**20,196**	**100.0**	**13,338**	**100.0**	**11,779**	**100.0**	**6,858**	**51.4 ▲**	**1,559**	**13.2 ▲**

*) Mudharabah Profit Sharing to Bank Syariah Indonesia becoming effective as of February 1, 2021.



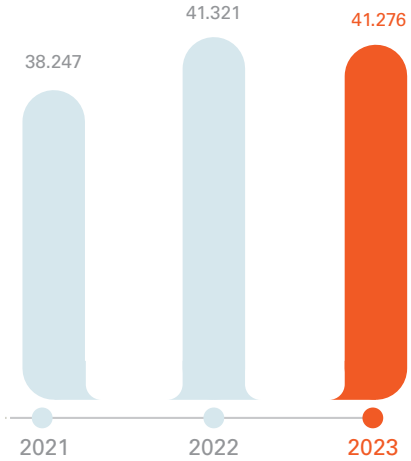
The composition of interest and sharia expenses increased by IDR6.9 trillion, or 51.4% compared to the previous period. Apart from being dominated by customer and other banks deposits ,which are BNI's main source of funding with a contribution of 81.5% in 2023 and 80.4% in 2022, the increase in interest expenses was also influenced by an increase in interest expenses on borrowings of IDR1.4 trillion, and interest expenses on securities issued of IDR35 billion.

Interest Income Net

BNI's interest income net was IDR41.3 trillion, a decrease of -0.1% or 45.0 billion compared to 2022. Although interest income increased by 12.5% compared to 2022, it was offset by a significant increase in interest expense of 51.4% compared to 2022.

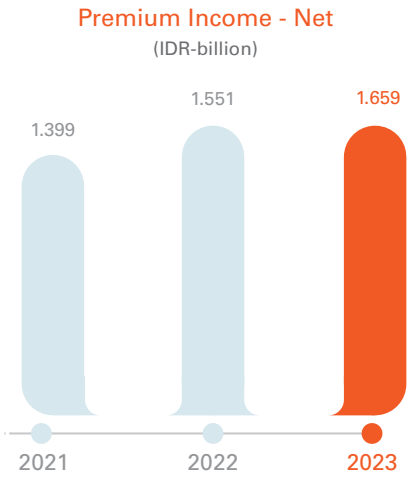
Interest Income and Sharia Income – Net

(IDR-billion)



Premium Income - Net

This account represents the contribution of BNI Life as a BNI subsidiary that contributes to BNI's consolidated income. BNI Life's net premium reached IDR1.7 trillion in 2023, an increase of 7.0% compared to IDR1.6 trillion in 2022. In addition, investment income was affected by fluctuations in market prices for securities and Government Bonds, which are BNI Life's investment vehicles for portfolio development.



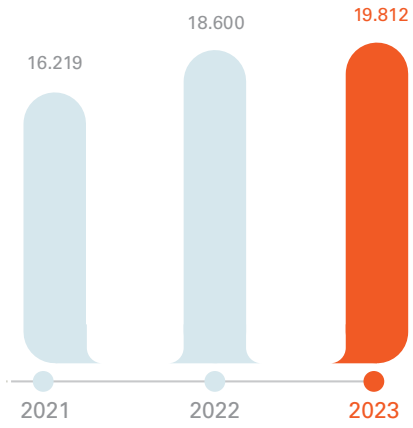
Other Operating Income

Account	2023 (IDR- billion)	2022 (IDR- billion)	2021 (IDR- billion)	Increase (Decrease) 2022-2023			Increase (Decrease) 2021-2022		
				Nominal (IDR- billion)	Percentage (%)		Nominal (IDR- billion)	Percentage (%)	
Other fees and commission	10,120	9,738	8,943	382	3.9	▲	795	8.9	▲
Profit for Associated Entities	1,328	1,083	698	245	22.6	▲	385	55.2	▲
Recovery of assets written off	5,030	3,780	2,580	1,250	33.1	▲	1,200	46.5	▲
Unrealized gains/ (losses) from changes in the fair value of financial assets measured at fair value through profit or loss	73	15	(4)	58	386.7	▲	19	(475.0)	▼
Gain on sale of financial assets measured at fair value through other comprehensive income and fair value through profit or loss	1,180	1,332	1,720	(152)	(11.4)	▼	(388)	(22.6)	▼
Foreign exchange gains - net	1,019	1,597	1,328	(578)	(36.2)	▼	269	20.3	▲
Others	1,061	1,055	953	6	0.6	▲	102	10.6	▲
Total	**19,812**	**18,600**	**16,219**	**1,212**	**6.5**	▲	**2,381**	**14.7**	▲

BNI's other operating income was IDR19.8 trillion in 2023, an increase of 6.5% from the previous year's IDR18.6 trillion.The largest increase came from the recovery of assets written off amounting to IDR1.3 trillion, an increase of 33.1% compared to 2022. In 2023 BNI received operating income from the profits of the associated entity PT Bank Syariah Indonesia Tbk amounting to IDR1.3 trillion. an increase of 22.6% compared to IDR1.1 trillion in the December 2022 period. Revenue from Fees and commissions also increased by IDR382 billion, or 3.9% compared to 2022.

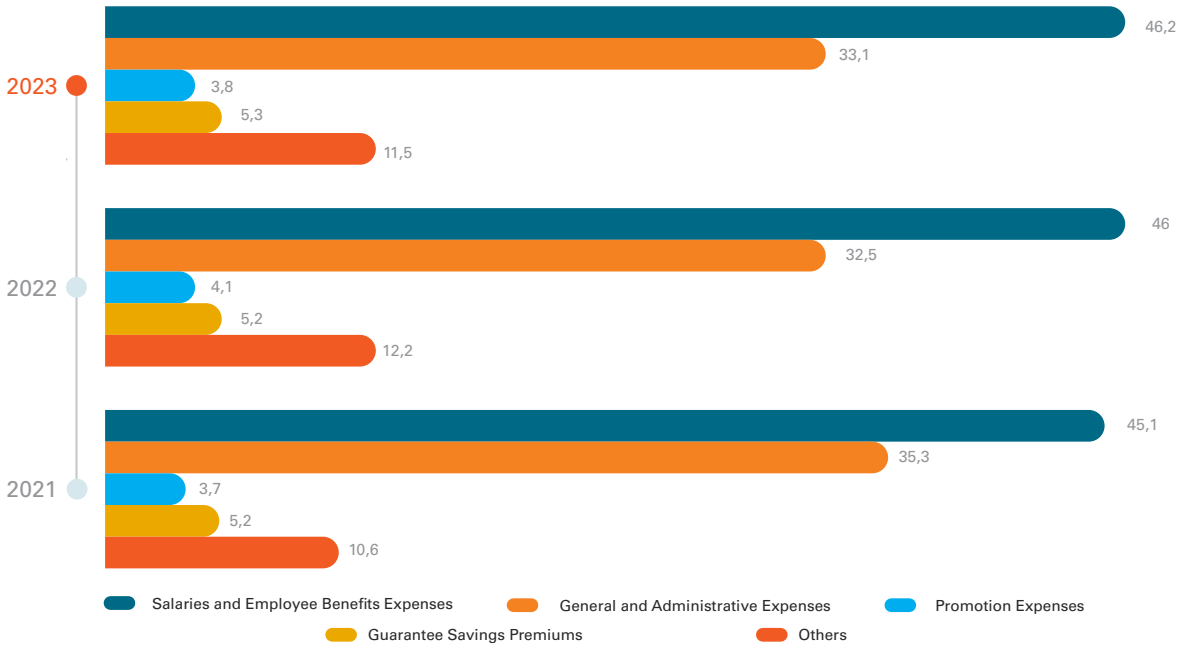
Other Operating Income

(IDR-billion)



Other Operating Expenses

Account	2023		2022		2021		Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)	Nominal (IDR-billion)	Percentage (%)
Salaries and Employee Benefits Expenses	12,834	46.2	12,456	46.0	11,195	45.1	378	3.0 ▲	1,261	11.3 ▲
General and Administrative Expenses	9,193	33.1	8,792	32.5	8,765	35.3	401	4.6 ▲	27	0.3 ▲
Promotion Expenses	1,067	3.8	1,116	4.1	922	3.7	(49)	(4.4) ▼	194	21.0 ▲
Guarantee Savings Premiums	1,476	5.3	1,412	5.2	1,293	5.2	64	4.5 ▲	119	9.2 ▲
Others	3,208	11.5	3,283	12.2	2,626	10.6	(75)	(2.3) ▼	657	25.0 ▲
Total	**27,778**	**100**	**27,059**	**100.0**	**24,801**	**100.0**	**719**	**2.7 ▲**	**2,258**	**9.1 ▲**



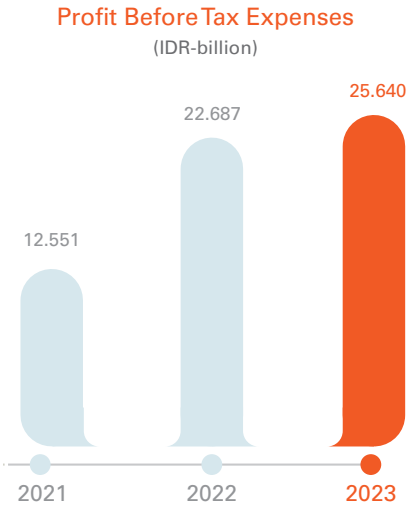
Overall, other operational expenses increased by 2.7% or IDR719 billion in 2023 to IDR27.8 trillion from IDR27.1 trillion in 2022. This increase supported BNI's business expansion throughout 2023. The increase in other operational expenses was dominated by General Administrative Expenses that increased by IDR401 billion, and Salaries and Benefits expenses that increased by IDR378 billion, or 3.0% compared to 2022.

Allowance for Impairment Losses

The formation of allowance for impairment losses in 2023 decreased by IDR2.3 trillion, or 20.1% to IDR9.2 trillion from the previous IDR11.5 trillion in 2022. The formation of allowance for impairment losses is in line with quality improvements consistent assets and the impact of business acceleration in low-risk segments.

Profit Before Tax Expenses

BNI's profit before tax expenses in 2023 was IDR25.6 trillion, an increase of 13.0% compared to IDR22.7 trillion in 2022.



Tax Expense

BNI's tax expense was IDR4.5 trillion in 2023, increased by 7.8% compared to Rp4.2 trillion in 2022. Mainly due to an increase in profit before tax of IDR2.9 trillion from IDR22.7 trillion in 2022 to IDR25.6 trillion in 2023.

Other Comprehensive Income, After Income Tax

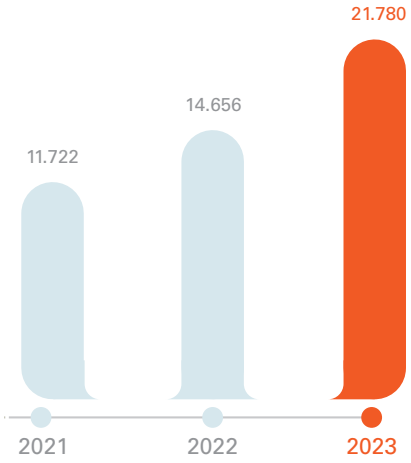
In 2023, BNI's other comprehensive income experienced a profit of IDR674 billion, compared to the previous year's loss of IDR3.8 trillion. This is dominated by the fair value position of financial assets measured at fair value through other comprehensive income, which saw a significant increase in 2023.

Total Comprehensive Profit for the Current Period

BNI's attributable profit and comprehensive income reached IDR21.8 trillion, an increase of IDR7.1 trillion, or 48.6% compared to IDR14.7 trillion in 2022.

Total Comprehensive Profit for the Current Period

(IDR-billion)



Earnings per Share Attributed to Owners of the Parent Entity

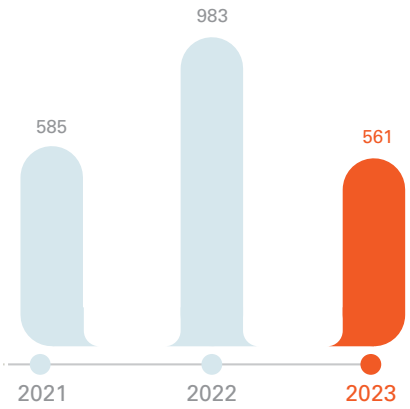
Basic earnings for the year per share is calculated by dividing the profit for the year attributable to owners of the parent entity by the weighted average number of ordinary shares outstanding during the year.

Description	2023 (IDR- billion)	2022 (IDR- billion)	2021 (IDR- billion)	Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
				Nominal (IDR- billion)	Percentage (%)	Nominal (IDR- billion)	Percentage (%)
Profit for the current year attributable to Equity Holder of the Parent Entity (IDR-billion)	20,909	18,312	10,898	2,597	14.2 ▲	7,414	68.0 ▲
Weighted average number of ordinary shares outstanding (million shares)	37,257*	18,638	18,620	18,619	99.9 ▲	18	0.1 ▲
Basic earnings per share attributable to Equity Holder of the Parent Entity (full amount)	561	983	585	(422)	(42.9) ▼	398	68.0 ▲

* In 2023, BNI carried out a corporate action in the form of a stock split with a ratio of 1:2 which effected starting October 6, 2023. The stock split did not cause a change in the value of share ownership by investors because the number of shares in circulation will double, followed by the share price adjusting 0.5 times the previous price.

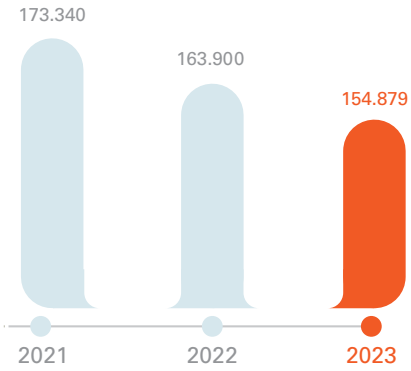
Earning per Share Attributable to Owners of the Parent Entity in 2023 is IDR561 from IDR983 in 2022 or a decrease of 42.9%. This decrease is the impact of a nominal share split (stock split) with a ratio of 1:2 based on the EGMS resolutions on September 19, 2023. If the number of outstanding shares as a result of the stock split is calculated to be the same for 2022 and 2023, then the basic earnings per share for 2022 and 2021 to IDR491 and IDR292. Thus, basic earnings per share in 2023 increased by 14.3% compared to 2022.

Basic Earnings per Share
(IDR-billion)



CONSOLIDATED STATEMENT OF CASH FLOWS

Cash and Cash Equivalents at the End of the Year
(IDR-billion)



On a consolidated basis, in 2023 BNI recorded a decrease in net cash flows of IDR8.9 trillion, an increase of 7.2% compared to the decrease in net cash flows in 2022 of IDR9.6 trillion. The decrease in net cash flow was influenced by funding activities for dividend payments on current profits for the 2022 fiscal year as well as investment activities on the purchase of Securities and Government Bonds during 2023. Net cash flows from Operating, Investing and Funding Activities in 2023 amounted to IDR9.3 trillion, (IDR10 .8 trillion), and (IDR7.4 trillion).

Account	2023 (IDR- billion)	2022 (IDR- billion)	2021 (IDR- billion)	Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
				Nominal (IDR- billion)	Percentage (%)	Nominal (IDR- billion)	Percentage (%)
Net cash provided by operating activities	**10,393**	19,953	97,478	(9,560)	(47.9) ▼	(77,525)	(79.5) ▼
Net cash used for investment activities	**(10,771)**	(32,233)	(15,656)	21,462	(66.6) ▼	16,577	105.9 ▲
Net cash from/ (used for) financing activities	**(8,493)**	2,725	1,719	(11,128)	(411.7) ▼	1,006	58.5 ▲
Net increase in cash and cash equivalents	**(8,871)**	(9,555)	83,541	684	7.2 ▲	(93,096)	(111.4) ▼
Impact of losing control	**-**	-	(37,614)	-	- -	37,614	(100.0) ▲
Net cash flow after the impact of loss of control	**(8,871)**	(9,555)	45,927	684	7.2 ▼	(55,482)	(120.8) ▼
Exchange rate impact	**(150)**	115	505	(265)	(2.3) ▼	(390)	(77.2) ▼
Cash and cash equivalents at the beginning of the year	**163,900**	173,340	126,908	(9,440)	(5.4) ▼	46,432	36.6 ▲
Cash and cash equivalents at the end of the year	**154,879**	163,900	173,340	(9,021)	(5.5) ▼	(9,440)	(5.4) ▼

Cash Flows from Operating Activities

BNI's net cash flows from operating activities was IDR10.4 trillion in 2023, and IDR20.0 trillion in 2022. This operating cash flows activity was influenced by customer deposits of IDR41.5 trillion in 2023, being higher than the previous year's IDR32.0 trillion. In terms of operating assets, the decrease in cash flow from operating activities was also influenced by an increase in securities and Government bonds measured at fair value through the profit and loss statement of IDR9.8 trillion from IDR4.8 trillion in 2022 to IDR5.0 trillion in 2023.

Cash Flows from Investment Activities

BNI's net cash flows from investment activities was IDR10.8 trillion in 2023, and was dominated by purchases of Government Bonds (net) of IDR5.4 trillion, and purchases of Securities (net) of IDR2.3 trillion in 2022. There was also a cash flow investment in BNI Multifinance of IDR800 billion.

Cash Flows from Financing Activities

Cumulatively, net cash flows from funding activities was IDR8.5 trillion in 2023, which was dominated by 2 funding activities, borrowings of IDR15.3 trillion, and borrowings repayments of IDR19.0 trillion. There were also dividend payments and receipts from Issued Securities (net) of IDR7.3 trillion and IDR4.0 trillion, respectively.

Cash and Cash Equivalents at the End of Period

BNI recorded a net deficit in cash and cash equivalents of IDR8.9 trillion in 2023, which was dominated by cash flows from financing borrowings, and dividend payments from financing activities, so the cash and cash equivalents at the end of 2023 was IDR154.9 trillion.

ABILITY TO OPERATE AS WELL AS ABILITY TO GENERATE PROFITS AND PERFORM EFFICIENCIES

Description	2023 (%)	2022 (%)	2021 (%)	Selisih 2022-2023 (%)	Selisih 2021-2022 (%)
Profitability					
Return On Assets (ROA)	2.6	2.5	1.4	0.1 ▲	1.1 ▲
Return On Equity (ROE) -Tier 1 Capital Based	16.8	16.4	10.4	0.4 ▲	6.0 ▲
Return on Equity (ROE) - Equity Based	15.2	14.9	9.4	0.3 ▲	5.5 ▲
Net Interest Margin (NIM)	4.6	4.8	4.7	(0.2) ▼	0.1 ▲
Efficiency					
Operating Expenses to Operating Income (BOPO)	68.4	68.6	81.2	(0.2) ▼	(12.6) ▼
Cost to Income (CIR)	42.9	42.6	43.3	0.3 ▲	(0.7) ▼
Liquidity					
Loan to Deposit Ratio (LDR)	85.8	84.2	79.7	1.6 ▲	4.5 ▲
Macroprudential Intermediation Ratio (RIM)	89.0	83.4	74.1	5.6 ▲	9.3 ▲

Asset Quality Ratios

1. **Non-Performing Loan (NPL) Ratio**
   BNI's NPL as of December 31, 2023 decreased from the previous year's 2.8% to 2.1%, while Net NPL increased from 0.5% to 0.6%. This was due to BNI's policy of prudently managing 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 improvements in debtors' financial and business conditions. All the key steps for BNI's NPL management.
2. **Coverage Ratio**
   BNI's coverage ratio on December 31, 2023 was 319.1%, an increase compared to 278.3% in 2022. Establishing a higher coverage ratio is a risk mitigation step for future non-performing loans.

Profitability Ratio

1. **Return on Asset (ROA)**
   BNI's Return on Assets (ROA) was recorded at 2.6%, an increase compared to 2022 of 2.5%. This increase is in line with the increase in BNI profits in 2023.
2. **Return on Equity (ROE)**
   BNI's Return on Equity (ROE) - Equity Based was 15.2%, an increase compared to 14.9% in 2022. This increase was due to the significant increase in BNI's profits in 2023, with BNI's capital being sufficient to support the Company's operations.
3. **Net Interest Margin (NIM)**
   BNI's Net Interest Margin (NIM) in 2023 saw a slight decrease from 4.8% in 2022 to 4.6% in 2023, which was due to the significant percentage increase in interest expense, which was above the growth in interest income.
4. **Ratio of Operating Expenses to Operating Income**
   BNI's BOPO ratio (Operating Expenses to Operating Income) decreased to 68.4% in 2023 from 68.6% in 2022. This was due to the growth in BNI's operating income that reached 6.5% in 2023, as well as CKPN expenses that recorded negative growth of 20.1% during 2023.
5. **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 increased by 0.3% from 42.6% in 2022 to 42.9% in 2023 in line with the increase in operating expenses in 2023, which were not offset by growth in net interest income.

Liquidity Ratio

1. **Loan to Deposit Ratio (LDR)**
   Loan to Deposit Ratio recorded the ratio of loans disbursed to deposits collected. BNI's LDR in 2023 was 85.8%, an increase of 1.5% compared to 84.2% the previous year. This was mainly due to loan disbursements growth (7.0% YoY) compared to Third Party Funds (TPF) that only grew by 5.1% YoY, mainly due to the increasingly tight market liquidity.

2. **Macroprudential Intermediation Ratio (RIM)**
   BNI's Macroprudential Intermediation Ratio in 2023 increased to 89.0% compared to 83.4% in 2022. The RIM ratio level in 2023 met the regulatory requirements of 84%-94%.

COMPLIANCE RATIO

Description	2023 (%)	2022 (%)	2021 (%)	Difference 2022-2023 (%)		Difference 2021-2022 (%)	
Minimum Statutory Reserve (MSR)							
MSR (Rupiah)	9.5	11.9	7.7	(2.4)	▼	4.2	▲
MSR (Foreign Currencies)	4.0	4.0	4.0	-		-	
Net Open Position	1.7	1.6	0.9	0.1	▲	0.7	▲
BMPK Violation Percentage	Nil	Nil	Nil	-		-	
BMPK Exceedance Percentage	Nil	Nil	Nil	-		-	

1. **Minimum Statutory Reserves (MSR)**
   BNI consistently maintained an optimal level of liquidity adequacy to support its daily operations and fulfill Bank Indonesia regulations through the Minimum Statutory Reserves (MSR). In 2023, BNI's Rupiah MSR position was 9.5% and the Foreign Currency MSR was 4.0%, a decrease compared to the previous year's position, especially for the Rupiah MSR of 2.4%, as a result of the interest rate policy by Bank Indonesia until the end of 2023. BNI's Statutory Minimum Reserves (MSR) was in accordance with Bank Indonesia Regulation (PBI) No. 24/4/PBI/2022 dated March 1, 2022 concerning Minimum Mandatory Reserves for Commercial Banks in Rupiah and Foreign Currency for Conventional Commercial Banks, and the Board of Governors Members Regulation (PADG) No. 2 of 2023 dated April 1, 2023 (2022: The Bank's Minimum Mandatory Reserves (MSR) was in compliance with Bank Indonesia Regulation (PBI) No. 24/4/PBI/2022 dated March 1, 2022 concerning Commercial Bank Minimum Statutory Reserves in Rupiah and Foreign Currency for Conventional Commercial Banks, and the Board of Governors Members Regulation (PADG) No 24 /4/ PBI/2022 dated March 1, 2022).

2. **Net Open Position**

   BNI's Net Open Position (NOP) for the period ending December 31, 2023 was 1.7%, higher than the previous year's position of 1.6%. 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 capital.

3. **Fulfillment of Compliance With the Maximum Lending Limit (BMPK)**

   There were no violations or excesses of LLL throughout 2023. BNI has adequate policies and carries out monitoring of the maximum loan limit or LLL and House Limit for large debtors.

COMMITMENTS AND CONTINGENCIES

BNI has commitments and contingencies. An overview of the Bank's commitments and contingencies stated at contract value are as follows:

Account	2023 (IDR- billion)	2022 (IDR- billion)	2021 (IDR- billion)	Increase (Decrease) 2022-2023			Increase (Decrease) 2021-2022		
				Nominal (IDR- billion)	Percentage (%)		Nominal (IDR- billion)	Percentage (%)	
Commitment Receivables									
Unsettled Purchase of Foreign Currency Futures	95,743	95,553	71,605	190	0.2	▲	23,948	33.4	▲
Others	83	84	417	(1)	(1.2)	▼	(333)	(79.9)	▼
Total	**95,826**	**95,637**	**72,022**	**191**	**0.2**	▲	**23,615**	**32.8**	▲
Commitment Payables									
Unused Customer Loan Facilities	55,883	57,335	59,614	(1,452)	(2.5)	▼	(2,279)	(3.8)	▲
Irrevocable Letters of Credit yang masih berjalan	16,854	16,074	8,746	780	4.9	▲	7,328	83.8	▲
Sales of Foreign Currency Futures Unresolved	95,576	96,358	70,966	(782)	(0.8)	▼	25,392	35.8	▲
Others	84	85	-	(1)	(1.2)	▼	85	100.0	▲
Total	**168,397**	**169,852**	**139,326**	**(1,455)**	**(0.9)**	▼	**30,526**	**21.9**	▲
Contingent Receivables									
Bank Guarantees Received	23,426	20,691	17,896	2,735	13.2	▲	2,795	15.6	▲
Interest Receivable on Non Performing Assets	12,030	11,673	11,043	357	3.1	▲	630	5.7	▲
Others	459	382	330	77	20.2	▲	52	15.8	▲
Total	**35,915**	**32,746**	**29,269**	**3,169**	**9.7**	▲	**3,477**	**11.9**	▲
Contingent Payables									
Guarantees Issued in the form of Performance Bonds	29,116	26,927	25,883	2,189	8.1	▲	1,044	4.0	▲
Advance Payment Bonds	11,951	10,809	7,850	1,142	10.6	▲	2,959	37.7	▲
Standby Letters of Credit	15,062	12,868	12,568	2,194	17.1	▲	300	2.4	▲
Other Bank Guarantees	9,465	10,412	9,875	(947)	(9.1)	▼	537	5.4	▲
Bid Bonds	1,183	2,092	1,479	(909)	(43.5)	▼	613	41.4	▲
Shipping Guarantee	-	-	6	-	-	-	(6)	(100.0)	▼
Others	2,001	571	-	1,430	250.4	▲	571	100.0	▲
Total	**68,778**	**63,679**	**57,661**	**5,099**	**8.0**	▲	**6,018**	**10.4**	▲

The following table shows commitments and contingency transactions that occur in the Bank's normal activities that carry credit risk.

	2023 (IDR- billion)	2022 (IDR- billion)	Increase (Decrease) 2022-2023	
			Nominal (IDR- billion)	Percentage (%)
Bank Guarantees Issued				
Related Parties	22,324	22,336	(12)	(0.1) ▼
Third Parties	44,453	40,773	3,680	9.0 ▲
Irrevocable Letters of Credit				
Related Parties	12,276	11,159	1,117	10.0 ▲
Third Parties	4,578	4,915	(337)	(6.9) ▼
Unused Loan Facilities				
Related Parties	9,205	13,965	(4,760)	(34.1) ▼
Third Parties	46,679	43,370	3,309	7.6 ▲
Total	139,515	136,518	2,997	2.2 ▲

Commitment and contingency transactions that have a loan risk, based on collectability, are shown in the following table:

Pos Akun	2023 (IDR- billion)	2022 (IDR- billion)	2021 (IDR- billion)	Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
				Nominal (IDR- billion)	Percentage (%)	Nominal (IDR- billion)	Percentage (%)
Current	135,987	133,206	121,558	2,781	2.1 ▲	11,648	9.6 ▲
Special Mention	2,879	2,735	3,215	144	5.3 ▲	(480)	(14.9) ▼
Substandard	68	39	53	29	74.4 ▲	(14)	(26.4) ▼
Doubtful	80	65	107	15	23.1 ▲	(42)	(39.3) ▼
Loss	501	473	1,088	28	5.9 ▲	(615)	(56.5) ▼
Total	139,515	136,518	126,021	2,997	2.2 ▲	10,497	8.3 ▲

BNI has also compiled details related to Commitments and Contingencies growth, as shown in the following table:

Pos Akun	2023 (IDR- billion)	2022 (IDR- billion)	2021 (IDR- billion)	Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
				Nominal (IDR- billion)	Percentage (%)	Nominal (IDR- billion)	Percentage (%)
Commitment Receivables							
Purchase of Foreign Currency Futures Not Resolved	95,743	95,553	71,605	190	0.2 ▲	23,948	33.4 ▼
Others	84	84	417	-	-	(333)	(79.9) ▼
Total Commitment Receivables	95,827	95,637	72,022	190	0.2 ▲	23,615	32.8 ▼
Commitment Liabilities							
Unused Customer Credit Facilities	55,883	57,335	59,614	(1,452)	(2.5) ▼	(2,279)	(3.8) ▲
Outstanding Irrevocable Letters of Credit	16,854	16,074	8,746	780	4.9 ▲	7,328	83.8 ▲
Ongoing Spot Sales and Derivative Positions	95,576	96,358	70,966	(782)	(0.8) ▼	25,392	35.8 ▲
Others	84	85	-	(1)	(1.2) ▼	85	- ▲
Total Commitment Liabilities	168,397	169,852	139,326	(1,455)	(0.9) ▼	30,526	21.9 ▲

Pos Akun	2023 (IDR- billion)	2022 (IDR- billion)	2021 (IDR- billion)	Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
				Nominal (IDR- billion)	Percentage (%)	Nominal (IDR- billion)	Percentage (%)
Contingency Receivables							
Bank Guarantees Received	23,426	20,691	17,896	2,735	13.2 ▲	2,795	15.6 ▲
Interest Income in Settlement	12,030	11,673	11,043	357	3.1 ▲	630	5.7 ▲
Others	459	382	330	77	20.2 ▲	52	15.8 ▲
Total Contingency Receivables	35,915	32,746	29,269	3,169	9.7 ▲	3,477	11.9 ▲
Contingent Liabilities							
Bank Guarantees Provided	66,777	63,108	57,661	3,669	5.8 ▲	5,447	9.4 ▲
Other Contingent Liabilities	2,001	571	-	1,430	250.4 ▲	571	100.0 ▲
Total Contingent Liabilities	68,778	63,679	57,661	5,099	8.0 ▲	6,018	10.4 ▲

Commitment receivables increased by 0.2% in 2023 to reach IDR190 billion, most of which were for Purchase of Foreign Currency Futures Not Resolved.Total commitment liabilities in 2023 decreased by 0.9% compared to 2022, largely influenced by a decrease in the position of Spot Sales and Derivatives still running in 2022. Contingent receivables in 2023 increased by 9.7% compared to 2022, dominated by an increase in Bank Guarantees Received by 13.2% and Others by 20.2%. Contingent liabilities increased by 8.0% in 2023 compared to 2022, and was influenced by the increase in performance bond guarantees. 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 interests or for the Customer's interests. In conducting its business, BNI carries out derivative financial instrument transactions such as foreign currency forward contracts, foreign currency swaps, interest rate swaps, and spot transactions to manage exposure to market risks, such as currency risk and interest rate risk. Derivative financial instruments are classified 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 if it has a positive fair value and as a liability if it has a negative fair value. Derivative receivables and payables are classified as financial assets and liabilities measured at fair value through profit or loss. Gains or losses arising 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. Foreign currency forward contracts, foreign currency swaps and cross currency swaps and interest rate swaps are entered into for funding and trading purposes.

In addition, in conducting business, BNI carries out derivative financial instrument transactions such as foreign currency forward contracts, foreign currency swaps, interest rate swaps and spot transactions for financing, trading and hedging purposes.

Derivative Receivables and Liabilities by Type and Currency

Instrument	September 2023			2022		
	National Amount In Foreign Currency (Full Amount)	Fair Value		National Amount In Foreign Currency (Full Amount)	Fair Value	
		Derivative Receivables (IDR Million)	Derivative Receivables (IDR Million)		Derivative Receivables (IDR Million)	Derivative Receivables (IDR Million)
Related Exchange Rates						
Futures Contract - Buy						
CNY	416,972,397	7,084	-	-	-	-

Derivative Receivables and Liabilities by Type and Currency

Instrument	September 2023			2022		
	National Amount In Foreign Currency (Full Amount)	Fair Value		National Amount In Foreign Currency (Full Amount)	Fair Value	
		Derivative Receivables (IDR Million)	Derivative Receivables (IDR Million)		Derivative Receivables (IDR Million)	Derivative Receivables (IDR Million)
EUR	-	-	-	9,166,660	1,458	-
USD	543,853,761	3,039	(78,127)	13,933,623	146	(2,386)
Futures Contract - Sell						
CNY	102,000,000	19	-	-	-	-
EUR	4,000,000	-	(988)	8,519,286	-	(322)
USD	246,529,197	38,242	(7,255)	213,878,959	16,783	(11,858)
Swap Foreign Currencies - Buy						
EUR	46,764	18	-	241,427,287	22,520	(4,575)
JPY	27,529,802,340	72,213	(929)	-	-	-
SGD	15,000,000	969	-	-	-	-
USD	968,073,582	11,349	(198,979)	1,144,587,000	14,444	(54,680)
Swap Foreign Currencies - Sell						
AUD	11,000,000	270	(50)	7,000,000	-	(538)
EUR	85,959,000	1,228	(16,180)	234,112,280	4,790	(35,280)
GBP	15,000,000	294	(1,447)	10,000,000	-	(369)
SGD	88,844,400	8,123	(238)	-	-	-
USD	1,328,878,993	300,017	(6,393)	2,073,075,398	126,318	(268,500)
Spot Foreign Currencies - Buy						
AUD	40,800,000	-	(825)	250,000	21	-
EUR	16,500,000	-	(783)	3,200,000	139	-
GBP	3,250,000	-	(281)	171,000	7	-
USD	198,539,729	956	(4,759)	152,940,000	18	(14,341)
Spot Foreign Currencies - Sell						
AUD	35,064,185	482	(40)	-	-	-
EUR	9,900,000	337	-	1,350,000	1	(1)
USD	197,070,000	3,871	(834)	162,680,000	14,764	(65)
Interest Rate Related						
Swap on Interest Rates						
USD	530,138,055	356,400	(321,987)	668,026,229	378,399	(366,427)
Exchange Rate and Interest Rate Related						
Swap in Foreign Currencies and Interest Rates						
USD	776,376,200	157,150	(109,419)	436,345,780	97,113	(13,547)
Risk Free Rate						
IDR	1,000,000,000,000	11,408	(4,080)	-	-	-
USD	350,398,400	22,208	(56,868)	110,874,000	8,316	(2,242)
Total		995,677	(810,462)		685,237	(775,131)

Derivative Receivables and Liabilities based on Relationships

	2023 (IDR-billion)	2022 (IDR-billion)	Increase (Decrease) 2022-2023	
			Nominal (IDR-billion)	Percentage (%)
Derivative Receivables				
Related Parties				
Foreign Currency	**37,939**	4,189	33,750	805.7
Third Parties				
Rupiah	**11,407**	-	11,407	100.0
Foreign Currency	**946,331**	681,048	265,283	39.0
Total	**995,677**	685,237	310,440	45.3
Derivative Liabilities				
Related Parties				
Foreign Currency	**(136,138)**	(118,439)	(17,699)	14.9
Third Parties				
Rupiah	**(4,080)**	-	(4,080)	100.0
Foreign Currency	**(670,244)**	(656,692)	(13,552)	2.1
Total	**(810,462)**	(775,131)	(35,331)	4.6

All derivative receivables as of December 31, 2023 and 2022 are classified as current based on the results of the Bank's management review and evaluation.

BANK HEALTH LEVEL

Bank Health Level (BHL) is the result of the Bank's risk and performance assessment. The Bank's 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.

BNI Health Level Assessment is carried out in accordance with Financial Services Authority Regulation (POJK) No. 4/POJK.03/2016 dated January 26, 2016 concerning Assessment of the Health Level of Commercial Banks and Ministerial Regulation (Permen) for State-Owned Enterprises (BUMN) No. PER-2/MBU/03/2023 dated March 3, 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.

A. Bank Health Level Based on Financial Services Authority (OJK) Regulations

Based on the provisions of POJK No. 4/POJK.03/2016, the assessment of the Bank's Health Level is carried out using a risk approach (Risk-based Bank Rating) both individually and on a consolidated basis, with the scope of the assessment carried out based on the following 4 (four) factors:

1. Risk Profile
   Risk Profile Assessment is carried out by assessing the Inherent Risk (risk inherent in the Bank's activities) and the Quality of Risk Management Implementation (KPMR) for 8 types of risk.
2. Governance (Good Corporate Governance)
   Governance Assessment is an assessment of the quality of Bank management regarding the implementation of Governance principles.
3. Profitability (Earnings)
   Assessment of the profitability factor includes evaluation of profitability performance, profitability sources, sustainability of profitability, and profitability management.
4. Capital (Capital)
   Assessment of capital factors includes evaluation of capital adequacy and capital management adequacy. In assessing capital adequacy, BNI links capital adequacy to its risk profile.

Bank Health Level Assessments are reported to the regulator (OJK) every 6 months (semesterly) in the June and December periods. The results of the Bank BNI Health Level assessment for the period December 31, 2023 are ranked "Healthy", which means that:

1. BNI's condition is generally healthy, so it is considered capable of facing significant negative impacts from changes in business conditions and other external factors.
2. The rating of the assessment factors (Risk Profile, Governance, Profitability and Capital) is generally good. If there are weaknesses, then in general these weaknesses are less significant.

B. Bank Health Level Based on the Regulations of the Ministry of State-Owned Enterprises (BUMN)

Based on BUMN Ministerial Regulation No. PER-2/MBU/03/2023, Bank Health Levels are assessed using Ratings which are based on ratings carried out by National Rating Companies, International Rating Companies, and National Rating Companies affiliated with International Rating Companies.

The rating carried out to assess the Bank's Health Level is carried out 1 (one) time in 1 (one) year based on the performance of the consolidated audit financial report for the relevant financial year and submitted to the Ministry of BUMN no later than May of the current year.

In order to comply with Article 80 paragraph (1) of the Minister of State-Owned Enterprises Regulation Number PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, Bank Health Level Assessment through Ratings is carried out by the International Rating Agency (Fitch Ratings, Moody's, and S&P) and the National Rating Agency (Pefindo) with the Health Level results for PT Bank Negara Indonesia (Persero) as follows:

Final Rating

Rating Agency	Rating	Health Level	Classification
Fitch Ratings	BBB-/ Stable	AAA	Very Healthy
Moody's	Baa2/ Stable	AAA	Very Healthy
S&P	BBB-/ Stable	AAA	Very Healthy
Pefindo	idAAA/ Stable	AAA	Very Healthy

Thus, the Health Level for PT Bank Negara Indonesia (Persero) Tbk based on the provisions of PER-2/MBU/03/2023 is AAA with a Very Healthy classification.

PLEDGED BANK ASSETS

Ther were no pledged assets at BNI in the period ending December 31, 2023.

PRIME LENDING RATE (SBDK)

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 of 2005 No. 16, Supplement to 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 Company. In addition, publication of SBDK is 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, SBDK is calculated based on 3 (three) components, namely the Principal Cost of Funds for Credit (HPDK) arising from customer fund collection activities, operating expenses incurred for fundraising and lending and the profit margin component set by the Company 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.

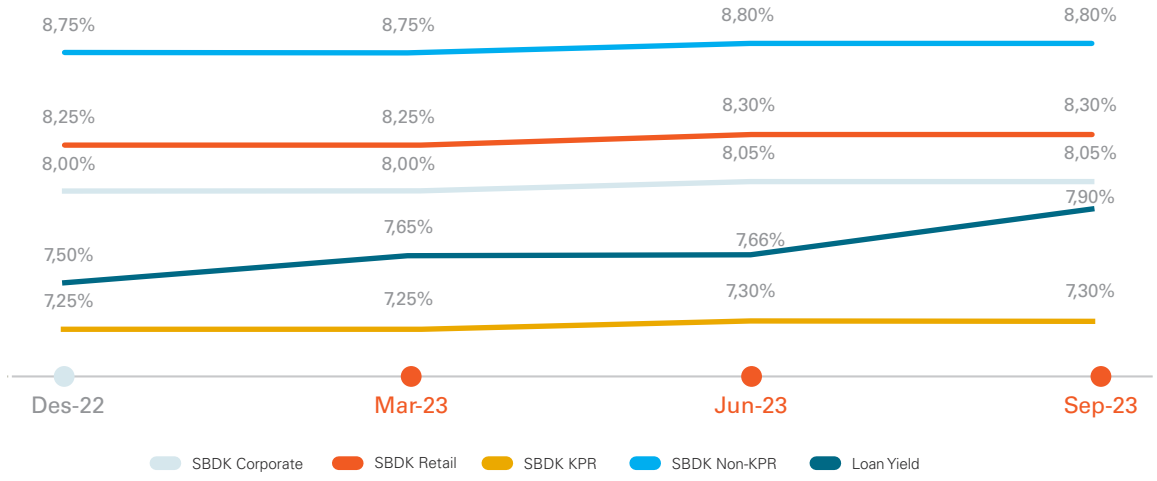
BNI is required to report the prime lending rate calculation to Bank Indonesia on a monthly basis and periodically publish it in wider media. The prime lending rate calculation applies to corporate loans, retail loans, micro loans and consumption loans (KPR and non-KPR). However, Bank Indonesia submits the classification of corporate loans, retail loans and consumer loans (KPR and non-KPR) based on internal criteria used by each bank.

The following shows the SBDK determined by BNI in 2023.

Prime Lending Rate Per Year Based On Business Segments

	Corporate Loans (%)	Retail Loans (%)	Micro Loans (%)	Consumption Loans	
				KPR	Non KPR (%)
Prime Lending Rate	8.00	8.25	-	7.25	8.75
Prime Lending Rate	8.05	8.30	-	7.30	8.80

IMPACT OF CHANGES IN INTEREST RATES ON BNI PERFORMANCE



Corporate, Retail, KPR and Non-KPR prime lending rates saw an increase of 5bps in the second quarter of 2023. The increase in prime lending rates in the second quarter had an impact on loan yields in the period from quarter 2 to quarter 3, which experienced an increase of 24bps. On a YtD basis, SBDK for each segment increased by 5bps and loan yields increased by 40bps.

In 2023, BI raised the benchmark interest rate 2 (two) times, at the beginning of the year in January 2023 and in October 2023, and until now it is at the same level as before the pandemic, namely 6%. In total, BI raised interest rates by 50 basis points in 2023. The Bank Indonesia Board of Governors (RDG) Meeting on October 18-19, 2023 increased the BI 7-Day Reverse Repo Rate (BI7DRR) to 6%, the Deposit Facility interest rate to 5.25%, and the Lending Facility interest rate to 6.75%. These increases were to strengthen the policy of stabilizing the rupiah exchange rate from the impact of increasing global uncertainty.

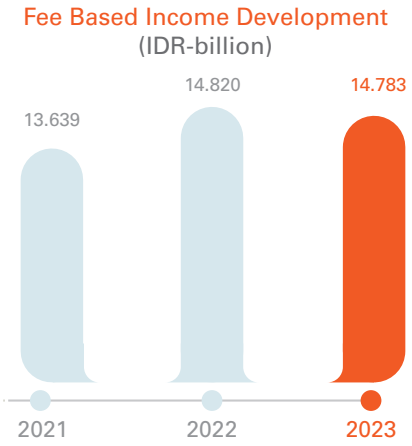
On December 21, 2023, Bank Indonesia started to use the name BI-Rate as the policy interest rate replacing the BI 7-Day (Reverse) Repo Rate to strengthen monetary policy communication. This name change does not change the meaning and objectives of BI-Rate as Bank Indonesia's monetary policy stance, and its operationalization continues to refer to Bank Indonesia reverse repo transactions with a tenor of 7 (seven) days.

The Bank Indonesia Board of Governors (RDG) meeting on December 20-21, 2023 decided to maintain the BI-Rate at 6.00%, the Deposit Facility interest rate at 5.25%, and the Lending Facility interest rate at 6.75%. The decision to maintain the BI-Rate at 6.00% was consistent with the focus of pro-stability monetary policy, namely to strengthen the stabilization of the Rupiah exchange rate, and were pre-emptive and forward looking steps to ensure inflation remained under control within the target of 2.5 ± 1% in 2024.

This upward trend impacted BNI's NIM that increased to 4.6% in 2023 compared to 4.8% (2022) and 4.7% (2021).

FEE BASED INCOME ACCELERATION GROWTH

Account	2023		2022		2021		Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Total (IDR-billion)	Composition (%)	Nominal (IDR-billion)	Percentage (%)	Nominal (IDR-billion)	Percentage (%)
Recurring Fee	14,438	97.7	13,629	92.0	12,620	92.5	809	5.9 ▲	1,009	8.0 ▲
Non Recurring Fee	344	2.3	1,191	8.0	1,019	7.5	(847)	(71.1) ▼	172	16.9 ▲
Total	14,783	100.0	14,820	100.0	13,639	100.0	(37)	(0.2) ▼	1,181	8.7 ▲



BNI's Fee Based Income in 2023 was IDR14.8 trillion, a consolidated growth of negative 0.2% from IDR14.8 trillion in 2022. This increase was mainly dominated by 3 (three) banking activities including Pension Funds, Bank Guarantee Under Counter (BGUC), and Forex Trading. The Pension Funds increase was 35.3% compared to 2022. The Bank Guarantee Under Counter (BGUC) increase was 32.4% compared to 2022. The Forex Trading increase was 29.1% compared to 2022 in line with the increase in sales volume.

Ability to Pay Debt

BNI maintains a good level of liquidity and solvency. This is demonstrated by BNI's ability to fulfill all maturing obligations on time, both in terms of debt principal payments and interest payments.

1. Bank Liquidity: Ability to Pay Short-Term Debt

   BNI's ability to fulfill short-term obligations is carried out by good liquidity management.

   To increase short-term liquidity resilience, BNI maintains adequate liquidity by managing several indicators, including Primary Reserve (Minimum Demand Deposit and Cash), Secondary Reserve (Liquidity Reserve), and Liquidity Coverage Ratio (LCR) in accordance with regulatory provisions. LCR is a comparison ratio between High Quality Liquid Assets (HQLA) and estimated total net cash outflow for the next 30 days in a crisis scenario. In December 2023, BNI's LCR reached 191.5% (bank only) and 197.2% (consolidated), above the regulator's provisions which stipulate that LCR fulfillment is at least 100%.

   To manage liquidity over a longer period (1 year), BNI maintains the Net Stable Funding Ratio (NFSR) by increasing the Bank's funding stability, adjusted to the composition of assets and administrative accounts. NSFR is a ratio comparing the Available Stable Funding with the Required Stable Funding. As of December 2023, BNI's NSFR was 145.3% (bank only) and 146.4% (consolidated), above the regulatory provisions which stipulate NSFR compliance at a minimum of 100%.

Description	2023 (%)	2022 (%)	2021 (%)	Difference 2022-2023 (%)	Difference 2021-2022 (%)
Liquidity Coverage Ratio (LCR)					
Bank Only	**191.5**	219.0	230.2	(27.5) ▼	(11.2) ▼
Consolidation	**197.2**	223.4	230.7	(26.2) ▼	(7.3) ▼
Net Stable Funding Ratio (NFSR)					
Bank Only	**145.3**	164.1	151.8	(18.8) ▼	12.3 ▲
Consolidation	**146.4**	165.7	151.8	(19.3) ▼	13.9 ▲

2. Bank Solvency: Ability to Pay Long-Term Debt
   BNI's capital adequacy ratio (CAR) is the ratio of capital to risk-weighted assets (RWA).

Description	2023 (%)	2022 (%)	2021 (%)	Difference 2022-2023 (%)	Difference 2021-2022 (%)
Capital Adequacy Ratio (CAR)-Tier I	**20.2**	17.5	17.7	2.7 ▲	(0.2) ▼
Capital Adequacy Ratio (CAR)-Tier II	**1.7**	1.8	2.0	(0.1) ▼	(0.2) ▼
Capital Adequacy Ratio (CAR) (Loan, Market and Operational Risk)	**21.9**	19.3	19.7	2.6 ▲	(0.4) ▼

BNI's capital adequacy ratio (CAR) is the ratio of capital to risk-weighted assets (RWA). In 2022 BNI's CAR increased to 22.0%, from 19.3% in 2022. This shows that BNI's capital structure is capable of offset loan risk, market risk and operational risk, where the ratio is higher than the minimum capital adequacy set by the regulator.

Company Receivables Collectibility Level/Loan Collectibility Level

ASSET QUALITY

Perihal	2023 (%)	2022 (%)	2021 (%)	Difference 2022-2023 (%)	Difference 2021-2022 (%)
Non-Performing Loan (NPL) Neto	0.6	0.5	0.7	0.1 ▲	(0.2) ▼
Non-Performing Loan (NPL) Gross	2.1	2.8	3.7	(0.7) ▼	(0.9) ▼
Adequacy ratio of provision for losses to non- performing loans/ Coverage Ratio	319.0	278.3	233.4	40.7 ▲	44.9 ▲

In December 2023, BNI's Gross NPL was IDR14.7 trillion, or 2.1% of total loans, an improvement of IDR3.3 trillion, or a decrease of 0.7% compared to the previous year. Loan provisions stood at IDR46.9 trillion, with the Coverage Ratio for Problem Loans at 319.0%, an increase from the previous year's 40.7%.

LOAN RESTRUCTURING

The total number of restructured loans continued to decline, as of December 31, 2023, BNI's total restructured loans were IDR75.8 trillion, or 11.0% of total loans, a decrease of IDR16.3 trillion, or 17.7% from December 31, 2022.

Restructured Loans Based on Restructuring Categories

Category	2023 (IDR- billion)	2022 (IDR- billion)	2021 (IDR- billion)	Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
				Nominal (IDR- billion)	Percentage (%)	Nominal (IDR- billion)	Percentage (%)
Decrease in Loan Interest Rates	23,729	27,824	34,984	(4,095)	(14.7) ▼	(7,160)	(20.5) ▼
Extension of Loan Period	25,940	26,100	33,912	(160)	(0.6) ▼	(7,812)	(23.0) ▼
Other Restructuring Scheme	26,122	38,135	54,033	(12,013)	(31.5) ▼	(15,898)	(29.4) ▼
Total	75,791	92,059	122,929	(16,268)	(17.7) ▼	(30,870)	(25.1) ▼
Allowance for Impairment Losses	(33,615)	(36,560)	(35,065)	2,945	(8.1) ▼	(1,495)	4.3 ▲
Total - neto	**42,176**	**55,499**	**87,864**	**(13,323)**	**(24.0) ▼**	**(32,365)**	**(36.8) ▼**

Restructured Loans per Collectibility

Perihal	2023 (IDR- billion)	2022 (IDR- billion)	2021 (IDR- billion)	Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
				Nominal (IDR- billion)	Percentage (%)	Nominal (IDR- billion)	Percentage (%)
Current	40,863	62,684	87,112	(21,821)	(34.8) ▼	(24,428)	(28.0) ▼
Special Mention	29,500	19,183	24,523	10,317	53.8 ▲	(5,340)	(21.8) ▼
Substandard	2,388	2,804	3,862	(416)	(14.8) ▼	(1,058)	(27.4) ▼
Doubtful	678	723	1,528	(45)	(6.2) ▼	(805)	(52.7) ▼
Bad	2,362	6,665	5,904	(4,303)	(64.6) ▼	761	12.9 ▲
Total	**75,791**	**92,059**	**122,929**	**(16,268)**	**(17.7) ▼**	**(30,870)**	**(25.1) ▼**

Restructured Loans per Type of Business Sector

Business Sector	2023 (IDR- billion)	2022 (IDR- billion)	2021 (IDR- billion)	Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
				Nominal (IDR- billion)	Percentage (%)	Nominal (IDR- billion)	Percentage (%)
Business Services	9,129	11,250	14,612	(2,121)	(18.9) ▼	(3,362)	(23.0) ▼
Social Services	995	1,339	2,196	(344)	(25.7) ▼	(857)	(39.0) ▼
Construction	13,156	14,570	18,092	(1,414)	(9.7) ▼	(3,522)	(19.5) ▼
Others	3,765	6,908	11,348	(3,143)	(45.5) ▼	(4,440)	(39.1) ▼
Electricity, Gas and Water	364	428	2,289	(64)	(15.0) ▼	(1,861)	(81.3) ▼
Freight, warehousing and communications	5,258	6,963	5,699	(1,705)	(24.5) ▼	1,264	22.2 ▲
Trading, Restaurants and hotels	13,292	19,741	27,457	(6,449)	(32.7) ▼	(7,716)	(28.1) ▼
Mining	7,743	1,283	1,502	6,460	503.5 ▲	(219)	(14.6) ▼
Industry	19,073	24,557	29,904	(5,484)	(22.3) ▼	(5,347)	(17.9) ▼
Agriculture	3,016	5,020	9,830	(2,004)	(39.9) ▼	(4,810)	(48.9) ▼
Total	**75,791**	**92,059**	**122,929**	**(16,268)**	**(17.7) ▼**	**(30,870)**	**(25.1) ▼**

The decrease in the number of restructured loans was driven by a decrease in the most affected sectors, such as the Restaurant and Hotel sector that fell by IDR6.5 trillion or 32.7%, the Industrial sector that fell IDR5.5 trillion or 22.3%, and the Agriculture that fell by IDR2.0 trillion or 39.9% from the positions on December 31, 2022, which shows that the economy is in a period of recovery.

Restructured Loans per Designation Type

Designation	2023 (IDR- billion)	2022 (IDR- billion)	2021 (IDR- billion)	Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
				Nominal (IDR- billion)	Percentage (%)	Nominal (IDR- billion)	Percentage (%)
Working capital Loans	54,956	60,116	74,401	(5,160)	(8.6) ▼	(14,285)	(19.2) ▼
Investment Loans	17,095	26,191	40,677	(9,096)	(34.7) ▼	(14,486)	(35.6) ▼
Consumptive Loans	3,740	5,752	7,851	(2,012)	(35.0) ▼	(2,099)	(26.7) ▼
Total	**75,791**	**92,059**	**122,929**	**(16,268)**	**(17.7) ▼**	**(30,870)**	**(25.1) ▼**

When viewed from the type of loan disbursed, the largest restructured loans composition as of December 31, 2023 was in the Working Capital Loans that accounted for 72.5% of the total restructured loans or IDR75.8 trillion, but YoY it experienced a significant decrease of IDR16.3 trillion YoY is in line with economic recovery and improvements in BNI's loan quality during 2023.

Restructured Loans per Segment Type

Segment	2023 (IDR- billion)	2022 (IDR- billion)	2021 (IDR- billion)	Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
				Nominal (IDR- billion)	Percentage (%)	Nominal (IDR- billion)	Percentage (%)
Consumer	3,738	5,766	7,851	(2,028)	(35.2) ▼	(2,085)	(26.6) ▼
Corporate	49,319	48,418	61,349	901	1.9 ▲	(12,931)	(21.1) ▼
Small	9,328	13,543	19,629	(4,215)	(31.1) ▼	(6,086)	(31.0) ▼
Middle	13,406	24,332	34,100	(10,926)	(44.9) ▼	(9,768)	(28.6) ▼
Total	**75,791**	**92,059**	**122,929**	**(16,268)**	**(17.7)** ▼	**(30,870)**	**(25.1)** ▼

The segments that experienced decreases in restructured loans were the medium segment that decreased by IDR10.9 trillion or 44.9% YoY, followed by the Small segment that decreased by IDR4.2 trillion or 31.1% YoY.

Credit Risk Management

To face the global and national economic situation, banks continue to prioritize the principle of prudence in managing business risks and credit portfolios. BNI's strategy is to disburse loans to customers with good loan quality, and is carried out very prudently, with very strict loan monitoring.

Strategy and Policy for 2023

BNI continues to apply its sustainable loan risk management strategies and policies to produce consistent quality loan growth. The end of the COVID-19 stimulus policy explained the importance of determining the right strategy, especially in determining the risk profile of debtors, and determining the market targets.

BNI continues to optimize Credit Risk Management and carries out enhancements at every stage of the credit process by determining target markets based on priority sectors, developing Pipeline Management with Pre Screening and Risk Acceptance Criteria (RAC) that have been sharpened, strengthening the underwriting process, credit monitoring, and credit remedial & recovery.

In 2023 BNI implemented a New Way of Working (NWOW) by strengthening credit risk management in all BNI loan segments, through the formation of a Senior Credit Risk Executive (SCX), and by strengthening the risk function in all operational units.

Credit Process Flow

In the Business Banking segment, BNI made improvements to the loan granting process flow in the Corporate Banking, Enterprise Banking, Commercial Banking segments as well as the Retail Banking Segment. Improvements made to the Corporate Banking, Enterprise Banking, Commercial Banking and Retail Banking Segments included:

1. Sharpening the business units functions in planning prospect lists, marketing, conducting throrough 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 industry.
3. Adding and sharpening of the Credit Operations function in carrying out checks & balances on the assessment results of the Public Appraisal Services Office (KJPP), calculating the CEV collateral, and implementing the advisory function related to loan operations documentary & activities in the Credit Committee.

In addition, to minimizing risks when disbursing loans to 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.

To improve loans, BNI continued to improve its risk culture through an end-to-end credit process transformation program that included strengthening LaR management strategies. In 2023, BNI instigated strategic policies supported by initiatives to strengthen discipline in the credit risk management and processes. The initiatives to strengthen risk management carried out included the following:

1. Pipeline Management Development:
   a. Developed Pipeline Management using sharper pre-screening and Risk Acceptance Criteria (RAC).
   b. Further developed of Pipeline Management by adding Environmental, Social and Corporate Governance (ESG) factors to the Industry Risk Appetite and Risk Acceptance Criteria.
   c. Focused Target Market
      i) Focused on expanding Diamond Clients, Wave Clients, Regional Target Markets, value chain and supply chain financing.
         » Developed competitive schemes to meet the needs of customers and their entire ecosystem as a total financial solution.
         » Monitored the progress of Leads execution and evaluating the constraints.
         » Strengthened international business networks to support global market penetration.
      ii) Value Chain Analysis (suppliers/buyers/others) and Tactical Account Planning (TAP) for each Diamond Client loan proposal in the Corporate Banking Segment, Enterprise Banking and for Prime Customers in the Corporate Banking, Commercial Banking and Retail Productive Banking Segment by prioritizing the risk culture.
      iii) Increased green lending-based expansion in BNI's loan portfolio to support ESG initiatives.
      iv) Continued to play a role in the MSME business through BNI Xpora to increase the potential for MSMEs to Go Global.
   d. Implemented RM Tools (Connect) in Pipeline Management to digitize the pipeline management process.

2. Underwriting process development
   a. Developed a Loan Management System to integrate all end to end loan application processes.
   b. Improved the capability & quality of data management and advanced data analytics for the Corporate Banking, Enterprise Banking and Commercial Banking Segments.
   c. Enhanced credit risk analytics through sensitivity analysis and stress testing of credit portfolios with changes in economic conditions, reviewed credit risk methodology, risk-based pricing, and enhanced impairment models.
   d. Optimized underwriting tools to meet business needs.
   e. Aligned Credit policy for onshore and KLN loans.
   f. Improved the Retail Productive segment business processes with a scoring model for processing loans up to a maximum of IDR5 billion.
   g. Developed a scoring model for processing loans up to a maximum of IDR10 billion to improve business processes in the Retail Productive segment.

3. Strengthening the Monitoring Process
   a. Strengthened the monitoring process by improving monitoring tools by implementing the Single Integrated Monitoring System (SIMON).
   b. Intensified monitoring of debtor conditions, accompanied by comprehensive evaluation and treatment of debtors to determine the risk profile and level of debtor loans that are more sustainable.

4. Strengthening the Risk function by establishing an SEVP Credit Risk and Senior Credit Risk Executive (SCX), and strengthening the risk function in all operational units through the New Way of Working (NWOW).

5. Improving Human Capital Capabilities and Competencies
   a. Improved competencies by organizing Risk Awareness/training/certification, increasing risk mitigation by providing industry expertise data/information in accordance with the managed industry specialization.
   b. Improved HC risk management capabilities through a focused Risk Culture development program in accordance with AKHLAK.
   c. Enhanced KCLN's HC capabilities to carry out risk functions and implement the Credit Risk Committee to support the development of trade and investment centers.
6. Credit Operations
   The Credit Operations NWOW is aimed at strengthening the loan operations function as the third pillar, and upholding independence in securing BNI loan disbursement by centralizing all segments credit operations activities under the supervision of the Credit Operations Division Head Office. The COP transformation included the following:
   a. Establishing a Collateral Valuation Department to carry out the check and balance function on the Public Appraisal Services Office (KJPP) assessment results for the Corporate, Enterprise, & Commercial segments and compiling the Cash Equivalent Value (CEV) calculation for collateral submitted by debtors.
   b. Establishing a Credit Operations Advisory Department to provide advisory in terms of legal aspects on documents and legal credit operations.
   c. Ensuring that all collateral is perfectly bound and ensuring the closing process is carried out in accordance with credit decisions to safeguard BNI's interests.
   d. Ensuring compliance that loan documentation is complete and in accordance with provisions.
   e. Monitoring the credit operations control activities and performance in all credit segments.
   f. Ensuring Credit Operations activities are carried out independently in each credit segment, in an orderly and prudently manner to achieve Operations Excellence (Accurate, Fast, Lean). Implementing the centralized Credit Operations is carried out by migrating Functions and Organizations, including:
      i) Credit Operations at Regional Offices that were previously on a solid line with Regional Offices;
      ii) Credit Operations at Branch Offices that were originally under the supervision of Branch Offices on a solid line with Regional Offices;
      iii) Credit Operations at the Jakarta Consumer Credit Center that were originally under the supervision of the Retail Credit Risk (RTC) Division;
      iv) Credit Operations at Consumer Credit Centers outside Jakarta that were originally under the supervision of the Regional Office;
      v) The credit operations function includes claims management, interest subsidies & program credit subrogation that were originally under the supervision of the Business Program Division (SBP);
      vi) The credit operations function includes managing BNI's Fleksi Pensiun consumer credit claims and consumer credit operational activities that were originally under the supervision of the Consumer Product Division (CRP);
      vii) The credit operations function includes managing syndicated segment credit operational activities that were originally under the supervision of the Syndication & Structured Finance (SSF) Division,
      viii) Under solid line supervision by the COP Division, while still coordinating in a dotted line with the original unit.
7. Strengthening Remedial & Recovery
   a. Optimizing the Remedial & Recovery process to accelerate credit quality improvement.
   b. Non-conventional implementation of Remedial & Recovery.

For consumer credit and business credit programs, risk management continues to comprehensively and prudently carry out and improve the following:

1. Increasing selective business expansion through:
   a. BNI Griya's expansion focus is on the low risk segment, and includes:
      - BNI Griya financing for purchasing new houses from cooperative developers, especially top highly selected developers, highly selected developers, selected developers and local selected developers.
      - BNI Griya financing for the Fixed Income Selected Institution segment (CASN / ASN, BUMN/BHMN/BUMD, Higher Institutions/ Government Agencies/Ministries, Regulators, State/Private Educational Institutions, State/ Private Hospitals, etc.).
      - BNI Griya financing for BNI's payroll customer segment, emerald customers, and existing BNI Griya/Business Banking debtors with good performance.
   b. The focus for expanding BNI's Fleksi Aktif Payroll is on selected institutions based on the determined institutional classification or industry sector.
   c. Increasing the BNI Fleksi Pensiun business in collaboration with third parties.
   d. Increasing the Credit Card business by utilizing data on fund customer leads, payroll and mobile banking users.
   e. The focus for expanding the Business Program is on low risk segments, already on the target market list (including Value Chain debtors, Xpora debtors) as well as supporting Government programs though distribution of People's Business Loans (KUR) and other Business Programs.
2. Improving the risk culture through end-to-end transformation of the loan process and restructuring non-performing loans through:
   a. Simplification of the BNI Griya & BNI Fleksi Loan Process (Regular and Instant Approval) and determination of Risk Acceptance Criteria (RAC) based on developer ratings, institutional classification or industry sector.
   b. Credit Card applications using an e-form with digital & scoring verification (Electronic Signature and Liveness/Face Recognition).
   c. Utilizing the AKKI surrogate income policy as an approach in determining the income of credit card applicants.
   d. Monitoring bound collateral through the centralized Collateral Alert Decision System (CADS) application.
   e. Implementing Financial Risk Acceptance Criteria to be used as guidance in providing Business Programs.
   f. Strengthening the Credit Discipline Program (CDP) in the Business Program (pipeline management, verification and monitoring).
   g. Reviewing the Cycle Payment Date policy to improve the quality of the Business Program.
   h. Implementing credit scorecard calibration for KUR products periodically, including adjustments to changes in the Coordinating Ministerial Decree provisions.
   i. Selectively reviewing Collection Agent policies in the Business Program process.
3. Digitalizing the Business Program delivery process.
4. Optimizing the handling of the Loan at Risk (LaR) portfolio by forming a special team in the Business Program.
5. Increasing HR capabilities through end to end credit process training.

In the event there is a non-performing loan portfolio in the Corporate Banking, Enterprise Banking, Commercial Banking and Retail Banking segments, BNI will take measures to save the loan through collection, remedial (restructuring) and/or recovery activities.

Also, to avoid Corruption, Collusion and Nepotism (KKN) practices including gratification in the loan granting process, BNI strengthened the Integrity Pact by requiring debtors or prospective debtors to sign the Integrity Pact before signing the loan agreement (PK).

For loan risk management, BNI continues to make improvements by:

1. Preparing electronic Company Guidelines (e-PP) as guidelines for granting loans.
2. Monitoring the maximum loan limit or LLL and House Limit for large debtors.
3. Applying PSAK 71 in the context of loan risk reserves or ECL.

Loan Monitoring

BNI monitors the industries' lending and debtor conditions, as well as conducts intensive loan collections to create quality asset growth. This monitoring involves looking at business conditions both indirectly (online) and in person, 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 on the quality of productive 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 LaR portfolio management by carrying out 4M (mapping, reducing, avoiding and controlling).

Loan monitoring in the Consumer and Business Program segments is also carried out by:

1. Intensive monitoring of the availability of debtor funds to pay their obligations to the Bank.
2. Monitoring new accounts based on segmentation (High, Medium, and Low Risk).
3. 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.
4. Prioritizing billing based on warning list institutional segmentation for BNI Fleksi products.
5. Increasing collection productivity through the Mobile Collection application for credit card products.
6. Improving the credit monitoring system by strengthening voice capabilities.
7. Special monitoring for large debtors (maximum loan of more than IDR1 billion), and monitoring the Pareto segmentation for potential arrears (High, Medium and Low Risk).
8. BNI Griya and BNI Fleksi credit monitoring strategy:
   a. Submitting loan quality improvements to central/ branches.
   b. Adjusting the debtor's due date based on payment behavior.
   c. Cooperating with related developer on buyback guarantee.
   d. Submitting notification to debtors and collateral owners to immediately extend collateral documents that will fall due through a Notary/PPAT appointed by the Bank.
9. Instigating a blling strategy using SMS notifications, WhatsApp, letters, visits and telephone.

Credit 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 in the corporate, medium and small segments are generally pursued through 2 (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. Proactively conducting monitoring and Joint Effort Loan at Risk (LaR).
3. Increasing collection of principal & interest installments.
4. Selling collateral with downsizing facilities to suit the debtor's capabilities.

The settlement strategy applied to debtors who are deemed to have no prospects, includes:

1. Selling collateral through auction and non-auction.
2. Settling debt through strategic investors.
3. Taking egal action through litigation, bankruptcy/PKPU, civil lawsuits and collection against debt guarantors (personal guarantees and company guarantees).

Apart from the efforts mentioned above, alternative processes for saving or resolving loans are also carried out through program initiatives and non-conventional methods, including:

1. Accelerating the resolution of problematic assets through an auction program by increasing coordination and cooperation with related parties (DJKN/KPKNL and ATR/BPN).
2. Accelerating the resolution of problematic assets through a governed scheme (portfolio, bulk, asset swap or other programs).
3. Cooperating with third parties (Lawyers, Collection Agents, JPN, Securities, etc.)

As mentioned above, handling non-performing loans for Consumer and Business Program loans is carried out through 2 (two) strategies, namely loan rescue and settlement. The loan rescue and settlement strategy includes:

1. Asset Quality Improvement and Recovery Acceleration (PPKA) Program for debtors who experience difficulties in fulfilling their obligations but still have prospects and are considered feasible through restructuring and/or special discounts.
2. Optimizing the buyback guarantee (BNI Griya) and Collateral Auction website.
3. Optimizing Legal Action Collection (simple claims, cessie, summons, bankruptcy, and JP N).
4. Accelerating auctions based on potential collateral classification (quadran approach) and optimizing the Collateral Auction website, as well as collaboratiing with third parties (Property Agent).
5. Settling loans through the transfer of NPL receivables and write-offs (cessie-transfer or sale of bank-owned loans receivables against debtors to other parties or investors according to the criteria set by the Bank).
6. Optimizing recovery through collaboration with third parties (collection agencies).

Loan Risk Management Performance in 2023

Through the implementation and strengthening of the LAR Management Optimization Team, BNI's loan quality has been maintained and has improved. At the end of December 2023, BNI's Gross NPL ratio improved compared to the end of 2022, from 2.8% to 2.1%, an improvement of 0.7%. The same can also be seen in the LaR ratio (including restructuring with the COVID-19 stimulus) that improved 3.1% (YoY) from 16.0% in December 2022 to 12.90% in December 2023. With the improvement in loan quality, BNI also saw a decrease in provisions for losses of 20.5 %.

Strategy and Work Plans for the Next Year

In 2024 BNI will continue to optimize the 2023 program and has instigated strategic policies in the Corporate Banking, Enterprise Banking, Commercial Banking and Retail Productive Banking segments by planning several initiatives as follows:

1. Developing Pipeline Management
   a. Continue to increase business expansion in Diamond Clients, Wave Clients, KLN debtors, Regional Target Markets, value chains, supply chain financing and Cross Selling by adding Environmental, Social and Corporate Governance (ESG) factors, and conducting reviews on Industry Risk Appetite, Risk Acceptance Criteria, Risk Appetite Statement for Credit Risk and Loan Exposure Limit.
   b. Strengthening better risk management by developing technology infrastructure and digital innovation through data driven customer experience analytics and expanding partnerships.
   c. Further improving transaction solutions by optimizing Xpora to increase global market expansion as well as sustainable FBI and CASA.
   d. Developing solutions that support the value chain, including reviews of Supply Chain Financing/Open Account Financing and Bank Guarantee products (including the Bank Guarantee products scoring application) so as to support transaction solutions to increase debit balances and fee based income (FBI).

2. Developing the underwriting process
   a. Integrating all end-to-end loan process applications through LMS development in all segments that have an impact on increasing efficiency, productivity and asset quality.
   b. Creating a self-assessment checklist for ESG compliance criteria based on the Industry sector.
   c. Adjusting to customer centric based segmentation, and fine tuning credit scoring and Risk Acceptance Criteria based on industry sector.
   d. Implementing credit scoring for loans up to IDR10 Billion in the Retail Productive Segment.
   e. Enhancing credit risk analytics through sensitivity analysis and stress testing in credit portfolios, against changes in economic conditions, reviewing credit risk methodology, risk-based pricing, and enhancing impairment models.
   f. Strengthening and optimizing the underwriting tools that are tailored to policies and accommodate business needs.

3. Strengthening the Monitoring Process
   a. Optimizing the use and development of SIMON as a monitoring tool.
   b. Using monitoring tools such as EWS Moody's, Bloomberg, Checklist Monitoring as initial screening for actions against debtors.
   c. Intensive monitoring of debtor conditions, accompanied by comprehensive evaluation and handling of debtors to determine more sustainable debtor loan levels, and handling problem debtors more progressively, including restructuring, strategic investors, phase out or downsizing through collateral sales (joint efforts of business units, risk and remedial recovery).

4. Improving Human Capital Capabilities and Competencies
   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. Enhancement of Corporate Credit Risk Manager (CRC) capabilities in line with the managed industry specialization through providing soft skills and hard skills.
   c. Increasing HC capabilities in risk management through a focused and structured Risk Culture development program in accordance with AKHLAK.
   d. Fine tuning the New Way of Working (NWOW), implementing Credit Risk Review for KLN as well as enhancing the capabilities of KLN risk functions HC to support the develop in the 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, and the non-performing loan collateral sales acceleration program.

At the same time, plans and strategies for improving loan quality in the consumer and Business Program segments in 2024 will include:

1. Increasing selective business expansion through:
   a. Optimizing BNI Fleksi Aktif in the fixed income selected institutions and Diamond Client companies based on pre-determined institutional classification.
   b. Optimizing BNI Fleksi Aktif through Taspen, ASABRI and selected BUMN/BUMD Pension Fund participants in accordance with the established RAC Risk Acceptance Criteria.
   c. Calibrating Credit Card eForm scoring, to optimalize decision automation results.
   d. Optimizing acquisitions through Staff / Direct Sales channels, with relaxation without fixed lines for selected segments (have good SLIK history, have payroll / customers, permanent employees of selected companies).

e. Expanding BNI Fleksi by accelerating the loan process using a pre-approval scheme, simplifying the loan process, and automating BNI Fleksi approval in mobile banking channels for selected segments based on predetermined RAC criteria.
f. Expansion through collaboration with third parties based on financial technology, digital partners, and utilization of data leads.
g. Optimizing BNI Griya's expansion by purchasing new homes from cooperative developers, especially top highly selected developers, highly selected developers, selected developers and local selected developers.
h. Optimizing BNI Griya for the Fixed Income Selected Institution segment, BNI payroll customers, emerald customers, and existing BNI Griya/Business Banking debtors with good performances.
i. Adjusting BNI Griya provisions for financing to prospective Non-Fixed Income debtors in the secondary market segment (purchase of new property from a non-cooperative developer, purchase of a second property, take over, top up, renovation/development, refinancing, and BNI Griya Multiguna) taking into account the precautionary principle.
j. Strengthening risk management's role in business program expansion to:
   - BNI's Entrepreneurial Loans for MSMEs (BWU Pandu) product for graduating KUR facility debtors
   - BNI Entrepreneurial (BWU) Linkage Channeling product for the fintech market
   - Core Plasma Investment Credit Facility for financing palm oil plantations

2. Improving 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 selected segments.
3. Optimizing efforts to improve loan quality and recovery through:
   a. Optimizing recovery in collaboration with third parties (billing agencies) for subsidized BNI Griya, KUR, BWU, BNI Fleksi, and Credit Cards.
   b. Implementation of write-offs and write-offs for the Business Funding Program for Micro and Small Businesses (PUMK) in accordance with policies that will be regulated by the Ministry of SOE.
4. Strengthening digital capability through innovation:
   a. Development of a Mobile Collection system to improve billing for consumer products and Business Programs (BNI Griya, BNI Fleksi, KUR, and BWU)
   b. Developing a skip tracer system for Credit Cards, Griya, Fleksi, KUR, and BWU.
   c. Developing an auction website for monitoring the auction process (from auction preparation to auction results).
   d. Developing pre-screening automation and other capability tools related to underwriting to support business processes for Business Program products..
5. Increasing HR capabilities through end to end credit process training.
6. Maximizing the strategies implemented the previous year as follows:
   a. Optimizing the use of Interactive WA.
   b. Optimizing Legal Action Collection (simple lawsuits, attorney summons, cessie, bankruptcy, and attorney).
   c. Accelerating auctions based on potential collateral classification.

Capital Structure and Management Policy for Capital Structure and Capital Risk Management Practices

DETAILS OF BANK CAPITAL STRUCTURE

Capital Component-Bank Only	2023	2022	2021	Increase (Decrease) 2022-2023		Increase (Decrease) 2021-2022	
				Nominal	Percentage (%)	Nominal	Percentage (%)
Core Capital (IDR billion)	130,938	118,936	112,685	12,002	10.1 ▲	6,251	5.6 ▲
Supplementary Capital (IDR billion)	11,079	12,400	12,931	(1,321)	(10.7) ▼	(531)	(4.1) ▼
Total Core Capital and Supplementary Capital (IDR billion)	142,016	131,336	125,616	10,680	8.1 ▲	5,720	4.6 ▲
Risk Weighted Assets (RWA) for Credit Risk (IDR billion)	609,161	586,142	547,220	23,019	3.9 ▲	38,922	7.1 ▲
Risk Weighted Assets (RWA) for Operational Risk (IDR billion)	34,967	92,999	87,259	(58,032)	(62.4) ▼	5,740	6.6 ▲
Risk Weighted Assets (RWA) for Market Risk (IDR billion)	2,812	2,244	1,722	568	25.3 ▲	522	30.3 ▲
Core Capital Ratio (%)	20,2	17,5	17,7	2,7	▲	(0,2)	▼
Capital Adequacy Ratio for Credit Risk, Operational Risk and Market Risk (%)	21,9	19,3	19,7	2,6	▲	(0,4)	▼

BANK CAPITAL STRUCTURE MANAGEMENT POLICY

BNI manages the Bank's capital to maintain a strong capital position to support business growth and maintain investors, depositors, customers and market confidence, and to ensure adequate capital to meet regulatory requirements, and to cover risks managed by the Bank. For capital management, 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 out so that BNI has a strong commitment to maintaining its capital structure composition in accordance with the applicable provisions, and does not violate the minimum limit provisions applied by the Financial Services Authority (OJK) as the banking regulator.

BASIS FOR POLICY DETERMINATION

1. Core Capital
   Core capital represents the Bank's capital and consists of main core capital and additional core capital in accordance with the Financial Services Authority (POJK) Regulations concerning "Minimum Capital Requirements for Commercial Banks". BNI's core capital increased by 10.1% from IDR118.9 trillion in 2022 to IDR130.9 trillion in 2023. This increase was due to the current year's profit in 2023, and the decline in the position of mark to market losses from the fair value of financial assets measured at fair value in other comprehensive income compared to 2022.

2. Supplementary Capital (maximum 100% of core capital)
   Supplementary capital (referring to the Bank's capital) consists of general reserves for productive assets and capital instruments that meet Tier 2 requirements. BNI's Supplementary Capital decreased from IDR12.4 trillion in 2022 to IDR11.1 trillion in 2023, or 10.7%. This decline was due the amortization of subordination bond values that can be calculated as a component of complementary capital.

CAPITAL RELATED RISK MANAGEMENT PRACTICES

The Bank's Health Level Assessment is reported to the regulator (OJK) every 6 months (semi-annually) in June and December. BNI's BHL assessment for the period December 31, 2023 was ranked "Healthy" (stable compared to the previous year), meaning that:

1. BNI'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 period December 31, 2023, 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 BNI's Minimum Capital Requirement (KPMM) ratio limit was 13.8%.

MATERIAL COMMITMENTS FOR CAPITAL GOODS INVESTMENTS

No.	Project Name	Vendor
1	Construction of Pantai Indah Kapuk 2	PT Kanta Karya Utama PT Kora Antar Buana PT Virama Karya
2	Enterprise License	PT Multipholar Technology Tbk PT Metrocom Global Solusi
3	Purchase of land in Pantai Indah Kapuk 2	PT Kukuh Mandiri Lestari
4	Project Maverick & Enabler	PT Accenture
5	Automated Furniture	PT Inokom Lintas Asia
6	Grha BNI Renovation	PT Tata Metrika Nusantara PT Meltech Consultindo Nusa PT Cipta Mitra Dinamika
7	DC & DRC Improvement	PT Mitra Mandiri Informatika PT Mastersystem Infotama PT Multipolar Technology Tbk PT Swadharma Duta Data
8	Network & Telecommunications	PT Multipolar Technology Tbk PT Mastersystem Infotama
9	Jl. Mataram Lounge	PT Prosys Bangun Persada PT Korra Antarbuana PT Arandco Rekacipta Ragamselaras PT Purwa Jaya Mandiri
10	KLN Trade System Enhancement	PT Finastra International Financial Systems

Commitment Purpose

The material commitment for capital goods investments includes the commitment to purchase capital goods as planned in BNI's Bank Business Plan (RBB).

Source of Funds

BNI's funding sources utilise the remaining investment budget, total depreciation expense and a share or percentage of net profit from the previous financial year as funding sources for capital expenditure. from the previous financial year as a source of funding for capital expenditure.

Currency Used

All transactions carried out in the context of binding investment materials for capital goods are denominated in rupiah.

Foreign Currency Risk

BNI does not protect against foreign currency protection risks as all investment capital goods commitments are carried out in rupiah.

CAPITAL GOODS INVESTMENTS REALIZED IN THE LAST FISCAL YEAR

BNI issued funds for Capital Goods 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 investments in 2023 totalled IDR2.471 billion, and consisted of buildings and land, automation equipment, non-automation equipment and vehicles, amounting to IDR1.027 billion, IDR1.236 billion, IDR207 billion and IDR1 billion respectively.

Capital Goods Investment Purpose

BNI purchases capital goods to support the Company's overall operational activities.

Capital Goods Investment Value

The following table explains the capital goods investment value.

Types of Capital Goods Investment	2023 (IDR- billion)	2022 (IDR- billion)	2021 (IDR- billion)	Increase (Decrease) 2022-2023			Increase (Decrease) 2021-2022		
				Nominal (IDR- billion)	Percentage (%)		Nominal (IDR- billion)	Percentage (%)	
Building and Land	1,027	404	340	623	154.2	▲	64	18.8	▲
Automation Equipment	1,236	899	673	337	37.5	▲	226	33.6	▲
Non Automation Equipment	207	146	185	61	41.7	▲	(40)	(21.1)	▼
Vehicles	1	3	-	(2)	(66.7)	▼	3	100	▲
Total	**2,471**	**1,452**	**1,198**	**1,019**	**70.2**	▲	**253**	**21.2**	▲

BNI's capital goods investments in 2023 reached IDR2.471 trillion. This was based on investment needs in 2023 to support the strategic policies to improve BNI's digital capabilities, as well as in to develop business operations and services.

PROPERTY FOR INVESTMENT

BNI did not use property assets for investment purposes during period ending December 31, 2023.

INFORMATION AND MATERIAL FACTS THAT OCCURED AFTER THE DATE OF THE ACCOUNTANT'S REPORT

There is no information and material facts to report that occured after the date of the accountant's report on January 25, 2024 until the date of this annual report.

Business Target Achievements in 2023

Assumptions Used in Formulating the 2023 Target

For the 2023 target preparation process, economic growth was predicted to slow down compared to 2022. At that time, the narrative for a global recession was high, however BNI believed that the Indonesian economy remained solid. Economic growth in 2023 was estimated to be in a range of 4.8 – 5.2%, supported by household consumption and government spending. Along the way, as well as these two components, investments also became a contributor to GDP, where economic growth in 2023 was estimated to close at 5%.

For prices, the high inflation in 2022 (5.5%) as a result of rising fuel and food prices in Semester II - 2022 was expected to enter a normalization phase in June - July 2023 and close in a range of 3.0 - 3.8% by the end of 2023. In 2023, as expected, inflation did enter a normalization phase, but it occurred one month earlier in May 2023, supported by price stability in core groups of goods and services as well as in volatile groups. At the end of 2023, inflation closed in line with projections at 2.6%, with low core inflation of 1.8% (lower than the average for the previous five years, except during the pandemic period when it reached 3%).

The exchange rate projection for 2023 was based on expectations of easing uncertainty concerning rising interest rates in other countries, especially in the United States (US), but it was supported by the good fundamentals for the Indonesian economy, which where expected to be a factor in attracting capital inflow in the second half of 2023. In 2023, the exchange rate was estimated to be in a range of IDR14,800 – 15,100 per US dollar. As of December 31, 2023, the rupiah reached IDR15,250 per US dollar, due to external pressure including the uncertainty regarding interest rates in the US, and the additional political turmoil in the Middle East.

The projected BI7DRRR interest rate (later changed to BI rate) in 2023 was 5.50 – 5.75%. This was based on several simultaneous matters including inflation and global interest rates - especially in the US, which were still relatively high. In terms of direction, this projection was realized, when interest rates rose to 6%, or one percent above the original estimate.

Taking into account moderate economic growth in 2023, BNI estimated the banking industry's loan expansion would be between 8 - 10%, supported by TPF growth of 6.8 - 9%. In reality, the loan growth occurred as expected, closing at 10.3% FY23, at the upper limit of BNI's projections. But on the other side, TPF saw lower growth than the average for the last five years (except during the pandemic period), and reached 3.8% FY23. Even though loan growth was above TPF, the loan-to-deposit ratio (LDR) remained healthy, at 84% FY23.

Macroeconomic Variables Projections and Realization in 2023

Indicator	2023 Projections	2023 Realization
Economic Growth (%)	4.8 - 5.2	5.0*)
Inflation Rate (%)	3.0 - 3.8	2.6
Rupiah Exchange Rate (IDR/USD)	14,800 - 15,100	15,250
BI-7 Days Repo Rate (%)	5.50 - 5.75	6.00
Loan Growth (%)	8.0 - 10.0	10.3
Third Party Funds Growth (%)	6.8 - 9.0	3.8

*) Preliminary estimated figures

Source: BPS, BI, BNI Office of Chief Economist

Business Target Achievements in 2023

Business Target Achievements in 2023

Description	2023 Realization (IDR-billion)	2023 Target (IDR-billion)	2023 Target Achievement (%)
Loans disbursed	695,085	715,558	97,1
Deposits From Customers	810,730	818,276	99,1

Business Target Achievements in 2023

Description	2023 Realization (IDR-billion)	2023 Target (IDR-billion)	2023 Target Achievement (%)
Current Accounts	345,496	310,517	111,3
Savings	231,981	286,552	81,0
Deposits	233,253	221,207	105,4

The 2023 targets refer to the 2023 Bank Business Plan (RBB) document

In the midst of various external challenges in 2023, especially related to increasing geopolitical risks, high inflation and global interest rates, especially in the United States, and the economic slowdown in China, BNI is taking strategic steps to maintain solid performance and achieve the targets set.

Credit at the end of 2023 reached IDR695 trillion or grew 7.6% from 2022, driven by expansion in the low-risk segment, namely blue chip corporations, both private and state-owned, consumer credit and subsidiary companies. When compared to the 2023 target, credit distribution has relatively reached the target with an achievement of 97%. To support this credit expansion, Third Party Funds (DPK) in 2023 were recorded to grow 5.4%, to IDR810.73 trillion, which also reached the target set by the company.

Profitability Target Achievements in 2023

Description	2023 Realization	2023 Target	2023 Target Achievement (%)
Net Profit (IDR billion)	20,909	20,686	101.1
Return on Asset (ROA) (%)	2.6	2.6	101.7
Return on Equity (ROE) (%)	16.8	16.9	99.4
Return on Equity (ROE) - Equity Based (%)	15.2	15.2	99.5
Net Interest Margin (NIM) (%)	4.6	4.6	98.5
Operating Expenses to Operating Income (BOPO) (%)	68.4	69.6	98.3
Cost to Income Ratio (CIR) (%)	42.9	42.3	101.4

With the success in achieving the business expansion targets as shown above, BNI's profitability recorded a satisfactory performance. Net profit, Return on Assets (ROA), both exceeded the predetermined targets. BNI's net profit in the 2023 financial year was recorded at IDR20.9 trillion, or grew 14.2% YoY. This profit achievement was 101% of the target and in line with market expectations (consensus).

Capital Structure and Other Important Financial Ratio Targets Achievement

Description	2023 Realization (%)	2023 Target (%)	2023 Target Achievement (%)
Minimum Capital Adequacy Ratio (KPMM)	22	20.7	105.9
Gross Non Performing Loan (NPL)	2.1	2.3	93,4%

BNI's capital management strategy is reflected in the capital structure target achievement, namely the Minimum Capital Adequacy Requirement (KPMM) in 2023 with achievements above the predetermined targets. Achieving the Minimum Capital Adequacy Requirement (KPMM) target was due to an increase in BNI's performance during 2032. BNI's success can also be seen in the management of the quality of productive assets. Gross Non-Performing Loans (NPL) was reduced to below the predetermined target. This demonstrates BNI's strong commitment to continuing to maintain the quality of its assets.

Human Capital Management Target Achievements

Description	2023 Realization	2023 Target	2023 Target Achievement (%)
Number of Employees (people)	27,570	27,570	100
Education and Training Costs (IDR-billion)	346.2	400.0	86.6

BNI realizes that Human Resources is an important capital factor for company sustainability. HR includes employee skills, knowledge and creativity which can ultimately increase the company's productivity and competitiveness. The number of BNI employees in 2023 will be managed at the level of 27,570 people. Throughout 2023, the company will invest in employees as reflected in education and training costs which reached IDR346.2 billion, an increase of 30% compared to the previous year. Education and training costs are an important investment for the company in the future.

Business Continuity Information

Matters that potentially had a significant effect on the Bank's business continuity in 2023

Global conditions significantly changed over the last one to two months, especially due to increasing geopolitical risks, high bond yields in the United States, and the economic slowdown in China.

One impact on the domestic economy was the volatility of the rupiah exchange rate over the current year. However, the domestic economy and financial system stability remains relatively well maintained, including the performance of the rupiah where the fluctuations were not as deep as in other developing countries.

Related to these conditions, BNI undertook strategic steps to maintain a solid performance. The transformation program carried out in a disciplined manner, and the selective and measurable growth strategy taken have guided the company to deliver optimal income for shareholders, and to carry out the intermediation function well. The strategic steps taken included:

1. Solid and positive digital transactions growth
2. Acceleration of loan disbursements
3. Achieving quality asset and sustainable finance

Management Assessment of Matters with a Potentially Significant Influence on the Bank's Business Continuity

Overall, BNI carries out scenario analysis covering 2 (two) levels of crisis, namely liquidity and solvency. Liquidity crisis to see the impact of stress conditions on BNI's liquidity conditions as shown by liquidity indicators, namely MSR, LCR and NSFR. While, the solvency crisis is to see the impact of stress conditions on asset quality (NPL Gross and NPL Net), profitability (ROA, ROE and BOPO) and capital (KPMM and KPMM CET 1) of BNI. Each crisis condition includes scenarios of idiosyncratic crisis conditions, market-wide shock, and a combination of both.

1. Liquidity Stress Test Scenario
   The liquidity stress scenario is divided into 3 (three) scenarios, namely idiosyncratic, market wide, and a combination, which are prepared based on Bank Indonesia's granular stress test scenarios, and the LCR calculation scenario which is adjusted to BNI's internal conditions.

2. Solvency Stress Test Scenario
   The solvency aspect stress test is designed to see the impact of changes in internal factors (idiosyncratic), as well as external factors (market wide) or together, both directly and indirectly, on the Bank's solvency. These scenarios are interrelated with stress tests on indicators of asset quality, profitability and capital.

   A number of internal and external (market wide) factors for stressful conditions are seen to be independent or interrelated, influencing several bank performance variables. These changes are then transmitted into the Balance Sheet and Profit/Loss items so that they have an impact on the Bank's financial ratios. The relationship between each solvency indicator in each stress scenario will ultimately have an impact on the Minimum Capital Adequacy Ratio (KPMM).

   The stress test scenario is carried out for 3 scenarios, the first scenario is the shock condition triggered by internal factors (idiosyncratic) such as a decline in loan quality, especially in a number of quality Debtors who have shifted from current to default, then in the second scenario the trigger factors taken into account come from external factors. The third scenario is a combination of internal (idiosyncratic) trigger factors together with external (market wide).

   Some of these disturbances are transmitted into the Bank's financial performance in the form of changes in a number of variables. Changes in the quality of the loan portfolio, Net Open Position, and market prices in the securities and bond portfolio will affect the value of Risk Weighted Assets (RWA).

   Changes in income, reserve value, unrealized gains/losses and other comprehensive income of the bank will be transmitted to further influence Profit/loss for the current period which has an impact on the Bank's capital. In the end, changes in Profit/Loss and RWA will affect the Bank's minimum capital adequacy (KPMM).

Assumptions Used by Management in Conducting Assessment of Matters That Have a Potentially Significant Effect on the Bank's Business Continuity

Several assumptions BNI considers when conducting a business continuity assessment include:

1. Liquidity Stress Test Assumptions
   The liquidity stress test assumptions for each scenario are as follows:
   a. Idiosyncratic Scenario
      Liquidity stress is triggered by a decrease in BNI's trust or reputation that can be caused by evevnts such as a decrease in BNI's rating, IT failure, the occurrence of significant internal fraud or other risk events that have an effect on decreasing public trust in BNI that can trigger large withdrawals by customers of TPF.
   b. Market-wide scenario
      Liquidity stress is triggered by a decrease in liquidity in the interbank market due to worsening overall domestic and/or global economic conditions, resulting in significant deposit withdrawals and difficulty in obtaining funding in the market, either through the liquidation of assets owned or through interbank loans.
   c. Combination Scenario
      Liquidity stress is triggered by stress resulting from a combination of idiosyncratic and market-wide events.
2. Solvency Stress Test Assumptions
   The solvency stress test assumptions for each scenario are as follows:
   a. Idiosyncratic Scenario
      Solvency stress is triggered by an inaccurate loan growth strategy, and accompanied by an inaccurate loan monitoring process, causing several debtors to default using MEV in the baseline scenario. The default debtors are determined based on the results of an assessment of the impact of macroeconomic conditions on BNI's loan portfolio for the Q3 2023 period. It was projected that there was a shadow NPL (collection of 1 restructured non-Covid and Pre NPL) of IDR26.7 trillion, and assumption that 29% (IDR7.79 trillion) of total shadow NPL will default.
   b. Market-wide scenario
      Solvency stress is triggered by tight global financial conditions, market financial turmoil and economic recession that will have an impact on bank solvency conditions in terms of loan risk and market risk, including:
      - Decreasing GDP growth rate
      - Increasing inflation
      - Increasing interest rates
      - Changing exchange rates
      - Worsening commodity prices
      - Other macroeconomic worsening
      - Market risk increasing due to high Government bond yields
   c. Combination Scenario
      Solvency stress is triggered by stress from idiosyncratic and market-wide conditions that influence simultaneously.

Details of Matters Arising in 2023

The following are details of the matters that arise throughout 2023, their impacts, and the handling efforts carried out by BNI.

Trend of increasing interest rates

Background:
The increasing interest rates trend started in 2022, brought on by high global inflation due to rising commodity prices. Central banks in many countries responded by instigating policies to increase benchmark interest rates. In Indonesia, the prediction was that the peak inflation increase that occurred at the end of 2022 would subside in 2023. However, uncertainty concerning global interest rates, as well as pressure on the rupiah due to external factors, meant that for Bank Indonesia to maintain exchange rate stability and inflation they had to raise interest rates in 2023, in January and October 2023 to 6.00%. From a fiscal perspective, the Government held a conservative expenditure realization viewpoint to stabilize prices and protect people's purchasing power. These two prudent policies helped to maintain Indonesia's economic fundamentals but had an impact on tight liquidity in the banking sector, as illustrated by the M-2 money supply growth indicator that was at its lowest level, especially in the last quarter of 2023. Tight liquidity, rising interest rates, and increasingly intense competition in the industry all had an impact on increasing the cost of funds in national banking

Impact on BNI:
BNI's Cost of Funds increased.

Fee Based Income is Not Yet Optimal

Background:
The Company's Fee Based Income decreased year on year in 2023, with the decrease mainly due to a decrease in fees from securities, and the migration of transfer transactions to BI Fast with its lower fees. The decrease in fees from securities was due to the increase in bond yields in 2023, which caused a decline in the securities market price. In addition, the migration of transactions to BI Fast with its lower fees resulted in a decrease in ATM and e-channel fees, but this decrease is estimated to only occur in 2023 considering that 90% of the Company's customer transfer transactions have switched to BI-Fast.

Impact on BNI:
Fee based income has decreased compared to 2022 (year on year)

Anticipatory Efforts Taken by BNI:
- Encouraged cross selling and customer transactions to increase the contribution of non-interest income (fee based income), including products from subsidiaries.
- Offered ecosystem business and comprehensive financial solutions to institutional banking segment customers, as well as the Wholesale & International Banking segment.
- Increased wealth business by developing attractive investment services and products.

Business Prospects for 2024

As we enter 2024, the global economy is expected to continue to slow. Based on IMF projections, global economic growth will reach 2.9%, lower than the projected figures for 2023 and 2022 of 3.0% and 3.5%. At the same time, although global inflation has decreased, the figure is still higher than the average before the pandemic, so the prospect of benchmark interest rates in many countries is not expected to reach the normal phase. The US central bank, The Federal Reserve, is projected to lower its benchmark interest rate (FFR) to 4.50-4.75% in 2024, with projected individual expenditure inflation (PCE inflation) at 2.4%. For comparison, the average FFR interest rate in the five year period before the pandemic (2015-2019) was 1.1%, and the PCE inflation rate was 1.6%. Normalization back to the 2% inflation range is estimated to occur in 2026.

The implications of the global interest rate trend will have an impact on the prospects for Bank Indonesia's benchmark interest rate, which was projected to fall to 5.5% from 6.0% by the end of 2023. In the context of time, a decrease in Bank Indonesia's benchmark interest rate is projected to occur in the second semester, as inflationary pressure tends to decline, followed by the potential for FFR cuts.

In terms of the domestic economy, GDP growth is projected to remain solid at 5.0%. The impact of the global economic slowdown certainly had an effect on exports and investment, however, the trend of private consumption (53% of the national GDP pie) is estimated to increase along with the effect of election spending (spending is projected to reach 0.6% - 1.3% of GDP), and the realization of more aggressive fiscal spending. Solid economic growth is projected to also influence banking loan growth. Loan growth is estimated to remain solid at 7.5-10% in 2024, supported by better liquidity conditions amidst an increase in the money supply due to the realization of the fiscal budget, election expenditure and the potential for a reduction in the MSR level.

In terms of exchange rates, Rupiah volatility is expected to be lower in the second semester of 2024 with the trend of FFR cuts and a decline in the dollar index. Foreign fund flows are expected to be higher in the second semester of 2024 so at to partially cover the current account deficit which is projected to reach -0.5% to -1.0% of GDP in 2024.

Macroeconomic Variable Projections

	2022	2023	2024F	2025F
GDP Growth (% FY)	5.31	5.00(e)	4.80 – 5.20	4.90 – 5.40
Inflation (%FY)	5.51	2.61	3.00 – 4.00	2.50 – 3.50
BI-rate (%)	5.50	6.00	5.75 – 6.25	5.00 – 5.50
Exchange Rate (Annual average, IDR/USD)	14,851	15,231	15,200 – 16,200	14,500 – 15,300
Loan Growth (% FY)	11.4	10.30	6.50 – 10.00	7.50 – 11.00
TPF Growth (% FY)	9.0	3.80	7.50 – 10.00	8.50 – 11.00

Source: BNI Office of Chief Economist

Performance Projections for 2024

BNI PERFORMANCE PROJECTIONS AND STRATEGIC PLANS FOR 2024

After considering the business prospects and potential as well as macro and micro conditions as explained above, BNI has prepared a Bank Business Plan (RBB) for 2024 with several important points as shown below.

Performance Indicator	2024 Projection
Quality balance sheet growth	
Credit Growth	9% s.d 11%
TPF Growth	7% s.d 9%
Gross NPL	below 2%
Profitability	
Net Interest Margin (NIM)	at least 4.5%
Return on Equity (ROE) - Equity Based	15% s.d 16%
Capital Structure	
Minimum Capital Requirement Ratio (KPMM)	above 20%
Dividends	
Dividend Payment Projection in 2024	40% s.d 50%

Credit growth has historically had a strong correlation with GDP growth. For this reason, with Indonesia's solid GDP growth, we project loan demand will increase, especially in the second semester of 2024, mainly driven by consumer credit and working capital credit. From the internal side, we also have aspirations to grow better. Apart from the corporate and consumer segments, we see opportunities for better credit growth from the small and medium segments.

As enablers, we have strengthened credit processes, risk management, and credit scoring models that will enable us to grow healthily in the small and medium segments, with a credit growth target in the range of 9-11%, which is in line with projected credit growth in the industry.

To support the need for credit expansion, DPK, especially the growth of current accounts and savings or CASA, will strive to grow better from 2023 in the range of 7% to 9%. In terms of asset quality, the NPL ratio continues to show impressive improvement. The NPL ratio at the end of 2023 was at the level of 2.1%, an improvement compared to 2022 which was 2.8%.

In line with BNI's selective and prudent credit growth over the last 3 years, the NPL ratio improvement trend is projected to continue to improve below 2%.

This quality balance sheet growth projection is expected to have a positive impact on BNI's profitability, so that NIM is projected to be above 4.5% and Equity Based ROE in the range of 15% to 16%. This projected increase in profitability is expected to be able to strengthen capital as reflected in the KPMM ratio which is above 20%. This level gives BNI the ability to meet the BNI group's business expansion and investment needs, as well as promising dividends without having a negative impact on capital adequacy.

With this improved performance projection, the company is optimistic that profits in 2024 will increase. This is in line with BNI's commitment to providing optimal value for all stakeholders, especially shareholders

To achieve this projection, BNI is pursuing various strategic steps that will be taken in 2024, namely:

1. Increase business expansion through the top tier by strengthening risk management.
2. Improvement of the Digital Platform to optimize transactional banking and cross selling which focuses on increasing sustainable AUM, CASA and FBI.
3. Strengthening business networks through optimizing outlets.
4. Develop international business networks to support global market penetration.
5. Strengthen Human Capital and IT to increase productivity.
6. Optimization of the BNI Group in strengthening the position of Subsidiary Companies.

Marketing Aspect

The relatively well-maintained stability of the national economy and domestic financial system amidst ever-increasing global economic turmoil shows Indonesia's resilience and success in anticipating existing challenges. Especially with digital disruption bringing massive social change, BNI must respond to these challenges and try to formulate various strategic innovations to become practical solutions for users of financial services, especially banking today.

Marketing Strategy

In the digital era which continues to develop increasingly rapidly, BNI has consistently been a leading bank that is agile in facing rapid changes and market needs as well as increasingly tight business competition. BNI is committed to always presenting the best products and services, which not only strengthen its brand image and increase market share, but also create added value for all stakeholders anywhere and at any time.

BNI always carry out the continuous improvements to banking services that are in line with the RACE values (Risk Culture, Agile, Collaboration, Execution Oriented). To communicate these products and services, a corporately integrated marketing communications strategy and company messages are needed with BNI's products. These messages start from BNI's commitment to becoming a state-owned bank with global capabilities, to BNI's commitment to becoming 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 to the global arena. BNI's presence abroad can also be seen as a door for investors, Diaspora and potential customers to learn more about Indonesia through BNI products and services. This idea is the basis of BNI's corporate message and will be confirmed in 2023 with the theme "Global Reach, Indonesian Pride" on the 77th anniversary. This theme reaffirms BNI's mission to realize big goals, achieve global market share, and become a source of pride for the Indonesian people.

On the marketing side, in order to maximize the results that will be obtained, marketing activities are focused on the wider community through several digital platforms that are available and used by BNI. One of them is the use of BNI's organic social media. As of December 31 2023, the Twitter/X @BNI account has 1,246,998 followers, Instagram @bni46 with 1,463,529 followers, then BNI Facebook has 406,906 fans and TikTok @bni46 with current followers of 430,900. The engagement rate on BNI social media is one of the best in the banking business sector.

Marketing communications are also carried out through paid social media placement activities or using online publishers, especially those that are always ranked in the top 1 - 5 in monthly visitors. This activity was carried out with the aim of increasing the scope of the message to be conveyed. In addition to using digital media, the media also used for marketing communications are offline media and electronic media such as through national and international iconic events, videotrons, television and radio.



Market Share

Account	2023	2022	2021	Increase (Decrease) 2022-2023		
				Nominal (IDR-Million)	Percentage (%)	
Based on Banking Industry Assets						
Industry*) (IDR-billion)	**11,428**	10,488	9,824	940	9.0	▲
BNI (IDR-billion)	**1,087**	1,030	965	57	5.5	▲
Industry Market Share (%)	**9.5**	9.8	9.8	-	-	
Based on Banking Industry Outstanding Loans						
Industry*) (IDR-billion)	**6,966**	6,275	5,658	691	11.0	▲
BNI (IDR-billion)	**695**	646	582	49	7.6	▲
Industry Market Share (%)	**10.0**	10.3	10.3	-	-	
Based on Outstanding Third Party Funds in the Banking Industry						
Industry*) (IDR-billion)	**8,216**	7,647	7,245	569	7.4	▲
BNI (IDR-billion)	**811**	769	729	42	5.5	▲
Industry Market Share (%)	**9.9**	10.1	10.1	-	-	
Comparison of Capital Adequacy Ratio (CAR) with the Commercial Bank Industry Average						
Industry*) (%)	**27.9**	25.2	25.3	2.7	-	▲
BNI (%)	**22.0**	19.3	19.7	2.7	-	▲
Comparison of Operating Expenses to Operating Income (BOPO) Ratio with the Commercial Bank Industry Average						
Industry*) (%)	**76.8**	77.1	83.1	(0.3)	-	▼
BNI (%)	**68.4**	68.6	81.2	(0.2)	-	▼
Perbandingan Rasio Return On Asset (ROA) dengan Rata-Rata Industri Bank Umum						
Industry*) (%)	**2.7**	2.5	1.9	0.2	-	▲
BNI (%)	**2.6**	2.5	1.4	0.1	-	▲
Perbandingan Rasio Pinjaman terhadap Total Simpanan (LDR) dengan Rata-Rata Industri Bank Umum						
Industry*) (%)	**84.8**	82.1	78.2	2.7	-	▲
BNI** (%)	**85.8**	84.2	79.7	1.6		▲

*) Source: Indonesian Banking Statistics, Financial Services Authority
**) BNI consolidated as of December 2023

Market Share based on assets

Over the last few years, BNI has positioned itself as one of the leading banks in Indonesia in terms of assets. BNI assets in 2023 will increase to IDR1,087 trillion, with a market share value based on assets to industry of 9.5%.

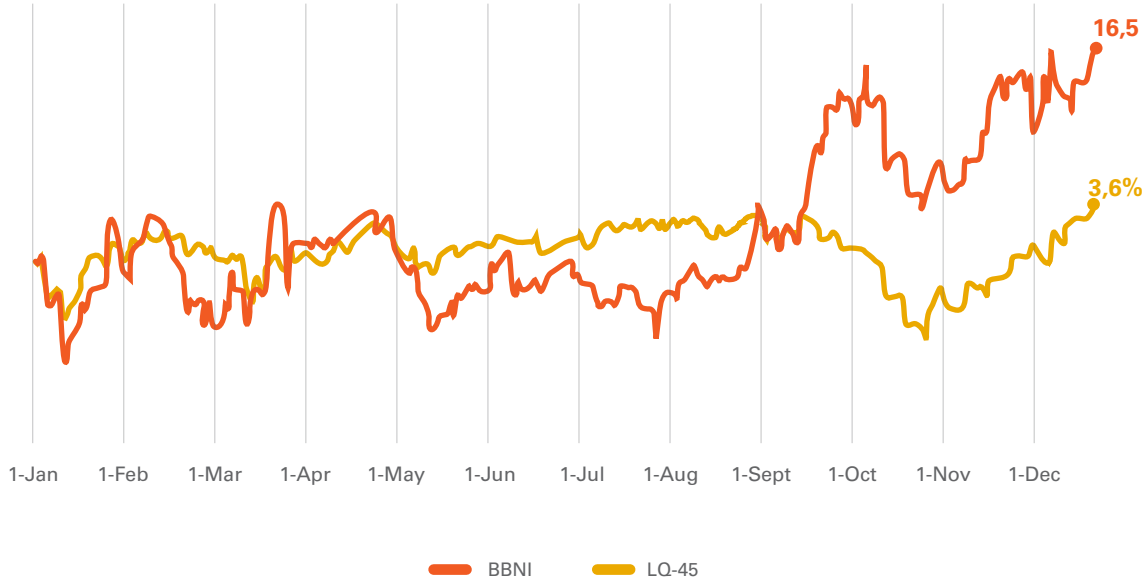
Market Share based on Third Party Funds (TPF)

In the 2022-2023 period, BNI was able to maintain its position as one of the largest banks in Indonesia in terms of collecting TPF. With deposits reaching IDR811 trillion, BNI's market share in terms of TPF was 9.9% in 2023.

Market Share based on Loans Disbursed

In line with the increase in TPF, BNI optimized its loans disbursed by paying attention to loan quality, as it reached IDR695 trillion. This achievement was equivalent to a market share of 10.0% in 2023.

Comparison of BNI Stock Performance and LQ-45 Index (YTD) in 2023



In the midst of various external challenges in 2023, especially related to increasing geopolitical risks, high inflation and global interest rates, especially in the United States, as well as the economic slowdown in China, BNI was able to maintain solid performance in 2023 so as to provide optimal returns for its shareholders.

Consistency in implementing transformation oriented towards strengthening fundamentals has had a positive impact as seen from improvements in the Cost of Funds compared to pre-pandemic levels, a shift in the portfolio to blue chip customers, as well as a reduction in the risk profile as reflected in improvements in the NPL and Credit Cost ratios. This progress will ensure the Company can continue to record a sustainable increase in ROE (Return on Equity) in the future.

Meanwhile, within the conglomeration framework, the Company's focus in 2023 is to continue the transformation and improvement of subsidiaries' businesses, as being intensified at BNI Finance and Hibank. BNI Finance is refocusing its business to financing the consumer segment, so that the existence of BNI Finance will complement the BNI Group's product choices through providing Motor Vehicle Credit (KKB). Meanwhile, Hibank is aimed at becoming a digital bank that acts as a provider of digital-based integrated financial solutions, especially in the MSME segment, which will become a future growth engine for BNI.

Through these strategic steps and supported by increasingly better financial performance, the Company has succeeded in maintaining the trust of shareholders and the public regarding the strong fundamental performance of the Company which increasingly provides a positive outlook for BNI's future performance. This trust is reflected in the good performance of BNI (BBNI) shares in 2023.

Until the close of trading on the Indonesian stock exchange on December 29 2023, BBNI closed at a price of IDR5,375 per share or an increase of 16.5% year to date (YTD), much higher than the LQ-45 index which was recorded to have only grown 3.6% YTD. This achievement means BBNI's Market Capitalization value has reached IDR200.5 trillion.

This achievement was accompanied by the achievement of several records for the Company; (1) The market capitalization value (market cap) of IDR200.5 trillion is the largest ever recorded in the company's history; (2) Market cap continues to increase supported by high confidence from investors, where throughout 2023 BNI recorded a net foreign purchase value of IDR 3.5 trillion or the equivalent of 1.75% of the total market cap. This ratio was the best on the Indonesian Stock Exchange in 2023; and (3) BBNI ranked itself as the Top-7 issuer with the largest level of trading liquidity (turnover) in 2023 with a total trading value reaching IDR63 trillion.

We believe that this good stock performance is a reflection of the quality of BNI's performance during 2023, which is also equipped with the right strategy for the long term. In the future, the company will continue to be committed to achieving increasingly healthy and sustainable profitability so as to provide optimal value for all stakeholders, especially shareholders.

Dividend and Distribution Policy

Basic Dividend Distribution Policy

Cash dividend payments by BNI are carried out with reference to Article 21 paragraph (2) letter b, and Article 26 of the Bank's Articles of Association that stipulates that at the Annual GMS the Board of Directors are obliged to submit proposals for the use of net profits if the Bank has positive profits. Referring to Article 70 and Article 71 of Law No. 40 of 2007 concerning Limited Liability Companies regulates that all net profits after deducting the allowance for reserves are distributed to shareholders as dividends, unless otherwise determined at the GMS. The use of net profit, including determining the amount of allowance for reserves, is decided by the GMS. Dividends may only be distributed if the Bank has a positive profit balance.

In accordance with BNI's share prospectus, 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. The Company's Dividend Policy regulates, among other things:

1. The Dividend distribution plan needs to be reviewed by the Board of Directors at least once a year.
2. Proposals for dividend distribution are submitted at the Board of Directors meeting.
3. It is possible for the Bank to distribute dividends of at least 25% (twenty five percent) of the current year's net profit, after taking into account, the Bank's financial performance achievements, the Bank's Minimum Capital Adequacy Requirement Ratio (KPMM), and after the distribution of dividends and other investment projects, the Bank's health level, etc.
4. The dividend distribution plan must be included in the Bank's Business Plan submitted to FSA.
5. Proposals for dividend distribution approved by management are then sent for a request for recommendations to the Board of Commissioners to obtain approval from the Annual General Meeting of Shareholders (AGMS).
6. In the event that the AGMS approves the distribution of cash dividends, the Bank is obliged to pay cash dividends to entitled shareholders no later than 30 (thirty) days after the AGMS resolution, and to ensure equal treatment to all entitled Shareholders in accordance with the procedures specified. by the Board of Directors based on prevailing provisions.
7. Shareholders who are entitled to receive dividends are required to comply with the tax provisions applicable in Indonesia.

Dividends Distributed in 2023 and Dividend Distribution History

The BNI Annual GMS for Fiscal year 2022 held on March 15, 2023 approved the use of Net Profit for Fiscal Year 2022 amounting to IDR18,312,053,106,091 as follows:

1. Dividends of 40% or IDR7,324,821,242,436 of the Company's Net Profit to be distributed as cash dividends to shareholders to be paid, with the following payment conditions:
   a. Dividends for the State's share of 60% share ownership, or IDR4,394,892,745,535 to be deposited into the State General Treasury Account.
   b. For the 40% public share ownership, IDR2,929,928,496,893 will be given to shareholders based on their respective ownership portions.
   c. To grant authority and power to the Board of Directors with the right of substitution to determine the schedule and procedures for distributing dividends for the Fiscal Year 2022 in accordance with prevailing regulations.
2. 60% of Net Profit or IDR10,987,231,863,663 to be used as Retained Earnings.

Based on this decision, the GMS approved the payment of dividends from net profit amounting to IDR7,324,821,242,436, or IDR392.780105040 per share to be distributed to shareholders with the schedule and procedure for distributing cash dividends for the Fiscal Year 2022 as follows. following:

No	Description	Date
1	End of Trading Period Shares With Dividend Rights (Cum Dividend) • Regular and Negotiation Market • Cash Market	March 27, 2023 March 29, 2023
2	Beginning of Stock Trading Period Without Dividend Rights (Ex Dividend) • Regular and Negotiation Market • Cash Market	March 28, 2023 March 30, 2023
3	List of Shareholders entitled to Dividends (Recording Date)	March 29, 2023
4	Cash Dividend Payment Date	April 14, 2023

Description: Taking into account international best practice, the company will make payments in 2023 within 30 (thirty) days from the date of the GMS approving the use of the Company's net profit to be paid as cash dividends. GMS approving the use of the Company's net profit to be paid as cash dividends.

The procedure for distributing cash dividends from BNI's net profit for the Fiscal Year 2022 was as follows:

1. Cash Dividends were distributed to Shareholders whose names were registered in the Register of Shareholders ("DPS") on recording date and/or share owners in securities sub accounts at PT Kustodian Sentral Efek Indonesia ("KSEI") at the close of trading on March 29, 2023.
2. For Shareholders whose shares were placed in KSEI's collective custody, cash dividend payments were made through KSEI and distributed on April 14, 2023 into the Customer Fund Account (RDN) at the securities company and/or custodian bank where the Shareholder holds a securities account. Whereas for Shareholders whose shares are not included in KSEI's collective custody, cash dividend payments will be transferred to the Shareholder's account.
3. Cash dividends will be subject to tax in accordance with applicable tax laws and regulations.
4. Based on applicable tax laws and regulations, cash dividends will be excluded from taxation if they are received by domestic corporate taxpayer shareholders ("DN Corporate Taxpayers") and the Company will not withhold Income Tax on cash dividends paid to DN Corporate Taxpayers. Cash dividends received by domestic individual taxpayer shareholders ("WPOP DN") will be exempt from tax as long as the dividends are invested in the territory of the Republic of Indonesia. For WPOP DN who do not comply with the above investment requirements, the Cash Dividends received by the persons concerned will be subject to income tax ("PPh") in accordance with the applicable laws and regulations, and the PPh must be paid by the relevant WPOP DN. in accordance with the provisions of Government Regulation No. 9 of 2021 concerning Tax Treatment to Support Ease of Doing Business.
5. Shareholders can obtain confirmation of dividend payments 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 in the tax report for the relevant tax year in accordance with the applicable tax laws and regulations.
6. For shareholders who are Foreign Taxpayers, tax deductions will use rates based on the Double Taxation Avoidance Agreement ("P3B"), and they 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 or receipt documents that have been uploaded to the Directorate General of Taxes website to KSEI or BAE by the deadline in accordance with KSEI rules and regulations, without sucg documents, cash dividends paid will be subject to Income Tax Article 26 of 20%.

Information on Dividend Payments from the Net Profit for Fiscal Year 2022

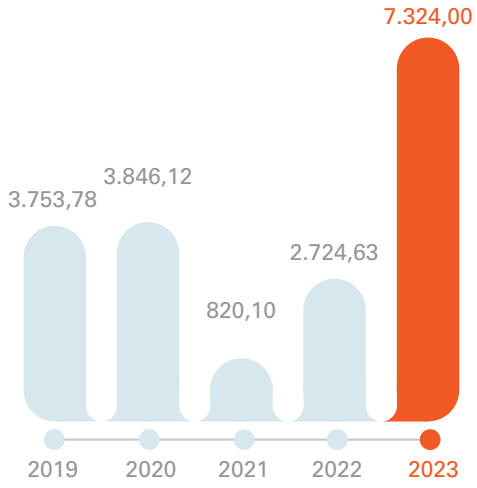
Distributed Cash Dividends (IDR)	IDR7.324.821.242.436,-
Dividend per Share (IDR)	IDR392,780105040
Dividend Distribution Ratio (%)	40%
Announcement Date	March 16, 2023
Payment Date	April 14, 2023

Distribution and payment history of dividends for the last 5 (five) years is as follows:

	Dividend Distribution Year				
	2023 (For Business Results In 2022)	**2022 (For Business Results In 2021)**	**2021 (For Business Results In 2020)**	**2020 (For Business Results In 2019)**	**2019 (For Business Results In 2018)**
Cash Dividend Distributed (IDR-billion)	**IDR7.324**	2.724,6	820,1	3.846,1	3.753,8
Dividend per Share (IDR)	**IDR392,780105040**	146,3	44,0	206,2	201,3
Percentage of Total Dividends to Net Profit (%)	**40% of net profit for the year attributable to owners of the parent entity for the 2022 fiscal year**	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 2020 fiscal year	25% of net profit for the year attributable to owners of the parent entity for the 2018 fiscal year
Announcement Date	**March 16, 2023**	March 17, 2022	March 31, 2021	February 24, 2020	May 15, 2019
Payment Date	**April 14, 2023**	April 14, 2022	April 14, 2022	March 24, 2020	June 14, 2019

Development of Total Cash Dividends Distributed in the Last 5 Years

(IDR-billion)



Taxation and Non-Tax State Revenue (PNBP) : BNI's Contribution to National Development

BNI TAX CONTRIBUTION

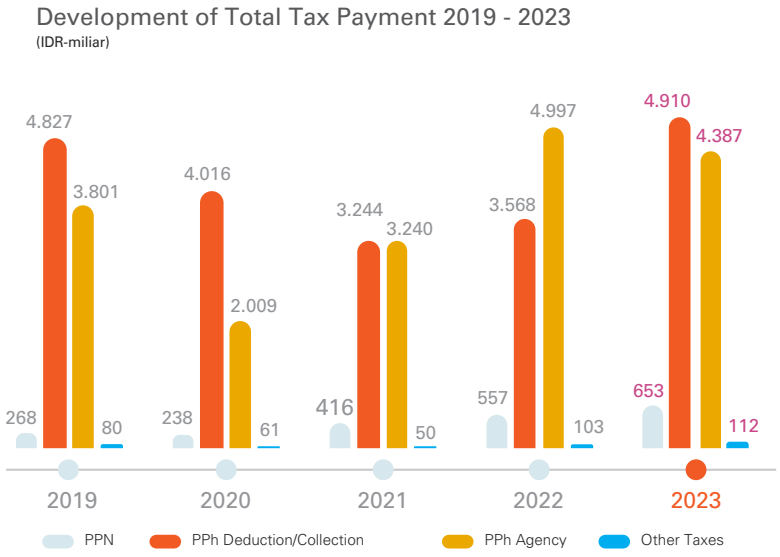
BNI acts as a taxpayer and tax withholding/collector as its contribution to the State. BNI's biggest contribution as a taxpayer is by fulfilling its Corporate Income Tax obligations. BNI also actively contributes to withholding tax when carrying out its function as a tax with holder.

BNI is always on time in terms of paying tax obligations for Corporate Income Tax, Employee Income Tax, VAT and PBB. 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 2021-2023

Type of Tax	2023 (IDR-billion)	2022 (IDR-billion)	2021 (IDR-billion)	Increase (Decrease) 2022 - 2023			Increase (Decrease) 2021-2022		
				Nominal (IDR-billion)	Percentage (%)		Nominal (IDR-billion)	Percentage (%)	
VAT	653	557	416	96	17,2	▲	141	33,9	▲
Withholding Income Tax*)	4.910	3.568	3.244	1.342	37,6	▲	324	10,0	▲
Corporate Tax	4.387	4.997	3.240	(610)	(12,2)	▼	1.757	54,2	▲
Other Taxes	111	103	50	8	7,8	▲	53	106,0	▲
Total	**10.061**	**9.225**	**6.950**	**836**	**9,1**	▲	**2.275**	**32,7**	▲

*) Withholding Income Tax consists of Income Tax Articles 21/26, 15, 22, 23/26, and Income Tax Article 4.



BNI has paid all tax assessments as a result of the tax audit and payment is due in accordance with the applicable regulation. So as a rule, BNI does not hav tax arrears.

Problems related to tax disputes can be seen in the "Corporate Governance" chapter in this Annual Report.

OTHER NON-TAX STATE INCOME (PNBP).

Types of Other Non-Tax State Income (PNBP).	2023 (IDR- billion)	2022 (IDR- billion)	2021 (IDR- billion)	Increase (Decrease) 2022 - 2023		
				Nominal (IDR-billion)	Percentage (%)	
DJPB (Director General of Treasury)	17,154	4,591	-	12,563	297.65	▲
DJA (Director General of Budget)	79,846	99,296	81,215	(19,450)	(19.59)	▼
DJPPR (Director General of Financing & Risk Management)	11,836	8,532	8,131	3,303	38.71	▲
Total	108,835	112,419	89,346	(3,584)	(3.19)	▲

Non-Tax State Revenue (PNBP) relates to Indonesian State income sources other than taxes. PNBP is a levy paid by individuals or businesses that obtain direct or indirect benefits from the use of resources and rights obtained from the State, based on legislation related to Central Government's income outside of tax revenues and grants managed in the State Revenue and Expenditure Budget mechanism.

Individuals or business entities make PNBP payments to the State Treasury through payment places appointed by the Minister, including Bank BNI, whereby Bank BNI acts as a collecting agent to distribute funds to the State Treasury.

During 2023, BNI distributed PNBP amounting to IDR108.8 trillion, an increase of 3.19% from the previous year. The highest PNBP distribution was the Director General of Budget's PNBP distribution, which reached IDR79.8 trillion. The Director General of Treasury's PNBP distribution increased by 297.65% and the Director General of Financing & Risk Management's PNBP distribution increased by 38.71%. Meanwhile, the Director General of Budget's PNBP distribution decreased by 19.59% YoY.

In 2021, the Director General of Treasury's PNBP distribution was combined with the Director General of Budget with a total nominal value of IDR81 trillion.

Information regarding the Realization of Use of Public Offering Proceeds

PUBLIC OFFERING 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 IDR375 (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 IDR10.2 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% for 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 Finance.

Fund Balance

On December 31 2018, the proceeds from the Limited Public Offering III were Nil, as 100% of the funds obtained had been distributed.

Use Of Proceeds Realization From Limited Public Offering III	Nominal
Proceeds from Public Offering (after expenses) - nett	IDR10,216,388,163,029
Use of Proceeds Realization	
About 80% used for corporate, commercial, small business and consumer loans	as of December 31, 2014 IDR8,173,110,530,423
About 15% used for infrastructure development on information technology, outlets, ATMs and others	as of December 31, 2014 IDR1,532,458,224,454
About 5% used for the development of subsidiaries namely BNI Life, BNI Syariah, BNI Securities and BNI Finance.	as of December 31, 2014 IDR510,819,408,152
Balance of Funds	**Nil**

In 2023, 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 SUBORDINATED MTN BONDS

MTN SUBORDINASI

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 about the Subordinated MTN Offered

Subordinated MTN were issued in the amount of IDR100,000,000,000.00 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	IDR100.000.000.000
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.
Peringkat Efek	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, 2023, the Subordinated MTN balance was 0 (already paid off).

Subordinated MTN Interest Payment Schedule

The interest rate of 8% per year was paid periodically every 3 (three) months with the following schedule:

Subordinated MTN Interest Payments

Interest No.	Date of 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	May 10, 2022	8.0
17	November 10, 2022	8.0
18	February 10, 2023	8.0
19	May 10, 2023	8.0

Subordinated MTN Interest Payments

Interest No.	Date of Interest Payment	Interest (%)
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 IDR500,000,000.00 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	USD500,000,000.00
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 FSA
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, 2023, 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:

Tier II Capital Bond Interest Payments

Interest No.	Date of Bond Interest Payment	Interest (%)
1	September 30, 2021	3.75%
2	March 30, 2022	3.75%
3	September 30, 2023	3.75%
4	March 30, 2023	3.75%
5	September 30, 2024	3.75%
6	March 30, 2024	3.75%

Tier II Capital Bond Interest Payments

Interest No.	Date of Bond Interest Payment	Interest (%)
7	September 30, 2024	3.75%
8	March 30, 2025	3.75%
9	September 30, 2025	3.75%
10	September 30, 2025	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 USD600,000,000.00 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	USD600,000,000.00
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 FSA.
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, 2023 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 Payments

Interest No	Date of Bond Interest Payment	Interest (%)
1	Interest (%)	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%

Additional Tier 1 Capital Bond Interest Payments

Interest No	Date of Bond Interest Payment	Interest (%)
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%

ENVIRONMENTALLY FRIENDLY BONDS (GREEN BOND) I

BNI 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 environmentally Friendly Green Bond I. Green Bonds were issued with a value of IDR5,000,000,000,000.00 (five trillion Rupiah) in 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 Obligasi	Environmentally Friendly Bonds (Green Bond) I of PT Bank Negara Indonesia (Persero) Tbk in 2022
Bond Principal Amount	IDR5,000,000,000,000.00
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	IDR1 or multiples thereof
Unit/Trade	IDR5,000,000 or multiples thereof
Bond Interest Rate	Series A : 6.35% per annum Series B : 6.85% per annum
Type of Interest Rate	Fixed
Fixed	Quarterly
First Interest Payment Date	September 21, 2022
Jaminan	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 2023 there were 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)

Use of Funds Realization	Effective Date	Realized Public Offering Results			Realized Public Offering Results		Use of Funds Realization		Remaining Funds from Public Offering (IDR-billion)
		Total Public Offering Results (IDR-billion)	Total Public Offering Results (IDR-billion)	Net Yield (IDR-billion)	Financing or refincing of projects in the KUBL category*) (IDR-billion)	Total (IDR-billion)	Financing or refincing of projects in the KUBL category*) (IDR-billion)	Total (IDR-billion)	
Environmentally Friendly Bonds (Green Bond) I PT Bank Negara Indonesia (Persero) Tbk 2022	June 10, 2022	5,000	16	4,984	4,984	4,984	4,984	4,984	-

*) KUBL Category (Environmentally Friendly Business Activities): projects relate to renewable energy, energy efficiency, processing waste into energy and waste management, sustainable use of natural resources and land use, land and water biodiversity conservation, environmentally friendly transportation, sustainable water and wastewater management, climate change adaptation, environmentally sound buildings, and sustainable agriculture, and take into account Financial Services Authority Regulation Number 60/POJK.04/2017 concerning Issuance and Requirements for Environmentally Sound Debt Securities (Green Bond).

Green Bond Payments

Green Bond Payments

Interest No	Series A		Series B	
	Date of Interest Payment	Interest (%)	Date of 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	September 21, 2024	6.35%	September 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			September, 21 2025	6.85%
14			December 21, 2025	6.85%
15			March 21, 2026	6.85%
16			June 21, 2026	6.85%
17			September, 21 2026	6.85%
18			December 21, 2026	6.85%
19			March 21, 2027	6.85%
20			June 21, 2027	6.85%

Negotiable Certificate `Of Deposit (NCD)

BNI issued Rupiah scripless Negotiable Certificates of Deposit (NCD) aimed at strengthening the liquidity and structure and composition of Rupiah funding as follows:

1. In semester I 2016, BNI issued its first scripless Rupiah NCDs for IDR3.0 trillion in 6 series of tenors (6 months to 3 years.
2. In semester II 2016, BNI issued another scripless Rupiah NCDs for IDR2.2 trillion, from an original target of IDR1 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 IDR2.7 trillion.
4. In semester I 2019, BNI issued scripless Rupiah NCDs twice with a total issuance of IDR950 billion (NCD IDR I BNI 2019) and IDR1 trillion (NCD IDR II BNI 2019)
5. In semester II 2019, BNI again issued scripless Rupiah NCDs for IDR2.39 trillion.
6. In semester I 2020, BNI issued scripless Rupiah NCDs for IDR1.39 trillion.
7. In Semester II 2022, BNI issued scripless Rupiah NCDs for IDR2.5 trillion and scripless USD NCDs for USD 31.5 million (IDR500 billion).

Issuance Phase	Date	Currency	Principal (IDR Billion)	Amount (IDR 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 Corporate Action, Investments, Expansions, Divestments, Business Mergers, Acquisitions, and/or Restructuring

Material Information Regarding Corporate Action

1. Material Information Regarding Corporate Action
   The Company plans to carry out a Buyback of Company Shares ("Buyback") by referring to OJK Regulation No. 30/POJK.04/2017 concerning the Buyback of Shares Issued by Public Companies ("POJK 30/2017"). The number of shares to be repurchased by the Company is estimated to be IDR905,000,000,000.- (nine hundred and five billion Rupiah) or 10% of the total paid-up capital. The buyback transaction period will be 18 months from the time the Fiscal Year 2022 Annual GMS held on March 15, 2023, or from March 16, 2023 to September 15, 2024.

2. Notification of the Cash Dividend Payments for the BNI Fiscal Year 2022
   Based on the PT Bank Negara Indonesia (Persero) Tbk (hereinafter referred to as the "Company") 2022 Annual General Meeting of Shareholders resolution, on March 15, 2023, the Meeting approved the distribution of cash dividends to the Company's shareholders amounting to IDR7,324,821,242,436, with each 1 (one) share entitled to receive a cash dividend of IDR392,7801050404 based on the number of shares on the cum date and dividend recording date. In connection with this matter, we present the Summary of Minutes of the Company's 2022 Annual GMS.

3. Disclosure of Information for the Stock Split Plan
   PT Bank Negara Indonesia (Persero) Tbk. ("Company") will carry out a Stock Split ("Stock Split") with reference to the Republic of Indonesia Financial Services Authority (OJK) Regulation No. 15/POJK.04/2022 concerning Stock Splits and Stock Mergers by Public Companies ("POJK No. 15/2022"). The Stock Split plan is to increase demand for the Company's shares by expanding the investor base, with Stock Split carried out with a split ratio of 1:2. Shareholder approval for the Stock Split was proposed at the Company's Extraordinary General Meeting of Shareholders (EGMS) held on September 19, 2023.

4. Disclosure of Information for the Stock Split.
   Information Disclosure was carried out for the Company's Stock Split with a split ratio of 1 (one) old share into 2 (two) new shares, and received approval from PT Bank Negara Indonesia (Persero) Tbk. ("Company") in the Company's Extraordinary General Meeting of Shareholders on the September 19, 2023 (EGMS"). Information Disclosure was submitted to comply with Article 24 of the OJK Regulation No. 15/POJK.04/2022 concerning Share Splits and Stock Mergers by Public Companies ("POJK No. 15/2022").

Material Information Regarding Investments

1. Implementation of BNI Share Buyback Transactions in 2023

1	**Date**	:	March 15, 2023
2	**Affiliated Transaction Object**	:	The object of the Affiliated Transaction is to carry out BNI Share Buyback Transactions in 2023.
3.	**Affiliated Transaction Value**	:	The transaction value, based on the contract, was Rp343,849,315,- (three hundred forty-three million eight hundred forty-nine thousand three hundred and fifteen rupiah).
4.	**Name of the Party Carrying Out Transactions and Relationships with the Public Company**	:	The parties carrying out the Transaction were the Company and PT BNI Sekuritas (hereinafter referred to as "BNIS").
5.	**Nature of Affiliated Relationships of Parties Conducting Transactions with Public Companies**	:	The Company and BNIS have an affiliate relationship as the Company owns 75% (seventy five percent) direct shares in BNIS.
6.	**Description of Affiliated Transaction**	:	Providing services for carrying out buybacks of BNI shares issued and listed on the Indonesia Stock Exchange (BEI) based on the provisions of POJK No. 30/POJK.04/2017, to be carried out after obtaining approval from the GMS through a securities company registered on the IDX.

2. Additional Capital by the Company to PT BNI Multifinance (BNI Finance)

1.	**Date**	:	August 21, 2023
2.	**Type of Material Information or Facts**	:	Submission of reports/information related to the additional capital by the Company to PT BNI Multifinance (BNI Finance), an affiliated party of the Company.
3.	**Description of Material Information or Facts**	:	On August 21 2023, the Company carried out additional capital of IDR400,000,000,000 (four hundred billion rupiah) to BNI Finance, which is intended to strengthen BNI Finance's capital and support BNI Finance transformation to focus on the consumer segment. After the capital increase, the Company's share ownership in BNI Finance increased to 99.997% from the previous 99.994%. Below we show the BNI Finance shareholders composition after the capital increase:
4	**Impact on Operational Activities, Legal, Financial Condition and Business Continuity**	:	The additional capital of PT BNI Multifinance will have a positive impact on consolidated performance from increasing the BNI Finance business and complementing services from the BNI Group.
5.	**Other information**	:	The capital investment plan received approval from OJK based on Letter No. SR-61/PB.21/2023 on August 9, 2023 and has been budgeted for in the BNI 2023-2025 Bank Business Plan.

Shareholders	Nominal Shares (IDR)	(%)
Company	698,413,985,350	99.997%
BNI Finance Employee Cooperative	18,151,550	0.003%
Total	**698,432,136,900**	**100.000%**

This transaction is an affiliated transaction that is reportable. The relationship between the Company and BNI Finance is that the Company owns 99.994% (ninety nine point nine nine four percent) direct shares in BNI Finance so the Company is the majority shareholder of BNI Finance and controls BNI Finance directly.

3. Additional Capital by the Company to PT BNI Multifinance (BNI Finance)

1.	**Date**	:	December 12, 2023
2.	**Type of Material Information or Facts**	:	Submission of report/information related to the additional capital by the Company to PT BNI Multifinance (BNI Finance), an affiliated party of the Company.

3.	**Description of Material Information or Facts**	:	On December 12 2023, the Company carried out additional capital of IDR400,000,000,000 (four hundred billion rupiah) to (BNI Finance), to strengthen the company's capital and support the BNI Finance transformation to focus on the consumer segment. After the capital increase, the Company's share ownership in BNI Finance increased to 99.9983% from the previous 99.9974%. Below we show the BNI Finance shareholders composition after the capital increase:

Shareholders	Nominal Shares (IDR)	(%)
Company	1,098,413,985,350	99.9983%
BNI Finance Employee Cooperative	18,151,550	0.0017%
Total	**1,098,432,136,900**	**100.000%**

This transaction is an affiliated transaction that is reportable. The relationship between the Company and BNI Finance is that the Company owns 99.997% (ninety nine point nine nine seven percent) direct shares in BNI Finance so the Company is the majority shareholder of BNI Finance and controls BNI Finance directly.

4	**Impact on Operational Activities, Legal, Financial Condition and Business Continuity**	:	The additional capital of PT BNI Multifinance will have a positive impact on consolidated performance from increasing the BNI Finance business and complementing services from the BNI Group.
5.	**Other information**	:	The capital investment plan received approval OJKbased on Letter No. SR-61/PB.21/2023 on August 9, 2023 and has been budgeted for in the BNI 2023-2025 Bank Business Plan.

Material Information Regarding Expansions, Divestments, Business Mergers, Acquisitions and Debt/ Capital Restructuring

In 2023, the Company did not carry out any expansions, divestments, business mergers, acquisitions and debt/capital restructuring activities so information regarding the objectives, transaction value and sources of funds for expansions, divestments, business mergers, acquisitions and debt/capital restructuring activities is not presented

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 Financial Services Authority Regulation No. 14/ POJK.04/2022 regarding Submission of Periodic Financial Statements ("POJK 42/2020"), which is defined among others:

1. Companies under the control of BNI and its Subsidiaries;
2. Associated companies;
3. Investors with voting rights, which gives these investors 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 controlled, jointly controlled or significantly influenced by the Government

COMPANY POLICY CONCERNING REVIEW MECHANISM FOR 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 policiy 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.

Explanation of BNI's policies regarding review mechanisms for affiliated/related party transactions, especially explanations concerning compliance with related regulations and provisions (PSAK, OJK Regulation No. 42/ POJK.04/2020 concerning Affiliate Transactions and Conflict of Interest Transactions, as well as OJK Regulation No. 32/ POJK.03/2018 concerning the Legal Lending Limit (BMPK) for Commercial Banks).

STATEMENT OF THE BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS ON AFFILIATED TRANSACTIONS

Paying attention to POJK 42/2020, the Board of Directors states that all Affiliated Transaction has gone through adequate procedures to ensure that they are carried out in accordance with generally accepted business practices, including complying with the arm's-length principle. The Board of Commissioners and Audit Committee play a role in carrying out adequate procedures to ensure that Affiliated Transactions are carried out in accordance with generally accepted business practices, including compliance with the arm's-length principle.

Names of Transaction Parties and Nature of Affiliated Relationship

Disclosure of Affiliated/Related Parties

Related Parties	Nature of Relationship	Nature of the Transaction
Social Security Organizing Agency (BPJS) Employment	Control through the Government of the Republic of Indonesia	• Securities Issued
Pension Fund ("DP") BNI	Based on Ownership and/or Management	• Securities Issued
BNI Financial Institution Pension Fund (DPLK)	Based on Ownership and/or Management	• Securities Issued
Entities Controlled through Government Republic of Indonesia	Control through the Government of the Republic of Indonesia	• Other Bank Deposits • Customer Savings
Ministry of Finance of the Republic of Indonesia	Control through the Government of the Republic of Indonesia	• Securities owned • Securities issued • Undrawn loan facilities • Bank guarantee issued • Letters of Credit • Loans disbursed • Borrowings
Key Management	Control over the Company Activities	• Loans disbursed • Unused loan facilities • Customer savings
Perum BULOG	Control through the Government of the Republic of Indonesia	• Unused loan facilities • Letters of Credit • Loans disbursed
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	• Bank guarantee issued • Letter of Credit • Unused loan facilities
PT Adhi Karya (Persero) Tbk	Control through the Government of the Republic of Indonesia	• Securities it owns • Bank guarantee issued • Letter of Credit • Loans disbursed • Acceptance Bill • Export bills and other bills
PT Asabri (Persero)	Control through the Government of the Republic of Indonesia	• Securities issued
PT Asuransi Tripakarta	Based on Ownership and/or Management	• Customer Savings • Bank guarantee issued
PT Aviasi Pariwisata Indonesia (Persero)	Control through the Government of the Republic of Indonesia	• Bank guarantee issued • Loans disbursed • Unused loan facilities
PT Bahana Pembinaan Usaha Indonesia (Persero)	Control through the Government of the Republic of Indonesia	• Securities it owns • Securities issued • Bank guarantee issued • Loans disbursed
PT Bank Mandiri (Persero) Tbk	Control through the Government of the Republic of Indonesia	• Subordinated Securities • Securities it owns • Securities issued • Unused loan facilities • Bank guarantee issued • Borrowings • Derivative Liabilities • Placement with another bank • Loans disbursed • Acceptance Bill • Derivative Bills • Export bills and other bills

Disclosure of Affiliated/Related Parties

Related Parties	Nature of Relationship	Nature of the Transaction
PT Bank Rakyat Indonesia (Persero) Tbk	Control through the Government of the Republic of Indonesia	• Securities it owns • Securities issued • Unused loan facilities • Bank guarantee issued • Current accounts with other banks • Borrowings • Derivative Liabilities • Placement with another bank • Loans disbursed • Acceptance Bill • Derivative Bills • Export bills and other bills
PT Bank Tabungan Negara (Persero) Tbk	Control through the Government of the Republic of Indonesia	• Securities it owns • Borrowings • Acceptance Bill • Current accounts with other banks • Placement with another bank • Unused loan facilities
PT Barata Indonesia (Persero)	Control through the Government of the Republic of Indonesia	• Bank guarantee issued • Unused loan facilities
PT Bio Farma (Persero)	Control through the Government of the Republic of Indonesia	• Bank guarantee issued • Letter of Credit • Loans disbursed
PT Biro Klasifikasi Indonesia (Persero)	Control through the Government of the Republic of Indonesia	• Bank guarantee issued • Borrowings
PT Brantas Abipraya (Persero)	Control through the Government of the Republic of Indonesia	• Unused loan facilities • Bank guarantee issued • Letter of Credit • Acceptance Bill • Export bills and other bills
PT Danareksa (Persero)	Control through the Government of the Republic of Indonesia	• Securities it owns • Securities issued • Unused loan facilities • Bank guarantee issued • Letters of Credit • Borrowings • Loans disbursed • Acceptance Bill • Export bills and other bills
PT Djakarta Lloyd (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	• Investment in Associated Entity & Equity Investments
PT Garuda Indonesia (Persero)	Control through the Government of the Republic of Indonesia	• Bank guarantee issued • Loans disbursed • Unused loan facilities
PT Hutama Karya (Persero)	Control through the Government of the Republic of Indonesia	• Securities it owns • Unused loan facilities • Bank guarantee issued • Letters of Credit • Loans disbursed • Acceptance Bill • Export bills and other bills
PT Indonesia Asahan Aluminium (Persero)	Control through the Government of the Republic of Indonesia	• Securities it owns • Unused loan facilities • Bank guarantee issued • Borrowings • 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	• Bank guarantee issued • Loans disbursed
PT Jasa Marga (Persero) Tbk	Control through the Government of the Republic of Indonesia	• Securities it owns • Loans disbursed • Bank guarantee issued • Unused loan facilities
PT Kereta Api Indonesia (Persero)	Control through the Government of the Republic of Indonesia	• Securities it owns • Bank guarantee issued • Letters of Credit • Loans disbursed • Unused loan facilities

Disclosure of Affiliated/Related Parties

Related Parties	Nature of Relationship	Nature of the Transaction
PT Krakatau Steel (Persero)	Control through the Government of the Republic of Indonesia	• Unused loan facilities • Bank guarantee issued • Letters of Credit • Loans disbursed • Export bills and other bills
PT Len Industri (Persero)	Control through the Government of the Republic of Indonesia	• Unused loan facilities • Bank guarantee issued • Letters of Credit • Loans disbursed • Acceptance Bill
PT Pelabuhan Indonesia (Persero)	Control through the Government of the Republic of Indonesia	• Securities it owns • Bank guarantee issued • Loans disbursed • Unused loan facilities
PT Pelayaran Nasional Indonesia (Persero)	Control through the Government of the Republic of Indonesia	• Unused loan facilities • Bank guarantee issued
PT Pembangunan Perumahan (Persero) Tbk	Control through the Government of the Republic of Indonesia	• Securities it owns • Unused loan facilities • Bank guarantee issued • Letters of Credit • Acceptance Bill • Loans disbursed
PT Pengembangan Pariwisata Indonesia (Persero)	Control through the Government of the Republic of Indonesia	• Bank guarantee issued
PT Perkebunan Nusantara III (Persero)	Control through the Government of the Republic of Indonesia	• Unused loan facilities • Loans disbursed
PT Pertamina (Persero)	Control through the Government of the Republic of Indonesia	• Securities it owns • Securities issued • Bank guarantee issued • Letters of Credit • Derivative Liabilities • Loans disbursed • Unused loan facilities
PT PLN (Persero)	Control through the Government of the Republic of Indonesia	• Securities it owns • Unused loan facilities • Bank guarantee issued • Letters of Credit • Derivative Liabilities • Loans disbursed • Derivative Bills
PT Pos Indonesia (Persero)	Control through the Government of the Republic of Indonesia	• Bank guarantee issued • Loans disbursed • Unused loan facilities
PT Primissima (Persero)	Control through the Government of the Republic of Indonesia	• Bank guarantee issued
PT Pupuk Indonesia (Persero)	Control through the Government of the Republic of Indonesia	• Securities it owns • Unused loan facilities • Bank guarantee issued • Letter of Credit • Derivative Bills • Derivative Liabilities • Loans disbursed • Acceptance Bill
PT Rajawali Nusantara Indonesia (Persero)	Control through the Government of the Republic of Indonesia	• Unused loan facilities • Bank guarantee issued • Letter of Credit • Loans disbursed • Acceptance Bill
PT Reasuransi Indonesia Utama (Persero)	Control through the Government of the Republic of Indonesia	• Securities it owns

Disclosure of Affiliated/Related Parties

Related Parties	Nature of Relationship	Nature of the Transaction
PT Semen Indonesia (Persero) Tbk	Control through the Government of the Republic of Indonesia	• Securities it owns • Unused loan facilities • Bank guarantee issued • Letter of Credit • Acceptances Payables • Loans disbursed • Acceptance Bill • Export bills and other bills
PT Telkom Indonesia (Persero) Tbk	Control through the Government of the Republic of Indonesia	• Securities it owns • Unused loan facilities • Bank guarantee issued • Loans disbursed • Acceptances Payables • Export bills and other bills
PT Virama Karya (Persero)	Control through the Government of the Republic of Indonesia	• Unused loan facilities • Bank guarantee issued
PT Waskita Karya (Persero) Tbk	Control through the Government of the Republic of Indonesia	• Bank guarantee issued • Loans disbursed
PT Wijaya Karya (Persero) Tbk	Control through the Government of the Republic of Indonesia	• Bank guarantee issued • Letter of Credit • Loans disbursed • Acceptance Bill • Export bills and other bills
PT Yodya Karya (Persero)	Control through the Government of the Republic of Indonesia	• Bank guarantee 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, 2023 note No. 46 Transactions with Related Parties as an integral document of this annual report. The transactions mentioned above are business activities carried out to generate business income and are carried out routinely, repeatedly and continuously, as regulated in POJK 42/2020.

Realization of Balances and Related Party Transactions

Realization of Related Parties' balances and transactions on BNI's financial performance can be seen as follows.

Realization of Balances and Related Party Transactions in the Period of Financial Year 2022 and 2023

Related Party Balances in Assets	2023 (IDR-billion)	2022 (IDR-billion)	Percentage of Total Assets		Increase (Decrease) 2022-2023		
			2023 (%)	2022 (%)	Nominal (IDR-billion)	Percentage (%)	
Current Accounts With Other Banks	52	114	0.0	0.0	(62)	(54.4)	▼
Placements With Other Banks	1,211	705	0.1	0.1	506	71.8	▲
Marketable Securities	11,428	7,796	1.1	0.8	3.632	46.6	▲
Securities Purchased Under Resale Agreements	-	-	-	-	-	-	
Government Bonds	125,021	118,805	11.5	11.5	6.216	5.2	▲
Export Bills and Other Receivables	10,085	10,326	0.9	1.0	(241)	(2.3)	▼
Acceptances Receivables	3,159	4,666	0.3	0.5	(1.507)	(32.3)	▼
Derivative Receivables	38	4	0.0	0.0	34	850.0	▲
Loans Disbursed	126,359	104,726	11.6	10.2	21.633	20.7	▲
Equity Investment in Associates & Share Participation	11,661	10,521	1.1	1.0	1.140	10.8	▲

Realization of Balances and Related Party Transactions in the Period of Financial Year 2022 and 2023

Related Party Balances in Assets	2023 (IDR-billion)	2022 (IDR-billion)	Percentage of Total Assets		Increase (Decrease) 2022-2023		
			2023 (%)	2022 (%)	Nominal (IDR-billion)	Percentage (%)	
Total Assets from Related Parties	289,014	257,663	26.6	25.0	31.351	12.2	▲
Total Assets	**1,086,664**	**1,029,837**			**56.827**	5.5	▲

Asset balances from related parties increased by IDR31.3 trillion or 12.2% compared to the previous year. This increase was dominated by an increase in the balance of related party loans granted amounting to IDR21.6 trillion.

Related Party Balances in Liabilities	2023 (IDR-billion)	2022 (IDR-billion)	Percentage of Total Assets		Increase (Decrease) 2022-2023		
			2023 (%)	2022 (%)	Nominal (IDR-billion)	Percentage (%)	
Deposits from Customers	152,080	154,808	16.3	17.4	(2.728)	(1.8)	▼
Deposits from other banks	2,705	3,190	0.3	0.4	(485)	(15.2)	▼
Securities Issued	1,765	1,785	0.2	0.2	(20)	(1.1)	▼
Borrowings	824	233	0.1	0.0	591	253.6	▲
Subordinated Securities	3	28	0.0	0.0	(25)	(89.3)	▼
Derivative Liabilities	136	118	0.0	0.0	18	15.3	▲
Acceptances Payables	1,071	989	0.1	0.1	82	8.3	▲
Total Liabilities from Related Parties	158,584	161,151	17.0	18.1	(2.567)	(1.6)	▼
Total Liabilities	**931,931**	**889,639**			**42,292**	**4.8**	▲

Liability balances from related parties decreased by IDR2.6 trillion or 1.6% compared to the previous year. This decrease was dominated by a decrease in the balance of related party customer deposits amounting to IDR2.7 trillion.

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 2023

Description	Value (IDR-billion)
Total Bank Funds Provided to Related Parties	1,837
Capital	142,016
LLL (10% of Capital)	14,202
Over (Under) LLL	(12,365)

Types of Fund Provisions to Related Parties up to December 2023

Related Parties	Type Of Provision Of Funds	Provision of Funds (IDR-Billion)
PT Bank Syariah Indonesia (Tbk)	Documentary Facilities, Acceptance Bill	15
BNI Finance	Loans, Corporate Cards, GB	1,498
BNI Life Insurance	Loans, Corporate Cards, GB	2
BNI Sekuritas	Corporate Card, GB	200
hibank	Bank Guarantees	1
Individual	Consumer Loans and Credit Cards	121
Total Provision of Funds to Related Parties		1,837
Capital		142,016
LLL (10% of Capital)		14,202
Over (Under) LLL		(12,365)

Changes to Legal Regulations that significantly impacted BNI

UU No. 4 of 2023 concerning Development and Strengthening of the Financial Sector

Explanation of Implemented Regulations and/or Legislation	:	1. The main pillars of Financial Sector Development and Strengthening include: a. Strengthening financial sector authority institutions while still paying attention to independence. b. Strengthening governance and increasing public trust. c. Encouraging the accumulation of long-term financial sector funds for prosperity and support for sustainable development financing. d. Consumer protection. e. Financial sector literacy, inclusion and innovation. 2. Establishing a Financial System Stability Committee to prevent and handle financial system crises for the benefit and resilience of the economy. 3. Strengthening the authorities, whether Bank Indonesia, FSA, or LPS, in regulating and supervising financial sector activities in accordance with their authority. 4. Strengthening the capital market industry by implementing a Carbon Exchange for trading, strengthening guarantees for closing transactions (Close out netting) in financial markets, managing Trust Funds, strengthening Securities Crowdfunding as an alternative source of financing. 5. Strengthening supervision, especially consumer protection, expanding the scope of the financial sector in the use of technology, strengthening the role of BPR, BPRS, facilitating access for MSMEs and so on. 6. Strengthening the standardization of regulations and supervision of financial instruments by complying with the good corporate governance principles, prudential principles and effective risk management, fulfilling the security, efficiency and reliability principles. 7. Regulating the Bullion service business under the supervision of FSA. Also regulating the receipt of Export Proceeds Foreign Exchange (DHE) by LPEI, as well as regulating tax incentives in the financial sector. 8. Strengthening literacy, inclusion and innovation in the financial sector as well as strengthening and developing the number and quality of human/professional resources in the financial sector. 9. Banks are required to submit financial reports and other reports within the time and form determined by FSA.
Impact on BNI	:	BNI is obliged to submit financial reports and other reports to FSA in a timely manner in accordance with the form determined by FSA, and to strengthen consumer protection, as well as financial sector literacy and inclusion.

POJK No. 3 of 2023 concerning Increasing Financial Literacy and Inclusion in the Financial Services Sector for Consumers and the Community

Explanation of Implemented Regulations and/or Legislation	:	1. Increasing Financial Literacy and Inclusion activities that must be carried out by Banks as PUJK at least 1 (one) time in 1 (one) semester. 2. Strengthening supervision to fulfill consumer and community protection aspects to increase Financial Literacy and Inclusion. 3. Increasing the quantity of Financial Literacy and Inclusion activities, by optimizing the role of PUJK in increasing Financial Literacy and Inclusion and limiting cooperation with a maximum of 3 (three) other PUJKs in organizing activities to increase Financial Literacy; 4. Bank's obligation to have written guidelines regarding activities to increase Financial Literacy and Inclusion. 5. Imposition of administrative sanctions in the form of written warnings, fines, and/or prohibitions as the main party in accordance with the Reassessment POJK for the main party in the LJK. 6. PUJK is obliged to prepare and submit: a. Financial Literacy Report; And b. Financial Inclusion Report, to FSA as part of the business plan and business plan realization report.
Impact on BNI	:	BNI is required to develop programs and carry out activities to increase Financial Literacy and Inclusion for consumers and/or the public as well as prepare a Financial Literacy and Inclusion Report for FSA as part of the RBB and RBB Realization Report.

POJK No. 8 of 2023 concerning Implementation of Anti-Money Laundering Programs, Prevention of Terrorism Financing, and Prevention of Funding for the Proliferation of Weapons of Mass Destruction in the Financial Services Sector

Explanation of Implemented Regulations and/or Legislation	:	1. Bank Obligation in Preventing Funding for the Proliferation of Weapons of Mass Destruction (PPPSPM). 2. Banks are required to periodically submit Individual Risk Assessments to FSA and submit data for supervisory needs. 3. Banks are required to: a. Carry out assessments, policies and procedures, PPPSPM risk mitigation, Suspicious Financial Transaction Reports (LTKM), and attempted transactions related to PPPSPM. b. Monitor policies, supervision and procedures for managing and mitigating TPPU, TPPT and/or PPPSPM risks, as well as evaluating their implementation. 4. The definition of Politically Exposed Person (PEP) only covers high levels and is not intended for middle or lower levels. 5. Bank obligation to carry out pre-employee screening, for both permanent and non-permanent employees, starting from the lowest level up to 1 (one) level below the Board of Directors and Board of Commissioners. 6. Carry out proportional and adequate EDD and countermeasures for risks, business relationships, transactions, prospective customers, WIC, and/or customers originating from High Risk Countries published by the FATF. 7. PJK is obliged to submit a report to FSA concerning policies and procedures for implementing the APU, PPT and PPPSPM programs no later than 6 (six) months after the POJK comes into force.
Impact on BNI	:	BNI is required to submit reports to the FSA concerning policies and procedures for implementing the APU, PPT and PPPSPM programs.

PBI No. 3 of 2023 concerning Bank Indonesia Consumer Protection, and PADG No. 20 of 2023 concerning Procedures for Implementing Bank Indonesia Consumer Protection.

Explanation of Implemented Regulations and/or Legislation	:	1. Consumer protection includes all efforts to ensure legal certainty to provide protection to consumers. 2. Strengthening consumer protection principles for consumers of banks regulated and supervised by Bank Indonesia. 3. Consumer Protection Principles include: a. equality and fair treatment; b. openness and transparency; c. education and literacy; d. responsible business conduct; e. protection of Consumer assets against misuse; f. protection of Consumer data and/or information; g. effective complaint handling and resolution; and h. enforcement of compliance. 4. Adding the principle of Compliance Enforcement to the principle of Consumer Protection. 5. Complaints to be submitted to Bank Indonesia with the following provisions: a. The Consumer has submitted a complaint to the Organizer but there is no agreement between the Consumer and the Organizer; b. The matter complained about is a civil matter that has never been processed by a court, dispute resolution institution or body, or other competent authority; and c. Consumers experience potential financial losses incurred by the Operator with a certain value determined by Bank Indonesia. 6. Prohibition of Banks as Organizers from making and using Standard Agreements that contain Standard clauses, the provisions of which are regulated in this Regulation.
Impact on BNI	:	BNI adjusts its agreements, carries out educational functions for consumers and employees, establishes units/functions to implement consumer protection provisions, and applies consumer protection principles in all banking product and service activities.

PBI No. 6 of 2023 concerning Money Markets and Foreign Exchange Markets

Explanation of Implemented Regulations and/or Legislation	:	1. Banks have obligations for: a. Registration of Treasury Dealers who carry out treasury activities with Bank Indonesia. b. Submission of reports regarding violations of the market Code of Ethics. 2. Issuance of Money Market instruments, Money Market transactions and Foreign Exchange Market transactions can be made digitally. 3. Use of smart contracts in Money Market and Foreign Exchange Market transactions. 4. Prohibiting the use of Financial Sector Supporting Professionals in the Money and Forex Markets, and Treasury Dealers who are not registered with Bank Indonesia. 5. The Bank is responsible for developing the quality of human resources in the Money Market and Foreign Exchange Market by increasing competency and expertise.
Impact on BNI	:	BNI is required to register Treasury Dealers who carry out Treasury activities with BI and develop the quality of human resources in the Money Market and Forex Market.

POJK No. 9 of 2023 concerning the Use of Public Accounting Services and Public Accounting Firms in Financial Services Activities, and SEOJK No. 18/SEOJK.03/2023 concerning Procedures for Using the Services of Public Accountants and Public Accounting Firms in Financial Services Activities

Explanation of Implemented Regulations and/or Legislation	:	1. Banks are required to use AP and KAP that: a. are registered with the Financial Services Authority (FSA); b. are recorded in the list of active APs and KAPs at the FSA; c. have competence in accordance with the complexity of the Party's business. 2. The GMS is required to approve the appointment of AP and/or KAP who will provide audit services for annual historical financial information by considering the proposals of the board of commissioners, supervisory board, or parties who carry out supervisory functions as carried out by the board of commissioners. 3. BNI is required to limit the use of audit services for annual historical financial information from the same AP for 7 (seven) cumulative years (accumulated since the 2017 fiscal year). 4. Obligation to submit periodic reports every year to FSA concerning: a. appointment of AP and KAP for audit of annual historical financial information by attaching documents: i) appointment of AP and KAP accompanied by recommendations from the Audit Committee and considerations used in providing recommendations; and ii) the results of the self-assessment are received from the KAP no later than 10 (ten) working days after the work agreement between the Party and the KAP is signed; and b. realization of the use of AP and KAP services, no later than 6 (six) months after the last fiscal year, online through the FSA reporting system.
Impact on BNI	:	BNI is obliged to limit the use of audit services for annual historical financial information from the same AP for 7 (seven) cumulative years.

PBI No. 7 of 2023 concerning Foreign Exchange Proceeds from Exports and Foreign Exchange Payments for Imports, and PADG No. 4 of 2023 concerning Foreign Exchange Proceeds from Exports and Foreign Exchange Payments for Imports

Explanation of Implemented Regulations and/or Legislation	:	1. Obligation of Natural Resources (SDA) Exporters who have DHE from SDA Exports with an export value of at least USD250,000.00 (two hundred and fifty thousand United States dollars) or its equivalent to enter the DHE into the DHE SDA Special Account (Reksus) at LPEI and/or Bank. 2. DHE SDA for exports with an export value on the Export Customs Notification (PPE) of less than USD 250,000.00 (two hundred and fifty thousand United States dollars) or its equivalent is still required to be included in the Indonesian Financial System (SKI), but is not required to place at least 30% for a minimum of 3 months. 3. DHE SDA for exports with an export value of PPE of less than USD250,000.00 or its equivalent can be included voluntarily in Reksus. 4. Banks obligation to ensure the placement of DHE SDA Funds and special markings on the instruments in the form of: a. Banking instruments; b. Deposit terms for conventional open market operations in foreign currency at BI; and/or c. Other instruments issued by BI. 5. Banks are required to submit information and reports concerning the entry and placement of DHE completely, correctly and on time to BI.
Impact on BNI	:	BNI is obliged to submit information on fund placement in banking instruments and reports regarding DHE income and placement to BI completely, correctly and on time.

PADG No. 5 of 2023 concerning the Second Amendment to PADG No. 21/28/PADG/2019 concerning Monitoring of Bank and Customer Foreign Exchange Traffic Activities

Explanation of Implemented Regulations and/or Legislation	:	1. Adjustment of provisions concerning the method of reporting LLD transactions up to USD10,000.00 which can be done jointly. 2. Exceptions for submitting reports are carried out on a combined basis for export-related transactions carried out up to the nominal threshold. 3. The scope of the report, report format, and procedures for submitting the report refer to the technical instructions for reporting LLD activities by the Bank. 4. Banks must verify the data and information obtained from Customers to ensure the accuracy of the LLD Report.
Impact on BNI	:	BNI must verify the data and information obtained from Customers to ensure the accuracy of the LLD Report.

POJK No. 14 of 2023 concerning Carbon Trading Through the Carbon Exchange, and SEOJK No. 12/SEOJK.04/2023 concerning Procedures for Organizing Carbon Trading Through the Carbon Exchange		
Explanation of Implemented Regulations and/or Legislation	:	1. FSA regulates, permits, supervises, and develops Carbon Trading through the Carbon Exchange. 2. Carbon Units are securities traded on the Carbon exchange. 3. Carbon Units to be transacted through the carbon exchange must first be registered with the National Registry System for Climate Change Control (SRN PPI) and the carbon exchange organizer. 4. Carbon Units traded at the Carbon Exchange Organizer consist of Technical Approval of Upper Emission Limits for Businesses (PTBAE-PU); and GHG Emission Reduction Certificate (SPE-GRK).
Impact on BNI	:	BNI is obliged to pay attention to the provisions related to carbon trading through the carbon exchange when carrying out carbon trading transactions.

POJK No. 15 of 2023 concerning the Implementation of Administrative Services on Know Your Customer Principles		
Explanation of Implemented Regulations and/or Legislation	:	1. Know Your Customer Principles Administration Services (LAPMN) is a centralized data and document storage service for prospective customers and/or customers of LAPMN that can be used to support the customer due diligence and/or enhanced due diligence activities by LAPMN users. 2. LAPMN administers data and documents of prospective customers and/or customers in a centralized manner in implementing CDD and/or EDD to support supervisory activities in the capital market and simplify the process of opening customer accounts and updating customer data for several LAPMN users. 3. LAPMN implementation is carried out with the following provisions: a. LAPMN implementation is not a CDD and/or EDD activity; b. LAPMN implementation is carried out on static data for the purpose of identifying prospective LAPMN User Customers, excluding risk profile assessment data; c. LAPMN Operators are not the Party responsible for the CDD and/or EDD processes carried out by LAPMN Users; and d. LAPMN implementation is carried out with the approval of Prospective Customers and/or LAPMN User Customers for CDD and/or EDD data and documents to be used by the LAPMN Operator in accordance with their functions and duties.
Impact on BNI	:	BNI is obliged to pay attention to the LAPMN provisions when using the services of LAPMN Operators.

SEOJK No. 13/SEOJK.04/2023 concerning the Buyback of Public Company Shares as a Result of the Cancellation of Securities Listing by the Stock Exchange due to Conditions or Events that Have a Significant Negative Impact on Business Continuity		
Explanation of Implemented Regulations and/or Legislation	:	1. The share buybacks must begin with the delivery of information disclosure to the public, no later than 30 (thirty) days after the Stock Exchange's announcement to the public regarding the decision to cancel the listing. 2. Repurchases can be carried out after the date of disclosure of the information, and can be completed no later than the cancellation of the listing becomes effective or 6 (six) months after the date of disclosure of the information in question. 3. Public Companies whose securities listing has been canceled by the Stock Exchange are required to start changing their status from a Public Company to a closed Company no later than 30 (thirty) days after the effective date of the decision to cancel the securities listing.
Impact on BNI	:	BNI is obliged to pay attention to the provisions concerning share buybacks and the changes in status from a Public Company to a closed company as a result of the cancellation of securities listings by the Stock Exchange due to significant conditions or events that have a negative impact on business continuity, as well as the authority of FSA in determining certain action orders and written orders in the event that the Public Company does not disclose information and/or buy back shares and implement a change in status from a Public Company to a closed company.

PADG No. 10 of 2023 concerning the Sixth Amendment to PADG No. 21/22/PADG/2019 concerning Macroprudential Intermediation Ratios and Macroprudential Liquidity Buffers for Conventional Commercial Banks, Sharia Commercial Banks and Sharia Business Units		
Explanation of Implemented Regulations and/or Legislation	:	1. Issuance of Bank Indonesia Rupiah Securities (SRBI) as an effort to strengthen the Monetary Operations, which are integrated with the development of Money and Forex Markets. 2. SRBI is taken into account in fulfilling the macroprudential liquidity buffer (PLM). 3. Fulfillment of PLM for BUK resulting from a merger or consolidation uses the combined data of the BUK carrying out the merger or consolidation until the BUK data resulting from the merger or consolidation is available. Combined securities data for PLM fulfillment consists of: a. for BUK, data on account balances of SBI, SDBI, SRBI, SukBI, and/or SBN BUK as a result of merger or consolidation; and b. for BUK that have UUS, data on account balances of SBI, SBIS, SDBI, SRBI, SukBI, and/or SBN resulting from mergers or consolidations.
Impact on BNI	:	BNI is obliged to make adjustments in terms of issuing SRBI as one of the securities taken into account in fulfilling the PLM.

POJK No. 17 of 2023 concerning Governance Implementation in Commercial Banks		
Explanation of Implemented Regulations and/or Legislation	:	1. Harmonization of regulations as a mandate from Law No. 4 of 2023 concerning Development and Strengthening of the Financial Sector. 2. Banks are required to have internal procedures for Good Governance implementation at the Bank when carrying out business activities. 3. The Bank's Good Governance Implementation principles should at least include transparency, accountability, responsibility, independence and fairness, and should be realized in the duties, responsibilities and authority of the Board of Directors and Board of Commissioners, the completeness and implementation of committee duties, handling conflicts of interest, application of the compliance function, application of the internal audit function, application of the external audit function, application of risk management, provision of remuneration, provision of funds to related parties and provision of large funds, integrity of reporting and information technology systems, Bank strategic plans, shareholder aspects, anti-fraud strategies, sustainable finance, and governance within the bank business group. 4. The Bank's obligation to implement appropriate and effective risk management and internal control systems has an early warning system for risks that periodically evaluates the risk management. 5. The Bank's obligation to ensure the implementation of anti-money laundering programs, preventing the financing of terrorism, and preventing funding for the proliferation of weapons of mass destruction, including preventing and handling so that the Bank's business activities are not utilized in activities related to criminal acts. 6. The Board of Directors and Board of Commissioners obligation to ensure that risk management includes country risk and transfer risk. 7. The Bank's obligation to implement governance when providing remuneration and to have a remuneration policy. 8. The Bank's obligation to prepare and submit strategic plans (business plans and corporate plans) and recovery action plans, as well as implement these plans.
Impact on BNI	:	BNI is required to have internal procedures concerning Good Governance implementation at the Bank when carrying out business activities, implementing risk management, an appropriate and effective internal control system, an early warning system for risks, and implementation of the risk management evaluation periodically.

PBI No. 11 of 2023 concerning Macropudential Liquidity Incentive Policy and PADG No. 11 of 2023 concerning Regulations for Implementing Macroprudential Liquidity Incentive Policies		
Explanation of Implemented Regulations and/or Legislation	:	1. The Macroprudential Liquidity Incentive Policy (KLM) is an incentive determined by Bank Indonesia through a reduction in bank demand deposits at Bank Indonesia to fulfill the average MSR which must be met. 2. Additional criteria for BI granting KLM to issuing banks: a. Loans or Financing to UMi (Ultra Micro Business) with a total ceiling per debtor or customer of a maximum of IDR20,000,000.00 (twenty million rupiah). b. Environmentally friendly loans or financing. 3. The amount of KLM that can be given has been set at a maximum of 4% with the following details: a. Loans or financing to certain sectors is a maximum of 2% (two percent); b. Inclusive Loans or Financing based on the highest RPIM achievement of 1% (one percent); c. Loans or financing to UMi is a maximum of 0.5% (zero point five percent); d. Environmentally friendly loans or financing at a maximum of 0.5% (zero point five percent);
Impact on BNI	:	BNI is obliged to pay attention to the KLM.

PBI No. 12 of 2023 concerning Issuance of Money Market Instruments and Money Market Transactions		
Explanation of Implemented Regulations and/or Legislation	:	1. Money Market regulation, development and supervision includes: a. Money Market Products (instrument issuance, transaction time, settlement, currency); b. Money Market Transactions; c. Reference Pricing that can be used in the Issuance of Money Market Instruments, Money Market Transactions, issuance of financial instruments, and/or transactions in other financial markets, d. Market Players related to the Issuance of Money Market Instruments and/or Money Market Transactions; and e. Financial Market Infrastructure used in the Issuance of Money Market Instruments and/or Money Market Transactions. 2. Forms of Money Market Instruments include: a. promissory note; b. payment order; c. debt securities; or d. other short-term securities determined by Bank Indonesia. 3. Types of Money Market Transactions include: a. trading financial instruments on the Money Market; b. money lending or funding transactions other than loans; c. repo transactions (repurchase agreements); d. derivative transactions in the Money Market; and e. other transactions that meet the characteristics of the Money Market. 4. Money Market Transaction Players must implement a code of ethics and implement treasury certification in accordance with Bank Indonesia regulations concerning strengthening the quality of players and implementing a self-regulatory organization in the Money Market and foreign exchange markets.
Impact on BNI	:	BNI must implement a code of ethics and treasury certification in accordance with Bank Indonesia regulations.

PADG No. 12 of 2023 concerning the Second Amendment to PADG No. 24/8/PADG/2022 concerning Implementing Regulations for Fulfilling the Mandatory Minimum Reserves in Rupiah and Foreign Currency for Conventional Commercial Banks, Sharia Commercial Banks and Sharia Business Units		
Explanation of Implemented Regulations and/or Legislation	:	1. Adjustment of the specific amount to fulfill Rupiah MSR obligations by 9% with details of the maximum Macroprudential Liquidity Incentive Policy (KLM) amount being 4% and the amount of MSR that receives remuneration of 5% - 7%.
Impact on BNI	:	BNI is obliged to adjust the amount of MSR fulfillment in rupiah and foreign currency according to the amount of KLM obtained.

PADG No. 13 of 2023 concerning Strengthening the Quality of Players and Implementing a Self Regulatory Organization in the Money Market and Foreign Exchange Market

Explanation of Implemented Regulations and/or Legislation	:	1. Obligation to register Treasury Dealers with Bank Indonesia. 2. Prohibition on the use of Treasury Dealers in the Money Market and Foreign Exchange Market who are not registered with Bank Indonesia. 3. Strengthening the quality of players in the form of implementing the market code of ethics with the establishment of internal procedures to comply with the market code of ethics. 4. Obligation of the Bank to be registered as a member of the Self-Regulatory Organization (SRO). 5. Banks are required to submit reports on the termination of treasury dealers who violate the market code of conduct to BI.
Impact on BNI	:	BNI is required to register as a Treasury Dealer at Bank Indonesia and as an SRO member.

POJK No. 18 of 2023 concerning Issuance and Requirements for Debt Securities and Sukuk Based on Sustainability

Explanation of Implemented Regulations and/or Legislation	:	1. BNI as an issuer is obliged to follow the provisions of laws and regulations in the capital markets sector concerning: a. Registration Statement; b. Public Offering of Debt Securities and/or Sukuk; and c. Other related regulations, unless specifically regulated in the POJK. 2. Issuance of Environmental EBUS, Social EBUS, Sustainability EBUS, and/or Waqf Sukuk must fulfill 4 (four) main components, including: a. use of proceeds from the issuance; b. evaluation process and selection of activities funded from publication proceeds; c. management of funds from the issuance; and d. reporting. 3. Obligation to report on the issuance of Environmental EBUS, Social EBUS, and/or sustainable EBUS, issuance of Wakaf Sukuk, and reports on the achievement of the determined Sustainability IKU and TKK, to FSA.
Impact on BNI	:	BNI to report in the event that BNI issues Environmental EBUS, Social EBUS, Sustainability EBUS, and/or Wakaf Sukuk.

POJK No. 22 of 2023 concerning Consumer and Public Protection in the Financial Services Sector

Explanation of Implemented Regulations and/or Legislation	:	1. Addition of adequate educational principles to enforce compliance and fair competition in the consumer protection principles. 2. Alignment of provisions with the mandate of Law No. 4 of 2023 concerning Development and Strengthening of the Financial Sector concerning supervision of PUJK behavior, financial literacy and inclusion, eradication of business activities in the financial sector that do not have permission from the Financial Services Authority or competent authority, consumer rights and obligations, as well as rights, obligations and prohibitions for PUJK. 3. Addition to the scope of PUJK, which is the authority of the FSA in carrying out supervision, in this case Financial Sector Technology Innovation (ITSK), Crypto Asset Trading Companies, and Cooperatives that carry out activities in the financial services sector. 4. Strengthening aspects of consumer protection in collection activities and taking over or withdrawing loans or financing product collateral by PUJK. 5. Strengthening aspects of complaint services, consumer services by FSA, as well as consumer rights and obligations. 6. Strengthening support for consumers and/or people with disabilities and the elderly, increasing efforts to protect consumer data/information.
Impact on BNI	:	BNI adjusts agreements, carries out educational functions for consumers and employees, establishes units/functions to implement consumer protection provisions, and applies consumer protection principles in every banking product and service activity.

SEOJK No. 16/SEOJK.03/2023 concerning Capital Calculations for Bank Exposure to Central Counterparty Institutions

Explanation of Implemented Regulations and/or Legislation	:	1. Capital calculations for bank exposure to CCP includes: a. Over-the-counter (OTC) derivatives; b. Exchange traded derivatives; c. Long settlement transactions; d. Securities financing transactions (SFT); those with credit risk need to be taken into account in the bank's minimum capital requirement. 2. The Bank's exposure to CCP is excluded if cash and/or financial instruments (such as shares, exchange rate spot, or commodity spot) fail on the (settlement date), and are categorized as a default fund contribution.
Impact on BNI	:	BNI is required to calculate exposure related to transactions with CCP as well as calculate the Bank's Minimum Capital Requirement.

PADG No. 14 of 2023 concerning Primary Dealer Monetary Operations

Explanation of Implemented Regulations and/or Legislation	:	1. The primary dealers must be active in OPT transactions, be a market maker, submit reports, market analysis and other information, safeguard the interests and good name of Bank Indonesia, and comply with statutory provisions that may affect the effectiveness of the role as a primary dealer. 2. The criteria for Open Market Operation (OPT) participants to be appointed as primary dealers meet the following aspects: a. Contribution, including transaction capacity (size), interconnectedness, complexity and substitutability. b. Capability, including a minimum of KBMI 2, has a composite rating of a certain level of Bank Health and Bank liquidity adequacy. c. Collaboration and reputation, including having a good reputation in supporting BI policies and participation in monetary, payment system and macroprudential policies to support the achievement of BI's tasks. 3. Bank submits application for appointment of primary dealers to Bank Indonesia.
Impact on BNI	:	BNI is obliged to pay attention to the provisions related to the criteria for OPT participants to become primary dealers.

PBI No. 13 of 2023 concerning the Second Amendment to PBI No. 22/14/PBI/2020 concerning Monetary Operations

Explanation of Implemented Regulations and/or Legislation	:	1. Bank Indonesia Foreign Currency Securities (SVBI) are securities in foreign currency issued by Bank Indonesia as recognition of short-term debt using an underlying asset in the form of security in foreign currency belonging to Bank Indonesia. 2. Bank Indonesia Foreign Currency Sukuk (SUVBI) is sukuk in foreign currency issued by Bank Indonesia using underlying assets in the form of securities in foreign currency based on sharia principles owned by Bank Indonesia. 3. Development of Open Market Operation (OPT) instruments through the issuance of SVBI and SUVBI. 4. Banks are required to fulfill their obligations to provide funds for the settlement of OPT transactions.
Impact on BNI	:	BNI is obliged to fulfill its obligation to provide funds in order to complete OPT transactions.

PADG No. 17 of 2023 concerning Implementation of BI-Fast Payment

Explanation of Implemented Regulations and/or Legislation	:	1. Individual Credit Transfer (ICT) is a service in BI-FAST that processes the transfer of funds from 1 (one) sending customer to 1 (one) receiving customer. 2. Request for Payment (RFP) is a service in BI-FAST that processes the transfer of funds from 1 (one) paying customer to 1 (one) payment receiving customer, preceded by payment request information from the payment receiving customer to the paying customer. 3. Bulk Credit Transfer (BCT) is a service in BI-FAST that processes the transfer of funds from 1 (one) sending customer to several receiving customers or several sending customers to 1 (one) receiving customer. 4. Direct Debit Transfer, hereinafter referred to as DDT Service, is a service in BI-FAST that processes collection of funds from 1 (one) biller to 1 (one) billing customer. 5. Added regulations for 3 (three) new services, namely RFP, BCT, DDT. 6. Adjustments to BI-FAST policies including providing alternative infrastructure and increasing aspects of consumer protection. 7. Arrangement of processing, validation, orders and settlement for BI-Fast services.
Impact on BNI	:	BNI is obliged to pay attention to BI regulations concerning BI-Fast Payments in terms of adding RFP, BCT and DDT services and making adjustments to BI-Fast implementation policies.

PADG No. 18 of 2023 concerning the Seventh Amendment to PADG No. 21/22/PADG/2019 concerning Macroprudential Intermediation Ratios and Macroprudential Liquidity Buffers for Conventional Commercial Banks, Sharia Commercial Banks and Sharia Business Units

Explanation of Implemented Regulations and/or Legislation	:	1. The amount of the Liquidity Buffer (PLM) obligation has become 5% (five percent) from the previous 6% (six percent) of BUK TPF in rupiah. 2. PLM is fulfilled in the form of securities in rupiah owned by BUK and can be used in monetary operations. 3. Securities can be used in repo transactions and liquidity management transactions based on Bank Indonesia sharia principles (PaSBI transactions) to Bank Indonesia in open market operations.
Impact on BNI	:	BNI is required to fulfill PLM of 5% of BUK TPF in Rupiah.

BUMN Ministerial Regulation No. PER-1/MBU/03/2023 concerning Special Assignments and Social and Environmental Responsibility Programs for State-Owned Enterprises		
Explanation of Implemented Regulations and/or Legislation	:	1. SOEs can receive Special Assignments from the Central Government in order to carry out public benefit functions as well as national research and innovation. 2. The Board of Directors implements the SOE's SER Program in accordance with the RKAP, approved by the GMS/Minister. 3. The Board of Directors prepares and determines SOPs for implementing the SOE's SER Program by referring to this Ministerial Regulation and taking into account the characteristics of each SOE. 4. The Board of Directors is fully responsible for implementing the SOE's SER Program.
Impact on BNI	:	BNI is obliged to prepare, determine SOPs, and take full responsibility for implementing the SOE SER Program.

BUMN Ministerial Regulation No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises		
Explanation of Implemented Regulations and/or Legislation	:	1. SOEs are obliged to apply the principles of good corporate governance in carrying out business activities at all levels or levels of the organization. 2. The Board of Directors is obliged to implement good SOE IT Governance. 3. SOEs must implement Risk Management effectively. 4. The Board of Directors is required to establish an effective Internal Control System to safeguard the company's investments and assets. 5. SOE Board of Directors are required to sign an Annual Management Contract containing the KPI targets for Directors collectively and for Directors individually. 6. To fulfill the provisions on public information disclosure, the Board of Directors is obliged to provide published annual report information signed by all members of the Board of Directors and the Board of Commissioners/Supervisory Board.
Impact on BNI	:	BNI is required to apply the principles of Good Corporate Governance, effective risk management, and establish an effective internal control system to safeguard company investments and assets and publish the Annual Report.

BUMN Ministerial Regulation No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises		
Explanation of Implemented Regulations and/or Legislation	:	1. To be appointed as a member of the Board of Directors of an SOE or member of the Board of Directors of a Subsidiary, a person must meet the material requirements, namely expertise, integrity, leadership, experience, honesty, good behavior and high dedication to advancing and developing the company. 2. Sources of prospective candidates for the Board of Commissioners/Supervisory Board of SOEs come from: a. Former SOE Director; b. Board of Commissioners/Supervisory Board of SOEs; c. Structural officials and functional government officials; or d. Other sources. 3. Succession management is the process of selecting SOE Directors from the Talent Pool of the Ministry of SOEs, or other sources determined by the Minister. 4. The income of the Board of Directors and Board of Commissioners of Limited Liability Companies is determined by the GMS. 5. Members of the SOE Board of Directors may be provided with the following facilities: a. Vehicle facilities; b. Medical facilities; and c. Legal aid facilities.
Impact on BNI	:	BNI is obliged to fulfill material requirements in the appointment, provision of income and facilities for members of the Board of Directors by referring to the Ministry of SOE Regulation concerning SOE's Organs and Human Resources.

PMK No. 136 of 2023 concerning Amendments to Minister of Finance Regulation No. 112/PMK.03/2022 concerning Individual Taxpayer Identification Numbers, Corporate Taxpayers and Government Agency Taxpayers		
Explanation of Implemented Regulations and/or Legislation	:	1. Changes in the application of NPWP which previously took effect from January 1 2024 to July 1, 2024 for: a. Taxpayers using the National Identification Number (NIK) as NPWP in a 16 (sixteen) digit format, b. Non-Resident Individual Taxpayers, Corporate Taxpayers, and Government Agency Taxpayers use a Taxpayer Identification Number in a 16 (sixteen) digit format. c. Taxpayers use the Business Activity Place Identification Number (NITKU) as an identity for the place of business activity that is separate from the place of residence or domicile;
Impact on BNI	:	BNI is required to adjust the National Identification Number (NIK) as a NPWP with a 16 (sixteen) digit format in the core system and on customer transaction forms starting July 1, 2024.

Changes in Accounting Policies and Their Impact on BNI

Amendment to PSAK 1: Presentation of Financial Statements		
Explanation of Changes in Accounting Policies Implemented	:	The Annual Adjustment of PSAK 1 requiring entities to disclose "material accounting policy information", previously called "Significant accounting policies", and clarifies that not all accounting policy information relating to transactions, events or other material conditions is material to the financial statements. The amendment to PSAK 1 also provides examples of circumstances where an entity may consider an accounting policy to be material to the entity's financial statements.
Impact on BNI	:	As a result of the adaptation of the annual adjustment to PSAK 1, BNI conducted an assessment to determine the accounting policies to be disclosed in the financial statements. Disclosure refers to the terminology of "material accounting policy information" in accordance with the amendment to PSAK 1. Paragraph 117 of the PSAK 1 Amendment that states, Accounting policy information is material if, when considered with other information contained in the entity's financial statements, the policy is expected to affect decisions of the primary users of financial statements regarding financial statements issued by the entity. For its implementation, BNI and its subsidiaries made adjustments to accounting policies in accordance with the PSAK 1 amendment but still referred to the decision of the Chairman of Bapepam-LK, namely Regulation No. VIII.G.7 concerning Presentation and Disclosure of Financial Reports of Issuers or Public Companies that regulates the structure of financial reports of Issuers listed on the Indonesian Stock Exchange.
Amendment to PSAK 16: Fixed Assets regarding Results Before Intended Use		
Explanation of Changes in Accounting Policies Implemented	:	This amendment clarifies examples of expenses that are directly attributable to the cost of an asset. This amendment adds provisions for the recognition of sales proceeds and acquisition costs for items produced when bringing fixed assets to the required location and condition in accordance with management's intentions in Profit and Loss and measurement of the acquisition costs of these items by applying the measurement requirements in PSAK 14: Inventory.
Impact on BNI	:	This amendment does not have a material impact on BNI and subsidiaries reporting, or any substantial impact on the accounting policies.
Amendment to PSAK 25: Accounting Policies, Changes in Accounting Estimates and Errors regarding the Definition of Accounting Estimates		
Explanation of Changes in Accounting Policies Implemented	:	This amendment to PSAK 25 introduces the definition of accounting estimates and clarifies that estimation techniques and valuation techniques are examples of measurement techniques used in developing accounting estimates and changes in accounting estimates as a result of new information or new developments that are not error corrections.
Impact on BNI	:	This amendment does not have a significant impact on BNI and its subsidiaries as BNI's accounting policies are still relevant to this amendment.
Amendment to PSAK 46: Income Tax Regarding International Tax Reform Provisions of Pillar Two Model		
Explanation of Changes in Accounting Policies Implemented	:	The PSAK 46 amendment provides for a temporary exception to the accounting treatment of deferred taxes related to international tax reform (Pillar Two Model), and disclosures thereto to better understand an entity's exposure to Pillar Two income tax. This PSAK 46 amendment proposes that entities calculate and recognize deferred tax assets or liabilities at the time of initial recognition of transactions that give rise to assets and liabilities of the same amount, for example from lease transactions. The aim is to eliminate differences in practice regarding these or similar transactions.
Impact on BNI	:	This amendment does not have a significant impact on BNI and its subsidiaries as BNI's accounting policy for deferred taxes is still relevant to this amendment.


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SERVING THE COUNTRY, PRIDE OF THE NATION

2023 Annual Report

05

Business Support Functions

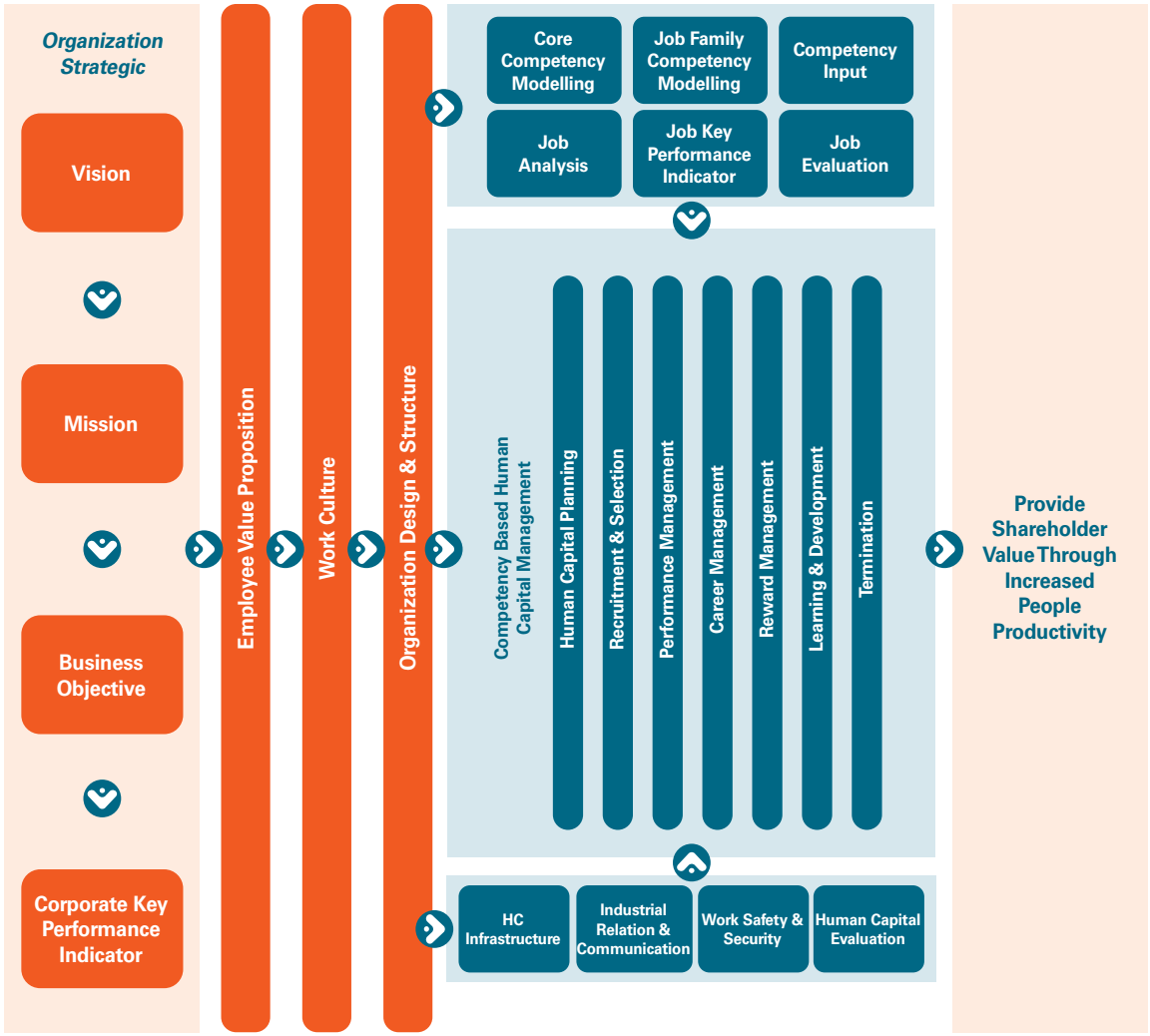
378 Human Capital
395 Information Technology
400 Information Technology Governance
406 Service Digitization
411 Services and Networks
414 BNI Customer Experience Center
417 *Data Management and Analytics*
419 Service Quality Function

PT Bank Negara Indonesia (Persero) Tbk

Human Capital

HUMAN CAPITAL FRAMEWORK

To realize BNI's vision of becoming the Most Excellent Financial Institution with Sustainable Service and Performance requires competent and productive human capital. In human capital management, BNI uses an end-to-end human capital management framework aligned with the organization's strategy, called the Integrated Human Capital Framework. The Integrated Human Capital Framework is used to provide an overview of human capital management and simultaneously provide added value to all Human Capital processes that employees go through so as to improve the employee experience.



BNI understands that employees are an integral part of the organization in realizing BNI's Vision and Mission. Therefore, employee management needs to be managed in a structured system that is aligned with the organization's strategy. organizational strategy, with due observance of external provisions, long-term orientation and best practices in the industry. Broadly speaking, the components in the Integrated Human Capital Framework include:

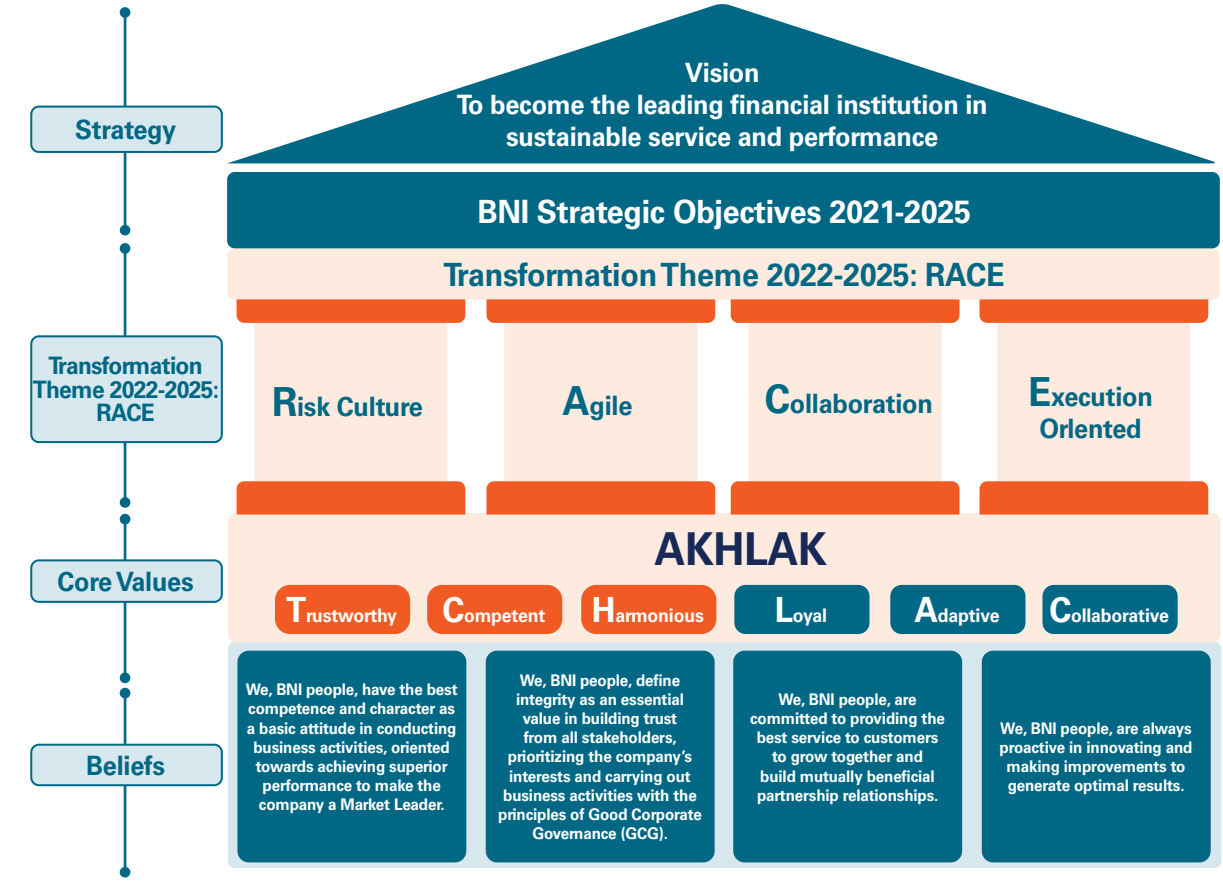
1. Organization Strategic: Long and short term Organization strategy starting from the vision & mission, business targets and key performance indicators at the organizational level.
2. Employee Value Proposition: A mutually believed and agreed upon commitment between BNI and its employees. Currently the EVP at BNI is "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 well.
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 they can carry out their work well;
   d. d. Human Capital Evaluation is an embodiment of the principle of continuous improvement, to ensure that the human capital management system can optimally support the Bank's strategy achievement.

BNI CULTURAL TRANSFORMATION TO DRIVE BNI'S SUSTAINABLE BUSINESS GROWTH

BNI understands that an important aspect for encouraging sustainable business growth is by having a good corporate culture in line with the business strategy and operating model. Currently, BNI is carrying out a transformation with the theme RACE (Risk Culture, Agile, Collaboration, & Execution Oriented) as it was felt that a work culture transformation was necessary to align and support the ongoing transformation so it can encourage sustainable growth in BNI's business performance.

In 2023, BNI launched the BNI Cultural Transformation Management framework, as described below:



1. Belief, a hypothesis/assumption/matter that BNI believes to be something good and true, formed by experience and direct behavior.
2. Core Values, principles that are believed to be important in running the BNI organization, as well as being the identity and glue of the SOEs Work Culture to support continuous performance improvement
3. Transformation theme, a cultural element that is considered important and needs to be the focus in the BNITransformation process so that BNI can #LeapHigher.

These three factors are expected to encourage sustainable growth in BNI's performance so that it can realize BNI's strategic objectives and BNI's vision.

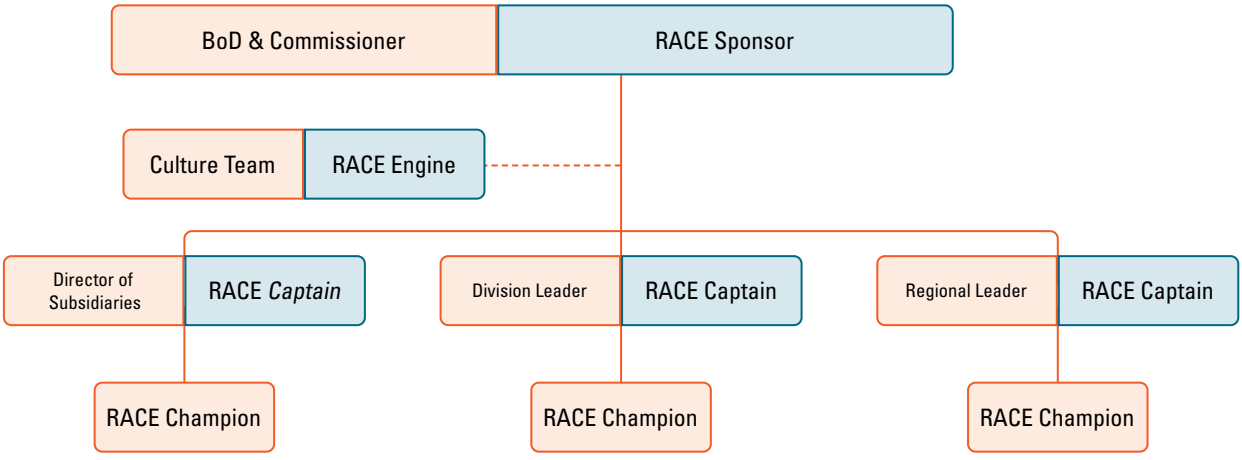
ALIGNMENT OF AKHLAK CORE VALUES AND RACE AS TRANSFORMATION THEME THROUGH 6 CULTURAL PROGRAMS

To ensure that better behavioral changes occur in accordance with the core values and the transformation theme, 6 BNI Cultural Programs have been prepared that must be implemented by all work units, as explained below:

Risk Culture "TAKE CARE OF YOURSELF, REMIND YOUR FRIENDS, TAKE CARE OF BNI"	"Tiada Keputusan Tanpa Pertimbangan Risiko"	Hi Prudent
	"Weekly Stand Up"	Hi Talk
Agile "AGILE AND ADAPTIVE"	"Proactive"	Hi Agile
Collaboration "COLLABORATE AND OFFER INTEGRATED SOLUTIONS"	"Cross Functions Collaboration"	Hi Collabs
Execution Oriented "WORK UNTIL IT'S COMPLETE!"	"No Pending Item"	Hi Action
	"Coaching & Mentoring"	Hi Coach

INTEGRATED RACE NETWORK TO ENSURE BNI'S CULTURAL TRANSFORMATION IS INTERNALIZED TO ALL EMPLOYEES

To ensure that Effective internalization of BNI's Cultural Transformation requires the support of change agents who can become role models, for this reason the RACE Network team has been formed, which is a network of BNI change agents tasked with internalizing the transformation of BNI's Work Culture to all BNI work units and also BNI's subsidiary companies. The structure of the BNI RACE Network is as presented in the illustration below:



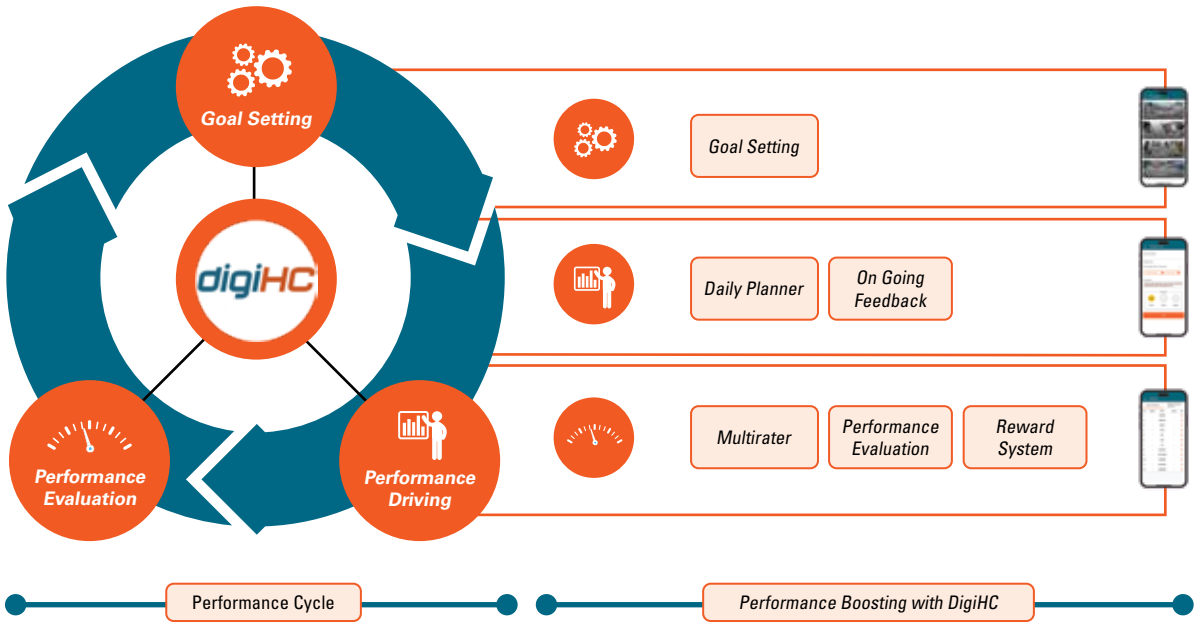
Each RACE Network has the following roles:

1. RACE Sponsor: Provide strategic direction regarding BNI Cultural Transformation and make strategic decisions related to the BNI Cultural Transformation Management Framework.
2. RACE Engine: Develop strategies and plans, as well as short, medium and long term BNI Cultural Transformation initiatives. As well as monitoring and evaluating the effectiveness of implementing the BNI Cultural Transformation initiative.
3. RACE Captain: Directs and ensures that the management of Cultural Transformation initiatives in the Work Unit is effective, encourages consistent implementation of the expected behaviors and the results can be seen from improvements in the work unit's performance/work climate.
4. RACE Champion: Coordinate and encourage the involvement of all levels of employees in the Work Unit to implement the Culture Program and other Cultural Transformation initiatives consistently and effectively.

INCREASING EMPLOYEE PRODUCTIVITY THROUGH PERFORMANCE CULTURE SUPPORTED BY INTEGRATED DIGITAL INFRASTRUCTURE

The achievement of the Company's strategy and business certainly depends on the efforts and role of employees (Hi-Movers) in increasing their productivity. BNI's performance cycle is a continuous cycle consisting of Goal Setting to determine intended performance targets, Performance Driving aimed at driving performance achievement, and Performance Evaluation as a mechanism for evaluating employee performance.

All the BNI performance cycle stages are supported by DigiHC as a digital platform that can be accessed by all employees via gadgets. Using this application makes it easier for all employees to monitor and manage performance in an integrated manner.



APPRECIATION OF EMPLOYEES WHO HAVE DEMONSTRATED CONSISTENT PERFORMANCE AND HAVE IMPLEMENTED THE PERFORMANCE CULTURE THROUGH THE BNI EMPLOYEE EXCELLENCE (BEE) AWARDS

As a form of the highest appreciation from Management to BNI Employees who demonstrated a superior performance, and who became role models in their respective work units, on May 26 2023 the BNI Excellence Employee (BEE) Awards was held. In this event, Management presented awards in a number of categories to employees including Relationship Manager, Service Excellence, Most Progressive Unit, with the culminating event being the awarding of Best Employee award to 50 (fifty) employees. who consistently provided the best performance for the Company. The awards were directly given by, and attended by the entire Board of Directors and Board of Commissioners.



Best Employee Representative Testimonial:



Reza Faizal Ginanjar

AVP Corporate Card Product Development – Card Business Division

The performance achievements in recent times involved a collaboration between individuals and an environment and culture that supports employees to innovate and produce new products and services to provide the best service based on customer needs.

Employees are also expected to be agile in anticipating technological changes that have an impact on the payment system blueprint, as well as being active in joint forums with industry, principals, regulators, switchers and standards institutions, which will help when initiating products or services needed by the Market.

Credit cards, whose existence was initially doubted, have now evolved into payment tools that can be used by many parties, not only in the consumer sector but also in the Government sector, or through collaboration via digital platforms to encourage B2B2C and B2B2B collaboration.

The impact of the Company's appreciation must of course be indirectly accounted for through consistent actions to provide the best performance in the future. In addition, as one of the RACE Champions, I must be a catalyst to encourage the best performance to be transmitted to the closest team or colleagues in the same unit.
I would like to thank BNI management for providing me with the opportunity for the appreciation to be given. Given this appreciation can continue to maintain motivation to continue to make improvements or innovations on an ongoing basis for BNI.

Best Employee Representative Testimonial:



Wulansari

Regional Business, Transaction, & Digital Development Department Head – Regional Office 06

I can't believe it's been twelve years since I joined the BNI family.

With all the experience and learning that I have gained over a period of more than a decade, I have become able to provide the best performance to BNI, as proven by my performance assessments over the last three years.

It is not easy to achieve this, but everything felt reasonable and could be achieved because the climate at BNI is very supportive of every employee who wants to continue to grow and develop themselves over time.

The BEE Awards for me were a surprise and a gift that I never expected. Being able to stand together with the people who made achievements at that time had a tremendous impact on my self-confidence. The spirit to move forward more purposefully and climb to a higher place is getting stronger in my mind and determination.

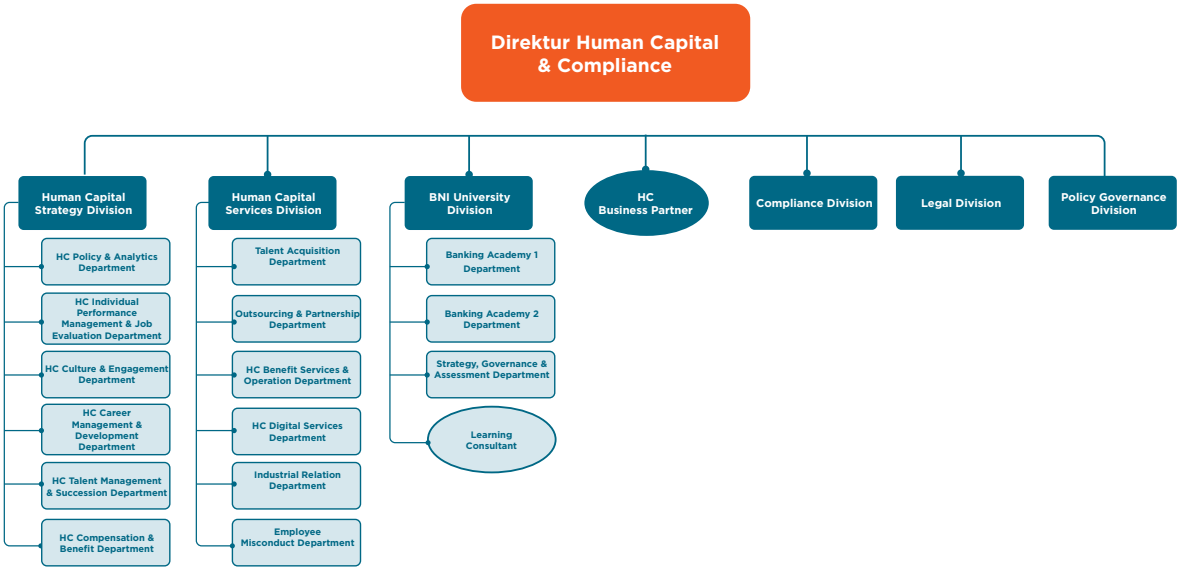
I will express my gratitude and appreciation to BNI management in my real work. Effectiveness and productivity will always be maintained and improved along with new experiences and knowledge gained while working at BNI.

BNI HUMAN CAPITAL MANAGEMENT ORGANIZATION STRUCTURE

Taking into account the development and growth in BNI's business, changes in banking business trends, and also future challenges, BNI requires human capital with the best capabilities to compete in the banking industry both on a national and global scale. Based on this, a solid Human Capital management is required along with continuous improvements in Human Capital management practices at BNI.

BNI has a Human Capital management organization that is directly supervised by the Human Capital & Compliance Director. BNI's Human Capital management organization consists of the Human Capital Strategy Division with the authority to determine Human Capital policies, the Human Capital Services Division that plays a role in operationalizing Human Capital policies, BNI University that is responsible for developing employee capabilities, and HC Business Partner that functions in carrying out its role as a strategic partner.

BNI Human Capital Management Organization Structure



EMPLOYEE PROFILE

As of December 31, 2023, BNI employed 27,570 people, an increase of 400 people, or 1.5% compared to 27,170 people as of December 31, 2022. This increase was due to BNI's strategy to strengthen the Information & Technology and Digital sectors so that they can provide the best service for customers.

Information on BNI employee profiles can be found in the Company Profile Chapter in this Annual Report.

IMPLEMENTATION OF THE HUMAN CAPITAL MANAGEMENT STRATEGY IN 2023

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 support the achievement of BNI's business strategies, and in line these business strategies, this year's workforce planning strategy focused on strengthening the corporate & international banking, IT & Digital business as well as on increasing CASA and FBI.

To achieve this, BNI carries out recruitment through several programs including the Officer Development Program (ODP) and Assistant Development Program (ADP). These programs aim to ensure the availability of talent in accordance with the Bank's current business needs, and to ensure the availability of talent to become leaders in the future.

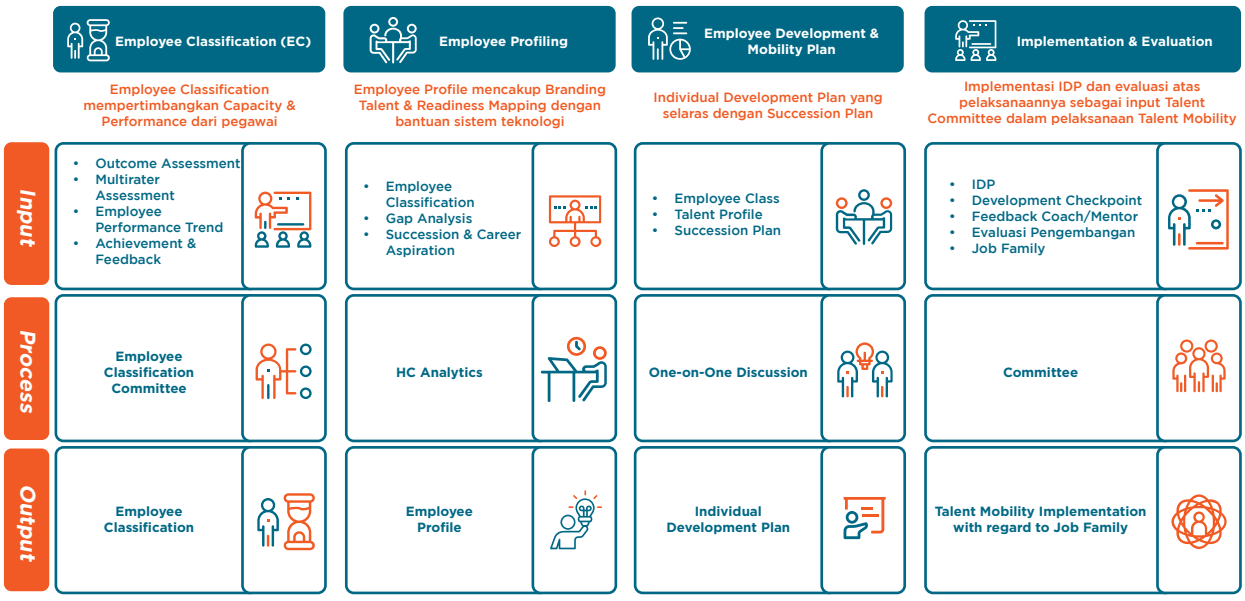
Fulfilling BNI's employee requirements is carried out using several sources, including:

1. Campus hiring with universities that are collaborating with BNI at the same time.
2. Participation in the search for Indonesia's best overseas talents by collaborating with agencies that coordinate student and graduate associations overseas, for example LPDP and the Young Indonesian's Professionals Association (YIPA).
3. Early Recruitment Program (ERP), a special recruitment program by providing scholarships to outstanding students from superior universities to become BNI employee candidates.
4. BNI also supports the Ministry of SOEs program by participating in the SOE Joint Recruitment Program (RBB) to fill employee needs in a number of BNI business units.

CREATING THE SUSTAINABLE TALENT THROUGH IMPROVING CAREER & TALENT MANAGEMENT INTEGRATED WITH THE EMPLOYEE DEVELOPMENT

In line with changes to new, more agile and the collaborative ways of working that can be seen from the organizational transformation at BNI, it is deemed necessary to carry out initiatives in managing human capital at BNI in an end-to-end way.

Responding to this requires improvements in career management & talent management in the development programs. These improvements are carried out in an end-to-end way to produce employees with the capabilities needed according to the Bank's current and future business. The following explains the end-to-end career management & talent management framework:



Also, other improvement initiatives were carried out in 2023, including:

1. Optimization of Analytics Data & Enhancement of IT Infrastructure
   For developing and implementing career & talent management strategies, BNI continues to increase the use of data analytics. Also, to increase effectiveness and efficiency, it is supported by an IT infrastructure through digitalization of business processes, so that talent management can be carried out effectively, efficiently and is data driven. In 2023, BNI improved the Talent Dashboard and improved data quality to increase the accuracy of the resulting data analysis.

2. Strenghtening Talent Management
   As part of its efforts to create future BNI leaders, there is a focus related to managing employees who are categorized as talent. This program is designed in a personalized manner and based on employee competency gaps, employee career plans, as well as looking at future trends in the banking industry and financial services sector to asceratin the competencies required for the future.

   Each employee is required to prepare an Individual Development Plan (IDP) program which consists of a development plan for Hard Competency, Soft Competency and Leadership Competency which is based on the results of the assessment. Next, employees will carry out One-on-One Discussions with their direct superiors so that the development will be carried out in accordance with their objectives.

   The Individual Development Plan (IDP) data then becomes a reference for BNI University in providing learning & development programs to support the realization of employees development plans.

3. Employee Mobility by paying attention to Job Family
   This improvement forms part of BNI's transformation, and is in line with the process of changing to a new way of working and organizational changes, so that improvements made related to career management are in line with organizational changes. One of the improvements made involves the employees' career paths in line with their job family, ensuring increased capabilities are adjusted to employees' career plans in accordance with their job family.

4. Improvements to Succession Planning
   To ensure the availability of potential future leaders, all current leaders in BNI are required to recommend replacement officials as part of succession planning, including the process of selecting potential successors, evaluating the readiness level of potential successors, and carrying out development of potential successors in collaboration with human capital. Also, to increase the capability of prospective leaders, BNI will continue to develop Leadership and acceleration programs as part of the Management program.

5. Career Acceleration
   In line with the Ministry of SOEs' mission and the Company's strategy to facilitate young talent and females with superior capacity and capability to fill the Company's leadership positions, a Career Acceleration program is provided using a speed track mechanism.

   Speed track is a career acceleration path that allows employees to remain in one position over a shorter period of time than they should (accelerated).
   Implementation of employee selection to occupy leadership positions through this Career Acceleration program program is carried out with strict selection of ensuring employees who take part in this program have the adequate capacity and capability, as well as a high learning agility before occupying the targeted positions.

6. Global Postgraduate Program (GPP)
   To realize the Employee Value Preposition (EVP) as the best place to contribute, learn and grow to become the pride of the country, BNI provides opportunities for the best talent to develop themselves by providing Master's Scholarships at the Top 30 World Universities.

Global Postgraduate Program Testimonials



Vanessa Margareth Simanjuntak
Master of Laws (LL.M.), University of California, Berkeley

BNI's Global Postgraduate Program (GPP) is concrete proof that BNI not only supports and provides opportunities for its employees to pursue a higher level of education, but also facilitates employees' families while in the study country. For me, being a BNI GPP participant was the highest form of appreciation I had received during my career at BNI. This program also proves that BNI supports Gender Equality, where I as a student-mom can bring my family which was fully guaranteed by BNI, so that I could optimize my studies.

The University of California, Berkeley, is the 9th best university in the world and also ranks in the subject area of Law and Legal Studies. The Berkeley Law curriculum is designed to prepare foreign lawyers for global practices, one way by providing Certificates of Specialization options in a number of legal fields. Some of the Certificates of Specialization available include Business Law, Law & Technology, Environmental Law, Energy & Clean Technology Law, International

I chose the Business Law specialization in line with BNI's steps to continuing to transform its business and culture to provide the best banking services to the community. Studying in a developed country, which is also the center of the world economy, gave me a new perspective and updated knowledge on global economic & business issues. I believe that the knowledge I gained will improve my capabilities as a corporate lawyer to contribute more to the country through BNI, especially in achieving BNI's goals of Go Global, Go Digital and Go Green.



Global Postgraduate Program Testimonials



Kukuh Wicaksono
Master of International Business, The University of Melbourne

Getting the opportunity to receive a Global Postgraduate Program (GPP) scholarship from PT Bank Negara Indonesia (Persero) Tbk was a very proud achievement. This GPP program gives BNI youth an opportunity to increase their knowledge, exposure and capacity. As well as providing opportunities to develop, this program also provided excellent facilities to support my learning in another country. This allowed me to concentrate fully on my learning activities to complete the studies I was undertaking.

A good program certainly also brings with it challenging requirements. One of which is that the university you are going to must be in the Top 30 Universities per Subject Area based on the QS World University Rankings. Alhamdulillah, after a long struggle, I was accepted at the University of Melbourne, the best university in Australia for 2024 based on the QS World University Rankings. Considering that BNI is currently focusing on international business development in which I am committed to making maximum contributions, the study program I chose was the Master of International Business.

That's right. Being educated at one of the world's leading universities in a study program focused on international business has given me invaluable insight and knowledge. Gaining experience and knowledge from the world's top tier teachers, exchanging ideas with friends from different parts of the world with diverse viewpoints, in an atmosphere of openness of opinion really supported my learning activities. With the exposure and knowledge have gained, my optimism has increased to contribute to BNI.



7. Self Development Program (SDP)
   As well as supporting improving employee capabilities through studies at the Top 30 Global Universities, BNI also supports employees who wish to complete their Strata-1, Strata-2 and Strata-3 academic education independently at Indonesia's best universities through the Self Development Program.

Leadership Development Program Testimonial



Aqbil Bani Mutsla
Master of Business Administration, Universitas Gadjah Mada

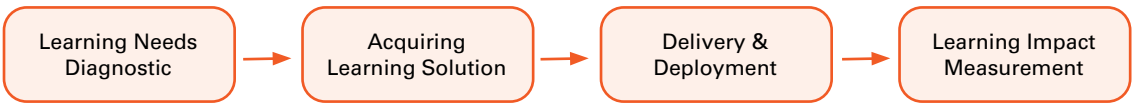
The Self Development Program is one of BNI's programs that provides extensive opportunities for BNI Hi-Movers to improve their capabilities, especially in the academic field at well-known universities in the country. I was given the opportunity by BNI to develop my competency at one of the best universities in Indonesia, Universitas Gadjah Mada (UGM) in a Master of Business Administration (MBA) program with a focus on Strategic Management. During my learning period I gained knowledge related to how to run a company from a "helicopter view" and how to run a business that is profit-oriented but still has business ethics.

The interesting things about studying for the UGM Master of Business Administration (MBA) is that there is equal distribution of education through matriculation for semester 1 with an "Immersion" course where students who currently mostly work in the field of finance or banking are given challenges so they can learn new lines of business outside their field of expertise.

Through the Self Development Program, BNI Hi-Movers do not need to worry about high academic fees. BNI provides reimbursement for all BNI Hi-Movers who independently attend academic education in the country. Hopefully more and more BNI Hi-Movers can improve their capabilities through this higher level of education.

DEVELOPING HUMAN CAPITAL CAPABILITIES, CURRENT CAPABILITIES AND ANTICIPATING THE FUTURE

To support the Company's vision as a financial institution that excels in sustainable service and performance, BNI provides various training and development programs tailored to the needs of employees and the Company. BNI's employee competency development is carried out through BNI University, by applying the "Learner as the Center of Learning" principle and all learning is structured based on the Learning Value Chain starting from strategic analysis of the Company's business and employee competency to evaluating the impact of the learning on the business.



In carrying out its mandate, BNI University manages funds for developing the quality of HC by following the Republic of Indonesia OJK (POJK) No. 24 of 2022 concerning Development of Quality of Human Resources in Commercial Banks.

Since 2017, BNI University has established procedural management standards referring to ISO 9001:2015, and since 2019 has participated in special global standard Corporate University accreditation, called the Corporate Learning Improvement Process (CLIP) from the European Foundation of Management Development (EFMD), where in the Re-Accreditation process in 2022 BNI University was declared as having met the CLIP Accreditation requirements for a period of 5 (five) years.

As a Corporate University, BNI University manages development and training activities to support the implementation of BNI's Strategic Business Policy, and to realize the Company's Vision and Mission. In order to effectively meet the Bank's capability development needs, BNI University divides the focus of its learning development into 8 (eight) Academies, called:

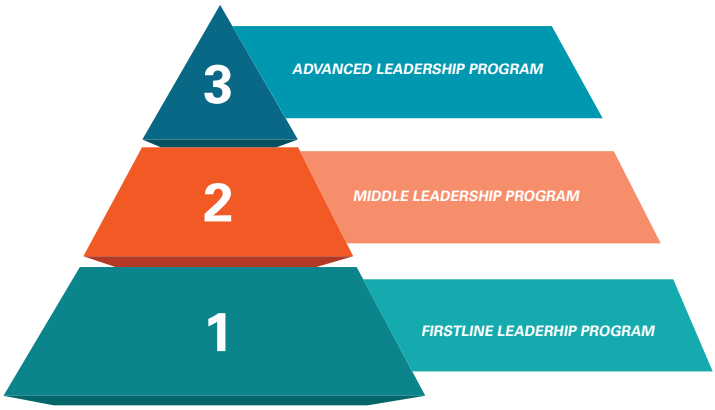
No.	Academy	Function
1	Leadership Academy	Manages the development and planning of programs related to increasing leadership capabilities.
2	Finance & Human Capital Academy	Manages employee development and training plans related to the Finance and Human Capital sectors.
3	Legal, Governance, Audit & Compliance Academy	Manages employee development and training plans related to the Legal, Governance, Audit and Compliance sectors.
4	IT, Digital & Operation Academy	Manages employee development and training plans related to the IT, Digital and Operations sectors.
5	Risk Academy	Manages employee development and training plans related to the Risk Management sector.
6	Network & Services Academy	Manages employee development and training plans related to regional business management.
7	Wholesale, Treasury & International Banking Academy	Manages employee development and training plans related to Wholesale, Treasury and International Banking sectors.
8	Retail Banking Academy	Manages employee development and training plans related to the Retail Banking sector.

1. **Tiered Capacity Development**

   Based on development needed to display the best performance, training development is carried out using an approach based on the level and position of each employee. Capability development per position level is cross border, and includes the Leadership Program, Risk Management, Human Capital Program and Digital Program.

   In facing increasingly complex competition, BNI must have a pool of talent that is superior and ready to face various challenges. Therefore, BNI on an ongoing basis needs to develop competencies, one of which is related to leadership aspects for employees.
   BNI has developed a capability development program as part of employee career development starting from leadership at the entry level to the highest level of leadership at BNI. This program covers knowledge, banking skills, personal competencies and leadership to prepare employees to become leaders both in their current and their future positions.

This program has been specifically designed for the pool of talent at each level of employment as explained below:



No.	Program Name	Purpose
1	Firstline Leadership Program	Program aimed at developing the pool of talent leadership capabilities at the AMGR and MGR levels.
2	Middle Leadership Program	Program aimed at developing the pool of talent leadership capabilities at the AVP and VP levels.
3	Advanced Leadership Program	Program aimed at developing the pool of talent leadership capabilities at the SVP and SEVP level.

Through this program, BNI University prepares successors for future positions.

Leadership Development Program Testimonial



Darman Susanto Setiono
Team Leader Information Delivery Department,
Data Management & Analytics (DMA) Division

The Advance Management Leadership Program (AMLP) is a set of upgrading sessions, which for me is not only a means of understanding important concepts as a leader in the era of digitalization and disruption in depth, but also a moment to learn hard skills and soft skills from teachers, instructors , and even fellow participants. As the employees gathered in the AMLP are BNI talent with strong capabilities and capacities, it is not surprising that the sessions held were full of enthusiasm for two-way discussions and learning.

Learning about Impactful Value Creation and Execution Strategy, Strategic Foresight and Scenario Planning, Leading Innovation, Planning and Organizing in the Change Process, and Visionary Leadership involves sharp and relevant discussions. These five learning seeions are very relevant to the conditions currently occurring in the world and Indonesia. I am sure that this will be a valuable asset for all attending BNI Hi Movers to be able to apply the appropriate concepts in their daily work at BNI to achieve optimal and impactful results. These in-class sessions includes projects carried out by participants under the supervision of BNI University.

Leadership Development Program Testimonial



Adita Tiara Bastom
MGR Regional Human Capital, Kantor Wilayah 06 BNI

Thanks to BNI for giving me the opportunity to take part in the Firstline Manager Leadership Program (FMLP). The material presented in the in-class training was very comprehensive, and included Managing Team Performance, Innovative Problem Solving, Developing Agile and Digital Mindset, Execute to Perform, and Developing Farsighted and Global Leaders. The material was delivered by experts and practitioners in their fields using best practice theory and case study approaches, so that the class atmosphere becomes very lively.

In uncertain and dynamic conditions, as well as BNI's condition that is currently undergoing transformation, we were provided with changes in mindset and guidance on how to form a high performing team in an agile situation, be adaptive and creative to produce innovations to improve work processes or create opportunities, to increase business for BNI. In the end, this capability will be what is needed to gain market share in the market.

The single biggest way to impact an organization is to focus on leadership development – John C Maxwell. FMLP is a concrete step that BNI focuses on when developing the competencies of its leaders. FMLP alumni can become future leaders at the highest levels of BNI, who will be the new leaders to beat the competition.

To support overall capability development, BNI University also prepares and organizes training for BOD and BOC levels through the Top Executive Development Program. Increasing BOD and BOC competencies is done through various types of learning, such as Executive Education where BNI University collaborates with leading international educational institutions such as London Business School, Rotterdam School of Management, Harvard Business School, and so on. Apart from that, sharing sessions are also held with expert sources related to Economics, Financial Industry, Global and Digital Banking, Governance and Compliance, and other topics in accordance with the latest conditions in the business world.

2. **Capacity Development Based on Position**
   In addition to training developed based on level, BNI University also improves employee capabilities based on their specific position function. The training provided includes hard skills and soft skills, such as Brevet Branch Management, Frontliner Academy, Brevet Wholesale Transactional Banking, and others.

To ensure that each employee in their position is equipped with the appropriate skills and knowledge, a specific Learning Path is prepared based on function. This development consists of the hard skills and soft skills aspects, which are divided into mandatory programs, supplements (thematic), and development for each individual according to their gap (individual).

Then, to support the formation of a digital financial ecosystem, employees are also taught related capabilities, including Data Analytics, Business Intelligence, User Interface (UI), and User Experience (UX), and others. The interesting thing about digital skills training is that it is carried out using a bootcamp system, starting with an In-Class Learning session and continuing with an Action Learning Project (ALP) session with Checkpoint Mentors who are experts in their fields. Projects in ALP involve innovative ideas developed by participants based on science and knowledge during the bootcamp. In addition, there was also a Sharing Session with BNI Senior Leaders to add to the participants' perspectives and ideas.






In-Class Learning IT & Digital Bootcamp Session



Expert Sharing Session IT & Digital Bootcamp

3. **Learning Management**
   For the employee development process, BNI University has developed a learning program that emphasizes Social and Experiential Learning aspects through Coaching, Mentoring, On the Job Training and Action Learning Project (ALP) programs. At each training stage, evaluations will be carried out to measure the impact of the development on the Company's business achievements.

BNI University has an integrated learning platform, called BNI Smarter, to support the learning determined by BNI University and the self-learning determined by each employee. The following shows the programs integrated in BNI Smarter:

Program	Description
Daily Exercise for Employee Program (DEEP) 46	A program to encourage employees to always improve their competency through "bite size learning" in the form of daily tests with reminders when employees use digital attendance via digHC and BNI Smarter.
BNI Learning Wallet	A personal learning budget that is managed independently by each employee, allowing employees to choose their own learning journey and development to meet their competency gaps and to create better, faster and smarter work results.
BNI MoRe UnLeaSh	This program and recording system is used to create a learning & sharing culture, where employees are encouraged to carry out learning & sharing for a minimum duration of 46 hours each during the year. If employees learn & share more than 46 hours a year and have an impact on increasing their competency and performance, then this will become added value for the employee and will be one of the considerations for changing their Person Value.
BNI Learning Game	BNI Learning Game involves digital learning through gamification. Currently, there are two courseware through learning games, called: • Digital Transformation Mindset • Global Mindset
BNI Center of Digital Assessment & Evaluation (CODAE)	Application for employees' Soft Competency Assessments at the ASST, AMGR, MGR and AVP levels.

Learning delivery is also carried out through webinars that can be watched via the BNI Corpu TV YouTube channel. The topics discussed are of course in line with increasing employee knowledge, and include the Global Mindset Series, Anti Fraud Awareness, Data Analytics, and others.





To improve the digital learning platform, BNI University collaborates with external providers.

All employees who undertake learning will receive Learning Points recorded in BNI Smarter as a form of appreciation.

In addition to developing employee capabilities, BNI actively participates in educating the public, especially through student internship programs in collaboration with the campus ecosystem to provide opportunities for students to gain knowledge and skills in the work environment. Programs implemented include:

Program Name
FHCI Internship Program - Indonesia Global Talent Internship (IGTI)
FHCI Internship Program - Generation Talent Internship (MAGENTA)
FHCI Internship Program - Vocational School UGM
Independent Campus Internship Program - Ministry of Education, Culture, Research and Technology (Kemendikbudristek)
Individual Internship Program

Because of these programs, BNI received appreciation from the Ministry of Education, Culture, Research, and Technology as a partner with the greatest HC impact in the 2023 Learning and Student Affairs Awards event.

REWARD & REMUNERATION STRATEGY

BNI's Reward & Remuneration strategy aims to increase effectiveness by attracting, motivating and retaining targeted talent groups who show superior performance and competency to support the achievement of BNI's vision & mission and strategy, and realize the Employee Value Proposition (EVP).

In line with the Reward & Remuneration strategy, BNI will strive to keep employee remuneration competitive in the market. The amount of remuneration is adjusted to internal regulations while still paying attention to applicable laws, including being in line with or above the minimum wage standards set by the Government. Determining the wage structure and scale in the form of a salary range according to the weight of work, and carrying out periodic reviews to ensure the competitiveness of BNI's remuneration in the market. The remuneration at BNI does not differentiate between male or female gender and does not differentiate between race and ethnicity, but is determined based on position and performance.

The remuneration philosophy applied by BNI is total rewards, a unified package of rewards/awards given to employees, both in cash and non-cash. The Total BNI Rewards, called FoR MoRe Benefit WE GO, are as follows:

- FoR (Foundational Rewards), a fixed income received by employees in the form of fixed salaries & allowances.
- MoRe (Motivational Rewards), a variable reward component given in an effort to increase employee motivation at work and improve performance culture, and is given based on the Company performance, unit performance and individual employee performance, both as a short term and long term reward, and includes annual bonuses, incentives, discretionary bonuses, employee share ownership programs, retention programs, as well as recognition in the form of the Best Employee Award and Long Service Award.
- Benefits, as rewards given in an effort to provide comfort for employees while working at BNI and after work, including health insurance while still active through the health insurance program and mandatory BPJS Health program, as well as preparation of health funds for retirement through the Retirement Health Fund Program (DKMP), as well as benefits for retirement in the form of a Defined Benefit Pension Program (PPMP), and/or a Defined Contribution Pension Program (PPIP), Old Age Security, and Pension Security. For employees who are about to enter retirement age, BNI also provides a Retirement Preparation Period, as well as seminars or workshops related to entrepreneurship, health and financial management to provide for prospective retirees to remain prosperous and productive in retirement.
- WE (Working Environment), a conducive work environment that can influence employee performance, thereby creating a condition that supports optimal performance, including work space, breastfeeding room and sports facilities in the work environment.
- GO (Growth Opportunities), an opportunity given to employees to develop their potential and career, including career development from clerical to officer through the Internal ODP Program, providing Master's Scholarships Overseas, internships at Overseas Branch Offices (KCLN), as well as assignments to Subsidiaries and other SOEs.

Creating a comfortable and inclusive work environment with an agile and collaborative way of working

Employee comfort at work is one of Management's focuses of attention, and is realized through an inclusive work environment with agile and collaborative ways of working, which is expected to encourage the engagement and productivity of all employees. The programs implemented at BNI include:

1. Recruitment of Employees with Disabilities
   One of BNI's efforts to create inclusiveness includes preparing a disability-friendly work environment both in terms of infrastructure and career opportunities at BNI, whereby BNI consistently recruits employees with disabilities every year with the aim of providing equal opportunities for all people who want to work. contribute, and have a career at BNI.

2. Respectful Workplace Policy (RWP)
   In line with the Ministry of SOEs hope that all SOEs will create an inclusive, conducive and productive work environment, BNI has instigated a Respectful Workplace Policy (RWP) with the aim of protecting employees from differences in treatment of individuals and groups based on Ethnicity, Religion, Race and Intergroup (SARA), disabilities, social status, gender and any other differences, abuse and violence. If there is a violation of this policy, management will provide sanctions in accordance with applicable regulations.

3. New Professional Style
   BNI understands that changes to an agile mindset can start with small changes, such as changing the way you dress/appear at work to be fresher and in line with changing times. Therefore, in 2023, management issued the New Professional Style provisions, where it is hoped that these changes will alter the mindset of employees to work in a more agile and productive manner.

4. Hybrid Working
   BNI is looking to proactively support a work life balance to encourage employee productivity and has instigated 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 that provides complete facilities, including an adequate office network. It is hoped that the Work Hub will provide momentum to encourage employee productivity and create a comfortable, collaborative work environment that can increase employee productivity. Apart from that, to make it easier for employees to ensure the availability of places, the DigiHCS application has provided tools for employees to make place reservations and invite other employees to work at the work hub.

5. 46 Society
   BNI believes that building a healthy work and personal life balance will create a conducive work environment that supports increased employee productivity. To encourage and realize this, one of the efforts made was to create a community for employees with the aim of facilitating employees to develop their hobbies and talent as well as to maintain their physical and mental health.

   BNI now has more than 25 communities based on employees' hobbies and interests in a forum called "46 Society". The 46 Society, apart from being a forum for employees to collaborate, is also a forum for employees to excel in various events and represent BNI.

Community Representative Testimonials



46 *Runners*

We, the 46 Runners, would like to express our appreciation for the extraordinary support from BNI management. From year to year, BNI management consistently provides support to the community so that a synergistic relationship exists between employees and management.

BNI management always provides support in various forms, one of which is support for participating in various running events. We feel connected to BNI's positive values, namely togetherness, struggle and collaboration as well as supporting a healthy lifestyle through sport.

We hope that in the following years we can continue to synergize and collaborate with BNI management to bring and campaign for positive values and healthy lifestyles even more widely.

★★★★★

Community Representative Testimonials



46 *Ballers* Putri

Our high appreciation, as the female 46Ballers community, goes to BNI management for the continuous support they have provided in creating an inclusive work environment. Management support, both moral and material, has given us the enthusiasm to continue to develop and achieve much over the years. This year we were given the opportunity to compete in the Financial Services League and BUMN Fest, where we could contribute and channel our talents to make the agency proud.

Through the Female 46Ballers community, we BNI Heroines have been given space to grow, learn, and support each other in achieving our goals, and we serve as a forum for BNI Heroines to channel their individual interests and talents, so that these positive things have cultivated a positive culture in our lives. Management's initiative in creating a safe and inclusive space for females not only in the business world but also by supporting "work-life balance" has built up our enthusiasm to continue to provide the best to BNI, and to develop a synergy between Female 46Ballers and all 46Society members to become even better .

★★★★★

Community Representative Testimonials



Gitaswara 46

It is an honor to work at BNI as apart from achieving the Company's vision and mission, BNI really supports a work life balance, one of which is fully supporting the activities of all communities at BNI including the Gitaswara 46 community, an association of BNI employees who love the world of singing (choirs, group vocals, and solo singing).

The Gitaswara 46 community work program involves collaboration and effective, efficient and open communication with BNI Management, so that it always returns good results and increases creativity and motivation in our daily work.

Thank you to BNI for always providing moral and material support for every Gitaswara 46 internal activity program, and the external competitions, so that BNI is very proud of our achievements.

INTEGRATED DIGITAL INFRASTRUCTURE IN HUMAN CAPITAL MANAGEMENT FOR A SEAMLESS EMPLOYEE EXPERIENCE

To improve the employees' experience and the effectiveness of human capital management, BNI uses integrated applications including DigiHC and BNI Smarter. DigiHC is an application used by BNI Hi-Movers every day as one app for all activities related to human capital starting from attendance, surveys, work plans and daily realization, financial information, on going feedback, to receiving updated information related to the latest human capital policies.

For the learning function, there is the BNI Smarter application which is used to plan, monitor & record the realization. Through the BNI Smarter application, employees can choose modules that suit their needs and capability development plans.

IMPACT ON HUMAN CAPITAL MANAGEMENT STRATEGIC INITIATIVES IN 2023

All 2023, human capital strategies & initiatives aimed to realize Highly Engaged & Highly Productive Employees in line with the human capital management framework. The impact of the strategic implementations and human capital initiatives can be seen in the results of the Employee Engagement Score (EES), which scored by 96%. Employee turnover in 2023 was 1.2%, a decrease of 0.3% from 2022.

In 2023, the number of employees was 27,570 employees with employee productivity measured based on the earnings per employee (EPE) measurement matrix of IDR753.8 million/employee or an increase of 10.5% from 2022.

APPRECIATION AND AWARDS IN 2023: MEANS OF EVALUATING BNI'S HUMAN CAPITAL MANAGEMENT SYSTEM

Every year, BNI participates in activities involving external parties on a national and international scale, as a means of evaluating the Human Capital management system implemented by BNI. In 2023, BNI received appreciation and awards in managing Human Capital, including the following:

No	Event	Award
1	HR Asia	HR Asia (Best Companies to Work for In Asia 2023)
2	Learning and Student Affairs Award – Directorate General of Higher Education, Research and Technology	Partners Providing the Most HC Impact – Most 3

HUMAN CAPITAL MANAGEMENT STRATEGIC INITIATIVES FOR 2024

In 2024, BNI's business growth is projected to be even better than in 2023 amidst changes in the market and increasingly challenging banking business trends. In this regard, it is necessary to strengthen human capital which can support the realization of BNI's business strategies in 2024. The following are BNI's strategic initiatives related to Human Capital in 2024:

1. Strengthening the workforce planning strategy to fulfill capacity in line with the bank's business strategy in both the short and long term with a focus on functions related to business, digital & IT.
2. Strengthening capability development through improving Human Resources development strategies to ensure the fulfillment of HR capabilities both short and long term, as well as implementing Talent Management strategies to ensure sustainable succession management.

3. Improving performance based culture through, among other things, strengthening individual performance management & career management strategies that are in line with skill-based organizations.
4. Internalization of culture transformation in accordance with the CultureTransformation Roadmap, including strengthening militancy (resilience) & performance-based culture.

Information Technology

THE ROLE OF INFORMATION TECHNOLOGY IN BUSINESS DEVELOPMENT INCLUDING DIGITAL TRANSFORMATION

During 2023, BNI continued to carry out various initiatives to support digital transformation, which referred to the 2021-2025 Corporate Plan as a revision of the 2019-2023 corporate plan in accordance with the Board of Commissioners approval No. DK/116 dated November 29, 2021, and the 2022 – 2025 IT Strategic Plan (RSTI) in response to business development needs, and optimized bank operations in accordance with the 3 (three) main focuses of the IT Strategic Plan (RSTI), namely Business Innovation & Transformation, Service Resilience for sustainable growth, and Transformation into an Agile Digital Organization.

BNI's IT plays an active role in fulfilling IT solution support for business needs, especially in the context of supporting BNI's business achievements and transformation. This has been demonstrated by increasing IT investment with the CAPEX budget increasing by 130% (YoY), which was fully absorbed according to the IT budget planning. This IT investment was used to resolve business demands and prepare Reliable, Available, Scalable and Secure (IT RASS) IT capabilities.

Responding to business development needs, BNI IT plays an active role in fulfilling IT solution support, especially in the context of supporting BNI's business achievements and transformation. Examples of the IT projects are as follows:

1. Implementing the New Core DPLK provided growth of 119% with an actual fee-based achievement as of December 2023 of IDR323 billion.
2. BNI as a Single Bank for managing Health operational assistance funds for 9,616 community health centers, which helped raise Rp2.1 trillion in Third Party Funds (TPF) by December 2023.
3. Modernizing the BNIDirect (BNI Cash Management) infrastructure by separating the payroll and reporting functions from the entire system to break down the workload better, and minimize system downtime in the event of a disaster, which helped increase BNIDirect's performance to support the number of transactions from each Wholesale Customer that increased by 34.8% by December 2023.
4. The New Wealth Management System (WMS) increased AUM by 17% in the first month after implementation.
5. Implementing the Join Finance BNI Multifinance, one of the Subsidiaries, increased its portfolio by Rp52 M within 8 days after implementation.
6. Operational Excellence, the application of Business Process Automation to 475 reconciliation processes in the Enterprise Rekon process sped up the process time by up to 55% from previously.
7. Implemented Operational Data Store (ODS) as a foundation for further data management with near real time capabilities to support business needs, including analysis, insight and reporting, to increase cross-selling and detect anomalies in business processes for example.

The digitalization carried out proved it could support BNI's business growth consistently by expanding market access and operational efficiency. It is hoped that efforts to increase digital technology capabilities can develop BNI into a bank that can compete in the digital era and be an inspiration for the banking services industry in the future.

BNI IT VISION AND MISSION

VISION

Become a strategic and trusted partner in carrying out BNI's Digital Transformation through Superior Technology and Operational Solutions.

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.

BNI INFORMATION TECHNOLOGY EXCELLENCE

BNI's advantages in IT has supported BNI's business continued growth, and includes:

1. Increasing IT Maturity based on COBIT 5, from previously being at level 3 (established) capability to level 4 (predictable) capability, indicating that the level of IT process capability and IT governance is in line with best practices, supported by efforts to increase IT maturity by Fulfilling gaps in assessment results, including fulfilling obligations to regulators and shareholders.
2. Conducting an INDI 4.0 self-assessment as of December 2023 with level 4 results (level: already implemented), and reporting the results to the Ministry of SOEs showing BNI's readiness as a bank that complies with industry standards.
3. Expanding the Disaster Recovery Center (DRC) facilities, and the Disaster Recovery Plan (DRP) testing by continuing to increase Switch Over & Switch Back (SO-SB) activities to test the backup systems in running the services, especially for critical and transactional applications, by using automation initiatives to provide a sense of security and trust to customers.
4. Implementing end point security on the server and client side, as well as security on the external side. This was carried out to improve BNI's IT systems security, and protect sensitive data from cyber security threats.
5. Initiating the IT Competency Model related to skill repository, performance management, community and career paths for all BNI IT Work Unit employees, so that employee performance can be measured consistently and transparently, and manage employee competency development in a focused and sustainable manner.
6. Expanding the digital development function into 2 divisions, the Retail Digital Delivery Division and the Wholesale Digital Delivery Division, with the separation of development focused on increasing efficiency, effectiveness and the organization's ability to achieve its goals,.
7. Implementing an Agile and Lean IT Organization so that the IT development process becomes more flexible, is responsive to change, and can support a culture of collaboration.

BNI IT STRATEGIC PLAN

To support BNI's Corporate Plan which is the current reference, an IT Strategic Plan (RSTI) has been prepared as a guideline for implementing IT support to achieve planned business goals. In the Information Technology Strategic Initiative Plan (RSTI) for 2022 – 2025, support for the Corporate Plan is reduced to 5 (five) Main IT Programs as follows:

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. Technology Enablement for Business Expansion with Risk Culture Prioritization
   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).

As a form of BNI's IT commitment to always aligning strategy with the needs and direction of the Bank's business, this RSTI will always be reviewed and updated according to updates to the Corporate Plan, Directors' Policies, business strategies and BNI transformation projects, considering IT trends and regulations in the banking sector both local and global.

BOARD OF COMMISSIONERS EVALUATION AND DIRECTIVE FOR BNI'S IT STRATEGIC PLAN

The Board of Commissioners has the authority and responsibility to evaluate, direct and monitor strategic plans and IT governance implementation. Their role is not only limited to a supervisory one, but also includes comprehensive evaluation and strategic directives. This reflects BNI's strong commitment to integrating IT effectively and responsibly into its business operation, ensuring that IT supports the Company's overall vision and mission.

At a Board of Commissioners Meeting (RADEKOM), the Board of Commissioners presented the IT Strategic Plan that contained a comprehensive overview of BNI's IT Vision and Mission, including discussions on programs, projects, IT Enterprise Architecture, and IT Investment Plans. This session provided the Board of Commissioners with the opportunity to conduct an in-depth evaluation and provide appropriate directives to ensure alignment of the IT strategy with the business objectives.

On December 14, 2023, to evaluate BNI's IT performance during 2023, a RADEKOM was held with the main focus on Evaluating the Information Technology Strategic Plan. During this session, three main topics were discussed and evaluated including: 2023 IT Project Progress, 2023 IT

CAPEX Absorption, and IT Planning Session for 2024. This evaluation was crucial to ensure IT project implementation took place according to the predetermined plan and budget, as well as to ensure effectiveness and efficiency in the use of IT resources.

IT SOLUTION DEVELOPMENT BASED ON IT APPLICATION ARCHITECTURE

Currently BNI Enterprise Architecture has implemented the Enterprise Architecture Tool to optimize and align the business goals with IT strategy, to make it easier for the Bank to create effective and efficient IT solutions, so that the effectiveness of IT development costs can be optimized.

In the process towards digital transformation, BNI IT has implemented BNI Enterprise Architecture based on the TOGAF Framework as a standard for Enterprise Architecture development, which consists of four main domains, namely: Business Architecture, Application Architecture, Information Architecture and Technology Architecture. BNI's Enterprise Architecture has become the standard for developing IT systems and applications in providing Digital Bank or Open Banking products. Alignment between Enterprise Architecture components supports BNI in providing solution initiatives to improve business processes, making it easier for stakeholders to integrate BNI solutions.

The Enterprise Architecture Landscape is grouped as follows:

1. Front Office (Channel), a group of solution capabilities that function to distribute the financial products and services, divided into 3 (three) scopes, including:
   a. Customers, supporting customer retail and corporate product services interactions;
   b. Branches, supporting BNI front office employees in providing banking services to physical customers (who attend the branch directly);
   c. Business Partners, supporting business partners in collaborating to provide services for BNI products;
2. Middle Office (Processing), a group of solution capabilities that function to support main business completion, divided into 6 (six) scopes, namely:
   a. Sales Management, supporting the sales and marketing process of BNI banking products and services;
   b. Loan Management, supporting the end to end loan assessment, management, processing and monitoring process;
   c. Operational & Enterprise Support, supporting operational banking services and products not related to recording customer transactions as well as managing organizational resources including buildings and facilities, equipment, documents, finances and human capital.
   d. Clearing, Settlement, Reconciliation, supporting payment, clearing and settlement processes, where solutions are connected to external parties (regulators, etc.);
   e. Data Analytic Platform, supporting analytical solutions aimed at optimizing data management and utilization in banks;
   f. Regulatory & Compliance, supporting analytical solutions and data modeling for reporting needs with regulators, as well as providing monitoring of compliance with applicable rules and regulations;
3. Back Office (Core System), a collection of solution capabilities that function for processing financial products and services, divided into 3 (three) scopes, namely: Assets, Liabilities and Transactions.

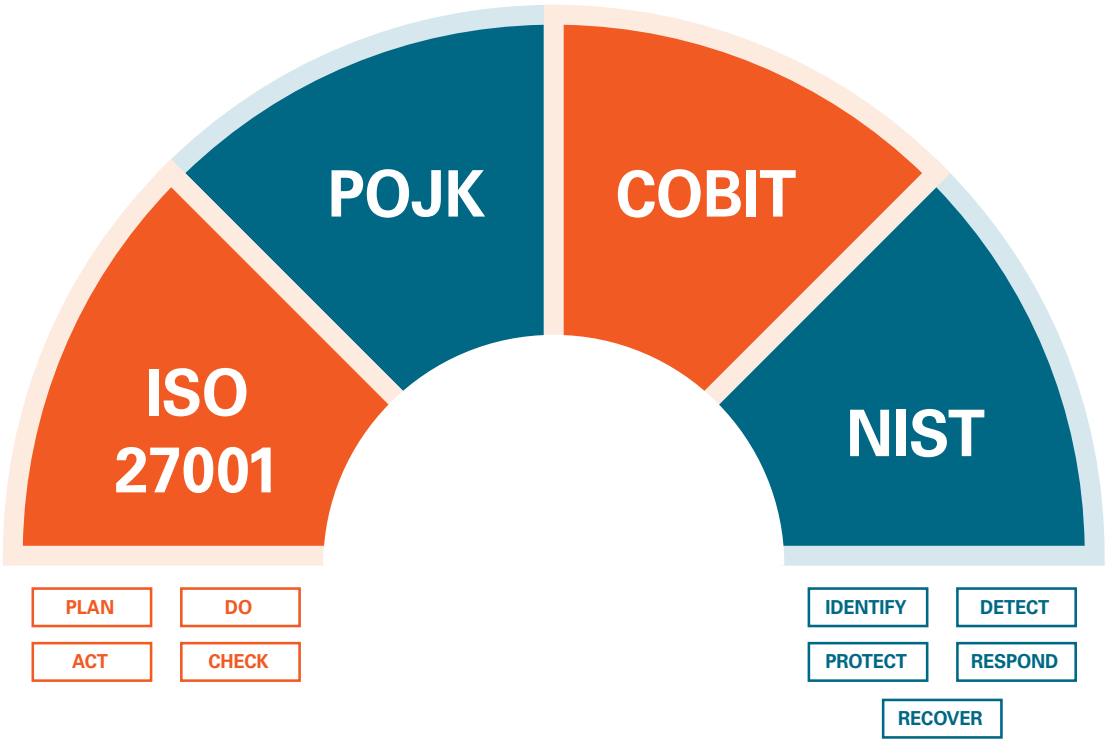
INFORMATION TECHNOLOGY INFRASTRUCTURE

To maintain the continuity of delivering the best digital services for all customers, BNI, supported by 3 Data Centers (DC), consistently ensures service availability through testing the Disaster Recovery Plan (DRP) by continuing to increase Switch Over & Switch Back (SO-SB) activities,. to test the backup system in running services, especially for critical and transactional applications. With a minimum uptime of 99.98% in 2023, an optimal, sustainable service was provided, to increase the level of service availability and to provide a sense of security and comfort for customers in using all BNI services.

At the same time, BNI also ensures digital services reliability for customers, by increasing capacity (capacity planning), and digital system capabilities by applying the appropriate latest technology for BNI's business. For continuous infrastructure rejuvenation, and in line with the Software-Defined-Everything paradigm to simplify the IT infrastructure governance and operations, BNI has implemented a Software-Defined Data Center using Cloud and Virtualization, Software-Defined Storage based on Hyperconverged technology, as well as Software-Defined Network and Software-defined Wide Area Network.

BNI has implemented the CMDB (Configuration Management Database) tool, which is an important aspect in implementing IT Service Management to improve reliable IT services for BNI businesses. In addition, BNI has Real Time Monitoring Tools that are not only used for monitoring 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 24 x 7.

INFORMATION SECURITY CONTROLS



To support BNI's commitment to protecting customer data and maintaining safe IT operations, it continues to strengthen cyber security through a variety of efforts, including:

1. Strengthening the information security function by developing the CISO (Chief Information Security Officer) function in an effort to focus on BNI cyber security;
2. Continuously implementing governance, regulations and compliance so that information security runs well, and in accordance with internal regulations, statutory provisions and applicable best practices;
3. Continuously implementing a security architecture for information security for assets, data, applications, endpoints, networks and security parameters to ensure the principles of confidentiality, integrity and availability run well;
4. Collaborating with official state bodies (BI, OJK and BSSN), security device principals and other cybersecurity activist communities to obtain information on threats and weaknesses, the latest technology and products, as well as support when incidents occur;
5. At the end of 2023, BNI Internal Audit (IAD) carried out an Information Security Audit within BNI and was certified with ISO 27001:2013 –The Information Security Management System in the Provision of Open API Services with the results of the Criteria "Certified ".

For the implementation of the NIST framework, BNI carried out a number of efforts to ensure business continuity from cybercrime threats, divided into several domains, including:

1. Identify
   a. Continuously implementing governance, regulations and compliance so that information security runs well, and is in accordance with internal regulations, statutory provisions and applicable best practices;
   b. Developing security aspects in every application development by applying the Secure SDLC framework so that security is involved in all phases of demand and delivery. In addition, security plays an active role in security testing, both after the project is completed, and periodically in testing and production environments;
   c. Increasing overall Cyber Maturity through external consultants' assessments and recommendations
2. Protect
   a. Continuously implementing security architecture for information security for assets, data, applications, endpoints, networks and perimeter security to ensure the principles of confidentiality, integrity and availability run well;
   b. Implementing multilayer of defense security devices that refer to international standards as implemented in national banking;

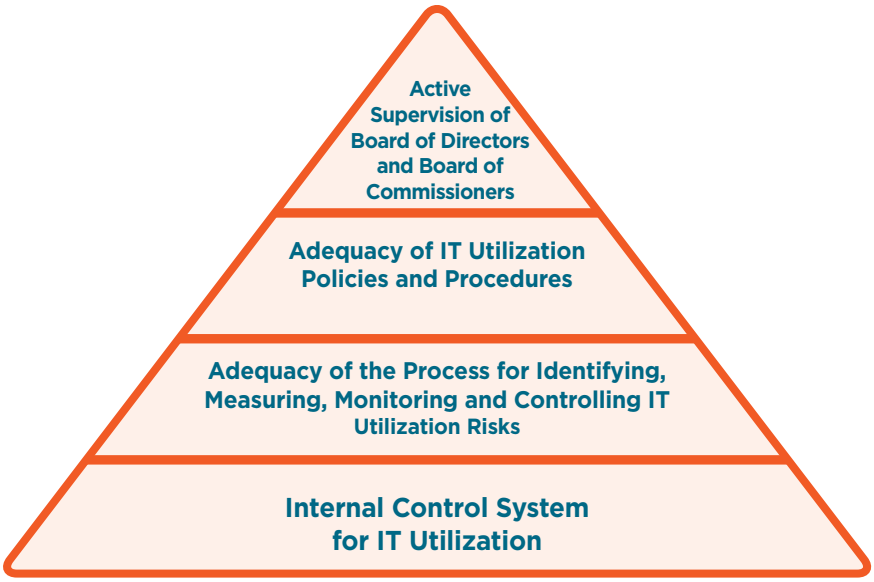
   c. Educating employees to increase awareness of cyber security and on a regular basis carry out phishing simulations for employees;
   d. Continuously organizing awareness education through Human Capital competency development programs;
   e. Periodically carrying out security testing on BNI applications to strengthen BNI applications from cyber attacks.
3. Detect
   a. Implementing security solutions using machine learning and artificial intelligence security systems;
   b. Implementing security solutions for end point security with improvements in control, data privacy and cyber attack protection;
   c. Conducting 24x7 proactive monitoring of cyber threats;
   d. Continuously reviewing the current security controls and updating them;
4. Respond
   a. Instigating customer protection mechanisms against fraudulent transactions caused by banking malware or social engineering;
   b. Carrying out Threat Hunting using detection mechanisms and taking down fake websites carrying BNI's name;
5. Recover
   a. Collaborating with official state bodies (BI, OJK and BSSN), security device principals and other cybersecurity activist communities to obtain information on threats and weaknesses, the latest technology and products, as well as support when incidents occur;

In addition to the above, given that the trend of cyber attacks is currently increasingly spreading to customers, safeguards on the customer side that have been implemented, include:
1. Multi-factor authentication and facial recognition (liveness detection) mechanisms to increase security and reduce the risk of customer identity misuse.
2. Continuous education is provided for customers regarding personal protection through password security, internet banking security, mobile banking security, ATM transaction security and other matters.

BNI is committed to continuing to develop cybersecurity, and to oversee banking service innovation so that of customer trust and comfort can always be well maintained. This is consistently carried out in line with the direction of business development towards digital banking.

Information Technology Governance

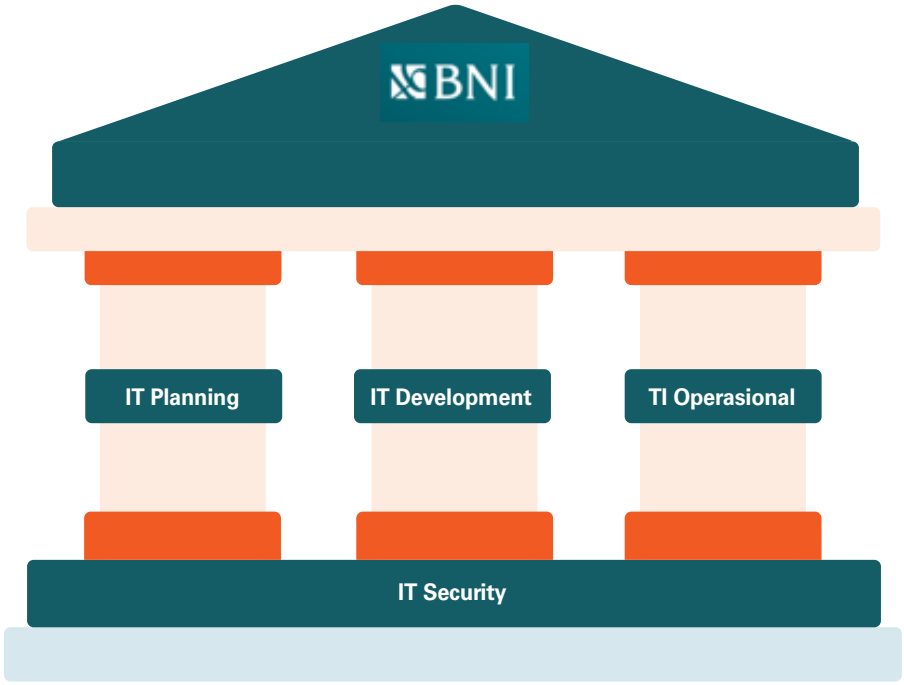
Information Technology Governance is a process used to ensure that IT use runs effectively and efficiently, so that it can mitigate risks while providing added value for BNI. IT Governance at BNI is carried out by aligning the IT Strategic Plan with the Bank's business strategy, optimizing resources, utilizing IT, measuring performance, and implementing effective risk management while still complying with 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.

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 Providers by Bank
9. Internal Control and Internal Audit
10. Reporting
11. Bank Digital Maturity Level Assessment

BNI's current IT Governance is broadly divided into 4 (four) scopes: Planning, Development, Operations and IT Security.



Information Technology Planning

IT planning includes several processes and activities, including:

1. Preparing an IT Strategic Plan to describe the roadmap, BNI's technology strategy, the Information Technology Work Unit vision and mission, the main principles that serve as a reference in the development and use of Information Technology to meet current and future business needs, in line with the BNI long term strategic plan.
2. Annual IT Plan (Business Plan) including:
   a. IT Application Development Plan
   b. IT Infrastructure Development Plan
   c. IT HC Education and Training Plan
   d. IT Governance Improvement Plan
   e. Investment Cost and Operational Cost Budget
   f. Time period and implementation schedule
   g. IT Work Unit's performance indicators relating to risk levels, and the scale of IT project priorities, linked to the Bank's business and IT Strategic Plans.
   h. The IT Annual Plan is then submitted to the Technology Management Committee for discussion at the Technology Management Committee Meeting to ensure its suitability with the IT Strategic Plan, to be then approved by the Board of Directors as part of the Bank's Annual Plan.

Information Technology Development

IT governance covers the end-to-end IT development process of implementing the Software Development Life Cycle (SDLC), both waterfall and agile. In 2023, BNI developed a New SDLC procedure with flow development in the demand and delivery phases. The demand phase starts with the process of registering IT development initiatives, defining requirements, implementation approach selection, prioritization to the formation of a project charter. The delivery phase starts with project kick off, detailing requirements & design, development, testing, deployment preparation, release control board, migration, Production Trial Run (PTR), golive, up to project closure.

In the demand phase, there is enrichment of activities or planning processes to ensure the quality of projects to be implemented that provide benefits for the Bank, including:

1. Preparing a Feasibility Study (FS), a process of explaining project implementation objectives, brief project scope, budget requirements, and the benefits to be obtained by the Bank. FS is used as a benchmark for feasibility testing of IT project proposals (cost & benefit analysis).
2. Prioritizing IT project proposals, a process of reviewing and analyzing the IT project proposals feasibility referring to the FS, to ensure that the proposed project can provide the best benefits (business value) for the Bank.

During the delivery phase, there will be an enrichment of activities or implementation processes to ensure that the quality of delivery or development results is optimal and in line with user needs, by having a Release Control Board (RCB) activity that will review and verify promotion readiness both administratively and technically, including completeness of documents, permits, infrastructure readiness to further provide approval for promotional plans for each development carried out.

Information Technology Operations

IT operations includes processes and activities, including data center operational management, communication systems and networks management, system incidents/problems management, operational management of IT systems by third parties, and IT operations risk management.

Information Technology Security

BNI's IT security governance focuses on a cyber security framework divided into 3 (three) pillars, namely:

3. Governance: includes security awareness, information security provisions and development of team and organizational capabilities;
4. Protection: consists of a multi-layer defense mechanism, security assessment (penetration testing), as well as incident management and forensics;
5. Operation: includes 24x7 Security Operation Center (SOC), threat intelligence, and user access management

BNI maintains a balance between People, Process and Technology aspects when selecting a framework. Based on these considerations, BNI's IT governance implementation adopts the frameworks that are appropriate to the IT service areas at BNI.

Control Objectives for Information and Related Technologies (COBIT)

Control Objectives for Information and RelatedTechnologies (COBIT) is widely recognized as an IT management and IT governance framework. COBIT regulates IT management to meet the needs of BNI stakeholders through managing process groups and enablers, where business goals are mapped to IT goals, and achievement and maturity are measured.

BNI's IT management uses the COBIT framework as a reference for its governance as there is synergy between business goals and IT goals, it is focused on data and information, it can be flexible to follow the Company's work direction, and it can be used in conjunction with other framework standards.

Information Technology Information Library (ITIL)

Information Technology Information Library (ITIL) is a standard framework for IT Service Management (ITSM), which BNI IT uses to align IT support services to BNI business.

ITIL focuses on IT processes, procedures, tasks and service levels to support the Bank's strategy, provides added value, and maintains IT competency levels. With ITIL, BNI IT operations set a baseline as a service benchmark, as a basis for planning, implementing and measuring its achievements.

International Organization for Standardization 9001 (ISO 9001)

ISO 9001 is a quality management system standard designed to ensure that BNI can meet stakeholder requests while complying with regulators' needs concerning its products and activities. BNI IT first implemented ISO 9001 in 2007 with the scope of IT Operations and IT Security Management.

BNI's IT development fulfilled the requirements to upgrade ISO 9001:2008 to ISO 9001:2015 after establishing mechanisms and quality standards that focus on Bank performance with a risk-based thinking approach so that the IT unit will be more proactive in preventing and reduce undesirable effects, and will always improve the system on an ongoing basis (continuous improvement) so as to maintain ISO 9001:2015 certification.

International Standard to Manage Information Security – ISO/IEC 27001

ISO 27001 is an international standard for Information Security Management Systems (ISMS). ISO 27001 is a widely chosen information security framework standard that is, has wide acceptance, is trusted by many organizations, and is a reference for other information security frameworks such as the NIST Cybersecurity Framework, SANS, etc. ISO 27001 standardization can be used to improve IT security and has a positive correlation to increase the level of trust of both customers, business partners/third parties and organizations.

To strengthen BNI in competing with its peers and the fintech industry, ISO 27001 standardization is important, and will reap the following benefits:

1. Make BNI more competitive in the banking, fintech and other financial institutions industry in providing a positive image and good perception in securing customers and business partners/third parties.
2. Improve information security governance in accordance with applicable national and/or international standards so that it will be relatively easier to obtain permits from regulators.
3. Make it easier for BNI to improve control of information security over digital banking business processes.

INFORMATION TECHNOLOGY STEERING COMMITTEE

BNI's Board of Directors established an information technology steering committee through Board of Directors' Decree No. KP/364/DIR/R dated August 13, 2021 concerning the Arrangement of the Technology Management Committee (TMC). The TMC was established to assist the Board of Commissioners and Board of Directors in carrying out supervision of Information Technology (IT) activities. Detailed information on the Technology Management Committee can be found in the Corporate Governance Chapter of this Annual Report.

IT HC DEVELOPMENT AND CERTIFICATION PROGRAM

Increasing IT HC competency is very necessary to realize IT strategic plans, and for IT HC, BNI has designed and implemented a systematic and structured employee competency development plan. This helps improve the quality of IT strategic plans and create competitive advantage for BNI's business. The Bank realizes that program adjustments are needed so that the developments carried out remain in line with changes in the digital era.

BNI has adjusted its capabilities not only from the process and technology side, but also from the people aspect. This has been achieved with the understanding that the development of Human Capital as BNI's most important asset is necessary for the future success of the organization. Therefore, BNI through the IT Work Unit provides employees with different kinds of 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 2023, BNI's IT employees participated in education and training, including:

1. COBIT (Control Objective for Information and Related Technology) 2019 Certification
2. Governance, Risk and Compliance Program - Essence and Paradigm for Implementing GRC
3. Administering SQL Database
4. Java Fundamentals
5. IT Asset Management
6. Oracle Certification Administration
7. Finnon Profit Planning & Capital Building
8. Professional Scrum Master (PSM) & Certification
9. Project Management Inbound Bootcamp
10. Data Analytics & Visualization
11. Business Intelligence
12. UI/UX Design
13. Certified in The Governance of The Enterprise IT (CGEIT)
14. Project Management Professional (PMP) & Certification
15. Personal Data Protection Law (PDPL)
16. The Open Group Architecture Framework (TOGAF) 9.2 Foundation & Certification

Apart from face-to-face education and training, BNI has also supported and facilitated IT employees to take part in online training on various learning platforms such as Udemy, LinkedIn Learning, and other platforms.

In addition, to address future challenges, BNI IT has piloted an IT Skill-based Organization using international industry standards so as to increase IT HC capabilities, and fulfill formations in accordance with developing business needs, and create capable IT HC as digital talent to support BNI's digital transformation.

BNI carried out this initiative to create standard skills that BNI IT people must have, so that the Information Technology Work Unit (SKTI) can ensure the work results have been produced by a competent team according to industry standards. In addition, capability development will also be more focused and will increase the engagement of BNI IT people, as it focuses on self-development, and is in accordance with BNI IT's goals and vision and mission.

IT AUDIT IMPLEMENTATION

As a form of BNI's commitment to applying good Technology Governance, BNI conducts regular audits. BNI organized an independent audit of the implementation of Information Technology by Internal Audit. The BNI's audits are carried out and guided by the Minister of SOEs Regulation No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of SOEs, especially article 210. For their implementation, the audits conducted by the Bank included an evaluation of the implementation of the IT Strategic Plan and an evaluation of the effectiveness of IT implementation

As well as being a form of BNI's compliance with regulatory and compliance aspects, the audit carried out by BNI is also to check BNI's level of readiness in managing Information Technology. In 2023, BNI followed up on 14 types of audits for various activities, including BI mandatory security audits, strategic project audits, IT procurement audits, and other audit activities.

IT AWARDS IN 2023

The efforts made during 2023 yielded good results. BNI received the following awards for its activities in the IT sector:

1. Best Banking API Solution in Indonesia at the Alpha South East Asia 2023 event.
2. Certification for ISO 9001/2015: Quality Management System for IT Operating Services & Information Technology (IT) Security Management;
3. Certification for INDEX KAMI;
4. Certification for ISO/IEC 27001:2013: The Information Security Management System for the Provision of Open API Services;
5. A Cobit-based IT Maturity wascarried out in 2023
6. The Best International & Localized Developer Portal at the 2023 DevPortal Award
7. Axway Innovation Excellence Award at the 2023 Axway Excellence Award Event.

INFORMATION TECHNOLOGY FUTURE DEVELOPMENT PLAN

Based on with the Minister of SOEs Regulation No. Per-2/MBU/03/2023 concerning Guidelines for Governance and Corporate Activities of SOEs, BNI is developing information technology and reliable and safe IT services by prioritizing the principle of benefit. IT service development is carried out based on best practices and refers to the IT Strategic Plan.

To realize the IT Vision, namely " Become a strategic and trusted partner in carrying out BNI's Digital Transformation through Superior Technology and Operational Solutions", the IT work unit defined three strategic missions in the IT Strategic Plan, namely Innovate to Evolve, Service Resilience to Sustain Growth , and Transform to Agile Digital Organization.

In accordance with this vision, BNI will continue in the future to instigate improvements and upgrades to IT capabilities. In 2024, BNI will go deeper to improve security, with several other IT focuses, including:

1. Strengthening the core system to support the acceleration of business processes and fulfill IT capabilities in anticipating new demand.
2. Increasing risk management and security, in terms of increasing security on Security Governance, Security Operations, and also Security Prevention, as well as implementing Personal Data Protection (PDP).
3. Redesigning the Data Center, thereby maximizing support for BNI channels such as BNI Mobile Banking and other channels.
4. Implementing Graph DB, as a better step for representing, storing and analyzing patterns, to assist in making better predictions. Application cases include customer & product 360 degree, detection of fraud & money laundering patterns, better referrals and recommendations, supply chain analysis, and strengthening cybersecurity.
5. Implementing Metadata Management to ensure data integrity, facilitate data access and management, and support better data compliance and governance.
6. Generative AI to help Relationship Managers (RM) understand customer needs and preferences in more depth, and recommend appropriate investment products.
7. Standardizing Overseas Branch Offices (KCLN) to support for BNI in strengthening its strategy for expansion in opening new KCLNs.
8. Modernizing Channel, focusing on revamping new Mobile Banking and Wholesale Single Platform.
9. Rejuvenating & Strengthening Middleware to facilitate integration between systems and applications.
10. Conducting Capacity Planning to prepare the performance, scalability and reliability of technology that supports the business now and in the future. For example, increasing server infrastructure to handle the increasing volume of online transactions, as well as increasing network bandwidth to support mobile banking applications and other digital channels that continue to grow.
11. Implementing an IT Skill-based Organization with international industry standards so as to improve IT HC capabilities as a whole in all BNI IT, as well as to fulfill formations in accordance with developing business needs and create IT HC capable of becoming digital talent to support BNI's digital transformation.

NEW WAY OF WORKING

The New Way of Working (NWOW) aims to form an organization and talent that is agile, proactive and has a culture of collaboration and has high execution capabilities. The New Way of Working initiative is an effort to align the organization to clarify accountability and reduce overlapping functions, so that the work process within the BNI organization will become more effective and efficient. The New Way of Working needs to be implemented in this era that is full of change, to help BNI face all challenges. The implementation of NWOW aims to prepare the BNI organization for the future and with new ways of working to support the Bank's strategic targets.

In the scope of Information Technology, the New Way of Working is applied through a digital transformation program where the digital transformation carried out can change the digital technology mindset, through forming an employee culture in accordance with BNI's transformation, and by making changes to organizational design and implementing the New Way of Working, so that BNI can optimally collaborate with peers, fintech and startups as well as the digital ecosystem.

SYNERGY IN THE APPLICATION OF INFORMATION TECHNOLOGY WITH SUBSIDIARIES

BNI's information technology development adopts an IT Agile and Lean Organization that can strengthen collaboration/ synergy between BNI and subsidiaries with the aim of efficiency and optimization of IT resources, thereby increasing effectiveness and cost efficiency by providing added value to support service and business activities..

Beberapa potensial sinergi digital untuk mendukung perusahaan anak diantaranya Beberapa potensial sinergi digital untuk mendukung perusahaan anak di antaranya:

1. Synergy of Capabilities & Integration
   a. BNI Life
      i) Carrying out synergy in developing the BNI digital ecosystem through Mobile-Banking (BNI) integration
      ii) ICarrying out Customer Data Consolidation synergies
   b. BNI Finance
      i) Carrying out synergy in developing the BNI digital ecosystem through the integration of Mobile-Banking (BNI) and Loan Management System (BNI)
      ii) Carrying out content/document management system (BNI) synergy
   c. BNI Sekuritas
   d. BNI Asset Management
   e. BNI Remittance
   f. hibank
2. Technology Synergy
3. Procurement/Sourcing Synergy

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 such as the growing use of the internet, Artificial Intelligence (AI), Data Analytics, Cloud, and Internet of Things (IoT) trends has triggered changes in the industrial sector. 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 changes have not only change consumer behavior, but have encouraged the creation of more innovative and adaptive business models, in line with current market trends.

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 include 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. Accessible via a web-based platform or mobile app, BNIDirect offers three main functions in facilitating the Company's operational activities, namely Payment Management, Collection Management and Liquidity Management. In a digital era where technology continues to develop and is able to provide added value for the Company, BNI continues to develop BNIDirect capabilities by developing features, engines and dashboards according to customer needs, so that customers can gain the optimal benefits from technology. The superior features offered are as follows:

The top features offered are as follows:

1. E-Tax
   Payment service that makes it easier for Taxpayers/Payers/Recipients to make payments or deposits for Tax, Non-Tax State Revenue (PNBP), and Excise using billing codes or electronic payments.
2. Mass Payment
   E-Payroll (channel for paying employee salaries for non-individual customers), bulk payments.
3. E-FX (Forex Transaction) 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.
4. Billing Payment
   BNIDirect provides bill payments such as for electricity bills, BPJS, internet, telephone, and BNI POPS (Pertamina Ordering and Payment Solutions) services.

This increase in the number of users is thanks to BNIDirect's innovation in providing seamless, reliable and integrated solutions. Currently, BNI is developing BNIDirect the following features and capabilities:

1. Single Sign On (SSO) to make it easier for customers to access all BNIDirect features.
2. Financial Dashboard to consolidate all financial aspects and customer information.
3. Online Corporate Onboarding System to make it easier for customers to use BNIDirect facilities.
4. Integrated Mobile Token to enable customers to register more than one user on one device

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.

In 2023, five new features were added to the BNI Digital Services API to improve the user experience and meet the growing needs of our customers:

1. Software Development Kits (SDKs): Where SDKs function as important tools that empower developers to create applications and connect with BNI API. Within the BNI API Digital Services Portal, SDKs can be accessed in multiple languages, including JavaScript, PHP, and Python, providing a versatile and comprehensive resource for developers.
2. Feature-rich sandbox environment and sandbox filling automation: Developers can access the sandbox in minutes, allowing them to run a series tests before releasing an application.
3. Postman Collection: This feature provides convenience for clients or prospective clients by simplifying the service testing process for importing data by presenting a visual representation of the requests and responses of each service.
4. Sample data filling automation feature: This feature allows automatic generation of sample data, making it easier for partners or potential partners to test services and receive sample responses via the BNI API Digital Service Portal.
5. SNAP API: Open Application Programming Interface (API) Standardization Initiative by Bank Indonesia to encourage a strong, competitive and innovative payment system industry while improving the security and reliability of the payment system infrastructure.

To date, BNI remains committed to improving digital transaction solutions in Indonesia through its 283 API services approved by the regulators. One proof of BNI's commitment to digital innovation through Open API is the winning of six awards from 2020 to 2023, one being 'The Best Overall Developer Portal' consecutively from 2020 to 2022, and the most recent being 'The Best International & Localized Portal' by Devportal Awards and 'The Best Banking API Solution in Indonesia' by AlphaSEA in 2023.

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.

BNI Trade Online continues to be developed, where to explore the potential of customers' trading services, product features are being added that can be accessed by customers, as well as enhancements to existing product features. BNI Trade Online is proof that BNI is also developing in line with changes in the BNI customers' mindset in the era of digitalization as a branchless and paperless service solution.

KLN 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 Office (KLN) 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.

BNI MOBILE CREDIT CARD

As well as using the Mobile Banking application, BNI credit card services can also be accessed via the BNI Credit Card Mobile application. This application makes it easy for credit card holders to receive their transaction information via their smartphone. BNI Credit Card Mobile is equipped with features such as billing information, recorded transactions, installment conversions, bill payments and insurance registration, cash withdrawals, as well as credit limit increase application services, data updates and submission of new credit card applications. BNI Credit Card Mobile also provides information about BNI Credit Card promos and products.

E-KYC BIOMETRIC FACE RECOGNITION & LIVENESS

The use of the Biometric Face Recognition & Liveness feature as e-KYC in the digital credit card application process provides convenience, security and comfort for prospective card holders in the credit card application process.

DIGITAL CARD ISSUANCE

Digital Credit Cards can be issued to applicants who apply for BNI credit cards via digital channels, so that the card holders can use their digital credit cards to make transactions at e-commerce merchants or carry out transactions through BNI Mobile Banking.

VIRTUAL CARD NUMBER KARTU KREDIT BNI

BNI Credit Card feature that is used as an alternative payment for more effective and efficient credit card transactions, and offers comfort and convenience in online transactions (card not present) with a unique virtual number as a replacement for the original credit card number that will be used on the BNI Corporate Credit Card.

QRIS SOURCE OF DOMESTIC GOVERNMENT CREDIT CARD (KKPD) FUNDS

QRIS payment feature with Domestic Government Credit Card funding sources using BNI Mobile Banking aims to facilitate operational spending and official travel of work unit, both at central and regional levels with the Government Credit Card (KKP) payment scheme whose processing is carried out through domestic principals.

CONTACTLESS FEATURES

With its Contactless features, credit card holders can make transactions easily, quickly and safely by simply holding or tapping the credit card on the EDC Contactless machine, without having to use a PIN (up to a certain nominal amount). Transactions can be made at any time by card holders at merchants showing the contactless symbol.

BNI MOBILE BANKING

BNI Mobile Banking is one of BNI's digital services to meet customer needs (customer centric) and provide convenience for customers in carrying out end-to-end banking transactions, from the onboarding user process to transactions.

Currently, a variety of digital banking products and services that focus on BNI Mobile Banking have been developed, considering that BNI Mobile Banking offers customers convenience in making transactions easily, anytime and anywhere. The following are products that have been developed at BNI Mobile Banking in 2023:

1. All – in – one Investment Platform
   To support customers' financial planning and help customers achieve their life goals, BNI launched an investment service, where customers can purchase various investment products and monitor various assets owned on one page. Currently, customers can purchase Secondary Bonds, SBN and Mutual Fund products from experienced Investment Managers. To help customers, an "Investment Portfolio" menu is available and 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 various features, such as Tapenas Life Goals and consolidated financial reports. The Tapenas Life Goals feature assists customers achieve their life goals by saving regularly monthly.

3. Mobile Cash
   The mobile cash feature makes it easy for customers to carry out cash withdrawal transactions without needing to use a card, but simply using BNI Mobile Banking. Apart from ATMs, currently the Mobile Cash feature is also available at various merchants such as minimarkets. Through this feature, customers can keep their cards safe from risks (such as losing their cards) and enjoy the convenience of cash withdrawals if they do not carry a card when traveling.

4. My Credit Card
   Provides transactions ease and comfort for BNI Credit Card holders, BNI Mobile Banking is equipped with the My Credit Card feature that provides credit card transaction information such as bills, recorded transactions, installment conversions, bill payments and insurance registration, cash withdrawals, as well as credit limit increase application services and data updates, and submission of new credit card applications. My Credit Card also provides information about BNI Credit Card promos and products.

5. Source of Fund Kartu Kredit
   Customers can carry out BNI Credit Card transactions using the QRIS feature & bill payment feature to provide convenience & a better customer experience in carrying out transactions and paying bills using credit card funding sources.

6. International
   As a bank with a global orientation, one of BNI's advantages is the ease of transactions between countries which can be carried out through BNI Mobile Banking. In 2022, BNI launched several features included in this group, such as FX Mobile (Purchase of foreign currency digitally via BNI Mobile Banking), Digital Remittance (Sending funds between countries via BNI Mobile Banking) and International Digital Opening Account (Opening Digital Accounts in a number of countries).

7. Lifestyle & Assorted Choices of Payment Solutions
   One of the advantages of BNI Mobile Banking is personalization of customers' daily activities. To support customer activities, BNI provides more than 6,500 payment services (such as Telco payments, electricity payments). Apart from that, BNI Mobile Banking also has a lifestyle feature, where users can buy entertainment and game vouchers without needing to open another website. In the future, BNI will add more billers and other digital services, so that BNI can enjoy a one-stop solution for a variety of payment needs.

BNI DIGICS & DIGICS LITE



BNI DigiCS & DigiCS Lite are self-service machines that replace the activities of Customer Service (CS) officers. With BNI DigiCS & DigiCS Lite, customers can carry out CS activities independently (self-service). The features in this service include opening an account, changing cards, unblocking debit cards, activating e-channel, resetting pins, purchasing and topping up Tapcash, and printing mutation/account history.

With the DigiCS & DigiCS Lite services, CS officers in branches can focus on CS advisory and sales activities. Besides that, this service also reduces customer waiting time. Activities can be carried out quickly, easily and safely thanks to such user friendly technology.

More details can be found at: https://digitalservices.bni.co.id

BNI DPLK SURE





BNI DPLK SURE is an application to support the BNI DPLK business in providing convenience and solutions for managing retirement planning for BNI DPLK customers. The services provided by BNI DPLK SURE consist of account opening, deposits, claims, balance information, and fund management according to the investment package chosen by the customer. Apart from that, BNI DPLK Sure is also connected to BNI Mobile Banking, BNI ATM, and BNI Direct so that customers can make transactions anytime and anywhere. The BNI DPLK Investment Package consists of various products, namely deposits, bonds, mutual funds, sharia mutual funds, and others.

Then, apart from the main services for customers, there are other modules in DPLK Sure, such as reconciliation, integration, daily accrual modules, reporting modules to regulators and operational monitoring, which strengthen the reliability of DPLK Sure, while also meeting the requirements of regulators.

DPLK BNI became a market leader in the pension fund management industry in Indonesia since 2001. As of December 31, 2023, DPLK BNI's AUM (Asset Under Management) reached Rp28.62 trillion with a total of more than 900 thousand customers, consisting of corporate and individual customers.

TRADE FINANCE OVERSEAS

One of BNI's superior businesses that is currently still being developed is Trade Finance to support BNI's mission, namely Strengthening International Services to Support the Needs of Global Business Partners. Therefore, BNI continues to strive to improve the performance of its Trade Finance application. In order to adopt SWIFT Changes in 2023, which impacted trade transaction processing, in 2023 BNI upgraded the Trade Finance (TiPlus) application in overseas branches (KCLN) Singapore and Hong Kong. This SWIFT format update was one of BNI's efforts to fulfill compliance aspects with the latest regulations.

BNI MERCHANT (EDC AND QRIS)

This is a mobile-based application used by BNI merchants to support their daily QRIS and EDC transactions. BNI Merchant is equipped with superior features, including same-day merchant payments, digital merchant registration, real-time transaction notifications and biometric login technology. In the future, superior features will be added, including cashier features and after sales service features.

Services and Networks

In order to support the achievement of network and service business performance, BNI carries out service and network development through optimizing office networks (outlets), electronic networks, BNI Agen46 as well as conducting a number of process improvements. Apart from that, in an effort to increase solution-based productivity for customers so that the Product Holding Ratio (PHR) can become better and create a customer transaction ecosystem (closed loop transaction) BNI continues to strengthen sales management at outlets. This was also one of the strategies carried out by BNI in 2023.

STRATEGIES AND POLICIES IN 2023

In the increasingly competitive and fast-paced banking industry in the current digital era, BNI continues to be committed to transforming banking services to meet increasingly complex customer demands. In 2023, BNI focused on transforming its office network towards digitalization, simplification and optimization of outlet and service businesses through:

1. Opening 5 (five) Sub-Branch Offices (KCP) due to the large business potential and the existence of business collaboration with Corporate Banking syndicate customers in BNI financing with other banks.
2. Moving the addresses of 52 (fifty two) outlets consisting of 40 (forty) outlets due to non-business factors (revitalization, space requirements, rental problems, force majeure, external policies, and optimization of own assets), and 12 (twelve) outlets as a strategy to face shifting business centers.
3. Rationalizing 41 (forty one) outlets consisting of 28 (twenty eight) KCPs, 4 (four) Commercial Business Centers (SBK), 1 (one) Money Changer (MC), 5 Payment Points (PP), and 3 (three) O-Branches by merging outlets in a clustering manner as a consolidation strategy to focus on an increasing coverage area and efficiency so as to optimize business potential and productivity.
4. In addition to structuring the office network, BNI added 200 (two hundred) BNI DigiCS as part of the electronic network to support business and outlet services, and moved the addresses of 399 (three hundred and ninety nine) ATM-CRM-BNI DigiCS.

As global conditions became increasingly borderless, the international segment has a great opportunity to develop business by providing integrated solutions for domestic and overseas BNI customers, from the retail to global company segments. The strategy used included:

1. Establishing in cities at the center of world trade and economy, where Overseas Branch Offices have different advantages and characteristics. In 2023, KLN business sharpening continued in accordance with the strength of relations between Indonesia and the countries where the KLN are located. Business sharpening was also supported by strengthening the infrastructure and digital capabilities in each KLN.
2. Improving, adding and expanding banking products and services to the Indonesian Diaspora Overseas.
3. Expanding BNIDirect in KLN as a platform to support transactional banking activities to meet the expected needs of customers in KLN.
4. The Remittance business in 2023 focused on increasing digital channel capacity with a faster, more 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 customer base.
5. The Financial Institution business focused on providing comprehensive products and services (one stop shop solution) in collaboration with subsidiaries to provide optimal solutions such as transactions, digital solutions, banking services, financing and investment banking in client segments covering regional and global business partners.
6. The Trade Finance business focused on expanding and penetrating into export markets through the following initiatives:
   a. Providing structured trade financing schemes to debtors and their value chains in order to meet their financing needs more accurately with a minimum level of risk, as well as providing 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 via BNI Trade Online (BTO) as BNI's flagship product by providing digital-based Trade Finance services
7. International Business Desk as an FDI Advisory Unit became an entry point to reach the business potential of FDI companies by optimizing cooperation with stakeholders related to trade and investment such as the Ministry of Investment, Coordinating Ministry for Maritime Affairs and Fisheries, KADIN, and business associations or entrepreneurs.
8. Custodian, Trustee and Trust services business strategies in 2023 include:
   a. Acquiring and adding new Custodian Bank customers

b. Partnering with internal BNI (related business divisions and BNI branches) that have a customer base for 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 cooperation with the top 20 Investment Managers in Indonesia.

9. Non-Bank Financial Institutions Service Strategiea included:
   a. Through Cash Loan & NonCash Loan Growth financing products through new and additional expansion for the following types of customers:
      i) Multi Finance Financing (KMK and KI)
      ii) Securities Company Financing – KMK)
      iii) Insurance Financing – Commercial Line
   b. Maximizing the Provision and Utilization of Intraday Facilities and Providing Intraday Facilities to Securities Companies with the following approach:
      i) Underlying diversification (Bonds and Shares)
      ii) Currency Diversification (Rp and USD)
      iii) Intraday with Customized Structure
   c. Increased Core Funding via Dynamic Offering Program and RDN
      i) Making Insurance Companies DPK's Main Customers
      ii) Dynamic Placement Program in the form of a special rate offer based on Liquidity Conditions –Treasury Division
      iii) Offering RDN as bundling with other products to Securities Companies

PERFORMANCE IN 2023

In accordance with services and networks strategies and policies in 2023, the following office network activities were implemented:

1. Opened 1 (one) Sub-Branch Office (KCP) (there was a change in the planned target from 5 KCPs to 1 KCP).
2. Moved the addresses of 51 (fifty one) outlets (there was a change in the planned target from 52 outlets to 51 outlets).
3. Rationalized 45 (forty five) outlets (there was a change in the planned target from 41 outlets to 45 outlets).
4. Added 104 (one hundred and four) BNI DigiCS (there was a change in the planned target from 200 BNI DigiCS to 104 BNI DigiCS).
5. Moved the addresses of 4 (four) BNI DigiCS and 395 (three hundred and ninety five) ATMs

STRATEGIES AND WORK PLANS FOR 2024

In the banking industry's increasingly competitive and fast-pace in the current digital era, BNI continues to be committed to transforming its banking services to meet increasingly complex customer demands. In 2024, BNI will continue the transformation of its office network towards digitalization, simplification and optimization of outlet and service businesses through:

1. Open 4 (four) Sub-Branch Offices (KCP) due to the large business potential and business collaboration with Corporate Banking customers.
2. Move the addresses of 63 (sixty three) outlets consisting of 40 (forty) outlets due to non-business factors (revitalization, space requirements, rental problems, force majeure, external policies, and optimization of owned assets) and 23 (twenty three) outlets as a strategy to face shifting business centers.
3. Change the status of 2 (two) KCPs to Branch Offices (KC) in an effort to optimize business based on business area coverage ratio.
4. Rationalize 4 (four) KCPs by merging outlets in a clustering manner as a consolidation strategy to focus on increasingthe coverage area and efficiency so as to optimize business potential and productivity.
5. In addition to the office network structuring, BNI will transfer the addresses of 19 (nineteen) BNI DigiCS and 811 (eight hundred and eleven) ATMs, as part of the electronic network to support business and outlet services.

In line with the rapid development of global information technology, BNI through the International Banking & Financial Institutions Division will respond to BNI's business growth opportunities to go global.

The International Banking & Financial Institutions Division has great potential in developing business by offering integrated solutions for BNI customers with the vision of "Global Reach, Indonesian Pride"; both domestically and abroad, from the retail segment to global companies. The strategies that will be carried out in 2024 are:

1. The Financial Institution business will carry out the "Three Pronged Business Model" strategy, which will be the main key in controlling the Financial Institution market. In this strategy, the main solution is provided to correspondent banks, with BNI adopting a role not only as a tool but as a trusted banking partner that can provide appropriate and organized solutions for each financial institution. The followsings can be achieved by implementing this strategy:
   a. Providing the right focus for financial institutions in Indonesia, namely local banks and BPD, not only in providing comprehensive solutions, but also in offering trade products, treasury solutions and also cash management.

   b. Business expansion into the platinum and gold segments, by providing custom-made services to each entity. This service will provide only the best to entities that have high standards and high expectations, to meet their needs and expectations.
   c. Open business relationships with new banks and collaborate to improve value based relationships.
2. The strategy that will be carried out in Non-Bank Financial Institutions will focus on the ecosystem business model, namely:
   a. Providing a system as the main solution for all the needs of NBFI customers and also their ecosystem, a system providing a transaction space that is organized into one.
   b. Cross-Selling of products owned by BNI and also BNI Subsidiaries (BNI Sekuritas, BNI Asset Management), to be able to provide a diversified product portfolio for the unique needs of each NBFI customer.
   c. Providing regulations that are easier to implement from both parties, with a more user-friendly approach, so that customers are not burdened with long duration of time for documents, and focus more on developing their business.
3. Expand the main view of the custodian business with the following strategies:
   a. Implementation of custodian client diversification, by acquiring major players in the custodian market and also occupying a dominant position in the market.
   b. Develop a competitive rate structure by looking at the main needs of each custodian client.
   c. Increase the capacity and capability of custodian sales and RM Corporate as well as RM FI and RM NBFI to assist in improving the custodian business that will be implemented. Apart from that, the development of a custodian system (Bancs & Medallion) that is more efficient, safer and also advanced.
4. International Desk business strategy (Japan, China & Korea) as an FDI Advisory Unit that offers a one-stop solution for FDI companies through collaboration with strategic stakeholders such as the Ministry of Investment, Coordinating Ministry for Maritime Affairs and Fisheries, Indonesian Chamber of Commerce (KADIN), and related business associations or entrepreneurs.

BNI Customer Experience Center

In line with the implementation of the New Ways of Working (NWOW) at BNI in 2023, the BNI Contact Center is transformed into Customer Experience Center with the addition of Consumer Protection and Telesales functions. Through this transformation, BNI is increasingly focused on providing the best experience for customers, maintaining the Company's reputation, supporting repetitive transactions and assisting business advancement.

The Customer Experience Center as one of the touch points tries to offer the best service in a prompt, easy, and economically manner to get information, carry out transactions and obtain solutions to every problem through an integrated omni channel platform equipped with high flexibility and agile technology.

STRATEGIES AND POLICIES IN 2023

In order to create BNI as a beyond traditional bank and become a financial service provider entity that offers all-digital services, BNI continues to make adjustments in digital transformation. In 2023, the Customer Experience Center has realized all strategic plans for 2023 in line with BNI's vision "To become a Financial Institution with Sustainable Service and Performance Excellence" and supports BNI Go Global towards banking digital transformation. The work plans that have been realized are as follows:

1. Optimizing and increasing the capabilities of digital services and social media that are integrated into one platform, in order to continue shifting call services to digital services and to improve customer experience when interacting with the bank;
2. Optimization and development of self-service features on digital services, so that customers can make complaints digitally and automatically receive notification of the progress of complaint resolution;
3. Increasing the competency and capability of human capital who are ready to adapt to change (agile) towards digital transformation and preparing superior, tech savvy human capital, who can provide value creation to the Company with the Millennial, Digital and Fun spirit;
4. Supporting business and sales activities by carrying out cross selling through referral programs as an effort to increase fee based income for BNI;
5. Creating customer satisfaction and loyalty as well as a sense of comfort with BNI Call 1500046, 1500098, 1500146 services and digital services by focusing on improving internal processes, growth and learning, as well as risk mitigation to support the achievement of business targets;
6. Carry out business process improvements that focus on improving the SLA (Service Level Agreement);
7. Conduct Big Data Voice of Customer research to initiate service improvements, provide feedback and lessons learned.
8. Implement Consumer Protection by ensuring all BNI products and services comply with POJK No.6/POJK.07/2022 (updated by POJK No. 22 in 2023).
9. Provide regular outreach and education regarding Consumer and Community Protection through social media platforms.

BNI Customer Experience Center is committed to always maintaining and improving service quality by making continuous improvements through a variety of innovations that focus on customer centricity to improve customer experience as a form of supporting BNI's strategy towards sustainable business.

PERFORMANCE IN 2023

The strategies, policies and work programs implemented have successfully led the Customer Experience Center to attain various achievements throughout 2023, both at the national and international levels. In supporting BNI Go Global, the Customer Experience Center is ready to compete with other Contact Centers throughout the world. Achievements made during 2023 include:

1. The Customer Experience Center won the 2023 Top Brand Award in Call Center category. The Top Brand Award is given to superior brands with extraordinary performance in the Indonesian market by referring to the Top Brand Index survey. This shows that BNI through the Customer Experience Center has provided the best performance to serve customers.
2. Achieved the top position in 3 (three) categories of Bank Service Excellent Monitor (BSEM) survey results from Marketing Research Indonesia (MRI), namely:
   a. Best Call Center Performance;
   b. Best Phone Banking Performance;
   c. Best Performance Excellent Contact Center Service.
3. Won 19 (nineteen) medals in various categories at the 18th Annual Best in Asia Pacific – Contact Center World competition which was attended by various countries and companies from Asia Pacific, with the following medals:
   a. 3 (three) Gold medals;
   b. 6 (six) Silver medals;
   c. 10 (ten) Bronze medals.

4. Received 12 (twelve) medals in various categories in The Best Contact Center Indonesia 2023 competition. This competition was attended by various industries from banks, insurance to public services (Government). The medals received were as follows:
   a. 2 (two) Platinum medals;
   b. 2 (two) Gold medals;
   c. 2 (two) Silver medals;
   d. 6 (six) Bronze medals.
5. 5. Received the 2023 Public Information Transparency Award with an Informative Predicate. This achievement reflects BNI's consistency in providing digital access to information and improving services through optimizing various touch point.
6. The Customer Experience Center has become the benchmarking place of choice for banking and non-banking Contact Centers in Indonesia. Throughout 2023, there were 8 (eight) companies that have carried out benchmarking in the Customer Experience Center. This shows that the Customer Experience Center has become the benchmark for Contact Center Services in Indonesia.

INNOVATIONS IN 2023

To strengthen digital banking service capabilities, the Customer Experience Center continues to be committed to carrying out sustainable development through a number of innovations in 2023, aiming to improve customer experience:

1. **Contact Center Refreshment**
   The Customer Experience Center conducts continuous improvements to maintain and improve service quality. Therefore, the Customer Experience Center has upgraded and refined the Contact Center System towards a better Omni Channel. Several capability improvements done in 2023 are:
   a. Contact Center application technology with high availability services and agile technology to accommodate customer needs to be able to access services 24 hours a day;
   b. Implementation of Speech Analytics, which functions to facilitate analysis of the voice of customers so that the entire value chain at BNI can make improvements to products and services;
   c. Implementation of Desktop Processes Analytics (DPA) to increase customer data security, since data protection is important to provide a sense of comfort to customers.

2. **Customer Journey Platform Application Improvement**
   On an ongoing basis, the Customer Experience Center continues to improve one of the applications that displays the customer journey, namely Online Request Management (ORM), so as to create the same customer experience when interacting at all BNI touch points. Optimizing the use of this application at all BNI touch points. This application is used by the value chain at BNI so that it can shorten business processes that have an impact on accelerating the resolution of customer complaints.

3. **Conversational Platform**
   In supporting digital transformation, BNI is ready to offer beyond services to customers by providing digital channels so that customers can interact with BNI to get information or submit complaints more economically, easily and quickly. Interaction can be done via chat on several platforms such as WhatsApp Business, Ask BNI on BNI Mobile Banking application, and BNI Call Virtual Assistant application. These three platforms are called Conversational Platforms. Customers can be served by chatbot or with Customer Experience Center officers.

4. **Accelerating complaint resolution through business process review and Service Level Agreements (SLA) acceleration**
   The commitment of Customer Experience Center to providing excellent service to BNI customers is also realized through collaboration with the entire value chain at BNI to review business processes and accelerate SLAs so that customers can have a better experience with ease and speed in complaint resolution.

CONSUMER PROTECTION

BNI continues to improve its customer data protection using the facilities and infrastructure it already has. There are several challenges faced, such as: asymmetric information when selling financial products, sociological aspects in society that is easily tempted by illegal and potentially detrimental investment offers, protection of consumer data and personal information, developments in financial technology, integration of consumer protection regulations, as well as related transactions between countries or cross-border transactions.

Through the implementation of NWOW in 2023, a Consumer Protection Department was established under the Customer Experience Center Division, which has the function of Consumer and Community Protection in accordance with the provisions in POJK No. 6/ POJK.07/2022 article 46 paragraph 1 (which was updated with POJK No. 22 of 2023 article 88 paragraph 1).

To maximize the function of Consumer and Community Protection within BNI, the following strategies need to be implemented:

1. Implementation of systems and procedures in accordance with existing regulations through the creation of company guidelines regarding Consumer and Community Protection, which apply throughout BNI (BNI Wide) and are equipped with manuals both in hardcopy and digital (e-book);

2. Hold massive education and outreach on Consumer and Community Protection through various channels in BNI, both face-to-face and digitally through video content utilizing BNI's social media platforms;
3. Establish standard reporting mechanism for both reports to internal management (Board of Directors and Board of Commissioners) and reports to regulators (OJK and BI), with the aim of ensuring accountability for every report and information generated and released.
4. Ensure the implementation of the 7 (seven) product cycles when designing, providing and conveying information, offering, drafting agreements, providing services for the use of products and/or services, as well as handling complaints and resolving disputes in accordance with regulations in an effort to realize Consumer Protection.

To protect and ensure consumer rights when transacting or using BNI products and services, the principles of fair behavior and responsible business behavior are the main foundation.The purpose of implementing these principles is that BNI aims to continuously improve equality, opportunity and accessibility for all customers and society, including people with disabilities. This is in accordance with POJK Number 6/POJK.7/2022 article 6 and article 35 (updated by POJK No. 22 of 2023 article 54) concerning the responsibilities of Financial Services Businesses (PUJK) to provide special services for people with disabilities.

At present, BNI already has service and infrastructure standards to facilitate people with disabilities to access financial services, both savings products and business capital support in the form of credit/financing for disabled MSMEs. These facilities further ease customers with disabilities to conduct transactions and interacting with BNI.

In implementing Consumer and Community Protection, BNI has carried out a series of activities, including:
1. Held a Talkshow with the theme 'Customer Protection Implementation to Improve Customer Experience' by inviting 2 (two) speakers, namely Chief Executive of PUJK Supervision, Education and Consumer Protection as well as member of OJK Board of Commissioners (Friderica Widyasari Dewi) and the President's Special Staff for Social Affairs (Angkie Yudistia). The discussion focused on understanding Consumer and Community Protection as well as ensuring equal services for customers with disabilities;
2. Launched the Instruction Book "Implementation of Consumer and Community Protection" as an education and outreach program, as well as a guide for BNI employees in implementing Consumer and Community Protection;
3. Created social media accounts as the most efficient and effective way to carry out education and socialization of Consumer and Community Protection programs, which contain content about awareness and campaigns against fraud modes.

STRATEGIES AND WORK PLANS FOR 2024

In line with the Customer Experience Center's mission, namely creating positive perceptions through the customer journey to build strong relationships with customers and encourage repetitive business growth, the Customer Experience Center is committed to improving service quality through several strategies and work plans for 2024.

The prepared strategies focus on improvement and enhancement in technology, people, process and risk, include the following:
1. Increase employee competency through training in order to create digital mindset, analytical thinking, communication sales skills, CX Sales and service orientation
2. Accelerating complaint resolution through accurate data input and improving SLA for complaint resolution
3. Review and create SOPs to improve processes, increase service quality and mitigate risks regarding the implementation of employee activities
4. Optimization of digital services to improve service & Sales.
5. Improving business processes through optimizing analytical data and voice of customer that supports the Company's business
6. Optimizing the supervisory function on the implementation of work activities according to SOPs, authority management and data access arrangements to reduce the risk of operational fraud
7. Make optimal use of social media analytics
8. Integrating the Voice over Internet Protocol (VoIP) feature on the BNI e-Channel as a medium for customers to contact BNI Call via the internet network..

Data Management and Analytics

STRATEGIES AND POLICIES FOR 2023

Continuous improvements in data management and analytics is being undertaken to support the achievement of BNI's vision of becoming a leading financial institution in sustainable service and performance. In 2023, there were 3 (three) key strategies for the Data Management & Analytics Division (DMA) expected to be able to support BNI's business performance and regulatory compliance aspects, namely increasing HR capabilities in Data Analytics and information management systems, implementing data science and business analytics capabilities, and optimize Single Source of Truth Data (SSOT).

Throughout 2023, various analyses of business potential and potential leads, reports and dashboards have been produced which have been utilized to support the achievement of business targets. The DMA Division continues to make improvements in the data management aspect, modernizing reports in the form of dashboards and quality data analytics system capabilities and human resources which are expected to improve the quality of analysis results so as to help in decision making. The DMA division also produces AI-based analysis using state-of-the-art methods which are utilized for business, operational and risk improvements. The results of the analysis are realized in several RACE digital transformation priority projects to encourage business growth for each segment.

The focus of Data Management & Analytics in 2023 is as follows:

1. The effectiveness of analytics in generating quality leads has an impact on improving business performance, namely by:
   a. Improve selling, namely identifying the potential for cross selling more effectively, as well as implementing a strategy that is tailored to insight (tailored strategy).
   b. Scale up better, namely analytics-based decision optimization so that it can be carried out on a large scale based on learning from past campaigns/ execution.
2. Developing people development/human resource (HR) capabilities through development, training and certification which is expected to accelerate adaptation to change.
3. Optimizing the use of Big Data to produce various types of reports and dashboards including segments, products and channels.
4. Improve customer data quality to improve the quality of accuracy of various types of data, reports, analytics and leads so that it can support increased business performance.
5. Implementation of the use of Master Data Management (MDM) for a single customer view.

INNOVATIONS IN 2023

Facing the era of digital transformation, the DMA Division carries out continuous improvement with a focus on providing data and analytics to support the BNI Transformation Project. The following are activity highlights from the DMA Division during 2023, including:

1. Analytics-based pipeline management: Utilization of analytics to manage pipeline/potential customers from individual and non-individual segments to increase sales conversions. Offers are made through several channels such as the BNI Mobile Banking application, Digisales and RM Tools. Using analytics-based pipeline management is expected to provide a more personalized experience and increase customer engagement.
2. DNA analytical platform: An analytical platform developed to make it easier for RM to provide business solutions to corporate clients/business banking, including by providing recommended products according to business profiles and behavior transactions. Using this platform, RM can provide optimal solutions according to customer needs.
3. Dashboard optimization: Improvements to contents, performance, visual design, dashboard deployment procedures and access control to increase the effectiveness of dashboards in delivering performance evaluations and decision making. BNI Dashboard can present segment and channel performance reports at regional to outlet level. It is hoped that the dashboard can provide relevant information and can help business units improve their portfolios.
4. Business Glossary Dashboard & Data Catalog: Providing a Business Glossary Dashboard includes business element data and its definitions and providing a Data Catalog Dashboard includes source system information and its attributes. It is hoped that the existence of easily accessible data definition information can increase the understanding of information used and assist in making the right decisions.

STRATEGIES AND WORK PLANS FOR 2024

The DMA Division supports business growth in accordance with the bank's business plan by increasing system and human resource capabilities, clear and transparent reports, delivering excellent analytical results, and strengthening the data governance function. In 2024, DMA will focus on strategies in terms of decision support and management information systems in the form of:

1. Increasing human resource (HR) capabilities in the fields of data engineering, data analytics, data science and data visualization through on-the-job development, training and certification which is expected to accelerate innovation and adaptation to industrial developments.
2. Implementation of advanced analytics to support sustainable increases in AUM, CASA and FBI for the business. The advanced analytics in question include machine learning, graph analytics, Gen AI, and geoanalytics.
3. Developing business potential and value chain analysis by referring to top tier customers and providing analytics/ leads effectively and efficiently by optimizing on digital platforms.
4. Providing insight & monitoring reports on one platform to create an undisputable single source of information. This platform can be accessed by divisions, regions, and even the Foreign Office (KLN) with user access using CISO security standards.
5. Developing self-service analytics which makes it easier to process data and access to units in the bank so that the collaborative analysis expected can be created and improve the data driven culture throughout the BNI environment.
6. Implementation of Master Data Management (MDM), modernization of the Data Warehouse and enhancement of the business intelligence platform to increase productivity in terms of technology and systems to support increased business performance.
7. Support the implementation of the Personal Data Protection Law (UU PDP) at BNI to be able to protect customers' fundamental rights, as a comprehensive legal umbrella, playing a role in encouraging reform of customer data processing practices.
8. Increasing Research and Development in continuously exploring data analytics methodologies, techniques and technology to support BNI to always be at the forefront, especially in the field of Data Analytics.

Service Quality Function

IMPROVING SERVICE QUALITY AS ONE OF THE STRATEGIES TO ENCOURAGE BNI BUSINESS ACCELERATION

Increasingly tight competition in the banking world requires every company to realize that customer satisfaction is not just an option, but a necessity. When customers are satisfied with the services provided, they tend to return for more transactions, which can indirectly support the company's reputation and existence. In line with the Company's vision To become a Financial Institution with Sustainable Service and Performance Excellence, BNI continues to innovate and improve customer-centric service quality and standards to become one of the energies in accelerating business achievements at all BNI touch points.

SERVICE DEVELOPMENT STRATEGY

Innovations and strategies to improve service quality are continually undertaken. BNI has outlined 3 (three) strategic steps to improve services, namely Customer Preference Enhancement, Outlet Productivity Improvement, and and Optimizing Service Digitalization.

A. Customer Preference Enhancement

1. Enhancing the capabilities of officers at all customer touch points to provide fast, personalized, solution and business creation services. This strategy includes:
   a. Frontliner Academy (FLA)
      Learning program for all frontliners, to increase competency standards in understanding BNI products and services, work culture, precautionary principles and implementation of risk culture and anti-fraud awareness.

      The FLA program consists of 3 (three) stages and each stage has the following learning methods:
      i) Basic
         At this stage, frontliners will receive materials related to introduction and general banking knowledge through self-learning, delivered in the form of e-learning for the entire series of learning at the Basic stage, where the material is adapted to the position (Customer Service, Teller, and BNI Digital Assistant). At this stage, participants will also receive a format for delivering material in the Basic stage.
      ii) Intermediate
         This stage is an advanced stage after participants have completed the entire series of learning at the Basic stage, the materials are adjusted according to the position (Customer Service, Teller, and BNI Digital Assistant). At this stage, participants will also receive materials with the form as delivered in the Basic stage.
      iii) Advanced
         This is the final stage of the FLA program after participants have completed the Basic and Intermediate stages. At this stage, the delivery of materials are using in class training method.

      At the end of the FLA program, participants will be assessed based on 4 (four) overall aspects to determine graduation, namely Post Test, Roleplay, Circle 3 Evaluation (Change Behavior), and Circle 4 Evaluation (New CIF Achievement).

   b. Upscaling Capabilities
      The knowledge and understanding refreshment program for frontliner officers as part of a strategy to improve, accelerate and equalize service quality to all frontliners from all branches/outlets.

   c. Sharing Information Regarding Operations and Services (SIS OLA) of Branches/Outlets
      SISOLA is an online program by presenting resource persons from product/business owners or related supporting units. This program aims to improve the performance and quality of frontliner officers in providing services and solutions in accordance with customer expectations that is expected to lead to accelerating business targets achievement.

2. Measurement and monitoring of service quality performance in accelerating business at outlets and as a the channels to obtain direct feedback from customers regarding business, service and operational improvements, include:
   a. Customer Satisfaction Survey (CSS)
      A means to understand and measure the level of satisfaction of BNI customers, both external and internal customers, regarding the quality of services provided by BNI. CSS consists of two evaluation aspects, namely, Business Satisfaction Survey (BSS) and User Satisfaction Survey (USS):
      i) Business Satisfaction Survey (BSS)
         The survey is conducted on BNI external

customers consisting of the Business Banking segment (Corporate, Medium and Small) and the Consumer Retail segment (Emerald and Non-Emerald). The aspects assessed in this survey include the 7P aspects, namely: product, price, place, promotion, people, process and physical environment.

ii) User Satisfaction Survey (USS)
The survey is conducted on internal BNI customers (BNI employees) with the aim of measuring the level of satisfaction with BNI's internal service performance, so as to obtain a basis for improving the service quality of Divisions/Units/Functional Units. The assessment aspects in this survey include: Coordination, Communication and Cooperation; Work Results/Output; Work process; Commitment/SLA; Employee; and Data & Information.

b. Service Experience Index (SEI)
A system for measuring and monitoring the quality of BNI services covering all regions, branches and outlets, which is carried out periodically and continuously. SEI is measured through 3 (three) dimensions with strong level of independence, allowing the measurement results to reflect the outlet's service conditions more realistically. The three dimensions are:
- Dimension 1: BNI Service Performance in National Banking Industry
- Dimension 2: Customer Experience
- Dimension 3: People Competency

The objectives of the Service Experience Index (SEI) are:
- Regularly measure and monitor service quality performance at all outlets using measurement methods that have a strong level of independence, allowing the measurement results to become more objective and realistic.
- As a driver for all outlets to improve business through improvements and enhancements to the quality of their services to customers as well as providing support to achieve BNI's service and business targets.
- As a trigger for enthusiasm for all outlets to offer the best service to all their customers.
- Develop a service culture in all regions, branches and outlets so as to create a positive customer experience for customers.

c. Branch Visit & Fact Finding
A program aimed at improving the quality of frontliner services to support the outlet's business improvement and increase the unit's Compliance Risk Awareness in carrying out operational activities and services according to regulations.

d. Online CCTV Monitoring
One of the monitoring tools is CCTV media, aiming to measure the consistency of frontliner service when serving customers at branches/outlets in real time.

e. CCTV Outlet Monitoring
Apart from using online CCTV media for real-time monitoring, BNI also maximizes monitoring through CCTV outlet recordings to track frontliner service activities and ensuring compliance with established service standards.

f. Google Customer Reviews
This is one of the strategies to maintain the good rating of all BNI outlets on Google Maps. Google Customer Review allows the assessment of BNI's credibility by looking at the rating review of each branch/outlet on Google Maps. With this service, the public can post reviews on Google Maps about their experiences with BNI's services and products. The review results serve as input for BNI to consistently maintain the Company's reputation, ensuring that there are no negative sentiment towards BNI.

g. BNI Service Rating
This is one of the tools or aids used by BNI to measure the level of customer satisfaction (feedback) on the services received. Customers provide direct assessment (rating), enabling follow-up actions for improvement or enhancement (evaluation) at each branch office and outlet.

B. Improvement of Outlet Productivity

Enhancing the capability of service officers to identify customer needs with service solutions through increasing digital transactions via shifting transactions to digital, as well as strengthening and optimizing automation and digital devices to improve the quality of service to customers. Activities carried out include:

1. Optimizing the Role of BNI Digital Assistant (BDA)
As the main layer in shifting customer transactions to automation and digital devices, BDA proactively

encourages customers to experience digital transactions through interactive campaigns in outlets. This is one through personal approach and interacting with customers waiting in the transaction queue at the banking hall by offering solutions for customer transaction needs using BNI Digital products and explores potential customers opportunities, which can be referred to related business units for follow-up.

2. New Channel Model
   BNI has carried out Corporate Transformation Program as a comprehensive business transformation effort in all aspects and decided on 5 (five) outlet formats, which are differentiated according to location and specific customer needs. This outlet is supported by a layout that carries the zoning concept and is equipped with integrated e-channels and digital tools.

   The outlet format refers to the type of location and business model used to provide banking services to customers which varies depending on the city tiering (Top Metro, Metro, Urban and Rural) and transaction complexity, resulting in the Super Flagship, Business Flagship, Thematic, Digital First and Smart Conventional formats.

   New Outlet Format:

   a. Super Flagship
   Super Flagship is an outlet format for branch offices that functions as a financial supermarket for all customers, especially wholesale and priority banking customers and is dominated by Emerald's AUM (Asset Under Management) portfolio and a high number of diamond clients.



   b. Business Flagship
   This outlet format has relatively complete facilities in terms of people, authority, infrastructure and can be equipped with a business lounge (according to needs), especially to support the activities of wholesale and commercial/ SME customers with a high number of transactions. The Business Flagship Outlet can function as a community center for all customers, especially wholesale customers in the Top Metro, Metro and Urban city tiers.



c. Thematic

This format is designed in such a way that it fits the location and environment of the outlet. There is a dedicated space designed according to the theme, ensuring comfort and customer experience are prioritized.

Thematic design can be adapted to the lifestyle around outlets such as tourist/tourism locations (experience center), education, business (community center), upscale residences (experience center), medical/hospital, and can also be adapted to the scope of business being handled by OBO outlets (Outlet Business Optimization) or to serve wholesale transactions.

Thematic Outlet city tiering is in Top Metro, Metro and Urban, for example buildings or located in offices, universities, housing, hospitals and tourist attractions.



d. Digital First

Digital First outlets are dominated by e-channel machines, where customer transaction activities at these outlets are directed to be completed on the e-channel machines. Digital First outlet city tiering can be in Top Metro, Metro, and Urban, for example buildings or located in malls, stations and airports.



e. Smart Conventional

It is an outlet format with current conditions but provided with an e-channel machine and customer service using a flow that is oriented towards digital transactions.



C. Service Digitalization Optimization

Implementation of service strategies for all digital channels based on automation and self-service can be enjoyed by customers/potential customers along with conventional-based services. This optimization takes the form of:

1. Branch Digital Services

a. DigiCS

Digital customer Service at BNI, in the form of a DigiCS machine, resembles an ATM machine but offers different functions and features presented by BNI to meet the super-fast banking service needs for customers and the public.

b. b. BNI SPRINT (Self Service Passbook Printer)
Self-service printing services for customers' books and bank statements.
c. T-Care
Self-service Cash Withdrawal and Deposit services that can be performed as needed.

2. **Digital Account Opening**
An application owned by BNI aims to expedite and simplify the opening of BNI savings account. With this application, new customers can carry out the account opening process via the application on their Android cellphone without the need to visit a BNI branch/outlet

3. **Biometric Fingerprint**
A verification tool for the accuracy of customers/ protective customer identities by matching fingerprints when opening an account or data maintainance and supervisor authorization. This Biometric Fingerprint also serves to expedite and simplify the process of opening a BNI account for new customers and mitigate the risk of processes without customer presence. With this tool, operational risks (fraud) caused by account opening, data maintainance, and transactions without customer presence as well as misuse of User Id/Password can be mitigated.

The biometric fingerprint module consists of:
a. Enroll (customer fingerprint recording)
b. Account Opening
c. Transaction
d. Customer Data Maintenance
e. Supervisor Authorization

As of December 2023, biometric fingerprints have been implemented in 1,145 of 1,786 outlets (64%) with the following data:
- 195 KC (100%)
- 950 KCP (60%)

4. **BNI Orange Magz**
One of the services with a web-based platform that provides information about products and services accessible and readable by customers. Through this facility, the customers can decide to choose the product and service selection before being assisted by customer service officers. It also serves as a tool for officers to make product and service referrals for cross-selling/ up-selling activities.

BNI'S ACHIEVEMENT IN OFFERING QUALITY SERVICE AT EVERY TOUCH POINT

One of the efforts to realize BNI's vision of becoming the Leading Financial Institution in Sustainable Service and Performance, BNI continues to be committed to maintaining and improving service quality at every touch point which leads to creating customer satisfaction and loyalty. The ongoing spirit of BNI in ensuring service excellence has resulted in prestigious achievements and awards from several independent rating agencies in the banking sector, including:

A. Banking Service Excellence Award 2023 by Infobank Magazine and Marketing Research Indonesia (MRI):

1. The Best Government Bank in Banking Service Excellence Award 2023
2. Titanium Recognition - 15 Consecutive Years In Service Excellence
3. #1 Rank in Digital Channel In Service Excellence
4. #1 Rank in Contact Center In Service Excellence
5. #1 Rank in Convenient Branch Experience In Priority Service
6. #1 Rank in Call Center
7. #1 Rank in Phone Banking
8. #2 Rank in Service Excellence
9. #2 Rank in E-Banking In Service Excellence
10. #2 Rank in Mobile Banking
11. #2 Rank in ChatBot

B. Infobank - MRI Satisfaction, Loyalty, & Engagement Award 2023 by Infobank Magazine and Marketing Research Indonesia (MRI):

1. The Strongest Customer Engagement KBMI 4 Bank
2. #2 Rank in Most Satisfying KBMI 4 Bank On Branch Office
3. #2 Rank in Most Satisfying KBMI 4 Bank in Customer Service
4. #2 Rank in Most Satisfying KBMI 4 Bank In Teller Service
5. #2 Rank in Most Satisfying KBMI 4 Bank On ATM Service
6. #2 Rank in Most Satisfying KBMI 4 Bank in Mobile Banking
7. #2 Rank in KBMI 4 Bank In Customer Loyalty
8. #2 Rank in KBMI 4 Bank In Customer Satisfaction
9. #3 Rank in KBMI 4 Bank in Marketing Engagement

C. Excellent Service Experience Award (ESEA) 2023 by Marketing Magazine & CCSL (Carre Center for Customer Satisfaction & Loyalty)

The best Bank KBMI IV in providing positive experiences to customers - Exceptional Performance in Delivering Positive Customer Experience 2023.




BNI
THE 2ND MOST SATISFYING KBMI 4 BANK ON ATM SERVICE
BNI
THE 2ND MOST SATISFYING KBMI 4 BANK IN CUSTOMER SERVICE
BNI
THE 2ND BEST KBMI 4 BANK IN MARKETING ENGAGEMENT
BNI
THE STRONGEST CUSTOMER ENGAGEMENT KBMI 4 BANK
BNI
THE 2ND MOST SATISFYING KBMI 4 BANK IN MOBILE BANKING
BNI
THE 2ND MOST SATISFYING KBMI 4 BANK ON BRANCH OFFICE
BNI
THE 2ND BEST KBMI 4 BANK IN CUSTOMER LOYALTY
BNI
THE 2ND BEST KBMI 4 BANK IN CUSTOMER SATISFACTION
BNI
THE 2ND MOST SATISFYING KBMI 4 BANK IN TELLER SERVICE
2023
Bank Negara Indonesia


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Google Play
App Store
MEIRIAH
$150
water for tomorrow

SERVING THE COUNTRY, PRIDE OF THE NATION

2023 Annual Report

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PT Bank Negara Indonesia (Persero) Tbk

Capital

MANAGEMENT POLICY ON CAPITAL STRUCTURE

BNI manages capital adequacy to meet regulatory requirements as well as capital adequacy to cover risks managed by BNI and support BNI's business strategy. The aim of capital structure management is to ensure that BNI always maintains sufficient capital to cover the risks inherent in managing its business without reducing the optimization of value for shareholders.

In calculating capital adequacy, BNI refers to the provisions of the Financial Services Authority (FSA), including the following:

1. Financial Services Authority Regulation no. 11/POJK.03/2016 concerning Minimum Capital Requirements for Commercial Banks as amended several times, most recently by Financial Services Authority Regulation No. 27 of 2022 dated 26 December 2022.
2. Financial Services Authority Circular No. 26/SEOJK.03/2016 dated 14 July 2016 concerning Minimum Capital Requirements for Commercial Banks according to Risk Profile and Fulfillment of Capital Equivalency Maintained Assets.

BNI calculates the Minimum Capital Requirement (KPMM) to measure BNI's capital ability to absorb risk, namely in stages:

1. Calculate the adequacy of the minimum capital provision using several risk weighted asset (RWA) measurement methods as follows:
   a. Credit Risk: Standardized Approach and Internal Rating Based Approach.
   b. Market Risk: Standardized Approach and Simplified Standardized Approach.
   c. Operational Risk: Standardized Approach.
2. Calculate KPMM according to BNI's risk profile. Based on POJK No. 11/POJK.03/2016 concerning Minimum Capital Requirements for Commercial Banks as amended several times, most recently by POJK No. 27 of 2022 dated 26 December 2022, states that risk profile rank 2 (low to moderate) has a minimum CAR of 9% to less than 10%. BNI's KPMM matches BNI's risk profile at 9.8%.
3. Apart from calculating KPMM based on minimum capital according to the risk profile, BNI also calculates additional capital as a buffer, if a financial and economic crisis occurs which could disrupt the stability of the financial system. The additional capital is in the form of:
   a. Capital Conservation Buffer of 2.5% (two point five percent) of Risk Weighted Assets (RWA).
   b. Countercyclical Buffer of 0% (zero percent) of Risk Weighted Assets (RWA).
   c. Capital Surcharge for Systemic Banks is 1.5% (one point five percent) of Risk Weighted Assets (RWA).

As of December 31 2023, BNI has a CAR of 22.0% (bank only) and 23.2% (consolidated). BNI's total minimum CAR is at the level of 13.8%, so BNI's CAR in 2023 has met the provisions of the banking and financial services regulator.

In terms of capital structure, until December 2023, BNI has core capital (Tier-1) of IDR130,937,557 million (bank only) and IDR147,488,111 (consolidated) as well as supplementary capital (Tier-2) of IDR11,078,832 million (bank only) and IDR11,542,216 (consolidated) with Tier-1 CAR ratios reaching 20.2% (bank only) and 21.5% (consolidated).

CAPITAL STRUCTURE DETAILS

A detailed description of the capital structure is presented as follows:

Capital Structure Table

Description	2023	2022
Core Capital (Tier 1)	IDR130.937.557 million	IDR118.936.340 million
Main Core Capital (CET 1)	IDR121.699.357 million	IDR109.595.840 million
Complementary Capital (Tier 2)	IDR11.078.832 million	IDR12.399.543 million
Total Capital Available	IDR142.016.389 million	IDR131.335.883 million
RWA for Credit Risk	IDR609.160.539 million	IDR586.141.753 million
RWA for Market Risk	IDR2.811.621 million	IDR2.244.275 million
RWA for Operational Risk	IDR34.966.876 million	IDR92.998.494 million
Total RWA	IDR646.939.036 million	IDR681.384.522 million
CAR ratio	22,0%	19,3%
Rasio CET 1	18,8%	16,1%
Rasio Tier 1	20,3%	17,5%
Rasio Tier 2	1,7%	1,8%
Minimum CAR Based on Risk Profile	9,8%	9,8%

Risk Management Practices

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.

Risk management at BNI is carried out in line with business strategy. The implementation of risk management is proactive and forward looking with the aim of maximizing added value for all stakeholders, managing capital comprehensively, and ensuring profitability and sustainable business growth.

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.

To ensure that the implementation of Risk Management runs effectively, its implementation must be based on Risk Governance which clearly regulates roles and responsibilities, decision-making processes, linkages between risk management functions, and the establishment of policies that ensure that risks are managed well.

BNI has adequate policies, risk tolerance and risk limits which are regularly reviewed and approved by the Board of Directors and Board of Commissioners. BNI also has adequate processes for identifying, measuring, monitoring and controlling risks on an ongoing basis for all material risk factors, supported by a Risk Management Information System. The effectiveness of the implementation of the BNI Risk Management Information System includes:

1. Availability of information that is accurate, complete, informative, timely, and can be used by the Board of Commissioners, Directors and related work units in implementing Risk Management to assess, monitor and mitigate risks faced by BNI, both overall risks and per type of risk.
2. The effectiveness of implementing Risk Management includes policies, procedures and setting risk limits.
3. Availability of information about the results (realization) of implementing Risk Management compared to targets set by BNI in accordance with risk management implementation policies and strategies.

BASIS FOR APPLICATION OF RISK MANAGEMENT

BNI's Risk Management is based on national and international regulations, including Financial Authority Regulations (FSA), 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. Law of the Republic of Indonesia no. 4 of 2023 dated 12 January 2023 concerning Development and Strengthening of the Financial Sector.
   b. Minister of State-Owned Enterprises (BUMN) Regulation No. PER-2/MBU/03/2023 dated March 3 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.
   c. Financial Services Authority Regulation no. 18/POJK.03/2016 dated 16 March 2016 concerning the Implementation of Risk Management for Commercial Banks, as partially revoked by Financial Services Authority Regulation no. 13/POJK.03/2021 dated 30 July 2021 concerning the Implementation of Commercial Bank Products.
   d. Financial Services Authority Circular No. 34/SEOJK.03/2016 dated 1 September 2016 concerning the Implementation of Risk Management for Commercial Banks.
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 Banks that Exercise Control over Subsidiaries.
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 11, 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.
f. Minister of State-Owned Enterprises Regulation No.PER-2/MBU/03/2023 dated March 24, 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.
g. Decree of the Deputy for Finance and Risk Management of KBUMN No. SK-3/DKU.MBU/05/2023 dated May 26, 2023 concerning Technical Instructions for the Composition and Qualifications of Risk Management Organs within State-Owned Enterprises.

4. Bank Health Level Assessment (TKB)
   a. Financial Services Authority Regulation no. 4/POJK.03/2016 dated January 26, 2016 concerning Assessment of the Soundness Level of Commercial Banks.
   b. Financial Services Authority Circular No. 14/SEOJK.03/2017 dated March 17, 2017 concerning Assessment of the Health Level of Commercial Banks.
5. Capital
   a. Financial Services Authority Regulation no. 2/POJK.03/2018 dated March 26, 2018 concerning Determination of Systemic Banks and Capital Surcharge.
   b. Financial Services Authority Regulation no. 31/POJK.03/2019 dated December 2, 2019 concerning Obligations to Fulfill Leverage Ratios for Commercial Banks.
   c. Financial Services Authority Regulation no. 22 of 2022 dated November 1, 2022 concerning Capital Investment Activities by Commercial Banks.
   d. Bank Indonesia Regulation no. 17/22/PBI/2015 dated December 23, 2015 concerning the Obligation to Establish a Countercyclical Buffer.
   e. Financial Services Authority Circular No. 20/SEOJK.03/2016 dated June 2, 2016 concerning Conversion Features into Ordinary Shares or Write Down for Additional Core Capital and Supplementary Capital Instruments.
   f. 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
   g. 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
   h. Financial Services Authority Circular No. 23/SEOJK.03/2022 dated December 7, 2022 concerning Calculation of Risk-Weighted Assets for Market Risk for Commercial Banks.
6. 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.

BANK RISK MANAGEMENT POLICY

Risk is the potential loss due to the occurrence of a certain event. Risk in the banking context is a potential event, both expected and unexpected, which has a negative impact on the Bank's income and capital.

Risk management is a series of methodologies and procedures used to identify, measure, monitor and control risks arising from all Bank business activities, including efforts to mitigate and/or minimize financial and non-financial losses that may arise from Bank products or activities, the relationship between Bank with customers, other third parties and within the Bank.

RISK MANAGEMENT PRINCIPLES

To implement effective risk management, BNI applies the following principles:

1. Integrated
   BNI implements risk management as an integrated activity for every part of an organization.
2. Structured and Comprehensive
   BNI implements a structured and comprehensive approach to risk management that will contribute to consistent and comparable results.
3. Customized
   BNI develops risk management frameworks and processes that are adapted to the organizational context, both internal and external, according to organizational goals.
4. Inclusive
   BNI adapts and involves stakeholders according to their knowledge, views and perceptions. This will result in awareness and informed risk management.
5. Dynamic
   Risks can arise, change or disappear according to changes in the organizational context, both internal and external. BNI has implemented risk management to anticipate, detect, accept and respond to changes and events appropriately and on time.
6. Best available information
   BNI accommodates risk management input based on historical and current information as a basis for future expectations. Risk management explicitly addresses limitations and uncertainties associated with information and expectations. BNI delivers the latest, clear and available information to relevant stakeholders.

7. Human Resources (HR) and Cultural Factors HR behavior and culture significantly influence all aspects of risk management at every level and stage.
8. Continuous Improvement
   BNI always makes continuous improvements to the risk management process through learning and experience.

OBJECTIVES OF IMPLEMENTING RISK MANAGEMENT AT BNI

The implementation of Risk Management at BNI has the following objectives:

1. Manage the risks inherent in BNI's relatively complex products, activities and business activities.
2. Provide an overview to Management regarding possible losses that BNI could experience in the future.
3. Improve systematic decision-making methods and processes based on the availability of risk information.
4. Maintain and improve the assessment of BNI's Risk Profile individually, consolidated and integrated as a Financial Conglomeration.
5. Manage BNI's adequate capital structure to cover risks that may arise.
6. Provide a more accurate basis for measuring BNI's performance.
7. Create and maintain BNI's strategic position and reputation.
8. Create competitive advantages and maintain sustainable growth so as to increase BNI's shareholder value.
9. Implement risk management at BNI as a center of excellence supported by adequate competency and understanding of every aspect of risk resulting from the Bank's activities and products.

RISK MANAGEMENT IMPLEMENTATION PROCESS

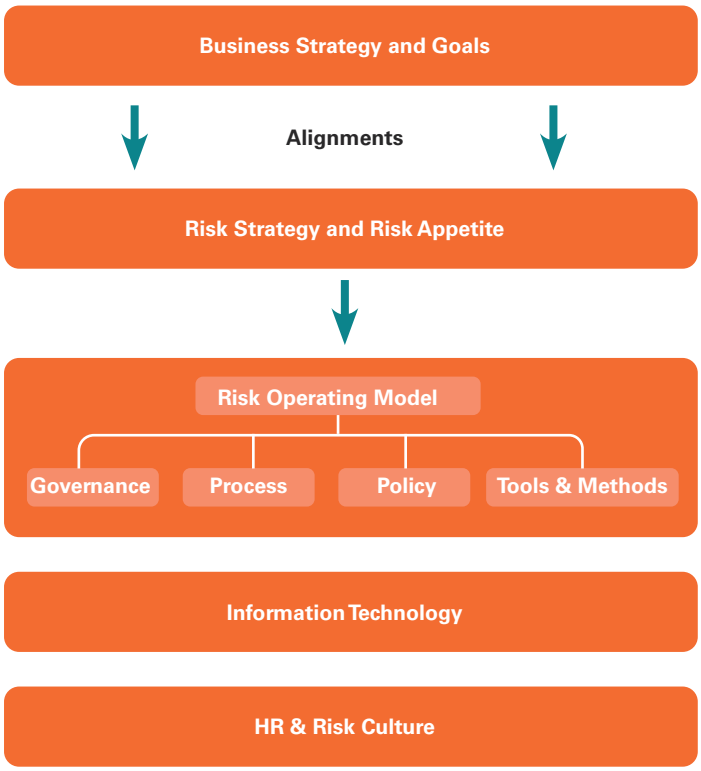
The risk management process at BNI includes identification, measurement, monitoring and control of all risks as well as disclosure of these processes.



1. Identify Risks
   Carried out proactively on all business activities in order to analyze the source, level of possibility of risk arising and the impact it causes.
2. Risk Measurement
   Carried out in order to determine the magnitude of risk exposure as a reference for carrying out control and for the purposes of calculating minimum capital requirements.
3. Risk Monitoring
   Carried out to ensure that risks are managed properly, including by:
   a. Monitoring compliance with regulations
   b. Predetermined risk tolerances and limits
   c. Monitoring of stress testing results
   d. Risk mitigation efforts that have been carried out
4. Risk Control
   Focused on risks that can be disruptive Bank business continuity. The risk control process is adjusted to the risk exposure and risk level and tolerance to be taken.
5. Submit a Risk Report (Disclosure), which includes:
   a. Risk Management Report to Regulators
   b. Risk Management Report to the Board of Directors
   c. Risk Management Information Report to the public

RISK MANAGEMENT STRATEGY

In order to implement risk management in the company, BNI views the need for alignment between strategy and business objectives with risk strategy and risk appetite. For this reason, risk strategy and risk appetite are then translated into governance, processes, policies, as well as tools and methodologies that are supported by information technology, human resources and a strong risk culture.



Risk management strategies are formulated in accordance with the overall business strategy by taking into account the level of risk to be taken (risk appetite) and risk tolerance (risk tolerance). The aim of establishing a risk management strategy is to ensure that risk exposure is managed in a controlled manner in accordance with internal policies and procedures as well as applicable laws and other provisions.

The risk management strategy is prepared to include several principles, namely:
1. Long term orientation to ensure BNI's business continuity.
2. Comprehensive in nature, able to control and manage BNI risks both individually and consolidated with Subsidiary Companies and integrated within the BNI Financial Conglomeration.
3. Fulfillment of required capital adequacy and adequate resource allocation.

The risk management strategy is prepared with consider the following things:
1. Economic and industrial developments and their impact on BNI's risk exposure.
2. BNI organization, including adequacy of human resources and supporting infrastructure.
3. Financial condition includes the ability to generate profits, and BNI's ability to manage risks that arise as a result of changes in external and internal factors.
4. Internal portfolio mixes and diversification.

The risk management strategy is formulated in accordance with the business strategy and must be able to provide overall direction in risk management activities. The risk management strategy consists of 4 (four) main components, namely:

1. The risk level to be taken (risk appetite) and risk tolerance (risk tolerance).
2. Risk management principles and policies.
3. Risk governance.
4. Type of risk exposure and market conditions.

The type and magnitude of risk exposure is measured using a risk measurement methodology that is in accordance with Regulatory provisions, and must be linked to risk appetite, risk tolerance, predetermined limits and capital availability and planning. BNI determines risk appetite and risk tolerance in line with the Bank's strategic targets, which

are used as a reference for the level of risk the Bank will take in achieving business targets. The 2023 BNI Risk Appetite Statement (RAS) is as follows:

Risk Appetite	Risk Appetite Statement
Capital	Maintain capital in accordance with the level of risk and review it periodically.
Profitability	Maintain sustainable profitability in the long term to support capital growth and bank performance.
Credit Risk	a. Maintaining quality credit growth focusing on priority sectors. Providing credit to industrial sectors and high-risk business activities is carried out very carefully and selectively. b. Manage concentration risk at a level that produces optimum returns. c. Improving credit quality and effectiveness of problem credit management.
Market Risk	Maintaining the level of Market Risk in accordance with regulations while still paying attention to achieving business targets.
Liquidity Risk	Maintain liquidity availability in accordance with regulations while still paying attention to achieving business targets.
Operational Risk	a. Intolerance to internal fraud. b. Ensure adequate risk mitigation for increasing e-channel/digital transactions. c. Ensure awareness of all employees regarding potential risks and every activity carried out. d. All employees are committed to implementing controls in all their activities to minimize both financial and non-financial losses originating from inadequate internal processes, human resource weaknesses and system failures. e. Maintain the implementation of IT projects according to the predetermined schedule.
Legal Risk	Minimize potential losses due to legal problems in BNI business activities.
Strategic Risk	a. Generate sustainable income with controlled risk. b. Maintain capital in accordance with regulatory requirements and needs during normal and crisis times. c. Increasing global market expansion through accelerated international business strategies. d. Strengthening digital capability through innovation and increasing partnerships. e. Maintain the Bank's Health Level and Risk Profile at Rating 2 or better.
Risk Compliance	Continuously minimize fines from Regulators so that they decrease over time.
Reputational Risk	Maintaining BNI's rating remains investment grade.

The governance for determining risk management strategies consists of:

1. The Risk Management Strategy is one of the bases (references) in determining the business strategy outlined in the BNI Bank Business Plan (RBB) which is determined annually and submitted to the Regulator.
2. The risk management strategy is prepared and prepared by the Risk Management Work Unit, decided by the Board of Directors through the Risk Management & Anti-Fraud Committee Meeting of the Risk Management Sub Committee and approval is sought from the Board of Commissioners.

The Risk Management Strategy is communicated by the Board of Directors to Divisions/Units/Work Units and is reviewed periodically in line with changes in business strategy, taking into account economic conditions, the banking business, changes in regulations by Regulators and their impact on the Bank's financial performance.

INCREASING BNI'S CULTURE RISK & RISK AWARENESS

One of the initiatives to improve the quality of risk management implementation is through the development of a strong risk culture. Risk culture is a collective form of values, perceptions, behavior and attitudes of every BNI employee towards risk and its management. Risk culture also acts as a glue to unite all employee perceptions and perspectives to achieve predetermined goals. The existence of a Risk Culture greatly influences the effectiveness of risk management implementation and ultimately the achievement of BNI's sustainable performance.

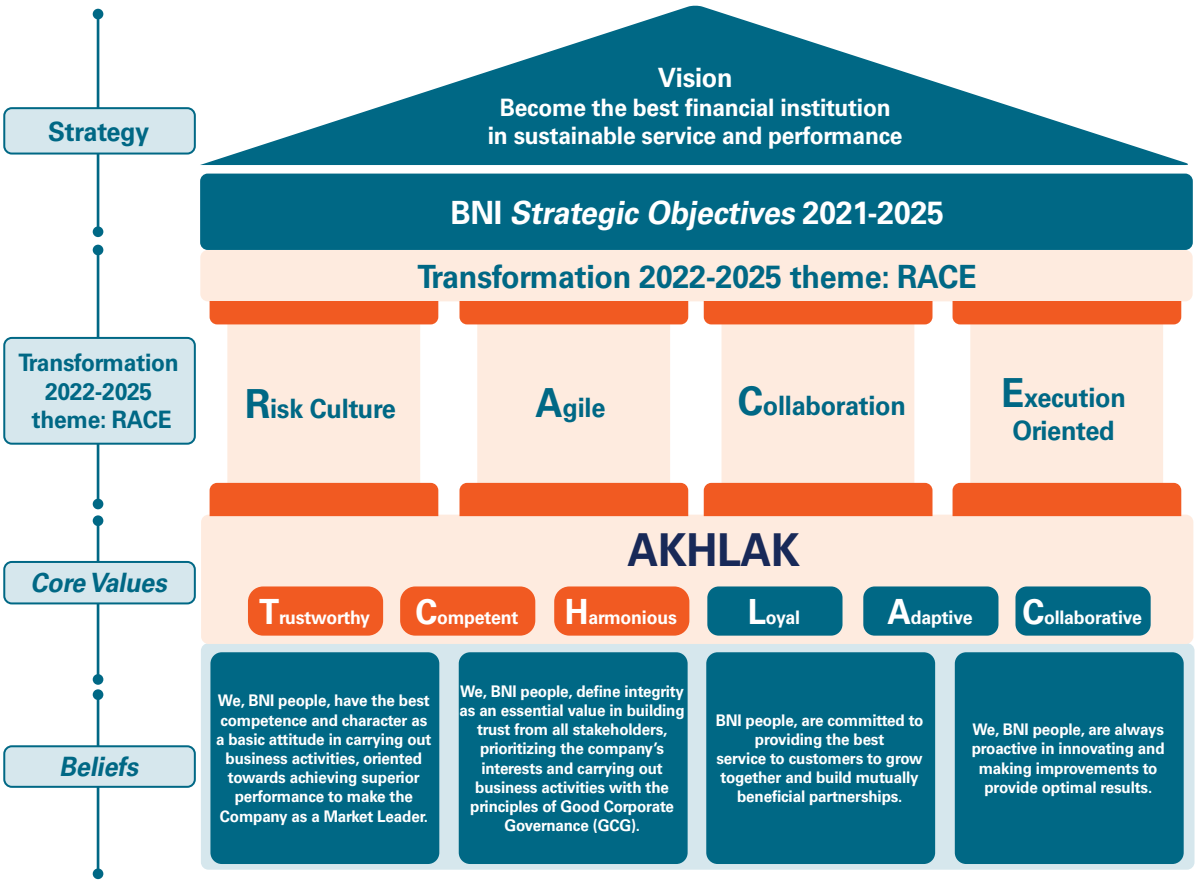
In order to improve risk culture and risk awareness, BNI has implemented an operational risk culture for 2023, including:

1. People aspect
   Simultaneously with the implementation of the New Way of Working (NWoW) organization, BNI has carried out an Operational Risk Workshop to increase awareness of Regional Heads and supervisors throughout the region.
2. Organizational Aspects
   BNI has improved its operational risk culture from an organizational aspect, through:
   a. In July 2023, the Operational Risk Management (ORM) Division was established to increase efforts to maintain operational risk.
   b. Establishment of a Senior Operational Risk Executive (SORX) consisting of 4 (four) functional units, including:
      - SORX Wholesale Banking focuses on operational risk management functions in units/activities under the supervision of the Wholesale & International Banking Director, Enterprise & Commercial Director, Institutional Banking Director, Finance Director and Risk Management Director.

- SORX Network & Services focuses on operational risk management functions in units/activities under the supervision of the Network & Services Director, including Regional Offices.
- SORX Retail Banking & Corporate Function focuses on operational risk management functions in units/activities under the supervision of the Retail Banking Director, Human Capital & Compliance Director, SEVP Corporate Development & Transformation, including Divisions under the direct supervision of the President Director.
- SORX Technology, Digital & Operations focuses on operational risk management functions in units/activities under the supervision of the Technology & Operations Director and the Digital & Integrated Transaction Banking Director.

Apart from that, BNI also strengthened behavior through the initiation of the Culture Transformation Project in the form of preparing a Strategic Roadmap for BNI's work culture program, including:
1. Establishment of a management framework for BNI's work culture transformation
2. Focus on implementing BNI AKHLAK
3. Symbolic actions of the leader

This Culture Transformation Project was carried out with a Grand Launching and Joint Commitment with BNI Culture Transformation at the BNI Excellence Employee Award 2023 event on May 23, 2023 by the President Director and President Commissioner. BNI's "Culture Transformation Project" can be depicted in the following chart:



In order to support the Culture Transformation Project, BNI has carried out outreach regarding the Internalization of the BNI Risk Culture Transformation – AKHLAK Culture Journey to all BNI Group employees and carried out a series of onboarding for all Senior Leaders (RACE Captains) and RACE Champions. Apart from that, BNI also ensures the effectiveness of the internalization of Culture Transformation through collaboration between divisions to carry out the internalization process for all BNI Hi-Movers in all Regional Offices through the Culture Transformation Workshop.

IMPLEMENTATION OF INTEGRATED RISK MANAGEMENT

The BNI Financial Conglomerate needs to pay attention to all risks inherent in the Financial Conglomerate which can affect the continuity of its business. In implementing Integrated Risk Management, BNI as the Main Entity is required to manage 10 (ten) types of Risk, namely Credit Risk, Market, Liquidity, Operational, Legal, Strategic, Compliance, Reputation, Intra-Group Transactions and Insurance.

Integrated Risk Management Process

BNI as the Main Entity together with every Financial Services Institution (LJK) member of the BNI Financial Conglomeration is obliged to carry out a Risk Management process for each
risks according to the type of risk that must be managed in an integrated manner.

1. Integrated Risk Identification
   The BNI Financial Conglomerate is required to manage 10 (ten) types of risk, including: Credit Risk, Market Risk, Operational Risk, Liquidity Risk, Legal Risk, Strategic Risk, Reputation Risk, Compliance Risk, Intra-group Transaction Risk and Insurance Risk. Risk identification using complete, accurate and relevant data or information.
2. Integrated Risk Measurement
   Integrated risk measurement is carried out through assessment of Integrated Risk Profiles, determination of Integrated Risk Appetite, Integrated Risk Limits and Leading Risk Indicators for all LJK members of the BNI Financial Conglomeration as well as Integrated Stress Testing.
3. Integrated Risk Monitoring
   BNI as the Main Entity monitors Integrated Risk in the BNI Financial Conglomerate based on the results of assessments/calculations:
   a. Risk Profile of each LJK member of the BNI Financial Conglomeration.
   b. Risk level of each risk in an integrated manner.
   c. Integrated Risk Profile.
   d. Leading Risk Indicator.
   e. Integrated Risk Appetite
   f. Integrated Risk Limit
   g. Integrated Minimum Capital Requirement (KPMM).
4. Integrated Risk Control
   a. BNI as the Main Entity carries out integrated risk control, especially risks that could disrupt the business continuity of the BNI Financial Conglomerate.
   b. Integrated risk control methods are carried out, among others, by:
      - Establish appropriate risk mitigation methods.
      - Approval or escalation mechanism if the overall risk limit is exceeded.
      - Feedback/corrective action mechanism on the results of monitoring the Integrated Risk profile
   c. Integrated Risk control methods must be reviewed periodically.

Policies and Procedures

In implementing Integrated Risk Management, BNI as the Main Entity establishes the following policies and procedures:

1. Risk Management Policy for LJK Members of the BNI Conglomerate
2. General Integrated Risk Management Policy
3. Integrated Risk Management Procedures Integrated Risk Management Procedures include, but are not limited to:
   - Organization, accountability and levels of delegation of authority in implementing Integrated Risk Management.
   - Integrated Risk Appetite Procedures.
   - Integrated Risk Limit Procedures.
   - Integrated Risk Profiling Procedures.
   - Intra-Group Transaction Risk Management Procedures.
   - Integrated Capital Procedures
   - Leading Risk Indicator procedures.
   - New Business Line Procedures.
   - Integrated Stress Testing Procedures
   - Integrated Risk Culture Procedures

Risk Mitigation

BNI as the Main Entity carries out integrated risk control, especially risks that could endanger the business continuity of the Financial Conglomerate. Integrated Risk control methods are carried out, among others, by:

1. Determine risk limits, namely:
   a. Overall Risk Limit (integrated limit of the BNI Financial Conglomerate).
   b. Limits for each type of risk.
   c. Risk Limit for each LJK member of the BNI Financial Conglomeration that has Risk Exposure.
2. Approval mechanism or escalation if the overall Risk Limit is exceeded.
3. Feedback/corrective action mechanism on the results of monitoring the Integrated Risk Profile.

Transactions between the Bank and Related Parties in the BNI Financial Conglomerate

1. Financial Relationships
   To assess intra-group material financial relationships between LJKs in the BNI KK, it is measured based on the value of BNI's financial transactions with LJKs that are members of the BNI KK, as well as between fellow LJKs in the BNI KK, including transactions: investments, bank guarantees, loans, securities and current accounts.

The contribution of intra-group transaction value between LJKs to total transactions is as follows:

December 2023		Funders							
		BNI	BNIF	BNIL	BNIS	BNIAM	hibank	BSPL	BNV
Beneficiary	BNI		0,05%			0,05%	0,08%	0,01%	0,02%
	BNIF	4,90%					0,39%		
	BNIL	1,60%	0,14%		0,01%				
	BNIS	46,82%		3,43%		8,52%	0,09%		
	BNIAM	11,18%		11,19%	0,10%		0,02%		
	hibank	6,44%	0,05%			0,02%			0,56%
	BSPL	2,82%			0,59%				
	BNV	0,92%							

2. Capital Investment
   Based on POJK No. 22 of 2022 concerning Capital Participation Activities by Commercial Banks, Capital Participation is the investment of Bank funds in the form of shares in companies operating in the financial sector, including investment in the form of mandatory convertible bonds or certain types of transactions which result in the Bank owning or will own shares in companies operating in the financial sector.

Intra Group Transactions between LJKs in the BNI Financial Conglomerate as of December 31, 2023 are as follows:

	I	VI	VII
No	Company / Password	Time	Part
		Investment	Investment
1	PT BNI MULTI FINANCE	12/12/2023	99,99%
2	PT BNI SEKURITAS	25/03/1996	75,00%
3	PT BNI LIFE INSURANCE	24/08/2012	60,00%
4	BNI REMITTANCE LTD.	06/11/2009	100,00%
5	PT BANK SYARIAH INDONESIA	29/12/2017	23,24%
6	PT BANK HIBANK INDONESIA	18/05/2022	63,92%
7	PT BNI MODAL VENTURA	12/05/2022	99,98%
8	PT PEMERINGKAT EFEK INDONESIA	21/04/1999	0,14%
9	PT KUSTODIAN SENTRA EFEK INDONESIA	24/09/1998	2,50%
10	PT BANK MIZUHO INDONESIA	27/03/2013	1,00%
11	PT BANK TABUNGAN PENSIUNAN NASIONAL	18/02/2004	0,15%

The value of capital investment between LJKs in the BNI Financial Conglomerate as of 31 December 2023 is as follows:

Providers	Beneficiary	Total Nominal (Rp Billion)	%
BNI	BNI Finance	2.662,63	4,90%
BNI	BNI Life	869,77	1,60%
BNI	BNI Sekuritas	25.457,52	46,82%
BNI	BNIAM	6.080	11,18%
BNI	hibank	3.500,00	6,44%
BNI	BSPL	1.530,49	2,82%

Providers	Beneficiary	Total Nominal (Rp Billion)	%
BNI	BNI Ventura	500,00	0,92%
BNI Finance	BNI	27,59	0,05%
BNI Finance	BNI Life	73,66	0,14%
BNI Finance	hibank	29,39	0,05%
BNI Life	BNI Sekuritas	1.865,22	3,43%
BNI Life	BNIAM	6.084,96	11,19%
BNI Life	Hibank	0,01	0,00%
BNI Sekuritas	BNI	0,41	0,00%
BNI Sekuritas	BNI Life	3,66	0,01%
BNI Sekuritas	BNI Asset Management	53,49	0,10%
BNI Sekuritas	hibank	0,07	0,00%
BNI Sekuritas	BSPL	322,54	0,59%
BNI Asset Management	BNI	25,00	0,05%
BNI Asset Management	BNI Life	1,40	0,00%
BNI Asset Management	BNI Sekuritas	4.630,24	8,52%
BNI Asset Management	hibank	13,00	0,02%
BNI Asset Management	BNI Ventura	0,10	0,00%
hibank	BNI	44,61	0,08%
hibank	BNI Finance	214,61	0,39%
hibank	BNI Sekuritas	50,00	0,09%
hibank	BNIAM	11,03	0,02%
BSPL	BNI	3,05	0,01%
BNI Ventura	BNI	8,57	0,02%
BNI Ventura	hibank	304,13	0,56%

TYPES OF RISKS AND HOW TO MANAGE THEM

There are 8 (eight) risks managed by BNI as a Bank and 10 (ten) risks managed by BNI as a financial conglomerate, namely credit risk, market risk, liquidity risk, operational risk, legal risk, reputation risk, strategic risk, compliance risk, intra-group transaction risk, and insurance risk.

CREDIT RISK MANAGEMENT

Credit Risk is the risk of loss due to the failure of another party to fulfill its obligations to the Bank, including credit risk due to debtor failure, credit risk due to concentrated provision of funds (credit concentration risk), credit risk due to counterparty failure (counterparty credit risk), credit risk due to failure settlement (settlement risk) and credit risk due to country risk.

Credit risk can originate from various Bank business activities, such as providing loans, purchasing securities, acceptances, inter-bank transactions, trade financing transactions, exchange rate and derivative transactions, as well as commitment and contingent obligations, where lending is the largest source of credit risk.

As the spread of COVID-19 subsides, the global and domestic economy continues to recover. Improvement in the world economy continues but has the potential to be lower than previously estimated, accompanied by increasing financial market uncertainty as a result of the continuation of the Russia-Ukraine war, increasing global inflationary pressures, and a more aggressive response to global monetary policy tightening.

The economic recovery in question has had a positive impact on the performance and quality of banking credit in Indonesia and also credit performance at BNI. BNI captures this potential through various initiatives to encourage prudent credit growth with continuously improving achievements. In December 2023, BNI's credit realization was IDR687.91 trillion or grew 7.0% YoY from IDR642.63 trillion, an increase compared to growth in 2022 of 10.51% YoY.

The main driver of BNI's credit growth was the Corporate segment which recorded an increase of 14.08% YoY, followed by the Consumer business segment at 13.6%, most of which was channeled in the form of home ownership and payroll loans. To maintain asset quality, BNI's credit distribution is focused on Top Tier customers in a number of industries and continues to strive to build overall relationships with customers to ensure integrated financial solutions (close loop transactions).

BNI's credit quality continues to improve throughout 2023 and shows recovery after being depressed due to the Covid-19 pandemic. An encouraging trend can be seen from the gradual reduction in the gross nonperforming loan (NPL) ratio driven by the application of risk management discipline in credit distribution and monitoring. BNI's gross NPL ratio in December 2023 was recorded at 2.1%, decreased from the position at the end of 2022 by 2.81% BNI's NPL improvement was supported by improved credit quality in the Corporate segment from 2.08% to 0.93% and the Consumer business from 16.06% to 5.57%.

The same trend occurred in the number of loans restructured. As of December 2023, BNI recorded that the amount of credit included in the restructuring was IDR75.3 trillion (bank only), decreased compared to the period at the end of 2022 which reached IDR91.5 trillion. Specifically, loans that were restructured in connection with the Covid pandemic also experienced improvement, which in December 2023 it was IDR26.6 trillion or 3.9% of total loans, an improvement compared to December 2022 of IDR49.6 trillion or 7.8% of total loans. Based on the debtor credit risk classification, BNI's Covid-19 credit restructuring was dominated by the Low Risk category at 70%, followed by the Medium Risk category at 24% and High Risk at 6% of the total Covid-19 restructuring credit. Most of the debtors who received Covid-19 credit restructuring facilities came from the Processing Industry sector at 28.8%, the Construction sector at 18.1%, the Accommodation Provision and Restaurant Provision sector at 13.5% and the Wholesale and Retail Trade sector at 12.2%, and the Real Estate, Rental Business and Corporate Services sectors at 11.1%. BNI will continue to strive to reduce restructured credit related to the Covid pandemic in order to improve the quality of the Bank's credit in 2023.

BNI also measures the Loan at Risk (LaR) ratio to describe a wider range of credit risks. 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 Non-Performing Loan (NPL). In December 2023, BNI's total LaR reached IDR89.0 trillion or 12.9% of total credit, an improvement from the previous year of IDR102.8 trillion or 16.0% of total credit. Improvements in the LaR ratio occurred in all segments supported by a decrease in restructuring credit in line with efforts to improve the end to end credit process and also supported by the increasingly sloping COVID-19 cases so that community mobility increased and had a positive impact on the recovery of debtor business activities.

Loan status returned to normal, taking place gradually and reflected in various business sectors. In line with improvements in credit quality, the cost to credit ratio (cost of credit) continues to improve, where up to December 2023 it was recorded at 1.3%, decreased comparing to the 2022 period of 1.8%. The credit cost ratio is still within management's guideline range of below 1.5%. In the future, BNI will continue to control the cost of credit to 1.5% in 2024.

Even though credit quality is relatively improving, BNI continues to anticipate potential declines in credit quality by strengthening the reserve ratio or coverage ratio at an adequate level. By the end of 2023, the NPL coverage ratio increased from 278.3% in 2022 to 319.0% and the LaR coverage ratio increased from 48.8% in 2022 to 52.7% in 2023.

Currently, BNI has developed a concept and mechanism for implementing an end-to-end credit process that is more prudent, measurable with consistent and disciplined control as an effort to build a better credit risk culture, namely as follows:

1. Establish Risk Acceptance Criteria to implement aggressive, selective and quality BNI expansion. This is intended so that BNI in expanding can maintain the quality of its credit which not only includes loans for domestic businesses but also international businesses through the Foreign Office.
2. Development of tools in order to improve the quality and efficiency of the credit analysis process consisting of the development of RM Tools, Loan Management System (LMS), Credit Scoring Model for credit processes up to IDR10 billion, Single Integrated Monitoring (SIMON) Framework, KUR Behavior and Collection , Customer Prime and Dashboard Turn Around Time Control and Monitoring.
3. Carry out the better control mechanisms to ensure that monitoring tools for debtors are implemented consistently, with discipline and quality so that BNI can determine appropriate action plans for each debtor and monitor their implementation.
4. Faster and earlier implementation of remedial action to speed up improvements in the performance of debtors with potential problems and to mitigate potential risks.
5. Conduct regular and in-depth credit training to increase credit knowledge and abilities and increase awareness.

Governance and Organization

The application of the four eyes principles in the credit process at BNI is implemented in the credit approval process carried out through the Credit Committee, which is a forum with credit decision officials who have the authority to decide on proposed credit in accordance with the specified limits. Credit Committee members consist of business unit and business risk unit officials. Business units and business risk units act as first line roles (risk owners) who are tasked with managing and controlling credit risk in the unit's daily operational activities.

As an effort to accelerate credit quality improvement, BNI formed an organization for the Optimization Team for Handling LaR. The formation of this organization was carried out to monitor credit quality and handle low quality debtors more quickly and intensively which focuses on the management process, decisions, action plans and monitoring of Loan at Risk (LaR) debtors in accordance with the targets and objectives set.

Apart from team organization, optimizing LaR Handling, the Remedial Recovery Unit also has a role in handling problem debtor credit.

BNI carries out faster and earlier remedial actions to accelerate improvements in the performance of debtors with potential problems and to mitigate potential risks.

The Risk Management Work Unit and Policy Governance unit act as second line roles in charge of preparing credit infrastructure such as preparing credit policies and procedures, determining limits on credit decision authority, preparing rating and scoring systems, together with business units monitoring credit portfolios, as well as preparing other tools. necessary to support credit activities.

The Internal Audit Unit (IAD) as a third line role actively participates in maintaining the quality of the credit portfolio through immediate post reviews, namely carrying out checks on several debtors immediately after the credit is disbursed. IAD also carries out sampling checks on debtors to maintain the quality of debtors who have received credit facilities.

Policies and Procedures
Establishment of Credit Risk Management Policies and Procedures is aimed, among other things, at supporting healthy credit provision, identifying and handling problem loans as well as monitoring and controlling Credit Risk.

Credit Policies and Procedures are prepared as a basis for carrying out activities in the credit process so that credit quality can be maintained while still paying attention to the established business targets. BNI has a Bank Credit Policy (KPB) which is decided by the Credit and Business Policy Committee Forum and approved by the Board of Commissioners. Furthermore, the KPB is translated into Credit Company Guidelines which are decided by the Credit Procedures Committee Forum (KPP).

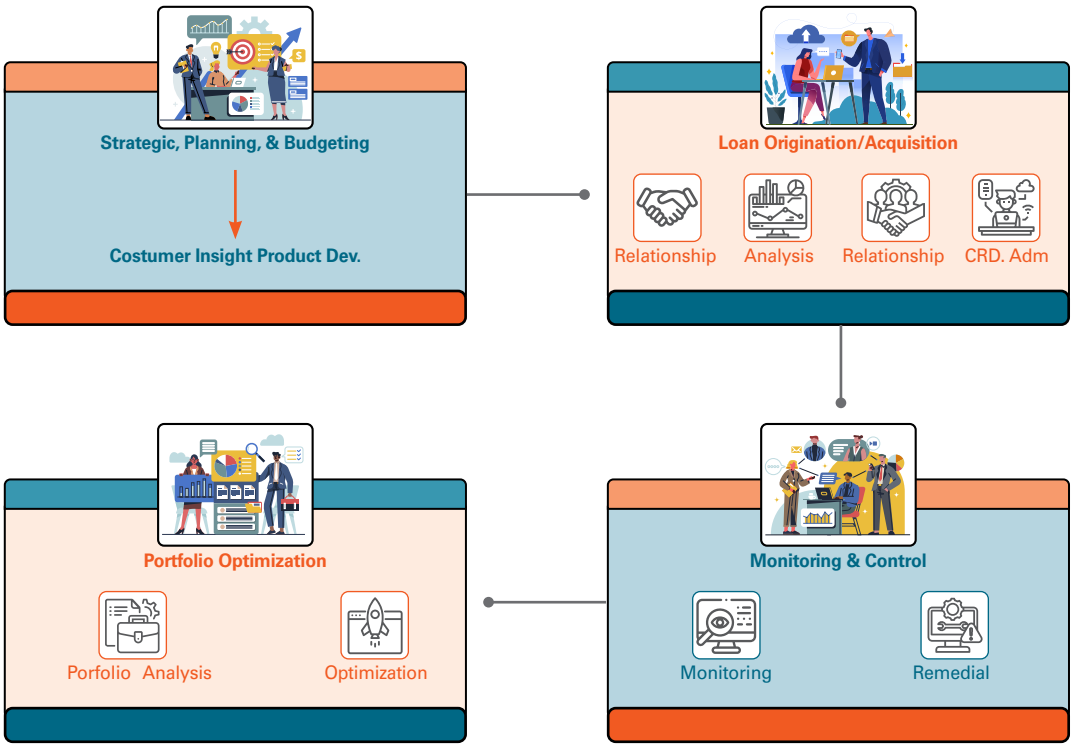
This policy is prepared in more detailed credit procedures as guidelines that regulate end to end credit process activities so that credit quality can be maintained while still paying attention to the established business targets.

Some credit procedures are Business Banking Credit Procedures for Corporate Segment, Commercial Segment, Small Segment, Credit Manual for Overseas Branch, Consumer Credit, Trade Finance, Credit Law and Credit Administration Management.

Apart from that, BNI also has a General Risk Management Policy which is derived in the form of Credit Risk Management Procedures and outlined in detail in the form of Technical Guidelines such as technical guidelines for determining Loan Exposure Limits, Credit Risk Premium, Credit Risk Stress Testing, Internal Rating Based, Scoring System, Calculation of Risk Weighted Assets, Industry Risk Rating and Credit Model Validation.

Credit policies and procedures and Credit Risk Management have been standardized into 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 throughout the credit process, starting from credit marketing until the credit is paid off. This process takes place continuously in a value chain activity which begins with determining strategy and planning, customer insight, portfolio planning, product development, credit processing, credit administration, intensive monitoring and portfolio optimization.



In credit operational activities within the scope of individual customers, the credit risk management process is carried out by both the Business Unit and the Business Risk Unit through the stages of identification (including verification of data correctness), measurement (use of credit analysis tools), monitoring (review of customer ratings and early warning system periodically, through visits to customers), as well as control (including through setting limits, covenants and mitigating factors).

1. Identification
   Credit risk identification is carried out in order to analyze the sources and possibilities of credit risk that have the potential to have a negative impact on the achievement of the Bank's targets, which is carried out periodically according to the characteristics of the product and type of activity.

   Credit risk identification is carried out at the transactional (individual) and portfolio levels. At the individual level, credit quality assessment is carried out based on analysis of business prospects, financial performance and debtor's ability to pay. At the portfolio level by identifying concentration risk based on idiosyncratic factors, namely factors that are specifically related to each debtor and systematic factors, namely macroeconomic factors and financial factors that can influence market performance/ conditions. Credit risk identification at the portfolio level is also carried out by preparing an Industrial Risk analysis in prospective economic sectors.

2. Measurement
   Credit risk measurement is an inseparable part and series of the process of implementing credit risk management where the Bank will calculate credit risk exposure so that it can estimate the impact of losses that may arise, where the results of the risk measurement will be used to control credit risk.

   For processing individual exposures in the business banking segment, BNI has a debtor rating model in the form of an internal rating system, while for the consumer segment a debtor scoring system is used to assist in analyzing debtor quality in the credit process.

   The internal rating system is intended to enable the Bank to identify early changes in debtor risk profiles. Currently BNI's internal rating is used to determine the amount of reserves that must be formed.

   To regulate the composition of the loan portfolio, BNI has a Loan Exposure Limit (LEL) which functions to limit the risk of concentration of loan exposure based on economic sectors in each credit business segment, and serves as a guideline for business units to carry out loan expansion.

   To assess the risks of each type of industry, BNI has an Industry Risk Rating (IRR) and Financial Ratio Standards which are used as one of the factors in assessing the quality of debtors from an industrial perspective. Apart from that, BNI has also established prospective economic sectors and Industry Risk Appetite as a guideline for business units as one of a series of processes in pipeline management to obtain quality and in-the-market prospective customers.

BNI uses the Standardized Approach method for calculating Risk Weighted Assets (RWA) for Credit Risk in assessing the adequacy of fulfilling the Minimum Capital Requirement (KPMM).

In order to complete the measurement system of credit risk, stress testing is carried out, namely by estimating the bank's potential losses in abnormal market conditions using certain scenarios to see the sensitivity of BNI's performance to changes in risk factors and identifying factors that have a significant impact on BNI's portfolio and capital adequacy. Credit risk stress testing is carried out periodically or can also be carried out at any time according to needs, considering economic conditions or according to the needs/requests of regulators.

BNI develops a credit risk stress testing methodology/model by considering the characteristics of the product or activity and aligning it with regulatory provisions. If the stress testing results show a vulnerability, an appropriate strategy will be implemented.

3. Monitoring
   Credit risk monitoring is carried out on all credit risk exposures, especially those that are material in nature as well as losses that can be incurred by all functional activities. Risk monitoring aims to observe and ensure that the implementation of the entire credit risk management process is running well and that the existing potential credit risk is still within the permitted risk limits. Credit risk monitoring is carried out at the transactional (individual) level and at the portfolio level. At the individual level, among others, by monitoring the debtor's current business and financial conditions, monitoring compliance with the terms of the Credit Agreement or other transaction contracts, assessing the adequacy of collateral periodically, monitoring potential problem loans in a timely manner to take corrective action.

   Monitoring credit risk at the portfolio level is carried out, among other things, through monitoring the loan portfolio, namely growth, quality and concentration of loans, monitoring loan exposure compared to the Loan Exposure Limit, as well as monitoring the Maximum Lending Limit.

4. Controlling
   Credit Risk Control is carried out in order to prevent deeper losses due to Credit Risk which is supported by several credit risk management tools both at the individual and portfolio exposure levels. Several ways to control Credit Risk include credit risk mitigation, determining the level of authority for credit approval, a system for early detection of problem loans, portfolio risk management, setting concentration risk targets in the Bank's Business Plan, as well as regular concentration risk analysis.
   Within the scope of the entire portfolio, monitoring and reporting of credit exposure is carried out periodically to Management, including through the Loan Portfolio Report. In addition, monitoring is also carried out on credit concentration, both concentration on certain economic sectors and concentration on certain segments. Periodically in the Risk Management & Anti-Fraud Committee Forum, the Risk Management Sub-Committee (KRA-RMC) evaluates the achievement of targets, determines steps and coordinates follow-up improvements, as well as evaluates the effectiveness of the corrective steps that have been taken.

Tools and Methods

In order to support operational business processes and credit risk management, BNI has several credit risk management tools both at the individual and portfolio exposure levels. For credit processing for individual exposures in the business banking segment, BNI has a rating model in the form of an internal rating system where the parameters include sharpening of Environmental, Social and Governance (ESG) aspects, while for the consumer and retail segments up to IDR3 billion, a debtor scoring system is used for assisting in analyzing the quality of debtors in the credit process.

In addition, in order to improve the capability and quality of implementing credit risk management, BNI has improved risk management and credit processes, among other things:

1. Enhancement Internal Rating Based (IRB) Model and Rating System Structure, which aims to be a solution for:
   a. Providing the best results (best return), evaluating and analyzing strategies and supporting the decision making process by developing risk based pricing, risk based performance and portfolio management.
   b. Carrying out monitoring (tools monitoring) on the performance of Corporate, Medium and Small debtors.
   c. Calculation of CKPN is in accordance with PSAK 71.

   The benefits of enhancing the IRB Model for BNI include:
   a. Improving BNI credit quality.
   b. Assist business units in selecting prospective debtors.
   c. Becomes an early warning signal in monitoring managed debtors, thereby reducing the provisions that need to be formed.
2. Implementation of the Integrated Decision Automated System (IDEAS) which can be 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 a credit scorecard

through the use of more comprehensive customer data throughout the customer life cycles.
Currently the IDEAS decision engine has been integrated with several surrounding systems at BNI, including:

a. Consumptive eLO for BNI Griya and BNI Flexi products
b. Productive eLO for KUR, BWU and BCM products
c. eFORM Credit Card
d. Common Collection – CWX Credit Card product
e. Cardlink – core credit card system
f. Customer behavior based on iCONS transactions
g. Fleksi Mbanking Digital Loan Program

To ensure that the Bank's portfolio is not concentrated on certain debtors and economic sectors, credit restrictions have been set according to risk appetite and risk tolerance. The ERM Division has also prepared an Industry Risk Appetite (IRA) which uses consideration factors including the Industry Risk Rating (IRR) , Prospective Economic Sector and Environmental Impact from the economic sector which refers to the implementation of 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, meanwhile, to anticipate LLL exceedances, BNI has set a house limit with a more prudent limit than the LLL limit in accordance with the Regulator's provisions.

To regulate loan portfolio concentration, BNI has a Loan Exposure Limit (LEL) which functions to limit the risk of concentration of loan exposure in each economic sector in each business segment, and serves as a guideline for loan expansion for one year.To assess industrial risk, BNI implements the Industry Risk Rating (IRR) and standard financial ratios which are used as one of the factors in assessing debtor quality from the Debtor Industrial Sector side.

As part of measuring credit risk and to anticipate changes in macro factors that influence the bank, BNI periodically carries out credit risk stress testing to assess changes in the credit portfolio and their impact on the bank as well as the bank's ability to face these conditions.

To integrate documentation in the credit process, BNI has used the e-PAK application for corporate credit which helps the end-to-end credit process along with documentation which is carried out by integrating several existing tools.

Establishment of Allowance for Impairment Losses (CKPN)
The formation of BNI's Allowance for Impairment Losses (CKPN) follows the implementation of Statement of Financial Accounting Standards (PSAK) No. 71 "Financial Instruments" as an accounting standard that regulates financial instruments and is effective as of January 1, 2020.

PSAK 71 requires the inclusion of information relating to past events, current conditions and estimates of future economic conditions. Projections of changes in credit losses must reflect changes in related conditions in one period. Calculation of loss recognition for future risks (Expected Credit Loss/ECL) requires forward looking estimates of Probability of Default (PD), Loss Given Default (LGD) and Exposure at Default (EAD).

In accordance with accounting requirements, the scope of financial assets assessed for calculating Expected Loss or Allowance for Impairment Losses (CKPN) based on PSAK 71 is:

a. Financial assets that are debt instruments are measured at amortized cost or measured at fair value through other comprehensive income (FVOCI) including loans and debt securities.
b. Loan commitments issued are not measured at fair value through profit or loss or Fair Value through Profit or Loss (FVTPL).
c. Financial guarantee contracts issued that are within the scope of PSAK 71 and are not measured at FVTPL.

Calculation of impairment is carried out using 2 (two) methods, namely individual or collective impairment:

a. Individual Impairment
   According to PSAK 71, ECL for individual credit is calculated using the Discounted Cash Flow method which takes into account the existing forward looking scenario based on 3 (three) scenarios, namely reasonable, optimistic and pessimistic economic conditions.
b. Collective Impairment
   Impairment using the collective methodology is applied to portfolios that do not meet the individually calculated portfolio criteria.The collective impairment calculation uses the Probability of Default (PD), Loss Given Default (LGD) and Exposure at Default (EAD) components.

The definition of default used in calculating the Probability of Default and Loss Given Default for credit portfolios, apart from referring to regulatory regulations regarding Asset Quality Assessment for Commercial Banks and future changes, BNI also uses the definition of default, namely the number of days in arrears of more than 90 days, internal default rating, or collectibility equal to or more than 3. For non-credit portfolios, the definition of default refers to regulatory regulations regarding the assessment of Commercial Bank Asset Quality and rating assessments published by external rating agencies.

Based on the general approach to calculating impairment of 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 experience a significant increase in credit risk compared to the risk level at initial recognition or have low credit risk at the reporting date. For these assets, the ECL calculation will apply for a maximum of 12 months or according to the remaining tenor.
2. Stage 2: includes financial instruments that have experienced an increase in credit risk since initial recognition (except for credit risk at the reporting date which was relatively low) but experienced conditions or met the requirements for default. For these assets, the ECL calculation will apply throughout the remaining tenor or according to the expected remaining tenor. Lifetime ECL is the expected credit loss expected from all default events that may occur over the expected life of the financial instrument.
3. Stage 3: includes financial instruments that have been objectively proven to be impaired at the reporting date. This stage consists of debtors who experience default.

Probability of Default (PD)

Probability of Default (PD) is the main component in calculating CKPN and for assessing the potential default of a group of debtors based on productive asset quality indicators for each asset. To fulfill the rules and principles of PSAK 71, PD needs to be formed into a transition that has a time dimension known as PD forward looking.

PD forward looking will define the potential for default not limited to 1 (one) year but up to the longest tenor owned by the bank. Forward looking PD will be distributed in each year/month of facility tenor projections. This distribution is known as PD forward looking term structure.

The PD forward looking term structure required for CKPN calculations is adjusted to the stage at each facility. In generating PD values, BNI uses 3 (three) approaches based on the availability of portfolio data, namely the Vasicek Model, Bayesian Scalar Model (Internal Rating), and Transition Matrix Model.

Loss Given Default (LGD)

In calculating CKPN PSAK 71, the estimated Loss Given Default (LGD) value considers BNI recovery data from defaulted accounts. There are 2 (two) LGD segmentations, namely Secured LGD and Unsecured LGD. Secured LGD consists of an Appreciating Model, a Depreciating Model and a Static Model. For Unsecured LGD, it consists of the Discounted Debit Balance Difference Model.

In the LGD calculation, there is a Recovery Secured component, which is a recovery that is met by collateral or the LGD portion of the collateral recovery which has been discounted according to the workout period. Unsecured recovery is recovery that comes from cash recovery that has been discounted according to the workout period. Direct Costs are direct costs that arise during the billing process or guarantee execution.

Collateral Recovery/Recovery Secured is divided into 3 (three) types, namely appreciated collateral, depreciated collateral and static collateral. Determining and managing/changing rules to group collateral segmentation into the three types of collateral is carried out periodically.

For the Unsecured Recovery Rate calculation, the observed population is accounts that have experienced default but are still in default status until the end of the modeling cut-off period and have a default age that exceeds the work out 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 flow of the related 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 undrawn balances leading up to a default.

EAD modeling will be carried out based on the characteristics of the relevant financial instruments, which are divided into several categories, namely installment credit, revolving credit, 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 used again if the principal payment is made.
2. The credit disbursement mechanism can be carried out without going through a credit risk analysis mechanism.

Expected Credit Loss (ECL)

In general, 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, then the CKPN measurement of financial assets is carried out at a maximum ECL of 12 months.

MARKET RISK MANAGEMENT

Market risk is the risk on the balance sheet and administrative account positions, including derivative transactions, due to overall changes in market conditions, including the risk of changes in option prices.

As a bank, BNI is prohibited from carrying out equity (share) and commodity transactions. The application of risk management for equity and commodity risks is implemented in the case of consolidation with Subsidiary Companies.

Most of the Trading Book Market Risk originates from Treasury business activities, both Domestic and Overseas, while Banking Book Market Risk, especially Interest Rate Risk in the Banking Book and Net Open Position (PDN), originates from all company activities. BNI always monitors and manages market risks wisely and continuously (sustain).

Governance and Organization

In order to manage market risk effectively and independently, Treasury business activities are divided into 3 (three) parts, namely front office, middle office and back office. The front office as a business unit strives to achieve business targets by carrying out business activities and connecting with customers. However, as part of the internal control system, the front office also functions as a first line role which will attempt to limit and anticipate market risks caused by changes in exchange rates and interest rates according to predetermined limits. In carrying out its activities, the Treasury business is limited by the Risk Appetite and Risk Limit proposed by the Enterprise Risk Management Division to the Risk Management & Anti-Fraud Committee, Risk Management Sub-Committee (KRARMC). Treasury transaction limits are proposed by the Policy Governance Division through the Credit and Business Policy Committee, while counterparty limits are determined by the Business Risk Unit.

The Enterprise Risk Management Division as a second line role carries out the function of monitoring market risk and compliance with risk limits, including market risk limits, authority limits and counterparty limits, validating fixing prices, checking the fairness of prices for treasury transactions and investigating off market occurrences and reviewing them. use limits. In addition, to complement the existing market risk management function, BNI also has a Middle Office function which is tasked with monitoring, controlling and reporting risks in Treasury transactions.

The back-office function is in the Banking Operations Division, namely carrying out confirmation, bookkeeping and settlement activities for Treasury transactions.

Policies and Procedures

In order to support business targets while still paying attention to the principle of prudence, BNI has a Company Guide for Treasury and International Business. In addition, in order to manage Market Risk effectively, BNI is guided by the Company's Market Risk Management Guidelines. The Company Guidelines contain procedures and methodologies as well as market risk management models, which are prepared and reviewed and validated periodically by the Enterprise Risk Management Division.

Process

Identification, measurement, monitoring and control of market risks are carried out by units that are independent from the business units.

1. Identification
   Market Risk Identification is mainly carried out for each new product or activity. The objectives of Market Risk Identification are:
   a. Determine transactions/products that are exposed to Market Risk
   b. Grouping Market Risk based on existing criteria
   c. Makes it easier to measure Market Risk and control it
2. Measurement
   Market Risk measurements are periodically carried out on all trading book and banking book portfolios that are exposed to Market Risk. BNI measures Market Risk using the Standard Method in accordance with POJK No. 23/ SEOJK.02/2022 and Internal Methods. The Standard Method is used to calculate the Market Risk Minimum Capital Requirement (KPMM), while daily market risk management uses the Internal Method (Value at Risk).

   The portfolio coverage calculated in KPMM using the Standard Method is the trading book portfolio for interest rate risk and the trading book and banking book portfolio for exchange rate risk for both Domestic and Overseas Office portfolios.

   For internal purposes, BNI has also carried out calculations using the Internal Method, calculating Value at Risk (VaR), which is a value that describes the maximum potential for losses experienced by the Bank as a result of market movements that influence the Bank's risk exposure under normal market conditions. To obtain the VaR value, the methodology used is the Parametric method.

   Domestic and Foreign Office market risk exposure (Value at Risk) is always monitored on a daily basis and submitted to Management on a weekly and monthly basis. The price valuation policy currently used for actively traded instruments is mark-to-market, while the valuation method for less actively traded instruments uses fair prices from independent sources.

   Interest Rate Risk in the Banking Book (IRRBB) is a risk resulting from movements in interest rates in the market that are contrary to the position of the Banking Book, which has the potential to have an impact on the Bank's capital and income both now and in the future.

The development of risks in the banking book portfolio as a whole is closely monitored periodically in accordance with the measurement method determined by the regulator, namely monitoring the Net Open Position (PDN) for exchange rate risk and interest rate risk in the banking book gap, and is conveyed to management through the Risk Management Committee Forum and Anti Fraud Risk Management Sub Committee.

3. Monitoring
   The Market Risk monitoring and reporting process is carried out periodically, including:
   a. Monitoring and reporting on the magnitude of Market Risk for all Bank portfolios exposed to Market Risk.
   b. Monitoring and reporting on Market Risk limit compliance (realized Market Risk exposure compared to the limit).
   c. Follow-up recommendations for exceeding limits and/or abnormal market conditions, and/or other conditions that lead to an increase in potential Market Risk.
4. Controlling
   Market Risk Control is carried out in order to prevent deeper losses due to Market Risk by determining market risk limits in the Treasury Division and Overseas Branch Offices, including as follows:
   a. Value at Risk Limit (VaR Limit), which is the maximum potential loss that may occur at a certain time in the future with a certain level of confidence.
   b. Stress Value at Risk Limit (SVaR Limit), which is a measurement of market risk adjusted to abnormal conditions in the market or the maximum potential loss when the market is abnormal.
   c. Budget Loss Limit which is used to limit the realization of losses from business activities.
   d. Management Action Trigger (MAT), namely the limit for taking action against the risk of changes in value that are detrimental (early warning signal). MAT completes the loss limit budget in the form of a certain percentage of the loss limit budget.
   e. Securities purchase limits are used to limit the concentration of corporate securities purchases based on the rating and type of securities currency.
   f. Limit Interest Rate Risk in Banking Book (IRRBB) uses the Net Interest Income (NII) method and the Economic Value of Equity (EVE) approach to limit interest rate risk in the banking book.
   g. Nominal open position limit, namely the maximum nominal open position limit that a dealer can make.
   h. Total internal PDN limit (absolute), namely the maximum limit for PDN management.

Tools and Methods

In order to increase market risk capabilities, monitoring support tools have been developed that can improve the quality and accuracy of monitoring results, including the following:

a. In accordance with regulatory provisions, BNI measures the impact of changes in interest rates in the Banking Book (Interest Rate Risk in the Banking Book/IRRBB). The calculation method is carried out using 2 (two) approaches, namely the Net Interest Income (NII) method and the Economic Value of Equity (EVE) method. BNI carried out an interest rate shock simulation with 6 (six) scenarios according to Basel and looked at the impact on BNI's profitability and capital. By considering the complexity of the data, products and models used, an IRRBB calculation application has now been developed so that the results obtained are expected to be more accurate.
b. The Off Market Price Limit monitoring application is an application to monitor the fairness of transaction prices (likely and reasonable), namely in accordance with the range of daily fluctuations in market rates/prices (expected daily fluctuations possible) at that time.
c. The transaction authority limit monitoring application is an application for monitoring Transaction Limit (Deal Ticket Size), Position Limit, and Stop Loss Limit (Budget Loss Limit).
d. Credit Counterparty Limit monitoring application where there is development of Forex Counterparty Limit calculations using the Credit Conversion Factor (FKK).
e. The Value at Risk (VaR) monitoring application for (HO) and Foreign Offices (KLN) uses the historical simulation method so it is expected to be more accurate because it can cover non-linear risks.

Meanwhile, market data is obtained from Reuters, Bloomberg and other independent sources. Several limits that have been set to manage potential Market Risk losses in the Treasury Division and Foreign Offices include the following:

a. Value at Risk Limit (VaR Limit), which is the maximum potential loss that may occur at a certain time in the future with a certain level of confidence.
b. Stress Value at Risk Limit (Stress VaR Limit), which is a measurement of market risk adjusted to abnormal conditions in the market or the maximum potential loss when the market is abnormal.
c. Budget Loss Limit which is used to limit the realization of losses from business activities.
d. Management Action Trigger (MAT), namely the limit for taking action against the risk of changes in value that are detrimental (early warning signal). MAT completes the loss limit in the form of a certain percentage of the loss limit.

e. Securities purchase limits are used to limit the concentration of corporate securities purchases based on the rating and type of securities currency.
f. Limit asset and liability repricing gap (Interest Rate Risk in Banking Book) to limit interest rate risk in the banking book.
g. Nominal open position limit, namely the maximum nominal open position limit that a dealer can make.
h. Overall PDN internal limit (absolute), namely the maximum limit for PDN management.

Steps to strengthen market risk management in order to face changes in economic conditions throughout 2023 include actively monitoring movements in market factors that have the potential to impact the Bank. The Bank monitors market indicators through the Early Warning System for the Forex portfolio and the Early Warning System for the Securities portfolio.

To determine the potential impact of changes in internal and external conditions on the bank, Scenario Analysis and Stress Testing have been carried out periodically and incidentally. Periodic Stress Testing uses scenarios that refer to Regulatory provisions and the Bank's internal scenarios. Incidental Stress Testing Scenarios and Scenario Analysis adjust the conditions of macroeconomic factors and market factors at that time. Each Foreign Office also carries out Stress Testing in accordance with internal regulations and local Regulatory regulations. The results of the stress testing are used to prepare a Contingency Plan so that risks that occur can still be mitigated and managed well.

LIQUIDITY RISK MANAGEMENT

Liquidity risk is the risk resulting from the inability to meet maturing obligations from cash flow funding sources and/or from high quality liquid assets.

Liquidity risk is related to the possibility that the Bank will not be able to fulfill short-term obligations to depositors, investors and creditors, as well as fulfilling minimum statutory reserves, which is due, among other things, to limited access to funding or the inability to liquidate owned assets at a reasonable price.

Liquidity risk management aims to minimize the possibility of the Bank's inability to obtain cash flow funding sources, and build the structural liquidity strength of the Bank's balance sheet to support sustainable long-term growth.

BNI Liquidity Risk can occur due to the inability to obtain cash flow funding sources caused by:
1. Inability to generate cash flows from productive assets or from sales of assets, including liquid assets.
2. Inability to generate cash flow originating from raising funds, inter-bank transactions and loans received.

Governance and Organization

Liquidity Risk Management is carried out by the Enterprise Risk Management (ERM) Division, Treasury Division (TRS), and Foreign Office. Liquidity Risk Management Policies and Procedures are prepared by the ERM Division, then implemented by the Treasury Division and all Foreign Offices which are realized in liquidity strategy management. The ERM Division also monitors the implementation of liquidity management carried out by the Treasury Division.

Policies and Procedures

BNI has prepared a Liquidity Risk Policy in the form of Guidelines for Implementing Liquidity Risk Management, which is further explained in the Liquidity Risk Management Procedure which contains guidelines for implementing liquidity risk management, including:
1. Availability of Liquid Assets: Cash, Minimum Statutory Reserve (GWM), Secondary Reserve, Tertiary Reserve, Early Warning Indicators, Liquidity Contingency Plan Head Office and Foreign Office.
2. Liquidity Risk Measurement: Cash Flow Projection Liquidity Ratio, Maturity Profile, Liquidity Adequacy Ratio, Stress testing.
3. Calculation of Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR)
4. Monitoring Liquidity Risk.
5. Liquidity Risk Control.
6. Determination of Liquidity Limits: Regional and Bank Cash Ceilings
   Wide, Safety Level limits, Maturity Profile Limits and Foreign Exchange Credit Limits based on the availability of Foreign Exchange liquidity.

Process

Liquidity risk management aims to minimize the possibility of the Bank's inability to obtain cash flow funding sources, and build the structural liquidity strength of the bank's balance sheet to support sustainable long-term growth.
1. Identification
   Liquidity Risk Identification is the process of obtaining and analyzing sources of liquidity risk inherent in all business activities/transactions/products that can have a financial impact on the Bank. Each activity/product/transaction is analyzed and differentiated to ensure that each liquidity risk has been identified, measured accurately, managed according to appropriate methods, and controlled properly.
2. Measurement
   Liquidity Risk Measurement Methods include liquidity ratios including Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR), maturity profiles, cash flow projections, stress testing and the process of monitoring and/or reporting Liquidity Risk carried out periodically, including:

a. Monitoring and reporting the magnitude of Liquidity Risk for all Bank activities/products that are exposed to Liquidity Risk;
b. Monitoring and reporting on compliance with Liquidity Risk limits (realization of Liquidity Risk exposure compared to the limit);
c. Monitoring early warning indicators (internal and external) to identify potential increases in Liquidity Risk; And
d. Follow-up recommendations for limit exceedances and/or abnormal market conditions, and/or other conditions that lead to an increase in potential Liquidity Risk.

3. Monitoring
In managing liquidity, apart from managing primary reserves (cash and GWM), BNI keeps and maintains secondary reserves to ensure liquidity is at a safe level. As a secondary reserve, BNI maintains and maintains tertiary reserves. Determination and monitoring of limits, namely BNI Wide Cash Ceiling limits, Safety Level limits, Maturity Profile limits, and Foreign Currency Credit limits based on Fund Availability are carried out periodically by the ERM Division. Determination and monitoring of limits are carried out periodically, including:
a. BNI Wide Cash Ceiling Limit which is the maximum limit for maintaining a total BNI rupiah cash balance consisting of Branch/Central Cash and Other Cash (ATM Replenish Cash, ATM Cash and CRM Cash).
b. Limit Safety Level is the minimum amount of Secondary Reserve that must be maintained to anticipate TPF withdrawals based on the volatility of each type of DPK and the volatility of loan disponibles with a certain level of confidence.
c. Maturity Profile Limit is the cumulative behavioral maturity gap limit up to 1 month. This limit is a condition on the rupiah maturity profile limit and the foreign exchange maturity profile limit.

Restrictions on Foreign Currency Credit based on the Availability of Foreign Currency Liquidity are a mechanism for controlling the maximum amount of foreign currency funds that can be channeled to provide onshore loans, offshore loans and local loans originating from conventional and non-conventional funding sources, as well as a liquidity risk mitigation mechanism based on the availability of funds and not is the credit risk limit. Meanwhile, the availability of all reserves is monitored daily, weekly and monthly by the TRS Division and ERM Division.

4. Controlling
Liquidity risk control is carried out in order to prevent deeper losses due to liquidity risk, which is done by setting limits on liquidity risk monitoring. Determination and monitoring of limits are carried out periodically, including:
a. BNI Wide Cash Limit, reviewed semiannually and applied according to current liquidity conditions (normal/moderate/tight).
b. Limit Safety Level which determines the minimum limit of liquidity reserves that the Bank needs to have
c. Maturity Profile Limits, which consist of rupiah maturity profile limits and foreign currency maturity profile limits.

Tools and Methods
In managing liquidity risk, BNI uses daily cash flow projections and monthly maturity profiles, both contractually and behaviorally, in order to determine appropriate and accurate strategies to anticipate the bank's liquidity conditions in the future.

Early Warning Indicators
Early warning indicators are described in internal and external indicators for normal conditions, moderate conditions or tight conditions for both Rupiah and foreign currency. Internal indicators used include trends in customer funds, dominant customer concentration, and bank liquidity ratios. External indicators used include interest rate trends BI 7 Days Reverse Repo Rate, JIBOR (Jakarta Interbank Offered Rate), SOFR TERM, Outstanding Liquidity in the Market (Market Net Liquidity) and Credit Default Swap (CDS) spread.

Determining bank liquidity in Normal, Moderate or Tight conditions is a reference in determining the Safety Level (liquidity reserve limit) that must be provided by the bank. Furthermore, the determination of liquidity conditions will become a guide in the Liquidity Contingency Plan (LCP), namely a set of guidelines in tight liquidity conditions which include but are not limited to alternative strategic steps.

Liquidity Stress Testing
To determine liquidity resilience in crisis periods, liquidity stress testing has been carried out periodically. Stress testing scenarios are carried out using bank-specific scenarios (Idiosyncratic Scenario) and market stress scenarios (Market Wide Scenario). A specific scenario for banks (Idiosyncratic Scenario) uses the assumption that the bank is in liquidity difficulties due to loss of investor/depositor confidence in the bank.

Meanwhile, the market stress scenario (Market Wide Scenario) uses the assumption that there will be disruption to the market/financial system as a whole which will result in disruption to bank operations.

The results of stress testing from this scenario will be used for a liquidity funding plan so that risks that occur can still be mitigated and managed well.

Liquidity Adequacy Ratio
In order to increase short-term liquidity resilience, BNI manages the Liquidity Coverage Ratio (LCR) by maintaining sufficient High-Quality Liquid Assets (HQLA) to meet liquidity needs over the next 30 (thirty) day period in a stress scenario, in such a way that the bank can maintain

the liquidity adequacy ratio always above 100% both individually (bank only) and consolidated with Subsidiaries.

Apart from the LCR ratio, to manage long-term liquidity resilience, BNI also manages the Net Stable Funding Ratio (NSFR) ratio by maintaining stable funds to fund stable assets. BNI maintains an NSFR ratio above 100% for individual and consolidated positions with subsidiaries.

OPERATIONAL RISK MANAGEMENT

Operational Risk occurs due to inadequacy or non-functioning of internal processes, human error, system failure, or external disturbances that affect the Bank's operations. Operational Risk Events are risk events that are inherent in every business and operational process carried out by the Bank and can trigger Reputation Risk, Legal Risk, Compliance Risk and other risks if not managed properly.

With the increasing diversity and complexity of banking products and activities offered to customers, the rapid development of supporting systems and technology, as well as increasing customer expectations for the services provided by the Bank, operational risk management has become very important.

In order to implement operational risk management, BNI refers to the provisions of Bank Indonesia or the Financial Services Authority, as well as International Best Practices. In order for operational risk management to run well, BNI has an Operational Risk Management Framework which consists of 6 (six) main components, namely:

1. Business Strategy and Goals
   BNI's business strategy and objectives as a reference in implementing operational risk management.
2. Operational Risk Management Strategy Operational Risk Management Strategy is formulated according to the overall business strategy and objectives by taking into account the level of risk to be taken (risk appetite) and risk tolerance (risk tolerance). The aim of establishing an operational risk management strategy is to ensure that operational risk exposure is managed in a controlled manner in accordance with internal policies and procedures as well as applicable laws and regulations and other provisions.
3. Operational Risk Management Model
   a. Operational Risk Management Governance.
      BNI has implemented operational risk management governance where all business units and support units, both at home and abroad, act as Risk Owners or Risk Takers, which together with the Senior Operational Risk Executive (SORX) have roles as first line roles. The Risk Owner is responsible for the risks taken, execution and results (Day to day Risk Management & Control) while SORX is responsible for ensuring the control runs well. This implementation is supported by the Enterprise Risk Management Division and the Division

      Operational Risk Management as a second line role is responsible for preparing risk management frameworks, policies, principles and methodologies. Meanwhile, the third line role, namely the Internal Audit Unit, has the role of Risk Assurance Unit which is responsible for independently assessing the effectiveness of the implementation of risk management and internal control. In addition, periodic communication between Operational Risk Internal Control (ORIC) and the Operational Risk Management Division is expected to increase the effectiveness of communication between first line roles and second line roles which in turn can improve the quality of risk exposure identification.

   b. Operational Risk Management Process The operational risk management process includes identification, measurement, monitoring and control of operational risks, which are described as follows:
      1) Identification
         Risk identification is carried out proactively for all activities, processes and products in order to analyze the source, level of possibility of operational risk and the impact it causes. The operational risk identification mechanism is carried out by implementing process mapping of the work processes/activities of each unit to capture potential operational risks.
      2) Measurement
         Risk measurement is carried out in order to determine the development and magnitude of operational risk exposure as a reference for carrying out control and for the purposes of calculating minimum capital requirements. In order to calculate capital expenses and operational risk RWA, currently the Bank uses the Standardized Approach (SA) method in accordance with Financial Services Authority Circular Letter No. 6/SEOJK.03/2020 dated 29 April 2020 concerning Calculation of Risk-Weighted Assets for Operational Risk Using the Standard Approach for Commercial Banks.
      3) Monitoring
         Risk monitoring is carried out by all units as first line roles regarding main risks while activities are in progress. Meanwhile, the Operational Risk Management Division carries out evaluations and reports/feedback on risk assessments based on the results of self-assessments as well as realization of operational risk losses that occur, including:
         - Feedback report for all Divisions/Units/Regions/ Branch

- Monthly Operational Risk Loss Monitoring report to the Board of Directors
- Operational Risk Profile Report

4) Controlling
Risk control is carried out to reduce and control the impact and frequency of operational risks identified during the assessment and measurement stages. The risk control process is adjusted to the risk exposure and the level and tolerance of the risk to be taken.

c. Operational Risk Policy and Capital The Operational Risk Management (ORM) Division has Operational Risk Management Implementation Guidelines to support the implementation of operational risk management in all units both at home and abroad. This policy is described in more detail in Procedures or Standard Operating Procedures as well as prudent technical transaction and operational instructions for carrying out daily business activities such as:
1) Operational Risk Management Procedures
2) Technical Instructions for Operational Risk Management
3) SORX Technical Instructions

The ORM Division calculates operational risk capital to ensure BNI has sufficient capital to absorb the operational risks faced.

d. Tools and Method
In implementing operational risk management, it is also necessary to be equipped with tools and methodology. Tools applied in operational risk management include: Risk Control Self Assessment (RCSA), Loss Event Database (LED), Key Risk Indicator (KRI), and Business Continuity Management (BCM).

Apart from that, in order to improve risk culture and risk awareness, BNI has implemented an operational risk culture for 2023, namely developing several tools, including:
1) DigiMS (Digital Inventory Management System), as an initiative to provide system records of securities inventory.
2) Awareness Supervisory Report (ASR)
3) Biometric Fingerprint, as an initiative to mitigate the risk of fraud incidents in customer verification activities and supervisor authorization as well as speeding up the account bookkeeping process.
4) DigiCSLite, as an initiative to mitigate the risk of fraud in Bank frontliner services and improve customer experience through speed of digital services.
5) Splunk, is an event correlation system whose function is to identify correlations between events to predict potential follow-up incidents of fraud, problems, security events and business potential.
6) Branch Navigation, as a tool used by Branch and Regional Leadership elements to carry out performance, operational and risk monitoring and supervision activities in accordance with the Branches and Regions they manage on a daily basis.
7) Fraud Detection System, as a tool to capture transaction anomalies after defects (before the incident).

4. Information Technology and Data
The use and application of information technology and integrated data for operational risk is able to produce complete and accurate reports in order to detect and correct deviations in business processes in a timely manner. Utilization of quality data produces analysis that can be used in operational risk management and as supporting material in decision making by management.
5. Human Resources (HR) and Risk Culture Effective implementation of risk culture at BNI can create a mechanism that involves all employees to identify and prevent weaknesses and deviations early efficiently and effectively.
6. Assurance
Assurance is an independent assessment activity by a third party on the implementation of the operational risk management framework. This assessment is carried out by the Internal Audit Unit (IAD) and external parties of the bank.

Tools and Methods

To assist the operational risk management process carried out by each work unit, BNI has developed a website-based operational risk management tool called New PERISKOP (Operational Risk Tool). New PERISKOP has a very important role, namely socializing Risk Culture and increasing Risk Awareness because there are 4 (four) main processes in operational risk management that use this tool, namely Risk Control Self Assessment (RCSA), Loss Event Database (LED), Key Risk Indicator (KRI), and Business Continuity Management (BCM).

	New Periskop
Modul Risk and Control Self Assessment (RCSA)	Risk and Control Self Assessment (RCSA) is a series of activities carried out independently by each unit (risk owner) in order to identify potential operational risks in their unit, look for the causes, measure potential losses (impact and frequency) that may arise and find solution to overcome it. In addition, a control assessment is carried out for each risk which will affect the inherent risk score (Inherent Risk).
Modul Loss Event Database (LED)	It is an event database from the time of event occured until its resolution due to operational risks that occur in all units in the Bank. Event data collected through the LED module, apart from being used for better operational risk management and preventing the occurrence of similar cases, is also used as a basis for calculating operational risk RWA in order to calculate capital requirements to cover operational risks using the Standardized Approach method which will begin to be implemented in 2023.
Modul Key Risk Indicator (KRI)	Key Risk indicators are a measuring tool to identify potential operational risk losses attached to products and activities early and provide an early warning signal if they exceed a certain predetermined threshold to monitor operational risk exposure and the effectiveness of the Bank's controls
Modul Business Continuity Management (BCM)	This is an effort to support the management of documentation on steps to handle the impact of disturbances/ disasters and the recovery process so that bank operational activities and customer services can continue to run in disaster conditions. This module consists of preparing a call tree, forming an Organizational Crisis Management Team (CMT) / Emergency Task Force (ETF), preparing a Business Impact Analysis (BIA), Threat and Risk Assessment (TRA) and maintaining BCM infrastructure as well as recording monitoring of events and potential disaster.

With the existence of operational risk management tools/ solutions, BNI can provide great benefits, as follows:

1. Carry out the operational risk management process in all BNI units in an integrated solution which is expected to improve the quality of the Bank's risk management.
2. Have a comprehensive, accurate and timely operational risk database.
3. Provide data analysis and Operational Risk Management reporting.
4. Better operational and BCM risk management.

BUSINESS CONTINUITY MANAGEMENT

It is a disruption or disaster caused by natural factors, human actions, or systems that can occur in BNI's critical business functions, causing disruption to BNI's business activities and services.

To anticipate this incident, BNI has implemented Business Continuity Management (BCM) in all units both at home and abroad, which is expected to minimize operational risks in the event of an emergency or disaster.

The implementation of this policy is in line with Regulatory regulations which require Banks to implement risk control processes that could endanger the Bank's business continuity, and is in line with the requirements in the Basel II document which requires Banks to have business continuity management and emergency plans (Business Continuity Management and Contingency Plan) in order to ensure the Bank's ability to continue operating and minimize losses if there is disruption to its business activities. In addition to Regulatory and Basel II regulations, for Foreign Offices, BCM is implemented in accordance with BCM regulations in the local country.

Governance and Organization

In disaster conditions, BNI has prepared a specific organization in the form of a Crisis Management Team (CMT) and an Emergency Task Force (ETF) led by the Executive Management Team (EMT)/Unit Highest Leadership as the coordinator who has the highest level of authority. CMT/ETF will be active if the Executive Management Team (EMT) as the highest leader of the CMT/ETF declares an emergency/ disaster status.

BNI already has the infrastructure needed to implement BCM such as the Disaster Recovery Center (DRC), Data Center (DC), alternative locations for the BCM Building and BCM Center which are routinely managed for readiness.

Procedures and Technical Instructions

Regarding the implementation of Business Continuity Management (BCM), BNI has determined:

1. Domestic Business Continuity Management (BCM) procedures
2. Technical Instructions for Domestic Business Continuity Management (BCM).
3. Business Continuity Management (BCM) Policy for Overseas Branches.
4. Business Continuity Management (BCM) Procedure for Overseas Branches.
5. Crisis Management Protocol (CMP) Policy
6. Business Continuity Management (BCM) Building Governance Procedures

Process

Every step of the Recovery Strategy and Restoration Strategy implemented is monitored and reported to the Crisis Management Team (CMT) until conditions are declared normal again. To ensure the level of readiness and evaluation of Business Continuity Management (BCM), BNI carries out system testing in critical divisions/units every 3 (three) months, conducts site visits, socialization and disaster management simulations regarding the implementation of

BCM in all operational units carried out regularly every year to determine the level of readiness of each unit, in terms of its organization and BCM infrastructure.

The results of these routine evaluations and tests can be seen from systematic and directed handling in dealing with disasters whether caused by humans, nature or systems so that BNI's operational activities at disaster locations can continue to run at a certain level even though several facilities and infrastructure supporting business activities are disrupted.

The BCM implementation process is carried out as follows:
1. Establishment of a BCM organizational structure in all BNI work units.
2. Assess potential risks and threats to get an idea of disaster events that have the highest probability of occurrence and the greatest impact, as well as estimate the actions and facilities that must be prepared.
3. Identify 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 in developing recovery priorities and strategies as well as recovery time frames for their main business activities.
4. Create a plan for handling emergency conditions as a reference for units in preventing and handling emergency conditions and as a reference for implementing building security and safety standards.
5. Create 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. Create a Return Strategy with the aim of providing a way to return functions and activities to the service level before the disaster occurred.

The development of this tool is in line with Regulatory regulations which require Banks to implement a risk control process in managing risks that could endanger the Bank's business continuity, and is in line with the requirements in the Basel II document which requires Banks to have business continuity management and emergency plans (Business Continuity Management and Contingency Plan) to ensure the Bank's ability to continue operating and limit losses if there is 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 the local country.

DIGITAL RISK MANAGEMENT

In line with the development of banking business innovation that prioritizes platform-based and fully digital through the development of advanced digital capabilities with data-based business models, the Bank is strengthening risk management, especially related to digital risks, as well as increasing cyber resilience through strengthening cyber security. Standards for implementing digital risk management and cyber security are also equipped with robustness and cyber security testing, and are supported by effective reporting on the implementation of digital risk management and cyber security so as to create effective, efficient and safe services.

Governance and Policy

Digital risk management and cyber security strategies are implemented within an effective and comprehensive governance corridor, thereby creating risk management that is proactive and forward looking. The implementation of risk management governance at BNI is carried out through the General Risk Management Policy (KUMR), framework and procedures which are applied consistently and continuously in accordance with regulatory provisions. Implementation of risk management governance based on People, Process and Technology, is the main foundation for implementing digital risk management and cyber security for the Bank in meeting customer expectations, stakeholders and regulators.

Process and Methods

In managing digital risk management and cyber security, BNI implements a structured process that involves a series of activities through identification, assessment, measurement, monitoring and control of digital product and activity risks over 8 (eight) digital risk aspects, including:
1. Data privacy risk
2. Cybersecurity risks
3. Process automation risks
4. Third party risk
5. Compliance risk
6. Resiliency risk
7. Workforce risk
8. Cloud related risks

In managing risk, the Bank uses 2 (two) analytical method approaches and modeling predictions from the data obtained. This method is carried out on an ongoing basis through collaboration between first line and second line, as well as third line as evaluators and reviewers of risk management implementation. The Bank also has several programs to strengthen digital risk and cyber security, including digital product assessment, thematic review, Cyber Security Incident Response Team, Social Engineering Technique Program (SETP), etc., thereby producing an effective, fast and efficient risk response. .

LEGAL RISK MANAGEMENT

Legal risk is a risk resulting from lawsuits and/or weaknesses in juridical aspects. BNI's legal risks can originate, among other things, from weaknesses in the juridical aspects caused by weak engagements carried out

by BNI, the absence and/or changes in statutory regulations which cause a transaction carried out by BNI to be not in accordance with the provisions, and the litigation process arising from a lawsuit. third parties to BNI and BNI to third parties.

Governance and Organization

Legal risk management is carried out by the Legal Division under the active supervision of the Director of Human Capital & Compliance. In managing legal risk, the Legal Division collaborates with the Legal Management Unit or staff who handle legal functions in Divisions/ Units/ Regional Offices or other organizational units where the Legal Sector Work Unit functions as a 'legal watch', which provides legal analysis/advice to organizational units and/ or employees at every level of the organization to minimize the possibility of negative impacts from weaknesses in juridical aspects, absence and/or changes in statutory regulations and litigation processes. In managing legal risk, the Legal Division collaborates with the Enterprise Risk Management Division in regularly assessing and monitoring the implementation of Legal Risk Management.

Policies and Procedures

Implementation of legal risk management refers to the Company's Legal Risk Management Guidelines and other policies related to legal risk management.

In order to stipulate the appropriate Legal Risk Management policies, the Legal Division and Enterprise Risk Management Division evaluate and update Legal Risk control policies and procedures periodically, in accordance with developments in applicable regulations and legislation.

Process

In carrying out the Legal Risk control function, BNI implements legal risk management policies in a process flow consisting of:

1. Identification
   Legal risk identification is carried out regularly and continuously. The legal risk identification process is carried out by analyzing all sources of legal risk, which at least includes legal risks from BNI products and business activities as well as legal risks from new products and activities through an appropriate 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 indicators/ parameters:
   a. Litigation Factors
   b. Engagement Weakness Factors
   c. Absence/Change in Legislation Factors
2. Measurement
   Legal risk measurement is carried out using comparison parameters between the nominal claim from a third party against BNI's capital, indicators of litigation factors, weak engagement factors and factors of absence or changes in legislation in identifying Legal Risk. The results of the Legal Risk measurement are reflected in the Legal Risk Profile.
3. Monitoring
   Legal risk monitoring is carried out by evaluating the inherent legal risk exposure, especially those that are material or have an impact on BNI's capital. The monitoring results which include evaluation of legal risk exposure are compiled in a Legal Risk Management Information System (Legal Risk MIS) which provides legal risk exposure reports periodically (monthly, quarterly and annually) including necessary follow-up.
4. Control
   Legal risk control is carried out especially for activities that could endanger BNI's business continuity. The legal risk control process is carried out, among other things, by:
   a. Carry out assessments in the form of juridical studies in the event that there are new bank products or there are additions/changes to features of BNI products.
   b. Providing legal advice and/or legal assistance in the event that there are legal risks in operational activities.
   c. Conduct regular reviews of standard agreement formats, especially credit agreements, to ensure compliance with applicable laws and regulations and other provisions.
   d. Conduct regular reviews of contracts and agreements between BNI and other parties, including 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 Guidelines BNI Company.
   e. Carry out intensive monitoring of legal issues, especially lawsuits based on Unlawful Acts involving the Bank as a Defendant or Co-Defendant.

STRATEGIC RISK MANAGEMENT

Strategic Risk is the risk resulting from inaccuracy in making and/or implementing a strategic decision as well as failure to anticipate changes in the business environment. BNI's strategic risks can originate from weaknesses in the strategy formulation process and inaccuracies in strategy formulation, inadequate management information systems, inaccurate results of internal and external environmental analysis, overly aggressive strategic goal setting, inaccuracies in strategy implementation, and failure to anticipate changes. business environment.

Corporate Governance and Organization
Strategic Risk Management is carried out by the Corporate Planning & Performance Management 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 which includes aligning company strategy with unit strategy as well as cascading bank wide targets into unit targets as outlined in the planning document.

The mechanism for preparing strategic planning documents begins with preparing a Corporate Plan as a reference for setting targets and strategies that will serve as a guide in preparing the Bank's Business Plan.

Strategic planning documents include:
1. Corporate Plan. Corporate plan document prepared to achieve the Bank's long-term goals for 5 (five) years
2. Bank Business Plan (RBB). Short-term (one year) and medium-term (three years) Bank business activity plan document.

The mechanism for preparing strategic planning documents begins with preparing a Corporate Plan as a reference for setting targets and strategies that will be set as a guide in preparing the Bank's Business Plan.

Furthermore, the Bank's Business Plan will become a reference for preparing Operational Planning as outlined in the Division/Unit/Region and Branch/Central Business Plan. The Regional Business Plan will be a reference in preparing the Branch/Central Business Plan. Through this mechanism, it can be ensured that the strategy alignment process is maintained from the corporate level to the lowest unit (branch).

The Corporate Plan document is reviewed every 5 (five) years to adapt to changes in the business environment.

The Bank Business Plan and Business Plan Unit documents are reviewed in Semester I, every year, and can even be carried out in a shorter period of time if significant environmental changes occur.

Policies and Procedures
Implementation of strategic risk management refers to the Company's Implementation Guidelines for Strategic Risk Management as well as Policies and Procedures, including Company Guidelines for Bank Product Implementation Procedures.

Process
In carrying out the Strategic Risk control function, BNI implements strategic risk management policies in a process flow consisting of:
1. Identification
   Strategic risk identification is carried out periodically and continuously. The strategic risk identification process is carried out by identifying strategic risk factors inherent in each functional activity that have the potential to harm BNI, for example due to inappropriate policies, lack of responsiveness to changes that occur, implementation of policies that are not according to plan, or because of their implementation. not according to the predetermined schedule.
2. Measurement
   Strategic risk measurement is carried out using 4 (four) parameters, namely: suitability of strategy to business environmental conditions, high-risk strategies and low-risk strategies, the Bank's business position relative to competitors and achievement of the realization of the Bank's Business Plan (RBB).

   Apart from that, measuring the quality of risk management implementation can be reviewed from the results of governance, risk management framework, risk management processes, information and HR systems, and risk control systems.

   A detailed strategic risk profile assessment is outlined in the strategic risk profile report guided by the BNI Risk Profile Assessment Procedure.
3. Monitoring
   Strategic risk monitoring is carried out by taking into account past experiences of losses caused by strategic risks and/or deviations from the implementation of strategic plans.

   For a bank wide scope, BNI has established a work unit that analyzes and monitors the realization of business strategies and work programs against targets, in this case, the Corporate Planning & Perfomance Management (CPM) Division, including financial targets.

   Meanwhile, for the scope of the Division/Unit/Unit, supporting units and/or other specific units are appointed to analyze and monitor the realization of business strategies and work programs versus the strategy implementation targets for the Division/Unit/Unit on a regular basis.

   The mechanism for monitoring the achievement of established business plans is carried out by comparing targets against business realization with the following conditions:
   a. Monitoring of company performance and strategy (bankwide) is carried out on a monthly basis.
   b. Division performance monitoring is carried out quarterly.
   c. Monitoring of the performance achievements of the company and all units is carried out semi-annually in Business Meeting forums at the Head Office and Regional Offices.
4. Control
   Strategic risk control is carried out by comparing actual results with expected results to ensure that the risks taken are within tolerance limits and reporting significant

deviations to the Board of Directors. The risk control system is approved and reviewed periodically by the Board of Directors to ensure its sustainable conformity.

The strategic risk control mechanism is carried out on the results of monitoring the following factors:

a. Achievement of BNI's performance compared to proportional targets and current year targets on a monthly basis in the Board of Directors Meeting forum (Radisi) which can take strategic action to manage strategic risks.
b. Realization of the Business Plan strategy for each Division/Unit so that problems in implementing strategies and work programs can be identified to be immediately corrected so that the financial targets that have been set can be achieved on a quarterly basis.
c. Realization vs. target of the Bank's Business Plan to be reported to the Financial Services Authority (FSA) on a quarterly basis.
d. Performance achievements of the Bank and all units are carried out semi-annually in Business Meeting forums at the Head Office and Regional Offices.

The Board of Directors always monitors the realization of strategy implementation and achievement of targets stated in the Bank Business Plan (RBB) on a regular basis. If there is a strategy implementation and RBB achievement that does not meet the target theThe Board of Directors asked the relevant units to make improvements.

COMPLIANCE RISK MANAGEMENT

Compliance Risk is the risk resulting from the Bank not complying with and/or not implementing laws and regulations. BNI compliance risks can originate from, among other things, legal behavior, namely BNI behavior/activities that deviate or violate statutory provisions or regulations and organizational behavior, namely BNI behavior/activities that deviate or conflict with general standards. Compliance risk management is carried out through consistent implementation of an internal control system.

Governance and Organization

Compliance Risk Management is carried out by the Compliance Division (CMP) which is under the active supervision of the Risk Management Director. Anti-fraud management is carried out in collaboration with the Anti-Fraud Unit (AFR) which is under the active supervision of the Director of Risk Management. Meanwhile, the management of the whistleblowing system is carried out in collaboration with the Internal Audit Unit (IAD) which is under the active supervision of the President Director.

Policies and Procedures

Implementation of Compliance Risk Management refers to the Compliance Risk Management Company Guidelines as well as other related Policies and Procedures including Company Guidelines for Compliance Work Procedures, Anti-Money Laundering Policies, Prevention of Terrorism Financing, and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (APU PPT and PPPSPM), Implementation Procedures APU PPT PPPSPM Program, Compliance Charter, Company Guidelines for Procedures for Handling Conflicts of Interest, Company Guidelines for Gratification Control, Company Guidelines for Anti-Bribery Management Systems.

Process

In order to contribute to BNI's healthy and sustainable business growth, the Compliance Division assists the Human Capital & Compliance Director in implementing compliance functions and carrying out compliance risk management processes, including:

1. Identify Compliance risk identification is carried out to identify all types of risks inherent in each functional activity that have the potential to harm BNI, namely factors that can increase compliance risk exposure, such as:
   a. Type and complexity of BNI business activities, including new products and activities.
   b. The number (volume) and materiality of BNI's non-compliance with internal policies and procedures, statutory provisions and/or regulations as well as sound business ethical practices and standards.
2. Measurement
   Compliance risk measurement is carried out by using indicators/parameters in the form of:
   a. The type and significance of the violation conducted.
   b. Frequency of violations of provisions (BNI compliance track record).
   c. Violation of certain financial transaction provisions.
   As part of measuring compliance risk, the indicators/parameters as well as the weights and ratios used to measure the compliance risk profile are determined by the Compliance Division by taking into account input from the Board of Directors, Enterprise Risk Management (ERM) Division and other Units as well as Regulatory provisions.

   A detailed compliance risk profile assessment is outlined in the compliance risk profile report guided by the BNI Risk Profile Assessment Procedure. Compliance Risk Assessment is carried out by conducting compliance assessments or tests on policies that will/have been implemented, new bank products, as well as compliance opinions on transactions that will be carried out by BNI.

3. Monitoring
   Compliance risk monitoring includes monitoring and reporting Compliance Risks that occur to the Board of Directors either at any time when the Compliance Risk occurs or periodically regarding:
   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. Control
Compliance risk control is carried out by exante (preventive) actions or steps to ensure that policies, provisions, systems and procedures, as well as business activities carried out by BNI are in accordance with the provisions of the Financial Services Authority (FSA), Bank Indonesia (BI) and the Ministry of State-Owned Enterprises (KBUMN), as well as applicable laws and regulations, and ensure BNI's compliance with commitments made by the Bank to Regulators (dhi. FSA and BI), and/or other competent supervisory authorities. Compliance Risk Control is not only carried out on domestic organizational units but also includes organizational units abroad. BNI must ensure that it has an adequate level of compliance with the laws and regulations in the country of the BNI branch office.

REPUTATION RISK MANAGEMENT

Reputation Risk is the risk resulting from a decrease in the level of stakeholder trust which originates from negative perceptions of the Bank. Reputation risk originates from events that have harmed the Bank's reputation, for example negative news in the mass media, violations of business ethics, and customer complaints as well as other things that can cause Reputation Risk, for example weaknesses in governance, corporate culture and the Bank's business practices and BNI's communication strategy is less effective.

Governance and Organization

Reputation risk management is carried out by the Corporate Secretary Division (CSE) which is under the active supervision of the President Director. Monitoring of news reports (news management) and management of communication crises as well as monitoring of news media or social media opinions/comments are carried out by the Corporate Secretary Division. Meanwhile, management of customer complaints/complaints is carried out by the Customer Experience Center (CXC) Division.

Policies and Procedures

Implementation of reputation risk management refers to the Company's Reputation Risk Management Guidelines and other related Policies and Procedures.

The processes

The Corporate Secretary Division and Customer Experience Center Division assist the Institutional Banking Director in implementing reputation risk management functions and processes, including through the following processes:

1. Identification
Reputation risk identification is carried out from several data/or information sources, including mass media reports, BNI website and social media network analysis, customer complaints/complaints through customer service or via mass media and social media, as well as customer satisfaction questionnaires.

BNI must record and administer every event related to Reputation Risk, including the amount of loss resulting from the incident in question in a data administration. The recording and administration of this data is compiled into data that can be used to project losses for a certain period and activity. Each group of data and/or information is handled differently according to the reputation risk impact it creates.

2. Measurement
Reputation risk measurement is carried out by using parameters:
a. Frequency, Materiality and Exposure of Negative News about BNI Frequency, type of media and materiality of news about BNI, including the Bank's management, by measuring and indicators as follows:
   1) Frequency and scale of reporting on BNI and Subsidiaries in print and online media.
   2) The materialization of the news is assessed based on BNI's follow-up response to the news.
b. Frequency and materiality of Customer Complaints, measurements and indicators, include:
   1) Frequency of customer complaints
   2) Resolving Customer Complaints
   3) Materiality of customer complaints
c. Frequency and materiality of violations of business ethics/generally applicable business norms, including:
   1) Frequency and scale of news related to Financial Information Transparency.
   2) Frequency and scale of news regarding BNI's business collaboration with other stakeholders.

3. Monitoring
Bank wide reputation risk monitoring is carried out by the Corporate Secretary Division (CSE), by reporting Reputation Risk that occurs to the Board of Directors either incidentally at the time of the incident, or periodically including any necessary follow-up.

Monitoring the news (news management) and managing crisis communications as well as monitoring opinions/comments on news media or social media as well as selecting strategies to respond to opinions developing on social media are carried out by the Corporate Secretar Division (CSE). Meanwhile, management of customer complaints/complaints is carried out by the Customer Experience Center (CXC) Division.

Daily, weekly, monthly, quarterly and annual evaluations of the reputation risks faced by BNI are outlined in the Media Monitoring Report.

4. Control
   BNI immediately follows up and resolves customer complaints and lawsuits that can increase Reputation Risk exposure and has also developed a mechanism for effective reputation risk control.
   In general, reputation risk control is carried out through 2 (two) things, namely:
   a. Prevention of events that pose reputational risks.
   b. Restoring BNI's reputation after events that pose a reputational risk.
   Some risk control efforts are by:
   a. Standardize the competency of public relations/public relations staff in the Corporate Secretary Division, regional/ regional offices so that they have the ability and sensitivity to respond to developing issues and opinions.
   b. Establish a Service Level Agreement (SLA) as a standard for speed in responding to customer complaints. Reputation Risk Management during a crisis is carried out through establishing a standard Crisis Contingency Plan which is implemented when a crisis occurs from a mild to a severe scale. The Crisis Contingency Plan consists of:
      1) Problems or chronological review;
      2) Information flow;
      3) Person in charge assignment;
      4) Authority and spokesperson establishment;
      5) Crisis management activities schedule;
      6) Alternative communication strategies;
      7) Evaluation.

Reputation Risk Mitigation and related incidents giving rise to Reputational Risk is carried out by consider the materiality of the problem and costs. However, Reputation Risk may be accepted as long as it is in accordance with the level of Risk to be taken.

INTRA-GROUP TRANSACTION RISK MANAGEMENT

Intra-group transaction risk is a risk resulting from an entity's dependence, either directly or indirectly, on other entities within a Financial Conglomeration in order to fulfill written and unwritten agreement obligations, whether followed by a transfer of funds and/or not followed by a transfer of funds. The intra-group transaction risk management process includes:

1. Identification
   Identification of intra-group transaction risks is carried out by analyzing the types of products and/or transactions between LJKs in the BNI Financial Conglomerate which could give rise to intra-group transaction risks in the BNI Financial Conglomerate.
2. Measurement
   The aim of measuring intra-group transaction risk is to obtain a ranking of the level of risk of the Financial Conglomerate's intra-group transactions. Things that need to be done by BNI as the main entity in measuring intra-group transaction risk is to develop a methodology for measuring intra-group transaction risk and evaluate the suitability of assumptions, data sources and procedures used to measure intra-group transaction risk.
3. Monitoring
   Intra-group transaction risk monitoring is carried out by evaluating intra-group transaction risk exposure that is material or has an impact on the capital condition of the Financial Conglomerate; as well as improving the reporting process and coverage, among other things, if there are material changes in business activities, products, transactions and risk factors. To assess material intra-group financial relationships between LJKs in the BNI Financial Conglomeration, it is measured based on the value of BNI's financial transactions with LJK members of the BNI Financial Conglomeration, as well as between fellow LJKs in the BNI Financial Conglomeration.
4. Control
   Intra-group transaction risk control on BNI Financial Conglomeration is carried out with notice:
   a. Composition of inherent risk parameters of intragroup transactions in the integrated risk profile assessment;
   b. Fulfillment of the arm's length principle (transaction fairness) regarding intra-group transactions;
   c. Availability and completeness of intra-group transaction documentation; And
   d. Fulfillment of applicable legal/regulatory provisions for each intra-group transaction

INSURANCE RISK MANAGEMENT

Insurance risk is a risk resulting from the failure of an insurance company to fulfill its obligations to policyholders as a result of inadequacies in the risk selection process (underwriting), determining premiums (pricing), use of reinsurance, and/or handling claims.

The insurance risk management process includes:

1. Identification
   Identification of group insurance risks is carried out by analysis of factors that can increase insurance risk exposure, such as inadequacies in the risk selection process (underwriting), premium determination (pricing), use of reinsurance, and/or claims handling.
2. Measurement
   Measuring the insurance risks faced by BNI can be done using the parameters Technical Risk, Dominance of Insurance Risk in Overall Business Lines, Product Risk Mix and Types of Benefits and Reinsurance Structure.
3. Monitoring
   Insurance Risk Monitoring includes monitoring and reporting Insurance Risks that occur to the Board of Directors at any time when the Insurance Risk occurs or periodically to:

a. Ratio of Technical Reserves to Net Premiums.
b. Claim Ratio.
c. Net Premium Ratio to Own Capital.
d. Lapse Ratio.
e. Domination of insurance risk over all business lines.
f. Reinsurance Management

Monthly evaluations of insurance risks faced by BNI are outlined in the Leading Risk Indicator Report which is submitted to the Director of the Risk Management Sector.

4. Control
   Insurance risk control is carried out by maintaining insurance risk ratios at their threshold and carrying out improvement initiatives to improve ratios that are still considered high risk and ensuring that the risks taken are still within tolerance limits and reporting significant deterioration to the Board of Directors.

RISK MANAGEMENT OF NEW PRODUCTS AND ACTIVITIES

Each Bank's product development plan goes through a risk management process including identification, measurement, monitoring and control which covers 8 (eight) types of risk including credit, market, liquidity, operational, legal, strategic, compliance and reputation risks which are packaged in a risk assessment comprehensive new bank products and activities. Bank product risk management is carried out based on internal regulations which refer to regulatory provisions.

In order to issue new products, BNI has policies and procedures to manage the risks inherent in new products which include:

1. Business study to find out whether the new product provides benefits or is in line with BNI's vision and mission.
2. Systems, procedures (Standard Operating Procedures) and authority in managing new products.
3. Identify all risks (credit, market, liquidity, operational, legal, reputation, strategic and compliance risks) inherent in new products, both related to business activities and customers.
4. Trial period for risk measurement and monitoring methods for new products.
5. Accounting information system for new products.
6. Legal analysis for new products.
7. Transparency of information to customers.
8. Customer protection is in accordance with provisions regarding Consumer Protection.
9. Protection of Personal Data.

BNI RISK PROFILE ASSESSMENT

BNI'S INDIVIDUAL RISK PROFILE

Risk Profile Assessment is an assessment of the inherent risks and quality of risk management implementation in the Bank's operational activities. The risks that must be assessed consist of 8 (eight) types of risk. In assessing the Risk Profile, Banks are also required to pay attention to the scope of risk management implementation as stipulated by the regulator.

Inherent Risk Assessment

Inherent Risk Assessment is an assessment of the risks inherent in the Bank's business activities, both those that can be quantified and those that cannot, 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 the Bank's products and activities, the industry in which the Bank conducts business activities, and macroeconomic conditions.

Assessment of inherent risks is carried out by taking into account quantitative and qualitative parameters/indicators. Determination of the level of inherent risk for each type of Risk refers to the general principles of assessing the Soundness Level of Commercial Banks. Determination of the level of inherent risk for each type of risk is categorized into rank 1 (low), rank 2 (low to moderate), rank 3 (moderate), rank 4 (moderate to high), and rank 5 (high).

Quality Assessment of Risk Management Implementation

The assessment of the quality of Risk Management implementation reflects an assessment of the adequacy of the Risk control system which covers all pillars of Risk Management implementation as regulated in the provisions of the Financial Services Authority regarding the implementation of Risk Management for Commercial Banks. The quality of Bank Risk Management Implementation varies greatly according to the scale, complexity and level of risk that the Bank can tolerate. Thus, in assessing the Quality of Risk Management Implementation, it is necessary to pay attention to the characteristics and complexity of the Bank's business. The assessment of the quality of Risk Management implementation is an assessment of 4 (four) interrelated aspects, namely:

1. Risk governance.
2. Risk Management Framework.
3. Risk Management Process, adequacy of human resources and adequacy of management information systems.
4. Adequacy of the Risk control system, taking into account the characteristics and complexity of the Bank's business.

The KPMR level is determined comprehensively and identifies the strengths and weaknesses of each pillar of Risk Management. The KPMR level for each risk is categorized into 5 (five) levels, namely:

1. Rank 1 (Strong)
2. Rank 2 (Satisfactory)
3. Rank 3 (Fair)
4. Rank 4 (Marginal)
5. Rank 5 (Unsatisfactory)

BNI Risk Profile Assessment Results

The results of the BNI Individual Risk Profile self-assessment for position 31 December 2022 are rank 2 (Low to Moderate) with an Inherent Risk Rating of Low to Moderate and a Satisfactory Risk Management Implementation Quality (KPMR) rating, with the following details:

	2023	2022	2021
Inherent Risk	Low to Moderate	Low to Moderate	Low to Moderate
KPMR	Satisfactory	Satisfactory	Satisfactory
Risk Rating	2	2	2

BNI'S INTEGRATED RISK PROFILE

Based on the results of the Integrated Risk Profile assessment which has been carried out on 10 (ten) types of risk as of 31 December 2022, it is ranked 2 (low to moderate) with an Inherent Risk Rating of low to moderate, while the assessment of BNI's Integrated Risk Management Implementation Quality (KPMR) is satisfactory, which means that:

1. The possibility of losses faced by the Financial Conglomerate as a whole is relatively low over a certain period of time in the future.
2. The composite quality of Risk Management Implementation is adequate, although there are minor weaknesses that require management attention, but these weaknesses can be resolved during normal business activities.

The results of the detailed Integrated Risk Profile assessment are as follows:

	2023	2022	2021
Inherent Risk	Low to Moderate	Low to Moderate	Low to Moderate
KPMR	Satisfactory	Satisfactory	Satisfactory
Risk Rating	2	2	2

RISK MATURITY INDEX (RMI)

RMI is an index used to measure the effectiveness and quality of implementing Risk Management in protecting and creating value. Based on the Letter of the Ministry of BUMN No. S-31/Wk2.MBU.A/09/2020 was submitted in order to implement the strategic plan of the Ministry of BUMN for 2020 – 2024, in accordance with Minister of BUMN Regulation No. PER-08/MBU/08/2020 requires strengthening the Risk Management function, one of which is determining the RMI value as one of the main performance indicators for improving BUMN Risk management. In connection with this, BNI has carried out an RMI assessment with the assessment results achieving a "Managed" score. In order to fulfill compliance with BUMN Ministerial Regulation No. PER-02/ MBU/03/2023, an ongoing RMI assessment will be carried out taking into account the decision of the deputy for finance and risk management of KBUMN No. SK-8/DKU.MBU/12/2023 dated 6 December 2023 concerning RMI technical instructions. The RMI assessment will be carried out based on performance, namely combining RMI assessments based on 5 dimensions, namely (1) risk culture & capability, (2) risk organization & governance, (3) risk & compliance framework, (4) risk processes & controls, and (5) risk models, data and technology, with performance realization consisting of Final Rating Health Level and Risk Composite Rating.

IMPROVING HR CAPABILITY RELATED TO RISK MANAGEMENT

In order to implement quality risk management, BNI carries out Human Resources (HR) management and develops the quality of its human resources on an ongoing basis through:

1. Establishment of a Risk Academy Unit
   In order to improve risk skills, with the following main responsibilities:
   a. Develop a framework for developing learning in the Risk sector at all levels in coordination with the Strategy & Governance Team – BNI University.
   b. Manage activities to design and develop the Curriculum / Learning Journey, Course Design and Delivery & Deployment framework in the Risk area according to the objectives of developing the required capabilities, coordinating with the relevant Organizational Unit and Human Capital Business Partner (HCBP).
   c. Identify the development of Curriculum/Learning Journey, Course Design and Delivery & Deployment Framework Risk to be carried out internally or in collaboration with 3rd parties through procurement/partnership processes.

d. Manage the identification of Risk Module development to be carried out internally or in collaboration with 3rd parties through the procurement process or through partnerships.
e. Identify potential alliances/collaborations and partnerships with other training/educational institutions related to Risk Capabilities including preparing, negotiating framework agreements for partnerships and alliances/collaborations through Cooperation Agreements/Memorandums of Understanding.
f. Manage the identification of learning evaluation/ learning impact measurement needs related to learning in the Risk area in coordination with the Assessment & Competency Team, BNI University.
g. Manage the preparation and monitor the annual budget for all implementation of risk-related capability and competency development activities.
h. Manage the implementation of the procurement process related to the development of learning in the Risk area.

Through the Risk Academy, BNI has organized risk learning programs in order to improve the capability and quality of human resources, including:

a. Small Business Credit Risk Awareness & RBC RBW Risk Awareness
   1) Provide strengthening in the loan management stage to form a loan portfolio that grows sustainably and has quality.
   2) Providing equal information and understanding regarding economic and technological conditions as well as transformation.
   3) Minimize fraud and increase awareness and consciousness among all employees.
b. Anti Fraud Awareness in 2023
   In order to increase employee competency to understand operational risks for Anti Fraud Division employees and Regional Internal Control group leaders, to strengthen related understanding:
   1) Banking fraud which has the potential to become a criminal act of corruption
   2) Products and risks of banking activities
c. Reinforcement Co-Corporate Credit Risk Manager
   In order to increase knowledge in managing corporate credit in an end to end process.
d. Increasing the Capability of Retail Credit Risk Division Employees in Managing Program Credit Risk (KUR and BWU)
   In order to support BNI Transformation and strengthen risk management in managing credit risk (KUR and BWU).
e. Risk Management Provision for Commissioners
   Banking risk management is a skill that every banker must have, especially at the commissioner level, as stated in POJK No. 17/POJK.03/2014 concerning Implementation of Integrated Risk Management for Financial Conglomerates and POJK no. 18/ POJK.03/2016 concerning Implementation of Risk Management for Commercial Banks
   OJK Letter No. S-10/D.03/2023 concerning Relaxation of Risk Management Certification for Commercial Bank Human Resources, it is stated that prospective members of the Board of Directors and prospective members of the Board of Commissioners will be proposed to take part in the Capability and Proper Assessment (PKK) process but do not yet have a management certificate risks according to the provisions, must first take part in the risk management debriefing/training program organized by the Indonesian Banking Development Institute (LPPI).
f. Enrichment Operational Risk Management for Employees/Local Staff of Foreign Offices (KLN)
   1) In order to increase risk culture and risk awareness for all KLN employees/local staff.
   2) Preparation of standardization of operational risk management competencies for KLN local employees/staff
g. Operational Risk Workshop
   In order to increase control activities to mitigate operational risk and prevent fraud and have a commitment to carry out control duties as a leader.
h. Optimization of New PERISKOP & Socialization of NWOW Implementation of ORIC Function
   1) Optimizing the use of the New PERISKOP application for operational risk management.
   2) Provide an understanding of the assessment of potential risks and controls as well as the benefits of using the New PERISKOP operational risk tools (RCSA, BCM, LED and KRI).
   3) Aligning Internal Control transformation to strengthen operational risk monitoring.
   4) Increase employee concern/awareness at outlets regarding potential operational risks in managed units.
   5) Monitoring the condition and adequacy of life safety and building security facilities as well as the implementation of BCM and preparedness, readiness at several outlets (Territory/ KC/ KCP/ KK/ Sentra) on a sampling basis.

i. ORIC – SORX 2 Function Onboarding
   In order to strengthen ORIC – SORX 2 capabilities in terms of:
   1) Become a partner in providing initial assessments in the form of consultancy and advisory to risk owners.
   2) Strengthening the internal control function with the establishment of SORX.
   3) Accountable to ensure controls run well for operational risks.
   4) Agent and change in implementing risk culture in its management.
j. ORIC – SORX 1 Function Onboarding
   The implementation aims to strengthen ORIC – SORX 1 capabilities in terms of:

1) Communication and presentation skills, critical thinking and conflict management.
2) Sharpening understanding of the industry, risk management systems and potential risks in commercial credit business processes.

k. Basic Risk Competencies
In order to introduce and increase understanding of risk and awareness of risk management concepts in daily work.

l. RMT Leaders Development Series – NwoW
Implementation is carried out for all Department Heads (Risk Management sector), so that:
1) Have a good understanding of the NWoW transformation, including the role and function of the Department Head.
2) Have an agile mindset and be sensitive to changes and risk developments.
3) Manage the supervised units end to end.
4) Direct and together with the team master the risk portfolio and motivate the team to develop strategies within their respective management areas.
5) Apply fairness to the team, both when the team has archived or under-performed and monitor the team's performance on a day to day basis.

m. COSO (Committee of Sponsoring of the Treadway Commission) – Internal Control for SORX 1, SORX 2, SORX 3 and SORX 4
Implementation in order to facilitate the implementation of controls and assess the effectiveness of the internal control system.

n. Indonesia's Risk Management Outlook 2024
In order to provide valuable opportunities for BNI employees regarding trends, developments and best practices in risk management, in the form of presentations and panel discussions, so as to enrich knowledge and insight into the industry and relevance to BNI's business strategy.

o. Loan Origination System (LOS) Retail Credit Risk (RTC) Division Employees
Implementation in order to achieve increasingly challenging credit growth targets and credit processes that have developed in the digital era.

p. PublicTraining National Anti Fraud Awareness (NAFC) Jer Basuki Mawa Beya
Provides the opportunity to obtain the latest issue information related to prevention, detection and investigation activities in fraud, both conceptually and technically

q. Refreshment Restructuring & Negotiation Skills for Retail Collection & Recovery (RCR) Division Employees
In order to improve employees' ability to understand and understand asset quality improvement programs and accelerate credit recovery as well as good and effective negotiation and communication techniques in the collection process.

r. Sharing Session "Resolving Land Issues as Credit Collateral"
Increasing BNI employees' understanding of land issues as credit collateral by bringing in practitioners.

s. Retail Collection & Recovery (RCR) Division Leadership Skills Training
1) Increase employee understanding regarding the differences in directing, coaching and mentoring approaches and their application in various situations.
2) Increase understanding regarding the benefits and process of coaching and create self-awareness in improving work performance.
3) Conduct structured and consistently scheduled coaching programs and sessions.

t. Indonesia Coal Outlook Conference
In order to study the latest developments regarding the coal industry in Indonesia.

u. 19th Indonesian Palm Oil Conference (IPOC) 2023
In order to increase knowledge of the performance of the Indonesian palm oil industry sector along with the latest issues and projections which are very relevant for industry players and BNI as the bank that distributes financing to this industrial sector

v. Operational Risk Mitigation Workshop
Provide the knowledge to carry out identification of each business activity and overall operations.

2. Risk Management and Refreshment Certification
Owning a Risk Management Certificate for HR is determined for Members of the Board of Directors, Members of the Board of Commissioners, Independent Parties of the Risk Monitoring Committee, Executive Officers and Officials other than Executive Officers in the risk management work unit, compliance work unit and internal audit work unit as well as the main operational work unit that undertakes and carry out decisions on risks including credit, treasury, information technology and finance. For those who have received Risk Management Certification, BNI continues to carry out education with a refreshment program to maintain the competency of Risk Management Certificate holders or holders in the field of Bank risk management.

3. E-Learning Method
BNI also carries out risk management education through the e-learning method which can be done independently by all BNI employees via the BNISmarter portal. This aims to increase the knowledge and risk awareness of all BNI employees through materials that have been prepared as learning materials.

4. Socialization and Education
BNI supports all employees in participating in education and socialization through seminars and training organized by external and internal parties

RISK MANAGEMENT ACTIVITIES REPORT IN 2023

In connection with the Bank Health Level (TKB) assessment and Individual Risk Profile Assessment during 2023, BNI has prepared and reported as follows:

1. The Bank's Health Level uses an Individual Risk Based Bank Rating (RBBR) approach, which includes an assessment of Risk Profile, Governance, Profitability and Capital. During 2023, BNI has reported individual Bank Soundness Levels for the Semester II 2022 and Semester I 2023 reporting periods to the Regulator in a timely manner.
2. Individual Risk Profile which includes managing 8 (eight) types of risk including Credit, Market, Liquidity, Operational, Legal, Strategic, Compliance and Reputation Risk. During 2023, BNI has reported the results of the individual Risk Profile self-assessment for the reporting period for Quarter IV 2022 and Quarters I, II, III 2023 to the Regulator in a timely manner.
3. BNI Risk Management Implementation and Monitoring Report to the Ministry of State-Owned Enterprises (BUMN) in order to fulfill Minister of BUMN Regulations No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises. During 2023, BNI has submitted the BNI Risk Management Implementation and Monitoring Report for the reporting period for Quarters II and III 2023 in a timely manner.
4. Risk Weighted Asset Calculation Report (RWA) Credit Risk, Market Risk and Operational Risk.
5. Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR) Calculation Report.
6. Report on Obligations to Fulfill Leverage Ratio
7. Interest Rate Risk in Banking Book (IRRBB) Report
8. Action Plan Document (Recovery Plan)
9. Resolution Plan Document (Resolution Plan)

SIMULATION OF WORST CONDITIONS AND STRESS TESTING

Stress testing is one of the risk management tools used by BNI to evaluate the impact of a severe but plausible scenario on the Bank's financial condition. BNI carries out stress testing periodically as a basis for consideration for decisions and directions of the board of directors and board of commissioners or in making Bank decisions as well as in compliance with applicable regulatory provisions both in Indonesia and regulatory provisions at each Foreign Office (KLN). Apart from being a basis for decision making and compliance with regulations, stress testing also aims to estimate the magnitude of losses that will arise as well as the resilience of the Bank's capital in absorbing these losses, and identify steps that must be taken to mitigate risks and maintain the resilience of the Bank's capital. In terms of liquidity, the stress test functions to estimate the adequacy of the Bank's liquid assets to fulfill obligations, both contractual and behavioral.

In implementing stress testing, BNI carries out 2 (two) approaches, namely by using historical or hypothetical scenarios to measure the impact of an extreme condition or series of events (scenario stress testing) and testing the sensitivity of the Bank's exposure, activity or risk to a variable or certain parameters (sensitivity analysis). The implementation of stress testing at BNI covers the main types of risk, namely Credit Risk, Market Risk, Liquidity Risk where the calculations use statistical models and financial models developed by BNI by considering historical data and hypotheses.

The results of stress testing carried out by BNI throughout 2023 show that BNI's capital is still able to absorb losses that will arise and is able to maintain sufficient liquidity with rapid anticipation in terms of asset and liability management as well as the readiness of policies to support funding plans. Apart from that, BNI has also established risk mitigation for possible losses that may arise.

ACTION PLANS (RECOVERY PLANS)

The Recovery Plan is a plan to overcome (prevent, recover and repair) financial problems that may occur at Systemic Banks. The preparation of the Recovery Plan is a fulfillment of OJK Regulation Number 14/POJK.03/2017 dated April 4, 2017 concerning Action Plans (Recovery Plan) for Systemic Banks, which is intended to overcome early financial problems that may occur in systemic Banks through a "bail in" mechanism. "So it is hoped that these financial problems will not trigger a systemic impact on the national financial system.

BNI as a Systemic Bank is obliged to prepare a Recovery Plan to the FSA every year on a regular basis at least 1 (one) time in 1 (one) year and submit an updated Action Plan (Recovery Plan) to the FSA no later than the end of November.

The Action Plan Update Document (Recovery Plan) is formed from several components, including:

1. Executive summary.
2. General description explaining the condition of banks and business groups along with strategic analysis of the materiality level of business entities, business lines and distribution networks.
3. Scenario analysis which contains an analysis of the impact of changes in the Bank's conditions based on several critical scenarios, namely idiosyncratic, market-wide and combination.

4. Recovery Options contain recovery indicators which are divided into three phases, namely Early Warning, Recovery and Corrective as well as a number of recovery options for four risk dimensions, namely Capital, Liquidity, Profitability and Asset Quality.
5. Disclosure and Governance, in the Governance section the organization and decision-making authority are regulated as well as work and escalation mechanisms for handling emergencies for each crisis phase.

The Action Plan Document (Recovery Plan) prepared by BNI for 2023/2024 is an update to the Action Plan Document (Recovery Plan) for 2022/2023 and has been submitted to the FSA.

RESOLUTION PLAN

The Resolution Plan is a handling or resolution plan by the Deposit Insurance Corporation (LPS) when the Bank is declared a failed bank, contained in the Resolution Plan document which is reviewed periodically every 2 (two) years. The preparation of the Resolution Plan is a fulfillment of the Deposit Insurance Corporation Regulation no. 1 of 2021 concerning Resolution Plans for Commercial Banks. The Resolution Plan is a commitment of the Bank, controlling shareholders and/or other parties to realize an effective Bank resolution to reduce systemic disruption to financial system stability and minimize the use of public funds (APBN) in Bank resolutions.

The preparation of the BNI Resolution Plan has the following objectives:
1. Ensure that BNI has a plan to overcome problems when the Bank is declared a Failed Bank.
2. Ensure that BNI has determined resolution options as a choice of actions to be taken to respond to the systemic disruption to financial system stability that is being experienced.
3. Ensure that BNI has mechanisms related to implementation, evaluation and testing (stress testing) as well as updating resolution plans.

The Resolution Plan contains information about the Bank that is in line with the Action Plan, complete with analysis of resolution options and potential obstacles to implementing resolution options, as well as communication strategies prior to handling Bank solvency problems by the resolution authority.

Risk Exposure Disclosure

1. Disclosure of Credit Quality of Assets

a. Bank Only

		December 31, 2023		
		Gross Carrying Amount		Allowances for Impairment Losses (d+e)
		Past Due Receivables	Past Undue Receivables	
		a	b	c
1	Loan	14,964,404	672,948,129	46,925,323
2	Securities	534,114	136,539,243	312,637
3	Administrative Account Transactions	658,178	137,203,457	-
4	**Total**	**16,156,696**	**946,690,829**	**47,237,960**

b. Bank Consolidated with Subsidiaries

		December 31, 2023		
		Gross Carrying Amount		Allowances for Impairment Losses (d+e)
		Past Due Receivables	Past Undue Receivables	
		a	b	c
1	Loan	15,009,228	680,077,402	47,158,131
2	Securities	534,114	138,678,793	312,691
3	Administrative Account Transactions	658,178	139,514,699	-
4	**Total**	**16,201,520**	**958,270,894**	**47,470,822**

(in million rupiah)

December 31, 2023			
CKPN		Allowances for Impairment Losses (IRB Approach)	Net Value (a+b+c)
Stage 2 and Stage 3	Stage 1		
d	e	f	g
42,867,551	4,057,772		640,987,211
242,790	69,847		136,760,719
-	-		137,861,635
43,110,341	**4,127,619**		**915,609,565**

(in million rupiah)

December 31, 2023			
CKPN		Allowances for Impairment Losses (IRB Approach)	Net Value (a+b+c)
Stage 2 and Stage 3	Stage 1		
d	e	f	g
43,041,274	4,116,857		647,928,499
242,790	69,901		138,900,216
-	-		140,172,877
43,284,064	**4,186,758**		**927,001,592**

2. Disclosure of Changes in Loan and Past Due Securities

a. Bank Only

(in million rupiah)

		December 31, 2023
		a
1	Past Due Loan and Securities on last reporting period	9,412,878
2	Past Due Loan and Securities since last reporting period	5,029,325
3	Past Undue Loan and Securities that return to receivables	1,903,449
4	Write-Off Value	14,390,337
5	Other Movements	-
6	**Past Due Loan and Securities on last reporting period (1+2-3-4+5)**	**(1,851,583)**

b. Bank Consolidated with Subsidiaries

(in million rupiah)

		December 31, 2023
		a
1	Past Due Loan and Securities on last reporting period	9,412,878
2	Past Due Loan and Securities since last reporting period	5,074,148
3	Past Undue Loan and Securities that return to receivables	10,515,359
4	Write-Off Value	14,390,337
5	Other Movements	-
6	**Past Due Loan and Securities on last reporting period (1+2-3-4+5)**	**(10,418,670)**

3. Additional Disclosures regarding Credit Quality of Assets

Qualitative

Description	Definition
Past Due Receivables	"Past Due Receivables" refers to the Past Due Receivables Portfolio Category as stated in Appendix A of OJK Circular Letter No. SEOJK 24/SEOJK.03/2021.
Impaired Receivables	"Impaired Receivables" are receivables that have decreased in value, namely to stage 2 (unfavorable assets) and to stage 3 (unfavorable assets).
Past Due Receivables (more than 90 days) that are not considered to have impaired value	Past Due Receivables but categorized in billing stage 1.
Statistical approaches and methods used by the Bank in establishing CKPN	As a form of Commitment to the convergence of International Financial Reporting Standards (IFRS), the Financial Accounting Standards Board of the Indonesian Accountants Association (DSAK IAI) ratified PSAK 71 concerning Financial Assets. PSAK 71 was ratified by adopting IFRS 9 that contains the concept of calculating future loan losses (ECL). The model development process at BNI has been carried out by the model development team, and validated by external and internal validators. The ECL determination was classified for each segment with the aim of classifying debtors who have similar characteristics, so that a more accurate Probability of Default (PD) projection used in the ECL calculation could be obtained. The model used in establishing Bank CKPN included: • The transition matrix model as a modeling method that uses changes in the quality of productive assets over a certain period as its basis. • The Bayesian Scalar Model as a PD calculation model for assets that have an internal rating. • The Vasicek model was applied for segmentation that relies on external ratings in the modeling process. The CKPN calculation for assets classified as Amortized Cost were calculated using different forward looking horizons based to each risk level (staging), namely for the next 12 months in stage 1 (performing), plus over the life of the bill (lifetime) for stage 2 (under performing), and stage 3 (non performing). The different stages are determined by the presence of any significant increase in loan risk (SICR), and also debtor staging is determined based on a combination of: • Internal Rating • External Rating • History of Restructuring • Interest Determination

Quantitative

a. Disclosure of Net Receivables by Region

i. Bank Only

No.	Portfolio Category	December 31, 2023				
		Net Receivables by Region				
		Sumatera and Kalimantan	Sulawesi, Bali & Nusa Tenggara and Papua	Jawa (Excl. Jakarta and Banten)	Jakarta & Banten	Office Overseas
a	b	c	d	e	f	g
1	Government Receivables	-	-	10,345	226,326,889	27,678,094
2	Public Sector Entities Receivables	11,434,375	1,308,638	20,806,057	70,021,961	227,344
3	Multilateral Development Banks and International Institutions Receivables	-	-	-	-	-
4	Bank Receivables	670,248	354,096	628,267	45,942,961	15,913,201
5	Receivables in the form of Covered Bond	-	-	-	-	-
6	Securities Companies and Other Financial Services Institutions Receivables	8,191	38,478	155,214	23,088,299	-
7	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	-	-	-	110,096	-
8	Loans Secured by Residential Property	14,549,071	13,393,179	23,613,009	9,934,487	422
9	Loans Secured by Commercial Real Estat	2,128,545	1,034,211	4,109,018	741,266	125
10	Loan by Land Acquisition, Land Processing and Construction	27,607	63,461	28,442	562	-
11	Loan by Employee or Pensioner	26,323	16,728	57,339	31,595	1,479
12	Micro Business, Small Business, and Retail Portfolio Receivables	27,780,613	26,511,455	45,361,621	43,066,803	1,965
13	Corporate Receivables	81,406,864	36,104,775	71,854,405	160,245,553	27,723,485
14	Past Due Receivables	714,242	605,627	2,026,043	1,136,865	292,803
15	Other Assets	3,212,305	2,508,589	4,591,192	44,899,812	606,977
	Total	**141,958,384**	**81,939,237**	**173,240,952**	**625,547,149**	**72,445,895**

(in million rupiah)

December 31, 2022						
Net Receivables by Region						
Total	Sumatera and Kalimantan	Sulawesi, Bali & Nusa Tenggara and Papua	Jawa (Excl. Jakarta and Banten)	Jakarta & Banten	Overseas Office	Total
h	i	j	k	l	m	n
254,015,328						
103,798,375						
-						
63,508,773						
-						
23,290,182						
110,096						
61,490,168						
8,013,165						
120,072						
133,463						
142,722,456						
377,335,082						
4,775,579						
55,818,874						
1,095,131,617						

ii. Bank Consolidated with Subsidiaries

No.	Portfolio Category	December 31, 2023				
		Net Receivables by Region				
		Sumatera and Kalimantan	Sulawesi, Bali & Nusa Tenggara and Papua	Jawa (Excl. Jakarta and Banten)	Jakarta & Banten	Office Overseas
a	b	c	d	e	f	g
1	Government Receivables	-	-	10,345	233,518,357	27,678,094
2	Public Sector Entities Receivables	11,434,375	1,308,638	20,806,057	70,021,961	227,344
3	Multilateral Development Banks and International Institutions Receivables	-	-	-	-	-
4	Bank Receivables	675,136	354,096	642,968	47,754,160	15,913,201
5	Receivables in the form of Covered Bond	-	-	-	-	-
6	Securities Companies and Other Financial Services Institutions Receivables	8,191	38,478	155,214	23,501,986	-
7	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	-	-	-	11,948,126	-
8	Loans Secured by Residential Property	14,571,774	13,393,179	23,697,158	10,442,135	422
9	Loans Secured by Commercial Real Estat	2,177,376	1,034,211	4,388,488	2,646,743	125
10	Loan by Land Acquisition, Land Processing and Construction	27,607	63,461	28,442	562	-
11	Loan by Employee or Pensioner	26,323	16,728	57,339	31,595	1,479
12	Micro Business, Small Business, and Retail Portfolio Receivables	27,801,099	26,511,455	45,363,809	45,385,811	1,965
13	Corporate Receivables	81,413,559	36,104,775	71,862,899	162,411,158	27,723,485
14	Past Due Receivables	714,254	605,627	2,028,568	1,142,702	292,803
15	Other Assets	3,212,305	2,508,589	4,591,192	46,566,905	606,977
	Total	**142,061,999**	**81,939,237**	**173,632,479**	**655,372,201**	**72,445,895**

(in million rupiah)

December 31, 2022						
	Net Receivables by Region					
Total	Sumatera and Kalimantan	Sulawesi, Bali & Nusa Tenggara and Papua	Jawa (Excl. Jakarta and Banten)	Jakarta & Banten	Overseas Office	Total
h	i	j	k	l	m	n
261,206,796						
103,798,376						
-						
65,339,561						
-						
23,703,869						
11,948,126						
62,104,668						
10,246,943						
120,072						
133,464						
145,064,139						
379,515,876						
4,783,954						
57,485,968						
1,125,451,811						

b, Disclosure of Net Receivables by Economic Sector

i. Bank Only

No,	Economic Sectors	Government Receivables	Public Sector Entities Receivables	Multilateral Development Banks and International Institutions Receivables
a	b	c	d	e
	December 31, 2023			
1	Agriculture, Forestry, and Fisheries	-	7,376,252	-
2	Mining and Extracting	-	100,199	-
3	Processing Industry	-	11,595,646	-
4	Electricity, Gas, Hot Water and Cold Water	-	6,173,022	-
5	Water Managemen, Waste Management,Garbage Management and Recycling	-	-	-
6	Construction	-	21,215,205	-
7	Wholesale and Retail Trade; Car and Motorcycle Repair & Maintenance	-	15,957,504	-
8	Transportation & Warehousing	-	6,974,048	-
9	Accommodation and Restaurants	-	-	-
10	Information and Communications	-	5,788,061	-
11	Finance and Insurance Activities	-	4,723,971	-
12	Real Estat	-	212,449	-
13	Professional, Science, and Technical Activities	-	49,827	-
14	Lease and Lease without Option Rights, Labor, Travel Agents, and Other Business Support Activities	-	1,361,101	-
15	Government, Defense, and Mandatory Social Security Administration	241,784,178	-	-
16	Education	-	-	-
17	Human Health and Social Activities	-	-	-
18	Arts, Entertainment, and Recreation	-	-	-
19	Other Services Activities	-	-	-
20	Household Activities as Employer: Activities that produce goods and services by households that are used to meet their own needs	-	-	-
21	International Agencies and Other Extra- International Agencies Activities	-	-	-
22	Household	-	-	-
23	Non-Business	-	22,271,090	-
24	Others	12,231,150	-	-
	Total	**254,015,328**	**103,798,376**	**-**

(in million rupiah)

Bank Receivables	Receivables in the form of Covered Bond	Securities Companies and Other Financial Services Institutions Receivables	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	Loans Secured by Residential Property
f	g	h	i	j
-	-	-	-	459,795
-	-	-	-	59,726
-	-	-	-	873,642
-	-	-	-	15,014
-	-	-	-	14,293
-	-	-	-	265,005
-	-	-	-	5,441,152
-	-	-	-	368,961
-	-	-	-	355,686
-	-	-	-	31,178
63,508,772	-	23,290,181	-	3,340
-	-	-	-	60,867
-	-	-	-	36,915
-	-	-	-	185,462
-	-	-	-	-
-	-	-	-	11,854
-	-	-	-	82,517
-	-	-	-	15,622
-	-	-	-	34,739
-	-	-	-	3,968
-	-	-	-	1,340
-	-	-	-	47,258,235
-	-	-	-	5,910,859
-	-	-	110,096	-
63,508,772	**-**	**23,290,181**	**110,096**	**61,490,167**

No.	Economic Sectors	Loans Secured by Commercial Real Estat	Loan by Land Acquisition, Land Processing and Construction	Loan by Employee or Pensioner
a	b	k	l	m
	December 31, 2023			
1	Agriculture, Forestry, and Fisheries	474,918	-	-
2	Mining and Extracting	7,320	-	-
3	Processing Industry	428,838	-	-
4	Electricity, Gas, Hot Water and Cold Water	10,233	-	-
5	Water Managemen, Waste Management,Garbage Management and Recycling	6,782	-	-
6	Construction	59,930	120,072	-
7	Wholesale and Retail Trade; Car and Motorcycle Repair & Maintenance	3,061,873	-	-
8	Transportation & Warehousing	103,806	-	-
9	Accommodation and Restaurants	302,712	-	-
10	Information and Communications	6,762	-	-
11	Finance and Insurance Activities	2,305	-	-
12	Real Estat	86,766	-	-
13	Professional, Science, and Technical Activities	12,195	-	-
14	Lease and Lease without Option Rights, Labor, Travel Agents, and Other Business Support Activities	56,862	-	-
15	Government, Defense, and Mandatory Social Security Administration	-	-	-
16	Education	20,777	-	-
17	Human Health and Social Activities	46,246	-	-
18	Arts, Entertainment, and Recreation	10,345	-	-
19	Other Services Activities	57,486	-	-
20	Household Activities as Employer: Activities that produce goods and services by households that are used to meet their own needs	1,172	-	-
21	International Agencies and Other Extra- International Agencies Activities	-	-	-
22	Household	2,995,767	-	123,257
23	Non-Business	260,073	-	10,206
24	Others	-	-	-
	Total	**8,013,166**	**120,072**	**133,463**

(in million rupiah)

Micro Business, Small Business, and Retail Portfolio Receivables	Corporate Receivables	Past Due Receivables	Other Assets
n	o	p	q
9,979,521	36,798,792	377,207	-
307,933	43,354,460	141,670	-
5,214,469	104,061,940	981,175	-
130,844	23,539,606	10,757	-
125,869	294,393	1,850	-
1,722,999	23,358,786	267,411	-
39,535,503	35,810,836	1,116,159	-
2,278,343	15,680,211	175,585	-
3,142,590	11,399,981	265,742	-
282,047	15,194,783	4,453	-
57,742	6,638,112	1,448	-
921,962	16,802,043	143,754	-
210,032	529,486	11,345	-
1,571,470	4,925,845	111,685	-
5,255	1,252	-	-
199,327	416,132	1,149	-
652,663	1,803,901	9,299	-
164,121	150,064	661	-
350,959	157,746	404	-
17,768	1,502	252	-
10,023	2,822	103	-
20,158,582	9,794	653,498	-
55,682,436	36,402,594	499,974	-
-	-	-	55,818,874
142,722,456	**377,335,082**	**4,775,579**	**55,818,874**

No.	Economic Sectors	Government Receivables	Public Sector Entities Receivables	Multilateral Development Banks and International Institutions Receivables
a	b	c	d	e
	December 31, 2022			
1	Agriculture, Forestry, and Fisheries			
2	Mining and Extracting			
3	Processing Industry			
4	Electricity, Gas, Hot Water and Cold Water			
5	Water Managemen, Waste Management,Garbage Management and Recycling			
6	Construction			
7	Wholesale and Retail Trade; Car and Motorcycle Repair & Maintenance			
8	Transportation & Warehousing			
9	Accommodation and Restaurants			
10	Information and Communications			
11	Finance and Insurance Activities			
12	Real Estat			
13	Professional, Science, and Technical Activities			
14	Lease and Lease without Option Rights, Labor, Travel Agents, and Other Business Support Activities			
15	Government, Defense, and Mandatory Social Security Administration			
16	Education			
17	Human Health and Social Activities			
18	Arts, Entertainment, and Recreation			
19	Other Services Activities			
20	Household Activities as Employer: Activities that produce goods and services by households that are used to meet their own needs			
21	International Agencies and Other Extra- International Agencies Activities			
22	Household			
23	Non-Business			
24	Others			
	Total			

(in million rupiah)

	Bank Receivables	Receivables in the form of Covered Bond	Securities Companies and Other Financial Services Institutions Receivables	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	Loans Secured by Residential Property
	f	g	h	i	j

No.	Economic Sectors	Loans Secured by Commercial Real Estat	Loan by Land Acquisition, Land Processing and Construction	Loan by Employee or Pensioner
a	b	k	l	m
	December 31, 2022			
1	Agriculture, Forestry, and Fisheries			
2	Mining and Extracting			
3	Processing Industry			
4	Electricity, Gas, Hot Water and Cold Water			
5	Water Managemen, Waste Management,Garbage Management and Recycling			
6	Construction			
7	Wholesale and Retail Trade; Car and Motorcycle Repair & Maintenance			
8	Transportation & Warehousing			
9	Accommodation and Restaurants			
10	Information and Communications			
11	Finance and Insurance Activities			
12	Real Estat			
13	Professional, Science, and Technical Activities			
14	Lease and Lease without Option Rights, Labor, Travel Agents, and Other Business Support Activities			
15	Government, Defense, and Mandatory Social Security Administration			
16	Education			
17	Human Health and Social Activities			
18	Arts, Entertainment, and Recreation			
19	Other Services Activities			
20	Household Activities as Employer: Activities that produce goods and services by households that are used to meet their own needs			
21	International Agencies and Other Extra- International Agencies Activities			
22	Household			
23	Non-Business			
24	Others			
	Total			

(in million rupiah)

Micro Business, Small Business, and Retail Portfolio Receivables	Corporate Receivables	Past Due Receivables	Other Assets
n	o	p	q

ii. Bank Consolidated with Subsidiaries

No,	Economic Sectors	Government Receivables	Public Sector Entities Receivables	Multilateral Development Banks and International Institutions Receivables
a	b	c	d	e
	December 31, 2023			
1	Agriculture, Forestry, and Fisheries	-	7,376,252	-
2	Mining and Extracting	-	100,199	-
3	Processing Industry	-	11,595,646	-
4	Electricity, Gas, Hot Water and Cold Water	-	6,173,022	-
5	Water Managemen, Waste Management,Garbage Management and Recycling	-	-	-
6	Construction	-	21,215,205	-
7	Wholesale and Retail Trade; Car and Motorcycle Repair & Maintenance	-	15,957,504	-
8	Transportation & Warehousing	-	6,974,048	-
9	Accommodation and Restaurants	-	-	-
10	Information and Communications	-	5,788,061	-
11	Finance and Insurance Activities	-	4,723,971	-
12	Real Estat	-	212,449	-
13	Professional, Science, and Technical Activities	-	49,827	-
14	Lease and Lease without Option Rights, Labor, Travel Agents, and Other Business Support Activities	-	1,361,101	-
15	Government, Defense, and Mandatory Social Security Administration	248,975,646	-	-
16	Education	-	-	-
17	Human Health and Social Activities	-	-	-
18	Arts, Entertainment, and Recreation	-	-	-
19	Other Services Activities	-	-	-
20	Household Activities as Employer: Activities that produce goods and services by households that are used to meet their own needs	-	-	-
21	International Agencies and Other Extra- International Agencies Activities	-	-	-
22	Household	-	-	-
23	Non-Business	-	22,271,090	-
24	Others	12,231,150	-	-
	Total	**261,206,796**	**103,798,376**	**-**

(in million rupiah)

Bank Receivables	Receivables in the form of Covered Bond	Securities Companies and Other Financial Services Institutions Receivables	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	Loans Secured by Residential Property
f	g	h	i	j
-	-	-	-	470,319
-	-	-	-	85,051
-	-	-	-	1,010,309
-	-	-	-	15,014
-	-	-	-	14,293
-	-	-	-	303,249
-	-	-	-	5,652,598
-	-	-	-	377,193
-	-	-	-	373,492
-	-	-	-	44,071
65,339,560	-	23,703,868	-	3,340
-	-	-	-	61,388
-	-	-	-	96,686
-	-	-	-	198,560
-	-	-	-	-
-	-	-	-	11,854
-	-	-	-	82,517
-	-	-	-	15,622
-	-	-	-	34,923
-	-	-	-	3,968
-	-	-	-	1,340
-	-	-	-	47,286,126
-	-	-	-	5,962,755
-	-	-	11,948,126	-
65,339,560	**-**	**23,703,868**	**11,948,126**	**62,104,668**

No.	Economic Sectors	Loans Secured by Commercial Real Estat	Loan by Land Acquisition, Land Processing and Construction	Loan by Employee or Pensioner
a	b	k	l	m
	December 31, 2023			
1	Agriculture, Forestry, and Fisheries	507,542	-	-
2	Mining and Extracting	11,657	-	-
3	Processing Industry	1,260,758	-	-
4	Electricity, Gas, Hot Water and Cold Water	10,233	-	-
5	Water Managemen, Waste Management,Garbage Management and Recycling	7,349	-	-
6	Construction	94,248	120,072	-
7	Wholesale and Retail Trade; Car and Motorcycle Repair & Maintenance	3,664,638	-	-
8	Transportation & Warehousing	108,905	-	-
9	Accommodation and Restaurants	574,359	-	-
10	Information and Communications	153,566	-	-
11	Finance and Insurance Activities	6,746	-	-
12	Real Estat	133,837	-	-
13	Professional, Science, and Technical Activities	22,610	-	-
14	Lease and Lease without Option Rights, Labor, Travel Agents, and Other Business Support Activities	92,623	-	-
15	Government, Defense, and Mandatory Social Security Administration	-	-	-
16	Education	23,456	-	-
17	Human Health and Social Activities	46,389	-	-
18	Arts, Entertainment, and Recreation	10,345	-	-
19	Other Services Activities	63,750	-	-
20	Household Activities as Employer: Activities that produce goods and services by households that are used to meet their own needs	1,222	-	-
21	International Agencies and Other Extra- International Agencies Activities	-	-	-
22	Household	2,997,790	-	123,257
23	Non-Business	454,919	-	10,206
24	Others	-	-	-
	Total	**10,246,943**	**120,072**	**133,463**

(in million rupiah)

Micro Business, Small Business, and Retail Portfolio Receivables	Corporate Receivables	Past Due Receivables	Other Assets
n	o	p	q
9,979,541	36,798,792	377,207	-
307,938	43,354,460	141,668	-
5,247,115	104,430,469	981,175	-
130,851	23,539,606	10,757	-
125,869	294,393	1,850	-
1,725,482	23,409,060	272,635	-
40,321,588	36,324,301	1,116,665	-
2,307,414	16,090,511	175,585	-
3,147,729	11,402,046	265,742	-
283,511	15,211,300	4,453	-
57,742	6,638,112	1,448	-
922,764	16,952,922	146,182	-
211,405	873,970	11,345	-
1,571,555	5,096,224	111,685	-
5,255	1,252	-	-
199,327	416,132	1,149	-
652,663	1,803,901	9,299	-
164,121	150,064	661	-
352,982	158,474	404	-
17,768	1,502	263	-
10,023	2,822	103	-
20,171,182	9,794	653,705	-
57,150,315	36,402,594	499,974	-
-	153,176	-	57,485,967
145,064,140	**379,515,877**	**4,783,955**	**57,485,967**

No.	Economic Sectors	Government Receivables	Public Sector Entities Receivables	Multilateral Development Banks and International Institutions Receivables
a	b	c	d	e
	December 31, 2022			
1	Agriculture, Forestry, and Fisheries			
2	Mining and Extracting			
3	Processing Industry			
4	Electricity, Gas, Hot Water and Cold Water			
5	Water Managemen, Waste Management,Garbage Management and Recycling			
6	Construction			
7	Wholesale and Retail Trade; Car and Motorcycle Repair & Maintenance			
8	Transportation & Warehousing			
9	Accommodation and Restaurants			
10	Information and Communications			
11	Finance and Insurance Activities			
12	Real Estat			
13	Professional, Science, and Technical Activities			
14	Lease and Lease without Option Rights, Labor, Travel Agents, and Other Business Support Activities			
15	Government, Defense, and Mandatory Social Security Administration			
16	Education			
17	Human Health and Social Activities			
18	Arts, Entertainment, and Recreation			
19	Other Services Activities			
20	Household Activities as Employer: Activities that produce goods and services by households that are used to meet their own needs			
21	International Agencies and Other Extra- International Agencies Activities			
22	Household			
23	Non-Business			
24	Others			
	Total			

(in million rupiah)

	Bank Receivables	Receivables in the form of Covered Bond	Securities Companies and Other Financial Services Institutions Receivables	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	Loans Secured by Residential Property
	f	g	h	i	j

No.	Economic Sectors	Loans Secured by Commercial Real Estat	Loan by Land Acquisition, Land Processing and Construction	Loan by Employee or Pensioner
a	b	k	l	m
	December 31, 2022			
1	Agriculture, Forestry, and Fisheries			
2	Mining and Extracting			
3	Processing Industry			
4	Electricity, Gas, Hot Water and Cold Water			
5	Water Managemen, Waste Management,Garbage Management and Recycling			
6	Construction			
7	Wholesale and Retail Trade; Car and Motorcycle Repair & Maintenance			
8	Transportation & Warehousing			
9	Accommodation and Restaurants			
10	Information and Communications			
11	Finance and Insurance Activities			
12	Real Estat			
13	Professional, Science, and Technical Activities			
14	Lease and Lease without Option Rights, Labor, Travel Agents, and Other Business Support Activities			
15	Government, Defense, and Mandatory Social Security Administration			
16	Education			
17	Human Health and Social Activities			
18	Arts, Entertainment, and Recreation			
19	Other Services Activities			
20	Household Activities as Employer: Activities that produce goods and services by households that are used to meet their own needs			
21	International Agencies and Other Extra- International Agencies Activities			
22	Household			
23	Non-Business			
24	Others			
	Total			

(in million rupiah)

Micro Business, Small Business, and Retail Portfolio Receivables	Corporate Receivables	Past Due Receivables	Other Assets
n	o	p	q

c. Disclosure of Net Receivables by Remaining Contract Term

i. Bank Only

No.	Portfolio Category	December 31, 2023	
		Net Receivables by Remaining Contract Term	
		< 1 year	> 1 year until 3 years
a	b	c	d
1	Government Receivables	72,513,655	37,058,346
2	Public Sector Entities Receivables	46,055,892	11,657,090
3	Multilateral Development Banks and International Institutions Receivables	-	-
4	Bank Receivables	43,718,664	6,557,927
5	Receivables in the form of Covered Bond	-	-
6	Securities Companies and Other Financial Services Institutions Receivables	586,571	10,883,127
7	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	-	-
8	Loans Secured by Residential Property	6,044,346	2,606,302
9	Loans Secured by Commercial Real Estat	1,239,494	1,664,589
10	Loan by Land Acquisition, Land Processing and Construction	113,002	4,979
11	Loan by Employee or Pensioner	4,573	8,704
12	Micro Business, Small Business, and Retail Portfolio Receivables	34,531,251	34,511,177
13	Corporate Receivables	145,498,314	44,055,207
14	Past Due Receivables	1,848,325	803,594
15	Other Assets	-	-
	Total	**352,154,087**	**149,811,042**

(in million rupiah)

December 31, 2023			
Net Receivables by Remaining Contract Term			
> 3 years until 5 years	> 5 years	Non-Contractual	Total
e	f	g	h
26,501,624	51,439,414	66,502,289	254,015,328
11,053,797	34,733,734	297,863	103,798,376
-	-	-	-
1,649,606	1,570,296	10,012,279	63,508,772
-	-	-	-
7,501,429	4,319,055	-	23,290,182
-	-	110,096	110,096
5,774,177	47,065,343	-	61,490,168
2,074,955	3,034,128	-	8,013,166
2,091	-	-	120,072
10,776	109,411	-	133,464
33,575,028	38,437,218	1,667,782	142,722,456
85,604,840	98,932,643	3,244,077	377,335,081
844,994	1,278,666	-	4,775,579
-	-	55,818,874	55,818,874
174,593,317	**280,919,908**	**137,653,260**	**1,095,131,612**

No.	Portfolio Category	December 31, 2022	
		Net Receivables by Remaining Contract Term	
		< 1 year	> 1 year until 3 years
a	b	i	j
1	Government Receivables		
2	Public Sector Entities Receivables		
3	Multilateral Development Banks and International Institutions Receivables		
4	Bank Receivables		
5	Receivables in the form of Covered Bond		
6	Securities Companies and Other Financial Services Institutions Receivables		
7	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments		
8	Loans Secured by Residential Property		
9	Loans Secured by Commercial Real Estat		
10	Loan by Land Acquisition, Land Processing and Construction		
11	Loan by Employee or Pensioner		
12	Micro Business, Small Business, and Retail Portfolio Receivables		
13	Corporate Receivables		
14	Past Due Receivables		
15	Other Assets		
	Total		

(in million rupiah)

December 31, 2022			
Net Receivables by Remaining Contract Term			
> 3 years until 5 years	> 5 years	Non-Contractual	Total
k	l	m	n

ii. Bank Consolidated with Subsidiaries

No.	Portfolio Category	December 31, 2023	
		Net Receivables by Remaining Contract Term	
		< 1 year	> 1 year until 3 years
a	b	c	d
1	Government Receivables	78,341,048	37,325,510
2	Public Sector Entities Receivables	46,055,892	11,657,090
3	Multilateral Development Banks and International Institutions Receivables	-	-
4	Bank Receivables	44,438,990	6,677,116
5	Receivables in the form of Covered Bond	-	-
6	Securities Companies and Other Financial Services Institutions Receivables	786,446	10,957,899
7	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	-	-
8	Loans Secured by Residential Property	6,469,011	2,679,476
9	Loans Secured by Commercial Real Estat	2,101,668	1,880,297
10	Loan by Land Acquisition, Land Processing and Construction	113,002	4,979
11	Loan by Employee or Pensioner	4,573	8,704
12	Micro Business, Small Business, and Retail Portfolio Receivables	35,294,359	34,589,143
13	Corporate Receivables	146,984,456	44,354,061
14	Past Due Receivables	1,849,597	805,165
15	Other Assets	-	-
	Total	362,439,042	150,939,440

(in million rupiah)

December 31, 2023			
Net Receivables by Remaining Contract Term			
> 3 years until 5 years	> 5 years	Non-Contractual	Total
e	f	g	h
26,517,007	51,503,524	67,519,706	261,206,795
11,053,797	34,733,734	297,863	103,798,376
-	-	-	-
1,658,143	1,575,184	10,990,128	65,339,561
-	-	-	-
7,620,469	4,319,055	20,000	23,703,869
-	-	11,948,126	11,948,126
5,782,708	47,121,578	51,896	62,104,669
2,182,194	3,887,929	194,854	10,246,942
2,091	-	-	120,072
10,776	109,411	-	133,464
33,601,807	38,443,237	3,135,593	145,064,139
85,809,071	99,124,211	3,244,077	379,515,876
850,247	1,278,687	257	4,783,953
-	-	57,485,967	57,485,967
175,088,310	**282,096,550**	**154,888,467**	**1,125,451,809**

No.	Portfolio Category	December 31, 2022		
		Net Receivables by Remaining Contract Term		
		< 1 year	> 1 year until 3 years	
a	b	i	j	
1	Government Receivables			
2	Public Sector Entities Receivables			
3	Multilateral Development Banks and International Institutions Receivables			
4	Bank Receivables			
5	Receivables in the form of Covered Bond			
6	Securities Companies and Other Financial Services Institutions Receivables			
7	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments			
8	Loans Secured by Residential Property			
9	Loans Secured by Commercial Real Estat			
10	Loan by Land Acquisition, Land Processing and Construction			
11	Loan by Employee or Pensioner			
12	Micro Business, Small Business, and Retail Portfolio Receivables			
13	Corporate Receivables			
14	Past Due Receivables			
15	Other Assets			
	Total			

(in million rupiah)

December 31, 2022			
Net Receivables by Remaining Contract Term			
> 3 years until 5 years	> 5 years	Non-Contractual	Total
k	l	m	n

d. Disclosure of Receivables and Allowances by Region

i. Bank Only

No.	Description	December 31, 2023					
		Region					
		Sumatera and Kalimantan	Sulawesi, Bali & Nusa Tenggara and Papua	Jawa (Excl. Jakarta and Banten)	Jakarta & Banten	Overseas Office	Total
a	b	c	d	e	f	g	h
1	Receivables	152,538,579	86,471,551	194,780,409	696,792,977	77,872,524	1,208,456,040
2	Impaired Receivables						
	a. Not Yet Due	13,067,363	4,594,862	21,497,011	55,107,842	1,006,874	95,273,951
	b. Telah jatuh tempo	2,644,302	1,610,719	6,387,370	6,549,388	145,596	17,337,375
3	Allowances for Impairment Losses - Stage 1	854,709	703,768	1,111,441	1,958,359	216,294	4,844,485
4	Allowances for Impairment Losses - Stage 2	2,218,980	1,245,444	3,117,054	12,938,960	161,415	19,681,853
5	Allowances for Impairment Losses - Stage 3	2,664,202	1,110,346	10,703,386	10,044,501	351,331	24,873,766
6	Written-off Receivables	1,600,187	1,418,736	3,507,497	7,863,917	-	14,390,337

ii. Bank Consolidated with Subsidiaries

No.	Description	December 31, 2023					
		Region					
		Sumatera and Kalimantan	Sulawesi, Bali & Nusa Tenggara and Papua	Jawa (Excl. Jakarta and Banten)	Jakarta & Banten	Overseas Office	Total
a	b	c	d	e	f	g	h
1	Receivables	152,654,469	86,471,551	195,217,086	752,704,710	77,872,524	1,264,920,340
2	Impaired Receivables						
	a. Not Yet Due	13,097,598	4,594,862	21,524,877	55,424,706	1,006,874	95,648,918
	b. Telah jatuh tempo	2,649,916	1,610,719	6,420,616	6,555,352	145,596	17,382,199
3	Allowances for Impairment Losses - Stage 1	855,279	703,768	1,113,598	2,014,992	216,206	4,903,844
4	Allowances for Impairment Losses - Stage 2	2,222,026	1,245,444	3,117,850	12,959,096	161,415	19,705,832
5	Allowances for Impairment Losses - Stage 3	2,674,064	1,110,346	10,749,630	10,138,139	351,331	25,023,510
6	Written-off Receivables	1,600,187	1,418,736	3,507,497	7,863,917	-	14,390,337

(in million rupiah)

	December 31, 2022					
	Region					
	Sumatera and Kalimantan	Sulawesi, Bali & Nusa Tenggara dan Papua	Jawa (Excl. Jakarta and Banten)	Jakarta & Banten	Overseas Office	Total
	i	j	k	l	m	n

	December 31, 2022					
	Region					
	Sumatera and Kalimantan	Sulawesi, Bali & Nusa Tenggara and Papua	Jawa (Excl. Jakarta and Banten)	Jakarta & Banten	Overseas Office	Total
	i	j	k	l	m	n

e. Disclosure of Receivables and Allowances by Economic Sectors

i. Bank Only

No.	Economic Sectors	Receivables	Impaired Receivables	
			Not Yet Due	Already Due
a	b	c	d	e
	December 31, 2023			
1	Agriculture, Forestry, and Fisheries	57,070,903	3,011,633	882,221
2	Mining and Extracting	48,024,345	5,634,493	338,658
3	Processing Industry	148,262,813	22,571,237	3,940,861
4	Electricity, Gas, Hot Water and Cold Water	30,142,263	179,356	239,764
5	Water Managemen, Waste Management,Garbage Management and Recycling	465,773	38,995	3,832
6	Construction	56,940,007	16,806,227	1,232,125
7	Wholesale and Retail Trade; Car and Motorcycle Repair & Maintenance	109,255,168	9,451,602	3,053,243
8	Transportation & Warehousing	30,225,587	13,608,120	726,376
9	Accommodation and Restaurants	16,876,371	2,983,186	946,221
10	Information and Communications	21,315,320	168,719	10,840
11	Finance and Insurance Activities	99,097,600	289,702	119,574
12	Real Estat	21,365,107	8,927,007	645,641
13	Professional, Scientific and Technical Activities	936,955	73,475	30,130
14	Lease and Lease without Option Rights, Labor, Travel Agents, and Other Business Support Activities	9,049,816	733,406	514,976
15	Government, Defense, and Mandatory Social Security Administration	243,898,629	2,961	-
16	Education	729,253	236,101	2,282
17	Human Health and Social Activities	2,848,780	45,644	21,709
18	Arts, Entertainment, and Recreation	345,747	102,982	962
19	Other Services Activities	605,905	2,625	588
20	Household Activity as Employer	25,677	4,131	773
21	International Agencies and Other Extra-International Agencies Activities	14,763	852	150
22	Household	72,567,384	1,989,113	1,572,759
23	Non-Business	169,423,031	8,408,248	1,444,712
24	Others	68,968,842	4,135	1,608,978
	Total	**1,208,456,040**	**95,273,951**	**17,337,375**

(in million rupiah)

Allowances for Impairment Losses - Stage 1	Allowances for Impairment Losses - Stage 2	Allowances for Impairment Losses - Stage 3	Written-off Receivables
f	g	h	i
449,964	440,427	813,157	806,999
142,487	1,006,557	212,434	899,913
558,481	1,839,861	14,411,305	2,426,581
93,194	18,635	245,206	36,692
3,086	12,283	1,982	3,376
131,639	7,243,670	1,078,258	1,402,258
600,553	1,947,119	2,290,152	4,088,154
91,621	2,585,878	1,312,792	256,130
188,619	617,318	751,479	584,788
31,245	37,186	6,386	110,564
142,590	30,813	118,126	-
82,386	2,349,874	525,596	347,324
7,151	11,703	21,447	16,546
39,754	156,776	481,714	338,876
666,046	642	-	-
2,812	76,138	1,133	9,630
22,152	8,287	12,410	1,697
1,767	4,507	302	825
6,069	495	184	181,492
317	559	521	-
102	137	47	341
622,554	440,248	1,037,920	2,182
959,884	852,739	733,245	2,875,971
12	-	817,969	-
4,844,485	**19,681,853**	**24,873,766**	**14,390,337**

No.	Economic Sectors	Receivables	Impaired Receivables	
			Not Yet Due	Already Due
a	b	c	d	e
	December 31, 2022			
1	Agriculture, Forestry, and Fisheries			
2	Mining and Extracting			
3	Processing Industry			
4	Electricity, Gas, Hot Water and Cold Water			
5	Water Managemen, Waste Management,Garbage Management and Recycling			
6	Construction			
7	Wholesale and Retail Trade; Car and Motorcycle Repair & Maintenance			
8	Transportation & Warehousing			
9	Accommodation and Restaurants			
10	Information and Communications			
11	Finance and Insurance Activities			
12	Real Estat			
13	Professional, Scientific and Technical Activities			
14	Lease and Lease without Option Rights, Labor, Travel Agents, and Other Business Support Activities			
15	Government, Defense, and Mandatory Social Security Administration			
16	Education			
17	Human Health and Social Activities			
18	Arts, Entertainment, and Recreation			
19	Other Services Activities			
20	Household Activity as Employer			
21	International Agencies and Other Extra-International Agencies Activities			
22	Household			
23	Non-Business			
24	Others			
	Total			

(in million rupiah)

	Allowances for Impairment Losses - Stage 1	Allowances for Impairment Losses - Stage 2	Allowances for Impairment Losses - Stage 3	Written-off Receivables
	f	g	h	i

ii. Bank Consolidated with Subsidiaries

No.	Economic Sectors	Receivables	Impaired Receivables	
			Not Yet Due	Already Due
a	b	c	d	e
	December 31, 2023			
1	Agriculture, Forestry, and Fisheries	57,114,249	3,022,083	882,221
2	Mining and Extracting	48,058,561	5,641,327	340,920
3	Processing Industry	149,628,359	22,607,701	3,940,861
4	Electricity, Gas, Hot Water and Cold Water	30,142,270	179,356	239,764
5	Water Managemen, Waste Management,Garbage Management and Recycling	466,336	38,995	3,832
6	Construction	57,083,914	16,823,657	1,237,823
7	Wholesale and Retail Trade; Car and Motorcycle Repair & Maintenance	111,394,399	9,473,290	3,068,431
8	Transportation & Warehousing	30,676,744	13,608,458	726,376
9	Accommodation and Restaurants	17,201,183	3,248,215	946,221
10	Information and Communications	21,491,964	168,719	10,840
11	Finance and Insurance Activities	100,403,352	295,938	126,023
12	Real Estat	21,584,989	8,934,663	660,168
13	Aktivitas Profesi, Ilmiah, dan Teknis	1,351,854	73,475	30,130
14	Lease and Lease without Option Rights, Labor, Travel Agents, and Other Business Support Activities	9,268,296	733,406	514,976
15	Government, Defense, and Mandatory Social Security Administration	251,022,434	2,961	-
16	Education	731,910	236,101	2,282
17	Human Health and Social Activities	2,848,923	45,644	21,709
18	Arts, Entertainment, and Recreation	345,747	102,982	962
19	Other Services Activities	615,082	2,647	588
20	Aktivitas Household sebagai Pemberi Kerja	25,773	4,176	773
21	International Agencies and Other Extra-International Agencies Activities	14,763	852	150
22	Household	72,612,638	1,991,888	1,573,458
23	Non-Business	211,151,967	8,408,248	1,444,712
24	Others	69,684,634	4,135	1,608,978
	Total	**1,264,920,341**	**95,648,917**	**17,382,198**

(in million rupiah)

Allowances for Impairment Losses - Stage 1	Allowances for Impairment Losses - Stage 2	Allowances for Impairment Losses - Stage 3	Written-off Receivables
f	g	h	i
450,141	440,924	813,157	806,999
142,567	1,007,471	216,321	899,913
566,856	1,842,092	14,411,305	2,426,581
93,194	18,635	245,206	36,692
3,092	12,283	1,982	3,376
132,129	7,244,639	1,091,491	1,402,258
609,435	1,947,776	2,315,452	4,088,154
95,846	2,586,239	1,312,792	256,130
189,091	633,167	754,715	584,788
32,045	37,186	6,386	110,564
145,402	33,185	124,575	-
83,335	2,349,874	544,833	347,324
8,474	11,703	21,447	16,546
41,320	156,776	481,714	338,876
666,046	642	-	-
2,821	76,138	1,133	9,630
22,154	8,287	12,410	1,697
1,767	4,507	302	825
6,133	500	184	181,492
318	559	555	-
102	137	47	341
622,740	440,373	1,040,494	2,182
988,549	852,739	809,038	2,875,971
288	-	817,969	-
4,903,845	**19,705,832**	**25,023,508**	**14,390,339**

No.	Economic Sectors	Receivables	Impaired Receivables	
			Not Yet Due	Already Due
a	b	c	d	e
	December 31, 2022			
1	Agriculture, Forestry, and Fisheries			
2	Mining and Extracting			
3	Processing Industry			
4	Electricity, Gas, Hot Water and Cold Water			
5	Water Managemen, Waste Management,Garbage Management and Recycling			
6	Construction			
7	Wholesale and Retail Trade; Car and Motorcycle Repair & Maintenance			
8	Transportation & Warehousing			
9	Accommodation and Restaurants			
10	Information and Communications			
11	Finance and Insurance Activities			
12	Real Estat			
13	Aktivitas Profesi, Ilmiah, dan Teknis			
14	Lease and Lease without Option Rights, Labor, Travel Agents, and Other Business Support Activities			
15	Government, Defense, and Mandatory Social Security Administration			
16	Education			
17	Human Health and Social Activities			
18	Arts, Entertainment, and Recreation			
19	Other Services Activities			
20	Aktivitas Household sebagai Pemberi Kerja			
21	International Agencies and Other Extra-International Agencies Activities			
22	Household			
23	Non-Business			
24	Others			
	Total			

(in million rupiah)

	Allowances for Impairment Losses - Stage 1	Allowances for Impairment Losses - Stage 2	Allowances for Impairment Losses - Stage 3	Written-off Receivables
	f	g	h	i

f. Disclosure of Receivables by Past Due Days

i. Bank Only

No.	Exposure Type	December 31, 2023			
		Receivables by Past Due Days			
		> 90 days until 120 days	> 120 days until 180 days	> 180 days	Total
a	b	c	d	e	f
1	Loan included in Past Due Receivables	1,098,798	2,586,571	8,374,097	12,059,467
2	Securities included in Past Due Receivables	291,324	-	242,790	534,114
	Total	1,390,122	2,586,571	8,616,887	12,593,581

ii. Bank Consolidated with Subsidiaries

No.	Exposure Type	December 31, 2023			
		Receivables by Past Due Days			
		> 90 days until 120 days	> 120 days until 180 days	> 180 days	Total
a	b	c	d	e	f
1	Loan included in Past Due Receivables	1,100,803	2,586,925	8,443,151	12,130,878
2	Securities included in Past Due Receivables	291,324	-	242,790	534,114
	Total	1,392,127	2,586,925	8,685,941	12,664,992

(in million rupiah)

December 31, 2022			
Receivables by Past Due Days			
> 90 days until 120 days	> 120 days until 180 days	> 180 days	Total
g	h	i	j
-	-	-	-

(in million rupiah)

December 31, 2022			
Receivables by Past Due Days			
> 90 days until 120 days	> 120 days until 180 days	> 180 days	Total
g	h	i	j
-	-	-	-

4. Additional Disclosures regarding Treatment of Troubled Assets

Qualitative

Description	Definition
Aset non-performing	Non-performing assets are Assets categorized as "Substandard", "Doubtful", or "Loss". in accordance with POJK No.40/POJK.03/2019 concerning Asset Quality of Commercial Banks.
Restructured Assets	Asset Restructuring is an improvement effort made by the Bank in lending activities against counterparties who have difficulty in fulfilling their liabilities. Criteria for Assets that are Restructured Assets are counterparties experiencing difficulties in the payment of principal and/or interest.

Quantitative

a. Disclosure of Performing and Non-Performing Assets

i. Bank Only

		December 31, 2023			
		Performing (Quality of L and DPLK)		Non Performing (Quality of KL, D, M)	
				Impaired Receivables	
		Gross Carrying Amount	Allowances for Impairment Losses	Gross Carrying Amount	Allowances for Impairment Losses
		a	b	c	d
1	Securities	136,539,243	69,847	242,790	242,790
2	Loan				
	a. Corporate	355,686,385	18,405,688	8,902,332	6,910,989
	b. Retail	132,264,517	3,109,795	3,074,004	1,767,686
3	Administrative Account Transactions	137,212,701	-	614,871	-

ii. Bank Consolidated with Subsidiaries

		December 31, 2023			
		Performing (Quality of L and DPLK)		Non Performing (Quality of KL, D, M)	
				Impaired Receivables	
		Gross Carrying Amount	Allowances for Impairment Losses	Gross Carrying Amount	Allowances for Impairment Losses
		a	b	c	d
1	Securities	138,678,793	69,901	242,790	242,790
2	Loan				
	a. Corporate	358,959,283	18,446,535	8,902,332	6,910,989
	b. Retail	136,092,442	3,238,719	3,145,415	1,830,723
3	Administrative Account Transactions	139,514,699	-	614,871	-

(in million rupiah)

December 31, 2023			
Non Performing (Quality of KL, D, M)			
Not Impaired Receivables			
Have Arrears > 90 Days		Have Arrears ≤ 90 Days	
Gross Carrying Amount	Allowances for Impairment Losses	Gross Carrying Amount	Allowances for Impairment Losses
e	f	g	h
291,324	-	-	-
-	-	-	-
-	-	-	-
34,063	-	-	-

(in million rupiah)

December 31, 2023			
Non Performing (Quality KL, D, M)			
Not Impaired Receivables			
Have Arrears > 90 Days		Have Arrears ≤ 90 Days	
Gross Carrying Amount	Allowances for Impairment Losses	Gross Carrying Amount	Allowances for Impairment Losses
e	f	g	h
291,324	-	-	-
-	-	-	-
-	-	-	-
34,063	-	-	-

b. Disclosure of Performing and Non-Performing Restructuring Assets

i. Bank Only

		December 31, 2023			
		Performing (Quality of L and DPLK)		Non Performing (Quality of KL, D, M)	
		Gross Carrying Amount	Allowances for Impairment Losses	Gross Carrying Amount	Allowances for Impairment Losses
		a	b	c	d
1	Securities	-	-	-	-
2	Loan				
	a. Corporate	28,513,277	11,647,412	3,143,127	2,416,958
	b. Retail	3,980,017	795,652	402,006	221,157
3	Administrative Account Transactions	1,761,901	-	29,989	-

ii. Bank Consolidated with Subsidiaries

		December 31, 2023			
		Performing (Quality of L and DPLK)		Non Performing (Quality of KL, D, M)	
		Gross Carrying Amount	Allowances for Impairment Losses	Gross Carrying Amount	Allowances for Impairment Losses
		a	b	c	d
1	Securities	-	-	-	-
2	Loan				
	a. Corporate	28,717,153	11,668,972	3,143,127	2,416,958
	b. Retail	4,098,066	812,786	456,855	268,260
3	Administrative Account Transactions	1,761,901	-	29,989	-

(in million rupiah)

December 31, 2023					
Stage 1		Stage 2		Stage 3	
Gross Carrying Amount	Allowances for Impairment Losses	Gross Carrying Amount	Allowances for Impairment Losses	Gross Carrying Amount	Allowances for Impairment Losses
e	f	g	h	i	j
-	-	-	-	-	-
-	-	21,088,137	5,772,452	10,568,267	8,291,918
28,082	2,785	3,843,272	722,390	510,669	291,634
1,377,912	-	277,965	-	136,013	-

(in million rupiah)

December 31, 2023					
Stage 1		Stage 2		Stage 3	
Gross Carrying Amount	Allowances for Impairment Losses	Gross Carrying Amount	Allowances for Impairment Losses	Gross Carrying Amount	Allowances for Impairment Losses
e	f	g	h	i	j
-	-	-	-	-	-
-	-	21,266,553	5,791,389	10,593,728	8,294,540
58,587	3,107	3,918,732	733,579	577,602	346,983
1,377,912	-	277,965	-	136,013	-

5. Quantitative Disclosures related to MRK Techniques

Qualitative

Description	Defenition
Collateral revaluation policy	Collateral valuation for quality 1 and 2 debtors is carried out at least once in a span of 24 months, while for quality 3, 4, and 5 loans, the minimum is done once in a span of 12 months.

Quantitative

a. Bank Only

		December 31, 2023	
		Not Guaranteed Receivables Using MRK Techniques	Guaranteed Receivables Using MRK Techniques
		a	b
1	Loan	600,541,253	40,445,958
2	Securities	136,760,719	-
3	**Total**	**737,301,973**	**40,445,958**
4	Past Due Loan and Securities	4,407,875	299,335

b. Bank Consolidated with Subsidiaries

		December 31, 2023	
		Not Guaranteed Receivables Using MRK Techniques	Guaranteed Receivables Using MRK Techniques
		a	b
1	Loan	605,991,776	41,936,723
2	Securities	138,900,216	-
3	**Total**	**744,891,992**	**41,936,723**
4	Past Due Loan and Securities	4,479,286	299,335

Disclosure on Use of External Credit Ratings

Description	Defenition
Rating Agencies Used	The rating agencies used refers to the provisions for rating agencies in SEOJK 24/SEOJK.03/2021
Portfolio Categories that Use Rankings	Portfolio Categories use rankings for Government Receivables, Public Sector Entities Receivables, Bank Receivables, Securities Companies and Other Financial Services Institutions Receivables, and Corporate Receivables.

(in million rupiah)

December 31, 2023		
Guaranteed Receivables by Collateral	Guaranteed Receivables by Guarantee, Security and/or Credit Insurance	Receivables Secured by Credit Derivatives
c	d	e
2,516,114	37,929,844	
-	-	
2,516,114	**37,929,844**	
4,950	294,384	

(in million rupiah)

December 31, 2023		
Guaranteed Receivables by Collateral	Guaranteed Receivables by Guarantee, Security and/or Credit Insurance	Receivables Secured by Credit Derivatives
c	d	e
4,006,879	37,929,844	
-	-	
4,006,879	**37,929,844**	
4,950	294,384	

6. Disclosure of Credit Risk Exposure and Impact of MRK Techniques

a. Bank Only

No	Portfolio Category	December 31, 2023	
		Net Receivables Before Implementation of FKK and MRK Techniques	
		Statement of Financial Position	TRA
		a	b
1	Government Receivables	253,338,412	4,805,516
2	Public Sector Entities Receivables	90,444,040	31,979,208
3	Multilateral Development Banks and International Institutions Receivables	-	-
4	Bank Receivables	52,115,272	21,452,169
	Securities Companies and Other Financial Services Institutions Receivables[1)]	23,216,157	272,892
5	Receivables in the form of Covered Bond	-	-
6	Corporate Receivables - General Corporate Exposure[2)]	336,294,770	38,241,056
	Securities Companies and Other Financial Services Institutions Receivables[3)]	-	-
	Special Financing Exposure[4)]	26,208,843	-
7	Receivables in the form of Securities/Subordinated Receivables, Equity and Other Capital Instruments	110,096	-
8	Micro Business, Small Business, and Retail Portfolio Receivables	132,975,236	39,382,870
9	Loans Secured by Real Estate	-	-
	Loans Secured by Residential Property which the payments Are Not Materially Dependent on Property Cash Flow	61,390,678	887,782
	Loans Secured by Residential Property which the payments Are Materially Dependent on Property Cash Flow	10,684	271
	Loans Secured by Commercial Real Estat yang Pembayarannya Tidak Bergantung Secara Material pada Arus Cash Properti	7,966,863	170,641
	Loans Secured by Commercial Real Estat yang Pembayarannya Bergantung Secara Material pada Arus Cash Properti	29,240	-
10	Loan by Land Acquisition, Land Processing and Construction	118,967	11,054
11	Past Due Receivables	4,709,761	658,178
12	Other Assets	55,818,874	-
	Total	**1,044,881,356**	**137,861,637**

Footnotes:
1) Represents receivables within the scope of Portfolio Category Securities Companies and Other Financial Services Institutions Receivables as set out in Appendix A. of this Circular Letter of the Financial Services Authority.
2) Represents receivables that fall within the scope of Portfolio Category Corporate Receivables - general corporate exposures as per Appendix A of this Circular Letter of the Financial Services Authority (excluding number 3) and number 4)). (excluding number 3) and number 4)).
3) Represents Securities Companies and Other Financial Services Institutions Receivables that are not classified in the Portfolio Category as number 1).
4) Represents receivables that fall within the scope of the Corporate Receivables - Special Financing Exposure category (with and without rating) as per Appendix A. of this Circular Letter of the Financial Services Authority.

(in million rupiah)

December 31, 2023			
Net Receivables After Implementation of FKK and MRK Techniques		RWA and Average Risk Weight	
Statement of Financial Position	TRA	RWA	Average Risk Weight (e/(c+d))
c	d	e	f
244,160,319	673,067	193,283	0.1%
83,260,625	13,286,942	40,048,397	41.5%
-	-	-	0.0%
50,919,301	11,393,500	22,257,210	35.7%
23,207,939	74,024	16,446,014	70.6%
-	-	-	0.0%
334,774,613	14,694,776	329,150,114	94.2%
-	-	-	0.0%
26,208,843	-	21,821,979	83.3%
110,096	-	275,241	250.0%
104,492,411	9,657,240	92,039,097	80.6%
-	-	-	0.0%
60,765,992	88,778	33,542,806	55.1%
7,541	27	7,718	102.0%
5,660,611	17,064	4,725,787	83.2%
15,244	-	19,505	128.0%
117,233	1,105	118,686	100.3%
4,410,427	65,818	3,330,900	74.4%
55,818,874	-	45,117,072	80.8%
994,063,532	**49,952,341**	**609,160,541**	**58.3%**

b. Bank Consolidated with Subsidiaries

No	Portfolio Category	December 31, 2023	
		Net Receivables Before Implementation of FKK and MRK Techniques	
		Statement of Financial Position	TRA
		a	b
1	Government Receivables	260,533,729	4,805,516
2	Public Sector Entities Receivables	90,444,040	31,979,208
3	Multilateral Development Banks and International Institutions Receivables	-	-
4	Bank Receivables	53,937,260	21,474,169
	Securities Companies and Other Financial Services Institutions Receivables[1)]	23,609,844	322,892
5	Receivables in the form of Covered Bond	-	-
6	Corporate Receivables - General Corporate Exposure[2)]	338,247,821	38,715,850
	Securities Companies and Other Financial Services Institutions Receivables[3)]	-	-
	Special Financing Exposure[4)]	26,233,838	-
7	Receivables in the form of Securities/Subordinated Receivables, Equity and Other Capital Instruments	11,948,126	-
8	Micro Business, Small Business, and Retail Portfolio Receivables	135,122,516	39,868,877
9	Loans Secured by Real Estate	-	-
	Loans Secured by Residential Property which the payments Are Not Materially Dependent on Property Cash Flow	61,953,282	1,017,522
	Loans Secured by Residential Property which the payments Are Materially Dependent on Property Cash Flow	10,684	271
	Loans Secured by Commercial Property which the payments Are Not Materially Dependent on Property Cash Flow	10,005,793	661,163
	Loans Secured by Commercial Property which the payments Are Materially Dependent on Property Cash Flow	29,240	-
10	Loan by Land Acquisition, Land Processing and Construction	118,967	11,054
11	Past Due Receivables	4,718,136	658,178
12	Other Assets	57,485,967	-
	Total	**1,074,399,243**	**139,514,700**

Footnotes:
1) Represents receivables included in the Securities Companies and Other Financial Services Institutions Receivables Portfolio Category as in Appendix A of this FSA Circular Letter.
2) Represents receivables that are included in the scope of Corporate Receivables - general corporate exposure Portfolio Category as in Appendix A of this FSA Circular Letter (excluding numbers 3) and numbers 4)).
3) Represents Securities Companies and Other Financial Services Institutions Receivables that are not included in the Portfolio Category as in number 1).
4) Represents receivables that fall within the scope of the Corporate Receivables - Special Financing Exposure category (with and without ratings) as in Appendix A of this FSA Circular Letter.=

(in million rupiah)

December 31, 2023			
Net Receivables After Implementation of FKK and MRK Techniques		RWA and Average Risk Weight	
Statement of Financial Position	TRA	RWA	Average Risk Weight (e/(c+d))
c	d	e	f
251,355,636	673,067	193,283	0.1%
83,260,625	13,286,942	40,048,397	41.5%
-	-	-	0.0%
52,736,827	11,402,300	23,159,429	36.1%
23,598,626	94,024	16,610,288	70.1%
-	-	-	0.0%
335,620,078	14,897,524	330,054,079	94.2%
-	-	-	0.0%
26,233,838	-	21,846,974	83.3%
11,948,126	-	29,870,316	250.0%
106,621,529	9,851,642	94,151,593	80.8%
-	-	-	0.0%
61,306,819	140,674	33,815,668	55.0%
7,541	27	7,718	102.0%
7,363,765	211,910	6,185,349	81.6%
15,244	-	19,505	128.0%
117,233	1,105	118,686	100.3%
4,418,801	65,818	3,338,991	74.5%
57,485,967	-	46,744,262	81.3%
1,022,090,655	**50,625,033**	**646,164,538**	**60.2%**

7. Exposure Disclosure Based on Asset Class and Risk Weight

a. Bank Only

Portfolio Category	December 31, 2023									
	Net Receivables After Taking into Account the Impact of Credit Risk Mitigation									
	0%	10%	15%	20%	25%	30%	35%	37,5%	40%	45%

	Portfolio Category	0%	20%
1	Government Receivables	244,555,385	105,898

	Portfolio Category	20%
2	Public Sector Entities Receivables	28,470,124

	Portfolio Category	0%	20%	30%
3	Multilateral Development Banks and International Institutions Receivables	-	-	-

	Portfolio Category	20%	30%	40%
4	Bank Receivables	31,498,745	5,010,397	2,798,912
	Securities Companies and Other Financial Services Institutions Receivables[1]	1,707,105	41,574	-

	Portfolio Category	10%	15%	20%	25%	35%
5	Receivables in the form of Covered Bond	-	-	-	-	-

	Portfolio Category	20%
6	Corporate Receivables - General Corporate Exposure[2]	11,338,021
	Securities Companies and Other Financial Services Institutions Receivables[3]	-
	Special Financing Exposure[4]	-

	Portfolio Category
7	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments

Portfolio Category	45%

(in million rupiah)

December 31, 2023												
Net Receivables After Taking into Account the Impact of Credit Risk Mitigation												
50%	52,5%	60%	65%	67,5%	70%	75%	80%	85%	90%	100%	105%	110%
50%										100%		
-										172,104		
50%										100%		
67,656,174										211,237		
50%										100%		
-										-		
50%						75%				100%		
17,248,886						4,182,108				1,573,753		
232,430						21,300,854				-		
50%										100%		
-										-		
50%			65%[5]			75%	80%	85%		100%		
12,114,960			-			7,954,735	-	31,284,056		283,899,309		
-			-			-		-		-		
-						-	22,681,901			3,028,554		
										100%		
										-		
						75%		85%		100%		

(in million rupiah)

Portfolio Category	December 31, 2023							
	Net Receivables After Taking into Account the Impact of Credit Risk Mitigation							Net Receivables After FKK and MRK Techniques
	112,5%	130%	150%	250%	400%	1250%	Others	
Portfolio Category			**150%**				**Others**	**Net Receivables After FKK and MRK Techniques**
1 Government Receivables			-				-	244,833,386
Portfolio Category			**150%**				**Others**	**Net Receivables After FKK and MRK Techniques**
2 Public Sector Entities Receivables			210,032				-	96,547,567
Portfolio Category			**150%**				**Others**	**Net Receivables After FKK and MRK Techniques**
3 Multilateral Development Banks and International Institutions Receivables			-				-	-
Portfolio Category			**150%**				**Others**	**Net Receivables After FKK and MRK Techniques**
4 Bank Receivables			-				-	62,312,801
Securities Companies and Other Financial Services Institutions Receivables[1]			-				-	23,281,964
Portfolio Category							**Others**	**Net Receivables After FKK and MRK Techniques**
5 Receivables in the form of Covered Bond							-	-
Portfolio Category		**130%**	**150%**				**Others**	**Net Receivables After FKK and MRK Techniques**
6 Corporate Receivables - General Corporate Exposure[2]		-	2,878,309				-	349,469,389
Securities Companies and Other Financial Services Institutions Receivables[3]			-				-	-
Special Financing Exposure[4]		498,388	-				-	26,208,843
Portfolio Category			**150%**	**250%**	**400%[5]**		**Others**	**Net Receivables After FKK and MRK Techniques**
7 Receivables in the form of Securities/Subordinated Receivables, Equity and Other Capital Instruments			-	110,096	-		-	110,096
Portfolio Category							**Others**	**Net Receivables After FKK and MRK Techniques**
8 Micro Business, Small Business, and Retail Portfolio Receivables							-	114,149,651

	Portfolio Category	December 31, 2023									
		Net Receivables After Taking into Account the Impact of Credit Risk Mitigation									
		0%	10%	15%	20%	25%	30%	35%	37,5%	40%	45%
8	Micro Business, Small Business, and Retail Portfolio Receivables										5,764,279

	Portfolio Category	0%			20%	25%	30%	35%		40%	45%
9	Loans Secured by Real Estate										
	Loans Secured by Residential Property which the payments Are Not Materially Dependent on Property Cash Flow	-			4,003,814	1,907,390	10,752,380			9,641,302	
	without loan sharing approach[5]										
	using a loan sharing approach (guaranteed)[5]										
	using a loan sharing approach (guaranteed)[5]										
	Loans Secured by Residential Property which the payments Are Materially Dependent on Property Cash Flow						1,074	11			249
	Loans Secured by Commercial Property which the payments Are Materially Dependent on Property Cash Flow	-					-			-	
	without loan sharing approach[5]										
	using a loan sharing approach (guaranteed)5)										
	using a loan sharing approach (guaranteed)5)										
	Loans Secured by Commercial Property which the payments Are Materially Dependent on Property Cash Flow										
	Loan by Land Acquisition, Land Processing and Construction										

	Portfolio Category
11	Past Due Receivables

	Portfolio Category	0%	20%
12	Other Assets	11,123,072	-

(in million rupiah)

December 31, 2023												
Net Receivables After Taking into Account the Impact of Credit Risk Mitigation												
50%	52,5%	60%	65%	67,5%	70%	75%	80%	85%	90%	100%	105%	110%
						97,099,542		810,870		10,474,960		

50%		60%	65%[5)]		70%	75%		85%	90%	100%	105%	110%
3,236,051			-		5,323,339	23,770,484		2,220,009		-		
		93				161					5,544	
-		699,391	-			3,869,928		1,108,356		-		
					5,573				740			3,142
										118,339		

50%	100%
2,745,436	1,394,504

100%
43,853,261

(in million rupiah)

Portfolio Category	December 31, 2023							
	Net Receivables After Taking into Account the Impact of Credit Risk Mitigation							Net Receivables After FKK and MRK Techniques
	112,5%	130%	150%	250%	400%	1250%	Others	

	Portfolio Category								
				150%				Others	Net Receivables After FKK and MRK Techniques
9	Loans Secured by Real Estate							-	-
	Loans Secured by Residential Property which the payments Are Not Materially Dependent on Property Cash Flow			-				-	60,854,770
	without loan sharing approach[5]							-	-
	using a loan sharing approach (guaranteed)[5]							-	-
	using a loan sharing approach (guaranteed)[5]							-	-
	Loans Secured by Residential Property which the payments Are Materially Dependent on Property Cash Flow			435				-	7,568
	Loans Secured by Commercial Property which the payments Are Materially Dependent on Property Cash Flow			-				-	5,677,675
	without loan sharing approach[5]							-	-
	using a loan sharing approach (guaranteed)[5]							-	-
	using a loan sharing approach (guaranteed)[5]							-	-
	Loans Secured by Commercial Property which the payments Are Materially Dependent on Property Cash Flow			5,788				-	15,244
	Loan by Land Acquisition, Land Processing and Construction			-				-	118,339

	Portfolio Category								
				150%				Others	Net Receivables After FKK and MRK Techniques
11	Past Due Receivables			336,304				-	4,476,244

	Portfolio Category								
				150%			1250%[5]	Others	Net Receivables After FKK and MRK Techniques
12	Other Assets			842,541			-	-	55,818,874

Footnotes:
[1] Represents receivables included in the Portfolio Category Securities Companies and Other Financial Services Institutions Receivables as in Appendix A of this Financial Services Authority Circular Letter.
[2] Represents receivables included in the scope of Portfolio Category Corporate Receivables - general corporate exposure as in Appendix A of this Financial Services Authority Circular Letter (excluding number [3] and number [4]).
[3] Represents Securities Companies and Other Financial Services Institutions Receivables which are not included in the Portfolio Category as in number [1].
[4] Represents receivables that fall within the scope of the Corporate Receivables - Special Financing Exposure category (with and without ratings) as in Appendix A of this Financial Services Authority Circular Letter.
[5] Not applicable in accordance with this Financial Services Authority Circular Letter.

(in million rupiah)

No	Risk Weight	December 31, 2023			
		Net Receivables Statement of Financial Position	Net Billings TRA (before FKK imposition)	FKK Average	Net Billings (After imposition of FKK and MRK Techniques)
1	<40%	339,604,040	25,435,799	42.92%	350,514,992
2	40%-70%	113,824,763	41,796,085	33.11%	127,600,539
3	75%	146,495,792	33,738,507	34.89%	158,177,812
4	80%	22,681,901	-	0.00%	22,681,901
5	85%	35,195,375	2,279,168	10.00%	35,423,291
6	90%-100%	331,376,890	34,561,930	39.02%	344,726,760
7	105-130%	507,047	271	10.00%	507,074
8	150%	4,267,631	49,874	11.59%	4,273,410
9	250%	110,096	-	0.00%	110,096
10	400%	-	-	0.00%	-
11	1250%	-	-	0.00%	-

b. Bank Consolidated with Subsidiaries

Portfolio Category	December 31, 2023									
	Net Receivables After Taking into Account the Impact of Credit Risk Mitigation									
	0%	10%	15%	20%	25%	30%	35%	37,5%	40%	45%
1 Government Receivables	251,750,702			105,898						
2 Public Sector Entities Receivables				28,470,124						
3 Multilateral Development Banks and International Institutions Receivables	-			-		-				
4 Bank Receivables				32,331,772		5,010,397			2,825,657	
Securities Companies and Other Financial Services Institutions Receivables[1)]				1,707,107		41,574			410,686	
5 Receivables in the form of Covered Bond		-	-	-	-		-			
6 Corporate Receivables - General Corporate Exposure[2)]				11,466,202						
Securities Companies and Other Financial Services Institutions Receivables[3)]				-						
Special Financing Exposure[4)]				-						
7 Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments										
8 Micro Business, Small Business, and Retail Portfolio Receivables										5,764,279

(in million rupiah)

Report Period												
Net Receivables After Taking into Account the Impact of Credit Risk Mitigation												
50%	52,5%	60%	65%	67,5%	70%	75%	80%	85%	90%	100%	105%	110%
50%										100%		
-										172,104		
50%										100%		
67,656,174										211,237		
50%										100%		
-										-		
50%						75%				100%		
17,248,886						5,148,662				1,573,753		
232,430						21,300,854				-		
50%										100%		
-										-		
50%			65%[5]			75%	80%	85%		100%		
12,114,960			-			7,954,735	-	31,562,070		284,541,326		
-			-			-		-		-		
-						-	22,681,901			3,053,549		
										100%		
										-		
						75%		85%		100%		
						97,928,787		835,621		11,944,484		

(in million rupiah)

Portfolio Category	December 31, 2023							
	Net Receivables After Taking into Account the Impact of Credit Risk Mitigation							Net Receivables After FKK and MRK Techniques
	112,5%	130%	150%	250%	400%	1250%	Others	
1 Government Receivables			-				-	252,028,703
2 Public Sector Entities Receivables			210,032				-	96,547,567
3 Multilateral Development Banks and International Institutions Receivables			-				-	-
4 Bank Receivables			-				-	64,139,127
Securities Companies and Other Financial Services Institutions Receivables[1]			-				-	23,692,651
5 Receivables in the form of Covered Bond							-	-
6 Corporate Receivables - General Corporate Exposure[2]		-	2,878,309				-	350,517,602
Securities Companies and Other Financial Services Institutions Receivables[3]			-				-	-
Special Financing Exposure[4]		498,388	-				-	26,233,838
7 Receivables in the form of Securities/Subordinated Receivables, Equity and Other Capital Instruments			-	11,948,126	-		-	11,948,126
8 Micro Business, Small Business, and Retail Portfolio Receivables							-	116,473,172

Portfolio Category	December 31, 2023									
	Net Receivables After Taking into Account the Impact of Credit Risk Mitigation									
	0%	10%	15%	20%	25%	30%	35%	37,5%	40%	45%

	Portfolio Category	0%	20%	25%	30%	35%	40%
9	Loans Secured by Real Estate						
	Loans Secured by Residential Property which the payments Are Not Materially Dependent on Property Cash Flow	-	4,053,761	1,973,350	10,909,770		9,710,442
	without loan sharing approach[5]						
	using a loan sharing approach (guaranteed)[5]						
	using a loan sharing approach (guaranteed)[5]						
	Loans Secured by Residential Property which the payments Are Materially Dependent on Property Cash Flow				1,074	11	249
	Loans Secured by Commercial Property which the payments Are Materially Dependent on Property Cash Flow	-	-				-
	without loan sharing approach[5]						
	using a loan sharing approach (guaranteed)[5]						
	using a loan sharing approach (guaranteed)[5]						
	Loans Secured by Commercial Property which the payments Are Materially Dependent on Property Cash Flow						
	Loan by Land Acquisition, Land Processing and Construction						

	Portfolio Category
11	Past Due Receivables

	Portfolio Category	0%	20%
12	Other Assets		-

(in million rupiah)

December 31, 2023												
Net Receivables After Taking into Account the Impact of Credit Risk Mitigation												
50%	52,5%	60%	65%	67,5%	70%	75%	80%	85%	90%	100%	105%	110%

50%	60%	65%[5)]	70%	75%	85%	90%	100%	105%	110%
3,255,675		-	5,550,100	23,774,001	2,220,395		-		
	93			161				5,544	
-	1,276,796	-		3,963,792	2,335,088		-		
			5,573			740			3,142
							118,339		

50%	100%
2,746,002	1,402,312

100%
45,398,676

(in million rupiah)

Portfolio Category	December 31, 2023							
	Net Receivables After Taking into Account the Impact of Credit Risk Mitigation							Net Receivables After FKK and MRK Techniques
	112,5%	130%	150%	250%	400%	1250%	Others	
9 Loans Secured by Real Estate							-	-
Loans Secured by Residential Property which the payments Are Not Materially Dependent on Property Cash Flow			-				-	61,447,494
without loan sharing approach[5]							-	-
using a loan sharing approach (guaranteed)[5]							-	-
using a loan sharing approach (guaranteed)[5]							-	-
Loans Secured by Residential Property which the payments Are Materially Dependent on Property Cash Flow			435				-	7,568
Loans Secured by Commercial Property which the payments Are Materially Dependent on Property Cash Flow			-				-	7,575,675
without loan sharing approach[5]							-	-
using a loan sharing approach (guaranteed)[5]							-	-
using a loan sharing approach (guaranteed)[5]							-	-
Loans Secured by Commercial Property which the payments Are Materially Dependent on Property Cash Flow			5,788				-	15,244
Loan by Land Acquisition, Land Processing and Construction			-				-	118,339
11 Past Due Receivables			336,304				-	4,484,619
12 Other Assets			897,057			-	-	57,485,967

Footnotes:
[1] Represents receivables included in the Securities Companies and Other Financial Services Institutions Receivables Portfolio Category as in Appendix A of this FSA Circular Letter.
[2] Represents receivables that are included in the scope of Corporate Receivables - general corporate exposure Portfolio Category as in Appendix A of this FSA Circular Letter (excluding numbers [3] and numbers [4]).
[3] Represents Securities Companies and Other Financial Services Institutions Receivables that are not included in the Portfolio Category as in number [1].
[4] Represents receivables that fall within the scope of the Corporate Receivables - Special Financing Exposure category (with and without ratings) as in Appendix A of this FSA Circular Letter.
[5] Not applicable in accordance with this FSA Circular Letter.

(in million rupiah)

No	Risk Weight	December 31, 2023			
		Net Receivables Statement of Financial Position	Net Billings TRA (before FKK imposition)	FKK Average	Net Billings (After imposition of FKK and MRK Techniques)
1	<40%	353,072,830	25,477,164	42,92%	356,997,636
2	40%-70%	116,742,392	41,998,475	33,15%	129,114,550
3	75%	178,341,315	33,750,397	34,89%	161,083,878
4	80%	22,681,901	-	0,00%	22,681,901
5	85%	38,933,231	2,941,929	16,92%	36,953,174
6	90%-100%	291,378,874	35,296,589	39,06%	303,017,844
7	105-130%	514,162	271	10,00%	507,074
8	150%	3,430,058	49,874	11,59%	3,430,868
9	250%	-	-	0,00%	-
10	400%	-	-	0,00%	-
11	1250%	-	-	0,00%	-

7 . Leverage Ratio Disclosure

a. Bank Only

(in million rupiah)

No	Item	Individu
1	Total Assets on the balance sheet in the published financial report (gross value before deducting CKPN)	1,098,205,243
2	Adjustments to the value of investments in banks, financial institutions, insurance companies, and/or other entities based on financial accounting standards must be consolidated but are outside the scope of consolidation based on the FSA provisions.	(17,111,006)
3	Adjustments to the value of the underlying group of financial assets that have been transferred in asset securitization that meets the sale and balance requirements as regulated in FSA laws and regulations regarding the precautionary principle in Asset Securitization Activities for Commercial Banks.	-
4	Adjustments to fiduciary assets that are recognized as balance sheet components based on financial accounting standards but are excluded from the calculation of total exposure in the Leverage Ratio.	-
5	Adjustments for the value of regular purchases or sales of financial assets using the trade date accounting method.	-
6	Adjustments to the value of cash pooling transactions that meet the requirements as regulated in this FSA Regulation.	-
7	Adjustments to derivative transaction exposure value.	-
8	Adjustments to derivative transaction exposure value.	15,112,702
9	Adjustments to Securities Financing Transaction (SFT) exposure value as an example of a Reverse Repo transaction.	1,012,886
10	Adjustments to the Administrative Account Transaction (TRA) exposure value multiplied by the Credit Conversion Factor (FKK).	50,250,259
11	Prudent valuation adjustment takes the form of a capital reduction factor and Allowance for Impairment Losses (CKPN).	(98,061,651)
12	Others Adjustments.	7,257,614
13	Total exposure in Leverage Ratio calculation.	1,056,666,047

(in million rupiah)

	Item	Period	
		T (December 31, 2023)	T–1 (September 30, 2023)
Asset Exposure in the Statement of Financial Position (Balance Sheet)			
1	Asset exposure in the Statement of Financial Position (Balance Sheet) includes collateral assets, but does not include derivative transaction exposure and SFT exposure. *Gross value before deducting CKPN	1,063,260,140	996,942,889
2	The added value for derivative collateral handed over to counterparties and the provision of such collateral resulted in a decrease in total asset exposure on the balance sheet due to the application of the accounting standards.	-	-
3	(Reduction of receivables related to cash variation margin provided in derivative transactions)	-	-
4	(Adjustment for Marketable Securities received in SFT exposure recognized as an asset)	(7,806,645)	(6,653,592)
5	Allowance for Impairment Losses (CKPN) on these assets in accordance with applicable accounting standards.	(48,582,135)	(50,003,890)
6	(Assets that have taken into account a reducing factor for Core Capital (Tier 1) as intended in the FSA Regulation that regulates Liabilities for providing minimum capital for commercial banks.)	(24,387,806)	(23,821,176)
7	Total Asset exposure in the Statement of Financial Position (Finance) (Sum of row 1 to row 6)	982,483,554	916,464,231
Derivative Transaction Exposure			
8	Replacement Cost (RC) value for all derivative transactions, whether there is a variation margin that meets the requirements or there is an offsetting agreement that meets certain requirements.	14,787,644	13,676,489
9	The additional value is the Potential Futures Exposures (PFE) for all derivative transactions.	325,058	159,209
10	(exception for exposure of derivative transactions completed through a central counterparty (CCP)).	-	-
11	Adjustments to the effective notional value of loan derivatives	-	-
12	(Adjustments in the effective notional value made by offsets and addon deductions for derivative loan sales transactions).	-	-
13	Total Derivative Transaction Exposure (Sum of row 8 to row 12)	15,112,702	13,835,698
Securities Financing Transaction (SFT) Exposure			
14	Gross SFT Value	8,819,532	7,378,100
15	(Net value between Cash liabilities and Cash claims)	-	-
16	Loan Risk due to counterparty failure related to SFT assets that refers to the Current Exposure calculation as regulated in Attachment I in this FSA Regulation.	-	-
17	Exposure as an SFT agent	-	-
18	Total SFT Exposure (Sum of row 14 to row 17)	8,819,532	7,378,100
Transaction Administrative Account (TRA) Exposure			
19	Value of all Commitment Liabilities or contingent Liabilities. *Gross value before deducting CKPN	137,861,635	133,869,908
20	(Adjustment to the result of multiplying the Commitment Liabilities or Contingent Liabilities value and the Credit Conversion Factor (FKK) then deducting CKPN)	(87,611,376)	(85,400,663)
21	(Allowance for Impairment Losses (CKPN) for the TRA is in accordance with applicable accounting standards).	-	-
22	Total Administrative Account Transaction Exposure (TRA) (Sum of row 19 to row 21)	50,250,259	48,469,245
Capital and Total Exposure			
23	Core Capital (Tier 1)	130,937,557	124,838,032
24	Total exposure (Sum of rows 7, 13, 18, and 22)	1,056,666,047	986,147,274
Leverage Ratio			
25	Leverage Ratio Value, including the impact of adjustments to temporary exceptions for the placement of Current Accounts with Bank Indonesia in order to meet the minimum mandatory Current Accounts (if any)	12,39%	12,66%
25a	Leverage Ratio Value, excluding the impact of adjustments to temporary exceptions for the placement of Current Accounts with Bank Indonesia in order to meet the minimum mandatory Current Accounts (if any)	12,39%	12,66%

(in million rupiah)

	Item	Period	
		T (December 31, 2023)	T–1 (September 30, 2023)
26	Minimum Leverage Ratio Value	3%	3%
27	Buffer against the Leverage Ratio value	N/A	N/A
Disclosure of Average Values			
28	The average value of the gross carrying value of SFT assets, after adjustments for sales accounting transactions, which are calculated on a net basis with Cash liabilities in SFT and Cash claims in SFT	4,409,766	3,689,050
29	The final value of the reporting quarter of the gross carrying value of SFT assets, after adjustments for sales accounting transactions, which are calculated on a net basis with Cash liabilities in SFT and Cash claims in SFT	8,819,532	7,378,100
30	Total Exposure, including the impact of adjustments to temporary exceptions for the placement of Current Accounts with Bank Indonesia in order to fulfill the minimum mandatory Current Accounts provisions (if any), including the average gross carrying value of SFT assets as referred to in row 28	1,052,256,280	982,458,224
30a	Total exposure, excluding the impact of adjustments to temporary exceptions for the placement of Current Accounts with Bank Indonesia in order to comply with minimum mandatory Current Account requirements (if any), including the average gross carrying value of SFT assets as referred to in row 28	1,052,256,280	982,458,224
31	Leverage Ratio Value, including the impact of adjustments to temporary exceptions for the placement of Current Accounts with Bank Indonesia in order to fulfill the minimum mandatory Current Accounts provisions (if any), including the average value of the gross carrying value of SFT assets as referred to in row 28	12,44%	12,71%
31a	The Leverage Ratio value, excludes the impact of adjustments to temporary exceptions for the placement of Current Accounts with Bank Indonesia in order to fulfill the minimum mandatory Current Accounts provisions (if any), including the average value of the gross carrying value of SFT assets as referred to in row 28	12,44%	12,71%

b. Bank Consolidated with Subsidiaries

(in million rupiah)

No	Item	consolidation
1	Total assets on the balance sheet in the published financial statements (gross value before deducting CKPN)	1,112,030,410
2	Adjustments to the value of investments in banks, financial institutions, insurance companies, and/or other entities based on financial accounting standards must be consolidated but are outside the scope of consolidation based on the FSA provisions.	(394,267)
3	Adjustments to the value of the underlying group of financial assets that have been transferred in asset securitization that meets the sale and balance requirements as regulated in FSA laws and regulations regarding the prudential principle in Asset Securitization Activities for Commercial Banks.	-
4	Adjustments to temporary exceptions for current account placements with Bank Indonesia in order to comply with minimum statutory reserve provisions (if any).	-
5	Adjustments to fiduciary assets that are recognized as balance sheet components based on financial accounting standards but are excluded from the calculation of total exposure in the Leverage Ratio.	-
6	Adjustments to the value of regular purchases or sales of financial assets using the trade date accounting method.	-
7	Adjustments to the value of cash pooling transactions that meet the requirements as regulated in this FSA Regulation.	-
8	Adjustments to derivative transaction exposure value.	15,112,702
9	Adjustments to Securities Financing Transaction (SFT) exposure value as an example of a Reverse Repo transaction.	10,961,472
10	Adjustments to the Administrative Account Transaction (TRA) exposure value, multiplied by the Credit Conversion Factor (FKK).	50,922,952
11	Prudent valuation adjustments take the form of a capital reduction factor and Allowance for Impairment Losses (CKPN).	(98,527,709)
12	Other adjustments.	22,746,873
13	Total exposure in Leverage Ratio calculations	1,112,852,433

(in million rupiah)

	Item	Period T (December 31, 2023)	Period T–1 (30 September 2023)
Asset Exposure in the Statement of Financial Position (Balance Sheet)			
1	Asset exposure in the Statement of Financial Position (Balance Sheet) includes collateral assets, but does not include derivative transaction exposure and SFT exposure. *Gross value before deducting CKPN	1,093,111,532	1,029,869,526
2	The added value for derivative collateral handed over to counterparties and the provision of such collateral resulted in a decrease in total asset exposure on the balance sheet due to the application of the accounting standards.	-	-
3	(Reduction of receivables related to cash variation margin provided in derivative transactions)	-	-
4	(Adjustment for securities received in SFT exposures recognized as assets)	(7,806,645)	(6,653,592)
5	Allowance for Impairment Losses (CKPN) on these assets in accordance with applicable accounting standards.	(48,815,164)	(50,191,577)
6	(Assets calculated as a reducing factor for Core Capital (tier 1) as intended in the FSA regulation that regulates the obligation to provide minimum capital for commercial banks.)	(8,441,062)	(8,655,272)
7	Total Asset exposure in the Statement of Financial Position (Finance) (Sum of row 1 to row 6)	1,028,048,661	964,369,085
Derivative Transaction Exposure			
8	Replacement Cost (RC) value for all derivative transactions, whether there is a variation margin that meets the requirements, or there is an offsetting agreement that meets certain requirements.	14,787,644	13,676,489
9	The additional value is the Potential Futures Exposures (PFE) for all derivative transactions.	325,058	159,209
10	(exception for exposure to derivative transactions completed through a central counterparty (CCP)).	-	-
11	Adjustments to the effective notional value of loan derivatives.	-	-
12	(Adjustments to the effective notional value are made by offsetting and subtracting add-ons for derivative loan sales transactions).	-	-
13	Total Derivative Transaction Exposure (Sum of row 8 to row 12).	15,112,702	13,835,698
Securities Financing Transaction (SFT) Exposure			
14	Gross SFT Value	18,768,118	11,793,085
15	(Net value between cash liabilities and cash receivables)	-	-
16	Loan Risk due to counterparty failure related to SFT assets that refers to the Current Exposure calculation as regulated in Attachment I to this FSA Regulation.	-	-
17	Exposure as an SFT agent	-	-
18	Total SFT Exposure (Sum of row 14 to row 17)	18,768,118	11,793,085
Administrative Account (TRA) Transaction Exposure			
19	The value of all commitment obligations or contingent liabilities. *Gross value before deducting CKPN	139,514,699	135,416,689
20	(Adjustments to the result of multiplying the value of commitment obligations or contingent liabilities and the Credit Conversion Factor (FKK) then deducting CKPN)	(88,591,747)	(86,322,710)
21	(Allowance for Impairment Losses (CKPN) for the TRA is in accordance with applicable accounting standards).	-	-
22	Total Administrative Account Transaction Exposure (TRA) (Sum of row 19 to row 21)	50,922,952	49,093,979
Capital and Total Exposure			
23	Core Capital (Tier 1)	147,488,111	140,111,590
24	Total exposure (Sum of rows 7, 13, 18, and 22)	1,112,852,433	1,039,091,847
Leverage Ratio			

(in million rupiah)

	Item	Period	
		T (December 31, 2023)	T–1 (30 September 2023)
25	Leverage Ratio Value, including the impact of adjustments to temporary exceptions for current account placements with Bank Indonesia in order to meet minimum statutory reserves (if any)	13,25%	13,48%
25a	Leverage Ratio Value, excluding the impact of adjustments to temporary exceptions for current account placements with Bank Indonesia in order to meet minimum statutory reserves (if any)	13,25%	13,48%
26	Minimum Leverage Ratio Value	3%	3%
27	Buffer against the Leverage Ratio value	N/A	N/A
Disclosure of Average Values			
28	The average value of the gross carrying value of SFT assets, after adjustments for sales accounting transactions that are calculated on a net basis with Cash liabilities in SFT and Cash claims in SFT	9,384,059	5,896,542
29	The final value of the reporting quarter is the gross carrying value of SFT assets, after adjustments for sales accounting transactions that are calculated on a net basis with Cash liabilities in SFT and Cash claims in SFT	18,768,118	11,793,085
30	Total Exposure, including the impact of adjustments to temporary exceptions for the placement of Current Accounts with Bank Indonesia in order to comply with minimum mandatory Current Account requirements (if any), which includes the average gross carrying value of SFT assets as referred to in row 28	1,103,468,374	1,033,195,304
30a	Total exposure, excluding the impact of adjustments to temporary exceptions for the placement of Current Accounts with Bank Indonesia in order to comply with minimum mandatory Current Account requirements (if any), which includes the average gross carrying value of SFT assets as referred to in row 28	1,103,468,374	1,033,195,304
31	Leverage Ratio Value, including the impact of adjustments to temporary exceptions for the placement of Current Accounts with Bank Indonesia in order to fulfill the minimum mandatory Current Accounts provisions (if any), which included the average value of the gross carrying value of SFT assets as referred to in row 28	13,37%	13,56%
31a	The Leverage Ratio value, excluding the impact of adjustments to temporary exceptions for the placement of Current Accounts with Bank Indonesia in order to fulfill the minimum mandatory Current Accounts provisions (if any), which includes the average value of the gross carrying value of SFT assets as referred to in row 28	13,37%	13,56%

8. Qualitative Disclosure Regarding Counterparty Credit Risk

	Qualitative
Risk management objectives and policies related to loan risk due to counterparty loan risk, including:	The risk management and policies objectives related to loan risk due to counterparty failure (Counterparty Credit Risk/CCR) include 1. Fulfilling regulatory requirements so that the Bank has policies, processes and systems to manage loan risk due to counterparty failure/CCR, as implemented in accordance with the complexity of BNI exposures that give rise to CCR. 2. Standardizing loan risk management due to counterparty/CCR failure including identification, measurement, management, approval and internal CCR reporting. When carrying out Counterparty transactions, BNI must assess the creditworthiness of the Counterparty and take into account the consequences of settlement and pre-settlement loan risks.
The method used to apply the operating limits defined on internal capital for counterparty loan exposures and for CCP exposures;	Counterparty Credit Risk/CCR exposure calculated at BNI uses the precautionary principle and includes FX Forward Derivative Transactions, FX Swap, Cross Currency Swap (CCS) and Interest Rate Swap (IRS). The method used to determine operating limits for Counterparty Credit Exposures consists of limits for (i) Financial Institution (FI) debtors and (ii) Non-Financial Institution (Non-FI) debtors. 1. Determination of Limits for Financial Institutions (FI) Operational limits on Counterparty Credit Risk Exposure for FI debtor derivative transactions are carried out by determining the Counterparty Limit (CL). CL is given to domestic and foreign banks, remittance agencies and other domestic financial institutions that are guaranteed by the Government with correspondent status. Analysis of granting or adding CL is carried out by the Business Unit and Risk Unit at the Head Office, however other Business Units (such as Trade Finance or Treasury) and Overseas Branch Offices can submit input on granting or adding CL. Determination of the Maximum Counterparty Limit: a. The maximum limit for new and review CL facilities is generally set in the form of a Global Line that does not exceed BNI's Maximum Lending Limit (BMPK). b. For overseas correspondents, the maximum limit for new CL facilities and reviews is determined by the correspondent category based on: 1) Credit Rating, at least one of 3 (three) international institutions, namely S&P, Moody's, Fitch; as well as 2) Country Risk, based on the International Country Risk Guide (ICRG). Maximum CL Facility Matrix based on Credit Rating and Country Risk: a. Category I correspondents when determining and reviewing CL use the Counterparty Limit Application Package (CLAP) analysis, and the Global Line form. The CL amount is set at a maximum LLL at "very low", "low", "moderate" risk countries with a maximum of USD 10 million for "high" risk countries that do not exceed the LLL. b. Category II correspondence in CL determination and review using the CLAP analysis and the Global Line form. The CL amount is set at a maximum LLL at "very low", "low", "moderate" risk countries with a maximum of USD 10 million for "high" risk countries that do not exceed the LLL. c. Category III correspondence in CL determination and review using the CLAP analysis and the Global Line form. The maximum CL amount is USD 10 million for "very low", "low", "moderate" risk countries that do not exceed the LLL. CL is not given for "high" risk countries An explanation of the correspondent categories is as follows: Category I covers correspondents with a credit rating > BBB- to AAA Category II covers correspondents with a credit rating > CCC+ to BB+ Category III covers correspondents with a credit rating < CCC+ and/or correspondents that do not have a rating 2. Determination of Limits for Non-Financial Institutions (Non-FI) Application of operating limits to Counterparty Credit Risk Exposure for Derivative transactions are carried out by providing a Treasury Line to customers. Treasury lines are a facility provided to customers (debtors and non-debtors) as a maximum limit for derivative transaction risk exposure in accordance with the provisions regulated by the Regulator. The process for proposing a Treasury Line facility for each type of customer is as follows: a. Debtor The process of providing Treasury Line facilities to debtors is carried out in the same way as the process of providing loan facilities. 1) If the debtor applies for a Treasury Line facility not at the same time as the loan facility, then the application process uses the Treasury Line facility form. 2) If the debtor applies for a Treasury Line facility at the same time as the loan facility, then the Treasury Line application process uses the Credit Application Tool (PAK). Debtors can carry out derivative transactions with BNI without a Treasury Line facility as long as they submit collateral in the form of a Marginal Deposit. b. Non Debtor 1) Can directly carry out transactions with the BNI Treasury Unit without setting up a Treasury Line facility and must submit collateral in the form of a Marginal Deposit of 1.2 x the Credit Conversion Factor (FKK) x the Transaction Notional. 2) Transactions are based on derivative transaction agreements.

	Qualitative
Policies related to guarantees and risk mitigation and assessment of counterparty risk, including exposure towards CCP;	Policies related to guarantees/guarantees against Counterparty Credit Risk Exposure. Derivative transactions carried out at BNI are classified as follows: a. Debtor 1) The guarantee is adjusted to the guarantee provisions of the applicable Business Banking segment, namely: • Full cover guarantee, decision authority rests with the Credit Committee according to authority on the basis of Total Exposure • Full cover guarantee in the form of a combination of cash, collateral and other assets. 2) Conditions for fulfilling collateral refer to requirements for fulfilling sufficient collateral for a Working Capital Loan 3) If there are other matters to consider, the amount of collateral can be determined based on risk analysis and business potential to obtain approval from the Credit Committee. For debtors without a Treasury Line, the collateral is in the form of a Marginal Deposit of 1.2 x FKK x the Transaction Notional. b. Non Debtor 1) Collateral in the form of a Marginal Deposit of 1.2 x FKK x the Transaction Notional and direct transactions with the BNI Treasury Unit based on a Derivative Transaction Agreement 2) The collateral in point b.1) above is blocked and tied to a pledge accompanied by a power of attorney for disbursement on the transaction due date. Risk mitigation and assessment related to Counterparty Credit Risk Exposure. Derivative transactions carried out at BNI are carried out through Treasury Line Facility Monitoring and Treasury Line Facility Reviews a. Monitoring Treasury Line Facilities • Debtor Carried out by the Risk Management and Treasury unit. • Non Debtor Carried out by the Treasury unit by ensuring that the collateral is still blocked and pledged until the transaction matures. b. Review of Treasury Line Facilities 1. Debtor Carried out by the Business and Risk unit. 2. Non-Debtor Carried out by the Treasury unit Use of the Treasury Line facility is carried out by calculating the transaction Credit Conversion Factor (FKK). FKK is a percentage that shows the amount of loan risk arising from Forex or Derivative transactions at a certain tenor. The FKK table is reviewed periodically (every 6 months) by the Risk Management Unit and submitted to the relevant units.
Policies related to wrong-way risk exposure;	Policies related to mitigating wrong-way risk exposure at BNI are carried out through: 1. Routine monitoring to identify early deviations in the movement of transaction indicators from original market predictions, including the mark to market activities and stress tests to compare with the Budget Loss Limit, 2. Applying Stress Tests based on scenarios of changes in Interest Rates and Exchange Rates periodically (every 6 months), or incidentally to measure the level of risk/impact that may occur, and reporting to Management, 3. If a certain tiering of the Budget Loss Limit has been exceeded, corrections and mitigation steps are taken in stages using the Management Action Trigger (MAT) mechanism.
Impact on the value of collateral required to provide for a loan downgrade.	When a loan rating downgrade occurs, a temporary freeze limit mechanism is used to carry out a more in-depth study on the potential risks faced. Then, mitigation steps can be taken in the form of a top up of the collateral value.

9. Analysis of Credit Risk Net Receivables due to Counterparty Failure Based on the Used Approach

		a	b
No	English	Replacement Cost (RC)	Potential Future Exposure (PFE)
1	SA-CCR (for derivatives)	10,562,603	232,184
2	Internal Model Method (for derivatives and SFTs)		
3	Simple Approach for credit risk mitigation (for SFTs)		
4	Comprehensive Approach for credit risk mitigation (for SFTs)		
5	VaR for SFTs		
6	Total		

(in million rupiah)

c	d	e	f
EEPE	Alpha used for regulatory EAD calculations	Net Receivables	RWA
	1,4	15,112,702	9,173,124
			9,173,124

10. exposure based on portfolio and risk weighting based on standard approach

Risk Weight	a	b	c
	0%	10%	20%
Portfolio Category			
Sovereigns	180,380	-	-
Non-central government public sector entities (PSEs)	-	-	122,108
Multilateral development banks (MDBs)	-	-	-
Banks	-	-	1,257,452
Securities firms	-	-	-
Corporates	-	-	-
Regulatory retail portfolios	-	-	-
Other assets	-	-	-
Total	**180,380**	**-**	**1,379,560**

11. Net Receivables from Credit Derivatives

(in million rupiah)

	a	b
	Protection bought	Protection sold
Indonesia	-	-
Notional Value	-	-
Single-name credit default swaps	-	-
Index credit default swaps	-	-
Total return swaps	-	-
Credit options	-	-
Other credit derivatives	-	-
Total Notional Value	-	-
Fair value	-	-
Positive fair value (asset)	-	-
Negative fair value (liability)	-	-

(in million rupiah)

d	e	f	g	h	i
50%	75%	100%	150%	Others	Total Tagihan Bersih
-	-	-	-	-	180,380
175,755	-	-	-	-	297,863
-	-	-	-	-	-
9,071,443	-	-	-	-	10,328,895
-	-	-	-	-	-
-	-	3,227,391	-	-	3,227,391
-	1,667,782	-	-	-	1,667,782
-	-	-	-	-	-
9,247,199	**1,667,782**	**3,227,391**	**-**	**-**	**15,702,311**

13. Qualitative Disclosures on Securitization Exposures

The Bank has no securitization exposure as of December 31, 2023.

14. Securitization Exposure in Banking Book

English	a	b	c
	Bank as originator		
	Traditional	Synthetic	Sub-total
Retail (total) – of which	-	-	-
residential mortgage	-	-	-
credit card	-	-	-
other retail exposures	-	-	-
re-securitisation	-	-	-
Wholesale (total) – of which	-	-	-
loans to corporates	-	-	-
commercial mortgage	-	-	-
lease and receivables	-	-	-
other wholesale	-	-	-
re-securitisation	-	-	-

(in million rupiah)

e	f	g	i	j	k
Bank as sponsor			Bank as investor		
Traditional	Synthetic	Sub-total	Traditional	Synthetic	Sub-total
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-

15. Securitization Exposure on Trading Book

English	a	b	c
	Bank as originator		
	Traditional	Synthetic	Sub-total
Retail (total) – of which	-	-	-
residential mortgage	-	-	-
credit card	-	-	-
other retail exposures	-	-	-
re-securitisation	-	-	-
Wholesale (total) – of which	-	-	-
loans to corporates	-	-	-
commercial mortgage	-	-	-
lease and receivables	-	-	-
other wholesale	-	-	-
re-securitisation	-	-	-

(in million rupiah)

e	f	g	i	j	k
Bank as sponsor			Bank as investor		
Traditional	Synthetic	Sub-total	Traditional	Synthetic	Sub-total
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-

16. Securitization exposure in the banking book when the bank is the originator or sponsor and its capital requirements

English	a	b	c	d	e
	Exposure value (based on Risk Weight)				
	≤20% Risk Weight	>20% to 50% Risk Weight	>50% to 100% Risk Weight	>100% to <1250% Risk Weight	1250% Risk Weight
Total exposures	-	-	-	-	-
Traditional securitisation	-	-	-	-	-
Of which securitisation	-	-	-	-	-
Of which retail underlying	-	-	-	-	-
Of which wholesale	-	-	-	-	-
Of which re-securitisation	-	-	-	-	-
Of which senior	-	-	-	-	-
Of which non-senior	-	-	-	-	-
Synthetic securitisation	-	-	-	-	-
Of which securitisation	-	-	-	-	-
Of which retail underlying	-	-	-	-	-
Of which wholesale	-	-	-	-	-
Of which re-securitisation	-	-	-	-	-
Of which senior	-	-	-	-	-
Of which non-senior	-	-	-	-	-

(in million rupiah)

f	g	h	i	j	k	l	m	n	o	p	q
	Exposure value (based on regulatory approach)				RWA (based on regulatory approach)				Capital charge after cap		
IRB RBA (including IAA)	IRB SFA	SA/SSFA	1250%	IRB RBA (including IAA)	IRB SFA	SA/SSFA	1250%	IRB RBA (including IAA)	IRB SFA	SA/SSFA	1250%
	-	-	-		-	-	-		-		
	-	-	-		-	-	-		-		
	-	-	-		-	-	-		-		
	-	-	-		-	-	-		-		
	-	-	-		-	-	-		-		
	-	-	-		-	-	-		-		
	-	-	-		-	-	-		-		
	-	-	-		-	-	-		-		
	-	-	-		-	-	-		-		
	-	-	-		-	-	-		-		
	-	-	-		-	-	-		-		
	-	-	-		-	-	-		-		
	-	-	-		-	-	-		-		
	-	-	-		-	-	-		-		
	-	-	-		-	-	-		-		

17. Securitization exposure on the banking book and capital requirements - Bank as investor

No	Indonesia	a	b	c	d	e
		Exposure value (based on Risk Weight)				
		≤20% Risk Weight	>20% to 50% Risk Weight	>50% to 100% Risk Weight	>100% to <1250% Risk Weight	1250% Risk Weight
1	Total exposures	-	-	-	-	-
2	Traditional securitisation	-	-	-	-	-
3	Of which securitisation	-	-	-	-	-
4	Of which retail underlying	-	-	-	-	-
5	Of which wholesale	-	-	-	-	-
6	Of which re-securitisation	-	-	-	-	-
7	Of which senior	-	-	-	-	-
8	Of which non-senior	-	-	-	-	-
9	Synthetic securitisation	-	-	-	-	-
10	Of which securitisation	-	-	-	-	-
11	Of which retail underlying	-	-	-	-	-
12	Of which wholesale	-	-	-	-	-
13	Of which re-securitisation	-	-	-	-	-
14	Of which senior	-	-	-	-	-
15	Of which non-senior	-	-	-	-	-

(in million rupiah)

f	g	h	i	j	k	l	m	n	o	p	q
	Exposure value (based on regulatory approach)				RWA (based on regulatory approach)				Capital charge after cap		
IRB RBA	IRB SFA	SA/SSFA	1250%	IRB RBA	IRB SFA	SA/SSFA	1250%	IRB RBA	IRB SFA	SA/SSFA	1250%
	-	-	-		-	-	-		-	-	-
	-	-	-		-	-	-		-	-	-
	-	-	-		-	-	-		-	-	-
	-	-	-		-	-	-		-	-	-
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	-	-	-		-	-	-		-	-	-
	-	-	-		-	-	-		-	-	-
	-	-	-		-	-	-		-	-	-
	-	-	-		-	-	-		-	-	-
	-	-	-		-	-	-		-	-	-

MARKET RISK EXPOSURE (MRP)

Table of Market Risk Disclosure Using Standard Methods

(in million rupiah)

No.	Type Of Risks	December 31, 2023				December 31, 2022			
		Individual		Consolidated		Individual		Consolidated	
		Capital Expense	RWA	Capital Expense	RWA	Capital Expense	RWA	Capital Expense	RWA
(1)	(2)	(3)	(4)	(5)	(6)	(3)	(4)	(5)	(6)
1	Interest Rate Risk	33,341	416,761	35,035,1	437,938,5	13,273	165,909	16,100	201,248
	a. Specific Risks	-	-	1,390,1	17,376,3	128	1,598	1,825	22,813
	b. General Risks	33,341	416,761	33,645,0	420,562,3	13,145	164,311	14,275	178,435
2	Exchange Rate Risk	191,194	2,389,924	186,211,6	2,327,645,3	166,269	2,078,366	165,461	2,068,267
3	Equity Risk			0,4	5,1			-	-
4	Commodity Risk							-	-
5	Option Risk	-	-	-	-	-	-	-	-
Total		224,535	2,806,685	221,247	2,765,589	179,542	2,244,275	181,561	2,269,514
CVA			4,936		4,936				-
Grand Total			2,811,621		2,770,525				-

Table of Market Risk Using Internal Methods 2022-2023

No.	Type Of Risks	December 31, 2023				December 31, 2022			
		Average VAR	Maximum VAR	Minimum VAR	End of Period VAR	VaR rata-rata harian	Maximum VAR	Minimum VAR	End of Period VAR
1	Interest Rate Risk	272,556	325,264	223,506	254,764	269,649	351,999	187,516	301,467
2	Exchange Rate Risk	12,495	23,217	8,533	13,732	8,287	20,486	3,277	10,659
3	Risiko Option	-	-	-	-	-	-	-	-
Total		285,051	348,481	232,039	268,495	277,936	372,486	190,793	312,126

Table of IRRBB Calculations for Individual Banks for December 2023 in IDRand USD Currency as well as Qualitative and Quantitative Analysis

In million rupiah	Δ EVE		Δ NII	
Period	T	T - 1	T	T – 1
Parallel Up	6,057,975	3,550,865	2,312,326	855,277
Parallel Down	(7,872,842)	(4,874,359)	(1,221,384)	973,617
Steepener	1,860,829	1,566,211		
Flattener	(972,360)	(1,202,489)		
Short Rate Up	1,936,274	597,244		
Short Rate Down	(3,422,685)	(1,852,935)		
Absolute Negative Maximum Value	7,872,842	4,874,359	1,221,384	855,277
Tier 1 Capital (for Δ EVE) or Projected Income (for Δ NII)	130,937,557	124,838,031	43,295,000	42,624,000
Maximum amount divided by Tier 1 capital (for Δ EVE) or Projected Income (for Δ NII)	6.01%	3.90%	2.82%	2.01%

	Qualitative Analysis
1	Interest rate risk in the Banking Book or Interest Rate Risk in the Banking Book, hereinafter abbreviated as IRRBB, is a current and future risk to the Bank's capital and profitability (earnings) caused by movements in interest rates in the market which have an impact on the Banking position Book. Included in the IRRBB is gap risk that arises from the term structure of banking book instruments; basis risk which describes the impact of relative changes in interest rates on financial instruments assessed using different interest rate curves; option risk arising from financial derivative positions or from the option risk element inherent in financial instruments.
2	The Bank manages IRRBB exposure using an economic value approach and a profitability/income approach (earning based measures). As an implementation 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 that monitors interest rate risks that arise. For the purpose of controlling and mitigating interest rate risk in the banking book, the Bank establishes controls both quantitatively in the form of applying limits and risk appetite. The Bank also carries out qualitative risk control such as management strategies, risk transfer through the Funds Transfer Pricing (FTP) mechanism and also hedging strategies.
3	The IRRBB calculation is carried out on a quarterly basis which then become part of the Risk Profile, part of the Bank's Health Level Self Assessment, part of the Quantitative Information on Risk Exposure, and part of the Disclosure of Risk Management Practices. In order to measure IRRBB exposure, the Bank uses economic value and profitability as the basis for the measurement method. Measuring the economic value of equity (economic value of equity), hereinafter referred to as EVE, measures changes in the economic value of the Bank's assets, liabilities and off-balance sheet accounts due to movements in interest rates. Currently, the Bank measures changes in EVE (ΔEVE) as the maximum decrease in the economic value of the banking book in six standard interest scenarios defined by the Basel Committee on Banking Supervision (BCBS) and FSA as stated in SEOJK IRRBB no SEOJK/12/2018. Measuring bank profitability (earnings-based measure) looks at the estimated changes in net interest income, hereinafter abbreviated to NII (net interest income) caused by movements in interest rates in the market for a certain period. For this reason, the Bank measures changes in NII (ΔNII) as the maximum decrease in NII if there is a scenario of parallel increases or decreases in interest rates as defined by the Basel Committee on Banking Supervision (BCBS) and SEOJK IRRBB no SEOJK/12/2018, compared to financial planning Bank for a 12 month period.
4	In measuring EVE, the Bank uses the standardized approach SEOJK IRRBB No. SEOJK/12/2018, which the interest rate shock scenario used includes: a. parallel shock up in interest rates (parallel shock up); b. parallel shock down in interest rates (parallel shock down); c. a sloping interest rate shock (steepener shock) with a combination of decreasing short-term interest rates and increasing long-term interest rates (short rates down and long rates up); d. a flattening interest rate shock with a combination of increasing short-term interest rates and decreasing long-term interest rates (short rates up and long rates down); e. rising short-term interest rate shock (short rates shock up); And f. short-term interest rate shock decreases (short rates shock down). In measuring NII, the Bank uses the standardized approach SEOJK IRRBB No. SEOJK/12/2018, where the interest rate shock scenario used includes: a. parallel shock up in interest rates (parallel shock up); b. parallel shock down in interest rates (parallel shock down). In the future, for risk control purposes, the Bank will also evaluate IRRBB exposure using internal stress scenarios for EVE and NII measurements.
5	There were no differences in methodology or modeling assumptions in the calculations used in the internal management system. In other words, the Bank uses the Standardized Approach as a reference in calculating IRRBB for internal management purposes
6	Currently the Bank has a hedging instrument in the form of an Interest Rate Swap (IRS) to offset potential losses that arise if there is a potential loss on AFS securities. The bank also carries out daily MTM on the IRS instrument.
7	a. For the EVE method, the bank calculates all cash flows from the principal value and interest payments which includes the commercial margin (client rate) discounted at the risk free rate at the reporting date;

	Qualitative Analysis	
	b. The Bank uses a portfolio replication model and/or uniform slotting method in determining slotting and average repricing maturities for NMD by taking into account the caps and provisions on average terms as stated in the SEOJK IRRBB.. The Bank has interest rate exposure from Non-Maturity Deposits (NMDs) positions originating from wholesale and retail customers. To manage interest rate risk, the Bank carries out two-stage modeling in accordance with the provisions of SEOJK IRRBB. In the first stage, the Bank analyzes changes in volume to determine the portion of NMD that is stable in the sense that it has a small possibility of being withdrawn by customers. In the second stage, the Bank measures the proportion of core savings from stable NMD that customers will not withdraw even if there are large changes in market interest while the Bank does not adjust the interest on the NMD in question. The main dimensions that influence the maturity of core NMDs (Core Deposits) are the elasticity of deposit interest to changes in market interest rates, volatility of deposit volumes and other factors including customer behavior and macroeconomics. By paying attention to the NMD modeling limitations that apply to the Standardized Approach, the Bank determines the distribution and average repricing maturity maturity using a replicating portfolio approach and/or uniform slotting method depending on the availability and reliability of data for each relevant NMD category at this time. consisting of wholesale NMD, transactional retail NMD and non-transactional retail NMD. Modeling parameters are based on historical observations, statistical analysis and management assessments. Banks carry out risk modeling or estimation to determine prepayment rates for fixed interest loans and early withdrawal rates for time deposits if these risks are not adequately mitigated, for example through fine provisions.	
	c. The Bank performs risk modeling or estimation to determine the prepayment rate for fixed rate loans and early withdrawal rate for term Deposits if these risks are not adequately mitigated, for example through penalty provisions. early withdrawal rate for Term Deposits if these risks are not adequately mitigated for example through penalty provisions. In estimating the prepayment rate, the Bank uses statistical methods based on historical data in analyzing accelerated credit repayment rates. Several main dimensions that influence customer repayment rates include: market interest rates, credit interest rates, credit nominal, and several other factors. Meanwhile, in estimating the early withdrawal rate, the Bank uses the Exponential Weighted Moving Average (EWMA) method. This model assumes that tomorrow's projected results are influenced by today's actual data and past data. Several main dimensions that influence customer withdrawal rates include: deposit interest rates, deposit nominal and several other factors	
	d. There are no other assumptions used by the Bank apart from the assumptions set by the SEOJK IRRBB.	
	e. The Bank calculates the IRRBB for each material currency and then aggregates them. The aggregation methodology is carried out by simple addition.	
	Quantitative Analysis	
1	The average period for interest rate adjustment (repricing maturity) for the Rupiah includes: a. Wholesale for 1.11 years; b. Transactional Retail for 3.32 years; c. Non-Transactional Retail for 1.64 years. The average interest rate adjustment period (repricing maturity) for USD includes: a. Wholesale for 1.09 years; b. Transactional Retail for 3.72 years; c. Non-Transactional Retail for 1.70 years.	
2	The longest interest rate adjustment period (repricing maturity) for the Rupiah includes: a. Wholesale for a period of 5 years; b. Transactional Retail for a period of 5 years; c. Non-Transactional Retail for a period of 5 years. The longest interest rate adjustment period (repricing maturity) for USD includes: a. Wholesale for a period of 5 years; b. Transactional Retail for a period of 5 years; c. Non-Transactional Retail for a period of 5 years	

Consolidated IRRBB calculation with Subsidiaries as of December 2023 as well as Qualitative and Quantitative Analysis

In million rupiah Period	Δ EVE		Δ NII	
	T	T - 1	T	T – 1
Parallel Up	6,783,743	3,550,865	2,234,677	855,277
Parallel Down	(8,527,200)	(4,874,359)	(1,143,735)	973,617
Steepener	1,066,538	1,566,211		
Flattener	(6,705)	(1,202,489)		
Short Rate Up	2,940,179	597,244		
Short Rate Down	(4,539,905)	(1,852,935)		
Absolute Negative Maximum Value	8,527,200	4,874,359	1,143,735	855,277
Tier 1 Capital (for Δ EVE) or Projected Income (for Δ NII)	147,488,111	124,838,032	43,977,574	42,624,000
Maximum amount divided by Tier 1 capital (for Δ EVE) or Projected Income (for Δ NII)	5.78%	3.90%	2.60%	2.01%

T = Reporting Period December 2023
T – 1 = Reporting Period September 2023

Qualitative Analysis

1	Interest rate risk in the Banking Book or Interest Rate Risk in the Banking Book, hereinafter abbreviated as IRRBB, is a current and future risk to the capital and profitability (earnings) of the Bank and Subsidiaries caused by movements in interest rates in the market which have an impact in the Banking Book position. Included in the IRRBB is gap risk that arises from the term structure of banking book instruments; basis risk which describes the impact of relative changes in interest rates on financial instruments assessed using different interest rate curves; option risk arising from financial derivative positions or from the option risk element inherent in financial instruments.
2	Banks and Subsidiaries manage IRRBB exposure using an economic value approach and a profitability/income approach (earning based measures). As an implementation of segregation of duty, there is a separation between the unit that functions to manage 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, the Bank and Subsidiaries establish controls both quantitatively in the form of implementing limits and risk appetite. The Bank and Subsidiaries also carry out qualitative risk control such as management strategies, risk transfer through the Funds Transfer Pricing (FTP) mechanism and also hedging strategies.
3	The IRRBB calculation is carried out on a quarterly basis which will then become part of the Risk Profile, part of the Bank's Soundness Level Self Assessment, part of the Quantitative Information on Risk Exposure, and part of the Disclosure of Risk Management Practices. In order to measure IRRBB exposure, the Bank and Subsidiaries use economic value and profitability as the basis for the measurement method. Measurement of the economic value of equity (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 Banks and Subsidiaries caused by movements in interest rates. Currently, the Bank and Subsidiaries measure changes in EVE (ΔEVE) as the maximum decrease in the economic value of the banking book in six standard interest scenarios defined by the Basel Committee on Banking Supervision (BCBS) and FSA as stated in SEOJK IRRBB no SEOJK/12/ 2018. Measuring bank profitability (earnings-based measure) looks at the estimated changes in net interest income, hereinafter abbreviated to NII (net interest income) caused by movements in interest rates in the market for a certain period. For this reason, the Bank and Subsidiaries measure changes in NII (ΔNII) as the maximum decrease in NII if there is a scenario of parallel increases or decreases in interest rates as defined by the Basel Committee on Banking Supervision (BCBS) and SEOJK IRRBB no SEOJK/12/2018, compared with financial planning of the Bank and Subsidiaries for a 12 month period.

	Qualitative Analysis
4	In measuring EVE, the Bank and Subsidiaries use the SEOJK IRRBB standardized approach no SEOJK/12/2018, which the interest rate shock scenario used includes: a. parallel shock up in interest rates (parallel shock up); b. parallel shock down in interest rates (parallel shock down); c. a sloping interest rate shock (steepener shock) with a combination of decreasing short-term interest rates and increasing long-term interest rates (short rates down and long rates up); d. a flattening interest rate shock with a combination of increasing short-term interest rates and decreasing long-term interest rates (short rates up and long rates down); e. rising short-term interest rate shock (short rates shock up); And f. short-term interest rate shock decreases (short rates shock down). In measuring NII, the Bank and Subsidiaries use the SEOJK IRRBB standardized approach no SEOJK/12/2018, which the interest rate shock scenario used includes: a. parallel shock up in interest rates (parallel shock up); b. parallel shock down in interest rates (parallel shock down). In the future, for risk control purposes, the Bank and Subsidiaries will also evaluate IRRBB exposure using internal stress scenarios for EVE and NII measurements.
5	There were no differences in methodology or modeling assumptions in the calculations used in the internal management system. In other words, the Bank and Subsidiaries use the Standardized Approach as a reference in calculating IRRBB for internal management purposes.
6	Currently, the Bank has a hedging instrument in the form of an Interest Rate Swap (IRS) to offset potential losses that arise if there is a potential loss on AFS securities. The bank also carries out daily MTM on the IRS instrument.
7	a. For the EVE Method, the Bank and Subsidiaries calculate all cash flows from the principal amount and interest payments which include the commercial margin (client rate) discounted at the risk free rate at the reporting date; b. The Bank and Subsidiaries use the portfolio replication model and/or uniform slotting method in determining the slotting and average repricing maturities for NMD by taking into account the caps and provisions on the average term as stated in the SEOJK IRRBB. The Bank and Subsidiaries have interest rate exposure from Non-Maturity Deposits (NMDs) positions originating from wholesale and retail customers. To manage the interest rate risk, the Bank and Subsidiaries carried out two-stage modeling in accordance with the provisions of the SEOJK IRRBB. In the first stage, the Bank and Subsidiaries carry out an analysis of changes in volume to determine the portion of NMD that is stable in the sense that it has a small possibility of being attracted by customers. In the second stage, the Bank and Subsidiary Companies measure the proportion of core savings from stable NMD that customers will not withdraw even if there are large changes in market interest, while the Bank and Subsidiary Companies do not adjust the interest on the NMD in question. The main dimensions that influence the maturity of core NMDs (Core Deposits) are the elasticity of deposit interest to changes in market interest rates, volatility of deposit volumes and other factors including customer behavior and macroeconomics. By taking into account the NMD modeling limitations that apply to the Standardized Approach, the Bank and Subsidiaries determine the distribution and average repricing maturity maturity using a replicating portfolio approach and/or uniform slotting method depending on the availability and reliability of data for each relevant NMD category. Currently it consists of wholesale NMD, transactional retail NMD and non-transactional retail NMD. Modeling parameters are based on historical observations, statistical analysis and also professional judgment. c. Banks and Subsidiaries carry out risk modeling or estimation to determine prepayment rates for fixed interest loans and early withdrawal rates for time deposits if these risks are not adequately mitigated, for example through fine provisions. In estimating the prepayment rate, the Bank and Subsidiaries use statistical methods based on historical data in analyzing accelerated credit repayment rates. Several main dimensions that influence customer repayment rates include: market interest rates, credit interest rates, credit nominal, and several other factors. Meanwhile, in estimating the early withdrawal rate, the Bank and Subsidiaries use the Exponential Weighted Moving Average (EWMA) method. This model assumes that tomorrow's projected results are influenced by today's actual data and past data. Several main dimensions that influence customer withdrawal rates include: deposit interest rates, deposit nominal and several other factors. d. There are no other assumptions used by the Bank and Subsidiaries apart from the assumptions set by the SEOJK IRRBB. e. Banks and Subsidiaries calculate IRRBB for each material currency and then aggregate them. The aggregation methodology is carried out by simple addition.

	Quantitative Analysis
1	The average period for interest rate adjustment (repricing maturity) for the Rupiah includes: a. Wholesale for 1.11 years; b. Transactional Retail for 3.32 years; c. Non-Transactional Retail for 1.64 years. The average interest rate adjustment period (repricing maturity) for USD includes: a. Wholesale for 1.09 years; b. Transactional Retail for 3.72 years; c. Non-Transactional Retail for 1.70 years.
2	The longest period of interest rate adjustment (repricing maturity) for the Rupiah includes: a. Wholesale for a period of 5 years; b. Transactional Retail for a period of 5 years; c. Non-Transactional Retail for a period of 5 years. The longest interest rate adjustment period (repricing maturity) for USD includes: a. Wholesale for a period of 5 years; b. Transactional Retail for a period of 5 years; c. Non-Transactional Retail for a period of 5 years.

LIQUIDITY RISK EXPOSURE (MRP)

Disclosure Table of Rupiah Maturity Profile for Bank Only 2022-2023

POS-POS	Password	Balance	Maturity	
			est. 1 week	> 1 week est. 2 weeks
I. Balance Sheet				
A. Assets	**10000**	**801.775.379**	**94.399.270**	**5.004.403**
1. Cash	10100	10,307,341	10,307,341	-
2. Placement with Bank Indonesia	10200	66,867,572	66,867,572	-
a. Current Accounts	10210	56,873,402	56,873,402	-
b. SBI	10220	-	-	-
c. Others	10290	9,994,170	9,994,170	-
3. Placement with other bank	10300	665,400	100,000	-
4. Marketable Securities	10400	111,079,804	1,100,000	99,907
a. SUN	10410	88,924,156	1,100,000	99,907
1) traded	10411	4,395,890	-	99,907
2) available for sale	10412	63,091,034	1,100,000	-
3) held to maturity	10413	21,437,232	-	-
4) loans and receivables	10414	-	-	-
b. Corporate Securities	10420	2,932,537	-	-
1) traded	10421	-	-	-
2) available for sale	10422	2,632,537	-	-
3) held to maturity	10423	300,000	-	-
4) loans and receivables	10424	-	-	-
c. Others	10490	19,223,111	-	-
5. Loans Disbursed	10500	520,583,039	6,970,485	4,161,331
a. Not Yet Due	10510	482,070,012	6,970,485	4,161,331
b. Already Due	10520	38,513,027	-	-
6. Other Receivables	10700	19,777,519	9,051,552	733,118
a. Receivables on securities purchased under agreement to resell (Reverse Repo)	10710	9,651,897	8,151,897	300,000
b. Others	10790	10,125,622	899,655	433,118
7. Others	10600	72,494,704	2,320	10,047
B. Liabilities	**20000**	**654,887,064**	**15,072,284**	**11,262,966**
1. Third Party Fund	20100	625,397,019	12,136,701	11,050,791
a. Current Accounts	20110	200,813,584	5,883,327	5,883,327
b. Saving	20120	221,571,374	2,308,444	2,308,443
c. Deposits	20130	203,012,061	3,944,930	2,859,021
1) Deposit on call	20131	932,502	47,475	34,407
2) Time Deposits	20132	191,915,961	3,380,008	2,449,604
3) Others	20139	10,163,598	517,446	375,011
2. Liabilities with Bank Indonesia	20200	2,086	-	-
3. Liabilities with other banks	20300	2,598,781	2,290,172	154,650
4. Securities Issued	20400	4,998,287	-	-
a. Bonds	20410	4,998,287	-	-
b. Subordinate	20420	-	-	-
c. Others	20490	-	-	-
5. Loans Received	20500	-	-	-
a. Subordinate Loans	20510	-	-	-
b. Others	20590	-	-	-

(in million rupiah)

	Maturity				
	> 2 weeks est. 1 month	> 1 month est. 3 months	> 3 months est. 6 months	> 6 months est. 12 months	> 12 month
	24.293.271	47.068.179	38.933.826	50.252.365	541.824.065
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	89,874	-	-	475,526
	1,970,490	5,168,634	3,273,444	6,410,985	93,056,344
	1,970,490	5,141,700	2,410,809	6,056,626	72,144,624
	1,970,490	2,325,493	-	-	-
	-	2,816,207	2,410,809	5,831,181	50,932,837
	-	-	-	225,445	21,211,787
	-	-	-	-	-
	-	26,934	561,476	354,359	1,989,768
	-	-	-	-	-
	-	26,934	561,476	354,359	1,689,768
	-	-	-	-	300,000
	-	-	-	-	-
	-	-	301,159	-	18,921,952
	20,851,192	34,473,215	32,571,840	38,279,543	383,275,433
	20,851,192	34,473,215	32,571,840	38,279,543	344,762,406
	-	-	-	-	38,513,027
	1,009,871	6,618,141	1,792,781	35,889	536,167
	-	1,200,000	-	-	-
	1,009,871	5,418,141	1,792,781	35,889	536,167
	461,718	718,315	1,295,761	5,525,948	64,480,595
	24,194,657	52,335,018	15,866,547	58,911,906	477,243,686
	23,628,955	51,566,545	15,169,391	58,790,461	453,054,175
	11,766,653	-	-	-	177,280,277
	4,616,887	-	-	-	212,337,600
	7,245,415	51,566,545	15,169,391	58,790,461	63,436,298
	87,195	-	-	-	763,425
	6,207,857	51,566,545	15,169,391	58,790,461	54,352,095
	950,363	-	-	-	8,320,778
	-	-	-	-	2,086
	128,377	9,621	908	14,793	260
	-	-	-	-	4,998,287
	-	-	-	-	4,998,287
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-

POS-POS	Password	Balance	Maturity	
			est. 1 week	> 1 week est. 2 weeks
6. Other Liabilities	20700	2,448,807	638,254	52,338
a. Receivables on securities sold under agreement to resell (Reverse Repo)	20710	199,314	-	-
b. Others	20790	2,249,493	638,254	52,338
7. Others	20600	19,442,084	7,157	5,187
C. Differences of Asset and Liabilities in Balance Sheet	**30000**	**146,888,315**	**79,326,986**	**(6,258,563)**
II. Administrative Account				
Administrative Account Receivables	**40000**	**35,021,708**	**16,852,047**	**2,872,278**
1. Commitment	40100	28,606,140	10,436,479	2,872,278
a. Unused loan facilities	40110	-	-	-
b. Ongoing spot and derivative purchase positions	40120	28,606,140	10,436,479	2,872,278
1) Spot	40121	1,752,122	1,752,122	-
2) Derivative	40122	26,854,019	8,684,358	2,872,278
c. Others	40190	-	-	-
2. Contingencies	40200	6,415,568	6,415,568	-
B. Administrative Account Liabilities	**50000**	**113,597,004**	**23,325,466**	**9,275,111**
1. Commitment	50100	77,481,479	16,699,098	6,933,159
a. Unused loan facilities	50110	45,397,967	8,675,036	698,763
b. Ongoing Irrevocable L/C	50120	3,237,911	174,248	413,516
c. Ongoing spot and derivative sale positions	50130	28,845,602	7,849,814	5,820,880
1) Spot	50131	835,308	835,308	-
2) Derivative	50132	28,010,294	7,014,506	5,820,880
d. Others	50190	-	-	-
2. Contingencies	50200	36,115,525	6,626,368	2,341,952
C. Differences of Receivables and Liabilities in Balance Sheet	**60000**	**(78,575,296)**	**(6,473,419)**	**(6,402,833)**
Differences [(IA-IB)+(IIA-IIB)]	**70000**	**68,313,019**	**72,853,567**	**(12,661,396)**
Cumulative Difference	**80000**		**72,853,567**	**60,192,171**

(in million rupiah)

	Maturity				
	> 2 weeks est. 1 month	> 1 month est. 3 months	> 3 months est. 6 months	> 6 months est. 12 months	> 12 month
	424,181	665,305	668,729	-	-
	199,314	-	-	-	-
	224,867	665,305	668,729	-	-
	13,144	93,547	27,519	106,652	19,188,878
	98,614	**(5,266,839)**	**23,067,279**	**(8,659,541)**	**64,580,379**
	7,686,057	**2,229,496**	**4,843,255**	**538,575**	**-**
	7,686,057	2,229,496	4,843,255	538,575	-
	-	-	-	-	-
	7,686,057	2,229,496	4,843,255	538,575	-
	-	-	-	-	-
	7,686,057	2,229,496	4,843,255	538,575	-
	-	-	-	-	-
	-	-	-	-	-
	11,221,258	**12,419,782**	**6,219,396**	**8,507,131**	**42,628,860**
	9,098,826	8,323,668	2,360,512	153,515	33,912,701
	2,111,467	-	-	-	33,912,701
	467,486	1,679,367	503,294	-	-
	6,519,874	6,644,301	1,857,218	153,515	-
	-	-	-	-	-
	6,519,874	6,644,301	1,857,218	153,515	-
	-	-	-	-	-
	2,122,432	4,096,114	3,858,884	8,353,616	8,716,159
	(3,535,201)	**(10,190,286)**	**(1,376,141)**	**(7,968,556)**	**(42,628,860)**
	(3,436,587)	**(15,457,125)**	**21,691,138**	**(16,628,097)**	**21,951,519**
	56,755,584	**41,298,459**	**62,989,597**	**46,361,500**	**68,313,019**

DISCLOSURE OF RUPIAH MATURITY PROFILE FOR THE BANK CONSOLIDATED WITH SUBSIDIARIES 2022-2023

Portfolio Category	Portfolio Category	December 31, 2023	
		balance	Maturity
			≤1 Month
I	**BALANCE SHEET**		
	A. Assets		
	1. Cash	10,389,188	10,388,832
	2. Placement with Bank Indonesia	68,461,830	68,461,830
	3. Placement with other bank	2,852,841	1,179,791
	4. Marketable Securities	134,613,680	3,232,889
	5. Loans Disbursed	527,512,669	32,231,629
	6. Other Receivables	23,794,654	13,438,790
	7. Others	71,354,722	607,595
	Total Assets	**838,979,584**	**129,541,356**
	B. Liabilities		
	1. Third Party Fund	633,945,761	49,613,966
	2. Liabilities pada Bank Indonesia	2,085	-
	3. Liabilities with other banks	2,658,187	2,584,375
	4. Securities Issued	4,893,357	-
	5. Loans Received	1,030,417	86,972
	6. Other Liabilities	2,463,176	1,261,241
	7. Others	45,392,064	538,440
	Total Assets	**690,385,047**	**54,084,994**
	Differences of Asset and Liabilities in Balance Sheet	148,594,537	75,456,362
II	**ADMINISTRATIVE ACCOUNT**		
	A. Administrative Account Receivables		
	1. Commitment	28,606,140	20,994,814
	2. Contingencies	6,415,568	6,415,568
	Total Administrative Account Receivables	**35,021,708**	**27,410,382**
	B. Administrative Account Liabilities		
	1. Commitment	79,066,015	32,788,608
	2. Contingencies	36,268,904	11,090,751
	Total Administrative Account Liabilities	**115,334,919**	**43,879,359**
	Differences of Receivables and Liabilities in Balance Sheet	(80,313,211)	(16,468,977)
	Differences [(IA-IB)+(IIA-IIB)]	68,281,326	58,987,385
	Cumulative Difference		58,987,385

(in Thousand USD)

	December 31, 2023			
	Maturity			
	> 1 month est. 3 months	> 3 months est. 6 months	> 6 months est. 12 months	> 12 month
	-	-	-	356
	-	-	-	-
	89,873	-	40,000	1,543,177
	5,279,210	3,510,704	7,049,087	115,541,790
	35,120,650	33,223,015	40,457,721	386,479,654
	7,133,817	2,302,433	369,071	550,543
	718,315	1,295,761	5,525,948	63,207,103
	48,341,865	**40,331,913**	**53,441,827**	**567,322,623**
	52,230,069	15,260,260	61,838,657	455,002,809
	-	-	-	2,085
	19,621	908	16,793	36,490
	-	-	-	4,893,357
	119,872	111,121	220,696	491,756
	665,305	311,243	-	225,387
	95,463	27,519	107,861	44,622,781
	53,130,330	**15,711,051**	**62,184,007**	**505,274,665**
	(4,788,465)	24,620,862	(8,742,180)	62,047,958
	2,229,496	4,843,255	538,575	-
	-	-	-	-
	2,229,496	**4,843,255**	**538,575**	**-**
	8,373,473	2,410,317	253,125	35,240,492
	4,096,114	3,858,884	8,353,616	8,869,539
	12,469,587	**6,269,201**	**8,606,741**	**44,110,031**
	(10,240,091)	(1,425,946)	(8,068,166)	(44,110,031)
	(15,028,556)	23,194,916	(16,810,346)	17,937,927
	43,958,829	67,153,745	50,343,399	68,281,326

DISCLOSURE OF FOREIGN CURRENCY MATURITY PROFILE FOR BANK ONLY 2022-2023

	Posts	Password	Balance	Maturity*)	
				est. 1 week	> 1 week est. 2 weeks
I.	**NERACA**				
A.	**Assets**	**10000**	**246,950,348**	**56,050,989**	**5,576,115**
1.	Cash	10100	815,732	815,732	-
2.	Placement with Bank Indonesia	10200	35,917,725	33,254,044	19,246
3.	Placement with other bank	10300	36,434,094	18,124,516	384,925
4.	Marketable Securities **)	10400	38,198,943	88,174	87,355
	a. Corporate Securities	10420	790,097	-	-
	b. Others	10490	37,408,845	88,174	87,355
5.	Other Receivables	10500	120,404,172	2,968,638	4,335,947
	a. Not Yet Due	10510	119,139,789	2,968,638	4,335,947
	b. Already Due ***)	10520	1,264,384	-	-
6.	Other Receivables	10700	8,711,533	742,535	488,306
	a. Receivables on securities purchased under agreement to resell (reverse repo)	10710	296,689	-	-
	b. Others	10790	8,414,844	742,535	488,306
7.	Others	10600	6,468,149	57,350	260,336
B.	**Liabilities**	**20000**	**247,908,096**	**14,012,758**	**9,436,915**
1.	Third Party Fund	20100	176,311,842	8,482,493	8,930,315
	a. Current Accounts	20110	142,278,178	6,831,754	6,831,754
	b. Saving	20120	9,431,399	552,271	552,271
	c. Time Deposit	20130	24,602,265	1,098,468	1,546,290
2.	Liabilities with Bank Indonesia	20200	424,067	424,067	-
3.	Liabilities with other banks	20300	8,946,903	4,606,791	239,939
4.	Securities Issued	20400	16,928,724	-	-
5.	Loans Received	20500	29,793,386	115,514	-
6.	Other Liabilities	20700	10,977,492	383,893	266,661
7.	Others	20600	4,525,682	-	-
C.	**Differences of Asset and Liabilities in Balance Sheet**	**30000**	**(957,748)**	**42,038,231**	**(3,860,800)**
D.	**Cumulative**			**42,038,231**	**38,177,431**
II	**ADMINISTRATIVE ACCOUNT**				
A.	**Administrative Account Receivables**	**40000**	**84,689,089**	**38,168,670**	**18,612,504**
1.	Commitment	40100	67,220,143	20,699,724	18,612,504
	a. Unused loan facilities	40110	-	-	-
	b. Ongoing spot and derivative purchase positions	40120	67,136,532	20,616,113	18,612,504
	1) Spot	40121	835,297	835,297	-

(in Thousand USD)

	Maturity*)				
	> 2 weeks est. 1 month	> 1 month est. 3 months	> 3 months est. 6 months	> 6 months est. 12 months	> 12 month
	15,323,552	19,610,961	8,662,182	9,255,732	132,470,817
	-	-	-	-	-
	712,111	1,685,972	246,352	-	-
	356,131	206,336	-	-	17,362,186
	1,331,444	1,553,947	1,792,326	2,116,626	31,229,071
	-	76,662	-	-	713,435
	1,331,444	1,477,285	1,792,326	2,116,626	30,515,635
	10,271,158	13,891,390	3,766,897	6,540,164	78,629,978
	10,271,158	13,891,390	3,766,897	6,540,164	77,365,595
	-	-	-	-	1,264,384
	2,644,320	2,272,784	2,195,601	367,987	-
	296,689	-	-	-	-
	2,347,631	2,272,784	2,195,601	367,987	-
	8,388	532	661,006	230,955	5,249,582
	20,315,126	9,211,025	9,625,573	11,025,207	174,281,492
	15,887,536	6,422,581	2,898,824	1,701,584	131,988,509
	13,663,509	-	-	-	114,951,161
	1,104,542	-	-	-	7,222,315
	1,119,485	6,422,581	2,898,824	1,701,584	9,815,033
	-	-	-	-	-
	960,601	1,777,261	359,304	1,003,007	-
	-	-	-	-	16,928,724
	1,224,062	-	5,773,875	7,812,515	14,867,420
	2,242,927	1,011,183	593,570	508,101	5,971,157
	-	-	-	-	4,525,682
	(4,991,574)	10,399,936	(963,391)	(1,769,475)	(41,810,675)
	33,185,857	43,585,793	42,622,402	40,852,927	(957,748)
	19,303,103	6,606,499	1,844,343	153,970	-
	19,303,103	6,606,499	1,844,343	153,970	-
	-	-	-	-	-
	19,303,103	6,606,499	1,844,343	153,970	-
	-	-	-	-	-

Posts			Password	Balance	Maturity*)	
					est. 1 week	> 1 week est. 2 weeks
		2) Derivative	40122	66,301,236	19,780,817	18,612,504
	c.	Others	40190	83,611	83,611	-
2.		Contingencies *****)	40200	17,468,946	17,468,946	-
				-		
B.	**Administrative Account Liabilities**		**50000**	**121,835,865**	**33,892,728**	**17,599,520**
1.		Commitment	50100	89,331,309	32,291,775	16,793,535
	a.	Unused loan facilities	50110	8,996,275	8,996,275	-
	b.	Ongoing Irrevocable L/C	50120	13,604,483	67,589	1,151,527
	c.	Ongoing spot and derivative sale positions	50130	66,730,550	23,227,911	15,642,008
		1) Spot	50131	1,734,600	1,734,600	-
		2) Derivative	50132	64,912,338	21,409,699	15,642,008
	d.	Others	50190	83,611	83,611	-
2.		Contingencies ******)	50200	32,504,556	1,600,953	805,985
C. Differences of Receivables and Liabilities in Balance Sheet				**(37,146,776)**	**4,275,942**	**1,012,984**
Differences [(IA-IB)+(IIA-IIB)]			**70000**	**(38,104,524)**	**46,314,173**	**(2,847,816)**
Cumulative Difference			**80000**		**46,314,173**	**43,466,357**

(in Thousand USD)

	Maturity*)				
	> 2 weeks est. 1 month	> 1 month est. 3 months	> 3 months est. 6 months	> 6 months est. 12 months	> 12 month
	19,303,103	6,606,499	1,844,343	153,970	-
	-	-	-	-	-
	-	-	-	-	-
	23,383,028	**6,061,600**	**8,167,159**	**7,897,657**	**24,834,173**
	22,167,803	4,855,570	5,401,063	3,010,668	4,810,895
	-	-	-	-	-
	1,777,726	2,649,288	675,685	2,471,773	4,810,895
	20,390,076	2,206,282	4,725,378	538,895	-
	-	-	-	-	-
	20,390,076	2,206,282	4,725,378	538,895	-
	-	-	-	-	-
	1,215,225	1,206,030	2,766,096	4,886,989	20,023,278
	(4,079,925)	**544,899**	**(6,322,816)**	**(7,743,687)**	**(24,834,173)**
	(9,071,499)	**10,944,835**	**(7,286,207)**	**(9,513,162)**	**(66,644,848)**
	34,394,858	**45,339,693**	**38,053,486**	**28,540,324**	**(38,104,524)**

DISCLOSURE OF FOREIGN CURRENCY MATURITY PROFILE FOR THE BANK CONSOLIDATED WITH SUBSIDIARIES 2022-2023

Portfolio Category	Portfolio Category	December 31, 2023	
		balance	Maturity
			≤1 Month
I	**BALANCE SHEET**		
	A. Assets		
	1. Cash	818,013	818,013
	2. Placement with Bank Indonesia	36,223,393	34,291,069
	3. Placement with other bank	36,535,401	18,758,567
	4. Marketable Securities	38,500,261	1,506,981
	5. Loans Disbursed	120,413,969	17,575,737
	6. Other Receivables	8,721,042	3,875,148
	7. Others	6,472,323	326,078
	Total Assets	**247,684,402**	**77,151,593**
	B. Liabilities		
	1. Third Party Fund	176,784,582	33,270,099
	2. Liabilities pada Bank Indonesia	424,068	424,068
	3. Liabilities with other banks	8,935,452	5,807,348
	4. Securities Issued	16,928,731	-
	5. Loans Received	29,793,386	1,339,570
	6. Other Liabilities	10,987,010	2,893,530
	7. Others	4,551,695	-
	Total Liabilities	**248,404,924**	**43,734,615**
	Differences of Asset and Liabilities in Balance Sheet	(720,522)	33,416,978
I	**ADMINISTRATIVE ACCOUNT**		
	A. Administrative Account Receivables		
	1. Commitment	67,220,143	58,615,332
	2. Contingenci	17,468,946	17,468,946
	Total Administrative Account Receivables	84,689,089	76,084,278
	B. Administrative Account Liabilities		
	1. Commitment	89,331,315	71,253,113
	2. Contingencies	32,508,796	3,622,160
	Total Administrative Account Liabilities	121,840,111	74,875,273
	Differences of Receivables and Liabilities in Balance Sheet	(37,151,022)	1,209,005
	Differences [(IA-IB)+(IIA-IIB)]	(37,871,544)	34,625,983
	Cumulative Difference		34,625,983

(in Thousand USD)

December 31, 2023			
Maturity			
> 1 month est. 3 months	> 3 months est. 6 months	> 6 months est. 12 months	> 12 month
-	-	-	-
1,685,972	246,352	-	-
206,335	-	-	17,570,499
1,553,942	1,792,319	2,116,626	31,530,393
13,891,389	3,766,891	6,540,168	78,639,784
2,272,782	2,195,597	377,515	-
539	661,009	230,955	5,253,742
19,610,959	**8,662,168**	**9,265,264**	**132,994,418**
6,422,581	2,898,824	1,701,584	132,491,494
-	-	-	-
1,777,260	359,304	991,540	-
-	-	-	16,928,731
-	5,773,875	7,812,515	14,867,426
1,011,183	236,083	508,101	6,338,113
-	-	-	4,551,695
9,211,024	**9,268,086**	**11,013,740**	**175,177,459**
10,399,935	(605,918)	(1,748,476)	(42,183,041)
6,606,499	1,844,345	153,967	-
-	-	-	-
6,606,499	1,844,345	153,967	-
4,855,567	5,401,067	3,010,668	4,810,900
1,206,032	2,766,102	4,886,992	20,027,510
6,061,599	8,167,169	7,897,660	24,838,410
544,900	(6,322,824)	(7,743,693)	(24,838,410)
10,944,835	(6,928,742)	(9,492,169)	(67,021,451)
45,570,818	38,642,076	29,149,907	(37,871,544)

Disclosure of Liquidity Coverage Ratio for Bank Only for the Position as at December 2023

		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)		202,186,836
ARUS Cash KELUAR (CASH OUTFLOW)			
2	Retail deposits and deposits from Micro and Small Business:	422,421,060	30,349,851
	a. Stable deposit/funding	237,845,097	11,892,255
	b. Less Stable deposit/funding	184,575,962	18,457,596
3	Funding from corporate customers consisting of:	379,130,249	94,842,199
	a. Operational deposits	270,275,499	57,338,657
	b. Non-operational deposit and/or other non-operational liabilities	108,854,750	37,503,542
	c. Marketable securities (bank issued debt notes)	-	-
4	secured funding		22,490
5	Additional requirement, consisting of:	102,874,794	81,967,407
	a. Cash outflow on derivative transaction	73,995,635	73,995,635
	b. Cash outflow on additional liquidity	-	-
	c. Cash outflow on lost funding	-	-
	d. Cash outflow on withdrawal of commitments of loan and liquidity facility	15,020,233	1,502,023
	e. Cash outflow on other contractual liability related to lending	-	-
	f. Cash outflow on other lending contingencies	7,617,708	228,531
	g. Other contractual cash outflows	6,241,217	6,241,217
	TOTAL CASH OUTFLOW		**207,181,947**
CASH INFLOW			
6	Secured lending	10,983,900	-
7	Claims from counterparty	26,057,442	14,451,349
8	Other cash inflows	79,321,935	76,592,773

	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
TOTAL CASH INFLOW	116,363,277	91,044,121
		TOTAL ADJUSTED VALUE
TOTAL HQLA		202,186,836
TOTAL NET CASH OUTFLOWS		116,137,825
LCR (%)		174.09%

Analysis of Liquidity Coverage Ratio Development for Bank Only

Analysis
1. LCR individual (bank only) position December 2023 was 174.09% above the required provisions, namely 100%.
2. LCR December 2023 compared to LCR November 2023 decreased by 5.57% from 179.66% to 174.09% which was caused by an increase in Net Cash Out Flow of IDR7.85T. The increase in Net Cash Out Flow was dominated by an increase in withdrawals operational funding from corporate customers that is not guaranteed by LPS is IDR4.63T.
3. The composition of HQLA as of December 2023 was still dominated by HQLA Level 1 at 99.23%. Meanwhile, HQLA Level 2A is 0.69% and Level 2B is 0.08%, still below the maximum required HQLA limit.
4. The concentration of funding sources (outstanding) is dominated by individual funding at 39.97%, corporate funding at 47.23%, MSME customers at 12.65% and secured funding at 0.15%.
5. Average BNI derivative exposure during December 2023 was net short IDR132.03 billion.
6. The average BNI NOP during December 2023 is 1.70%.
7. Bank liquidity can be maintained properly to fulfill regulatory compliance and to support the Bank's business activities.
8. There were no cash inflows and cash outflows from the LCR calculation that are not included in the LCR template, the Bank considers including these cash inflows and cash outflows because they are relevant to the Bank's liquidity profile.

Disclosure of Liquidity Coverage Ratio for Bank Consolidated with Subsidiaries for the Position as at December 2023

(in million IDR)

		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)		209,517,818
ARUS Cash KELUAR (CASH OUTFLOW)			
2	Retail deposits and deposits from Micro and Small Business:	424,635,478	30,553,515
	a. Stable deposit/funding	238,200,662	11,910,033
	b. Less Stable deposit/funding	186,434,816	18,643,482
3	Funding from corporate customers consisting of:	382,470,130	96,139,107
	a. Operational deposits	270,911,808	57,491,568
	b. Non-operational deposit and/or other non-operational liabilities`	111,558,322	38,647,539
	c. Marketable securities (bank issued debt notes)	-	-
4	a. Secured Funding		22,490
5	Additional requirement, consisting of:	104,686,008	82,407,746
	a. Cash outflow on derivative transaction	73,995,635	73,995,635
	b. Cash outflow on additional liquidity	-	
	c. Cash outflow on lost funding	-	-
	d. Cash outflow on other contractual liability related to lending	16,509,253	1,643,712
	e. Cash outflow on other lending contingencies	-	-
	f. Cash outflow on other lending contingencies	7,641,981	229,259
	g. Other contractual cash outflows	6,539,139	6,539,139
	TOTAL CASH OUTFLOW		209,122,857
CASH INFLOW			
6	Secured lending	11,784,223	26,252
7	Claims from counterparty	27,231,912	15,042,181
8	Other cash inflows	80,308,326	77,106,310
TOTAL CASH INFLOW		**119,324,461**	**92,174,743**
TOTAL ADJUSTED VALUE1			
TOTAL HQLA			**209,517,818**
TOTAL NET CASH OUTFLOWS			**116,948,114**
LCR (%)			**179.15%**

Description:
Adjusted values are calculated after the imposition of haircuts, run-off rates, and inflow rates as well as the maximum limit of HQLA components, e.g. HQLA Level 2B and HQLA Level 2 maximum limits as well as the maximum limit of cash inflows that can be taken into account in the LCR..

Analysis of Liquidity Coverage Ratio Development for Bank Consolidated with Subsidiaries

Analysis

1. The consolidated LCR for the December 2023 position was 179.15% above the required condition, namely 100%.
2. Consolidated LCR for December 2023 decreased by 5.45% compared to Consolidated LCR for November 2023 from 184.60% to 179.15%, due to an increase in Net Cash Out Flow as a percentage, increasing by 7.21%. The increase in Net Cash Out Flow was dominated by withdrawals of operational funding from corporate customers who were not guaranteed by LPS amounting to IDR4.61T.
3. The composition of HQLA as of December 2023 was still dominated by HQLA Level 1 at 99.25%. Meanwhile, HQLA Level 2A is 0.67% and Level 2B is 0.08%, still below the maximum HQLA required, namely a maximum of 40% for HQLA level 2 and a maximum of 15% for HQLA level 2B of the total HQLA.
4. Bank liquidity on a consolidated basis can be well maintained in order to comply with regulatory requirements and to support bank business activities.

Disclosure of Net Stable Funding Ratio, Bank Only December 2023 Position

ASF Component		Carrying Value Based On Remaining Tenor				Total Weighted Value
		No Tenor	< 6 month	< 6 month – 1 year	≥1 year	
		Carrying Value	Carrying Value	Carrying Value	Carrying Value	
1	Capital:	166,441,551	-	-	-	166,441,551
2	Capital as CAR POJK	166,441,551	-	-	-	166,441,551
3	Other capital components	-	-	-	-	-
4	Deposits from individual customers and funding from micro and small business customers:	329,256,505	36,606,135	24,990,155	1,353,793	392,206,588
5	Stable deposits	225,952,842	-	-	-	225,952,842
6	Less stable deposits	103,303,663	36,606,135	24,990,155	1,353,793	166,253,745
7	Funding from corporate customers:	135,137,749	44,865,340	11,660,658	25,820,110	217,483,858
8	Operational funding	135,137,749	-	-	-	135,137,749
9	Other funding from corporate customers	-	44,865,340	11,660,658	25,820,110	82,346,108
10	NSFR for derivative liabilities	-	-	-	-	-
11	Other liabilities:	7,284,000	-	8,507	5,190,766	12,483,273
12	NSFR for derivative liabilities		-	-	-	
13	Equity and liability components other than the above category	7,284,000	-	8,507	5,190,766	12,483,273
14	**Total ASF**					**788,615,270**
15	Total HQLA for the calculation of NSFR					13,614,224
16	Deposit with other financial institutions for operational purposes	17,491,134	949,798	-	-	18,440,932
17	Loans in Current and Special Mention Category (Performing) and marketable securities	-	59,758,665	123,356,445	230,714,360	413,829,470
18	To financial institutions secured by HQLA Level 1		994,859	-	-	994,859
19	To financial institutions secured by non-HQLA Level 1 and unsecured loan to financial institutions	-	78,326	1,976,500	78,289	2,133,115
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:		56,769,403	119,306,165	170,683,323	346,758,890
21	Meet the qualification for 35% or less risk weighted in accordance with SE OJK on RWA Credit Risk		3,272,927	11,735,322	6,528,979	21,537,227
22	Loans secured with unpledged residential properties, including those that:		1,722,177	1,962,120	42,584,680	46,268,977
23	Meet the qualification for 35% or less risk weighted in accordance with SE OJK on RWA Credit Risk		328,362	515,580	9,787,499	10,631,441
24	Marketable Securities not under pledge, not in default, and not classified as HQLA, including shares traded at the stock exchange		193,901	111,659,83	17,368,068,50	17,673,629
25	Assets with interdependent liability match	-	-	-	-	-
26	Other assets:	24,724,158	19,012,985	481,628	46,193,049	90,411,820
27	Tradable physical commodities, including gold	-				-

ASF Component		Carrying Value Based On Remaining Tenor				Total Weighted Value
		No Tenor	< 6 month	< 6 month – 1 year	≥1 year	
		Carrying Value	Carrying Value	Carrying Value	Carrying Value	
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		145,710	-	28,009	173,719
30	NSFR of derivative liabilities before deduction of variation margin		-	-	-	-
31	All other assets not included in the above categories**)	24,724,158	18,867,275	481,628	46,165,040	90,238,101
32	Administrative Account		1,498,021	525,400	846,523	2,869,944
33	**Total RSF**					**539,166,390**
34	Net Stable Funding Ratio (%)					146.27%

Analysis of the Development of Net Stable Funding Ratio of Bank Only

Analysis
1. Individual NSFR for December 2023 was 146.27% and was still above the required provisions, namely 100%.
2. Individual NSFR for the position in December 2023 compared to the NSFR for the position in September 2023 increased from 145.33% to 146.27%. In December 2023, there was an increase in Total Available Stable Funding (ASF) of around 7.49%.
3. From the ASF side, the increase in Total Available Stable Funding was dominated by an increase in Total Funding originating from Corporate Customers with a percentage of 21.73%.
4. There were non-operational deposits and/or other non-operational liabilities originating from Bank Indonesia amounting to IDR7.32T in the form of repo transactions and liabilities to BI.

Table Disclosure of Net Stable Funding Ratio for the Bank Consolidated with Subsidiaries December 2023 Position

	ASF Component	Carrying Value Based on Remaining Term (In Million Rupiah)	
		No Term	< 6 Month
		Value Listed	Value Listed
1	Capital:	172,478,786	-
2	Capital as CAR POJK	172,470,112	-
3	Other capital components	8,674	-
4	Deposits from individual customers and funding from micro and small business customers:	330,106,170	39,146,927
5	Stable deposits	226,532,455	519,728
6	Less stable deposits	103,573,715	38,627,199
7	Funding from corporate customers:	136,198,265	46,457,317
8	Operational funding	136,198,265	-
9	Other funding from corporate customers	-	46,457,317
10	NSFR for derivative liabilities	-	-
11	Other Liabilities:	7,530,740	-
12	NSFR for derivative liabilities		-
13	Equity and liability components other than the above category	7,530,740	-
14	Total ASF		
15	Total HQLA for the calculation of NSFR	-	249,198
16	Deposits with other financial institutions for operational purposes operations	17,499,153	1,217,543
17	Loans in Current and Special Mention Category (Performing) and marketable securities	-	60,527,018
18	To financial institutions secured by HQLA Level 1		994,859
19	To financial institutions secured by non-HQLA Level 1 and unsecured loan to financial institutions	-	78,326
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:		57,523,811
21	Meet the qualification for 35% or less risk weighted in accordance with SE OJK on RWA Credit Risk		4,027,335
22	Loans secured with unpledged residential properties, including those that:		1,736,122
23	Meet the qualification for 35% or less risk weighted in accordance with SE OJK on RWA Credit Risk		342,308
24	Marketable Securities not under pledge, not in default, and not classified as HQLA, including shares traded at the stock exchange		193,901
25	Assets with interdependent liability match	-	-
26	Other assets:	25,050,997	19,017,403
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		145,710
30	NSFR of derivative liabilities before deduction of variation margin		-

Carrying Value Based on Remaining Term (In Million Rupiah)			
< 6 month - 1 year		≥ 1 year	Total Weighted Value
Value Listed		Value Listed	
-		-	172,478,786
-		-	172,470,112
-		-	8,674
25,027,074		1,393,572	395,673,744
31,919		39,780	227,123,882
24,995,155		1,353,793	168,549,862
11,867,158		25,820,110	220,342,850
-		-	136,198,265
11,867,158		25,820,110	84,144,585
-		-	-
218,570		6,711,382	14,460,692
-		-	
218,570		6,711,382	14,460,692
			802,956,073
629,166		13,148,379	14,026,743
-		-	18,716,696
124,441,429		234,148,115	419,116,562
-		-	994,859
1,976,500		100,635	2,155,461
120,381,033		173,992,232	351,897,076
12,810,189		9,837,888	26,675,412
1,972,236		42,619,429	46,327,787
525,696		9,822,247	10,690,251
111,659,83		17,435,819	17,741,379
-		-	-
490,078		46,302,761	90,861,238
-		-	-
-		-	-
-		28,009	173,719
-		-	-

	ASF Component	Carrying Value Based on Remaining Term (In Million Rupiah)	
		No Term	< 6 Month
		Value Listed	Value Listed
31	All other assets not included in the above categories**)	25,050,997	18,871,693
32	Administrative Account		1,515,194
33	**Total RSF**		
34	**Net Stable Funding Ratio (%)**		

Qualitative Analysis of Net Stable Funding Ratio for Bank Consolidated with Subsidiaries

Analysis
1. Consolidated NSFR position in December 2023 was 147.16% and was above the required provisions, namely 100%.
2. Consolidated NSFR position in December 2023 compared to NSFR position in September 2023 increased from 146.36% to 147.16%. In December 2023, there was an increase in Total Available Stable Funding (ASF) of around 7.47%.
3. From the ASF side, the increase in Total Available Stable Funding was dominated by an increase in Total Funding originating from Corporate Customers of around 21.45%.
4. There are non-operational deposits and/or other non-operational liabilities originating from Bank Indonesia amounting to IDR7.32 T in the form of repo transactions and liabilities to BI.

Carrying Value Based on Remaining Term (In Million Rupiah)			
< 6 month - 1 year		≥ 1 year	Total Weighted Value
Value Listed		Value Listed	
490,078		46,274,752	90,687,519
530,380		858,588	2,904,163
			545,625,402
			147.16%

OPERATIONAL RISK EXPOSURE (ORM)

Disclosure of Operational Risks Quantitative for Bank Only 2022-2023

dalam juta rupiah

No	The approach used	December 31, 2023				December 31, 2022		
		Business Indicator Components	Internal Loss Multiplier Factor (FPKI)	Minimum Operational Risk Capital (MMRO)	RWA	Revenue gross revenue (average 3 years last 3 years)	Beban Modal	RWA
1	Approach Basic Indicator	-	-	-	-	49,599,197	7,439,879	92,998,494
2	Approach Standard	4,450,593	0,62853430	2,797,350	34,966,876	-	-	-

Disclosure of Operational Risks Quantitative for Bank Consolidated with Subsidiaries 2022-2023

dalam juta rupiah

No	The approach used	December 31, 2023				December 31, 2022		
		Business Indicator Components	Internal Loss Multiplier Factor (FPKI)	Minimum Operational Risk Capital (MMRO)	RWA	Revenue gross revenue (average 3 years last 3 years)	Beban Modal	RWA
1	Approach Basic Indicator	-	-	-	-	51,500,813	7,725,122	96,564,025
2	Approach Standard	4,515,914	0,63376978	2,862,050	35,775,625	-	-	-


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2023 Annual Report

07

Good Corporate Governance

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PT Bank Negara Indonesia (Persero) Tbk

Best Achievements in Corporate Governance Implementation

In carrying out its activities, BNI always prioritizes the best governance principles and practices. Due to the implementation of governance, in 2023 BNI received a number of awards and titles in the field of Corporate Governance, including "The Best Overall - Big Caps" and "The Most Trusted Company".

108,39

"The Best Overall - Big Caps"
The 14th IICD Corporate Governance Conference & Award 2023

92,26

"The Most Trusted Company"
Corporate Governance Perception Index 2023



Commitment to Sustainable Corporate Governance Implementation

The entire Board of Directors, the Board of Commissioners, and the employees of BNI are committed to carrying out their duties and working properly and responsibly in accordance with the authority granted by the Articles of Association, as well as complying with BNI's Core Values (AKHLAK), Beliefs, BNI's Code of Ethics, BNI's internal regulations, prevailing laws and regulations, as well as the principles of Good Corporate Governance, and sound Bank management principles.

All BNI Hi-Movers are committed to implementing Corporate Governance in a sustainable manner. The implementation of governance is expected to create sustainable value for BNI. For this reason, the Board of Directors and Board of Commissioners carry out their leadership roles to achieve the following governance results:

1. Competitive and focused on long-term performance
2. Be ethical and responsible in running a business
3. Contribute positively to community and the environment
4. Ability to survive and grow (corporate resilience)

This commitment is stated in the Integrity Pact document (for the Board of Directors and Board of Commissioners) as well as the Commitment to Implementing Good Corporate Governance Integrity document (for employees).

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), Beliefs, 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.
2. Establish a working environment free of corruption, collusion, and nepotism by encouraging and supervising the implementation of the Anti-Bribery Management System (SMAP) 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.
4. Avoid all forms of conflict of interest when performing duties, and do not adversely affect the independence of other BNI employees.
5. 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.
6. 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

1. 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), Beliefs, 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.
2. 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.
3. 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.
4. Avoid all forms of conflicts of interest when carrying out duties, and not affect the independence of other BNI personnel.
5. 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.
6. 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.
7. 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.
8. 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

1. Accept and consistently implement AKHLAK, Beliefs and the BNI Code of Ethics.
2. Understand and comply with the applicable provisions when carrying out duties in accordance with the Good Corporate Governance principles.
3. Maintain integrity and uphold ethical, moral and honest values.
4. Work professionally and carefully.
5. Actively understand and take full responsibility for the duties and roles.
6. Take full responsibility for maintaining the confidentiality of customer and company data.
7. Do not use company funds, data and assets for personal and family interests.
8. Play an active role in preventing and eradicating fraud and violations.
9. Create a work environment free from Corruption, Collusion and Nepotism (KKN).
10. Implement an Anti-Bribery Management System by avoiding gratuities, bribes and extortion.

11 Do not use personal funds as bailout funds and/or personal accounts for the benefit of the company's operational activities.

12 Avoid an excessive lifestyle.

13 Maintain a good name and be wise when using social media.

14 Avoid all forms of conflict of interest.

15 Be willing to submit all information needed to uphold integrity.

16 Be responsible for all facilities and benefits obtained, and ensure their use is in accordance with applicable regulations.

17 Be willing to accept sanctions when committing violations listed in this integrity pact.

18 All levels of BNI's Board of Commissioners, Board of Directors and Employees have signed a Implementation Commitment/Good Corporate Governance Integrity Pact.

GOAL OF CORPORATE GOVERNANCE IMPLEMENTATION

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

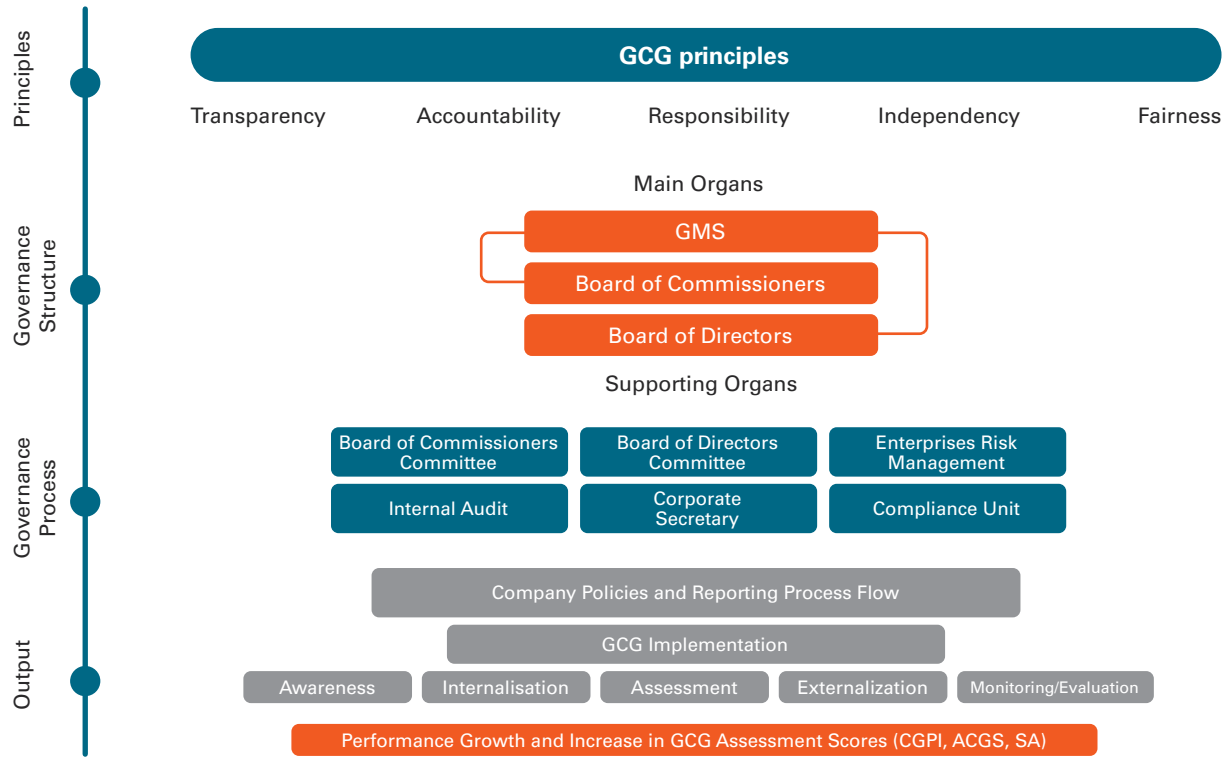
The legal basis for GCG Implementation at BNI refers to:

1. Law Number 7 of 1992 concerning Banking as amended several times, most recently by Law Number 4 of 2023 concerning Development and Strengthening of the Financial Sector;
2. Law Number 8 of 1995 concerning Capital Markets as amended by Law Number 4 of 2023 concerning Development and Strengthening of the Financial Sector;
3. Law Number 40 of 2007 concerning Limited Liability Companies as amended by Law Number 6 of 2023 concerning the Stipulation of Government Regulation in Lieu of Law Number 2 of 2022 concerning Job Creation into Law;
4. Law Number 27 of 2022 concerning Personal Data Protection;
5. Financial Services Authority Regulation (POJK) No. 17/POJK.03/2014 concerning Implementation of Integrated Risk Management for Financial Conglomerates as amended by POJK No. 45/POJK.03/2020 of 2020 concerning Financial Conglomerates;
6. POJK No. 18/POJK.03/2014 concerning the Implementation of Integrated Governance for Financial Conglomerates;
7. POJK No. 33/POJK.04/2014 concerning Board of Directors and Board of Commissioners of Issuers or Public Companies;
8. POJK No. 35/POJK.04/2014 concerning the Corporate Secretary of Issuers or Public Companies;
9. POJK No. 8/POJK.04/2015 concerning Issuer or Public Company Websites;
10. POJK No. 21/POJK.04/2015 concerning Implementation of Public Company Governance Guidelines;
11. POJK No. 26/POJK.03/2015 concerning Integrated Capital Adequacy Requirements (KPMM) for Financial Conglomerates;
12. POJK Regulation No. 31/POJK.04/2015 concerning Disclosure of Information or Material Facts by Issuers or Public Companies;
13. POJK Regulation No. 56/PPOJK.04/2015 concerning the Establishment and Guidelines for the Internal Audit Charter;
14. POJK No. 4/POJK.03/2016 concerning Assessment of the Soundness Level of Commercial Banks;
15. POJK No. 5/POJK.03/2016 concerning Bank Business Plans;
16. POJK No. 18/POJK.03/2016 concerning Implementation of Risk Management for Commercial Banks;
17. POJK No. 27/POJK.03/2016 concerning Capability and Conformity Assessment for Main Parties of Financial Services Institutions;
18. POJK No. 29/POJK.04/2016 concerning Annual Reports of Issuers or Public Companies;
19. POJK No. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers and Public Companies;
20. POJK No. 1/POJK.03/2019 concerning Implementation of the Internal Audit Function in Commercial Banks;
21. POJK No. 37/POJK.03/2019 concerning Transparency and Publication of Bank Reports;

22. POJK No. 15/POJK.04/2020 concerning Planning and Organizing General Meetings of Shareholders of Public Companies;
23. POJK No. 16/POJK.04/2020 concerning Implementation of Electronic General Meetings of Shareholders of Public Companies;
24. POJK No. 45/POJK.03/2020 concerning Financial Conglomerates;
25. POJK No. 12/POJK.03/2021 concerning Commercial Banks;
26. POJK No. 11/POJK.03/2022 concerning the Implementation of Information Technology by Commercial Banks;
27. POJK No. 24 of 2022 concerning Development of the Quality of Human Resources for Commercial Banks;
28. POJK No. 8 of 2023 concerning Implementation of Anti-Money Laundering Programs, Prevention of Terrorism Financing and Prevention of Funding for the Proliferation of Weapons of Mass Destruction in the Financial Services Sector;
29. POJK No. 17 of 2023 concerning Implementation of Governance for Commercial Banks;
30. Financial Services Authority Circular (SEOJK) No. 14/SEOJK.03/2015 concerning Implementation of Integrated Risk Management for Financial Conglomerates;
31. SEOJK No. 15/SEOJK.03/2015 concerning Implementation of Integrated Governance for Financial Conglomerates;
32. SEOJK No. 32/SEOJK.04/2015 concerning Public Company Governance;
33. SEOJK No. 39/SEOJK.03/2016 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 Banks;
34. SEOJK No. 16/SEOJK.04/2021 concerning Form and Content of Annual Reports for Issuers or Public Companies;
35. SEOJK No. 28/SEOJK.03/2022 concerning Risk Management Certification for Commercial Bank Human Resources;
36. Minister of State-Owned Enterprises Regulation No. PER-1/MBU/03/2023 concerning Special Assignments and Social and Environmental Responsibility Programs for State-Owned Enterprises;
37. Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises;
38. Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises;
39. Circular Letter of the Minister of State-Owned Enterprises (BUMN) No. 2/MBU/07/2019 concerning Clean Management of BUMN Through the Implementation of Prevention of Corruption, Collusion and Nepotism, and Handling of Conflicts of Interest and Strengthening Internal Supervision;
40. Letter of the Minister of State-Owned Enterprises (BUMN) No. S-289/MBU/04/2020 dated 28 April 2020 concerning the Arrangement of the Board of Directors and Board of Commissioners in SOE consolidated Subsidiaries and Affiliates;
41. Memorandum of Understanding (Memorandum of Understanding) of the Integrated Audit Work Unit regarding Development of Audit Quality for the BNI Financial Conglomerate;
42. BNI Financial Conglomerate Corporate Charter;
43. Various GCG implementation guidelines include 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 published by the Basel Committee on Banking Supervision.

Governance Framework

Governance Framework BNI



The Governance Framework is a conceptual framework that integrates all elements of governance starting from the foundation to the final target to be achieved from implementing good corporate governance. The governance framework was developed to become a solid foundation that underlies all Company actions so that the GCG principles are implemented consistently, comprehensively and sustainably.

BNI's governance framework consists of 4 (four) main elements needed to implement corporate governance, namely:

1. Governance Principles, the principles that underlie governance implementation at BNI, including Transparency, Accountability, Responsibility, Independence and Fairness.
2. Governance Structure, the adequacy of the Governance Structure and Infrastructure so that the Good Governance principles implementation produces outcomes that are in line with stakeholder expectations. The Corporate Governance Structure includes several key components, including the Board of Commissioners, Board of Directors, Committees and Company Work Units. The governance infrastructure includes policies and procedures, management information systems and the key duties and functions of each part of the organizational structure.
3. Governance Process, the effectiveness of the Good Governance principles implementation process, supported by an adequate Corporate Governance structure and infrastructure so as to produce outcomes that meet the expectations of all stakeholders.
4. Governance Outcome, the manifestation of consistent and comprehensive corporate governance implementation, which is expected to meet stakeholder expectations.

Governance Outcome reflects the Governance Process implementation and adequate support from the Governance Structure. Problems that exist in the Governance Structure can cause weaknesses in the Governance Process, and these weaknesses in the Governance Process will have an impact on Governance Outcomes.

BNI continues to ensure that the GCG implementation runs well in all business aspects, and at all levels of management as well as all BNI Hi-Movers and Company employees. This approach of prioritizing moral principles, ethics and healthy banking business practices will create a better future in the banking industry.

Improving The Quality of GCG Implementation Sustainably

Efforts to improve the quality of GCG carried out by the Company are reflected in the chart below.

BNI GCG Implementation Sustainability Quality Improvement Cycle



1. GCG IMPLEMENTATION STANDARDS AT BNI

To improve the quality of GCG implementation, BNI continues to adopt a corporate governance system that follows best practices in sustainable management. Up the end of 2023, BNI's GCG implementation standards referred to Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 of 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.

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 Financial Services Authority Regulation No. 17 of 2023 concerning Implementation of Governance for Commercial Banks; as amended by a copy of the Republic of Indonesia OJK Regulation No. 17 of 2023 concerning Implementation of Governance for Commercial Banks;

To encourage improvements in its GCG implementation, BNI conducted a review of best practices that apply globally, including:

a. General Guidelines for Indonesian Corporate Governance (PUGKI) developed by the National Committee for Governance Policy (KNKG) in 2021
b. The principles of Corporate Governance for State Owned Companies developed by the Organization for Economic Cooperation and Development (OECD), namely the ASEAN Corporate Governance Scorecard(ACGS);
c. Corporate Governance Perception Index (CGPI) organized by The Indonesian Institute for Corporate Governance (IICG). CGPI is a research and rating program for the GCG implementation of companies in Indonesia;
d. Principles for Enhancing Corporate Governance issued by Basel Committee on Banking Supervision;

5. ESG or Environment, Social, and Governance; and
6. Internalization of various laws and regulations and guidelines with national and international standards into BNI's internal policies is a commitment of the Board of Commissioners and Directors and all employees. This commitment is realized into the Company's vision, mission and values and expected to be integrated into the daily behavior of all employees.

2. GCG PRINCIPLES IMPLEMENTATION

It is believed that the consistent and comprehensive implementation of GCG by the Bank at all levels of operations will provide both short and long term benefits, especially in maintaining the continuity of the Company's business and fulfilling the expectations of shareholders and other stakeholders.

In accordance with applicable laws and regulations, the Bank's GCG implementation is based on the principles of transparency, accountability, liability, independence and fairness or transparency, accountability, responsibility, independence and fairness (TARIF).

BNI's GCG implementation principles have been agreed upon by the Board of Commissioners, Board of Directors, management and all BNI employees to build a strong company structure and increase competitiveness through innovation in running its business.

The governance implementation principles at BNI can be seen in the following table:

GCG Principle	Implementation at BNI
Transparency	• 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	• 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	• The Bank upholding to the principle of prudence (prudential bank practices) and ensure compliance with applicable regulations. • The Bank as a good corporate citizen cares about the environment and carries out social responsibility fairly.
Independence	• 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	• 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.

ALIGNMENT OF PUGKI GOVERNANCE PILLARS

BNI welcomed the development of the Indonesian Corporate Governance Guidelines (PUGKI) by the National Committee for Governance Policy (KNKG) released in 2021 to become the standard for implementing corporate GCG. BNI is seeking to implement it within BNI as it continues to adapt itself to the latest developments in corporate governance, including social and environmental responsibility based on the principles of sustainable development, board diversity, digitalization and investor stewardship/engagement, as well as continuing to strengthen its foundation for handling conflicts of interest for key governance issues. corporate affairs in Indonesia, such as handling conflicts of interest, anti-corruption policies, and Business Ethics Code Guidelines, performance evaluation, independence and remuneration of the Directors and Commissioners.

In general, PUGKI 2021 consists of 8 (eight) principles divided into three principle groups, namely:

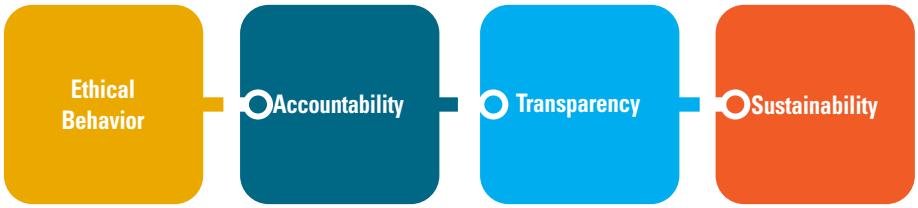
1. The first principle group regulates corporate management and supervision functions, namely the Board of Directors and the Board of Commissioners;
2. The second principle group regulates the processes and outputs produced by the Board of Directors and Board of Commissioners;
3. The third principle group regulates resource owners, who will primarily benefit from the implementation of corporate governance.

PUGKI consists of principles, recommendations and guidelines to encourage good corporate governance practices with all corporations applying PUGKI by implementing the principles, recommendations and guidelines and disclosing them. BNI has conducted mapping on the implementation of the principles, recommendations and guidelines as outlined in the PUGKI index, which can be found in an attachment to the Corporate Governance Chapter of this Annual Report.

The PUGKI principles together with the recommendations and guidelines contained therein are inspired by the four corporate governance pillars, namely ethical behavior, accountability, transparency and sustainability. The four corporate governance pillars were first introduced in PUGKI 2021 as developments in line with the latest developments in the basic values of TARIF (Transparency, Accountability, Responsibility, Independence and Fairness) which were last used in PUGKI 2019.

The reflection of the four pillars in Indonesia's corporate governance principles will encourage the creation of corporate value in the long term.

4 (Four) Pillars of Indonesian Corporate Governance



Pilar	Explanation	Implementation at BNI
Ethical Behavior	When carrying out their activities, corporations should always prioritize honesty, treat all parties with respect, fulfill commitments, build and maintain moral values and trust consistently. Corporations should pay attention to the interests of shareholders and other stakeholders based on the principles of fairness and equality and should be managed independently so that one corporate organ does not dominate the other without intervention by other parties.	As a pioneer bank, BNI is committed to internalizing Indonesian corporate governance principles in values, work culture, strategy, operational policies, and operational systems and procedures. This commitment is reflected in the signing of the Integrity Pact as well as the Gratification and Anti-Bribery Declaration by the Board of Commissioners, Board of Directors and all BNI employees carried out periodically every year through the DigiHC application, which is a human capital communication and information platform accessed via mobile phones, tablets, and other similar gadgets. In addition, 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 in the context of providing information both in the context of Corporate Action and information disclosure as regulated in capital market regulations. The entire community is given the same opportunity to obtain information and submit criticism/suggestions to the Bank. Information, criticism and/or suggestions can be accessed via BNI website and BNI Call 1500046 service. The consistent and sustainable implementation and enforcement of Indonesian corporate governance principles has a positive impact on value creation and business sustainability of BNI. This is reflected in BNI's best achievements in various aspects, including receiving the Corporate Governance Perception Index (CGPI) award with the title of The Most Trusted Company, and the ASEAN Corporate Governance Scorecard (ACGS) award with the title of Leadership in Corporate Governance.

Pilar	Explanation	Implementation at BNI
Accountability	Corporations should be accountable for their performance transparently and fairly. Therefore, corporations should be managed correctly, measurably and in accordance with corporate interests while still taking into account the interests of shareholders and stakeholders. Accountability is a necessary prerequisite for achieving sustainable performance.	BNI has performance measures for all organizational organs based on agreed measures and in line with the Company's values (Corporate Culture Values), business targets and Bank strategies and has a rewards and punishment system. BNI believes that the organization prepared has competence in accordance with its responsibilities and understands its role in implementing the principles of Indonesian corporate governance. Therefore, in carrying out Company management, BNI has prepared a strategic planning document which includes: • Corporate Plan, prepared every 5 (five) years; • Bank Business Plan (RBB), compiled 1 (once) a year; • Business Plan, prepared once a year. Regarding these matters, BNI periodically prepares an annual report which is the responsibility of the Board of Directors and Board of Commissioners in carrying out management and supervision of issuers or public companies within a period of 1 (one) financial year to the general meeting of shareholders which is prepared based on the provisions in the Financial Services Authority Regulations regarding Annual Reports of issuers or public companies
Transparency	To maintain objectivity in running their business, corporations must provide material and relevant information in a way that is easily accessible and understood by stakeholders. Corporations should take the initiative to disclose not only issues required by statutory regulations, but also matters that are important for decision making by shareholders, creditors and stakeholders.	BNI discloses information in a timely, adequate, clear and accurate, including through the Company's website www.bni.co.id which can be accessed by stakeholders in accordance with their rights, disclosing information that includes but is not limited to vision, mission, targets business, Bank strategy, financial condition, composition and compensation of management, controlling shareholders, executive officers, risk management, internal supervision and control system, compliance status, system and implementation of Indonesian corporate governance principles, as well as information and material facts that may influence investor decisions. This principle also continues to pay attention to the provisions of Bank secrecy, position secrecy and personal rights in accordance with applicable regulations. One of the manifestations of the principle of transparency is the annual report prepared every year, which is also an accountability report to BNI shareholders.
Sustainability	Corporations must complies with laws and regulations and be committed to carrying out their responsibilities towards society and the environment in order to contribute to sustainable development through collaboration with all relevant stakeholders to improve their lives in a way that is consistent with business interests and the sustainable development agenda.	In every business activity, BNI always strives to contribute in sustainable development, by providing economic, social and environmental benefits with principles that are more integrated, targeted and measurable in impact and can be accounted for and are part of the Company's business approach to achieving sustainability and business continuity. For BNI, developing business activities and advancing a sustainable economy is always carried out with integrity, in line with applicable laws and regulations, and upholding business ethics. Thus, BNI carries out social and environmental responsibility (TJSL) programs and activities which are not just about fulfilling regulations, more than that, TJSL has become BNI's responsibility to stakeholders. The BNI TJSL implementation activity program is as follows: 1. Micro and Small Business Funding Program (PUMK) a. Focus on distributing in a clustered manner by establishing synergistic cooperation with BUMN/BUMD/Regional Government that manages fostered partners or MSME actors; b. Collaborating with Community Empowerment Institutions (LPM) which develop MSMEs. 2. Social and Environmental Responsibility Program (Non PUMK) a. Distribute TJSL funds in accordance with provisions; b. Collaborate with professional and competent partners to organize community empowerment programs; c. Collaborating with community communities (community development) to improve program quality; d. Increasing the capacity and capability of TJSL through providing education, training, apprenticeships, marketing and other forms of assistance.

TRACK RECORD OF BNI GCG IMPLEMENTATION

Year	Activities and Events
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	As a part of the commitment to continuously improve the Good Corporate Governance Implementation, BNI carried out the following activities: • 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 selection • Improved 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. One such governance improvement in 2003 involved BNI establishing an executive committee tasked to assist the Board of Director in specific areas, including: • Asset and Liability Committee (ALCO). • Risk Management Committee. • Credit Policy Committee. • Human Resource Committee. • Technology Management Committee.
2004	The following were important achievements in the Corporate Governance implementation in 2004: • 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. 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
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	As follow-up the previous year's "Commitment Statement to Implement Good Corporate Governance", BNI prepared the following GCG programs: • GCG e-learning • Board of Commissioners and Board of Directors Guidelines and Work Procedures • Behavioral 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).

Year	Activities and Events
2011	BNI won a number of awards from national and international institutions. Some of the major awards were included: • Best of The Best Company BUMN 2011 • Most Admired ASEAN Enterprise Economics Challenges Award 2011 • Most 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	• 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.
2013	BNI won the following awards: • 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	• BNI continued to improve and update its Corporate Governance. • BNI continued to support the economic and environmental growth by organizing kampoeng BNI programs, 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 dan Top 50 Public Listed Companies dalam acara Good Corporate Governance Award yang diselenggarakan The Indonesian Institute for Corporate Directorship (IICD).
2016	BNI again won awards: • 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: • 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: • 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: • 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. • 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.
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: • 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	Activities and Events
2021	BNI continued to improve its performance with maintain the GCG implementation and again won awards, as follows: • 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. • 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.
2022	Corporate Governance implementation awards for 2022 included: • 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). • 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, Prinsip 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.
2023	BNI continues to improve and carry out innovations, this year it is reflected in the following things, including: • Award as "The Most Trusted Company" from The Indonesia Institute for Corporate Governance (IICG). • Award as "Leadership in Corporate Governance" from the Indonesian Institute for Corporate Directorship (IICD). • 2022 Annual Report Award (ARA) and took second place in the SOE Finance category. • Implementation of the New Way of Working (NWOW) initiative as a form of supporting increasingly faster business development processes, as well as increasing employee productivity by changing to a more agile way of working. • In order to strengthen the internal control system, BNI formed an Operational Risk Management (ORM) Division and a Senior Operational Risk Executive (SORX) consisting of 4 (units) functional units, al. SORX Wholesale Banking, SORX Network & Services, SORX Consumer Banking & Corporate Function and SORX Technology, Digital & Operations.

GCG IMPLEMENTATION IN 2023

As an effort to improve the quality of GCG implementation, BNI carried out the various programs and activities that have been carried out in 2023. The following programs and activities have been implemented:

January

- Issuance of Compliance Reminder "CORE" with the theme "Gratification Reporting".
- Delivery of material on Good Corporate Governance (GCG) and Gratification Control for new employees at ODP training.
- Socialization of APU PPT in Regional Offices.
- Submission of the Good Corporate Governance Self Assessment Report (part of the Bank Health Level Assessment) as of December 31, 2022 to the Financial Services Authority on January 31, 2023.

February

- Submission of the Integrated Governance Self Assessment Report as of December 31, 2022 to the Financial Services Authority on 14, February 2023.
- Issuance of Compliance Reminder "CORE" with the theme "Refusal to Open Accounts related to Blacklist Countries"
- Delivery of material on Good Corporate Governance (GCG) and Gratification Control for new employees at ODP training.
- Delivery of APU PPT material for interns at BINA BNI training.
- Delivery of Compliance Culture material for MMEP and AMEP employees.
- BNI Corpu knowledge supplement with the Fraud Awareness Series theme: "It Will Happen to Me: Efforts to Develop Risk-Culture and Peer Review to Prevent Internal Fraud".
- Leadership Series and Operational Risk Awareness Workshop at Regional Offices

March

- Issuance of Compliance Reminder "CORE" with the theme "Opening an Individual Savings Account Cannot Be Represented/Authorized".
- Socialization of the "Walk in Customer Series" via the Compliance Division's Instagram and the Employees and Leaders WhatsApp group.
- Socialization of Bank Secrets and Position Secrets in Regional Offices.
- Leadership Series & Operational Risk Awareness Workshop at Regional Offices.

April

- Issuance of Compliance Reminder "CORE" with the theme "Request and Use of Debtor Information Through SLIK".
- Socialization of "Reject and Report Gratification" via the Compliance Division's Instagram and WhatsApp group for Employees and Leaders.
- Delivery of material on Good Corporate Governance (GCG) and Gratification Control for new employees at ODP training.
- Appeal for receiving/giving gratuities related to Eid al-Fitr 2023 to all divisions/units, regional offices and stakeholders via the BNI website and through Investor Daily.
- Leadership Series and Operational Risk Awareness Workshop at Regional Offices.

May

- Issuance of Compliance Reminder "CORE" with the theme "Understand and Prevent Conflicts of Interest".
- Socialization of APU PPT and GCG in Regional Offices.
- Delivery of material on Good Corporate Governance (GCG) and Gratification Control for new employees at ODP training.
- Leadership Series and Operational Risk Awareness Workshop at Regional Offices.
- Socialization of the Corruption Prevention Guide (CEK) of the Corruption Eradication Commission (KPK) to all BNI subsidiary companies with the resource person being the Director of Anti-Corruption of Business Entities.

June

- Issuance of Compliance Reminder "CORE" with the theme "Use of Screen ICONS 51072: Cashing Checks/BG".
- Socialization of Compliance Index (CIX) in Branch Offices.
- Delivery of material on Good Corporate Governance (GCG) and Gratification Control for new employees at ODP training.
- Delivery of Introduction to Environmental Social Governance material for new employees at ODP training.
- Socialization of administrative sanctions and Gratification Control at Regional Offices.
- Sharing Session on Gratification Control and Anti-Bribery Management Systems with PT Telekomunikasi Indonesia (Telkom Indonesia).
- Sharing session on Compliance Index Measurement (CIX) in the Division and Fraud Handling Index Measurement (IPF) at the Governance, Risk and Compliance Forum.

July

- Socialization of "Requirements for Requesting and Using Debtor Information (IDEB) via SLIK" via the Compliance Division's Instagram and WhatsApp group for Employees and Leaders.
- Submission of the Good Corporate Governance Self Assessment Report (part of the Bank Health Level Assessment) as of 30 June 2023 to the Financial Services Authority on 24 July 2023.
- Delivery of Gratification Control and Anti-Bribery material for interns at BINA BNI training.
- Socialization of APU PPT in Regional Offices.
- Sharing session on Implementation of Good Corporate Governance (GCG), Gratification Control and Implementation of SMAP with PT Pegadaian.
- Delivery of GCG and Gratification Control material for new employees at ODP training.
- Delivery of ESG material for new employees at ODP training.

August

- Issuance of Compliance Reminder "CORE" with the theme "Awareness Increased Vigilance regarding Special Campaign Fund Account Opening Activities (RKDK)".
- Implementation of a Compliance Forum with the theme "Strategic Role of the Board of Directors and Board of Commissioners in Increasing the Effectiveness of Anti-Money Laundering Programs, Prevention of Terrorism Financing and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (APU PPT and PPPSPM): Facing the Latest Crime Typology, Digital Transformation and Preparation for Elections and Pilkada 2024.
- Socialization of Fines related to Taxes and Money of Doubtful Authenticity/Fake Money at Regional Offices.
- Socialization of APU PPT in Branch Offices.
- Submission of the Integrated Governance Self Assessment Report for June 30 2023 to the Financial Services Authority on August 14 2023.
- Delivery of GCG and Gratification Control material for new employees at ODP training.
- Delivery of ESG material for new employees at ODP training.

September

- Issuance of Compliance Reminder "CORE" with the theme "Foreign Exchange from Exports - Natural Resources".
- Socialization of APU PPT in Regional Offices.
- Implementation of Enhancement Skills for Compliance Officers (ESCO) in 2023 for Compliance Division Employees.
- Delivery of GCG and Gratification Control material for new employees at ODP training.
- Compliance Management Sharing session at the SOE Group Legal Function Coordination Meeting.
- Sharing session on Implementation of Compliance Functions, APU PPT and PPPSPM with FIFGroup.
- Sharing session on Compliance, Legal, Strategic and Reputation Risk Management with Bank Mandiri.
- Delivery of ESG material for new employees at ODP training.

October

- Issuance of Compliance Reminder "CORE" with the theme "Consumer Protection Principles".
- Delivery of material on Good Corporate Governance (GCG) and Gratification Control for new employees at ODP training.
- Sharing session on Implementation of APU PPT and PPPSPM with Bank Tabungan Negara (BTN).
- Delivery of ESG material for new employees at ODP training.

November

- Delivery of material on Good Corporate Governance (GCG) and Gratification Control for new employees at ODP training.
- Sharing session on Implementation of APU PPT and PPPSPM with Bank Rakyat Indonesia (BRI).
- Socialization of Culture Transformation in Regional Offices.

Desember

- Delivery of material on Good Corporate Governance (GCG) and Gratification Control for new employees at ODP training.
- Delivery of material on Good Corporate Governance (GCG) and Gratification Control for interns at BINA BNI training.
- Participated in the 2023 World Anti-Corruption Day Integrity Expo (HAKORDIA) with the theme "Synergy to Eradicate Corruption, for Advanced Indonesia"
- Socialization of Culture Transformation in Regional Offices.
- Appeal for Receiving/Giving Gratuities related to Christmas 2023 and New Year 2024 to all Divisions/Units, Regional Offices and Stakeholders via the BNI website and through Investor Daily.

GCG IMPLEMENTATION PLAN FOR 2024

a. BNI's participation in the Corporate Governance Perception Index (CGPI) program ranking;
b. Fulfillment of the implementation of the ASEAN Corporate Governance Scorecard (ACGS);
c. Implementation of Individual Governance Self Assessment and Integrated Governance Self Assessment (TKT); And;
d. Socialization and awareness of Good Corporate Governance (GCG), Governance, Risk and Compliance (GRC), as well as Anti-Gratification and Anti-Fraud Programs.

3. MONITORING GCG IMPLEMENTATION

PERSON IN CHARGE OF GCG IMPLEMENTATION

The Company has a Compliance Division and a Corporate Secretary Division which plays a strategic role and is responsible for GCG Implementation. As the Person in Charge of GCG Implementation, they are tasked with ensuring that the Bank operates with full responsibility for the implementation of GCG carried out by BNI. The person responsible for GCG Implementation was appointed directly by the Board of Directors through the Board of Directors' Decree Directors No. KP/133/DIR/R dated 7 April 2021.

The monitoring carried out in 2023 was as follows:

1. Know Your Employee (KYE) as one of the inherent monitoring efforts for employees. Direct superiors are obliged to supervise employees under their supervision to ensure that fraud does not occur by paying attention to whether there are indications that need further attention (irregularities).
2. Monitoring and evaluating the implementation of GCG and Internal Control.
3. Encourage more consistent implementation of Governance, Risk and Compliance (GRC) at all levels, both parent and Subsidiaries.

4. MEASUREMENT/ASSESSMENT OF GCG IMPLEMENTATION

In order to improve the quality of GCG implementation, the Company carries out regular measurements of GCG implementation using self-assessment methods and assessments by third parties.

SELF ASSESSMENT

Self-assessment measurement refer to:

a. Financial Services Authority Regulation (POJK) No. 21/POJK.04/2015 concerning Implementation of Public Company Governance Guidelines;
b. POJK No. 4/POJK.03/2016 concerning Assessment of the Soundness Level of Commercial Banks;
c. POJK No. 17 of 2023 concerning Implementation of Governance for Commercial Banks;
d. Financial Services Authority Circular No. 32/SEOJK.04/2015 concerning Public Company Governance Guidelines;
e. Financial Services Authority Circular No. 13/SEOJK.03/2017 concerning Implementation of Governance for Commercial Banks; as well as
f. One of the points for assessing the Bank's Health Level is a self-assessment regarding the implementation of the principles of Good Corporate Governance (GCG) at the Bank. The Company carried out the self-assessment periodically every semester, namely in June and December of the current year.

The GCG assessment aim is to produce a Governance Rating, which is a factor for determining the Bank's Health Level. The assessment focuses on three aspects of the Governance system, namely the Governance structure, process and outcome, taking into account 11 (eleven) Governance Implementation Assessment Factors. The three aspects are described as follows:

- **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:
  i) 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;
  ii) 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.

- **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:
  a) The process of 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
  b) 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.

- **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.

  In 2023, a self-assessment of GCG implementation at BNI was carried out based on Financial Services Authority Regulation No. 17 of 2023 concerning Governance Implementation in Commercial Banks, which measured GCG implementation for 11 (eleven) aspects consisting of:
  a. Implementation of the duties and responsibilities of the Board of Commissioners;
  b. Implementation of the duties and responsibilities of the Board of Directors;
  c. Completeness and implementation of the Committee's duties;
  d. Handling conflicts of interest;
  e. Implementation of compliance functions;
  f. Implementation of the internal audit function;
  g. Implementation of the external audit function;
  h. Implementation of risk management including an internal control system;
  i. Provision of funds to related parties and provision of large funds (large exposure);
  j. Transparency of the Bank's financial and non-financial conditions, reports on the implementation of Good Corporate Governance and internal reporting; And
  k. Bank Strategic Plan

ASSESSMENT RESULT

Self Assessment

The self-assessment results for the last 3 (three) years can be seen in the table below:

Description	2023	2022	2021
Composite Score	2	2	2

In semester I 2023, BNI conducted a self-assessment and submitted it to OJK, with the following assessment results:

GCG Implementation Self Assessment Results for Semester I/June 2023		
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 2023, BNI conducted a self-assessment and submitted it to OJK, with the following assessment results:

GCG Implementation Self Assessment Results for Semester II/December 2023		
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 ratings are based on the following strengths and weaknesses of BNI's GCG implementation in 2023:

Strengths of the Corporate Governance implementation

a. Governance Structure
   i) 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;
   ii) The implementation of good governance at BNI is also supported by the structure of the Internal Audit Unit, the Enterprise Risk Management Division, and the independent and professional Compliance Division;
   iii) 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
   i) 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;
   ii) 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;
   iii) The Annual GMS for Fiscal Year 2022 dated March 15, 2023 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 2023.

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 91,66 in 2022 to 92.26 in 2023 with the predicate ""The Most Trusted Company"", as well as BNI's ACGS score that increased from 106.02 in 2022 to 108.39 in 2023 with the predicate "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 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 of Corporate Secretary Division No. CSE/7/1112 dated 21 Februari 2023.

Weaknesses in the Corporate Governance implementation

1. 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.
2. Governance Process
   In general, the Governance indicators are improving with a stable score, however, in the Internal Control System there are still things that require improvement efforts, especially cases of internal fraud, external fraud, violations, and there are still sanctions/fines from the regulator.
3. Governance Outcome
   a. As of December 2023, there were sanctions in the form of warnings and fines by regulators, indicating that there is still a need to increase awareness, supervision and discipline in data input and report submission in all business and operational lines.

b. Based on the results of the Risk Profile position assessment as of December 30, 2023, Credit Risk was still at rank 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.

DEVELOPMENT OF SELF-ASSESSMENT RESULTS OVER THE LAST 3 YEARS

External Assessment

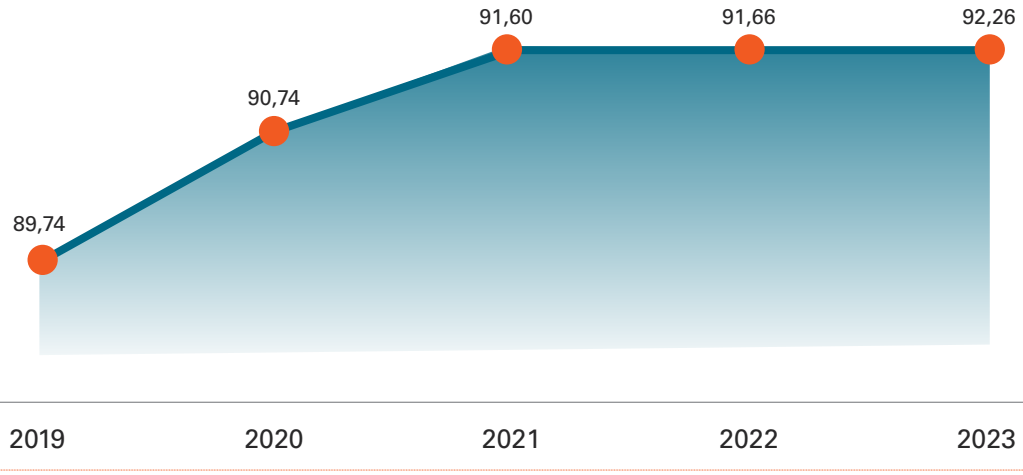
Corporate Governance Perception Index (CGPI)

To assess the impact of GCG implementation in the Company, BNI follows the Corporate Governance Perception Index (CGPI). This assessment is carried out by The Indonesian Institute for Corporate Governance (IICG), and will become a reference for the Company to improve or perfect the GCG implementation at BNI.

The 2022 CGPI, conducted in 2023 covered the assessment aspects: 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.

The Company's CGPI assessment for the 2022 fiscal year showed the excellent achievements and received the "The Most Trusted Company" predicate. This was also in line with the compliance with all CGPI requirements and assessment stages. The assessment results for the 2019-2023 fiscal years are as follows



CGPI Assessment Results for the 2021-2023 Fiscal Year

Indicator	2023	2022	2021
Governance Structure	**30,67**	25,69	32,48
Governance Process	**30,31**	35,00	33,20
Governance Outcome	**31,28**	30,97	30,97
Skor CGPI	**92,26**	91,66	91,60

The CGPI assessment results above show that the GCG implementation in the Company is showing good results, as reflected in the assessment that continues to increase from year to year.

The recommendations received by BNI from the CGPI assessment for fiscal year 2022 carried out in 2023 and the follow-up were:

CGPI Assessment Recommendations and follow-up

No	Recommendation	Follow-up
1	**Governance Structure Aspect**	
	BNI needs to optimize the succession policy for members of the Board of Directors and Commissioners by considering internal company talent who are competent, competitive, adaptive and agile in facing the dynamics of change so as to support the company's agility	In order to prepare for leadership regeneration in the future, internally the Company has a program that has been aligned with the Regulation of the Minister of BUMN. Potential employees who are included in the Talent Pool have the opportunity to take part in training programs or activities related to management, business strategy, strategic planning, risk and business potential analysis, operational and financial performance analysis and various other similar programs. To support this, BNI carries out a series of internal talent selection processes by considering capacity, performance and track record. BNI also has a career development program with the aims to encourage young talents to occupy strategic positions. For employees who have excellent competence and performance, BNI has prepared a development program for structured capability and leadership development.
2	**Governance Process Aspect**	
	a. BNI needs to optimize all resources to build company agility through a program to strengthen company fundamentals and resilience integrated with the company group.	To face challenging conditions and prepare for accelerated increases in financial performance in the future, BNI is making efforts to change and improve through initiatives carried out in BNI Corporate Transformation. This transformation is BNI's form for responding to the challenges faced and is 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 Subsidiary Companies in implementing information technology development by adopting IT Agile and Lean Organization, thereby increasing cost effectiveness and efficiency in providing added value to support service and business activities.
	b. BNI needs to update policies and guidelines for disclosure and disclosure of company information, especially regarding the use of electronic social media, by referring to developments in applicable regulations and guidelines.	BNI has a company information disclosure and transparency policy in accordance with applicable regulatory provisions in the form of uploads to the IDX and OJK Electronic Reporting systems, the BNI website or via BNI media channels, and always being updated.
3	**Governance Outcome Aspect**	
	a. BNI needs to increase the amount of dividends proportionally and consistently for all shareholders.	BNI consistently reviews its dividend policy so that it is in line with profitability, business plans and sustainable capital and the Company has achieved a good level of capital adequacy to anticipate future economic volatility.
	b. BNI needs to foster a culture of agility with the ability to quickly adapt and respond to changes and manage challenges so that they can become opportunities to compete.	BNI has fostered a work culture through the Culture Transformation process and the activation of the RACE cultural program theme which focuses on Risk Culture, Agility, Collaboration and Execution Oriented. BNI Corporate Culture with an internalization program based on the core values AKHLAK (Trustworthy, Competent, Harmonious, Loyal, Adaptive and Collaborative) and the business values RACE (Risk Culture, Agile, Collaborative and Execution Oriented) which were formed to improve the quality of service to customers, responding to community needs, as well as strengthening BNI's vision in international and digital banking.

ASEAN Corporate Governance Scorecard (ACGS)

The Company continues to implement good corporate governance practices based on the ASEAN Corporate Governance Scorecard (ACGS) criteria published by the ASEAN Capital Market Forum. This aims to improve the standards and practices of corporate governance of listed companies in ASEAN, improve the global viability of ASEAN listed companies with good corporate governance, and to demonstrate to the global community that ACGS participating companies are good places to invest.

The ACGS criteria used as a basis for assessment use the 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.

In 2023, the ASEAN CG Scorecard assessment results show that the Company's overall weighted score was 108.39 points with a predicate of Leadership in Corporate Governance" or Level 5. This shows that the practices carried out by BNI overall have adopted international standards.

No.	Assessment Component	Fiscal Year 2023	Fiscal Year 2022
1	Shareholders Rights	**10**	9,05
2	Equal Treatment of Shareholders	**8,67**	9,29
3	The Role of Stakeholders	**15,00**	15,00
4	Disclosure and Transparency	**24,22**	23,44
5	Responsibilities of the Board of Commissioners	**37,50**	36,25
6	Bonus	**15**	15
7	Penalty	**(2)**	(2)
	Total Score	**108,39 (Leadership in Corporate Governance)**	106,03 (Leadership in Corporate Governance)

Based on the assessment results above, there were several recommendations that must be improved in the future, including:

No.	Recommendation	Follow-up
1	If there is an agenda for the election/appointment/change of composition of members of the Board of Commissioners at the AGMS, the company is advised to disclose the profile of the commissioner candidate in the invitation document or invitation to the AGMS. At a minimum, the disclosure includes age, qualifications, date of joining the company, experience and concurrent positions in other public companies. Explanations regarding this profile can be presented explicitly in several alternative sources of information, including documents or explanations of AGMS invitations, supporting materials or attachments to AGMS, company websites, and Annual Reports.	Follow-up actions on these recommendations will be communicated to the relevant regulator so that the Management Candidates can be known to the public at the time of the GMS Invitation.
2	Identify and disclose the identity or name 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 Public Accounting Firm.	Follow-up on the recommendations will be implemented at the 2023 Annual GMS which will be held in 2024.
3	Disclose in the annual report regarding the total value of remuneration received by each member of the company's commissioners. The requested disclosure must include the name of the commissioner concerned and the amount of remuneration he or she receives. So it is not enough to just be identified based on the name of the position in the position structure of the board of commissioners or delivery the amount of remuneration is done in aggregate value only.	Follow-up on recommendations will be further coordinated with the relevant regulators.
4	Regarding the audit committee, it is recommended to add the role or function, namely not only recommending the appointment of an external auditor, but also providing recommendations for the dismissal of the company's external auditor. This role or function should be outlined or clearly defined in the audit committee charter.	Following up on the recommendation, it will be added to the existing provisions in the Audit Committee Charter.
5	It is necessary to propose to change the provisions on quorum requirements in decision-making meetings by the board of commissioners, from previously only requiring more than 1/2 of the members of the board of commissioners to be present at the meeting to a minimum of 2/3.	As a follow-up to this recommendation, BNI still requires a quorum of more than 1/2 of the members of the Board of Commissioners present at the Meeting.
6	Companies are advised to establish/formulate performance measurement standards that align the performance-based remuneration of directors with the long-term interests of the company and disclose them to the public. It is hoped that this measurement standard can be the basis for determining the amount of long-term incentives or the amount of long-term incentives that will be received by the company's Board of Directors.	Further recommendations will be included in the Annual Report for the 2023 Financial Year.
7	Companies are advised to carry out annual performance assessments of each or every member of the board of commissioners (not only collegial performance assessments of the Board of Commissioners) and disclose these practices as well as the processes carried out during the performance assessment, as well as the criteria used in the performance assessment.	Further, the recommendations have been accommodated and will be realized in 2024.

6. IMPROVING THE QUALITY OF GOVERNANCE IMPLEMENTATION

STRATEGIC INITIATIVE TO STRENGTHEN GCG IMPLEMENTATION

To improve and strengthen good governance practices, the Company has instigated several initiatives aimed at creating positive changes in a healthy business climate. As part of this commitment, the Bank has prepared a roadmap to guide the GCG Implementation improvement efforts to ensure every step taken by the Bank will be in line with GCG principles that have become an integral part of the company culture. The following strategies have been implemented in BNI to improve GCG implementation:

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; and
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 complaints received through BNI's WBS channel become material in the review, input and evaluation process which helps BNI to continue to improve the implementation of GCG. This effort can also help in minimizing potential acts of deviation or violations of GCG principles by BNI employees.

AWARENESS

GCG Socialization and Internalization

In 2023, socialization regarding the implementation of GCG has been carried out through training for BNI employees and publications as outlined in the Corporate Governance Chapter, this Annual Report, 666-667, 709-712, 758-759, 775-777, 792-793, 806-809, 818. Socialization activities consist of presenting material including definitions, principles, implementation and improvement efforts. GCG. With this socialization, it is hoped that BNI Hi-Movers will have the determination and joint commitment to realize the implementation of GCG 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.

Internalization

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 Beliefs 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;

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 are aware at all times;
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 of 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.

ROAD MAP GCG BNI

BNI was sustainable to continuously improve the implementation of sustainable GCG, including the application of GCG principles within the Bank. This commitment is carried out by the Board of Commissioners, Directors and all employees who are part of the company culture and increase the added value of the Company for stakeholders and protect the interests of shareholders. The commitment to implementing GCG is also formulated in the Bank's Vision and Mission, Code of Ethics, Integrity Pact, Work Guidelines and Rules, Implementation of Risk Management, Anti-Gratification, Anti-Bribery Management System and implementation of Social and Environmental Responsibility programs.

In addition, BNI realizes the implementation of sustainable GCG through the creation of RAKB in business operations by paying attention to sustainable financial, risk, environmental, social and governance aspects. The Bank is also committed to complying with existing regulations, supporting the Sustainable Finance Roadmap designed by the OJK, and the Sustainable Development Goals (TPB) in Indonesia.

Corporate Governance Structure And Mechanism

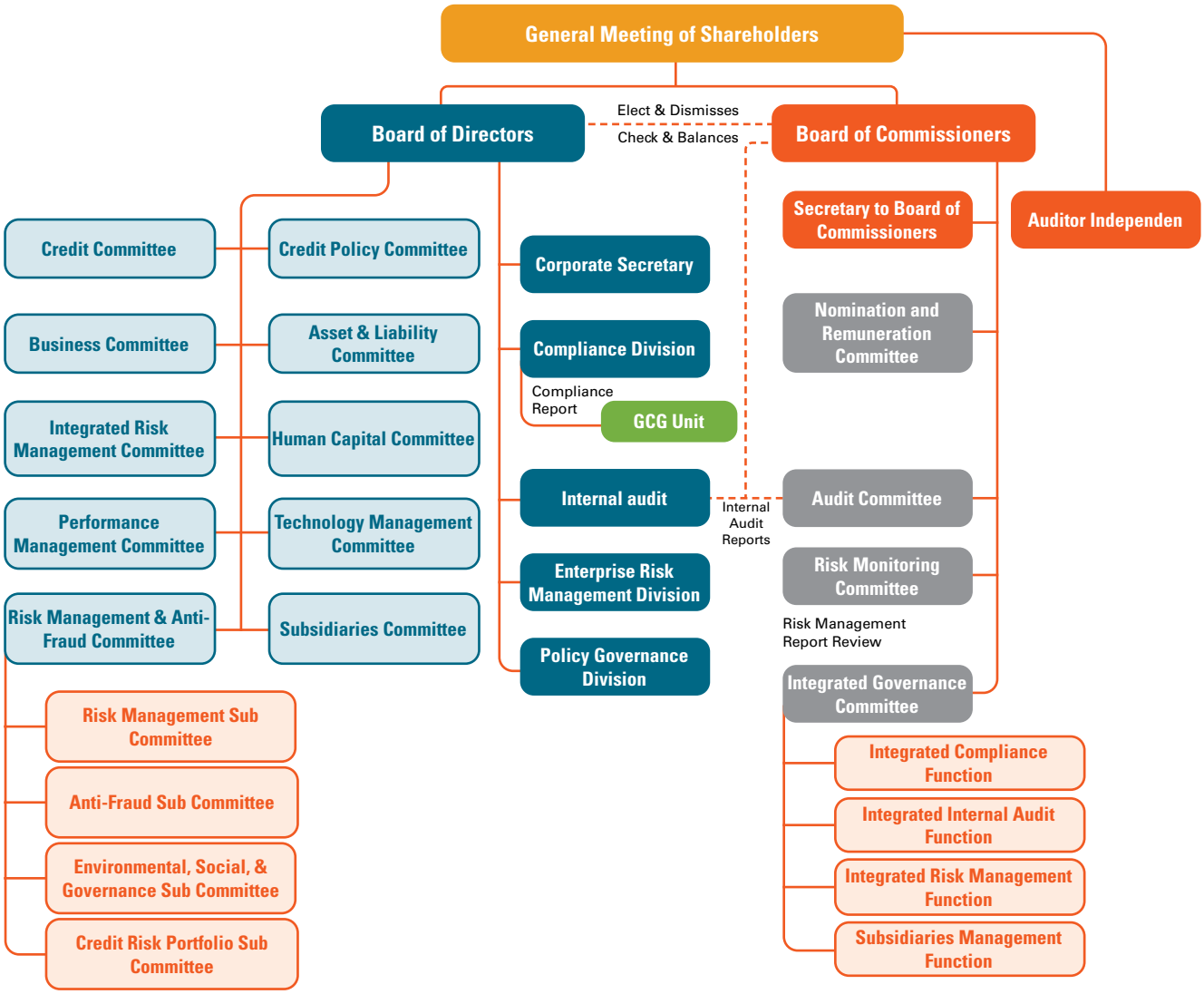
BNI GOVERNANCE ORGAN STRUCTURE

BNI's GCG structure consists of the main organs of the Company, namely the General Meeting of Shareholders (GMS), Board of Commissioners, Board of Directors and supporting organs which include committees under the Board of Commissioners, Committees under the Board of Directors, Corporate Secretary, Internal Audit Unit, .Enterprise Risk Management Divisions, Compliance Division, and Policy Governance Division.

To support effective GCG implementation, each organ in the Bank has its own role and responsibility. They must carry out their duties in accordance with the guidelines stated in the Bank's Articles of Association, with the aim of improving performance, protecting stakeholder interests, and ensuring compliance with applicable laws.

For the Company, the GCG implementation and development within the Bank and its Subsidiaries is an important aspect in maintaining business continuity. By following these principles, BNI believes it can become more resilient in facing future competition.

BNI Governance Organizational Structure



BNI GCG SOFTSTRUCTURE

The Company has instigated various policies/guidelines referred to as the GCG infrastructure, to support the GCG implementation carried out by the Company's organs. The BNI infrastructure includes the following:

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. BNI Financial Conglomeration Integrated Governance Policy based on Board of Commissioners Approval No. DK/193 dated December 28, and Board of Directors' Approval No. DIR/1106 dated December 15, 2023;
11. General Risk Management Policy and General Integrated Risk Management Policy based on approval from the Board of Commissioners No. DK/173 dated December 8, 2023;
12. General Policy on Internal Control System based on approval from the Board of Commissioners No. DK/47 dated April 6, 2023;
13. Internal Audit Charter through BNI Directors Decree No. KP/139/DIR/R dated April 14, 2021. The charter can be accessed and downloaded on the company website: https://www.bni. co.id/id-id/perseroan/tata-kelola/pedoman-dan- tata-tertib;
14. Conflict of Interest Guidelines as outlined in the Online Company Guidelines (ePP) No. IN/13/KPN/002 dated January 3, 2023;
15. Corporate Secretary Guidelines, approved by the Board of Directors Decree No. KP/356/DIR/R dated September 2, 2016;
16. Company Guidelines for Prohibited and Non- Prohibited Securities Transactions for Insiders, as outlined in in the Online Company Guidelines (ePP) No. IN/500/KMP/001 dated September 23, 2019;
17. Anti-Money Laundering and Combating the Financing of Terrorism (APU-PPT) Company Guidelines, as outlined in the Online Company Guidelines (e-PP) No. IN/12/KPN/002 dated January 3, 2023;
18. Procurement Company Guidelines, which have been outlined in Online Company Guidelines (ePP) No. IN/822/PGV/009 dated 22 September 2023;
19. Corporate Compliance Guidelines, as outlined in the Online Company Guidelines (e-PP) No. IN/963/ KPN/002 dated December 14, 2021;
20. Whistleblowing System Company Guidelines , as outlined in the Online Company Guidelines (e-PP) No. IN/604/ KPN/003 dated October 16, 2020;
21. Anti-Fraud Strategy Company Guidelines, as outlined in the Online Company Guidelines (e-PP) No. IN/0/SAF/002 dated July 18, 2023;
22. Anti-Bribery Management System Guidelines, as outlined in the Online Company Guidelines (e-PP) No. IN/004/CMP/004 dated November 15, 2023;
23. Company Guidelines for Gratification Control, as outlined in the Online Company Guidelines (e-PP) No. IN/726/ KPN/002 dated September 24, 2021;
24. Company Guidelines for Investor Relations Activities, as outlined in the Online Company Guidelines (e-PP) No. IN/41/KMP/001 dated January 26, 2015;
25. 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;
26. 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;

27. Company Guidelines for GCG Monitoring Activities and Self-Assessment Reports Guidelines contained in e-PP No. IN/462/KMP/001 dated October 22, 2015;
28. Credit Committee Company Guidelines which have been outlined in Online Company Guidelines (e-PP) No. IN/682/PGV/002 dated August 8, 2022, IN/517/PGV/004 dated July 3, 2023, IN/002/PGV/007 dated January 5, 2024, IN/004/PGV/007 dated January 5, 2024;
29. Asset & Liability Committee (ALCO) Work Guidelines which have been approved by the Board of Directors through Board of Directors' Decree No. KP/437/DIR/DIR/R dated September 22, 2021 concerning Arrangement of the Asset & Liability Committee (ALCO);
30. Working Guidelines for the Capital Risk & Anti-Fraud Management Committee which have been approved by the Board of Directors through Board of Directors' Decree No. KP/745/DIR/R dated October 26, 2023 concerning Arrangement of the Risk Management and Anti-Fraud Committee;
31. Performance Management Committee Guidelines which have been approved by the Board of Directors through Board of Directors' Decree No. KP/353/DIR/R dated June 21, 2017 concerning BNI Performance Management Committee (PMC);
32. Integrated Risk Management Committee Guidelines approved by the Board of Directors No. KP/217/DIR/R dated June 17, 2022;
33. Business Committee Guidelines (KBI) which have been approved by the Board of Directors through Board of Directors' Decree No. KP/439/DIR/R dated October 27, 2022 and Decree No. KP/440/DIR/R dated October 27, 2022 concerning Business Committee Arrangement (KBI);
34. Technology Management Committee Guidelines which have been approved by the Board of Directors through Board of Directors' Decree No. KP/364/DIR/R dated August 13, 2021 concerning the Arrangement of the Technology Management Committee;
35. Guidelines for the Credit Policy Management Committee which have been approved by the Board of Directors through Decree No. KP/440/DIR/R dated October 27, 2022 regarding the Arrangement of the Credit and Business Policy Committee;
36. Human Capital Committee Guidelines which have been approved by the Board of Directors through Decree No. KP/235/DIR/R dated July 18, 2011 concerning the Arrangement of the Human Capital Committee;
37. Subsidiary Committee Guidelines which have been approved by the Board of Directors through Decree No. KP/067/DIR/R dated March 7, 2022 concerning the Arrangement of Subsidiary Company Committees.

GOOD CORPORATE GOVERNANCE MECHANISM

The Good Corporate Governance mechanism includes the Governance principles implementation process, supported by the Bank's governance structure and soft structure adequacy, to produce outcomes in line with stakeholder expectations. For Governance implementation, it is not enough just to rely on the governance structure pillars, but 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 organ in the Company with authorities not given to the Board of Commissioners and Directors. Through the GMS, shareholders can exercise their rights, express opinions and cast their votes in a process of making important decisions on the development and future of the Company in a fair and transparent manner. In addition, Shareholders have the right to issue voting rights to make decisions and obtain information related to the company from the Board of Directors and/or Board of Commissioners at the GMS, as long as it is related to the meeting agenda and does not conflict with the Company interests and pays attention to the provisions in the Company's Articles of Association and statutory regulations.

The implementation of the BNI GMS is carried out with reference to provisions including:

1. Law No. 19 of 2003 concerning State-owned enterprises;
2. Law No. 40 of 2007 concerning Limited Liability Companies as amended by Law No. 6 of 2023 concerning the Stipulation of Government Regulation in Lieu of Law Number 2 of 2022 concerning Job Creation into Law;
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.

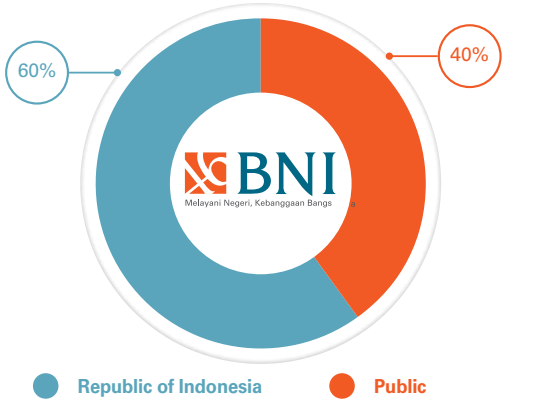
SHAREHOLDERS

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 BNI'S MAIN SHAREHOLDERS, CONTROLLER AND BENEFICIAL OWNER

BNI's Main shareholder, controller, beneficial owner is the Republic of Indonesia with a portion share ownership of 60%.



EQUAL TREATMENT POLICY FOR ALL SHAREHOLDERS

The Company always ensures that every shareholder's rights are protected so that it can encourage shareholder or investor participation.

Shareholder rights include:

1. Submit a request to hold a GMS.
2. Propose the agenda for the GMS.
3. Grant authority to attend and vote at the GMS.
4. Attend and submit votes at the GMS electronically.
5. Obtain information regarding agenda items and proposed GMS resolutions.
6. Have 1 (one) voting right for every 1 (one) share.
7. Conduct consultations on issues regarding the basic rights of shareholders, as long as it is carried out to support the Company's sustainable growth and increase the value of the Company in the medium to long term, especially for institutional shareholders.
8. Obtain a share of the Company's profits.
9. Receive material new information/facts, including those available to financial analysts and other similar parties, within a time period in accordance with regulatory provisions in the Capital Market sector.
10. Obtain information regarding the special rights attached to the Company's share series.

ATTACHING SPECIAL RIGHTS

As long as it is not stipulated otherwise, Series A Dwiwarna shareholders, Series B shareholders and Series C shareholders have the same rights. Based on the Articles of Association, Series A Dwiwarna shares are shares owned specially by the Republic of Indonesia Which grants the holders special rights as holders of Series A Dwiwarna shares.

The special rights of Series A Dwiwarna Shareholders are:

1. 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;
2. The right to propose Candidates for Members of the Board of Directors and Candidates for Members of the Board of Commissioners;
3. The right to propose GMS agenda;
4. 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.

Except for the special rights mentioned above, Series B shareholders and Series C shareholders have the same rights while still considering the provisions of Article 25 of the Company's Articles of Association regarding Quorum, Voting Rights, and Resolutions at the GMS.

EQUAL TREATMENT OF SHAREHOLDERS

To ensure that equal treatment is applied to all shareholders, so the Company:

1. Ensure that all shareholders of the same series are treated equally, through:
   a. Transparency of shareholders' rights to obtain a share of profits through disclosure of the target dividend payout ratio as disclosed in this Annual Report in Chapter of Management Discussion and Analysis of Company Performance, discussion of Dividend Policy and Distribution, pages 344-346.
   b. Disclosure of information about the rights attached to all series of shares. This is contained in the Company's Articles of Association which are published on the Company's website.
   c. In the event that there is a GMS agenda regarding changes to rights to shares in a certain series, the provisions for a larger quorum of attendance and decisions must be applied and must be approved by the shareholders of the series that is negatively affected.
   d. Disclosure of the ultimate beneficial owner as disclosed in this Annual Report in the Corporate Governance Chapter, Sub-chapter, General Meeting of Shareholders, 615.
   e. Disclose the provisions that each shareholder has 1 (one) voting right, as stated in the Company's Articles of Association which can be accessed on the Company's website.
2. Ensure that related party transactions are approved and implemented after managing conflicts of interest and protecting the interests of the Company and shareholders, as disclosed in this Annual Report Chapter of Management Discussion and Analysis on Company Performance, discussion of Information on Material Transactions Containing Conflicts of Interests and/or Transactions with Affiliated/Related Parties, page 359
3. The Company has a policy to prevent insider trading, as disclosed in this Annual Report on page 984.

SHAREHOLDER RELATIONSHIP POLICY

The Company strives to implement the good governance principles, especially in 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.

In realizing these efforts, the Corporate Secretary plays an active role in implementing company information disclosure activities to shareholders as stipulated in Article 5 of OJK Regulation No. 35/POJK.04/2014 concerning the Corporate Secretary of Issuers or Public Companies, where the Corporate Secretary serves as a liaison between the Company and its shareholders, including OJK and other stakeholders.

In order to foster intensive, systematic and planned relationships with Shareholders, the Company also has internal company policies as regulated in the Company Guidelines No. IN/794/KMP/001 dated December 23, 2014.

SHAREHOLDERS ACCESS TO INFORMATION

To maintain transparency and accountability to Shareholders, the Company provides access to Company information aimed at conveying relevant information and delivering it in a timely manner enabling Shareholders to exercise their rights and responsibilities. Information access Shareholders provided by the Company is as follows:

Information Access for Shareholders

Media	Explanation
GMS	Media for delivering reports and information to enable shareholders to participate in decision making
Website	Perseroan (www.bni.co.id) IDX (www.idx.co.id) KSEI (www.ksei.co.id)
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	X: @bni Facebook: BNI Youtube channel: BNI - Bank Negara Indonesia Instagram: @bni46 TikTok: @BNI46

CONDITIONS FOR HOLDING A GMS AT BNI

DATE AND VENUE OF THE GMS

The Company's GMS consists of the Annual GMS and other GMS. Public Companies are required to hold a GMS no later than 6 (six) months after the fiscal year ends, or under certain circumstances in accordance with the provisions stipulated by OJK. The 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 venue for the GMS must be held:

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.

PROCEDURES FOR HOLDING A GMS

By considering to regulatory provisions in the Capital Market sector, the Company carries out a GMS (annual and extraordinary) with the following procedures:

1. The Company 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. The Company 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
3. The Company provides the opportunity for shareholders to propose Meeting Agenda items in writing to the Company. The shareholder is 1 (one) or more shareholders representing 1/20 (one twentieth) or more of the total number of shares with voting rights. Proposed agenda items can be submitted to the Company no later than 7 (seven) days before the date of the GMS Invitation; And
4. The Company delivers an invitation (notice) for the GMS to shareholders, namely no later than 21 (twenty one) days before the date of the GMS excluding the date of invitation and the date of GMS. The invitation contains reasons and/or explanations for each agenda that requires GMS approval.

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.

GMS AGENDA MATERIALS

The company provides the opportunities to shareholders or their proxies to ask questions and/or respond. Questions and/or responses submitted are recorded in the Minutes of the GMS and published on the Company's website.

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 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; and

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.

The GMS held by BNI during 2023 has followed all the necessary procedures, including notifications, announcements and invitation to the GMS.

GMS CODE OF CONDUCT

1. The GMS Code of Conduct is 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 Code of Conduct is distributed to the shareholders/proxies at the time of registration;
3. The GMS Code of 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 Code of Conduct principles are read out prior to the GMS starting;
5. In accordance with the GMS Code of 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.

The GMS held by BNI during 2023 has followed all the necessary procedures, including notifications, announcements and invitation to the GMS.

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.

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.

Public Companies are also required to provide alternatives for electronically granting 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.

The Company provides the opportunity for shareholders or their proxies to ask questions and/or respond. Questions and/or responses submitted are recorded in the Minutes of the GMS and published on the Company's website

The GMS held by BNI during 2023 has followed all the necessary procedures, including notifications, announcements and invitation to the GMS.

COMPANY EFFORTS TO INCREASE SHAREHOLDER ATTENDANCE AT THE GMS

The Bank strives to facilitate Shareholders in exercising their rights and authority in determining decisions at the GMS, and BNI has carried out the following:

1. The Company provides an alternative electronic proxy for shareholders to attend and vote at the GMS. The electronic granting of power of attorney is carried out through the e-RUPS system provided by KSEI. Shareholders can input their voting preferences on each agenda item in granting power of attorney electronically.
2. Make announcements and invitations for the GMS in a timely manner, in Indonesian and English, which are published on the e-GMS provider's website, the company's website, and the Indonesian Stock Exchange website;

3. 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;
4. On the website, the Company provides contacts for shareholders to communicate in connection with holding a GMS; and
5. The Company provides 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.

The GMS held by BNI during 2023 has followed all the necessary procedures, including notifications, announcements and invitation to the GMS.

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.

With due observance of OJK Regulation no. 15/ POJK.04/2020 of 2020 concerning Plans and implementation of General Meetings of Shareholders of Public Companies and OJK Regulation No. 16/ POJK.04/2020 of 2020 concerning the Implementation of Electronic General Meetings of Shareholders of Public Companies.

The GMS held by BNI during 2023 has followed all the necessary procedures, including notifications, announcements and invitation to the GMS, and the GMS resolutions will be announced to the public on the following working day.

APPLICATION OF THE ONE SHARE ONE VOTE PRINCIPLE

At the Annual GMS for Fiscal Year 2022 held on March 15, 2023 and the Extraordinary GMS held on September 19, 2023, the One Share One Vote Principle was applied for resolution making and voting procedures. These provisions were contained in the Rules for the Fiscal Year 2022 Annual GMS and the Extraordinary GMS in Fiscal Year 2023, and among other matters stipulated 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 2022 Annual GMS, 2023 Extraordinary 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 concerning 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.

The GMS held by BNI during 2023 has followed all the necessary procedures, including notifications, announcements and invitation to the GMS.

INFORMATION ON 2023 GMS RESOLUTIONS

During 2023, BNI held 2 (two) GMS, the Fiscal Year 2022 Annual GMS held on March 15, 2023, and an Extraordinary GMS held on September 19, 2023.

FISCAL YEAR 2022 ANNUAL GMS, MARCH 15 2023

Implementation Stages for the Annual GMS for Fiscal Year 2022

No	Description	Implementation date	Information
1	Annual GMS Notification to Regulators	January 30, 2023	The Company submitted Annual GMS Notification and Temporary Meeting Agenda to the Financial Services Authority (OJK) via letter Number CSE/7/0570 dated January 30, 2023.
2	Annual GMS Announcement	February 6, 2023	The Company submitted the BNI Annual GMS Announcement for the Fiscal Year 2022 to OJK via Letter Number CSE/7/0746 dated February 6, 2023. Announcement of the Annual GMS was also conveyed through: • Indonesian Central Securities Depository ("KSEI") website (www.ksei.co.id) • Indonesian Stock Exchange website (www.idx.co.id); • The Company's website www.bni.co.id.
3	Proposed Annual GMS agenda by Shareholders	February 14, 2023	In accordance with the provisions of Article 16 paragraph (2) POJK, Shareholders, either individually or collectively represent 1/20 (one twentieth) or more of the total number of shares of the Company, have the right to provide proposals for the Meeting Agenda, including making additions to the Agenda, and these must be submitted in writing to the Company's Board of Directors as the organizer of the GMS no later than 7 (seven) days before the Meeting Invitation date. Shareholders, in this case the Ministry of BUMN, submitted approval for holding the BNI Annual GMS Agenda for the Fiscal Year 2022 via letter No. SR-89/MBU/02/2023 dated February 14, 2023.
4	Recording Date for List of Shareholders entitled to attend the Annual GMS	February 20, 2023	Shareholders who have the right to attend/represent and vote at the Meeting include the Company's Shareholders whose names are registered in the Company's Register of Shareholders or Shareholders in their securities account at PT Kustodian Sentral Efek Indonesia (KSEI) on Friday, February 20, 2023 at 16.15 WIB.
5	Invitation and information on the Annual GMS agenda	February 21, 2023	The Company submitted the BNI 2022 Annual GMS Invitation to OJK via Letter Number CSE/7/1110 dated February 21, 2023. The Annual GMS invitation was also conveyed through: • Indonesian Central Securities Depository ("KSEI") website (www.ksei.co.id); • Indonesian Stock Exchange website (www.idx.co.id); • The Company's website www.bni.co.id.

Implementation Stages for the Annual GMS for Fiscal Year 2022

No	Description	Implementation date	Information
6	Implementation of the Annual GMS	March 15, 2023	Meetings were held through physical presence as well as electronically based on POJK No. 16/POJK.04/2020 concerning the implementation of electronic General Meetings to Shareholders of Public Companies with PT Kustodian Sentral Efek Indonesia as the provider of e-GMS via the eASY.KSEI application. The physical meeting was held in the Menara BNI Ballroom, 6th Floor, Jalan Pejompongan Raya No. 7, Bendungan Hilir, Jakarta
7	Publication of Annual GMS Minutes Summary	March 16, 2023	The Company submitted a Publication of the Minutes Summary for the BNI 2022 Annual GMS to OJK via Letter No. CSE/7/1681 dated March 16, 2023. The Summary of Minutes of the Annual GMS was also conveyed through: • Indonesian Central Securities Depository ("KSEI") website (www.ksei.co.id); • Indonesian Stock Exchange website (www.idx.co.id); • The Company's website www.bni.co.id.
8	Berita Acara Risalah RUPS Tahunan	March 16, 2023	The Company submitted a Publication of the Minutes Summary for the BNI 2022 Annual GMS to OJK via Letter No. CSE/7/1681 dated March 16, 2023. The Summary of Minutes of the Annual GMS was also conveyed through: • Indonesian Central Securities Depository ("KSEI") website (www.ksei.co.id); • Indonesian Stock Exchange website (www.idx.co.id); • The Company's website www.bni.co.id.
9	Pelaporan Berita Acara RUPS Tahunan kepada Regulator	April 13, 2023	The Company submitted this report to OJK via Letter No. CSE/7/2244 dated April 13, 2023.

Report on the Implementation of the Annual GMS for Fiscal Year 2022

Day/Date/Time	Wednesday, March 15 2023, 14.31 WIB-16.42 WIB
Location	BNI Menara Ballroom, 6th Floor Jalan Pejompongan Raya No. 7, Bendungan Hilir, Jakarta
Quorum	Shareholders and/or shareholders' proxies who were present both in the Meeting room and electronically owned a total of 15,897,631,377 shares including series A Dwiwarna shares, representing 85.2481326% of the total 18,648,656,458 shares with valid voting rights that had been issued by the Company until with the day of the Meeting, and consisted of: • 1 (one) Dwiwarna A series share; and • 18,648,656,457 series B and series C shares; In line with the Company's Shareholder List as of February 20, 2023 at 16.15 WIB, the quorum required in Article 41 paragraph (1) letter a and Article 42 letter a of OJK Regulation Number 15/POJK.04/2020 concerning Planning and Holding an AGM Meeting of Public Company Shareholders ("POJK 15") in conjunction with Article 25 paragraph (1) letter a, paragraph (4) letter a and paragraph (5) letter a of the Company's Articles of Association was fulfilled and the Meeting was declared valid with the right to make legal and binding resolutions on matters discussed in accordance with the Meeting agenda.
Chairman of the Annual GMS	The meeting was chaired by the Company's President/Independent Commissioner, Agus Dermawan Wintarto Martowardojo in accordance with the Board of Commissioners' letter number DK/29 dated February 27, 2023
Attendance by the Board of Commissioners	All members of the Board of Commissioners were present at the 2022 Annual GMS, with attendance details as follows. President/Independent Commissioner : Agus Dermawan Wintarto Martowardojo Vice President /Independent Commissioner : Pradjoto Independent Commissioner : Sigit Widyawan Commissioner : Askolani Independent Commissioner : Asmawi Syam Commissioner : Susyanto Independent Commissioner : Iman Sugema Independent Commissioner : Septian Hario Seto* Independent Commissioner : Erwin Rijanto Slamet Commissioner : Fadlansyah Lubis *present via video teleconference media

Day/Date/Time	**Wednesday, March 15 2023, 14.31 WIB-16.42 WIB**
Attendance by the Board of Directors	All members of the Board of Directors were present at the 2022 Annual GMS, with attendance details as follows. President Director : Royke Tumilaar Vice President Director : Adi Sulistyowati Finance Director : Novita Widya Anggraini Consumer Banking Director : Corina Leyla Karnalies Institutional Banking Director : Sis Apik Wijayanto Risk Management Director : David Pirzada Corporate and International Banking Director : Silvano Winston Rumantir Network and Services Director : Ronny Venir Enterprise and Commercial Banking Director : Muhammad Iqbal Treasury Director : Putrama Wahju Setyawan Human Capital and Compliance Director : Mucharom Technology and Operations Director : Toto Prasetio
Independent Vote Counting Party	Vote counting as a basis for making resolutions at the Meeting was conducted by PT Datindo Entrycom as the Securities Administration Bureau. Furthermore, the votes were validated by Ashoya Ratam, S.H., M.Kn Notary in Jakarta.

Annual GMS Resolutions for Fiscal Year 2022 and Follow-up Actions

The results of the 2022 Annual GMS Decision Making held on March 15, 2023 and the follow-up by Management are as follows:

Annual GMS Resolutions for Fiscal Year 2022 and Follow-up Actions

Agenda I	**Approval of the Annual Report and Ratification of the Company's Consolidated Financial Report, Approval of the Board of Commissioners' Supervisory Duties Report and Ratification of the Financial Report of the Micro and Small Business Funding Program (PUMK) for the Fiscal Year 2022, 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 the Fiscal Year 2022.**		
Number of Shareholders Inquiries	1 (one) person submitted feedback from the Shareholder or their authorized representatives		
	Voting Result		
	Agree	**Disagree**	**Abstain**
Resolution	15,897,630,677 shares or 99.9999956% of all shares with voting rights present at the Meeting	700 shares or 0.0000044% of all shares with voting rights present at the Meeting	36,746,989 shares or 0.2311476% of all shares with voting rights present at the Meeting
Meeting Resolution	1. Approved the Company's Annual Report including the Board of Commissioners' Supervisory Duties Report for the Fiscal Year 2022. 2. Approved: a. The Company's Consolidated Financial Report for the Fiscal Year 2022, which was audited by the Public Accounting Firm Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) according to Report No. 00007/2.1025/AU.1/07/0222-2/1/I/2023 dated January 20, 2023 with a fair opinion in all material respects on the Group's consolidated financial position as of December 31, 2022, as well as the consolidated financial performance and consolidated cash flows for the year ending on that date in accordance with Financial Accounting Standards in Indonesia. b. The Financial Report of the Micro and Small Business Funding Program (PUMK) for the Fiscal Year 2022, which has been audited by the Public Accounting Firm Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) according to Report No. 00033/2.1025/AU.2/07/0222-2/1/II/2023 dated February 3, 2023 with a fair opinion in all material respects on the financial position of the MSE Funding Program as of December 31, 2022, as well as the financial performance and cash flows for the year ending on that date, in accordance with the Financial Accounting Standards for Entities Without Public Accountability. 3. Provide 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 they carried out during Fiscal Year 2022, so long as these actions were not criminal acts and such actions are reflected in the Annual Report, Company Consolidated Financial Report and Micro and Small Business Funding Program Report (PUMK) for the Fiscal Year 2022.		
Follow Up	Resolution Realized		
Status	**Already realized**		

Agenda II	Approval of the use of the Company's Net Profit for the Fiscal Year 2022.		
Number of Shareholders Inquiries	No Shareholders asked questions or responded		
Resolution	Voting Result		
	Agree	Disagree	Abstain
	15,897,630,677 votes or 99.9999956% of all shares with valid voting rights present at the Meeting.	700 votes or 0.0000044% of all shares with valid voting rights present at the Meeting.	18,526,840 votes or 0.1165384% of all shares with valid voting rights present at the Meeting.
Meeting Resolution	Menyetujui Penggunaan Laba Bersih Perseroan untuk Tahun Buku 2022 yang tercatat senilai Rp18.312.053.106.091 dengan rincian sebagai berikut: 1. Sebesar 40% (empat puluh persen) dari Laba Bersih Perseroan atau senilai Rp7.324.821.242.436 ditetapkan untuk dibagikan sebagai dividen tunai kepada para pemegang saham, dengan ketentuan pembayaran sebagai berikut: a. Dividen bagian Negara atas kepemilikan 60%(enam puluh persen) saham atau senilai Rp4.394.892.745.535 akan disetorkan ke Rekening Kas Umum Negara. b. Atas kepemilikan 40% (empat puluh persen) saham publik senilai Rp2.929.928.496.893 akan diberikan kepada pemegang saham sesuai dengan porsi kepemilikannya masing-masing. c. Memberikan wewenang dan kuasa kepada Direksi Perseroan dengan hak substitusi untuk menetapkan jadwal, tata cara, dan pelaksanaan pembayaran dividen Tahun Buku 2022 sesuai dengan ketentuan yang berlaku. 2. Sebesar 60% (enam puluh persen) dari Laba Bersih Perseroan atau senilai Rp10.987.231.863.663 ditetapkan sebagai Saldo Laba Ditahan.		
Meeting Resolution Follow Up	The Company has distributed Dividends to Shareholders on April 14 2023.		
Status	**Already realized.**		

Agenda III	Determination of remuneration (salary/honorarium, facilities and allowances) for 2023 and Tantiem for Fiscal Year 2022 for the Company's Board of Directors and Board of Commissioners.		
Number of Shareholders Inquiries	Tidak ada Pemegang Saham yang mengajukan pertanyaan atau tanggapan		
Resolution	Voting Result		
	Agree	Disagree	Abstain
	15,306,843,571 votes or 96.2837998% of all shares with valid voting rights present at the Meeting.	590,787,806 votes or 3.7162002% of all shares with valid voting rights present at the Meeting.	30,608,898 votes or 0.1925375% of all shares with valid voting rights present at the Meeting.
Meeting Resolution	1. Granted authority and power of attorney to Series A Dwiwarna Shareholders to determine the amount of Tantiem for Fiscal Year 2022, as well as determine the salaries/honorarium, benefits, facilities and other incentives, including but not limited to Long Term Incentives, for members of the Board of Commissioners for 2023. 2. Granted authority and power to the Board of Commissioners by first obtaining written approval from the Series A Dwiwarna Shareholders to determine the amount of Tantiem for Fiscal Year 2022, as well as determine salaries/honorarium, allowances, benefits and other incentives including but not limited to Long Term Incentives, for members of the Board of Directors for 2023.		
Meeting Resolution Follow Up	Series A Dwiwarna Shareholders have determined the amount of Tantiem for the 2022 Fiscal Year, as well as determined the salary/honorarium, allowances, facilities and other incentives including but not limited to Long Term Incentives, for members of the Board of Commissioners for 2023 based on BUMN Ministry Letter No. SR-25/Wk2.MBU.A/07/2023 dated 4 July 2023 and the Board of Commissioners, with prior approval from the Series A Dwiwarna Shareholders, has determined the amount of the Tantiem for the 2022 Financial Year, as well as determined the salary/honorarium, allowances, facilities and incentives others, including but not limited to Long Term Incentives, for members of the Board of Directors for 2023 based on Letter No. DK/84 dated 5 July 2023		
Status	**Already realized.**		

Agenda IV	Appointment of a Public Accountant and/or Public Accounting Firm to Audit the Company's Consolidated Financial Statements and Financial Report for the Micro and Small Business Funding Program (PUMK) for the Fiscal Year 2023		
Number of Shareholders Inquiries	No Shareholders asked questions or responded		
Resolution	Voting Result		
	Agree	Disagree	Abstain
	15,894,478,077 votes or 99.9801650% of all shares with valid voting rights present at the Meeting.	3,153,300 votes or 0.0198350% of all shares with valid voting rights present at the Meeting.	18,524,998 votes or 0.1165268% of all shares with valid voting rights present at the Meeting.

Agenda IV	Appointment of a Public Accountant and/or Public Accounting Firm to Audit the Company's Consolidated Financial Statements and Financial Report for the Micro and Small Business Funding Program (PUMK) for the Fiscal Year 2023		
Meeting Resolution	1. 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, Micro and Small Business Funding Program Reports (PUMK), as well as other reports for Fiscal Year 2023. 2. Granted power and authority to the Company's Board of Commissioners to determine the honorarium and other requirements for Public Accountants and/or Public Accounting Firm Tanudiredja, Wibisana, Rintis & Rekan (PwC global network member firms), and to dismiss and appoint Substitute Public Accountants and/or Public Accounting Firms in the event that the appointed Public Accounting Firm for whatever reason is unable to complete the audit of the Company's Consolidated Financial Statements, Micro and Small Business Funding Program Report (PUMK) and other reports for the Fiscal Year 2023, including determining the honorarium and other requirements for the Substitute Public Accountant and /or the Public Accounting Firm.		
Meeting Resolution Follow Up	Already realized. The Company reported the appointment of the Company's Public Accountants and/or Public Accounting Firm via Letter Number CSE/7/1786 dated March 21, 2023 to the Financial Services Authority (OJK).		
Status	**Already realized**		

Agenda V	Approval of the Company's Share Buyback Plan and the Transfer of Buyback Shares held as Treasury shares.		
Number of Shareholders Inquiries	No Shareholders asked questions or responded		
Resolution	**Voting Result**		
	Agree	**Disagree**	**Abstain**
	13,698,324,747 votes or 86.1658220% of all shares with valid voting rights present at the Meeting.	2,199,306,630 votes or 13,8341780% of all shares with valid voting rights present at the Meeting.	20,129,598 votes or 0.1266201% of all shares with valid voting rights present at the Meeting.
Meeting Resolution	1. Approved the buyback of the Company's shares that have been issued and listed on the Indonesia Stock Exchange (BEI) with a total nominal value of all buybacks of a maximum of Rp905,000,000,000. 2. Granted power and authority to carry out the buyback of the Company's shares to the Company's Board of Directors. 3. Approved the Share Ownership Program for Employees and/or the Share Ownership Program for Board of Directors and Board of Commissioners as one of the options for transferring shares resulting from the buyback that are held as treasury stock. 4. Granted power and authority to implement the Share Ownership Program for Employees and/or Share Ownership Program for the Board of Directors and Board of Commissioners to: a. The Company's Board of Directors with the approval of the Series A Dwiwarna Shareholders to implement the Share Ownership Program for the Board of Directors and Board of Commissioners; b. The Company's Board of Directors to implement the Share Ownership Program for Employees; while still paying attention to applicable laws and regulations.		
Meeting Resolution Follow Up	The Company has purchased shares (buyback) until December 31 2023, the Company has purchased shares as stated in Letter No. CSE/7/4578 dated 1 August 2023.		
Status	**Due observance of OJK Regulation no. 30/POJK.04/2017 concerning Share Buybacks issued by Public Companies which regulates that the share buyback period is 18 (eighteen) months from the date of the GMS decision, so until December 31, 2023, the Company is still in share buyback period (buyback).**		

Agenda VI	Approval of the Company's Recovery Plan and Resolution Plan.		
Number of Shareholders Inquiries	No Shareholders asked questions or responded.		
Resolution	**Voting Result**		
	Agree	**Disagree**	**Abstain**
	15,897,630,677 votes or 99.9999956% of all shares with valid voting rights present at the Meeting.	700 votes or 0.0000044% of all shares with valid voting rights present at the Meeting.	20,593,255 votes or 0.1295366% of all shares with valid voting rights present at the Meeting.
Meeting Resolution	1. Approved the Company's Updated Action Plan (Recovery Plan) for 2022/2023; and 2. Approved the Company's 2022 Resolution Plan.		
Meeting Resolution Follow Up	Resolution Realized		
Status	**Already realized**		

Agenda VII	Ratify and report on the Delegation of authority to the Board of Commissioners to approve the Founder's Written Statement in the context of Amendments to the Company's Pension Fund Regulations based on the GMS Resolution in Deed Number 42 of 1999.		
Number of Shareholders Inquiries	No Shareholders asked questions or responded		
Resolution	Voting Result		
	Agree	Disagree	Abstain
	13,607,268,523 votes or 85.5930560% of all shares with valid voting rights present in the Meeting.	2,290,362,854 votes or 14.4069440% of all shares with valid voting rights present at the Meeting.	29,074,553 votes or 0.1828861% of all shares with valid voting rights present at the Meeting.
Keputusan Rapat	1. Approved the ratification of the delegation of authority from the GMS to the Board of Commissioners to approve the Founder's Written Statement in the context of Amendments to the Company's Pension Fund Regulations based on Deed Number 42 of 1999 which is still in effect today. 2. Approved to re-delegate the authority of the GMS to the Board of Commissioners to approve the Written Statement of the Founders in the context of changes to the Company's Pension Fund Regulations, and then periodically request reconfirmation from the GMS every 3 (three) years.		
Meeting Resolution Follow Up	Resolution Realized		
Status	**Already realized**		

Agenda VIII	Report on the Realization of the Use of Funds from the Public Offering of PT Bank Negara Indonesia (Persero) Tbk Environmentally Friendly Bonds (Green Bond) I in 2022.		
Number of Shareholders Inquiries	No Shareholders asked questions or responded.		
Resolution	Voting Result		
	Agree	Disagree	Abstain
	-	-	-
Meeting Resolution	The Report on the Realization of the Use of Funds from the Public Offering of PT Bank Negara Indonesia (Persero) Tbk Environmentally Friendly Bonds (Green Bond) I in 2022 is a report, so no decision is needed.		
Meeting Resolution Follow Up	-		
Status	**-**		

Agenda IX	Changes in the Company's Management Composition		
Number of Shareholders Inquiries	No Shareholders asked questions or responded		
Resolution	Voting Result		
	Agree	Disagree	Abstain
	12,197,412,856 votes or 76.7247181% of all shares with valid voting rights present in the Meeting.	3,700,218,521 votes or 23.2752819% of all shares with valid voting rights present at the Meeting.	47,039,429 votes or 0.2958895% of all shares with valid voting rights present at the Meeting.

Agenda IX	Changes in the Company's Management Composition

Meeting Resolution

1. Dismissed with honor Sigit Widyawan as an Independent Commissioner of the Company who was appointed based on the Annual GMS Resolution for the Fiscal Year 2017 dated March 20, 2018, starting from the closing of the GMS, with thanks for the contribution of energy and thoughts given while serving as the Company's Management.
2. Changed the nomenclature of positions for members of the Company's Board of Directors as follows:

No	Previous	To Become
1	Treasury Director	Retail Banking Director
2	Consumer Banking Director	Digital and Integrated Transaction Banking Director
3	Corporate and International Banking Director	Wholesale and International Banking Director

3. Transferred the assignments of the following names as members of the Company's Board of Directors:

No.	Name	Previous	To Become
1)	Putrama W. Setyawan	Treasury Director	Retail Banking Director
2)	Corina Leyla Karnalies	Consumer Banking Director	Digital and Integrated Transaction Banking Director
3)	Silvano Winston Rumantir	Corporate and International Banking Director	Wholesale and International Banking Director
4)	Muhammad Iqbal	Enterprise and Commercial Banking Director	Institutional Banking Director
5)	Sis Apik Wijayanto	Institutional Banking Director	Enterprise and Commercial Banking Director

each of whom was appointed based on the 2022 EGMS Resolution on the August 31, 2022, Annual GMS for Fiscal Year 2019 Resolution dated February 20, 2020 in conjunction 2022 EGMS Resolutions dated August 31, 2022, 2020 EGMS dated September 2, 2020 in conjunction with the 2022 EGMS on August 31, 2022, the 2020 EGMS Resolution on September 2, 2020 in conjunction with the 2022 EGMS on August 31, 2022, and the 2019 Annual GMS Resolution on February 20, 2020 in conjunction with the 2022 EGMS on August 31, 2022, with term of office continuing the remaining term of office of each, in accordance with the GMS the for the appointment concerned.

4. Appointed the following to the Company Management:
   a. Sigit Widyawan - as Independent Commissioner;
   b. Robertus Billitea - as Commissioner.
5. The term of office of the appointed members of the Board of Commissioners as referred to in number 4, 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.

Agenda IX	Changes in the Company's Management Composition

6. With the change in position nomenclature and transfer of duties of members of the Board of Directors as referred to in number 2 and number 3, as well as the dismissal and appointment of members of the Board of Commissioners as referred to in number 1 and number 4, the Company's Board of Directors and Board of Commissioners members composition is as follows:

Board of Directors

President Director	: Royke Tumilaar
Vice President Director	: Adi Sulistyowati
Digital and Integrated Transaction Banking Director	: Corina Leyla Karnalies
Enterprise and Commercial Banking Director	: Sis Apik Wijayanto
Finance Director	: Novita Widya Anggraini
Risk Management Director	: David Pirzada
Institutional Banking Director	: Muhammad Iqbal
Network and Services Director	: Ronny Venir
Retail Banking Director	: Putrama W. Setyawan
Technology and Operations Director	: Toto Prasetio
Human Capital and Compliance Director	: Mucharom
Wholesale and International Banking Director	: Silvano Winston Rumantir

Board of Commissioners

President Commissioner/Independent Commissioner	: Agus Dermawan Wintarto Martowardojo
Vice President Commissioner/Independent Commissioner	: Pradjoto
Commissioner	: Askolani
Commissioner	: Susyanto
Commissioner	: Fadlansyah Lubis
Commissioner	: Robertus Billitea
Independent Commissioner	: Erwin Rijanto
Independent Commissioner	: Sigit Widyawan
Independent Commissioner	: Asmawi Syam
Independent Commissioner	: Septian Hario Seto
Independent Commissioner	: Iman Sugema

7. Members of the Board of Commissioners appointed as referred to in number 4 still serving in other positions that are prohibited by statutory regulations from holding concurrent positions as members of the Board of Directors and Board of Commissioners in State-Owned Enterprises, then the person concerned must resign or be dismissed from their other position.
8. Granted power of attorney with the right of substitution to the Company's Board of Directors to declare the GMS resolution in a Notarial Deed and appear before a Notary or authorized official and make necessary adjustments or improvements if required by them for the purposes of implementing the meeting's resolutions.

Meeting Resolution Follow Up	Resolution Realized
Status	**Already realized**

Realization of Dividend Payments

In connection with Agenda II of the 2022 Annual GMS regarding Approval of the Use of Net Profit for the 2022 Fiscal Year, Cash Dividend payments have been paid for the performance of the 2022 Fiscal Year with the following details:

Cash Dividends Distributed (Rp-billion)	:	Rp7,324,821,242,436
Dividends per Share (Rp)	:	Rp392,780105040
Dividend Distribution Ratio from Net Profit for the Year Attributable to Owners of the Parent Entity for Fiscal Year 2022 (%)	:	40%
Announcement Date	:	March 16, 2023
Payment date	:	April 14, 2023

EXTRAORDINARY GMS DATED SEPTEMBER 19, 2023

Implementation Stages for the 2023 Extraordinary GMS

No	Description	Implementation date	Information
1	Extraordinary GMS Notification to Regulators	August 4, 2023	The Company submitted Extraordinary GMS Notification and Temporary Meeting Agenda to the Financial Services Authority (OJK) via letter Number CSE/7/4710 dated August 4, 2023.
2	Extraordinary GMS Announcement	August 11, 2023	The Company submitted the Announcement of the BNI 2023 Extraordinary GMS to OJK via Letter Number CSE/7/4955 dated August 11, 2023. The announcement of the Extraordinary GMS was also conveyed through: • Indonesian Central Securities Depository ("KSEI") website (www.ksei.co.id) • Indonesian Stock Exchange website (www.idx.co.id); • The Company's website www.bni.co.id.
3	Proposed 2023 Extraordinary GMS agenda by Shareholders	August 18, 2023	In accordance with the provisions of Article 16 paragraph (2) POJK, Shareholders, either individually or together representing 1/20 (one twentieth) or more of the total number of shares of the Company, have the right to provide proposals regarding the Meeting Agenda, including making additions to the Agenda. Meetings with the relevant provisions must be submitted in writing to the Company's Board of Directors as the organizer of the GMS no later than 7 (seven) days before the date of the Invitation to the Meeting. Shareholders, in this case the Ministry of BUMN, submitted Approval for holding the BNI 2023 Extraordinary General Meeting of Shareholders (EGMS) Agenda via letter No. SR-432/MBU/08/2023 dated August 18, 2023.
4	Recording Date for List of Shareholders entitled to attend the Extraordinary GMS	August 25, 2023	Shareholders who have the right to attend/represent and vote at the Meeting include the Company's Shareholders whose names are registered in the Company's Register of Shareholders or Shareholders in their securities account at PT Kustodian Sentral Efek Indonesia (KSEI) on Friday, February 20, 2023 at 16.15 WIB.
5	Invitation and information on the Extraordinary GMS agenda	August 28, 2023	The Company submitted the BNI 2023 Extraordinary GMS Invitation to OJK via Letter Number CSE/7/5355 dated August 28, 2023. The 2023 Extraordinary GMS invitation was also conveyed through: • Indonesian Central Securities Depository ("KSEI") website (www.ksei.co.id); • Indonesian Stock Exchange website (www.idx.co.id); • The Company's website www.bni.co.id.
6	Implementation of the Extraordinary GMS	September 19, 2023	Meetings were held through physical presence as well as electronically based on POJK No. 16/POJK.04/2020 concerning the implementation of electronic General Meetings of Shareholders of Public Companies with PT Kustodian Sentral Efek Indonesia as the provider of e-GMS via the eASY.KSEI application. The physical meeting was held in the Menara BNI Ballroom, 6th Floor, Jalan Pejompongan Raya No. 7, Bendungan Hilir, Jakarta
7	Extraordinary GMS Minutes Summary	September 19, 2023	The results of the BNI 2023 Extraordinary GMS resolutions were notarized through the Deed of Minutes for the PT Bank Negara Indonesia (Persero) Tbk Extraordinary General Meeting of Shareholders No. 17 September 19, 2023.
8	Publication of Extraordinary GMS Minutes Summary	September 20, 2023	The Company submitted a Publication of the Minutes Summary for the BNI 2023 Extraordinary GMS to OJK via Letter No. CSE/7/6030 dated September 20, 2023. The Summary of the Extraordinary GMS Minutes was also conveyed through: • Indonesian Central Securities Depository ("KSEI") website (www.ksei.co.id); • Indonesian Stock Exchange website (www.idx.co.id); • The Company's website www.bni.co.id.
9	Reporting of Extraordinary GMS Minutes to Regulators	October 16, 2023	The Company submitted this report to OJK via Letter No. CSE/7/6700 dated October 16, 2023.

Report on the Implementation of the 2023 Extraordinary GMS

Day/Date/Time	Tuesday, September 19 2023, 14.19 WIB - 14.55 WIB
Location	BNI Menara Ballroom, 6th Floor Jalan Pejompongan Raya No. 7, Bendungan Hilir, Jakarta
Quorum	Shareholders and/or shareholders' proxies who were present both in the Meeting room and electronically owned a total of 15,783,005,488 shares including series A Dwiwarna shares or representing 84.7255062% of the total 18,628,399,158 shares with valid voting rights that had been issued by the Company until the day of the Meeting, and consistied of: • 1 (one) Dwiwarna A series share; and • 289,341,866 series B; and • 18,359,314,591 series C shares; In line with the Company's Shareholder List as of August 25, 2023 at 16.15 WIB, the quourn required in Article 41 paragraph (1) letter a and Article 42 letter a of Financial Services Authority Regulation Number 15/POJK.04/2020 concerning Planning and Holding an AGM Meeting of Public Company Shareholders ("POJK 15") in conjunction with Article 25 paragraph (1) letter a, paragraph (4) letter a and paragraph (5) letter a of the Company's Articles of Association was fulfilled and the Meeting was declared valid with the right to make legal and binding resolutions on matters discussed in accordance with the Meeting agenda.
Chairman of the Annual GMS	The meeting was chaired by the Company's President Commissioner/Independent Commissioner, Agus Dermawan Wintarto Martowardojo in accordance with the Board of Commissioners' letter dated August 18, 2023 number DK/98.
Attendance of the Board of Commissioners	All members of the Board of Commissioners were present at the 2023 Extraordinary GMS, with attendance details as follows: President Commissioner/Independent Commissioner : Agus Dermawan Wintarto Martowardojo Vice President Commissioner/Independent Commissioner : Pradjoto Independent Commissioner : Sigit Widyawan Commissioner : Askolani* Independent Commissioner : Asmawi Syam Commissioner : Susyanto Independent Commissioner : Iman Sugema Independent Commissioner : Septian Hario Seto* Independent Commissioner : Erwin Rijanto Slamet Commissioner : Fadlansyah Lubis Commissioner : Robertus Billitea *present via video teleconference media
Attendance of the Board of Directors	All members of the Board of Directors were present at the 2023 Extraordinary GMS, with attendance details as follows: President Director : Royke Tumilaar Vice President Director : Adi Sulistyowati Finance Director : Novita Widya Anggraini Digital and Integrated Transaction Banking Director : Corina Leyla Karnalies Enterprise and Commercial Banking Director : Sis Apik Wijayanto Risk Management Director : David Pirzada Wholesale and International Banking Director : Silvano Winston Rumantir Network and Services Director : Ronny Venir Institutional Banking Director : Muhammad Iqbal Retail Banking Director : Putrama Wahju Setyawan Human Capital and Compliance Director : Mucharom Technology and Operations Director : Toto Prasetio
Independent Vote Counting Party	Vote counting as a basis for making decisions at the Meeting is conducted by PT Datindo Entrycom as the Securities Administration Bureau. Furthermore, the votes were validated by Ashoya Ratam, S.H., M.Kn Notary in Jakarta.

2023 Extraordinary GMS Decisions and Follow-Ups

The results of the 2023 Extraordinary GMS Resolutions held on 19 September 2023 and the follow-up by Management are as follows:

2023 Extraordinary GMS Resolutions and Follow-Ups

Agenda I	**Approval of Stock Split and Amendments to Article 4 of the Company's Articles of Association concerning Company Capital.**		
Number of Shareholders Inquiries	There were no questions and/or responses.		
	Voting Result		
	Agree	**Disagree**	**Abstain**
Resolution	15,708,171,244 votes or 99.3458830% of all shares with valid voting rights present at the Meeting.	4,400 votes or 0.0000279% of all shares with valid voting rights present at the Meeting.	31,887,016 votes or 0.2020339% of all shares with valid voting rights present at the Meeting.
Meeting Resolution	1. Approved the implementation of the Company's Stock Split with a ratio of 1:2 (one to two), so that: a. The nominal value per Series A Dwiwarna and Series B share changed from Rp7,500 (seven thousand five hundred rupiah) to Rp3,750 (three thousand seven hundred and fifty rupiah), with the following conditions: i) 1 (one) Series A Dwiwarna share is retained as a Series A Dwiwarna share belonging to the Republic of Indonesia with a nominal value of Rp3,750 (three thousand seven hundred and fifty rupiah); And ii) 1 (one) Series A Dwiwarna share chamged to 1 (one) Series B share owned by the Republic of Indonesia with a nominal value of Rp3,750 per share; b. The nominal value per Series C Share chamged from Rp375 (three hundred seventy five rupiah) to Rp187.5 (one hundred eighty seven point five rupiah). 2. In connection with the Company's share split (Stock Split), approved changes to Article 4 paragraphs (1) and (2) of the Articles of Association. Thus, Article 4 paragraphs (1) and (2) are as follows: CAPITAL Article 4 a. The authorized capital of this Company is Rp15,000,000,000,000 (fifteen trillion rupiah), Divided into: i) 1 (one) series A Dwiwarna share, with a nominal value of Rp3,750 (three thousand seven hundred and fifty rupiah); ii) 578,683,733 (five hundred seventy eight million six hundred eighty three thousand seven hundred thirty three) series B shares, each share with a nominal value of Rp3,750 (three thousand seven hundred and fifty rupiah); and iii) 68,426,325,320 (sixty eight billion four hundred twenty six million three hundred twenty five thousand three hundred and twenty) series C shares, each share with a nominal value of Rp187.50 (one hundred eighty seven point fifty rupiah); b. The Authorized Capital, approximately 54.05% (fifty four point zero five percent) or a total of 37,297,312,916 (thirty seven billion two hundred ninety seven million three hundred two twelve thousand nine hundred and sixteen) shares with a total nominal value of Rp9,054,806,974,125.00 (nine trillion fifty-four billion eight hundred six million nine hundred seventy-four thousand one hundred twenty-five rupiah) consists of: i) (one) series A Dwiwarna share with a nominal value of Rp3,750 (three thousand seven hundred and fifty rupiah); ii) 578,683,733 (five hundred seventy eight million six hundred eighty three thousand seven hundred thirty three) series B shares, with a total nominal value of Rp2,170,063,998,750 (two trillion one hundred seventy billion sixty three million nine one hundred ninety-eight thousand seven hundred and fifty rupiah); iii) 36,718,629,182 (thirty six billion seven hundred eighteen million six hundred twenty nine thousand one hundred eighty two) series C shares, with a total nominal value of Rp6,884,742,971,625 (six trillion eight hundred eighty four billion seven hundred forty-two million nine hundred seventy-one thousand six hundred and twenty-five rupiah). 3. Granted authority and power of attornity to the Company's Board of Directors, with the right of substitution, to carry out any and all actions necessary in connection with the implementation of the Company's share split (Stock Split), including but not limited to arranging and determining the procedures and schedule for implementing the Stock Split in accordance with statutory regulations in the Capital Market sector, and to state/confirm the decision in a deed made before a Notary, including confirming the composition of the Company's shareholders (if necessary), and/or changes to the Company's Articles of Association in rsolutions of this Meeting to the competent authorities, as well as make all and any necessary actions in accordance with applicable laws and regulations.		
Meeting Resolution Follow Up	The decision has taken effect. Stock Split results will be implemented starting October 10 2023 based on Indonesia Stock Exchange Letter No. Peng-00240/BEI.POP/10-2023 dated October 5 2023 concerning the amendment to the Articles of Association was accepted by the Ministry of Law and Human Rights through Letter No. AHU-AH.01.03-0119983 dated September 19, 2023. The Deed of Amendment to the Articles of Association No. 18 dated September 19, 2023 was reported to the OJK via Letter No. CSE/7/6636 dated October 12, 2023.		
Status	**Already realized**		

2023 Extraordinary GMS Resolutions and Follow-Ups

Agenda II	Changes in the Company's Management Composition		
Number of Shareholders Inquiries	There were no questions and/or responses.		
	Voting Result		
	Agree	Disagree	Abstain
Resolution	12,114,010,739 votes or 76.7535103% of all shares with valid voting rights present at the Meeting.	3,668,994,749 votes or 23.2464897% of all shares with valid voting rights present at the Meeting.	37,581,516 votes or 0.2381138% of all shares with valid voting rights present at the Meeting.
Meeting Resolution	1. Dismissed with honor Agus Dermawan Wintarto Martowardojo as President Commissioner/Independent Commissioner of the Company who was appointed based on the Annual GMS Resolution for the Fiscal Year 2019 dated February 20, 2020, starting from the closing of the GMS, with thanks for the contribution of energy and thoughts given while serving as the Company's Management. 2. Changed the assignment of Pradjoto, originally as Vice President Commissioner/Independent Commissioner, to became President Commissioner/Independent Commissioner of the Company, who was appointed based on the 2019 Annual GMS Resolution dated February 20, 2020, with the term of office continuing for the remainder of his term of office in accordance with the relevant GMS appointment resolution. 3. Appointed Pahala Nugraha Mansury as Vice President Commissioner of the Company. 4. The term of office of the members of the Board of Commissioners appointed as referred to in number. 3, 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. 5. With the dismissal, transfer of duties and appointment of members of the Company's Board of Commissioners as referred to in numbers 1, 2 and 3, the Company's Board of Commissioners members composition is as follows: a. President Commissioner/Independent Commissioner : Pradjoto b. Vice President Commissioner : Pahala Nugraha Mansury c. Commissioner : Askolani d. Commissioner : Susyanto e. Commissioner : Fadlansyah Lubis f. Commissioner : Robertus Billitea g. Independent Commissioner : Erwin Rijanto h. Independent Commissioner : Sigit Widyawan i. Independent Commissioner : Asmawi Syam j. Independent Commissioner : Septian Hario Seto k. Independent Commissioner : Iman Sugema 6. Members of the Board of Commissioners who were transferred as referred to in number 2 and appointed as referred to in number 3, can only carry out their duties after obtaining approval from the Financial Services Authority (OJK) in the Fit & Proper Test, and in compliance with prevailing statutory regulations. In the event that any member of the Board of Commissioners is later declared not approved as a member of the Board of Commissioners in the Fit & Proper Test by OJK, then the member of the Board of Commissioners will be dismissed with honor from the date of the results of the OJK Fit & Proper Test. 7. Requested the Board of Directors submit a written request to the Financial Services Authority to carry out a Fit & Proper Test for members of the Board of Commissioners who were transferred as referred to in number 2 and appointed as referred to in number 3. 8. Members of the Board of Commissioners appointed as referred to in number 3 still serving in other positions prohibited by statutory regulations from holding concurrent positions as members of the Board of Commissioners in State-Owned Enterprises, then the person concerned must resign or be dismissed from their other position. 9. Granted power of attorney with the right of substitution to the Company's Board of Directors to declare the GMS resolution in a Notarial Deed and appear before a Notary or authorized official and make necessary adjustments or improvements if required by them for the purposes of implementing the meeting's resolutions.		
Meeting Resolution Follow Up	Resolution Realized		
Status	**It has been realized. Members of the Board of Commissioners whose duties have been transferred and appointed as of 31 December 2023 are currently in the OJK fit and proper test process.**		

INFORMATION REGARDING GMS RESOLUTIONS FOR THE 2022 FISCAL YEAR

In the 2022 fiscal year, the Company held 2 (two) GMS, namely the 2021 Annual GMS which was held on 15 March 2022 and the Extraordinary GMS which was held on 31 August 2022.

All GMS resolutions for the 2022 fiscal year have been realized in the 2022 fiscal year. So there are no GMS resolutions for the 2022 financial year that will be realized in the 2023 fiscal year

So there were no GMS resolutions for the 2022 fiscal year which will be realized in the 2023 fiscal year.

Resolutions of the annual GMS for Fiscal Year 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 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.**		
Number of Shareholders Inquiries	No Shareholders asked questions or responded.		
Resolution	**Voting Result**		
	Agree	**Disagree**	**Abstain**
	15,708,171,244 votes or 99.3458830% of the total number of shares with voting rights present at the Meeting.	103,426,341 votes or 0.6541170% of all shares with voting rights present at the Meeting.	113,834,591 votes or 0.0874965% of all shares with voting rights present at the Meeting.
Meeting Resolution	1. Approved the Company's Annual Report including the Board of Commissioners Supervisory Duties Report for the Fiscal Year 2021, and ratified the Company's Consolidated Financial Report for Fiscal Year 2021, which has been audited by the Public Accounting Firm Tanudiredja, Wibisana, Rintis & Rekan (member firm of 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. 2. Approved and Ratified the Micro and Small Business (PUMK) Funding Program Report for Fiscal Year 2021, which was audited by Public Accounting Firm Tanudiredja, Wibisana, Rintis & Rekan (member firm of PwC global network) according to Report No. 00077/2.1025/ AU.2/07/0222-1/1/11/2022 dated February 14, 2022 with a fair opinion in all material respects in accordance with Indonesian Financial Accounting Standards. 3. 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 they carried out during the Fiscal Year 2021, so long as such actions were not criminal acts and such actions are reflected in the Company's Annual Report and Consolidated Financial Statements, as well as the Micro and Small Business (PUMK) Funding Program Report for the Fiscal Year 2021		
Follow Up	**Already Realized in 2022 Fiscal Year**		

Agenda II	**Approval of the use of the Company's Net Profit for the 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	Approved the use of the Company's Net Profit for Fiscal Year 2021, which amounted to Rp10,898,517,592,729 (ten trillion eight hundred ninety-eight billion five hundred seventeen million five hundred ninety-two thousand seven hundred and twenty-nine rupiahs) as follows: 1. A Dividend of Rp2,724,629,398,182, - (two trillion seven hundred twenty-four billion six hundred twenty-nine million three hundred and 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: a. A Dividend for the State's share of 60% ownership or Rp1,636,944,231,460 (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. b. While for the ownership of 40% of public shares or Rp1,087,685,166,716 (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. c. 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. 2. A sum of 75% or Rp 8,173,888,194,547.00 (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	**Already Realized in 2022 Fiscal Year**		

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.		
	Voting Result		
Resolution	Agree	Disagree	Abstain
	15,231,682,383 votes or 96.3323428% of all shares with valid voting rights present in 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	1. Granted authority and power of attorney to Series A Dwiwarna Shareholders to determine the Tantiem for the Fiscal Year 2021, as well as to determine the salaries/honorarium, allowances, facilities and other incentives, for members of the Board of Commissioners for Fiscal Year 2022. 2. Granted authority and power of attorney to the Board of Commissioners by first obtaining written approval from the Series A Dwiwarna Shareholders to determine the amount of Tantiem for 2021 Fiscal Year, as well as determine the salaries/honorarium, allowances, facilities and other incentives, for members of the Board of Directors for the Fiscal Year 2022.		
Follow Up	Already Realized in 2022 Fiscal Year		

Agenda IV	Appointment of a Public Accounting Firm to Audit the Company's Consolidated Financial Statements and the Annual Report on the Implementation of Social and Environmental Responsibility Programs for the Fiscal Year 2022.		
	Voting Result		
Resolution	Agree	Disagree	Abstain
	15,385,834,360 votes or 97.3072726% of all shares with valid voting rights present at the Meeting.	425,763,225 votes or 2.6927274% of all shares with valid voting rights present at the Meeting.	1,861,600 votes or 0.0117736% of all shares with valid voting rights present at the Meeting.
Meeting Resolution	1. Approved to appointment of the Tanudiredja, Wibisana, Rintis & Rekan Public Accounting Firm (member firm of 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), and other reports for the Fiscal Year 2022. 2. 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 (member firm of PwC global network), and to dismiss and appoint a Public Accountant and/or Substitute Public Accounting 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 the Fiscal Year 2022, including determining the honorarium and other requirements for the Substitute Public Accountant and/ or Public Accounting Firm.		
Follow Up	Already Realized in 2022 Fiscal Year		

Agenda V	Approval of the Company's Acquisition of Shares in PT Bank Mayora.		
	Voting Result		
Resolution	Agree	Disagree	Abstain
	13,769,704,990 votes or 87.0861083% of all shares with valid voting rights present at the Meeting.	2,041,892,595 votes or 12.9138917% of all shares with valid voting rights present at the Meeting.	63,618,859 votes or 0.4023557% of all shares with valid voting rights present at the Meeting.
Meeting Resolution	1. Approved the Company's action to take over the shares of PT Bank Mayora. 2. Approved the plan to take over 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. 3. Approved the concept of the Deed of Acquisition by taking into account the applicable laws and regulations. 4. Approved and granted power and authority to the Company's Board of Directors, with right of substitution, to take all 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: a. Determine the terms and conditions for the takeover; b. Prepare, compile, make, request, and sign the necessary documents including the Deed of Acquisition; c. Submit the application, approval and/or deliver notification of the meeting resolution to the competent authorities; d. Compile and restate the decisions of this Agenda in a Notary Deed; In accordance with applicable laws and regulations.		
Follow Up	Already Realized in 2022 Fiscal Year		

Agenda VI	Approval of Transfer of Shares from the Buyback of Shares in 2021 held as Treasury Shares.		
	Voting Result		
Resolution	Agree	Disagree	Abstain
	13,681,715,077 votes or 86.5296186% of all shares with valid voting rights present in the Meeting.	2,129,882,508 votes or 13.4703815% of all shares with valid voting rights present at the Meeting.	53,791,300 votes or 0.3402016% of all shares with valid voting rights present at the Meeting.
Meeting Resolution	1. Approved the transfer of 24,682,600 (twenty four million six hundred eighty two thousand six hundred) treasury shares in the framework of the Share Ownership Program for Employees and/or Share Ownership Program for Directors and Commissioners. 2. 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: a. 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; and b. The 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	Already Realized in 2022 Fiscal Year		

Agenda VII	Confirmation of Enforcement: Minister of SOEs Regulation No. PER05/MBU/04/2021 concerning Social and Environmental Responsibility Programs for SOEs; Minister of SOEs Regulation No. PER11/MBU/07/2021 concerning Requirements, Procedures for Appointment and Dismissal of Members of the Board of Directors of SOEs; and Minister of SOEs Regulation No. PER13/MBU/09/2021, as the Sixth Amendment to the Minister of SOEs Regulation No. PER04/MBU/2014 concerning Guidelines for Determining the Remuneration the Board of Directors, Board of Commissioners and Supervisory Boards of SOEs		
	Voting Result		
Resolution	Agree	Disagree	Abstain
	15,804,377,385 votes or 99.9543361% of all shares with valid voting rights present at the Meeting.	7,220,200 votes or 0.0456640% of all shares with valid voting rights present at the Meeting.	1,821,300 votes or 0.0115188% of all shares with valid voting rights present at the Meeting.
Meeting Resolution	Agreed to confirm the enforcement of: 1. Minister of SOEs Regulation No. PER-05/MBU/04/2021 concerning the Social and Environmental Responsibility Program for SOEs, including any future changes; 2. 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; and 3. Minister 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	Already Realized in 2022 Fiscal Year		

Results of Resoltions Made at the Extraordinary GMS held on August 31, 2022

Resolutions of the Extraordinary GMS for Fiscal Year 2021

Agenda I	Presentation of the Company Performance up to Semester 1 2022 (Audited).
Information	The first agenda item was a presentation of the Company's performance, there is no question and answer session or submission of responses and no decision-making session.

Resolutions of the Extraordinary GMS for Fiscal Year 2021

Agenda II	Changes in the Composition of the Company's Management		
	Voting Result		
	Agree	Disagree	Abstain
Resolution	12,581,079,494 votes or 80.3410582% of all shares with valid voting rights present in the Meeting.	3,078,509,489 votes or 19.6589418% of all shares with valid voting rights present at the Rapa	233,624,724 votes or 1.4918956% of all shares with valid voting rights present at the Meeting.

Meeting Resolution

Approved the Changes in the Company's Management Composition, including:

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.
2. Dismissed with honor the following members of the Company's Board of Commissioners and Board of Directors::
   a. Ratih Nurdiati as Commissioner;
   b. Henry Panjaitan as Managing Director Treasury and International, and
   c. Y.B. Hariantono as Managing Director IT and Operations;
   Each of whom was appointed based on the 2018 Annual GMS Decision, the 2020 Extraordinary GMS Decision, and the 2019 Annual GMS Decision, starting from the closing of the Meeting, with thanks for the contribution of energy and thoughts given while serving as management of the Company.
3. Changed the nomenclature of positions of members of the Company's Board of Directors as follows

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 BankingDirector
Managing Director Network and Services	Network and Services Director
Managing Director Corporate Banking	Corporate and International Banking Director

4. Transferred the assignments for the following names as members of the Company's Board of Directors:

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

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.

5. Appointed the following to the Management of the Company:
   a. Fadlansyah Lubis as Commissioner;
   b. Putrama W. Setyawan as Treasury Director;
   c. Toto Prasetio as Technology and Operations Director;
   d. 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

Resolutions of the Extraordinary GMS for Fiscal Year 2021

Agenda II	Changes in the Composition of the Company's Management

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, 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

a. President Commissioner/Independent Commissioner	: Agus Dermawan Wintarto Martowardojo
b. Vice President Commissioner/Independent Commissioner	: Pradjoto
c. Commissioner	: Askolani
d. Commissioner	: Susyanto
e. Commissioner	: Fadlansyah Lubis
f. Independent Commissioner	: Erwin Rijanto Slamet
g. Independent Commissioner	: Sigit Widyawan
h. Independent Commissioner	: Asmawi Syam
i. Independent Commissioner	: Septian Hario Seto
j. Independent Commissioner	: Iman Sugema

Board of Directors

a. President Director	: Royke Tumilaar
b. Vice President Director	: Adi Sulistyowati
c. Corporate and International Banking Director	: Silvano Winston Rumantir
d. Consumer Banking Director	: Corina Leyla Karnalies
e. Enterprise and Commercial Banking Director	: Muhammad Iqbal
f. Finance Director	: Novita Widya Anggraini
g. Risk Management Director	: David Pirzada
h. Institutional Banking Director	: Sis Apik Wijayanto
i. Network and Services Director	: Ronny Venir
j. Treasury Director	: Putrama W. Setyawan
k. Technology and Operations Director	: Toto Prasetio
l. Human Capital and Compliance Director	: Mucharom

Keputusan Rapat

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	Already Realized in 2022 Fiscal Year

Board Of Directors

The Board of Directors is a Company organs that has duties, responsibilities and authority for the administration and management of the Bank, ensuring that the Company's business activities can run well, and is tasked with being the Company's representative, both inside and outside the court in accordance with the provisions of the Articles of Association.

In carrying out its duties, the Board of Directors is expected to provide full commitment, attention and dedication to the implementation of their duties, obligations and the achievement of Bank BNI's objectives. In addition, all members of the Board of Directors are expected to comply with the Articles of Association, statutory regulations, and apply principles such as professionalism, efficiency, transparency, independence, accountability, responsibility and fairness in carrying out their duties. Each member of the Board of Directors is expected to carry out their duties and responsibilities in good faith, with full responsibility and caution, in accordance with applicable statutory provisions.

LEGAL BASIS

Based on Law No. 40 of 2007 concerning Limited Liability Companies as amended by Law No. 6 of 2023 concerning Stipulation of Government Regulations in Lieu of Law No. 2 of 2022 concerning Job Creation becomes law and the Board of Commissioners of an Issuer or Public Company, the Board of Directors have full authority and responsibility for the Company and represent 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

In carrying out its duties and responsibilities, the Board of Directors has Working and Conduct Guidelines ratified through BNI Directors Decree No. KP/228/DIR/R dated 29 June 2018.

These guidelines regulate 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.

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:

1. Integrity, at least including:
   a. 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.
   b. Has good character and morals;
   c. Has the commitment to comply with prevailing laws and regulations;
   d. Has the commitment to develop sound Bank operations;
   e. Has not been included in the list of those failing to pass the fit and proper test;
   f. 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;
2. Competencies, at least including
   a. Sufficient knowledge in banking relevant to the position;

b. Has the experience and expertise in banking and/or finance; and
c. The ability to carry out strategic management in the context of developing the company and its subsidiaries.

3. Has a good financial reputation with bad loans;
4. Complies with the laws and regulations in the field of Banking, Capital Market, other laws and regulations and the Company's Articles of Association;
5. 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:

1. 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; and
2. Dismissal is effective from the closing of the GMS, unless otherwise determined by the GMS.

BOARD OF DIRECTORS' NUMBER AND COMPOSITION IN 2023

In 2023, the number and composition of the Board of Directors has not changed in the nomenclature of the Board of Directors based on which was approved at the 2023 Extraordinary GMS held on March 15, 2023. The composition and nomenclature of the BNI Board of Directors throughout 2023 are as follows:

Period January 1, 2023 – March 15, 2023

For the period January 1 – March 15, 2023, 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 for the Period January 1 – March 15, 2023

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	• March 17, 2015 (Appointed Institutional Relations Director) • September 2, 2020 (Transfer to become Vice President Director	• May 22, 2015 • November 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	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 Director	Jakarta	August 31, 2022	December 23, 2022
Mucharom	Human Capital & Compliance Director	Jakarta	August 31, 2022	January 6, 2023
Toto Prasetio	Technology and Operations Director	Jakarta	August 31, 2022	January 31, 2023

Period March 15 - December 31, 2023

In the period 15 March 2023 – 31 December 2023 there was a change in the Nomenclature of the Board of Directors based on the resolution of the 2023 Annual GMS on 15 March 2023. The structure and composition of the Board of Directors with the new nomenclature is as follows:

Board of Directors Composition for the Period March 15 - December 31, 2023

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	• March 17, 2015 (Appointed Institutional Relations Director) • September 2, 2020 (Transfer to become Vice President Director	• May 22, 2015 • November 6, 2020
Novita Widya Anggraini	Finance Director	Jakarta	September 2, 2020	November 19, 2020
Corina Leyla Karnalies	Digital and Integrated Transaction Banking Director	Jakarta	February 20, 2020	June 26, 2020
Sis Apik Wijayanto	Enterprise and Commercial Banking Director	Jakarta	February 20, 2020	June 26, 2020
David Pirzada	Risk Management Director	Jakarta	September 2, 2020	December 1, 2020
Silvano Winston Rumantir	Wholesale and International Banking Director	Jakarta	September 2, 2020	December 1, 2020
Ronny Venir	Network & Services Director	Jakarta	September 2, 2020	November 6, 2020
Muhammad Iqbal	Institutional Banking Director	Jakarta	September 2, 2020	November 19, 2020
Putrama Wahju Setyawan	Direktur Retail Banking	Jakarta	August 31, 2022	December 23, 2022
Mucharom	Human Capital and Compliance Director	Jakarta	August 31, 2022	January 6, 2023
Toto Prasetio	Human Capital and Compliance Director	Jakarta	August 31, 2022	January 31, 2023

BASIS FOR THE 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	Digital and Integrated Transaction Banking Director	AGMS decision dated February 20, 2020
5	Sis Apik Wijayanto	Enterprise and Commercial Banking Director	EGMS dated February 20, 2020
6	David Pirzada	Risk Management Director	EGMS dated September 2, 2020
7	Silvano Winston Rumantir	Wholesale & International Banking Director	EGMS dated September 2, 2020
8	Ronny Venir	Network & Services Director	EGMS dated September 2, 2020
9	Muhammad Iqbal	Institutional Banking Director	EGMS dated September 2, 2020
10	Putrama Wahju Setyawan	Retail Banking Director	EGMS dated August 31, 2020
11	Mucharom	Human Capital and Compliance Director	EGMS dated August 31, 2020
12	Toto Prasetio	Technology and Operations Director	EGMS dated August 31, 2020

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.04/2020, 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 themself, 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:
    g. There is a GMS decision confirming or revoking the temporary dismissal in item 8 letter d; or
    h. The time period in item 8 letter d has passed.
    i. 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.
    j. 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.
    k. 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.
    l. 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.
    m. 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 themself in the GMS and has accepted the GMS resolution.

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	Otoritas Jasa Keuangan	November 19, 2020
2	Adi Sulistyowati	Vice President Director	Otoritas Jasa Keuangan	November 6, 2020
3	Novita Widya Anggraini	Finance Director	Otoritas Jasa Keuangan	November 19, 2020
4	Corina Leyla Karnalies	Digital and Integrated Transaction Banking Director	Otoritas Jasa Keuangan	June 30, 2020
5	Sis Apik Wijayanto	Enterprise and Commercial Banking Director	Otoritas Jasa Keuangan	June 30, 2020
6	David Pirzada	Risk Management Director	Otoritas Jasa Keuangan	December 1, 2020
7	Silvano Winston Rumantir	Wholesale & International Banking Director	Otoritas Jasa Keuangan	December 1, 2020
8	Ronny Venir	Network & Services Director	Otoritas Jasa Keuangan	November 6, 2020
9	Muhammad Iqbal	Institutional Banking Director	Otoritas Jasa Keuangan	November 19, 2020
10	Putrama Wahju Setyawan	Direktur Retail Banking	Otoritas Jasa Keuangan	December 23, 2023
11	Mucharom	Human Capital and Compliance Director	Otoritas Jasa Keuangan	January 6 , 2023
12	Toto Prasetio	Technology and Operations Director	Otoritas Jasa Keuangan	January 31 , 2023

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.

DUTIES AND RESPONSIBILITIES OF EACH MEMBER OF THE BOARD OF DIRECTORS

The division of duties of the Board of Directors is regulated in the Board of Directors' Decree regarding Organizational Structuring. In the period January 1, 2023 to March 15, 2023, the division of duties of the Board of Directors is regulated based on the Board of Directors' Decree Number KP/395/DIR/R dated 30 September 2022. Meanwhile, after changes were made to the nomenclature of the Board of Directors based on the decision of the 2022 Annual GMS which was held on March 15, 2023, then for the period March 15, 2023 to December 31, 2023, the division of duties of the Board of Directors is regulated based on Board of Directors' Decree Number KP/132/DIR/R dated April 6, 2023. Information on the division of duties and responsibilities of each member of the Board of Directors as of December 31, 2023 was presented in the Organizational Structure on page 88-89.

Distribution of Duties and Responsibilities of the Board of Directors for the period January 1 – March 15, 2023

No.	Name	Position	Direct Supervision of Directorates/Divisions
1.	Royke Tumilaar	President Director	Directorate/SEVP: • Vice President Director • Corporate & International Banking Directorate • Treasury Directorate • Enterprise & Commercial Banking Directorate • Institutional Banking Directorate • Finance Directorate • Human Capital & Compliance Directorate • Network & Services Directorate • SEVP Corporate Transformation Division/Unit: Internal Audit Unit SEVP Corporate Transformation directly supervises Divisions/Units: • Corporate Development & Transformation Division • Strategic Projects
2.	Adi Sulistyowati	Vice President Director	Directorates/SEVP: • Consumer Banking Directorate • Risk Management Directorate • Technology & Operations Directorate • SEVP Digital Business SEVP Digital Business directly supervises Divisions/Units: • Wholesale Solutions Division • Retail Solutions Division
3.	Novita Widya Anggraini	Finance Director	Division/Unit: • Corporate Planning & Accounting Division • Procurement & Fixed Assets Division • Investor Relations Division • Subsidiaries Development Division • Data & Management Analytics Division • Office of Chief Economist Division
4.	Corina Leyla Karnalies	Consumer Banking Director	Division/Unit: • Consumer Products Division • Business Card Division • Wealth Management Division • Marketing Communication Division
5.	Sis Apik Wijayanto	Director of Institutional Banking	Division/Unit: • Enterprise Banking Division • Commercial Banking 1 Division • Commercial Banking 2 Division • Senior Business Executive
6.	David Pirzada	Risk Management Director	Directorate/SEVP: • SEVP Remedial & Recovery Division/Unit: • Corporate & Enterprise Credit Risk Division • Commercial & SME Credit Risk Division • Consumer Loan Processing & Collection Division • Enterprise Risk Management Division SEVP Remedial & Recovery directly supervises Divisions/Units: • Corporate & Enterprise Remedial & Recovery Division • Commercial & SME Remedial & Recovery Division
7.	Silvano Winston Rumantir	Director of Corporate and International Banking	Division/Unit: • Corporate Banking 1 Division • Corporate Banking 2 Division • Corporate Banking 3 Division • Syndication & Corporate Solutions Division • International Division
8.	Ronny Venir	Network & Services Director	Division/Unit: • Channel Management Division • Sales Distribution Division • Service Quality Division • BNI Contact Center Division • Regional Offices 01-17
9.	Muhammad Iqbal	Director of Enterprise & Commercial Banking	Division/Unit: • Enterprise Banking Division • Commercial Banking Division • SME Banking Division

Distribution of Duties and Responsibilities of the Board of Directors for the period January 1 – March 15, 2023

No.	Name	Position	Direct Supervision of Directorates/Divisions
10.	Putrama Wahju Setyawan	Treasury Director	Directorate/SEVP: SEVP Treasury Division/Unit: Pension Fund Division SEVP Digital Business directly supervises Divisions/Units: Treasury Division
11.	Mucharom	Human Capital and Compliance Director	Division/Unit: • Human Capital Strategy Division • Human Capital Services Division • BNI Corporate University Division • Compliance Division • Legal Division • Policy Governance Division • Anti Fraud Unit
12.	Toto Prasetio	Technology and Operations Director	Directorates/SEVP: SEVP Operation Division/Unit: • IT Strategy & Architecture Division • IT Development Division • Digital Development Division • IT Operations Division • Information Security Division SEVP Operations directly supervises Divisions/Units: • Banking Operations Division • Digital Operations Division • Credit Operations Division

Changes in the Nomenclature of Positions of Members of the Board of Directors based on the Decision of the Annual GMS for the 2022 Fiscal Year held on March 15, 2023

No.	Original Position	Position After Change
1	Treasury Director	Retail Banking Director
2	Consumer Banking Director	Digital and Integrated Transaction Banking Director
3	Corporate and International Banking Director	Wholesale and International Banking Director

In the GMS it was also decided to transfer the assignment of members of the Board of Directors as follows:

Transfer of assignment for members of the Board of Directors

No.	Name	Previously Served	Currently Serving
1	Putrama W. Setyawan	Treasury Director	Retail Banking Director
2	Corina Leyla Karnalies	Consumer Banking Director	Digital and Integrated Transaction Banking Director
3	Silvano Winston Rumantir	Corporate and International Banking Director	Wholesale and International Banking Director
4	Muhammad Iqbal	Enterprise and Commercial Banking Director	Institutional Banking Director
5	Sis Apik Wijayanto	Institutional Banking Director	Enterprise and Commercial Banking Director

Description: With the term of office continuing the remaining term of office in accordance with the decision of the relevant appointment assembly.

With the transfer of the Board of Directors members' duties, the division of the duties and authority of the Board of Directors became as follows:

Board of Directors' Division of Duties and Responsibilities for the period March 15 - December 31, 2023

No.	Name	Position	Direct Supervision of Directorates/Divisions
1	Royke Tumilaar	President Director	Directorate/SEVP: 1. Vice President Director 2. Wholesale & International Banking Director 3. Enterprise & Commercial Banking Director 4. Institutional Banking Director 5. Network & Services Director 6. Human Capital & Compliance Director 7. Finance Director 8. SEVP Corporate Development & Transformation Division/Unit/Functional Unit: 1. Internal Audit Unit 2. Corporate Secretary Division SEVP Corporate Development & Transformation directly supervises Divisions/Units/Functional Units: 1. Corporate Development & Transformation Division 2. Strategic Projects
2	Adi Sulistyowati	Vice President Director	Directorate/SEVP: 1. Retail Banking Director 2. Risk Management Director 3. Technology & Operations Director 4. Digital & Integrated Transactions Banking Director
3	Novita Widya Anggraini	Finance Director	Division/Unit/Functional Unit: 1. Corporate Planning & Performance Management Division 2. Accounting Division 3. Procurement & Fixed Assets Division 4. Investor Relations Division 5. Subsidiaries Management Division 6. Office of Chief Economist Division 7. Data Management & Analytics Division
4	Corina Leyla Karnalies	Digital and Integrated Transaction Banking Director	Directorate/SEVP SEVP Retail Digital Solutions Division/Unit/Functional Unit: 1. Wholesale Transaction Product & Partnership Division 2. Wholesale Digital Channel Division 3. Marketing Communications Division SEVP Retail Digital Solutions directly supervises Divisions/Units/Functional Units: 1. Retail Digital Product & Partnership Division 2. Retail Digital Channel Division
5	Sis Apik Wijayanto	Enterprise and Commercial Banking Director	Division/Unit/Functional Unit: 1. Enterprise Banking Division 2. Commercial Banking 1 Division 3. Commercial Banking 2 Division 4. Senior Business Executive

Board of Directors' Division of Duties and Responsibilities for the period March 15 - December 31, 2023

No.	Name	Position	Direct Supervision of Directorates/Divisions
6	David Pirzada	Risk Management Director	Directorate/SEVP 1. SEVP Credit Risk 2. SEVP Remedial & Recovery Division/Unit/Functional Unit: 1. Enterprise Risk Management Division 2. Operational Risk Management Division 3. Retail Credit Risk Division 4. Anti Fraud Unit 5. Senior Credit Risk Executive SEVP Credit Risk directly supervises Divisions/Units/Functional Units: 1. Corporate & Enterprise Credit Risk Division 2. Commercial Credit Risk Division SEVP Remedial & Recovery directly supervises Divisions/ Units/Functional Units: 1. Corporate Remedial & Recovery Division 2. Enterprise & Commercial Remedial & Recovery Division 3. Retail Collection & Recovery Division
7	Silvano Winston Rumantir	Wholesale and International Banking Director	Directorate/SEVP: 1. SEVP Corporate Banking 2. SEVP Treasury Division/Unit: 1. Corporate Banking 1 Division 2. Corporate Banking 2 Division 3. Syndication & Structured Finance Division 4. International Banking & Financial Institutions Division 5. Senior Business Executive 6. SORX Wholesale Banking 7. Overseas Branch SEVP Corporate Banking directly supervises Divisions/Units/ Functional Units: 1. Corporate Banking 3 Division 2. Corporate Banking 4 Division SEVP Treasury directly supervises Divisions/Units/Functional Units: Treasury Division
8	Ronny Venir	Network and Services Director	Division/Unit/Functional Unit: 1. Distribution Network & Sales Division 2. Agent Division 46 3. Customer Experience Center Division 4. SORX Network & Services 5. Regional Offices 01-17
9	Muhammad Iqbal	Institutional Banking Director	Division/Unit/Functional Unit: 1. Institutional Banking 1 Division 2. Institutional Banking 2 Division 3. Pension Fund Division
10	Putrama Wahju Setyawan	Retail Banking Director	Directorate/SEVP: SEVP Wealth Management Division/Unit/Functional Unit: 1. Consumer Segment Division 2. Consumer Products Division 3. Business Card Division 4. Retail Productive Banking Division 5. Business Program Division 6. SORX Consumer Banking & Corporate Function SEVP Wealth Management directly supervises Divisions/Units/ Functional Units: Wealth Management Division

Board of Directors' Division of Duties and Responsibilities for the period March 15 - December 31, 2023

No.	Name	Position	Direct Supervision of Directorates/Divisions
11	Mucharom	Human Capital and Compliance Director	Division/Unit/Functional Unit: 1. Human Capital Strategy Division 2. Human Capital Services Division 3. BNI University Division 4. Compliance Division 5. Legal Division 6. Policy Governance Division 7. HC Business Partner
12	Toto Prasetio	Direktur Technology & Operations	Directorate/SEVP: 1. SEVP Information Technology 2. SEVP Operations Division/Unit/Functional Unit: 1. IT Strategy & Architecture Division 2. CISO Division 3. Operations Strategy & Development Division 4. SORX Technology, Digital, & Operations SEVP Information Technology directly supervises Divisions/ Units/Functional Units: 1. Wholesale Digital Delivery Division 2. Retail Digital Delivery Division 3. Application Development Division 4. IT Application Services Division 5. IT Infrastructure Management Division SEVP Operations directly supervises Divisions/Units/ Functional Units: 1. Banking Operations Division 2. Digital Operations Division 3. Credit Operations Division

BOARD OF DIRECTORS AUTHORITIES

The Board of Directors has the following authorities:

1. Establish policies deemed appropriate for the management of the Company.
2. Regulate the transfer of the powers of the Board of Directors to represent the Company inside and outside of the Court to a person or several members of the Board of Directors specifically appointed for this purpose or to a person or several employees of the Company, either individually or jointly or to another person or body;
3. Regulate provisions regarding the Company's personnel including determining salaries, pensions or old age security, production services and other income for the Company based on applicable laws and regulations;
4. Appoint, reward or sanction and dismiss Company employees based on the Company's personnel regulations and applicable laws and regulations;
5. Appoint and dismiss the Corporate Secretary and/or Head of the Internal Audit Unit with approval from the Board of Commissioners;
6. Write off bad debts with the provisions as stipulated in the Articles of Association and which are then reported to the Board of Commissioners, then reported and accounted for in the Annual Report;
7. Not collect any more part or all of the receivables beyond the principal amount carried out in the context of credit restructuring and/or settlement, but with the obligation to report to the Board of Commissioners, the reporting provisions and procedures are determined by the Board of Commissioners; And
8. Carry out all actions and other actions regarding the management and ownership of the Company's assets, binding the Company with other parties and/or other parties with the Company, with restrictions as regulated in the statutory regulations, Articles of Association and/or GMS Resolutions.

BOARD OF DIRECTORS' OBLIGATIONS

The Board of Directors' obligations include:

1. 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;
2. 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;
3. Preparing the Shareholders Register, Special Register, GMS Minutes, and Minutes of the Board of Directors' meetings;
4. 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;
5. Preparing the Financial Statements based on the Financial Accounting Standards and submit them to Public Accountant to be audited;
6. 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;
7. Providing explanation to the GMS on the Annual Report;
8. 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;
9. Preparing other reports mandated by the provisions of laws and regulations;
10. 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;
11. 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;
12. Procuring and maintaining the Company's bookkeeping and administration according to norms applicable to a company;
13. 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;
14. 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;
15. Preparing the Company's organizational structure complete with the details and duties;
16. 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; and
17. 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' ACTIONS THAT MUST RECEIVE APPROVAL FROM A GMS

1. The Board of Directors is required to seek GMS approval for:
   a. Transferring the Company's assets; or
   b. 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
2. 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
3. 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 WRITTEN APPROVAL FROM THE BOARD OF COMMISSIONERS

1. The following actions by the Board of Directors must obtain prior written approval from the Board of Commissioners:
   a. 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;
   b. 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 (B00) and other agreements of the same nature whose term or value exceeds that set by the Board of Commissioners;
   c. Establishing and changing the Company's logo;
   d. Determining the organizational structure of 1 (one) level below the Board of Directors;

e. 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;
f. 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;
g. 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;
h. 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;
i. 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;
j. Actions not yet specified in the RKAP;
k. 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.

2. 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;
3. 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;
4. 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;
5. 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 A WRITTEN RESPONSE FROM THE BOARD OF COMMISSIONERS

1. 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:
   a. 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;
   b. Conducting transactions that contain a conflict of interest as specified in the Legislation in force in the capital market;
   c. Performing other transactions in order to comply with the Laws and Regulations in force in the capital market.
2. 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.
3. 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:

1. 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; and
2. 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

1. Director are not permitted to hold a concurrent position as Director in charge of Compliance Function.
2. The Director in charge of Compliance Function is prohibited from being in charge of the following functions:
   a. Business and operations;
   b. Risk management which makes decisions on the Bank's business activities;
   c. Treasury;
   d. Finance and accounting;
   e. Logistics and procurement of goods/services;
   f. Information Technology; And
   g. Internal audit.
3. Replacement of the Director in charge of the Compliance function:
   a. In the event that the Director in charge of the Compliance function is unable to carry out his/her office duties for more than 7 (seven) consecutive working days then the relevant Director must be temporarily replaced by another Director until the Director in charge of the Compliance function is able to carry out his/her office duties again;
   b. In the event that the Director in charge of the Compliance function is permanently absent, resigns, or his term of office has expired, the Bank is obliged to immediately appoint a replacement for the 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 his term of office expires;
   c. During the process of replacing the Director in charge of the Compliance function, the Bank is obliged to appoint or assign another Director to temporarily carry out the duties of the Director in charge of the Compliance function;
   d. Directors who carry out temporary duties as Directors in charge of the Compliance function are required to fulfill the above requirements, this is excluded if there is no Director in the Company who fulfills these requirements; and
   e. The temporary replacement of the position of Director 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:

1. Formulating strategies to encourage the creation of the Bank's Compliance Culture.
2. Proposing compliance policies or compliance principles to be stipulated by the Board of Directors.
3. Establishing compliance systems and procedures to be used to develop the Bank's internal rules and guidelines.
4. 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.
5. Minimizing the Bank's Compliance Risk.
6. 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.
7. In the context of implementing the Anti-Money Laundering Program, Prevention of Terrorism Financing and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (APU PPT and PPPSPM), the Compliance Director has at least the duties and responsibilities to:
   a. Proposing strategic written policies and procedures concerning the APU and PPT programs implementation to the Board of Commissioners;
   b. Ensuring that the implementation of APU PPT and PPPSPM is carried out in accordance with established written policies and procedures;
   c. Ensuring the scope of active supervision of the Board of Directors has been adequately met;
   d. 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;

e. Monitor the implementation of the duties of the Special Work Unit and/or Bank officials responsible for the implementation of APU PPT and PPPSPM;
f. 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;
g. Approving the Suspicious Financial Transaction Report (LTKM);
h. Propose an Action Plan Report and Data Update Plan Report before submitting it to the Financial Services Authority; And
i. Ensuring that officials and/or special employees from related work units and new employees have attended training related to the implementation of APU PPT and PPPSPM 1 (one) time in 1 (one) year.

8. The Director in charge of Compliance Function must submit reports to Financial Services Authority on their duties implementation covering:
   a. Compliance Work Plan contained in the Bank's Business Plan;
   b. Compliance Report; and
   c. 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.

POLICY FOR CONCURRENT POSITIONS OF BOARD OF DIRECTORS

The provisions on concurrent position for the Board of Directors are stipulated in the following regulations:

1. Based on SOE Ministerial Regulation No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises, members of the Board of Directors are prohibited from holding concurrent positions as:
   a. Directors in SOEs, regionally-owned enterprises, private-owned enterprises;
   b. Board of Commissioners/Supervisory Board of SOEs and other companies;
   c. Other structural and functional positions in central and/or regional government agencies/ institutions;
   d. Other positions in accordance with the provisions of the legislation;
   e. Political party administrators, members of the legislature and/or regional heads/deputy regional heads;
   f. Other positions that may cause a conflict of interest; and/or
   g. 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:

1. 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
2. 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 Financial Services Authority Regulation No. 17 of 2023 concerning Implementation of Governance for Commercial Banks, 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/Member 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

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/Member 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
David Pirzada	No	No	No	No
Silvano Winston Rumantir	No	No	No	No
Ronny Venir	No	No	No	No
Muhammad Iqbal	No	No	No	No
Putrama Wahju Setyawan	No	No	No	No
Mucharom	No	No	No	No
Toto Prasetio	No	No	No	No

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/13/KPN/002 tanggal 3 Januari 2023. 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:

1. Must prioritize the Company's economic interest over personal economic interest or family or other parties;
2. 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.
3. 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.
4. 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.
5. 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.
6. 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.

Board of Directors Statement of Independence

No.	Statement	Royke Tumilaar	Adi Sulistyowati	Novita Widya Anggraini	Corina Leyla Karnalies
1	independent to the owner of the bank or PSP	v	v	v	v
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	v	v	v	v

POLICY AND IMPLEMENTATION OF BOARD OF DIRECTORS MEETING FREQUENCY

BNI Board of Directors meetings are held with reference to the provisions of Financial Services Authority Regulation No. 33/POJK.04/2014 concerning Board of Directors and Board of Commissioners of Issuers or Public Companies and Article 13 of the Company's Articles of Association.

The following are the provisions of the Board of Directors Meeting:

Organizing Meetings	• 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: a. It is deemed necessary by one or more members of the Board of Directors; b. Upon a written request from or more members of the Board of Commissioners.
Meeting Summons	• 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	• 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	• 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.

Sis Apik Wijayanto	David Pirzada	Silvano Winston Rumantir	Ronny Venir	Muhammad Iqbal	Putrama Wahju Setyawan	Mucharom	Toto Prasetio
v	v	v	v	v	v	v	v
v	v	v	v	v	v	v	v

Decision Making	• 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	• 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	• 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 2023

During 2023, 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 3, 2023	• General • Discussion of BNI's New Professional Style • Discussion of Workplace Policy Implementation	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Present • Present • Present • Present • Leave • Present • Present • Present • Present • Present • Present	BNI Meeting Room

Board of Directors' Meetings

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
2	January 16, 2023	• General, including discussion of BNI's 77th anniversary • Discussion of Internal Control • HC Updates & Reviews • Update the Business Unit Organizational Structure • Discussion of Business Authority	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Present • Present • Present • Present • Present • Present • Present • Present • Present • Present • Present	BNI Meeting Room
3	January 17, 2023	• HC Updates & Reviews • Corporate Action Updates • Discussion of Bank Soundness Level • 2023 Business Meeting Update	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Present • Present • Present • Present • Present • Present • Present • Permit • Present • Present • Present	BNI Meeting Room
4	January 25, 2023	Project Mechanisms Update	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Present • Present • Present • Present • Present • Present • Present • Present • Present • Present • Present	BNI Meeting Room
5	February 8, 2023	• Event Discussion • General	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Leave • Official Duties • Present • Present • Present • Present • Present • Leave • Present • Present • Present	BNI Meeting Room
6	February 15, 2023	• General, including discussion of Dividends • 2022 Assessment	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Present • Present • Leave • Present • Present • Present • Present • Present • Present • Present • Present	BNI Meeting Room

Board of Directors' Meetings

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
7	February 19, 2023	Update and Discussion of New Way of Working	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Present • Present • Present • Present • Present • Present • Present • Present • Present • Present • Present	BNI Meeting Room
8	February 20, 2023	Update New Way of Working and Organizational Structure	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Present • Present • Leave • Present • Present • Present • Present • Present • Present • Present • Present	BNI Meeting Room
9	February 27, 2023	• General • Update New Way of Working and Organizational Structure	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Permit • Present • Present • Present • Present • Present • Present • Present • Present • Present • Present	BNI Meeting Room
10	February 28, 2023	• Initial Observation of Trade & Cash Management Business • ESG 2023 – Green Bonds	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Present • Present • Present • Present • Present • Present • Present • Present • Present • Present • Present	BNI Meeting Room
11	March 6, 2023	• Updated New Way of Working • Financial Updates • Project updates • General	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Official Duties • Present • Present • Present • Present • Official Duties • Present • Present • Present • Present • Present	BNI Meeting Room

Board of Directors' Meetings

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
12	March 10, 2023	Business Pipeline Update	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Present • Present • Present • Official Duties • Present • Present • Present • Present • Present • Present • Present	BNI Meeting Room
13	March 13, 2023	• General • Financial Updates • Discussion of the Regulatory Framework • Updated New Way of Working	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Present • Present • Present • Present • Present • Present • Present • Present • Present • Present • Present	BNI Meeting Room
14	March 16, 2023	Discussion of Board of Directors Organization	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Present • Present • Present • Present • Present • Present • Present • Permit • Present • Present • Present	BNI Meeting Room
15	March 20, 2023	General	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Present • Present • Present • Present • Present • Present • Present • Present • Present • Present • Present	BNI Meeting Room
16	March 27, 2023	General, including Financial updates	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• 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
17	April 5, 2023	• General • Technology Management Committee • Update on Directors and Divisions • Building Construction Updates	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Present • Present • Present • Present • Present • Present • Present • Present • Present • Present • Present	BNI Meeting Room
18	April 11, 2023	• General • Update Corporate Plan • Discussion of Strategic Workforce Planning	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Present • Present • Present • Present • Present • Official Duties • Present • Official Duties • Present • Present • Present	BNI Meeting Room
19	May 2, 2023	• Discussion of BNI's anniversary • Discussion of the BNI Excellence Employee Award (BEE Award)	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Present • Official Duties • Present • Present • Permit • Permit • Present • Present • Present • Permit • Present	BNI Meeting Room
20	May 3, 2023	Discussion of System Procurement	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Present • Official Duties • Present • Present • Present • Present • Present • Present • Present • Present • Present	BNI Meeting Room
21	May 22, 2023	• Project updates • Update Credit Scoring Progress • Update on follow-up to Radekom's directives • Discussion of Best Employee and Culture Transformation	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• 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
22	May 29, 2023	Updated Review of Authority to Approve Credit	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Present • Present • Present • Present • Present • Present • Present • Present • Present • Present • Present	BNI Meeting Room
23	May 31, 2023	Updated Authority to Decide on Credit and Procurement	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Present • Present • Present • Present • Present • Present • Present • Present • Present • Present • Present	BNI Meeting Room
24	June 5, 2023	Update on KCLN Opening Plans LMS updates	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Present • Present • Present • Present • Present • Present • Present • Present • Present • Present • Present	BNI Meeting Room
25	June 12, 2023	General, including Update on Progress of Implementation of the New Way of Working	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Present • Present • Present • Present • Present • Present • Present • Present • Present • Present • Present	BNI Meeting Room
26	June 19, 2023	• Governance KPIs • Review of Authority to Approve Credit • General, including Wholesale Transaction Banking	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Present • Present • Present • Present • Leave • Present • Present • Present • Present • Official Duties • Present	BNI Meeting Room

Board of Directors' Meetings

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
27	July 3, 2023	• General • Update on the 77th Anniversary Series • Update on the Journey for Handling Customer Complaints	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Leave • Present • Present • Present • Present • Present • Present • Present • Present • Present • Present • Present	BNI Meeting Room
28	July 10, 2023	• General • Discussion of BNI Stock Split • ESG discussion • Update Operations	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Present • Present • Present • Present • Present • Present • Present • Present • Present • Present • Present	BNI Meeting Room
29	July 17, 2023	• General • Update on RM Tools Implementation Progress • Strategic Partnership Plan	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Present • Present • Present • Present • Present • Present • Official Duties • Present • Present • Present • Official Duties	BNI Meeting Room
30	July 22, 2023	KCLN Financial & Compliance Update	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Present • Present • Present • Present • Present • Present • Present • Permit • Present • Present • Present	BNI Meeting Room
31	July 24, 2023	• General • Discussion of Green Loans	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Present • Present • Sakit • Present • Present • Present • Present • Present • Present • Present • Present	BNI Meeting Room

Board of Directors' Meetings

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
32	July 31, 2023	• General • Discussion of Training Plan	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Present • Present • Present • Present • Present • Present • Present • Present • Present • Present • Present	BNI Meeting Room
33	August 7, 2023	General, including Cooperation Program Updates	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Present • Present • Present • Official Duties • Present • Present • Present • Present • Present • Present • Present	BNI Meeting Room
34	August 14, 2023	• General • Financial Updates • Update on Agency Business	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Present • Present • Present • Present • Present • Present • Present • Present • Present • Present • Present	BNI Meeting Room
35	August 28, 2023	• General • Project Discussion	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Present • Present • Present • Present • Present • Present • Present • Present • Present • Present • Present	BNI Meeting Room
36	September 4, 2023	General, including Update on Preparations for the 2023 EGMS	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Present • Present • Present • Present • Present • Present • Present • Present • Present • Present • Official Duties	BNI Meeting Room

Board of Directors' Meetings

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
37	September 11, 2023	• Update Project Progress • Project Discussion • Financial Updates	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Present • Present • Present • Present • Present • Present • Official Duties • Official Duties • Present • Official Duties • Present	BNI Meeting Room
38	September 18, 2023	General	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Present • Present • Sakit • Present • Present • Present • Present • Present • Present • Present • Present	BNI Meeting Room
39	September 25, 2023	• General • Discussion of Internal Control • Merchant Business Strategic Update	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Present • Present • Present • Present • Present • Present • Present • Present • Present • Present • Present	BNI Meeting Room
40	October 2, 2023	• General • Technology Management Committee	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Present • Present • Present • Official Duties • Present • Present • Present • Present • Present • Present • Present	BNI Meeting Room
41	October 9, 2023	• General, including Regional Office Performance Updates • Financial Updates • Updated New Way of Working • Discussion of the KLN's New Way of Working • Discussion of Corporate Plan • Discussion of Human Capital	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• 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
42	October 16, 2023	• Discussion on Branch Office Relocation • General, including Regional Office Performance Updates • Update CGPI	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Official Duties • Present • Present • Present • Present • Present • Official Duties • Present • Present • Present • Present • Official Duties	BNI Meeting Room
43	October 23, 2023	• General: 1. Regional Office Performance Update 2. Update BNI Move 3. Project Updates • Procurement Committee	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Present • Present • Present • Present • Present • Present • Leave • Present • Present • Present • Present	BNI Meeting Room
44	October 30, 2023	• General: 1. Regional Office Performance Update 2. Update Branding Proposal • Discussion of Institutional Banking • Project updates • Update Earnings Call Implementation Plan	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Present • Present • Present • Present • Present • Present • Present • Present • Present • Present • Official Duties	BNI Meeting Room
45	November 6, 2023	• General: 1. Delivery of Assessment 2. Regional Office Performance Update • Dashboard updates	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Present • Present • Official Duties • Present • Present • Official Duties • Present • Present • Present • Present • Present	BNI Meeting Room
46	November 13, 2023	• General • Review of Authority to Approve Credit • Discussion of the Recovery Plan • Discussion of Consumer Segment	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• 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
47	November 14, 2023	• Discussion of the RBB Proposal • Discussion of the Corporate Plan Proposal	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Present • Present • Present • Present • Present • Present • Present • Present • Leave • Present • Present	*Video Conference*
48	November 20, 2023	• Project updates • Financial Updates • Discussion of Internal Control • Technology Management Committee	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Present • Present • Present • Present • Present • Present • Present • Present • Present • Present • Present	BNI Meeting Room
49	November 27, 2023	• General • Discussion of Event Proposals • Procurement Discussion • Regional Office Performance Update	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Official Duties • Official Duties • Present • Present • Present • Official Duties • Present • Present • Present • Present • Present	BNI Meeting Room
50	December 4, 2023	• Discussion of Subsidiaries • Discussion of Human Capital	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Present • Present • Present • Present • Present • Present • Present • Present • Present • Present • Present	BNI Meeting Room
51	December 11, 2023	• General • Human Capital Agenda • Project Discussion • Discussion of Project Procurement • Discussion of Central Counterparty Cooperation	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Leave • Leave • Present • Present • Present • Present • Present • Present • Present • Present • Present	BNI Meeting Room
52	December 18, 2023	• General, including Updates on End of Year Peak Season Preparations from the IT and Operations Side • Bank Performance Update	• Royke Tumilaar • Adi Sulistyowati • Novita Widya Anggraini • Corina Leyla Karnalies • Sis Apik Wijayanto • David Pirzada • Silvano Winston Rumantir • Ronny Venir • Muhammad Iqbal • Putrama Wahju Setyawan • Mucharom • Toto Prasetio	• Present • Leave • Present • Present • Present • Present • Present • Present • Present • Present • Present • Present	BNI Meeting Room

ATTENDANCE LEVELS OF BOARD OF DIRECTORS MEMBERS AT BOARD OF DIRECTORS' MEETINGS, JOINT BOARD OF DIRECTORS WITH THE BOARD OF COMMISSIONERS MEETINGS, AND GMS

During 2023, the Board of Directors has held 52 (fifty two) Board of Directors meetings and 7 (seven) Board of Directors meetings with the Board of Commissioners, and 2 (two) GMS. The following is the frequency and attendance of meetings for each member of the Board of Directors:

Name of Director	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)	52	50	96%	7	2
Adi Sulistyowati (Vice President Director)	52	45	87%	7	4
Novita Widya Anggraini (Finance Director)	52	47	90%	7	7
Corina Leyla Karnalies (Digital and Integrated Transaction Banking Director)	52	47	90%	7	7
Sis Apik Wijayanto (Enterprise and Commercial Banking Director)	52	49	94%	7	6
David Pirzada (Risk Management Director)	52	48	92%	7	6
Silvano Winston Rumantir (Wholesale and International Banking Director)	52	46	88%	7	3
Ronny Venir (Network & Services Director)	52	49	94%	7	5
Muhammad Iqbal (Institutional Banking Director)	52	46	88%	7	5
Putrama Wahju Setyawan (Retail Banking Director)	52	50	96%	7	7
Mucharom (Human Capital and Compliance Director)	52	49	94%	7	6
Toto Prasetio (Technology and Operations Director)	52	48	92%	7	5

MEETINGS SCHEDULED FOR 2024

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.

Meetings are scheduled to be held 12 (twelve) times. The Board of Directors meeting schedule for 2024 is as follows:

No.	Month	Agenda
1	January	• Discussion of the 2024 Business Meeting • Financial statements • Performance and Financial Evaluation • Business and Operational Evaluation • Transformation • Evaluation of ESG Implementation • Annual GMS Plan for Fiscal Year 2023 • Proposed Cash Dividend Performance for Fiscal Year 2023
2	February	• Corporate Plan and RBB • Business Continuity Management • Investor Relations & BBNI Shares • MSME Business Review & Strategy
3	March	• IT Architecture and Digitalization • Banking Operations • Human Resources Evaluation and Strategy • Corporate Banking Business Review & Strategy

Annual GMS for fiscal year 2022			Extraordinary GMS 2023		
Number and % attended			Number and % attended		
Number of Meetings	Number Attended	%	Number of Meetings	Number Attended	%
1	1	100%	1	1	100%
1	1	100%	1	1	100%
1	1	100%	1	1	100%
1	1	100%	1	1	100%
1	1	100%	1	1	100%
1	1	100%	1	1	100%
1	1	100%	1	1	100%
1	1	100%	1	1	100%
1	1	100%	1	1	100%
1	1	100%	1	1	100%
1	1	100%	1	1	100%
1	1	100%	1	1	100%

No.	Month	Agenda
4	April	• Risk management • Internal control • Consumer Business Review & Strategy • Evaluation of Editing Policies, Funds and Services • Evaluation of ESG Implementation
5	May	• Equity capital • Evaluation of Subsidiary Company Performance • Integrated Risk Management & Governance • Evaluation & Remedial Recovery Strategy
6	June	• Government, Risk, and Compliance • Review of Anti-Gratification & Anti-Bribery Policies • Evaluation of Office Networks & Digitalization of Services • Banking Ratios • Review of RBB Realization
7	July	• Performance and Financial Evaluation • Performance and International Business Reviews • Treasury Business Review • Transformation • Big Data Evaluation and Strategy • Evaluation of ESG Implementation
8	August	• Bank Capital • Assets & Liabilities • Review of Company Organizational Effectiveness • Review & Business Strategy of Institutional & Transactional Relations
9	September	• Bank Income Evaluation and Strategy • Performance and Financial Evaluation • Digitalization and Anti-Cyber Crime Strategy

No.	Month	Agenda
11	October	• Human Resource Management Strategy • Banking Ratios • Evaluation of Bank Products & Services
12	November	• Bank Asset Management • Business Innovation • Evaluation of Bank Products & Services
13	December	• Banking Operations • Performance and Financial Evaluation • Evaluation of Target Achievement • Strategy & Transformation Evaluation • Evaluation of BNI Share Performance • Evaluation of ESG Implementation

TRAINING AND/OR COMPETENCY IMPROVEMENT OF THE BOARD OF DIRECTORS

POLICY

Based on Financial Services Authority Regulation (POJK) Number 24 of 2022, it is stipulated that banks are required to carry out HR management and develop the quality of their human resources on an ongoing basis. The Company has prepared a plan to develop the quality of the Board of Commissioners through development programs, either implemented by the Company, implemented by the Company in collaboration with other parties (expertise), or involving the Board of Commissioners in competency improvement programs organized by other parties.

To ensure that members of the Board of Directors understand the roles and responsibilities, characteristics and operations of the Company, as well as understand developments in regulations and standards relevant to the Company's business, every year the Board of Directors carries out competency enhancement or knowledge refreshment through Executive Education, Certification and other activities carried out in the context of increasing competence.

TRAINING AND/OR IMPROVING THE COMPETENCY OF BOARD OF DIRECTORS

The following is the training and/or competency that members of the Board of Directors participated in throughout 2023:

Training and/or Competency Improvement in Fiscal Year 2023

No.	Name of Training/Workshop/ Conference/Seminar	Implementation date	Implementation Venue	Type of Education	Organizer
Royke Tumilaar - President Director					
1	Power Lunch: Money Talks	February 16, 2023	Offline	Economy	CNBC
2	SESPIBANK Class 76 of 2023	February 21, 2023	Offline	Economy	Indonesian Banking Development Institute (LPPI)
3	Economic Outlook: Maintaining Economic Momentum Amid Uncertainty	February 28, 2023	Offline	Economy	CNBC
4	CEO Talk UGM 2023: Becoming An Entrepreneur	March 8, 2023	Offline	Economy	Gadjah Mada University (UGM)
5	Power Breakfast: BNI Strategy to Improve Performance in 2023	March 24, 2023	Online	Economy	Indonesian Stock Exchange (IDX)
6	91st LPPI Virtual Seminar: Lessons Learned in the Case of Silicon Valley Bank SVB	April 06, 2023	Online	Economy	Indonesian Banking Development Institute (LPPI)
7	CEO Talk Trisakti 2023: Becoming An Entrepreneur	August 29, 2023	Jakarta	Entrepreneurship	Universitas Trisakti
8	Compliance Forum - Anti Money Laundering and Prevention of Terrorism Financing and Prevention of Proliferation Funding Weapons of Mass Destruction (APU PPT & PPPSPM) 2023	August 30, 2023	Graha BNI Fl. 25 Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero), Tbk
9	Visionary Leadership	September 18, 2023	Jakarta	Leadership	Indonesian Banking Development Institute (LPPI)
10	SESPIBANK Class 77 of 2023	October 11, 2023	Online	Economy	Indonesian Banking Development Institute (LPPI)
11	Executive training: Venture Capital	October 16-18, 2023	US	Economy	Columbia Business School
12	Power Lunch: Money Talks	November 2, 2023	Online	Economy	CNBC
13	Synergies, Opportunities and Challenges of BNI Go Global in the Asia Pacific and Africa Regions	November 8, 2023	Seoul, Korsel	Economy	Ministry of Foreign Affairs of the Republic of Indonesia
Adi Sulistyowati – Vice President Director					
1	FY2022 Earnings Call and Press Conference	January 24, 2023	Graha BNI Fl. 25 Jakarta	Workshop	PT Bank Negara Indonesia (Persero), Tbk

Training and/or Competency Improvement in Fiscal Year 2023

No.	Name of Training/Workshop/ Conference/Seminar	Implementation date	Implementation Venue	Type of Education	Organizer
2	Business Meeting 2023	February 12, 2023	Mulia Resort Nusa Dua Bali	Workshop	PT Bank Negara Indonesia (Persero), Tbk
3	Leadership Forum	February 13, 2023	Mulia Resort Nusa Dua Bali	Workshop	PT Bank Negara Indonesia (Persero), Tbk
4	Entry Meeting BPK RI	February 17, 2023	BNI Pejompongan Tower	Seminar	PT Bank Negara Indonesia (Persero), Tbk
5	Earnings Call 1Q 2023	April 18, 2023	Graha BNI Fl. 25 Jakarta	Workshop	PT Bank Negara Indonesia (Persero), Tbk
6	Indonesian Digital Financial Economy Festival (FEKDI) 2023 "Synergy and Innovation of Digital Economy: Fostering Growth" through Digital Talent and Financial Inclusion"	May 7-8, 2023	Jakarta Convention Center (JCC)	Seminar	Bank Indonesia
7	Region 10 Office NGETREND Program	May 16, 2023	BNI Pejompongan Tower	Sharing Session	PT Bank Negara Indonesia (Persero), Tbk
8	Sharing Session Development, Characteristics and Risk Management of the Pension Fund Industry	May 22, 2023	Graha BNI Fl. 25 Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero), Tbk
9	BNI Workers Union National Conference	May 23, 2023	Hotel Aston Kartika Jakarta	Sharing Session	BNI Workers Union
10	FGD on Regulations for Opening Accounts Abroad with the Ministry of Law and Human Rights and Dukcapil	May 26, 2023	Hotel Shangri La Jakarta	Workshop	PT Bank Negara Indonesia (Persero), Tbk
11	Earnings Call and Press Conference 2Q 2023Earnings Call and Press Conference 2Q 2023	July 25, 2023	Graha BNI Fl. 25 Jakarta	Workshop	PT Bank Negara Indonesia (Persero), Tbk
12	Business Meeting BNI Semester II 2023	July 27-28, 2023	Apurva Kempinski Bali	Workshop	PT Bank Negara Indonesia (Persero), Tbk
13	Area Head Onboarding Program	August 10, 2023	Harris Vertu Harmoni Jakarta	Workshop	PT Bank Negara Indonesia (Persero), Tbk
14	Board Business Meeting	August 17-22, 2023	Amsterdam	Workshop	PT Bank Negara Indonesia (Persero), Tbk
15	Compliance Forum - Anti Money Laundering and Prevention of Terrorism Financing and Prevention of Proliferation Funding Weapons of Mass Destruction (APU PPT & PPPSPM) 2023	August 30, 2023	Graha BNI Fl. 25 Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero), Tbk
16	Strategic Business Workshop Deputy Minister of BUMN Rosan Roeslani	September 11, 2023	Mandiri University Kampus Wijayakusuma, Jakarta	Workshop	Ministry of State-Owned Enterprises
17	2023 KBUMN Working Meeting	September 14-14, 2023	Hotel Tentrem Yogyakarta	Workshop	Ministry of State-Owned Enterprises
18	Socialization and Launching of Online Account Opening Using IKD and NIT	September 21-14, 2023	KCLN HongKong	Workshop	PT Bank Negara Indonesia (Persero), Tbk
19	Forum Group Discussion with Commission XI DPR RI	October 2, 2023	BNI Pejompongan Tower	Workshop	PT Bank Negara Indonesia (Persero), Tbk
20	Investor Daily Summit 2023	October 24, 2023	City Forest Platform	Seminar	PT Bank Negara Indonesia (Persero), Tbk
21	Earnings Call 3Q 2023 via Vidcon	October 31, 2023	Graha BNI Fl. 25 Jakarta	Seminar	PT Bank Negara Indonesia (Persero), Tbk
22	Executive Education-Digital Transformation for Boards	November 24-25, 2023	Lausanne, Switzerland	Pelatihan	IMD Business School
23	Board Business Meeting	December 21-23, 2023	Mason Pine Hotel, Padalarang	Workshop	PT Bank Negara Indonesia (Persero), Tbk
Novita Widya Anggraini – Finance Director					
1	CEO Banking Forum "Leadership Sharing Welcoming the New Year with More Optimism"	January 9, 2023	Financial Hall, Graha CIMB Niaga Lantai 2	Seminar	Indonesian Bankers Association
2	FY2022 Earnings Call and Press Conference	January 24, 2023	Graha BNI Fl. 25 Jakarta	Workshop	PT Bank Negara Indonesia (Persero), Tbk
3	Business Meeting 2023	February 12, 2023	Mulia Resort Nusa Dua Bali	Workshop	PT Bank Negara Indonesia (Persero), Tbk
4	Leadership Forum	February 13, 2023	Mulia Resort Nusa Dua Bali	Workshop	PT Bank Negara Indonesia (Persero), Tbk

Training and/or Competency Improvement in Fiscal Year 2023

No.	Name of Training/Workshop/ Conference/Seminar	Implementation date	Implementation Venue	Type of Education	Organizer
5	Entry Meeting BPK RI	February 17, 2023	BNI Pejompongan Tower	Seminar	PT Bank Negara Indonesia (Persero), Tbk
6	Business Meeting Regional Office 14	February 17, 2023	Virtual	Source person	PT Bank Negara Indonesia (Persero), Tbk
7	BNI Emerald Market Outlook, Optimizing Financial Oppurtunities as Epicentrum of Growth	March 9, 2023	Hotel Kempinski	Workshop	PT Bank Negara Indonesia (Persero), Tbk
8	Earnings Call 1Q 2023	April 18, 2023	Graha BNI Fl. 25 Jakarta	Workshop	PT Bank Negara Indonesia (Persero), Tbk
9	RBB Revision Preparation Workshop	May 5, 2023	BNI SLIPI	Workshop	PT Bank Negara Indonesia (Persero), Tbk
10	Program NGETREND W10	May 16, 2023	BNI Pejompongan Tower	Sharing Session	PT Bank Negara Indonesia (Persero), Tbk
11	Sharing Session Development, Characteristics and Risk Management of the Pension Fund Industry	May 23, 2023	Graha BNI Fl. 25 Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero), Tbk
12	Compliance Forum - Anti Money Laundering and Prevention of Terrorism Financing and Prevention of Proliferation Funding Weapons of Mass Destruction (APU PPT & PPPSPM) 2023	August 30, 2023	Graha BNI Fl. 25 Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero), Tbk
13	Women's Talk IDX: Financial Performance, Growth Projections and Women's Leadership at BNI Bank	September 1, 2023	Youtube	Source person	IDX Channel
14	Business Meeting BNI Regional Office 10	September 1, 2023	BNI Tower Ballroom	Source person	PT Bank Negara Indonesia (Persero), Tbk
15	Area Head Onboarding Program	August 9, 2023	Harris Vertu Harmoni	Source person	PT Bank Negara Indonesia (Persero), Tbk
16	Strategic Business Workshop Deputy Minister of BUMN Rosan Roeslani	September 11, 2023	Mandiri University Campus Wijayakusuma	Workshop	PT Bank Negara Indonesia (Persero), Tbk
17	Resource Person for Srikandi BUMN Goes to UI Campus: "Prepare Yourself to be Global Talent and Bring Indonesia to the World"	September 13, 2023	Makara Art Center UI	Source person	Srikandi SOE
18	Resource Person for the Srikandi BUMN Goes to UI Campus "Be Global & Bring Indonesia To The World" event	September 13, 2023	Makara Art Center UI, Depok	Seminar	SRIKANDI SOE
19	Forum for Strengthening Governance and Integrity of Financial Reporting	September 26, 2023	Royal Ambarrukmo, Yogyakarta	Workshop	Ministry of State-Owned Enterprises
20	Forum Group Discussion with Commission XI DPR RI	October 2, 2023	BNI Pejompongan Tower Ballroom, Jakarta	Workshop	PT Bank Negara Indonesia (Persero), Tbk
21	BNI Event Opportunity in Indonesia Equity Market	October 2, 2023	The St. Regis Hotel Jakarta	Seminar	PT Bank Negara Indonesia (Persero), Tbk
22	Race talk Series Elevate Bank Performance Through PMS 3D	October 6, 2023	Live on BNICorpu TV	Source person	PT Bank Negara Indonesia (Persero), Tbk
23	Talkshow on Implementation of Consumer and Community Protection in accordance with POJK Number 6/POJK.07/2022	October 10, 2023	BNI Pejompongan Tower Ballroom, Jakarta	Seminar	PT Bank Negara Indonesia (Persero), Tbk
24	Workshop on Preparing a Corporate Plan 2024-2028	October 17, 2023	Shangrila Jakarta	Workshop	PT Bank Negara Indonesia (Persero), Tbk
25	Investor Daily Summit 2023	October 24, 2023	City Forest Platform	Seminar	PT Bank Negara Indonesia (Persero), Tbk
26	Earnings Call 3Q 2023 via Vidcon	October 31, 2023	Graha BNI Fl. 25 Jakarta	Seminar	PT Bank Negara Indonesia (Persero), Tbk
27	Workshop 5 Years Plan 2023-2028 PT Bank Hibank Indonesia	November 2, 2023	BNI Pejompongan Tower	Workshop	PT Bank Negara Indonesia (Persero), Tbk
28	Chartered Account Professionalism Improvement Program	December 4-8, 2023	Online	Pelatihan	Indonesian Accountants Association
Corina Leyla Karnalies - Direktur Digital and Integrated Transaction Banking					
1	CEO Banking Forum "Leadership Sharing Welcoming the New Year with More Optimism"	January 9, 2023	Jakarta	Seminar	Indonesian Bankers Association

Training and/or Competency Improvement in Fiscal Year 2023

No.	Name of Training/Workshop/ Conference/Seminar	Implementation date	Implementation Venue	Type of Education	Organizer
2	CT Corp Leadership Forum with YAB DATO' SERI ANWAR IBRAHIM (Prime Minister of Malaysia)	January 9, 2023	Jakarta	Seminar	CT Corp
3	Workshop on Strengthening Talent Performance and Talent Management for Regional Office Leaders in Supporting BNI Outlet Transformation	January 11, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero), Tbk
4	Workshop Consumer Banking	January 13, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero), Tbk
5	BNI Emerald Next GEN Community 2023	January 18, 2023	Jakarta	Seminar	PT Bank Negara Indonesia (Persero), Tbk
6	FY2022 Earnings Call and Press Conference	February 24, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero), Tbk
7	Business Meeting 2023	February 12, 2023	Bali	Workshop	PT Bank Negara Indonesia (Persero), Tbk
8	Leadership Forum	February 13, 2023	Bali	Workshop	PT Bank Negara Indonesia (Persero), Tbk
9	Regional Office Business Meeting 08	February 24, 2023	Online	Workshop	PT Bank Negara Indonesia (Persero), Tbk
10	Regional Office Business Meeting 15	March 3, 2023	Online	Workshop	PT Bank Negara Indonesia (Persero), Tbk
11	BNI Emerald Market Outlook 2023	March 9, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero), Tbk
12	Merchant Business Workshop	March 24, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero), Tbk
13	Meetings and Sharing Sessions with Sales	March 24, 2023	Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero), Tbk
14	High Level Seminar The Asean Finance Ministers And Central Bank Governors Meeting	March 28, 2023	Bali	Seminar	Bank Indonesia (BI)
15	Earnings Call 1Q 2023	April 18, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero), Tbk
16	Indonesian Digital Financial Economy Festival (FEKDI) 2023 "Synergy and Innovation of Digital Economy: Fostering Growth" Day – 2 : "Forging Cross-Border Economic Interlinkage"	April 9-10, 2023	Jakarta	Seminar	Bank Indonesia (BI)
17	Executive Education Cambridge Judge Business School : Digital Inovation & Transformation	May 25-26, 2023	Cambridge, UK	Executive Education	Cambridge Judge Business School
18	Opening of Transactional Banking Training for Deputy Regional Leaders and Branch Leaders	June 10, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero), Tbk
19	Central Banking Festival Services (CBFest) 2023 - Building National Economic Resilience Through Trade & Finance Digitalization	June 19, 2023	Jakarta	Seminar	Bank Indonesia (BI)
20	Town Hall Meeting Socialization and Kick Off for WPP, WDC, RPP, RDC and CTW Migration Divisions	June 26, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero), Tbk
21	Brevet Wholesale Transactional Banking	July 18, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero), Tbk
22	Earnings Call and Press Conference 2Q 2023	July 25, 2023	Jakarta	Seminar	PT Bank Negara Indonesia (Persero), Tbk
23	BNI Business Meeting "Empowering Performance- Driven Strategies For Long-Term Corporate Goals	July 27-28, 2023	Bali	Workshop	PT Bank Negara Indonesia (Persero), Tbk
24	Workshop Area Head On Boarding Program	August 10, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero), Tbk
25	Resource Person for Inspirational Discussion CID - 7 "Becoming the Top Five World Economies"	August 12, 2023	Jakarta	Seminar	Congress of Indonesian Diaspora
26	Webinar on National Socialization of Indonesian Credit Card Implementation	August 12, 2023	Online	Seminar	Bank Indonesia (BI)

Training and/or Competency Improvement in Fiscal Year 2023

No.	Name of Training/Workshop/ Conference/Seminar	Implementation date	Implementation Venue	Type of Education	Organizer
27	Business Meeting 2023	August 18-21, 2023	Amsterdam	Workshop	PT Bank Negara Indonesia (Persero), Tbk
28	Workshop Project AVATAR BNI	September 1, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero), Tbk
29	BNI Sharing Session Series IV - Development of Characteristics and Risk Management of the Multifinance Industry	September 5, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero), Tbk
30	Resource Person for the Srikandi BUMN Goes to UI Campus "Be Global & Bring Indonesia To The World" event	September 13, 2023	Jakarta	Seminar	SOE SRIKANDI
31	Resource Person for the Launching of Srikandi Perum BULOG "Srikandi.. What To Know, What To Do	September 27, 2023	Jakarta	Seminar	SRIKANDI SOE
32	Forum Group Discussion with Commission XI DPR RI	October 2, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero), Tbk
33	Talkshow on Implementation of Consumer and Community Protection in accordance with POJK Number 6/POJK.07/2022	October 10, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero), Tbk
34	Workshop Onboarding RBD-RCF	October 20, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero), Tbk
35	Resource Person at Investor Daily Summit 2023 "Digital Economy: New Sources of Growth)"	October 24, 2023	Jakarta	Seminar	B Universe & PT Bank Negara Indonesia (Persero), Tbk
36	Earnings Call 3Q 2023 via Vidcon	October 31, 2023	Online	Seminar	PT Bank Negara Indonesia (Persero), Tbk
37	Wholesale & International Banking Leadership Forum 2023	November 3, 2023	Semarang	Workshop	PT Bank Negara Indonesia (Persero), Tbk
38	Workshop Sektor Digital & Integrated Transaction Banking Tahun 2023	November 10, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero), Tbk
39	Board Business Meeting	December 21-23, 2023	Bandung	Workshop	PT Bank Negara Indonesia (Persero), Tbk
Sis Apik Wijayanto - Direktur Enterprise and Commercial Banking					
1	CEO Banking Forum "Leadership Sharing Welcoming the New Year with More Optimism"	January 9, 2023	Jakarta	Seminar	Indonesian Bankers Association (IBI)
2	FY2022 Earnings Call and Press Conference	January 24, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero), Tbk
3	Region 10 Business Meeting	February 3, 2023	Bogor	Sharing Session	PT Bank Negara Indonesia (Persero), Tbk
4	Socialization of KUR Policy in 2023	February 8, 2023	Online	Sharing Session	PT Bank Negara Indonesia (Persero), Tbk
5	Webinar: Blockchain Applications in the World of Banking and Finance	February 8, 2023	Online	Webinar	PERBANAS
6	Business Meeting 2023	February 12, 2023	Bali	Workshop	PT Bank Negara Indonesia (Persero), Tbk
7	Entry Meeting BPK RI	February 17, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero), Tbk
8	Sharing Session - Refreshment Jakarta Area	March 2, 2023	Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero), Tbk
9	Sharing Session - Refreshment Semarang Area	March 14, 2023	Semarang	Sharing Session	PT Bank Negara Indonesia (Persero), Tbk
10	Earnings Call 1Q 2023	April 18, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
11	Sharing Session Series III for BNI Executive Officers	May 23, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
12	Speaker at the "Business Goes to Campus" activity	May 24, 2023	Malang	Workshop	Universitas Brawijaya
13	Earnings Call and Press Conference 2Q 2023	July 25, 2023	Jakarta	Seminar	PT Bank Negara Indonesia (Persero) Tbk
14	Business Meeting BNI Semester II 2023	July 27-28, 2023	Bali	Workshop	PT Bank Negara Indonesia (Persero) Tbk

Training and/or Competency Improvement in Fiscal Year 2023

No.	Name of Training/Workshop/ Conference/Seminar	Implementation date	Implementation Venue	Type of Education	Organizer
15	Business Meeting 2023	August 18-21, 2023	Amsterdam	Workshop	PT Bank Negara Indonesia (Persero) Tbk
16	Compliance Forum - Anti Money Laundering and Prevention of Terrorism Financing and Prevention of Proliferation Funding Weapons of Mass Destruction (APU PPT & PPPSPM) 2023	August 30, 2023	Graha BNI Fl. 25 Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero) Tbk
17	Moderator of BNI Sharing Session Series IV - Development of Characteristics and Risk Management of the Multifinance Industry	September 5, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
18	Strategic Business Workshop Deputy Minister of BUMN Rosan Roeslani	September 11, 2023	Jakarta	Workshop	Ministry of State-Owned Enterprises
19	Executive Education : Managing Individual & Organizaional Change Darden School of Business - Virginia US	October 2-5, 2023	ADarden School of Business - Virginia US	Training	BNI Corporate University
20	Invitation to Talkshow on Implementation of Consumer and Community Protection in accordance with POJK number 6/POJK 07/2022	October 10, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
21	Workshop on Preparing Corporate Plans for Subsidiaries 2024-2028	October 18, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
22	Earnings Call 3Q 2023	October 31, 2023	Jakarta		PT Bank Negara Indonesia (Persero) Tbk
23	Wholesale & International Banking Leadership Forum 2023	November 3, 2023	Semarang	Workshop	PT Bank Negara Indonesia (Persero) Tbk
24	Board Business Meeting	December 21-23, 2023	Mason Pine Hotel, Padalarang	Workshop	PT Bank Negara Indonesia (Persero), Tbk
David Pirzada - Direktur Risk Management					
1	Risk Awareness 2023	February 3, 2023	Online	Workshop	PT Bank Negara Indonesia (Persero), Tbk
2	Business Meeting 2023	February 11-13, 2023	Online	-	PT Bank Negara Indonesia (Persero), Tbk
3	Risk Awareness 2023 Batch II 2023 CMR Division	March 10-11, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero), Tbk
4	Regional Office Business Meeting 03	March 10, 2023	Online	Workshop	PT Bank Negara Indonesia (Persero), Tbk
5	Analyst Meeting & Press Conference 1Q2023	April 18, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero), Tbk
6	Sharing Session Series III: Development, Characteristics and Risk Management of the Pension Fund Industry	May 23, 2023	Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero), Tbk
7	Analyst Meeting & Press Conference 1H 2023	July 25, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero), Tbk
8	Jakarta Investment Forum 2023	August 3, 2023	Jakarta	Workshop	Acting Governor of DKI Jakarta
9	BARa: "Sharing Visionary Leadership".	August 15, 2023	Jakarta	Sharing Session	Bankers Association for Risk Management (BARA)
10	Compliance Forum Activities - Anti-Money Laundering and Prevention of Terrorism Financing and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (APU PPT & PPPSPM) 2023	August 30, 2023	Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero), Tbk
11	Sharing Session Series IV: "Development, Characteristics and Risk Management of the Multifinance Industry"	September 5, 2023	Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero), Tbk
12	Invitation to the Strategic Business Workshop Deputy Minister of BUMN Rosan Roeslani	September 11, 2023	Jakarta	Workshop	Ministry of State-Owned Enterprises
13	"Indonesia Green Incorporated – Driven Collaborations and Cooperation to Spearhead Sustainability"	September 13, 2023	Jakarta	Seminar	Makes & Partners Law Firm
14	Forum Group Discussion with Commission XI DPR RI	October 2, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero), Tbk

Training and/or Competency Improvement in Fiscal Year 2023

No.	Name of Training/Workshop/ Conference/Seminar	Implementation date	Implementation Venue	Type of Education	Organizer
15	Talkshow on Implementation of Consumer and Community Protection in accordance with POJK Number 6/POJK.07/2022	October 10, 2023	Jakarta	Seminar	PT Bank Negara Indonesia (Persero), Tbk
Silvano Winston Rumantir - Direktur Wholesale and International Banking					
1	J.P Morgan the annual flagship Investor Tour "Indonesia State of the Nation 2023"	January 10, 2023	Jakarta	Source person	JP Morgan
2	FY2022 Earnings Call and Press Conference	January 24, 2023	Jakarta	Source person	PT Bank Negara Indonesia (Persero), Tbk
3	Business Meeting 2023	February 12, 2023	Bali	Workshop	PT Bank Negara Indonesia (Persero), Tbk
4	Leadership Forum	February 13, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero), Tbk
5	Regional Office 12 Business Meeting	February 15, 2023	Online	Workshop	PT Bank Negara Indonesia (Persero), Tbk
6	Regional Office 06 Business Meeting	February 15, 2023	Online	Workshop	PT Bank Negara Indonesia (Persero), Tbk
7	SOE Greets PPI	April 4, 2023	Jakarta	Source person	SOE - Indonesian Embassy in Singapore
8	Executive Education BOD 2023: Venture Capital/Early Investing	April 10-12, 2023	Columbia University (USA)	Training	BNI Corporate University
9	K-Finance Investment Forum in Indonesia 2023	May 11, 2023	Jakarta	Participant	PT Bank KEB Hana Indonesia
10	Citi's Financial Institutions Global Conference	May 14-16, 2023	Athens, Greece	Source person	Citibank
11	Sharing Session Development, Characteristics and Risk Management of the Pension Fund Industry	May 22, 2023	Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero), Tbk
12	ESG Workshop	July 07, 2023	Jakarta	Workshop	McKinsey
13	Earnings Call and Press Conference 1H2023	July 25, 2023	Jakarta	Source person	PT Bank Negara Indonesia (Persero), Tbk
14	BNI Business Meeting "Empowering Performance- Driven Strategies For Long-Term Corporate Goals	July 27-28, 2023	Bali	Workshop	PT Bank Negara Indonesia (Persero), Tbk
15	Compliance Forum - Anti Money Laundering and Prevention of Terrorism Financing and Prevention of Proliferation Funding Weapons of Mass Destruction (APU PPT & PPPSPM) 2023	August 30, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero), Tbk
16	Financial Education Webinar for Diaspora in Tokyo	September 2, 2023	Online	Opening Speech	Financial Services Authority
17	ASEAN Indo-Pacific Forum: AIPF SOE's Showcasing	September 5, 2023	Jakarta	Source person	ASEAN Indonesia
18	ASEAN Indo-Pacific Forum: Business Forum	September 6, 2023	Jakarta	Source person	ASEAN Indonesia
19	Opportunity in Indonesia Equity Market	October 2, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero), Tbk
20	Forum Group Discussion with Commission XI DPR RI	October 2, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero), Tbk
21	Resource Person at Investor Daily Summit 2023 "Digital Economy: New Sources of Growth)"	October 24, 2023	Jakarta	Source person	B Universe & PT Bank Negara Indonesia (Persero), Tbk
22	Earnings Call 3Q 2023	October 31, 2023	Jakarta	Seminar	PT Bank Negara Indonesia (Persero), Tbk
23	Wholesale & International Banking Leadership Forum 2023	November 3, 2023	Semarang	Opening speech (Workshop)	PT Bank Negara Indonesia (Persero), Tbk
24	Indonesian American Business Council (IABC) Networking Night	December 28, 2023	Los Angeles	Source person	IABC and Kawanua Worldwide
Ronny Venir - Direktur Network and Services					
1	Regional Office Risk Operational Workshop 5	January 6, 2023	Semarang	Sharing Session	PT Bank Negara Indonesia (Persero), Tbk
2	Business Meeting Region 5 Office	January 21, 2023	Online	Sharing Session	PT Bank Negara Indonesia (Persero), Tbk

Training and/or Competency Improvement in Fiscal Year 2023

No.	Name of Training/Workshop/ Conference/Seminar	Implementation date	Implementation Venue	Type of Education	Organizer
3	Regional Office Risk Operational Workshop 10	January 24, 2023	Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero), Tbk
4	Regional Office Risk Operational Workshop 1	February 3, 2023	Medan	Sharing Session	PT Bank Negara Indonesia (Persero), Tbk
5	Business Meeting Regional Office 10	February 3, 2023	Online	Sharing Session	PT Bank Negara Indonesia (Persero), Tbk
6	"SESPIBANK" Program Facilitator Batch 76 of 2023	February 7, 2023	Offline	Sharing Session	PT Bank Negara Indonesia (Persero), Tbk
7	BNI Business Meeting 2023	February 11-14, 2023	Bali	Sharing Session	Ministry of State-Owned Enterprises
8	Business Meeting 2023	February 12, 2023	Bali	Workshop	PT Bank Negara Indonesia (Persero), Tbk
9	Leadership Forum	February 13, 2023	Bali	Workshop	PT Bank Negara Indonesia (Persero), Tbk
10	Entry Meeting BPK RI	February 17, 2023	Jakarta	Seminar	PT Bank Negara Indonesia (Persero), Tbk
11	Business Meeting Regional Office 14	February 17, 2023	Online	Source person	PT Bank Negara Indonesia (Persero), Tbk
12	Business Meeting Regional Office 8	February 24, 2023	Bali	Sharing Session	PT Bank Negara Indonesia (Persero), Tbk
13	BNI Emerald Market Outlook, Optimizing Financial Oppurtunities as Epicentrum of Growth	March 9, 2023	Bali	Workshop	PT Bank Negara Indonesia (Persero), Tbk
14	Earnings Call 1Q 2023	April 18, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero), Tbk
15	RBB Revision Preparation Workshop	May 5, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero), Tbk
16	Region 10 Office NGETREND Program	May 16, 2023	Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero), Tbk
17	Resource person at Regional Office Risk Operational Workshop 02	May 19, 2023	Padang	Sharing Session	PT Bank Negara Indonesia (Persero), Tbk
18	Exit Meeting FSA Sampling BNI KCLN Singapore Inspection	May 25, 2023	Singapore	Sharing Session person	PT Bank Negara Indonesia (Persero), Tbk
19	Analyst Meeting & Press Conference 1H 2023	July 25, 2023	Jakarta	Analyst Meeting & Press Conference 1H 2023	PT Bank Negara Indonesia (Persero), Tbk
20	Business Meeting BOD BNI 2023	August 18-20, 2023	Amsterdam	Sharing Session	PT Bank Negara Indonesia (Persero), Tbk
21	Compliance Forum - Anti Money Laundering and Prevention of Terrorism Financing and Prevention of Proliferation Funding Weapons of Mass Destruction (APU PPT & PPPSPM) 2023	August 30, 2023	Graha BNI Fl. 25 Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero), Tbk
22	TRENDING Regional Office 18	September 01, 2023	Malang	Sharing Session	PT Bank Negara Indonesia (Persero), Tbk
23	Executive Education 2023 - FInancial Services Exchange Program	September 6-13, 2023	New York, USA	Training	PT Bank Negara Indonesia (Persero), Tbk
24	Talkshow on Implementation of Consumer and Community Protection in accordance with POJK Number 6/POJK.07/2022	October 10, 2023	Jakarta	Seminar	PT Bank Negara Indonesia (Persero), Tbk
25	Earnings Call and Press Conference 3Q2023	October 31, 2023	Jakarta	Seminar	PT Bank Negara Indonesia (Persero) Tbk
26	Wholesale & International Banking Leadership Forum 2023	November 3, 2023	Semarang	Workshop	PT Bank Negara Indonesia (Persero) Tbk
27	Commission XI DPR RI work visit regarding Customer Protection	November 23, 2023	Bali	Sharing Session	FSA
28	Public Test - Openness of Public Information 2023	November 30, 2023	Jakarta	Sharing Session	Republic of Indonesia Central Information Commission
29	DPR RI Commission XI Work Visit related to MSME Financing	December 06, 2023	Bali	The Mulia Hotel	BI

Training and/or Competency Improvement in Fiscal Year 2023

No.	Name of Training/Workshop/ Conference/Seminar	Implementation date	Implementation Venue	Type of Education	Organizer
30	Task Force Socialization Workshop - Productivity Enhancement Region - Project Transformation Initiative Wave 6	December 08-09, 2023	Bandung	Mason Pine Hotel	PT Bank Negara Indonesia (Persero) Tbk
Muhammad Iqbal - Direktur Institutional Banking					
1	CEO Banking Forum "Leadership Sharing Welcoming the New Year with More Optimism"	January 09, 2023	Jakarta	Seminar	Indonesian Bankers Association
2	FY2022 Earnings Call and Press Conference	January 24, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
3	Business Meeting 2023	February 12, 2023	Bali	Workshop	PT Bank Negara Indonesia (Persero), Tbk
4	National MSME Financing through Multichanneling Financing	February 17, 2023	Jakarta	Workshop	Bank Indonesia (BI)
5	Entry Meeting BPK RI	February 17, 2023	Jakarta	Seminar	PT Bank Negara Indonesia (Persero), Tbk
6	Regional Office 1 Business Meeting	March 4, 2023	Medan	Sharing Session	PT Bank Negara Indonesia (Persero), Tbk
7	Risk Awareness Batch 2 - CMR	March 11, 2023	Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero), Tbk
8	Earnings Call 1Q 2023	April 18, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
9	BNI Business Meeting "Empowering Performance- Driven Strategies For Long-Term Corporate Goals	July 27-28, 2023	Bali	Workshop	PT Bank Negara Indonesia (Persero), Tbk
10	Business Meeting BOD BNI 2023	August 18-20, 2023	Sofitel, Amsterdam	Seminar	PT Bank Negara Indonesia (Persero), Tbk
11	Compliance Forum - Anti Money Laundering and Prevention of Terrorism Financing and Prevention of Proliferation Funding Weapons of Mass Destruction (APU PPT & PPPSPM) 2023	August 30, 2023	Jakarta	Seminar	PT Bank Negara Indonesia (Persero), Tbk
12	Wharton School, University of Pennsylvania "Advance Corporate Finance"	September 11-15, 2023	Pennsylvania, USA	Executive Education	Wharton School, University of Pennsylvania
13	Investor Daily Summit 2023 - Sustainable Growth, Global Challenges"	October 24, 2023	Jakarta	Workshop	B Universe & PT Bank Negara Indonesia (Persero), Tbk
14	Capital Market Summit & Expo	October 27, 2023	Jakarta	Seminar	Indonesia stock exchange
15	Speakers: CEO Networking 2023 "Achieving Sustainable Growth through Cohesive Collaboration"	November 7, 2023	Jakarta	Seminar	Indonesia stock exchange
16	4th RI-PRC Business Partnership Forum	December 5, 2023	Labuan Bajo	Seminar	Coordinating Ministry for Maritime Affairs and Investment
17	Workshop of International Financial Center IKN	December 11, 2023	Jakarta	Workshop	Archipelago Capital Authority
18	Indonesian Economic Outlook 2024	December 22, 2023	Jakarta	Seminar	Coordinating Ministry for Economic Affairs
Putrama Wahju Setyawan - Direktur Retail Banking					
1	CEO Banking Forum "Leadership Sharing Welcoming the New Year with More Optimism"	January 09, 2023	Jakarta	Seminar	Ikatan Bankir Indonesia
2	FY2022 Earnings Call and Press Conference	January 24, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
3	Business Meeting Regional Office 4	February 03, 2023	Bandung	Workshop	PT Bank Negara Indonesia (Persero) Tbk
4	Business Meeting 2023	February 11, 2023	Denpasar	Workshop	PT Bank Negara Indonesia (Persero) Tbk
5	BNI Emerald Market Outlook 2023	March 9, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
6	Regional Office 16 Operational Risk Workshop	March 18, 2023	Sorong	Workshop	PT Bank Negara Indonesia (Persero) Tbk
7	Regional Office 4 Operational Risk Workshop	March 25, 2023	Bandung	Workshop	PT Bank Negara Indonesia (Persero) Tbk

Training and/or Competency Improvement in Fiscal Year 2023

No.	Name of Training/Workshop/ Conference/Seminar	Implementation date	Implementation Venue	Type of Education	Organizer
8	Earnings Call 1Q 2023	April 18, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
9	Sharing Session Series III for BNI Executive Officers	May 23, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
10	Earnings Call and Press Conference 2Q 2023	July 25, 2023	Jakarta	Seminar	PT Bank Negara Indonesia (Persero) Tbk
11	Business Meeting BNI Semester II 2023	July 27-28, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
12	Business Meeting 2023	August 18-21, 2023	Amsterdam	Workshop	PT Bank Negara Indonesia (Persero) Tbk
13	Compliance Forum - Anti Money Laundering and Prevention of Terrorism Financing and Prevention of Proliferation Funding Weapons of Mass Destruction (APU PPT & PPPSPM) 2023	August 30, 2023	Graha BNI Fl. 25 Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero) Tbk
14	BNI Sharing Session Series IV - Development of Characteristics and Risk Management of the Multifinance Industry	September 05, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
15	Area Head Onboarding Program Training Management - Batch 2	September 15, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
16	Forum Group Discussion with Commission XI DPR RI	October 02, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
17	Investor Daily Summit 2023 - Sustainable Growth, Global Challenges"	October 24, 2023	Jakarta	Seminar	PT Bank Negara Indonesia (Persero) Tbk
18	Workshop on Handling Small Productive Segment LAR	October 27-28, 2023	Surabaya	Workshop	PT Bank Negara Indonesia (Persero) Tbk
19	Earnings Call 3Q 2023 via Vidcon	October 31, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
20	Retail Banking Segment Workshop in 2023	December 16, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
21	Board Business Meeting	December 21-23, 2023	Bandung	Workshop	PT Bank Negara Indonesia (Persero) Tbk
Mucharom - Direktur Human Capital and Compliance					
1	Chief Human Resource Officer Forum "Leading a Future-proof Organization"	January 4, 2023	Surabaya	Workshop	Ministry of State-Owned Enterprises
2	IBI - CEO Banking Forum "Leadership Sharing Welcomes the New Year with More Optimism"	January 9, 2023	Jakarta	Seminar	Indonesian Bankers Association (IBI)
3	Workshop on Strengthening Talent Performance and Talent Management for Regional Office Leaders in Supporting BNI Outlet Transformation	January 9, 2023	Jakarta	Source person	PT Bank Negara Indonesia (Persero) Tbk
4	Business Summit Regional Office 17	January 14, 2023	Purbalingga	Sharing Session	PT Bank Negara Indonesia (Persero) Tbk
5	Workshop on Preparing Management of Company Guidelines & Implementing NWOW	January 14, 2023	Online	Workshop	PT Bank Negara Indonesia (Persero) Tbk
6	Risk Management Certification for Commercial Bank Human Resources (SEOJK SMR Commercial Bank)	January 16, 2023	Jakarta	Participant	FSA
7	Legal Workshop in 2023	January 27, 2023	Bogor	Workshop	PT Bank Negara Indonesia (Persero) Tbk
8	Non Deal Roadshow	January 30-February 3, 2023	London	Participant	IRN - PT Bank Negara Indonesia (Persero) Tbk
9	Anti-Fraud Training Resource Person with Internal Controls	May 12, 2023	Jakarta	Training	PT Bank Negara Indonesia (Persero) Tbk
10	Sharing Session: Development of Characteristics and Risk Management of the Pension Fund Industry	May 22, 2023	Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero) Tbk
11	Forum Group Discussion: "Airplanes as Debt Collateral, Can You?"	June 6, 2023	Jakarta	FGD	Universitas Trisakti
12	Executive Education : Financial Strategies for Value Creation	June 19-23, 2023	London	Executive Education	London Business School

Training and/or Competency Improvement in Fiscal Year 2023

No.	Name of Training/Workshop/ Conference/Seminar	Implementation date	Implementation Venue	Type of Education	Organizer
13	Earnings Call and Press Conference 1H2023	July 25, 2023	Jakarta	Seminar	PT Bank Negara Indonesia (Persero) Tbk
14	BNI Business Meeting "Empowering Performance- Driven Strategies For Long-Term Corporate Goals	July 27-28, 2023	Bali	Workshop	PT Bank Negara Indonesia (Persero) Tbk
15	Compliance Forum-Anti-Money Laundering and Prevention of Terrorism Financing and Prevention of Funding for Proliteration of Weapons of Mass Destruction (APPU PPT & PPPSPM) 2023	August 30, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
16	BNI Sharing Session Series IV - Development of Characteristics and Risk Management of the Multifinance Industry	September 5, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
17	Forum Group Discussion with Commission XI DPR RI	October 2, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
18	Talkshow on Implementation of Consumer and Community Protection in accordance with POJK Number 6/POJK.07/2022	October 10, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
19	Top Executive Sharing	October 11, 2023	Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero) Tbk
20	CHRO School in 2023	October 13-14, 2023	Bali	Workshop	Ministry of State-Owned Enterprises
21	Facilitator - RMT Leaders Development Series	October 19, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
22	Resource Person - Focus Group Discussion "Potential and Challenges for Improving the Integrity of the Financial System in Indonesia Due to the Enactment of Law Number 4 of 2023 concerning Development and Strengthening of the Financial Sector"	October 20, 2023	Yogyakarta	Workshop	FSA
23	Culture Transformation Workshop Regional Office 17	October 21, 2023	Yogyakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
24	BNI Investor Daily Summit 2023 "Sustainable Growth, Global Challenges"	October 24, 2023	Jakarta	Workshop	B Universe & PT Bank Negara Indonesia (Persero), Tbk
25	Earnings Call and Press Conference 3Q2023	October 31, 2023	Jakarta	Seminar	PT Bank Negara Indonesia (Persero) Tbk
26	WHI Workshop	November 3, 2023	Semarang	Workshop	PT Bank Negara Indonesia (Persero) Tbk
27	The 4th Indonesia Human Capital Summit 2023	November 6, 2023	Jakarta	Workshop	Ministry of State-Owned Enterprises
28	CHRO School Year 2023 - Workshop Module II	November 17-18, 2023	Bali	Workshop	Ministry of State-Owned Enterprises
29	DPR RI Commission VI Work Visit in the Context of Supervising the Performance of SOE in Central Java	December 6, 2023	Solo	Alila Solo	Ministry of State-Owned Enterprises
30	CHRO - Operating Model Forum	December 8-9, 2023	Jakarta	Workshop	Ministry of State-Owned Enterprises
31	Retreat BoD	December 22-23, 2023	Bandung	Workshop	PT Bank Negara Indonesia (Persero) Tbk
Toto Prasetio - Direktur Technology and Operations					
1	CEO Banking Forum "Leadership Sharing Welcoming the New Year with More Optimism"	January 9, 2023	Jakarta	Seminar	Indonesian Bankers Association (IBI)
2	Being Digital for a Brighter Future event	January 17, 2023	Jakarta	Workshop	PT. Bank Negara Indonesia (Persero) Tbk
3	FY2022 Earnings Call and Press Conference	January 24, 2023	Jakarta	Workshop	PT Bank Negara Indonesia (Persero) Tbk
4	The IDV event goes to trekking	January 28, 2023	Bogor	Sharing Session	PT. Bank Negara Indonesia (Persero) Tbk
5	Workshop Sektor Technology & Operations 2023 - IT Performance & Operations Excellent	February 4, 2023	Jakarta	Workshop	PT. Bank Negara Indonesia (Persero) Tbk
6	IAIB National Conference	July 23, 2023	Jakarta	Workshop	IAIB

Training and/or Competency Improvement in Fiscal Year 2023

No.	Name of Training/Workshop/ Conference/Seminar	Implementation date	Implementation Venue	Type of Education	Organizer
7	Indonesian Business Financial Forum 2023	July 25, 2023	Jakarta	Workshop	Indonesian Business
8	Compliance Forum - Anti Money Laundering and Prevention of Terrorism Financing and Prevention of Proliferation Funding Weapons of Mass Destruction (APU PPT & PPPSPM) 2023	August 30, 2023	Graha BNI Fl. 25 Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero), Tbk
9	Leadership Meeting of IFM & APS Division	September 1, 2023	Jakarta	Sharing Session	PT. Bank Negara Indonesia (Persero) Tbk
10	Sharing session series VI BOC & BOD - Digital Transformation	September 5, 2023	Jakarta	Sharing Session	PT. Bank Negara Indonesia (Persero) Tbk
11	Utilization of the Internet of Things in Financial Services Industry	September 14, 2023	Jakarta	Workshop	OJK
12	Leadership Meeting of BOP & OSD Division	September 15, 2023	Jakarta	Sharing Session	PT. Bank Negara Indonesia (Persero) Tbk
13	BNI Digital Talent Meetup	September 15, 2023	Jakarta	Workshop	Fordigi
14	Perbanas Seminar PAC XXIII - The role of security systems in the Era of Financial Digitalization	October 3, 2023	Jakarta	Seminar	Perbanas
15	CISO Division Leadership Meeting	October 13, 2023	Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero) Tbk
16	COP Division Leadership Meeting	October 20, 2023	Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero) Tbk
17	DGO Division Leadership Meeting	November 24, 2023	Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero) Tbk
18	Benchmarking Bank Sulselbar terkait Single Sign On (SSO)	November 28, 2023	Jakarta	Sharing Session	PT Bank Negara Indonesia (Persero) Tbk
19	Executive Education: Corporate Finance & Strategy	October 30- November 3, 2023	London School of Economic London, UK	Training	Londn School of Economic (LSE)
20	FKDOP - Cyber Security Webinar on Banking Operations "Secure Today, Empower Tomorrow"	December 6, 2023	Online	Workshop	FKDOP
21	Board Retreat	December 21-22, 2023	Bandung	Workshop	PT Bank Negara Indonesia (Persero) Tbk

NEW BOARD OF DIRECTORS MEMBERS' ORIENTATION AND INDUCTION PROGRAM

The orientation and introduction program for new Board of Directors Members 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.

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.

IMPLEMENTATION OF THE BOARD OF DIRECTORS' DUTIES AND RESPONSIBILITIES IN 2023

During 2023, 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 2023

During 2023, the BNI Board of Directors issued the following decisions

No.	Subject
1	Policies and Procedures for Official Travel of the Board of Directors and Board of Commissioners
2	Individual Authority to Decide Credit
3	Individual Authority to Decide on Temporary Credit
4	Authority to Decide Credit
5	Retirement Preparation Period
6	Mutations/Changes in Position
7	Mutations/Changes in Position Due to Organizational Changes
8	Festival Bazaar Committee Vol. 2
9	Executor of Office
10	Cancellation of Decree
11	Formation of the 2023 BNI Excellence Employee (BEE) Committee
12	Arrangement of the Risk Management & Anti-Fraud Committee (KRA)
13	Organizational structuring of the BNI Board of Directors
14	Organizational Arrangement of Head Office Divisions/Units/Functional Units
15	Organizational Arrangement of the Foreign Office
16	Organizational Arrangement of Regional Offices and Branch Offices
17	Determination of Position Grade
18	SEVP Position Determination
19	Termination of Employment Relations
20	Termination of Temporary Substitute
21	Termination of Assignment
22	Termination of Assignment as Bank BNI Pension Fund Supervisory Board
23	Termination of Concurrent Positions
24	Re-appointment as Administrator of the Bank Negara Indonesia Pension Fund
25	Appointment of Permanent Employees
26	Appointment as Member of the Supervisory Board of the Bank Negara Indonesia Pension Fund
27	Temporary Substitute
28	Service Period Award
29	Closing Award of Service Period
30	Confirmation – Change of Position
31	Inauguration in Connection with Organizational Change
32	Pension
33	Assignment
34	Assignment as Supervisory Board of BNI Bank Pension Fund
35	Assignment as Supervisor of the Bank Negara Indonesia Pension Fund
36	Temporary Assignment
37	Appointment of Person Responsible for APU & PPT DPLK BNI
38	Assignment Designation
39	Position Grade Adjustment
40	Extension of Working Period
41	Temporary Substitute Extension
42	Changes to the Project SK Task Force Team on SLIK and LBUT audit findings
43	PT Bank Negara Indonesia (Persero) Tbk Internal Audit Charter
44	Procedures for Implementing Board of Directors' Leave
45	Retail Loan Management System Project
46	SK Project Task Force Team SLIK & LBUT Audit Findings
47	Decree of the Task Force Team for Implementing the Personal Data Protection Law

No.	Subject
48	Decree of the Task Force Team for Managing the Business Potential of the National Capital City (IKN)
49	Organizational Implementation Team for Enterprise Banking 1 & 2 Division, and Commercial Banking 1 & 2 Division
50	Covid-19 Fund Management Team
51	2024-2028 Corporate Plan Preparation Team
52	Proposed KBUMN Talent Secondment Internship Employees for Period V, July to December 2023
53	Proposed Internship Employees for Talent Secondment KBUMN Period VI January - June 2024

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

The Board of Directors has established committees as part of the supporting structures tailored to BNI's business requirements and compliance with applicable regulations. These committees aim to increase effectiveness and efficiency in carrying out Bank operations. The following are the committees under the Board of Directors:

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.
10. Subsidiaries Committee (KPA).

PROCEDURES AND ASSESSMENT CRITERIA USED

To measure the effectiveness of the performance of committees under the Board of Directors in assisting the Board of Directors in carrying out company management, an assessment of the Committees under the Board of Directors is carried out.

In 2023, the Board of Directors has evaluated the performance of these committees. The procedure for evaluating the performance of committees under the Board of Directors is carried out by the Board of Directors periodically with the assessment criteria for the performance of Committees under the Board of Directors, namely compliance with meeting implementation and attendance at meetings during the financial year. During 2023, the Board of Directors assesses that the committees under the Board of Directors have carried out their duties and responsibilities well.

Board Of Commissioners

The Board of Commissioners is the Company organ that has a supervisory function on the management carried out by the Board of Directors. The Board of Commissioners is also tasked with providing direction and advice to the Board of Directors in determining the direction of the goals for achieving the Bank performance. The implementation of the duties and responsibilities of the Board of Commissioners is carried out in the interests 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 of 2007 concerning Limited Liability Companies as amended by Law no. 6 of 2023 concerning Stipulation of Government Regulations in Lieu of Law no. 2 of 2022 concerning Job Creation becomes Law as well as Law of the Republic of Indonesia no. 19 of 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, Republic of Indonesia Financial Services Authority Regulation No. 17 of 2023 dated 14 September 2023 concerning Implementation of Governance for Commercial Banks, Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 dated 3 March 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, and Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 dated 20 March 2023 concerning Organs and Human Resources of State-Owned Enterprises.

BOARD OF COMMISSIONERS' GUIDELINES AND PROCEDURES

The Company has guidelines and procedures for the work of the Board of Commissioners as guidelines in carrying out the role and function of supervising the Company. The Working Guidelines for the BNI Board of Commissioners are regulated 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' Prohibitions;
13. Transparency

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:
      - Did not hold an AGMS;
      - 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
      - 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 MEMBERS NUMBER AND COMPOSITION

In 2023, there were changes to the Board of Commissioners members composition and number. All members of the Board of Commissioners were appointed at a GMS as outlined in the Minutes of the GMS. Information regarding changes and the reasons for the changes can be found in the Board of Commissioners Profiles, Change Profile Chapter, in this Annual Report. The changes in the Board of Commissioners number and composition were as follows:

Period January 1 – March 15, 2023

For the period January 1 – March 15, 2023, the Board of Commissioners consisted 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 of Appointment	Effective Date*
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[1)]	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	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
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

[1)]Ceased serving as Independent Commissioner since March 15 2023

Period March 15, 2023 – September 19, 2023

For the period March 15, 2023 – September 19, 2023, the Board of Commissioners consisted of 11 (eleven) members, consisting of 1 (one) President Commissioner/Independent Commissioner, 1 (one) Vice President Commissioner/ Independent Commissioner, 5 (five) Independent Commissioners and 4 (four) Commissioners.

Name	Position	Domicile	Basis of Appointment	Effective Date*
Agus Dermawan Wintarto Martowardojo[1)]	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[2)]	Independent Commissioner	Solo	AGMS Decision on March 15, 2023	March 15, 2023
Askolani	Commissioner	Jakarta	EGMS Decision on August 30, 2019	December 20, 2019
Fadlansyah Lubis	Commissioner	Jakarta	EGMS Decision on August 31, 2022	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
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
Robertus Billitea[3)]	Commissioner	Jakarta	AGMS Decision on March 15, 2021	September 11, 2023

Note:
[1)]Ceased serving as President Commissioner/Independent Commissioner since September 19, 2023
[2)]Ceased serving as Independent Commissioner on March 15, 2023, was reappointed as Independent Commissioner on March 15, 2023 and has been effective since March 15, 2023 in accordance with 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 Bank's Board of Commissioners
[3)]Serving as Commissioner since March 15, 2023 and effective based on OJK approval from September 11, 2023

Period September 19 – December 31, 2023

The Board of Commissioners composition for the period September 19 – December 31, 2023 was 11 (eleven) people consisting of 1 (one) President Commissioner/Independent Commissioner, 1 (one) Vice President Commissioner, 5 (five) Independent Commissioners and 4 (four) Commissioners

Name	Position	Domicile	Basis of Appointment	Effective Date*
Pradjoto[1)]	President Commissioner/ Independent Commissioner	Jakarta	EGMS Decision on September 19, 2023	In the OJK Fit and Proper Test Process as President Commissioner/ Independent Commissioner
Pahala Nugraha Mansury[2)]	Vice President Commissioner/ Independent Commissioner	Jakarta	EGMS Decision dated September 19, 2023	In the OJK Fit and Proper Test Process as President Commissioner/ Independent Commissioner
Sigit Widyawan	Independent Commissioner	Solo	AGMS Decision on March 15, 2023	March 15, 2023
Askolani	Commissioner	Jakarta	EGMS Decision on August 30, 2019	December 20, 2019
Fadlansyah Lubis	Commissioner	Jakarta	EGMS Decision on August 31, 2019	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
Septian Hario Seto	Independent Commissioner	Jakarta	AGMS Decision on February 20, 2020	July 27, 2020
Erwin Rijanto Slamet	Independent Commissioner	Jakarta	March 15, 2023	August 14, 2020
Robertus Billitea	Commissioner	Jakarta	AGMS Decision on March 15, 2023	September 11, 2023

Note:
[1)]Transferring the previous assignment as Vice President Commissioner/Independent Commissioner to become President Commissioner/Independent Commissioner since 19 September 2023
[2)]Served as Vice President Commissioner since September 19 2023

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 – March 15, 2023

Name	Position	Organizer	Effective Date of Office	Result
Agus Dermawan Wintarto Martowardojo	President Commissioner/ Independent Commissioner	Financial Services Authority	June 17, 2020	Pass
Pradjoto	Vice President Commissioner/ Independent Commissioner	Financial Services Authority	June 17, 2020	Pass
Sigit Widyawan[1)]	Independent Commissioner	Financial Services Authority	September 7, 2018	Pass
Askolani	Commissioner	Financial Services Authority	December 20, 2019	Pass
Fadlansyah Lubis	Commissioner	Financial Services Authority	December 23, 2022	Pass
Asmawi Syam	Independent Commissioner	Financial Services Authority	March 16, 2020	Pass
Iman Sugema	Independent Commissioner	Financial Services Authority	June 17, 2020	Pass
Susyanto	Commissioner	Financial Services Authority	August 14, 2020	Pass
Septian Hario Seto	Independent Commissioner	Financial Services Authority	July 27, 2020	Pass
Erwin Rijanto Slamet	Independent Commissioner	Financial Services Authority	August 14, 2020	Pass

Note:
[1)] Ceased serving as Independent Commissioner since March 15 2023

Period March 15– September 19, 2023

Name	Position	Organizer	Effective Date of Office	Result
Agus Dermawan Wintarto Martowardojo[1)]	President Commissioner/ Independent Commissioner	Financial Services Authority	June 17, 2020	Pass
Pradjoto	Vice President Commissioner/ Independent Commissioner	Financial Services Authority	June 17, 2020	Pass
Sigit Widyawan[2)]	Independent Commissioner	Financial Services Authority	March 15, 2023	Pass
Askolani	Commissioner	Financial Services Authority	December 20, 2019	Pass
Fadlansyah Lubis	Commissioner	Financial Services Authority	December 23, 2022	Pass
Asmawi Syam	Independent Commissioner	Financial Services Authority	March 16, 2020	Pass
Iman Sugema	Independent Commissioner	Financial Services Authority	June 17, 2020	Pass
Susyanto	Commissioner	Financial Services Authority	August 14, 2020	Pass
Septian Hario Seto	Independent Commissioner	Financial Services Authority	July 27, 2020	Pass
Erwin Rijanto Slamet	Independent Commissioner	Financial Services Authority	August 14, 2020	Pass
Robertus Billitea[3)]	Commissioner	Financial Services Authority	September 11, 2023	Pass

Note:
[1)]Ceased serving as President Commissioner/Independent Commissioner since 19 September 2023
[2)]Ceased serving as Independent Commissioner on March 15 2023, was reappointed as Independent Commissioner on March 15 2023 and has been effective since March 15 2023 in accordance with Financial Services Authority Circular Letter No. 39/SEOJK.03/2016 dated 13 September 2016 concerning Fit and Proper Test for Prospective Controlling Shareholders, Prospective Members of the Board of Directors, and Prospective Members of the Bank's Board of Commissioners
[3)]Served as Commissioner since March 15 2023 and effective based on OJK approval from September 11 2023

Period September 19 – December 31, 2023

Name	Position	Organizer	Effective Date of Office	Result
Pradjoto[1)]	President Commissioner/ Independent Commissioner	Financial Services Authority	-[2)]	In the OJK Fit and Proper Test Process as President Commissioner/ Independent Commissioner
Pahala Nugraha Mansury[3)]	Vice President Commissioner/ Independent Commissioner	Financial Services Authority	-[4)]	In the OJK Fit and Proper Test Process as President Commissioner/ Independent Commissioner
Sigit Widyawan	Independent Commissioner	Financial Services Authority	March 15, 2023	Pass

Name	Position	Organizer	Effective Date of Office	Result
Askolani	Commissioner	Financial Services Authority	December 20, 2019	Pass
Fadlansyah Lubis	Commissioner	Financial Services Authority	December 23, 2022	Pass
Asmawi Syam	Independent Commissioner	Financial Services Authority	March 16, 2020	Pass
Iman Sugema	Independent Commissioner	Financial Services Authority	June 17, 2020	Pass
Susyanto	Commissioner	Financial Services Authority	August 14, 2020	Pass
Septian Hario Seto	Independent Commissioner	Financial Services Authority	July 27, 2020	Pass
Erwin Rijanto Slamet	Independent Commissioner	Financial Services Authority	August 14, 2020	Pass
Robertus Billitea	Commissioner	Financial Services Authority	September 11, 2023	Pass

Note:
1)Transferring the previously assignment as Vice President Commissioner/Independent Commissioner to become President Commissioner/Independent Commissioner since 19 September 2023
2)Served as Vice President Commissioner since September 19 2023

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:

1. 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;
2. 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:
   a. Failed to perform the duties properly;
   b. Violated the provisions of the Articles of Association and/or laws and regulations;
   c. Engaged in actions that harms the Company and/or the State;
   d. Committed an action that violated the ethics and/or properness that shall be respected as member of the Board of Commissioners;
   e. Has been found guilty by a Court decision that has permanent legal force; or
   f. Resigns.
3. 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.
4. 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.
5. Dismissal as referred to in letter c and e is a dishonorable discharge.
6. 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.
7. 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.
8. 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.
9. 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.
10. 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.
11. 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.
12. The release of the responsibilities of the resigning members of the Board of Commissioners is given after the Annual GMS releases them.

13. 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.
14. The position of a member of the Board of Commissioners shall end in the event that:
    a. The resignation has become effective as referred to in point 8 above.
    b. They pass away;
    c. Their term of office ends;
    d. They are dismissed based on the GMS; or
    e. They are declared bankrupt by a Commercial Court which has legal binding force; permanent or underguarded based on a court decision; and
    f. 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.
15. 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.

BOARD OF COMMISSIONERS' DUTIES AND RESPONSIBILITIES

The Board of Commissioners duties and responsibilities include supervising the 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' DIVISION OF SUPERVISORY ROLES AND RESPONSIBILITIES

President Commissioners' Duties

1. Coordinating the implementation of Board of Commissioners' duties;
2. Chairing the Board of Commissioners' Meetings;
3. Signing written documents including correspondence with other Commissioners;
4. Representing the Board of Commissioners by attending forums, meetings and events organized by the authorities, Dwiwarna Series A Shareholders and other institutions;
5. Representing the Board of Commissioners in chairing the Company's General Meeting of Shareholders.

Duties of Members of the Board of Commissioners

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 2023, there were changes 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 2023 were as follows:

Period January 1 – March 15 2023

Distribution of Members of the Board of Commissioners as Committee Members

Name	Position	Period	Division of Duties
Agus Dermawan Wintarto Martowardojo	President Commissioner/ Independent Commissioner	• January 1, 2023 – September 19, 2023 • January 1, 2023 – September 19, 2023	• Chair of the Nomination and Remuneration Committee • Chair of the Integrated Governance Committee
Pradjoto	Vice President Commissioner/ Independent Commissioner	• January 1, 2023 – October 30, 2023 • January 1, 2023 – September 21, 2023	• Chair of the Risk Monitoring Committee • Member of the Nomination and Remuneration Committee
Sigit Widyawan[1)]	Independent Commissioner	• January 1, 2023 – December 31, 2023 • January 1, 2023 – December 31, 2023	• Member of the Nomination and Remuneration Committee
Askolani	Commissioner	• January 1, 2023 – December 31, 2023 • January 1, 2023 – December 31, 2023	• Member of the Nomination and Remuneration Committee • Member of Integrated Governance Committee
Fadlansyah Lubis	Commissioner	• January 1, 2023 – December 31, 2023 • January 1, 2023 – December 31, 2023	• Member of the Nomination and Remuneration Committee • Member of the Risk Monitoring Committee
Asmawi Syam	Independent Commissioner	• January 1, 2023 – December 31, 2023 • January 1, 2023 – December 31, 2023	• Chair of the Audit Committee • Member of the Nomination and Remuneration Committee
Iman Sugema	Independent Commissioner	• January 1, 2023 – December 31, 2023 • January 1, 2023 – December 31, 2023	• Member of the Nomination and Remuneration Committee • Member of the Audit Committee
Susyanto	Commissioner	• January 1, 2023 – December 31, 2023 • January 1, 2023 – December 31, 2023	• Member of the Nomination and Remuneration Committee • Member of Integrated Governance Committee
Septian Hario Seto	Independent Commissioner	• January 1, 2023 – December 31, 2023 • January 1, 2023 – December 31, 2023	• Member of the Nomination and Remuneration Committee • Member of the Risk Monitoring Committee
Erwin Rijanto Slamet	Independent Commissioner	• January 1, 2023 – December 31, 2023 • January 1, 2023 – October 30, 2023	• Member of the Nomination and Remuneration Committee • Member of the Risk Monitoring Committee

[1)]Ceased serving as Independent Commissioner since March 15, 2023

Period March 15– September 19, 2023

Distribution of Members of the Board of Commissioners as Committee Members

Name	Position	Period	Division of Duties
Agus Dermawan Wintarto Martowardojo[1)]	President Commissioner/ Independent Commissioner	• January 1, 2023 – September 19, 2023 • January 1, 2023 – September 19, 2023	• Chair of the Nomination and Remuneration Committee • Chair of the Integrated Governance Committee
Pradjoto	Vice President Commissioner/ Independent Commissioner	• January 1, 2023 – October 30, 2023 • January 1, 2023 – September 21, 2023	• Chair of the Risk Monitoring Committee • Member of the Nomination and Remuneration Committee
Sigit Widyawan[2)]	Independent Commissioner	• January 1, 2023 – December 31, 2023 • January 1, 2023 – December 31, 2023	• Member of the Nomination and Remuneration Committee • Member of the Audit Committee
Askolani	Commissioner	• January 1, 2023 – December 31, 2023 • January 1, 2023 – December 31, 2023	• Member of the Nomination and Remuneration Committee • Member of Integrated Governance Committee
Fadlansyah Lubis	Commissioner	• January 1, 2023 – December 31, 2023 • January 1, 2023 – December 31, 2023	• Member of the Nomination and Remuneration Committee • Member of the Risk Monitoring Committee
Asmawi Syam	Independent Commissioner	• January 1, 2023 – December 31, 2023 • January 1, 2023 – December 31, 2023	• Chair of the Audit Committee • Member of the Nomination and Remuneration Committee
Iman Sugema	Independent Commissioner	• January 1, 2023 – December 31, 2023 • January 1, 2023 – December 31, 2023	• Member of the Nomination and Remuneration Committee • Member of the Audit Committee
Susyanto	Commissioner	• January 1, 2023 – December 31, 2023 • January 1, 2023 – December 31, 2023	• Member of the Nomination and Remuneration Committee • Member of Integrated Governance Committee

Distribution of Members of the Board of Commissioners as Committee Members

Name	Position	Period	Division of Duties
Septian Hario Seto	Independent Commissioner	• January 1, 2023 – December 31, 2023 • January 1, 2023 – December 31, 2023	• Member of the Nomination and Remuneration Committee • Member of the Risk Monitoring Committee
Erwin Rijanto Slamet	Independent Commissioner	• January 1, 2023 – December 31, 2023 • January 1, 2023 – October 30, 2023	• Member of the Nomination and Remuneration Committee • Member of the Risk Monitoring Committee
Robertus Billitea[3)]	Commissioner	• September 21, 2023 – December 31, 2023 • September 21, 2023 – December 31, 2023	• Member of the Nomination and Remuneration Committee • Member of the Integrated Governance Committee

Note:
[1)]Ceased serving as President Commissioner/Independent Commissioner since September 19, 2023
[2)]Ceased serving as Independent Commissioner on March 15, 2023, was reappointed as Independent Commissioner on March 15, 2023 and has been effective since March 15, 2023 in accordance with 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 Bank's Board of Commissioners
[3)]Served as Commissioner since March 15, 2023 and effective based on OJK approval from September 11, 2023

Period March 19– December 31, 2023

Distribution of Members of the Board of Commissioners as Committee Members

Name	Position	Period	Division of Duties
Pradjoto[1)]	Vice President Commissioner	• September 21, 2023 – December 31, 2023 • October 30, 2023 – December 31, 2023	• Chair of the Risk Monitoring Committee • Member of the Nomination and Remuneration Committee • Chair of the Nomination and Remuneration Committee
Pahala Nugraha Mansury[2)]	Vice President Commissioner	October 30, 2023 – December 31, 2023	• Member of the Nomination and Remuneration Committee • Member of the Risk Monitoring Committee
Sigit Widyawan	Independent Commissioner	• January 1, 2023 – December 31, 2023 • January 1, 2023 – December 31, 2023	• Member of the Nomination and Remuneration Committee • Member of the Audit Committee
Askolani	Commissioner	• January 1, 2023 – December 31, 2023 • January 1, 2023 – December 31, 2023	• Member of the Nomination and Remuneration Committee • Member of Integrated Governance Committee
Fadlansyah Lubis	Commissioner	• January 1, 2023 – December 31, 2023 • January 1, 2023 – December 31, 2023	• Nomination and Remuneration Committee • Member of the Risk Monitoring Committee
Asmawi Syam	Independent Commissioner	• January 1, 2023 – December 31, 2023 • January 1, 2023 – December 31, 2023 • September 21, 2023 – October 30, 2023	• Chair of the Audit Committee • Member of the Nomination and Remuneration Committee • Chair of the Integrated Governance Committee
Iman Sugema	Independent Commissioner	• January 1, 2023 – December 31, 2023 • January 1, 2023 – December 31, 2023	• Member of the Nomination and Remuneration Committee • Member of the Audit Committee
Susyanto	Commissioner	• January 1, 2023 – December 31, 2023 • January 1, 2023 – December 31, 2023	• Member of the Nomination and Remuneration Committee • Member of Integrated Governance Committee
Septian Hario Seto	Independent Commissioner	• January 1, 2023 – December 31, 2023 • January 1, 2023 – December 31, 2023	• Member of the Nomination and Remuneration Committee • Member of the Risk Monitoring Committee
Erwin Rijanto Slamet	Independent Commissioner	• January 1, 2023 – December 31, 2023 • October 30, 2023 – December 31, 2023	• Member of the Nomination and Remuneration Committee • Member of the Risk Monitoring Committee
Robertus Billitea	Commissioner	• September 21, 2023 – December 31, 2023 • September 21, 2023 – December 31, 2023	• Member of the Nomination and Remuneration Committee • Member of the Integrated Governance Committee

Information:
[1)] Transferring the previously assignment as Vice President Commissioner/Independent Commissioner to become President Commissioner/Independent Commissioner since 19 September 2023 and in the OJK Fit and Proper Test process as President Commissioner/Independent Commissioner
[2)]Served as Vice President Commissioner since September 19 2023 and in the OJK Fit and Proper Test process as President Commissioner/Independent Commissioner

BOARD OF COMMISSIONERS' AUTHORITIES

Based on 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 1 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:
   - The principal of non-performing receivables which have been written off in the framework of credit settlement, either partially or entirely; and
   - 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'

BOARD OF COMMISSIONERS POLICY ON 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.

Information on the concurrent positions for each member of the BNI Board of Commissioners as of December 31, 2023 is 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/ Member of DPR, DPD,DPRD Level I, And DPRD Level II And/Or Candidates For Regional Head/ Deputy Regionsl Head	Other Positions In Accordance With The Provisions Of Laws And Regulations	Other Positions That Can Cause a Conflict Of Interest
Pradjoto[1)]	No	No	No	No
Pahala Nugraha Mansury[2)]	No	No	No	No
Sigit Widyawan[3)]	No	No	No	No
Askolani	No	No	No	No
Fadlansyah Lubis	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
Robertus Billitea4)	No	No	No	No

Note:
[1)]Transferring the original assignment as Vice President Commissioner/Independent Commissioner to become President Commissioner/Independent Commissioner since 19 September 2023 and in the OJK Fit and Proper Test process as President Commissioner/Independent Commissioner
[2)]Serving as Vice President Commissioner since September 19 2023 and in the OJK Fit and Proper Test process as Vice President Commissioner
[3)]Ceased serving as Independent Commissioner on March 15 2023, and was reappointed as Independent Commissioner on March 15 2023 and served effectively on March 15 2023 in accordance with Financial Services Authority Circular Letter No. 39/SEOJK.03/2016 dated 13 September 2016 concerning Fit and Proper Test for Prospective Controlling Shareholders, Prospective Members of the Board of Directors, and Prospective Members of the Bank's Board of Commissioners
[4)]Served as Commissioner since March 15 2023 and effective based on OJK approval from September 11 2023

BOARD OF COMMISSIONERS MEETING

Mechanism of Board of Commissioners Meetings and Meetings of the Board of Commissioners with the Board of Directors

Based on 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 2023

During 2023, the agenda, date and participants of the Board of Commissioners' Meetings were as follows:

Board of Commissioners Meetings

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
1	January 5, 2023	**The Board of Commissioners meeting invites the Related Director** 1. Approval of Credit Facilities to related parties 2. Approval of the proposed changes to the BNI Pension Fund Regulations 3. Appointment of an Independent Consultant on Remuneration for the Board of Directors and Board of Commissioners **Internal Meeting of the Board of Commissioners** Approval of the 2023 BOC KPI and BOC Committee Work Plan	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present	Video Conference
2	January 12, 202	**The Board of Commissioners meeting invites the Related Director** 1. Approval of Credit Facilities to related parties 2. Determination of HPS for Procurement of General Audit Services for the 2023 Financial Year 3. Appointment of an Independent Consultant on Remuneration for the Board of Directors and Board of Commissioners 4. Credit Consultation to the Board of Commissioners	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present	Video Conference

Board of Commissioners Meetings

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
3	January 19, 2023	**Meeting of the Board of Commissioners with the Board of Directors** 1. Closing Audit Meeting for the 2022 Fiscal Year and BNI's Financial Performance as of 31 December 2022 2. BNI Individual Health Level Self Assessment for position 31 December 2022 3. Proposed schedule and agenda for the 2022 BNI Annual GMS	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present	Video Conference
4	January 26, 2023	**Meeting of the Board of Commissioners with the Board of Directors** 1. BNI Financial Performance for the December 2022 Period 2. BNI DPLK Business Plan Monitoring Report for Semester II-2022 3. Approval of the BNI DPLK Risk Management Policy 4. Approval of the proposed changes to the BNI Pension Fund Regulations	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present	Video Conference
5	February 2, 2023	**The Board of Commissioners meeting invited the Related Director** 1. Proposed Human Capital Policy 2. Credit Realization Report consulted with the Board of Commissioners for the 2022 Period	1. Agus Dermawan Wintarto Martowardojo 1) 2. Pradjoto 3. Sigit Widyawan 4) 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present	Video Conference
6	February 9, 2023	**The Board of Commissioners meeting invited the Related Director** 1. Proposed Human Capital Policy (continued) 2. Organizational Management Policies, Systems and Procedures 3. Update on Organizational Changes 2022 4. Organizational Arrangement of the Board of Directors 5. Proposed Organizational Changes 6. Progress Corporate Transformation 7. Policy/Procedure for Nomination/ Replacement of Directors and/or Board of Commissioners 8. Company Talent Management Policies/Systems and SOE Talent Proposals 9. Capacity Development Program for Directors and/or Board of Commissioners 2022 10. Proposed Capacity Development Program for Members of the Board of Directors and/or Board of Commissioners 2023	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present	Video Conference

Board of Commissioners Meetings

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
7	February 22, 2023	**The Board of Commissioners meeting invites the Related Director** 1. Discussion of BNI Talent 2. 2. BNI Talent Interview	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present	Video Conference
8	February 23, 2023	**The Board of Commissioners meeting invites the Related Director** 1. Policies/Systems for managing the performance of the Board of Directors, Achieving the performance of the Board of Directors in 2022, and setting KPI targets for the Board of Directors in 2023 2. One on one Board of Directors interview	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present	Video Conference
9	February 24, 2023	**The Board of Commissioners meeting invited the Related Director** One on one Board of Directors interview **Internal Meeting of the Board of Commissioners** Internal Meeting of the Board of Commissioners	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present	Video Conference
10	The Board of Commissioners meeting invited the Related Director	**The Board of Commissioners meeting invited the Related Director** The Board of Commissioners meeting invited the Related Director	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis	1. Present 2. Present 3. Not Present 4. Present 5. Present 6. Present 7. Present 8. Not Present 9. Present 10. Not Present	Video Conference
11	February 28, 202	**The Board of Commissioners meeting invited the Related Director** 1. 2022 DPLK Governance Report and 2022 DPLK Supervision Report 2. Determination of External KAP for Audit of BNI Financial Reports for Financial Year 2023 3. Independent BOD and BOC Remuneration Consultant Report, as well as BOD and BOC Remuneration Proposals 4. Proposed AGMS Resolutions for the 2022 financial year	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Not Present 8. Present 9. Present 10. Present	Video Conference

Board of Commissioners Meetings

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
12	March 2, 2023	**The Board of Commissioners meeting invites the Related Director** 1. Credit Consultation to the Board of Commissioners 2. Determination of Subsidiary Company Management	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present	Video Conference
13	March 9, 2023	**The Board of Commissioners meeting invited the Related Director** Discussion of Enterprise Banking segment debtors	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis	1. Present 2. Present 3. Present 4. Not Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present	Video Conference
14	March 14, 2023	**The Board of Commissioners meeting invites the Related Director** 1. 2022 BNI DPLK Health Level Assessment Report 2. Others	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis	1. Present 2. Present 3. Present 4. Not Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present	Video Conference
15	March 16, 2023	**The Board of Commissioners meeting invited the Related Director** Discussion of Enterprise Banking segment debtors (continued)	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis	1. Present 2. Present 3. Present 4. Present 5. Present 6. Not Present 7. Present 8. Present 9. Present 10. Present	Video Conference
16	March 29, 2023	**The Board of Commissioners meeting invites the Related Director** 1. Organizational Arrangement of the BNI Board of Directors (Directorate Division). 2. Credit Consultation to the Board of Commissioners	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5)]	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present 11. Present	Video Conference

Board of Commissioners Meetings

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
17	March 30, 2023	**Internal Meeting of the Board of Commissioners** 1. The Board of Commissioners meeting invites the Related Director 2. Credit Consultation to the Board of Commissioners 3. Consultation on writing off credit books with the Board of Commissioners	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5)]	1. Present 2. Present 3. Present 4. Not Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Not Present 11. Present	Video Conference
18	April 4, 2023	**The Board of Commissioners meeting invites the Related Director** Discussion of Commercial Banking segment debtors	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5)]	1. Present 2. Present 3. Present 4. Present 5. Present 6. Not Present 7. Present 8. Present 9. Present 10. Present 11. Present	Video Conference
19	April 6, 2023	**The Board of Commissioners meeting invited the Related Director** 1. Proposed General Policy for Internal Control Systems (KUSPI) 2. Discussion of Commercial Banking segment debtors (continued) **Internal Meeting of the Board of Commissioners**	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5)]	1. Present 2. Not Present 3. Present 4. Not Present 5. Not Present 6. Present 7. Present 8. Present 9. Present 10. Not Present 11. Not Present	Video Conference
20	April 13, 2023	**Meeting of the Board of Commissioners with the Board of Directors** 1. BNI Financial Performance as of March 31 2023 2. Credit Consultation to the Board of Commissioners	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5)]	1. Present 2. Not Present 3. Present 4. Present 5. Present 6. Present 7. Not Present 8. Present 9. Present 10. Present 11. Present	Video Conference
21	April 27, 2023	**The Board of Commissioners meeting invite the Related Director** 1. Individual BNI Risk Profile Position 31 March 2023 2. Payment Service Provider Report 3. Credit Consultation to the Board of Commissioners	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5)]	1. Present 2. Not Present 3. Present 4. Not Present 5. Not Present 6. Present 7. Present 8. Present 9. Present 10. Not Present 11. Not Present	Video Conference

Board of Commissioners Meetings

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
22	May 2, 2023	**The Board of Commissioners meeting invited the Related Director** Credit Consultation to the Board of Commissioners	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5)]	1. Present 2. Present 3. Present 4. Present 5. Present 6. Not Present 7. Not Present 8. Present 9. Present 10. Present 11. Present	Video Conference
23	May 4, 2023	**The Board of Commissioners meeting invites the Related Director** 1. BNI Overseas Branch Office Overview Report 2. Credit Consultation to the Board of Commissioners	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5)]	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present 11. Present	Hybrid
24	May 11, 2023	**The Board of Commissioners meeting invites the Related Director** 1. Annual Audit and Consultation Plan for 2023 2. Approval of the Plan for Additional Capital Inclusion and Provision of Funds to Related Parties in Subsidiary Companies 3. Determination of Subsidiary Company Management	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5)]	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present 11. Present	Hybrid
25	May 19, 2023	**The Board of Commissioners meeting invited the Related Director** 1. Determination of 2023 Directors' KPI Targets and Management Contracts 2. Approval of BNI's 2023 Risk Appetite Statement 3. Credit Consultation to the Board of Commissioners	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5)]	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Not Present 11. Not Present	Hybrid
26	May 25, 2023	**The Board of Commissioners meeting invites the Related Director** 1. Update regarding proposals from Subsidiary Company management 2. Change of KNR members 3. Update on the Executive Education of the Board of Commissioners 4. Discussion of Commercial Banking Segment Debtors (continued)	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5)]	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present 11. Not Present	Hybrid

Board of Commissioners Meetings

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
27	May 31, 2023	**The Board of Commissioners meeting invited the Related Director** 1. Plans and Developments for Remedial and Recovery Performance 2023 2. Discussion of Commercial Banking Segment Debtors (continued)	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5)]	1. Present 2. Present 3. Present 4. Present 5. Present 6. Not Present 7. Present 8. Present 9. Present 10. Present 11. Present	Hybrid
28	June 8, 2023	**The Board of Commissioners meeting invites the Related Director** 1. Employee Remuneration Policy 2. Digitalization of Human Capital	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5)]	1. Present 2. Present 3. Present 4. Not Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Not Present 11. Present	Hybrid
29	June 15, 2023	**The Board of Commissioners meeting invites the Related Director** 1. Credit Write-Off Consultation with the Board of Commissioners, as well as the next Credit Write-Off Plan during 2023 2. Credit Consultation to the Board of Commissioners 3. Determination of the composition of the management of the subsidiary company 4. KNR Self Assessment related to OJK Fit and Proper Test for Members of the Board of Commissioners	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5)]	1. Present 2. Not Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Not Present 11. Present	Hybrid
30	June 16, 2023	**The Board of Commissioners meeting invited the Related Director** Credit Consultation to the Board of Commissioners	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5)]	1. Present 2. Present 3. Present 4. Present 5. Not Present 6. Present 7. Present 8. Present 9. Present 10. Not Present 11. Not Present	Hybrid
31	June 22, 2023	**Meeting of the Board of Commissioners with the Board of Directors** 1. Approval of the BNI RBB Revision for Fiscal Year 2023 2. KAP Evaluation Results for BNI Financial Reports for Fiscal Year 2022 3. Credit Consultation to the Board of Commissioners	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5)]	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Not Present 10. Present 11. Not Present	Hybrid

Board of Commissioners Meetings

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
32	June 27, 2023	**The Board of Commissioners meeting invited the Related Director** Credit Consultation to the Board of Commissioners	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5)]	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Not Present 10. Present 11. Present	Hybrid
33	July 6, 2023	**The Board of Commissioners meeting invited the Related Director** 1. Credit Consultation to the Board of Commissioners 2. Discussion of Commercial Banking Segment Debtors (continued)	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5)]	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present 11. Not Present	Hybrid
34	July 13, 2023	**The Board of Commissioners meeting invited the Related Director** 1. Credit Consultation to the Board of Commissioners 2. Finalization of HC Policy, Policy, Implementation and Report on Sanctions, and System, Implementation and Impact of Talent and Employee Development	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5)]	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present 11. Present	Hybrid
35	July 20, 2023	**Meeting of the Board of Commissioners with the Board of Directors** 1. Approval of the BNI Stock Split Plan Proposal and the EGMS Implementation Proposal 2. BNI's Financial Performance in Quarter II 2023 3. Individual BNI Health Level and Risk Profile Self-Assessment Results as of 30 June 2023	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5)]	1. Present 2. Present 3. Present 4. Present 5. Present 6. Not Present 7. Present 8. Present 9. Present 10. Present 11. Present	Hybrid
36	July 27, 2023	**Internal Meeting of the Board of Commissioners** 1. Term of Service for Independent Members of the Board of Commissioners Committees 2. Others	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5)]	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present 11. Present	Video Conference

Board of Commissioners Meetings

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
37	August 3, 2023	**The Board of Commissioners meeting invited the Related Director** 1. Credit Consultation to the Board of Commissioners 2. Discussion of Commercial Banking Segment Debtors (continued)	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5)]	1. Present 2. Present 3. Present 4. Not Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present 11. Present	
38	August 10, 2023	**The Board of Commissioners meeting invited the Related Director** 1. Remedial & Recovery Progress Report until June 2023, as well as Credit Write-Off Consultations to the Board of Commissioners 2. Evaluation of the Implementation of BNI's Compliance and APU PPT Functions for Semester I 2023 3. BNI Material Case Progress Report for Semester I 2023	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5)]	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present 11. Present	
39	August 16, 2023	**The Board of Commissioners meeting invited the Related Director** 1. Credit Consultation to the Board of Commissioners 2. Discussion of strategies related to the evaluation of BNI's RBB for 2023-2025 3. BNI DPLK Report Semester I/2023, including: Business Plan Realization, Supervision of Business Realization, APU PPT, and Risk Management Accountability **Internal Meeting of the Board of Commissioners** Appointment of BNI EGMS Chairman in 2023	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5)]	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present 11. Present	
40	August 24, 2023	**The Board of Commissioners meeting invited the Related Director** 1. Achievement of KPI for the Company and Individual Directors Semester I - 2023 2. Approval of Granting Counterparty Limits to Related Parties 3. Approval of Credit Facilities to Related Parties **Internal Meeting of the Board of Commissioners**	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5)]	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present 11. Present	
41	August 31, 2023	**The Board of Commissioners meeting invited the Related Director** One on One KPI Board of Directors	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5)]	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present 11. Present	

Board of Commissioners Meetings

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
42	September 1, 2023	**The Board of Commissioners meeting invited the Related Director** One on One KPI Board of Directors	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5)]	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present 11. Present	
43	September 7, 2023	**The Board of Commissioners meeting invited the Related Director** Credit Consultation to the Board of Commissioners	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5)]	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present 11. Present	
44	September 11, 2023	**The Board of Commissioners meeting invited the Related Director** Credit Consultation to the Board of Commissioners	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5)]	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present 11. Present	
45	September 14, 2023	**The Board of Commissioners meeting invited the Related Director** Credit Consultation to the Board of Commissioners **Internal Meeting of the Board of Commissioners**	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5)]	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present 11. Not Present	
46	September 21, 2023	**The Board of Commissioners meeting invited the Related Director** Credit Consultation to the Board of Commissioners	1. Pradjoto [2)] 2. Pahala Nugraha Mansury [3)] 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5)]	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present 11. Present	

Board of Commissioners Meetings

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
47	September 27, 2023	**The Board of Commissioners meeting invited the Related Director** 1. Kick-Off Meeting Audit of BNI Financial Reports for Fiscal Year 2023 2. Proposed Long Term Incentive (LTI) for Board of Directors and Board of Commissioners 3. Credit Consultation to the Board of Commissioners	1. Pradjoto [2] 2. Pahala Nugraha Mansury [3] 3. Sigit Widyawan [4] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5]	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present 11. Present	
48	October 5, 2023	**The Board of Commissioners meeting invited the Related Director** 1. Approval of the 2023 Internal Audit Charter Update 2. Evaluation of Anti-Fraud Strategy, Whistle Blowing System (WBS), and Significant Fraud Reports 3. Evaluation of the Implementation of Consumer and Community Protection in the Financial Services Sector at BNI	1. Pradjoto [2] 2. Pahala Nugraha Mansury [3] 3. Sigit Widyawan [4] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5]	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present 11. Present	Hybrid
49	October 12, 2023	**The Board of Commissioners meeting invited the Related Director** 1. Remedial & Recovery Progress Report up to September 2023, as well as Credit Write-Off Consultations to the Board of Commissioners 2. Discussion of HC Policy (finalization)	1. Pradjoto [2] 2. Pahala Nugraha Mansury [3] 3. Sigit Widyawan [4] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5]	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present 11. Not Present	Hybrid
50	October 19, 2023	**The Board of Commissioners meeting invited the Related Director** 1. Self Assessment of BNI Risk Profile for Quarter III - 2023 2. Audit Committee Approval of the Use of KAP for the Implementation of Non-Assurance Services at BNI Life Insurance 3. Credit Consultation to the Board of Commissioners	1. Pradjoto [2] 2. Pahala Nugraha Mansury [3] 3. Sigit Widyawan [4] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5]	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present 11. Present	Hybrid
51	October 26, 2023	**Meeting of the Board of Commissioners with the Board of Directors** 1. Financial performance of BNI and BNI subsidiary companies for the third quarter of 2023 2. Credit Consultation to the Board of Commissioners **Internal Meeting of the Board of Commissioners**	1. Pradjoto [2] 2. Pahala Nugraha Mansury [3] 3. Sigit Widyawan [4] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5]	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present 11. Present	Hybrid

Board of Commissioners Meetings

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
52	November 2, 2023	**The Board of Commissioners meeting invited the Related Director** 1. Discussion of Commercial Banking Segment Debtors (Continued) 2. Development of Head Office and Regional Organizations as a result of Corporate Transformation	1. Pradjoto [2] 2. Pahala Nugraha Mansury [3] 3. Sigit Widyawan [4] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5]	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present 11. Present	Hybrid
53	November 9, 2023	**The Board of Commissioners meeting invited the Related Director** Discussion of Commercial Banking Segment Debtors (Finalization)	1. Pradjoto [2] 2. Pahala Nugraha Mansury [3] 3. Sigit Widyawan [4] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5]	1. Present 2. Not Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present 11. Not Present	Hybrid
54	November 16, 2023	**The Board of Commissioners meeting invited the Related Director** 1. Permit for Procurement Principles and Budget Determination of KAP for the General Audit for the 2024 Financial Year 2. Credit Consultation to the Board of Commissioners	1. Pradjoto [2] 2. Pahala Nugraha Mansury [3] 3. Sigit Widyawan [4] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5]	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present 11. Present	Hybrid
55	November 20, 2023	**The Board of Commissioners meeting invited the Related Director** Credit Consultation to the Board of Commissioners	1. Pradjoto [2] 2. Pahala Nugraha Mansury [3] 3. Sigit Widyawan [4] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5]	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present 11. Present	Hybrid
56	November 23, 2023	**Meeting of the Board of Commissioners with the Board of Directors** 1. Approval of BNI RBB 2024 - 2026, BNI RKAP 2024 and BNI RAKB 2024 2. Approval of BNI's Corporate Plan for 2024 – 2028 3. Approval of the 2023/2024 BNI Recovery Plan Document	1. Pradjoto 2) 2. Pahala Nugraha Mansury 3) 3. Sigit Widyawan 4) 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea 5)	Present Present Present Present Present Present Present Present Present Present Present	Hybrid

Board of Commissioners Meetings

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
57	November 30, 2023	**The Board of Commissioners meeting invited the Related Director** 1. Proposed Long Term Incentive (LTI) for Directors and Commissioners 2. Approval of the Determination of Subsidiary Company Management 3. Credit Consultation to the Board of Commissioners 4. Consultation on writing off credit books with the Board of Commissioners	1. Pradjoto [2)] 2. Pahala Nugraha Mansury [3)] 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5)]	1. Present 2. Not Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present 11. Present	Hybrid
58	December 7, 2023	**The Board of Commissioners meeting invited the Related Director** 1. Credit Consultation to the Board of Commissioners 2. Approval of the General Risk Management Policy (KUMR) and General Integrated Risk Management Policy (KUMRT) **Internal Meeting of the Board of Commissioners**	1. Pradjoto [2)] 2. Pahala Nugraha Mansury [3)] 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5)]	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present 11. Present	Hybrid
59	December 11, 2023	**The Board of Commissioners meeting invited the Related Director** Approval of Updates to APU, PPT and PPPSPM Policies & Procedures from BNI (including APU PPT Custody) and BNI DPLK APU, PPT and PPPSPM Policies	1. Pradjoto [2)] 2. Pahala Nugraha Mansury [3)] 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5)]	1. Present 2. Not Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present 11. Present	Video Conference
60	December 14, 2023	**The Board of Commissioners meeting invited the Related Director** 1. Evaluation of BNI's Internal Control System (including the Effectiveness of BNI's Internal Audit) 2. Evaluation of the Information Technology Strategic Plan (including discussion regarding the realization of the Information Technology Program) 3. Credit Consultation to the Board of Commissioners	1. Pradjoto [2)] 2. Pahala Nugraha Mansury [3)] 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5)]	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present 11. Present	Hybrid
61	December 20, 2023	**The Board of Commissioners meeting invited the Related Director** Credit Consultation to the Board of Commissioners	1. Pradjoto [2)] 2. Pahala Nugraha Mansury [3)] 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5)]	1. Present 2. Not Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present 11. Not Present	Video Conference

Board of Commissioners Meetings

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
62	December 21, 2023	**The Board of Commissioners meeting invited the Related Director** 1. Consultation on writing off credit books with the Board of Commissioners 2. Credit Consultation to the Board of Commissioners	1. Pradjoto [2)] 2. Pahala Nugraha Mansury [3)] 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5)]	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present 11. Not Present	Hybrid
63	December 28, 2023	**The Board of Commissioners meeting invited the Related Director** Discussion regarding the 2022 External Audit Examination	1. Pradjoto [2)] 2. Pahala Nugraha Mansury [3)] 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5)]	1. Present 2. Present 3. Present 4. Not Present 5. Present 6. Not Present 7. Present 8. Present 9. Present 10. Present 11. Present	Video Conference

Note:
[1)]Ceased serving as President Commissioner/Independent Commissioner from September 19, 2023
[2)]Transferring his original assignment as Vice President Commissioner/Independent Commissioner to become President Commissioner/Independent Commissioner starting September 19, 2023, in the OJK Fit & Proper Test process as President Commissioner/Independent Commissioner
[3)]Served as Vice President Commissioner since September 19, 2023, in the OJK Fit & Proper Test process as Vice President Commissioner
[4)]Reappointed for the second time as Independent Commissioner since March 15, 2023
[5)]Served as Commissioner since March 15, 2023 and effective based on OJK approval from September 11, 2023

Joint Board Of Commissioners With The Board Of Directors Meetings

During 2023, the Board of Commissioners held joint meetings with the Board of Directors with the following agenda, dates and participation:

Board of Commissioners and Board of Directors Meetings

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
1	January 19, 2023	**Meeting of the Board of Commissioners with the Board of Directors** 1. Closing Audit Meeting for the 2022 Fiscal Year and BNI's Financial Performance as of 31 December 2022 2. BNI Individual Soundness Level Self-Assessment for position 31 December 2022 3. Proposed Schedule and Agenda for the 2022 BNI Annual GMS	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present	Video Conference
2	January 26, 2023	**Meeting of the Board of Commissioners with the Board of Directors** 1. BNI Financial Performance for the December 2022 Period 2. BNI DPLK Business Plan Monitoring Report for Semester II-2022 3. Approval of BNI DPLK Risk Management Policy 4. Approval of Proposed Changes to BNI Pension Fund Regulations	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present	Video Conference

Board of Commissioners and Board of Directors Meetings

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
3	April 13, 2023	**Meeting of the Board of Commissioners with the Board of Directors** 1. BNI Financial Performance as of March 31, 2023 2. Credit Consultation to the Board of Commissioners	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5)]	1. Present 2. Absent 3. Present 4. Present 5. Present 6. Present 7. Absent 8. Present 9. Present 10. Present 11. Present	Video Conference
4	June 22, 2023	**Meeting of the Board of Commissioners with the Board of Directors** 1. Approval of BNI RBB Revision for Fiscal Year 2023 2. KAP Evaluation Results for BNI Financial Reports for Fiscal Year 2022 3. Credit Consultation to the Board of Commissioners	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5)]	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Absent 10. Present 11. Absent	Hybrid
5	July 20, 2023	**Meeting of the Board of Commissioners with the Board of Directors** 1. Approval of the BNI Stock Split Plan Proposal and the EGMS Implementation Proposal 2. BNI Financial Performance as of Quarter II 2023 3. Individual BNI Soundness Level and Risk Profile Self-Assessment Results as of June 30 2023	1. Agus Dermawan Wintarto Martowardojo [1)] 2. Pradjoto 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5)]	1. Present 2. Present 3. Present 4. Present 5. Present 6. Absent 7. Present 8. Present 9. Present 10. Present 11. Present	Hybrid

Board of Commissioners and Board of Directors Meetings

No.	Date	Meeting Agenda	Meeting Participants	Attended	Note
6	October 26, 2023	**Meeting of the Board of Commissioners with the Board of Directors** 1. Financial Performance of BNI and Subsidiaries for Quarter III/2023 2. Credit Consultation to the Board of Commissioners	1. Pradjoto [2)] 2. Pahala Nugraha Mansury [3)] 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5)]	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present 11. Present	Hybrid
7	November 23, 2023	**Rapat Dewan Komisaris bersama Direksi** 1. Persetujuan RBB BNI 2024 - 2026, RKAP BNI Tahun 2024 dan RAKB BNI Tahun 2024 2. Persetujuan Corporate Plan BNI Tahun 2024 – 2028 3. Persetujuan Dokumen Recovery Plan BNI Tahun 2023/2024	1. Pradjoto [2)] 2. Pahala Nugraha Mansury [3)] 3. Sigit Widyawan [4)] 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea [5)]	1. Present 2. Present 3. Present 4. Present 5. Present 6. Present 7. Present 8. Present 9. Present 10. Present 11. Present	Hybrid

Note:
[1)]Ceased serving as President Commissioner/Independent Commissioner from 19 September 2023
[2)]Transferring his original assignment as Vice President Commissioner/Independent Commissioner to become President Commissioner/Independent Commissioner starting September 19 2023, in the OJK Fit & Proper Test process as President Commissioner/Independent Commissioner
[3)]Served as Vice President Commissioner since September 19 2023, in the OJK Fit & Proper Test process as Vice President Commissioner
[4)]Reappointed for the second time as Independent Commissioner since March 15 2023
[5)]Served as Commissioner since March 15 2023 and effective based on OJK approval from September 11 2023

Board Of Commissioners' Meetings And Board Of Commissioners' Meetings With The Board Of Directors Frequency

In 2023, the Board of Commissioners held 63 (sixty three) Board of Commissioners Meetings and including 7 (seven) Board of Commissioners with the Board of Directors meetings, and 2 (two) GMS. The meetings attendance frequency for m. each member of the Board of Commissioners are as follows:

Name of the Board of Commissioners	Board of Commissioners Meeting			Meeting of the Board of Commissioners with the Board of Directors		
	Number and % Attendance			Number and % Attendance		
	Number of Meetings	Number Attended	%	Number of Meetings	Number Attended	%
Agus Dermawan Wintarto Martowardojo[1] (President Commissioner/ Independent Commissioner)	45	45	100	5	5	100
Pradjoto[2] (Vice President Commissioner/Independent Commissioner)	63	59	94	7	6	86
Pahala Nugraha Mansury[3] (Vice President Commissioner)	-	-	-	-	-	-
Sigit Widyawan[4] (Independent Commissioner)	63	62	98	7	7	100
Askolani (Commissioner)	63	55	87	7	7	100
Fadlansyah Lubis (Commissioner)	63	55	87	7	7	100
Asmawi Syam (Independent Commissioner)	63	60	95	7	7	100
Iman Sugema (Independent Commissioner)	63	60	95	7	6	86
Susyanto (Commissioner)	63	62	98	7	7	100
Septian Hario Seto (Independent Commissioner)	63	58	92	7	6	86
Erwin Rijanto Slamet (Independent Commissioner)	63	60	95	7	6	86
Robertus Billitea[5] (Commissioner)	20	17	85	2	2	100

Keterangan:
[1]Berhenti menjabat sebagai Komisaris Utama/Komisaris Independen sejak 19 September 2023
[2]Mengalihkan penugasan yang semula sebagai Wakil Komisaris Utama/Komisaris Independen menjadi Komisaris Utama/Komisaris Independen sejak 19 September 2023, dalam proses Fit & Proper Test OJK sebagai Komisaris Utama/Komisaris Independen
[3]Menjabat sebagai Wakil Komisaris Utama sejak 19 September 2023, dalam proses *Fit & Proper Test* OJK sebagai Wakil Komisaris Utama
[4]Diangkat kembali untuk kedua kalinya sebagai Komisaris Independen sejak 15 Maret 2023
[5]Menjabat sebagai Komisaris sejak 15 Maret 2023 dan efektif berdasarkan persetujuan OJK sejak tanggal 11 September 2023

The Board Of Commissioners' Meeting Plan For 2024

The agenda for the Board of Commissioners' Meeting and the Board of Commissioners' Meeting with the Board of Directors in 2024 has been prepared based on the Commissioner's Work Plan which was established at the beginning of 2024. This plan always takes into account the applicable laws and regulations, especially those that regulate the duties, obligations and responsibilities of the Board of Commissioners:

1. Board of Commissioners with the Board of Directors Meetings:
   a. To evaluate Consolidated Business and Financial Performance per quarter;
   b. 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;
   c. Strategic issues.
2. Board of Commissioners Meetings consist of Internal Board of Commissioners Meetings, Board of Commissioners Meetings by inviting the Sector/Field Directors, which include:
   a. BNI Bank Health Level for Semester II-2023 and Semester I-2024, and BNI Risk Profile per quarter;
   b. Implementation of BNI Risk Management and Integrated Risk Management in the BNI Financial Conglomeratel;
   c. Evaluation of the Internal Control System and the Effectiveness of the BNI Internal Control Unit;
   d. Follow up on audit findings and recommendations from the Bank's internal audit work unit, external auditors, results of supervision by the Financial Services Authority and/or results of supervision by other authorities;
   e. Implementation of the BNI Compliance Function;
   f. Implementation of the Anti-Money Laundering Program, Prevention of Terrorism Financing and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (APU PPT and PPPSPM) in the Financial Services Sector, Implementation of Anti-Fraud Strategy, Whistleblowing System and BNI Know Your Customer Principles;
   g. BNI Human Capital strategic issues;

Annual GMS for fiscal year 2022			Extraordinary GMS 2023		
Number and % Attendance			Number and % Attendance		
Number of Meetings	Number Attended	%	Number of Meetings	Number Attended	%
1	1	100	1	1	100
1	1	100	1	1	100
-	-	-	-	-	-
1	1	100	1	1	100
1	1	100	1	1	100
1	1	100	1	1	100
1	1	100	1	1	100
1	1	100	1	1	100
1	1	100	1	1	100
1	1	100	1	1	100
1	1	100	1	1	100
1	1	100	1	1	100
-	-	-	-	-	-

h. Implementation of Good Corporate Governance in BNI;
i. Evaluation of BNI's Strategic Plan, Governance, Risk Management and Information Technology strategic issues;
j. The quality of BNI's lending or financing portfolio;
k. BNI Information Technology Governance and strategic issues;
l. Sector Director's performance related to BNI's strategic issues;
m. BNI material cases report;
n. Loan consultation with the Board of Commissioners;
o. Consultation write-off to the Board of Commissioners;
p. Proposed Appointment of Public Accounting Firm;
q. Evaluation of Remuneration Policy Implementation, HC Management, and Outsourcing Risk Management;
r. Evaluation of the implementation of BNI Payment Services;
s. Quality of credit portfolio;
t. Report on the realization of the implementation of credits which must be consulted with the Board of Commissioners;
u. 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 Internal Audit Charter.

TRAINING AND/OR COMPETENCY IMPROVEMENT OF THE BOARD OF COMMISSIONERS

POLICY

Based on Financial Services Authority Regulation (POJK) Number 24 of 2022, The Company has a competency development policy for members of the Board of Commissioners using formal and informal domestic and overseas training in the form of individual training, certification, and workshops and sharing sessions. The Company has prepared a plan to develop the quality of the Board of Commissioners through development programs, either implemented by the Company, implemented by the Company in collaboration with other parties (expertise), or involving the Board of Commissioners in competency improvement programs organized by other A competency development list can be found in the Board of Commissioners Members Training and/or Competency Development sub-chapter on page 709 in this Annual Report.

ORIENTATION AND INDUCTION PROGRAM FOR NEW COMMISSIONERS

POLICY

In accordance with the Company's policy for each new member of the Board of Commissioners who is appointed for the first time is given an orientation regarding their duties and responsibilities. The orientation program aims to provide understanding and description of the Company's general condition, values, vision and mission Company, introduction to the business activities of the Company and the Company's subsidiaries as well as policies, procedures and implementation of Company governance.

Orientation to the Board of Commissioners was also carried out by following the Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 dated 3 March 2023 Concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises Article 43 regulates that members of the Board of Commissioners/ Supervisory Board and members of the Board of Directors who are appointed for the first time must be given an introduction program regarding SOE concerned.

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, as well as expertise that comes from external sources, 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.

During 2023, the Company has carried out an orientation and introduction program for new Commissioners, namely Robertus Billitea which was held from March to May 2023 and Pahala Nugraha Mansury which was held from September to November 2023, with the following material:

1. Briefing regarding the Duties and Responsibilities of the BNI Board of Commissioners
2. Briefing regarding the development of BNI's internal conditions, including:
   - Corporate Plan
   - Bank Business Plan
   - BNI Financial Performance
   - BNI Business
   - Risk Management, Legal, & Compliance Issues
3. Briefing regarding general banking knowledge, including:
   - Prudential Banking & Indonesian Banking System (SPI)
   - Good Corporate Governance, Risk Management and Compliance (GRC)
   - Risk Based Bank Rating (RBBR/TKB)
   - Asset Liabilities Management
   - Anti-Money Laundering (APU) and Prevention of Terrorism Financing (PPT)
   - Internal Audit
   - Sharing session regarding the Fit & Proper Test process for Candidate Commissioners

TRAINING AND/OR COMPETENCY IMPROVEMENT IN FISCAL YEAR

In order to improve the competency of members of the Board of Commissioners, the Company involves members in various trainings, including:

TRAINING AND/OR COMPETENCY IMPROVEMENT IN FISCAL YEAR

No.	Name of Training/Workshop/ Conference/Seminar	Implementation date	Implementation Venue	Type of Education	Organizer
Agus Dermawan Wintarto Martowardojo1) - President Commissioner/Independent Commissioner					
1	Winning Marketshare Through Digital and Collaboration Mindset	February 12, 2023	Bali	Offline	Management Certification Agency
2	Socialization of 2023 SOE Ministerial Regulations Number PER-01/MBU/03/2023, PER-02/MBU/03/2023, and PER-03/ MBU/03/2023	March 27, 2023	Jakarta	Offline	SOE Ministry
3	Session III Sharing Session: Development, Characteristics and Risk Management of the Pension Fund Industry	May 23, 2023	Jakarta	Offline	BNI University
4	Strategies Financial Program for Value Creation	19-23 June 2023	London	Offline	London Business School
5	Compliance Forum – Anti-Money Laundering and Prevention of Terrorism Financing and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (APU PPT and PPPSPM) in 2023	August 20, 2023	Jakarta	Offline	BNI University
6	Session IV Sharing Session: Development, Characteristics and Management of the Multifinance Industry	September 5, 2023	Jakarta	Offline	BNI University
Pradjoto[2] - Vice President Commissioner/Independent Commissioner					
1	Resource person at the Bank Staff and Leaders School Program (Sespibank) Batch 74 with the theme Resilient Leaders for Sustainable Growth	February 22, 2023	Jakarta	Offline	Indonesian Banking Development Institute (LPPI)
2	Internalization of BNI Work Culture to Improve Risk Culture and Risk Awareness	March 31, 2023	Jakarta	Online	Risk Management Certification Agency (BSMR)
3	Development, Characteristics and Risk Management of the Pension Fund Industry	May 23, 2023	Jakarta	Online	BNI University
4	Resource person at the BNI ODP Program with material on Leadership Ethics	June 9, 2023	Jakarta	Online	BNI University
5	Compliance Forum – Anti-Money Laundering and Prevention of Terrorism Financing and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (APU PPT and PPPSPM) in 2023	August 30, 2023	Jakarta	Offline	BNI University
6	Session IV Sharing Session: "Development, Characteristics and Management of the Multifinance Industry"	September 5, 2023	Jakarta	Online	BNI University
7	Resource person at the Talent Development Program for the Position of BOD -1 Bank DKI "Develop Trust & Integrity	September 9, 2023	Jakarta	Offline	Indonesian Banking Development Institute (LPPI)
8	Resource person at the Area Head Onboarding Program - Batch 2	September 15, 2023	Jakarta	Offline	BNI University
9	Resource person at the 2023 Batch 77 SESPIBANK Program with the theme Capita Selecta: Banker Integrity and Ethics	September 22, 2023	Jakarta	Offline	Indonesian Banking Development Institute (LPPI)
Pahala Nugraha Mansury[3] – Vice President Commissioner					
1	Implementation of the Board of Commissioners Onboarding Program	October 20, 2023	Jakarta	Offline	BNI University
Sigit Widyawan[4] - Independent Commissioner					
1	Winning Marketshare Through Digital and Collaboration Mindset	February 12, 2023	Bali	Offline	Risk Management Certification Agency (BSMR)
2	Development, Characteristics and Risk Management of the Pension Fund Industry	May 23, 2023	Jakarta	Offline	BNI University
3	Compliance Refreshment of Issuer and Public Company	August 22, 2023	Jakarta	Offline	Financial Services Authority
4	Compliance Forum – Anti-Money Laundering and Prevention of Terrorism Financing and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (APU PPT and PPPSPM) in 2023	August 30, 2023	Jakarta	Offline	BNI University
5	Session IV Sharing Session: "Development, Characteristics and Management of the Multifinance Industry"	September 5, 2023	Jakarta	Offline	BNI University

TRAINING AND/OR COMPETENCY IMPROVEMENT IN FISCAL YEAR

No.	Name of Training/Workshop/ Conference/Seminar	Implementation date	Implementation Venue	Type of Education	Organizer
6	Financial Services Exchange Program	September 11-12, 2023	Washington DC	Offline	The Institute of Internal Auditors
7	Social Management Systems	October 25, 2023	Jakarta	Online	SOE Ministry
8	Socialization of Technical Instructions for Preparation KPI in SOEs, Management Process Risk and Risk Taxonomy Aggregation SOE Portfolio and Reporting SOE Risk Management	November 14, 2023	Jakarta	Online	SOE Ministry
Askolani - Commissioner					
1	Winning Marketshare Through Digital and Collaboration Mindset	February 12, 2023	Bali	Offline	Risk Management Certification Agency (BSMR)
2	Development, Characteristics and Risk Management of the Pension Fund Industry	May 23, 2023	Jakarta	Online	BNI University
3	Compliance Forum – Anti-Money Laundering and Prevention of Terrorism Financing and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (APU PPT and PPPSPM) in 2023	August 30, 2023	Jakarta	Online	BNI University
4	Session IV Sharing Session: "Development, Characteristics and Management of the Multifinance Industry"	September 5, 2023	Jakarta	Online	BNI University
5	Digital and AI Strategy	9-11 Oktober 2023	Rotterdam, Belanda	Offline	Rotterdam School of Management
Fadlansyah Lubis – Commissioner					
1	Winning Market share Through Digital and Collaboration Mindset	February 12, 2023	Bali	Offline	Risk Management Certification Agency (BSMR)
2	Compliance Forum – Anti-Money Laundering and Prevention of Terrorism Financing and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (APU PPT and PPPSPM) in 2023	August 30, 2023	Jakarta	Online	BNI University
3	Managing Individual & Organizational Change	October 2-5, 2023	Virginia, United States	Offline	Darden School of Business
Asmawi Syam – Komisaris Independen					
1	Winning Marketshare Through Digital and Collaboration Mindset	February 12, 2023	Bali	Offline	Risk Management Certification Agency (BSMR)
2	Socialization of 2023 SOE Ministerial Regulations Number PER-01/MBU/03/2023, PER-02/MBU/03/2023, and PER-03/ MBU/03/2023	April 6, 2023	Jakarta	Offline	SOE Ministry
3	Development, Characteristics and Risk Management of the Pension Fund Industry	May 23, 2023	Jakarta	Offline	BNI University
4	Compliance Refreshment of Issuer and Public Company	August 22, 2023	Jakarta	Online	Financial Services Authority
5	Compliance Forum – Anti-Money Laundering and Prevention of Terrorism Financing and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (APU PPT and PPPSPM) in 2023	August 30, 2023	Jakarta	Offline	BNI University
6	Session IV Sharing Session: "Development, Characteristics and Management of the Multifinance Industry"	September 5, 2023	Jakarta	Offline	BNI University
7	Financial Services Exchange Program	September 11-12, 2023	Washington DC	Offline	The Institute of Internal Auditors
8	GRC Masterclass – Methodology and Social Management Systems	October 25, 2023	Jakarta	Online	SOE Ministry
9	Socialization of Technical Instructions for Preparation KPI in SOEs, Management Process Risk and Risk Taxonomy Aggregation SOE Portfolio and Reporting SOE Risk Management	November 14, 2023	Jakarta	Online	SOE Ministry
Iman Sugema - Independent Commissioner					
1	Winning Marketshare Through Digital and Collaboration Mindset	Februari 12, 2023	Bali	Offline	Risk Management Certification Agency (BSMR)
2	Development, Characteristics and Risk Management of the Pension Fund Industry	May 23, 2023	Jakarta	Online	BNI University

TRAINING AND/OR COMPETENCY IMPROVEMENT IN FISCAL YEAR

No.	Name of Training/Workshop/ Conference/Seminar	Implementation date	Implementation Venue	Type of Education	Organizer
3	Compliance Refreshment of Issuer and Public Company	August 22, 2023	Jakarta	Online	Financial Services Authority
4	Compliance Forum – Anti-Money Laundering and Prevention of Terrorism Financing and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (APU PPT and PPPSPM) in 2023	August 30, 2023	Jakarta	Offline	BNI University
5	Session IV Sharing Session: "Development, Characteristics and Management of the Multifinance Industry"	September 5, 2023	Jakarta	Online	BNI University
6	Financial Services Exchange Program	September 11-12, 2023	Washington DC	Offline	The Institute of Internal Auditors
7	Special Class for Indonesian Internal Audit Practitioner Certification	October 27, 2023	Jakarta	Online	SOE Ministry
8	Special Class for Indonesian Internal Audit Practitioner Certification	27 Oktober 2023	Bogor	Offline	The Institute of Internal Auditors Indonesia
9	Socialization of Technical Instructions for Preparation KPI in SOEs, Management Process Risk and Risk Taxonomy Aggregation SOE Portfolio and Reporting SOE Risk Management	November 14, 2023	Jakarta	Online	SOE Ministry
Susyanto - Commissioner					
1	Winning Marketshare Through Digital and Collaboration Mindset	February 12, 2023	Bali	Offline	Risk Management Certification Agency (BSMR)
2	Development, Characteristics and Risk Management of the Pension Fund Industry	May 23, 2023	Jakarta	Offline	BNI University
3	Compliance Forum – Anti-Money Laundering and Prevention of Terrorism Financing and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (APU PPT and PPPSPM) in 2023	August 30, 2023	Jakarta	Offline	BNI University
4	Session IV Sharing Session: "Development, Characteristics and Management of the Multifinance Industry"	September 5, 2023	Jakarta	Online	BNI University
5	Digital and AI Strategy	October 9-11, 2023	Rotterdam, Belanda	Offline	Rotterdam School of Management
Septian Hario Seto - Independent Commissioner					
1	Internalization of BNI Work Culture to Improve Risk Culture and Risk Awareness	March 31, 2023	Jakarta	Online	Risk Management Certification Agency (BSMR)
2	Development, Characteristics and Risk Management of the Pension Fund Industry	May 23, 2023	Jakarta	Online	BNI University
3	Compliance Forum – Anti-Money Laundering and Prevention of Terrorism Financing and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (APU PPT and PPPSPM) in 2023	August 30, 2023	Jakarta	Online	BNI University
4	Changing the Game: Negotiating & Competitive Decision Making	October 29-November 3, 2023	Massachusetts, United States	Offline	Harvard Business School
Erwin Rijanto Slamet - Independent Commissioner					
1	Winning Marketshare Through Digital and Collaboration Mindset	February 12, 2023	Bali	Offline	Risk Management Certification Agency (BSMR)
2	Internalization of BNI Work Culture to Improve Risk Culture and Risk Awareness	March 31, 2023	Jakarta	Online	Badan Sertifikasi Manajemen Risiko (BSMR)
3	Socialization of Technical Guidelines for the Composition and Qualifications of Risk Management Organs	June 13, 2023	Jakarta	Online	SOE Ministry
4	Program Financial Strategis for Value Creation	June 19-23, 2023	London	Offline	London Business School
5	Compliance Forum – Anti-Money Laundering and Prevention of Terrorism Financing and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (APU PPT and PPPSPM) in 2023	August 30, 2023	Jakarta	Offline	BNI University
6	Session IV Sharing Session: "Development, Characteristics and Management of the Multifinance Industry"	September 5, 2023	Jakarta	Online	BNI University

TRAINING AND/OR COMPETENCY IMPROVEMENT IN FISCAL YEAR

No.	Name of Training/Workshop/ Conference/Seminar	Implementation date	Implementation Venue	Type of Education	Organizer
7	Talkshow on Implementation of Consumer and Community Protection in accordance with POJK No. 6/POJK.07/2022	October 10, 2023	Jakarta	Offline	BNI University
Robertus Billitea[5] - Commissioner					
1	Risk Management Providing Program for Prospective Commissioners	May 17 & 19, 2023	Jakarta	Offline	Indonesian Banking Development Institute (LPPI)
2	Compliance Forum – Anti-Money Laundering and Prevention of Terrorism Financing and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (APU PPT and PPPSPM) in 2023	30 Agustus 2023	Jakarta	Online	BNI University

Note:
[1]Ceased serving as President Commissioner/Independent Commissioner since September 19, 2023
[2]Transfer from original assignment as Vice President Commissioner/Independent Commissioner to become President Commissioner/Independent Commissioner since September 19, 2023 and in the OJK Fit and Proper Test Process as President Commissioner/Independent Commissioner
[3]Served as Vice President Commissioner since September 19, 2023 and in the OJK Fit and Proper Test Process as President Commissioner/Independent Commissioner
[4]Ceased serving as Independent Commissioner on March 15 2023, was reappointed as Independent Commissioner on March 15 2023 and has been effective since March 15 2023 in accordance with Financial Services Authority Circular Letter No. 39/SEOJK.03/2016 concerning Fit and Proper Test for Prospective Controlling Shareholders, Prospective Members of the Board of Directors, and Prospective Members of the Bank's Board of Commissioners
[5]Serving as Commissioner since March 15 2023 and effective based on OJK approval from September 11 2023

RISK MANAGEMENT CERTIFICATION

Name	Position	Certificate
Agus Dermawan Wintarto Martowardojo[1]	President Commissioner/ Independent Commissioner	Level 5
Pradjoto[2]	Vice President Commissioner/ Independent Commissioner	Level 2
Pahala Nugraha Mansury[3]	Vice President Commissioner	Level 5
Sigit Widyawan[4]	Independent Commissioner	Level 2
Askolani	Komisaris	Level 1
Fadlansyah Lubis	Komisaris	Level 1
Asmawi Syam	Independent Commissioner	Level 5
Iman Sugema	Independent Commissioner	Level 2
Susyanto	Komisaris	Level 1
Septian Hario Seto	Independent Commissioner	Level 2
Erwin Rijanto Slamet	Independent Commissioner	Level 2
Robertus Billitea[5]	Komisaris	Risk Management Certification is on process, in accordance with relaxation from OJK[6]

Note:
[1]Ceased serving as President Commissioner/Independent Commissioner from September 19, 2023
[2]Transfer from original assignment as Vice President Commissioner/Independent Commissioner to become President Commissioner/Independent Commissioner from September 19, 2023 and in the OJK Fit and Proper Test process as President Commissioner/Independent Commissioner
[3]Served as Vice President Commissioner since September 19, 2023 and in the OJK Fit and Proper Test process as Vice President Commissioner
[4]Ceased serving as Independent Commissioner on March 15 2023, was reappointed as Independent Commissioner on March 15 2023 and has been effective since March 15 2023 in accordance with Financial Services Authority Circular Letter No. 39/SEOJK.03/2016 dated 13 September 2016 concerning Fit and Proper Test for Prospective Controlling Shareholders, Prospective Members of the Board of Directors, and Prospective Members of the Bank's Board of Commissioners
[5]Serving as Commissioner since March 15 2023 and effective based on OJK approval from September 11 2023
[6]On Risk Management Certification process, but has taken part in the Risk Management briefing organized by LPPI. Cfm. OJK Letter No. S-10/D.03/2023 date. 4 May 2023, the obligation to fulfill the MR Certificate in the Fit and Proper Test process for prospective members of the Board of Commissioners is exempt from the requirements, and for prospective members of the Board of Commissioners who will be proposed to take part in the PKK process but do not yet have an MR Certificate according to the provisions, must first take part in the Provisioning Program/ MR training organized by the Indonesian Banking Development Institute (LPPI). Cfm. OJK Letter No. S-30/D.03/2023 date. 17 November 2023, for members of the Board of Commissioners who have participated in the MR Provisioning/Training Program organized by LPPI and obtained "Approved" assessment results in the Fit and Proper Test, must fulfill the MR Certificate according to the provisions no later than 6 (six) months after the suspension of the Banking Certification Institute (LSP) ended, including LSP's readiness to organize SMR in accordance with the new LSP scheme.

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. Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 dated March 3 2023 Concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises Article 14 paragraph (8) regulates that the Board of Commissioners/ Supervisory Board is obliged to prepare an annual work plan and budget for the Board of Commissioners/ Supervisory Board which is an inseparable part of the Company's Work Plan and Budget (RKAP); as well as
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 written suggestions, counsel or decisions of the Board of Commissioners to the Board of Directors as:
   a. 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 suggestions and advice 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 2023, 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 2023 strategic policies, including evaluation of the Corporate Plan and RBB as well as financial performance in 2023 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 2023-2025;
   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 2024-2026 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. Conduct an evaluation review of the implementation of the audit of the BNI Consolidated Financial Statements and Other Reports for the financial year ending 31 December 2022 carried out 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 2023;
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:
      - Evaluating internal control or BNI Internal Audit;
      - Reviewing the audit plan and implementation as well as monitoring the follow-up audit results on the implementation of the BNI Internal Audit duties;

- 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;
- 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-2022 and Semester I-2023, 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 suggestions and advice 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 suggestions and advice 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. Performing the supervisory function on the application of the Anti-Fraud Strategy at BNI;
10. Evaluating the compliance function at BNI, ensuring that the compliance function at BNI has been implemented well and providing suggestions to the Board of Directors to improve the quality of implementation of the compliance function; And
    a. Reviewing reports on the implementation of the compliance function and the implementation of the Compliance Director's duties which are submitted periodically to the Board of Directors.
    b. Carrying out supervisory functions on the implementation of the Anti-Fraud Strategy at BNI;
11. Carry out supervisory functions over the implementation of Anti-Money Laundering, Prevention of Terrorism Financing and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (APU PPT and PPPSPM) at BNI;
12. With regard to the application of Good Corporate Governance (GCG) principles and practices and application of Integrated Governance;
13. Ensure the implementation of GCG principles and practices at all levels or levels of the BNI organization as well as at Financial Services Institutions in the BNI Financial Conglomerate;
    a. Supervise the implementation of Integrated Governance in the BNI Financial Conglomerate and evaluate/review the Integrated Governance Guidelines in order to improve them;
    b. Encourage the improvement of GCG practices by referring to applicable laws and regulations and international best practices;
    c. Reviewing the GCG implementation report submitted by the Board of Directors; And
    d. Monitoring the results of the GCG self-assessment, as well as conducting a self-assessment to assess the effectiveness of GCG implementation by the Board of Commissioners, including committees under the Board of Commissioners, every semester as required by the Financial Services Authority Regulations which regulate the implementation of GCG for Commercial Banks.
    e. Monitor and evaluate the performance of Subsidiary Companies as well as the Board of Directors' policies related to creating synergy and strengthening the business of Subsidiaries;
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 2022 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 2022 and Semester I of 2023 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. Carry out the function of supervisory and evaluating the Information Technology Strategic Plan including discussions regarding the realization of the Information Technology Program.
24. Evaluate the implementation of consumer and community protection in the financial services sector at BNI, and evaluate the implementation of Payment Services at BNI.
25. 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. Approval of Provision of Funds to Related Parties;
    c. Approval of the 2022-2024 Bank BNI Business Plan Revision;
    d. Approval of the 2023-2025 Bank BNI Business Plan;
    e. Approval of the 2024-2026 BNI Corporate Budget and Work Plan;
    f. Approval of the Corporate Plan for 2024-2028;
    g. Approval of the Company Budget Work Plan for 2024;
    h. Approval of the 2023/2024 BNI Recovery Plan Document;
    i. Approval of BNI's 2023 Risk Appetite Statement (RAS);
    j. Approval of the 2023 Internal Audit Annual Audit Plan;
    k. Approval of the 2024 BNI Sustainable Finance Action Plan;
    l. Approval of the Management of the BNI Subsidiary Companies;
    m. Approval of the Organizational Arrangement of the BNI Board of Directors (Directorate Division);
    n. Approval of Updating Policies and/or Procedures for Anti-Money Laundering, Prevention of Terrorism Financing and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (APU PPT and PPPSPM) of BNI;
    o. Approval of Updating General Risk Management and Capital Management Policies, as well as General Integrated Risk Management Policies;
    p. Approval of Updating Integrated Governance Policy;
    q. Approval of the 2023 Internal Audit Charter Updating;
    r. Approval of Updating Human Capital Policy;
    s. Approval of the 2023 Internal Audit Charter Updating;
    t. Approval of Updating Policies and/or Procedures for Anti-Money Laundering, Prevention of Terrorism Financing and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (APU PPT and PPPSPM) DPLK BNI;
    u. Approval of DPLK BNI Risk Management Policy;
    v. Approval of the BNI DPLK Business Plan for 2024;
    w. Approval of Updating BNI Pension Fund Regulations;
    x. Approval of Company Policies or Guidelines based on Financial Services Authority Regulations must be approved by the Board of Commissioners.
26. 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;
27. 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 63 (sixty three) meetings;
28. Conducting offline and/or online visits to Regional Offices, Branch Offices including Overseas Branch Offices to carry out the supervisory function.

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.

REALIZATION OF THE BOARD OF COMMISSIONERS' DECISIONS IN 2023

During 2023, the Board of Commissioners made a number of important decisions to strengthen the implementation of their duties and responsibilities. Some of the decisions taken included:

1. Appointment of Riswinandi as Member of the Integrated Governance Committee;
2. Appointment of Yenni Sari Dewi as Member of the Nomination and Remuneration Committee;
3. Appointment of Danni Tri Suryani as Independent Member of the Nomination and Remuneration Committee;
4. Appointment of Pasu Donnaria as Expert for the Board of Commissioners;
5. Appointment of Robertus Billitea as Member of the Integrated Governance Committee;
6. Appointment of Robertus Billitea as Member of the Nomination and Remuneration Committee;
7. Appointment of Asmawi Syam as Chair of the Integrated Governance Committee;
8. Confirmation of the Appointment of Agus Dermawan Wintarto Martowardojo as Chairman of the Integrated Governance Committee;
9. Confirmation of the Appointment of Agus Dermawan Wintarto Martowardojo as Chairman of the Nomination and Remuneration Committee;
10. Dismissal of the appointment of Mamat Rohiyat and the appointment of Sister Demy Marizka and Sister Tri Kartika as Secretariat Staff of the Board of Commissioners;
11. Dismissal of the Appointment of Asmawi Syam as Chair of the Integrated Governance Committee;

12. Dismissal of appointment of Pradjoto as Chairman of the Risk Monitoring Committee;
13. Appointment of Pradjoto as Chairman of the Nomination and Remuneration Committee;
14. Appointment of Pradjoto as Chair of the Integrated Governance Committee;
15. Dismissal of Pradjoto's Appointment as Member of the Nomination and Remuneration Committee;
16. Appointment of Erwin Rijanto Slamet as Chair of the Risk Monitoring Committee;
17. Dismissal of the Appointment of Brother Erwin Rijanto Slamet as Member of the Risk Monitoring Committee;
18. Appointment of Pahala Nugraha Mansury as Member of the Nomination and Remuneration Committee;
19. Appointment of Pahala Nugraha Mansury as Member of the Risk Monitoring Committee.

BOARD OF DIRECTORS PERFORMANCE ASSESSMENT

PENILAIAN KINERJA DIREKSI

The Board of Directors' performance evaluation system in 2023 refers to the Minister of BUMN Regulation No. PER-3/MBU/03/2023 dated 20 March 2023 concerning Organs and Human Resources of State-Owned Enterprises, Minister of BUMN Regulation No. PER-2/MBU/03/2023 dated March 3 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.

Procedures for Implementing Board of Directors' Performance Assessments

The Board of Directors' Performance Assessment for 2023 refers to BUMN Ministerial Regulation No. PER-2/MBU/03/2023 dated March 3 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises and KBUMN Letter No. S-220/MBU/04/2023 dated 19 April 2023. Assessment of Board of Directors' Performance based on the Board of Directors' Annual Management Contract which contains the Board of Directors' KPIs Collegially and the KPIs of Directors Individually which have been signed by all Board of Directors and Commissioners.

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.

Party Conducting the Assessment

The Board of Directors' collegial and individual KPI achievements are reported in periodic reports to the Board of Commissioners. On the other hand, the calculation of the Board of Directors' KPI achievements collegially and individually is reviewed by the Public Accounting Firm (KAP) which audits the company's financial reports and then submit them to Shareholders, in this case the Ministry of BUMN.

Board of Directors' Performance Assessment Results

1. Achievement of Collegial KPI

Perspective	No	KPI	Weight	Measurement	Achievement 2023 Consolidated
Social economic value		**Profitable expansion**			
Social Economic Value	1	a. PPOP	6%	Better than the previous year or meeting the minimum target	92,5%
		b. PPOP Growth	6%		16,4%
	2	**Creating Economic Value Add**			
		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%		97,6%
	3	CAR	4%	Better than the previous year or meeting the minimum target	106,3%

Perspective	No	KPI	Weight	Measurement	Achievement 2023 Consolidated
Social Economic Value	4	**Loan growth quality**			
		a. LaR	3,50%	Better than the previous year or meeting the minimum target	99,4%
		b. CKPN to LaR (LaR Coverge)	3,50%		98,2%
		c. Cost of Credit (CoC)	3,50%		110,0%
		d. BOPO	3,50%		101,8%
	5	**Strengthening the Financial Capacity of the Indonesian people**			
		a. Realization of KUR Disbursement	3%	Better than the previous year or fulfillment minimum target	104,2%
		b. Recovery Rate Subrogation	3%		94,7%
Business Model Inovation	6	**Increased Competitiveness in Obtaining Cheap Funds:**			
		a. Cheap Funds Average Balance	4%	Better than the previous year or fulfillment minimum target	97,0%
		b. CASA Ratio	4%		97,8%
	7	**Innovative and financial inclusion-oriented financing industry leader:**			
		a. Growth in the volume of digital service transactions (both retail and wholesale)	5%	According to RJPP/RKAP	110,0%
		b. Increased credit distribution for wholesale banking product services through value chain approach	5%		101,1%
Technology Leadership	8	Implementation of ATM integration (Project Jalin) and EDC Payment	5%	According to RJPP/RKAP	100,0%
	9	IT Maturity Level	3%	According to the terms	110,0%
	10	Cyber Security Breach (Zero incident)	3%	According to the terms	110,0%
Increased Investment	11	a. Rating Environment, Social, Government (ESG)	4%	Better than the previous year or fulfillment minimum target	110,0%
		b. Risk Management Maturity Index	3%	Better than the previous year or fulfillment minimum target	100,0%
	12	Strengthening International Networks and Capabilities (BNI Go Global)	4%	According to RJPP/RKAP	97,4%
Talent Development	13	Holding/Klaster Implementation of programs related to Talent Development & Career Path System in the Holding/Cluster scope	4%	Better than the previous year or fulfillment minimum target	110,0%
		Creating leading and professional human resources			
	14	Completion of the roadmap for the restructuring of defined benefit pension funds	3%	Better than the previous year or fulfillment minimum target	100,0%
		Risk Management Organ Qualification Fulfillment Ratio	3%		100,0%
	15	**Development of Millennial and Women Talents**			
		a. Female ratio in nominated talent	3%	Better than the previous year or fulfillment minimum target	103,1%
		b. Ratio of Young Top Talent (<=42 years) in nominated talent	3%		110,0%

2. Board of Directors' KPI for 2023
   Assessment of Individual KPIs is based on the achievement of KPI targets for each Directorate with the following explanation:

   President Director
   - Maintaining the Bank's health level.
   - Achievement of Business Plan Realization according to RKAP/RBB.
   - Achieved improvement in asset quality.
   - Implementation of corporate actions as planned.
   - Implementation of Company Compliance as a Public Company.
   - Fulfill the internal control implementation at each line of defense.
   - Implementation of Company Compliance as a Public Company
   - Increasing BNI's Brand Image

   Vice Director
   - Maintaining the Bank's health level.
   - Achievement of Business Plan Realization according to RKAP/RBB.
   - Achieved improvement in asset quality.
   - Fulfill the internal control implementation at each line of defense.
   - Achieved an increase in Digital Retail and Wholesale business. Achieved satisfaction of all stakeholders.
   - Increasing BNI's Brand Image

Wholesale & International Banking Director
- Achieved an increase in profitability and business volume for the Corporate Banking, International and Treasury segments.
- Achieved an increase in asset quality in the Corporate Banking and International segments.
- Increased transaction volume by Institutional Banking segment customers
- Maintaining the Company's liquidity.
- Achieving Transformation and Overseas Office Business.

Enterprise & Commercial Banking Director
- Achieved an increase in profitability and business volume for the Enterprise & Commercial Banking segment.
- Achieved an increase in asset quality in the Enterprise & Commercial Banking segment.
- Increased transaction volume by Enterprise & Commercial Banking segment customers.
- Achieved an increase in the number of Enterprise & Commercial Banking segment customers.

Retail Banking Director
- Achieved an increase in business volume for the Retail Banking segment including Xpora.
- Achieved an increase in the asset quality of the Retail Banking segment.
- Increased transaction volume by Retail Banking customers.
- Achieved the number of Private BNI customers.
- Achieved an increase in Product Holding Ratio.

Institutional Banking Director
- Achieved an increase in profitability and business volume for the Institutional Banking segment.
- Increased transaction volume by Corporate Banking and International segment customers.
- Achieved implementation of support for government programs.
- Achievement of Pension Fund & Financial Institution business.

Digital & Integrated Transaction Banking Director
- Achieved an increase in volume and digital transactions for the Wholesale & Retail Banking segment.
- Achieved an increase in the number of active transaction users for the Wholesale & Retail Banking segment.
- Achievement of BNI Corporate Branding Improvement.

Network & Services Director
- Achieved an increase in Regional business volume focusing on the Retail Banking and Commercial non-Debtor segments.
- Achieved an increase in the quality of Regional assets.
- Achieved an increase in channel performance, namely Agen46 and ATM.
- Increased transaction volume by Retail Banking segment customers.
- Achieve satisfaction of all customers and resolve complaints.

Risk Management Director
- Ensure that the 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.
- Achieved improvement in asset quality.
- Achievement of Credit Restructuring.
- Achievement of End to End Monitoring of Debtors.

Finance Director
- Achievement of Company Business Realization in accordance with RKAP/RBB.
- Achievement of Subsidiary Company's business performance.
- Achieving Procurement Process Effectiveness.

Technology & Operations Director
- Implementation of effective technology and information governance.
- Completion of Information Technology Projects.
- The target of zero incidents in IT security (cybersecurity) breaches was achieved.
- Increased Operational Excellence.

Human Capital & Compliance Director
- Achievement of Human Capital management strategies and targets.
- Achieving Compliance with Suspicious Financial Transaction Reports (LTKM), APU PPT, PPATK, KYC.
- Achieved better case resolution than the previous year.
- Achieved a reduction in the ratio of the number of fines imposed by the regulator.
- Fulfill the business procedures and policy requirements.

BOARD OF COMMISSIONERS ASSESSMENT

Procedures For Board Of Commissioners' Performance Assessment

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 to Shareholders at the Annual General Meeting of Shareholders.

Appraisal Party

The Board of Commissioners evaluated the Board of Commissioners' performance in 2023 using the self-assessment method and was reported to Shareholders at the Annual General Meeting of Shareholders.

Criteria and Results of Performance Assessment of the Board of Commissioners

1. 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.

   As part of the implementation of Good Corporate Governance which is in line with the Regulation of the Minister of State for State-Owned Enterprises PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, the Board of Commissioners at the beginning of the year has prepared an annual work plan for the Board of Commissioners which is an inseparable part of the Company's Work Plan and Budget (RKAP). In order to evaluate the implementation of the work plan, the Board of Commissioners then carry out a collegial assessment of their performance. This assessment aims to ascertain how the Board of Commissioners has performed during the Financial Year using a self-assessment method. Collegial performance assessment is carried out through measuring the achievement of the Board of Commissioners' annual collegial Key Performance Indicator (KPI) which was prepared and determined at the beginning of the year.

   The 2023 collegial KPI of the Board of Commissioners, which was prepared and determined at the beginning of the year by the Board of Commissioners, is divided into 4 aspects with each weight as follows:
   I. Planning aspect, with a weight of 10%;
   II. Supervisory and advisory aspect, with a weight of 55%;
   III. Reporting aspect, with a weight of 15%; and
   IV. Dynamic aspect, with a weight of 20%.

   The Board of Commissioners' Performance Assessment is reflected in the Board of Commissioners' KPI for 2023 self-assessment results, which showed that the Board of Commissioners fully implemented the work programs contained in the Board of Commissioners' 2023 work plan in accordance with the targets set, with details of the Board of Commissioners' KPI achievement as follows:

No.	Aspect and Parameter	Weight	Achievment
1	Planning Aspect Conducted discussions and provided recommendations/approval on the preparation of the Board of Commissioners' work plan for the coming year	10%	...%
2	Supervisory and Advisory Aspect • 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. • Provided approval and advice to the Board of Directors in accordance with the Board of Commissioners' duties. • Board of Commissioners' meetings • Committee meetings of the Board of Commissioners with related Directors/Units • Board of Commissioners working visits • Realization of the Committees under the Board of Commissioners' Work Plan	55%	...%
3	Reporting Aspect • Board of Commissioners' KPI Realization Reports • Board of Commissioners' Supervision Reports to the Authorities and Ministry of SOEs.	15%	...%
4	Dynamic Aspect • External Auditor's proposals to Shareholders • Competency Improvement through Seminars, Workshops etc • Board of Commissioners' GCG Assessment Results	20%	...%

2. Board of Commissioners' performance assessment through a Self Assessment of the Good Corporate Governance Implementation
   a. 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. 17 of 2023 dated 14 September 2023 concerning the 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.
   b. 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.

c. 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.
d. The Good Corporate Governance Implementation self-assessment for the results of the period of 2023 as 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, received a rating of 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".
e. 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 2023 CGPI assessment at BNI showed a score of "92.26", with a "The Most Trusted Company" predicate. BNI's CGPI results achievement of ""The Most Trusted Company" 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.

COMPLETENESS OF THE BOARD OF COMMISSIONERS' ORGANS

To strengthen its supervisory duties, the Board of Commissioners has supporting organs 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 has been 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:

1. Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 dated 3 March 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises and Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 dated 20 March 2023 concerning Organs and Human Resources of State-Owned Enterprises, the organs of the Board of Commissioners may consist of the Audit Committee, Nomination and Remuneration Committee, Risk Monitoring Committee and Integrated Governance Committee, as well as the Board Secretariat Commissioner;
2. Financial Services Authority 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;
3. Financial Services Authority 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;
4. Financial Services Authority 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.
5. Financial Services Authority Regulation no. 17 of 2023 dated 14 September 2023 concerning the Implementation of Governance for Commercial Banks, in order to support the effective implementation of duties and responsibilities, the Board of Commissioners is required to form at least an Audit Committee, a Risk Monitoring Committee and a Nomination and Remuneration 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 MECHAMISM 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, Risk Monitoring Committee, Nomination and Remuneration Committee, Risk Monitoring Committee and Integrated Governance Committee.

During 2023, 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 2023; 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 supervisory duties and responsibilities regarding the review of financial information released by the Bank to the public and/or to the authorities. In addition, the Audit Committee also carries out reviews to ensure compliance with laws and regulations relevant to the Bank's activities, provides recommendations to the Board of Commissioners regarding the appointment of Public Accountants (AP) and Public Accounting Firms (KAP), and evaluates the effectiveness of audit implementation/ services provided. provided by Public Accountants (AP) and Public Accounting Firms (KAP). The Audit Committee also reviews the implementation of audits by internal and external auditors, and supervises the implementation of follow-up actions by the Board of Directors.

The Risk Monitoring Committee has assessed the suitability of risk management policies with the implementation of Bank policies, and has also monitored and evaluated the implementation of duties by the risk management committee and risk management work unit. The results of this assessment are used to provide recommendations to the Board of Commissioners. In 2023, the Risk Monitoring Committee carried out the evaluation of the implementation of risk management for the Bank's 8 (eight) main risks, namely Credit Risk, Market Risk, Liquidity Risk, Operational Risk, Strategic Risk, Legal Risk, Compliance Risk, Reputation Risk, as well as 2 additional (two) other risks included in integrated risk management, namely Insurance Risk and Intragroup Transaction Risk.

The Nomination and Remuneration Committee has also carried out its role in carrying out supervisory duties and obligations which include evaluating and formulating recommendations to the Board of Commissioners regarding regulations and policies related to nomination and remuneration for members of the Commissioners, Directors, executive officers and employees as a whole. This also includes examining and assessing the company's talent management policies, as well as evaluating organizational development proposed by the Board of Directors, in accordance with applicable regulations.

The Integrated Corporate Governance Committee evaluated the Integrated Governance by analyzing the level of effectiveness of internal control, implementation of integrated compliance, and performance of the Integrated Governance Guidelines. This committee also provided recommendations to the Board of Commissioners of the Main Entity concerning the results of the Integrated Governance implementation evaluation, as well as improvements that may be needed in the Integrated Governance Guidelines. The Integrated Corporate Governance Committee also assessed the suitability of the Integrated Governance Policy and its implementation, as well as provided recommendations to the Board of Commissioners of the Main Entity on the Integrated Governance policy and how to implement it, with the aim of ensuring that Integrated Governance is managed effectively in all Financial Services Institutions in the BNI Financial Conglomerate.

During 2023, the implementation of programs and work plans carried out by committees under the Board of Commissioners is reflected in the level of participation and number of meetings attended, as well as reports describing the implementation of activities carried out by the Audit Committee, Nomination and Remuneration Committee, Monitoring Committee Risk, and Integrated Governance Committee. This shows that these committees have carried out their duties and responsibilities effectively.

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 criteria or factor 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.

Independent Commissioners

CRITERIA AND NUMBER OF INDEPENDENT COMMISSIONERS

The Company has an Independent Commissioner who has adapted to Financial Services Authority Regulation no. 17 of 2023 dated 14 September 2023 concerning the Implementation of Governance for Commercial Banks. In this regulation, Independent Commissioners in commercial banks must constitute at least 50% (fifty percent) of the total members of the Board of Commissioners.The composition of BNI Commissioners as of 31 December 2023 is 11 (eleven) people consisting of 1 (one) President Commissioner/ Independent Commissioner, 1 (one) Vice President Commissioner, 5 (five) Independent Commissioners, and 45 (five) Commissioners .Thus, the composition of BNI's Independent Commissioners is more than 50% of the total number of Board of Commissioners and has complied with Financial Services Authority Regulations.

Apart from following the Financial Services Authority Regulation no. 17 of 2023 dated 14 September 2023 concerning the Implementation of Governance for Commercial Banks as explained above, the appointment of BNI Independent Commissioners is carried out by paying attention to and being guided by the provisions governing the requirements and criteria for Independent Commissioners in other applicable laws and regulations, in particular:

1. Law Number 40 of 2007 concerning Limited Liability Companies as amended by Law Number. 6 of 2023 concerning the Stipulation of Government Regulation in Lieu of Law Number 2 of 2022 concerning Job Creation into Law which regulates that:
   a. The Company's Articles of Association may stipulate the presence of 1 (one) or more independent commissioners and 1 (one) delegated commissioner; and
   b. 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.
2. 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 stipulates that:
   a. 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
   b. 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;v
      - 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.
3. OJK Circular No. 13/SEOJK.03/2017 dated March 17, 2017 concerning Implementation of Governance for Commercial Banks which stipulates that:
   a. 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;
   b. 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.
4. 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.

Independent Commissioners' Independence

Name	Has no financial relationship with the Board of Commissioners and Directors	Has no management relationship with BNI, subsidiaries or affiliated companies	Has no share ownership relationship in BNI	Has no family relationship with the Board of Commissioners, Directors, and/or fellow members of the Nomination and Remuneration Committee
Pradjoto	v	v	v	v
Sigit Widyawan	v	v	v	v
Asmawi Syam	v	v	v	v
Iman Sugema	v	v	v	v
Septian Hario Seto	v	v	v	v
Erwin Rijanto	v	v	v	v

Each Independent Commissioner member 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 2023, the serving Independent Commissioners were as follows:

INDEPENDENCE APPENDIX

Attachment to the Statement of Independence of the Independent Commissioner

1. **Pradjoto**



2. **Sigit Widyawan**



3. Asmawi Syam



4. Iman Sugema



5. Septian Hario Seto



6. Erwin Rljanto Slamet



Board of Directors and Board of Commissioners Nomination and Remuneration

Nominations:
Members of the Board of Directors and members of the Board of Commissioners are selected and appointed to create diversity, consisting of individuals who have the commitment, knowledge, abilities and expertise needed by the Company.

Remuneration:
Remuneration is designed to effectively align the interests of members of the Board of Directors and members of the Board of Commissioners with the long-term interests of the Company and sustainable value creation.

BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS NOMINATION PROCEDURE

Board of Directors Nomination Procedure

The process of appointing prospective members of the Board of Directors is carried out in accordance with the statutory regulations that regulate the procedures for appointing members of the Board of Commissioners in the banking and SOE sectors, in particular:

1. Regulation of the Minister of State for State-Owned Enterprises No. PER-2/MBU/03/2023 dated March 03, 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises;
2. Regulation of the Minister of State for State-Owned Enterprises No. PER-3/MBU/03/2023 dated March 20, 2023 concerning Organs and Human Resources of State-Owned Enterprises;
3. Financial Services Authority Regulation No. 27/ POJK.03/2016 dated July 22, 2016 concerning Fit and Conformity Assessment 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 Banks;
4. Financial Services Authority Regulation No. 17 of 2023 dated September 14, 2023 concerning the Implementation of Governance for Commercial Banks and Financial Services Authority Circular Letter No. 13/SEOJK.03/2017 dated March 17, 2017 concerning Implementation of Governance for Commercial Banks;
5. Financial Services Authority Regulation No. 33/ POJK.04/2014 concerning Directors and Board of Commissioners of Issuers or Public Companies; And
6. BNI's Articles of Association which regulate the appointment of members of the Board of Commissioners.

Board of Commissioners Nomination Procedure

Board of Commissioners Appointment Process

The process of appointing prospective members of the Board of Commissioners is carried out in accordance with the statutory regulations which regulate the procedures for appointing members of the Board of Commissioners in the banking and BUMN sectors, in particular:

1. Regulation of the Minister of State for State-Owned Enterprises No. PER-2/MBU/03/2023 dated 03 March 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises;
2. Regulation of the Minister of State for State-Owned Enterprises No. PER-3/MBU/03/2023 dated March 20, 2023 concerning Organs and Human Resources of State-Owned Enterprises;
3. Financial Services Authority Regulation No. 27/ POJK.03/2016 dated July 22, 2016 concerning Fit and Conformity Assessment 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 Banks;
4. Financial Services Authority Regulation No. 17 of 2023 dated September 14, 2023 concerning the Implementation of Governance for Commercial Banks and Financial Services Authority Circular Letter no. 13/SEOJK.03/2017 dated March 17, 2017 concerning Implementation of Governance for Commercial Banks;
5. Financial Services Authority Regulation No. 33/ POJK.04/2014 concerning Directors and Board of Commissioners of Issuers or Public Companies; And
6. BNI's Articles of Association which regulate the appointment of members of the Board of Commissioners.

Members of the Board of Commissioners are appointed by the GMS which is attended and approved by the Series A Dwiwarna Shareholders and the meeting decisions must be approved by the Series A Dwiwarna Shareholders considering the provisions in the Articles of Association. The GMS decision regarding the appointment of members of the Board of Commissioners also determines when the appointment and dismissal will take effect. In the event that the GMS does not determine the appointment as a member of the Board of Commissioners will take effect from the closing of the GMS. Submission of proposals for prospective members of the Board of Commissioners to the GMS through Series A Dwiwarna Shareholders is carried out by taking into account the recommendations of the Nomination and Remuneration Committee.

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, among other things, regulates that prospective members of the Board of Commissioners who are included as Main Parties of BNI which is a Financial Services Institution must obtain approval from the Financial Services Authority before carrying out actions, duties and functions as a member of the Board of Commissioners. In order to provide such approval, OJK carries out a fit and proper test for prospective members of the Board of Commissioners.

Members of the Board of Commissioners who have passed the fit and proper test without records and have received approval from the Financial Services Authority, indicate that the relevant members of the Board of Commissioners have and fulfill the requirements of integrity, competence and adequate financial reputation.

PROCEDURE AND IMPLEMENTATION OF REMUNERATION OF THE BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS

Board of Directors' Remuneration Governance Policy, refers to Financial Services Authority Regulation No. 45/POJK.03/2015 dated December 23, 2015 and Financial Services Authority Circular Letter No. 40/SEOJK.03/2016 concerning the Implementation of Governance in Providing Remuneration for Commercial Banks, as well as Regulation of the Minister of State-Owned Enterprises Number PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises.

In accordance with POJK direction Regulation No. 17 of 2023 concerning the Implementation of Governance for Commercial Banks, POJK No. 45/POJK.03/2015 and SEOJK No. 40/SEOJK.03/2016 Implementation of Governance in Providing Remuneration for Commercial Banks, the scope of BNI's remuneration policy includes:

1. The Board of Directors and Board of Commissioners receive remuneration and other facilities determined based on the GMS Resolution.
2. The prudence principle in providing performance and risk-based remuneration.
3. Determination of Material RiskTaker (MRT) is categorized as follows:
   a. Material RiskTakers (MRT) can be determined using qualitative methods according to the portion of responsibility that influences the main risk profile which will be determined in accordance with the risk profile evaluation determined by the Company every year.
   b. Determining the MRT category can also be done quantitatively through a comparison of variable remuneration between MRT and non-MRT employees, taking into account the performance and risk level of the position concerned.
4. Implementation of variable remuneration in accordance with regulatory provisions regarding the application of remuneration for commercial banks.

REMUNERATION GOVERNANCE

Board of Directors Remuneration

The remuneration governance policy states that the remuneration given to the Board of Directors can be fixed or variable. Fixed or variable remuneration is based on business scale, business complexity, peer groups, inflation rates, conditions, and financial capabilities of the Company and do 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. In accordance with the Company's Articles of Association, members of the Board of Directors are given salaries and benefits/facilities including tantiem and post-employment compensation with the type and amount determined by the GMS by taking into account the provisions of the applicable 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.

Board of Directors' Remuneration Determination Procedure

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.

Process for Determining the Board of Commissioners and Board of Directors Remuneration

The Nomination and Remuneration Committee reviews the proposed remuneration for the Board of Commissioners and Board of Directors for submission to the Board of Commissioners	Letter from the Board of Commissioners to Dwiwarna Series A Shareholders regarding the proposed remuneration for the Board of Commissioners and the Board of Directors	General Meeting of Shareholders Resolution regarding the Delegation of Authority to Dwiwarna Series A Shareholders and the Board of Commissioners to determine the amount of the Board of Commissioners and the Board of Directors' Remuneration	Decree of Dwiwarna Series A Shareholders regarding the BNI's Board of Commissioners and the Board of Directors' Remuneration	Board of Commissioners' Letter to the Board of Directors regarding the Determination of the Board of Directors and the Board of Commissioners' Remuneration

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:

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 it is not in contradiction to the laws and regulations.

Remuneration Structure For Members Of The Board Of Directors

The remuneration structure for members of the Board of Directors is based on BUMN Ministerial Regulation No. PER-3/ MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises, as well as the Letter of the Minister of BUMN No.SR-25/Wk.2.MBU.A/07/2023 dated July 4, 2023 concerning determination the income of Board of Directors and Board of Commissioners of PT Bank Negara Indonesia (Persero) Tbk 2023 is as follows:

Remuneration Structure for Members of Board of Directors in 2023

Type of Remuneration/ Facility	Description
Salary	
Salary Components	• President Director is 100%; • Vice President Director is 90% 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.
Post-Employment Insurance	• 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 and Board of Commissioners, and 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.
Housing Allowance	Members of the Board of Directors are given a housing allowance including utility costs, which is provided on a monthly basis, the amount of which is determined by the Minister, namely IDR27,500,000.- per month.

Remuneration Structure for Members of Board of Directors in 2023

Type of Remuneration/ Facility	Description
Facilities	
Vehicles	• Members of the Board of Directors are provided with 1 (one) official vehicle and 1 (one) driver which can be used full time by members of the Board of Directors with overtime pay borne by the Company; • Vehicle specifications and types are determined by the Company, with a maximum limit of 3,500 cc for oil-fueled vehicles or a maximum limit of 100 kWh for battery electric vehicles. • Maintenance costs and vehicle operational costs as well as other costs arising in connection with official vehicle facilities are borne by the Company at cost (at cost); • Members of the Board of Directors who ceased serving are required to return their official vehicles to the Company within a period of no later than 30 (thirty) days.
Health	• Health facilities are given in the forms of health insurance or reimbursement of medical expenses; • Health facilities are provided in the forms of: a. Health insurance program administered by the Social Security Administering Agency; b. Outpatient and medicine; c. Inpatient and medicine; d. Medical check-up, 1 (one) time every year and taken domestically. • Health facilities are provided to members of the Board of Directors as well as husband/wife and a maximum of 3 (three) children who have not yet reached the age of 25 (twenty five) years, provided that the child who is not yet 25 (twenty five) years old has ever been married or have ever worked, the person concerned is not entitled to health facilities. • In the event that the treating doctor provides a referral for treatment abroad,The provision of health facilities can be provided in full or in part by taking into account the company's financial capabilities. • Medical check-ups are provided with the following conditions: a. medical check-up is provided 1 (one) time every year; And b. medical check-ups are carried out within the country.
Legal Aid	• Legal assistance facilities are provided to members of the Board of Directors in the event of actions/deeds for and on behalf of the position of members of the Board of Directors which are related to the aims and objectives and business activities of the Company; • Legal aid facilities are provided by taking into account the principles of fairness, transparency and accountability in accordance with applicable regulations, as well as taking into account the Company's financial capabilities. • Legal aid facilities are provided in the form of: a. financing legal services which includes the process of providing information, examining witnesses, suspects and defendants in judicial institutions until obtaining a decision that has permanent legal force, and preparation of related documents relating to this process; b. financing legal services as a witness or defendant in legal disputes in judicial institutions until obtaining a decision that has permanent legal force, and preparation of related documents relating to this process; And c. transportation and accommodation costs in connection with the legal process. • Legal aid facilities can be charged to the Company only for 1 (one) legal service provider for 1 (one) specific case. • The appointment of legal service providers is carried out by the Company in accordance with the provisions for the procurement of goods and services that apply to the Company. • In the event that a member of the Board of Directors uses a legal service provider of their own choice or is involved in the process of appointing a legal service provider, whether at the level of inquiry/investigation, court of first instance, appeal, cassation or judicial review, the costs of the attorney/legal consultant are not borne/reimbursed by the Company. • In the event that a member of the Board of Directors is acquitted/declared not guilty by a court with a decision that has permanent legal force, then the legal aid facility is at the expense of the Company.

Remuneration Structure for Members of Board of Directors in 2023

Type of Remuneration/ Facility	Description
	• As long as the legal matter does not yet have permanent legal force, post-service insurance for members of the Board of Directors is not paid and is placed in a special account as collateral for legal costs incurred by the Company. • The Company does not provide legal assistance facilities in the event that members of the Board of Directors become witnesses, suspects or defendants due to criminal proceedings or defendants due to proceedings other than criminal cases reported by: a. Company; b. The State, as a legal entity or State institution or government institution; or c. Certain parties determined by the GMS/Minister; • Members of the Board of Directors who use legal aid facilities must provide a stamped statement stating the following: a. that the capacity of members of the Board of Directors in certain cases is not individual; b. willing to use post-service insurance as collateral for legal costs incurred by the Company; c. willing to return the costs incurred for providing legal assistance facilities to the Company if it is proven that the capacity of the member of the Board of Directors concerned in the case is an individual; and d. willing to replace/refund the costs incurred by the company if a member of the Board of Directors is found guilty by a court with a decision that has permanent legal force. • The company must provide legal assistance facilities to former members of the Board of Directors in the event of legal problems arising because the person concerned carries out actions/deeds for and on behalf of their position relating to the aims and objectives and business activities of the Company, which they carried out while the person concerned served as a member of the Board of Directors . • Provisions regarding the provision of legal aid facilities, mutatis mutandis apply to the provision of legal aid facilities for former members of the Board of Directors. • The legal assistance procedures for Directors are carried out in accordance with applicable laws and regulations, in particular the Regulation of the Minister of State for State-Owned Enterprises which regulates Guidelines for Determining the Income of Directors, Board of Commissioners and Supervisory Board of State-Owned Enterprises.
Housing Facilities	Members of the Directors who are still using housing facilities prior to the enactment of the Ministerial Regulation, will use these housing facilities until December 31, 2023.

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.

No.	Name	Remuneration				
		Salary	Religious Allowances	Housing Allowances	Transportation Allowances	Tantiem
1	Royke Tumilaar (President Director)	√	√	√	X	√
2	Adi Sulistyowati (Vice President Director)	√	√	X	X	√
3	Novita Widya Anggraini (Finance Director)	√	√	X	X	√
4	Corina Leyla Karnalies (Digital and Integrated Transaction Banking Director)	√	√	√	X	√
5	Sis Apik Wijayanto (Enterprise and Commercial Banking Director)	√	√	√	X	√
6	David Pirzada (Risk Management Director)	√	√	X	X	√
7	Silvano Winston Rumantir (Wholesale and International Banking Director)	√	√	√	X	√
8	Ronny Venir (Network and Services Director)	√	√	X	X	√
9	Muhammad Iqbal (Institutional Banking Director)	√	√	X	X	√
10	Putrama Wahju Setyawan (Retail Banking Director)	√	√	√	X	√
11	Mucharom (Human Capital and Compliance Director)	√	√	√	X	√
12	Toto Prasetio (Technology and Operations Director)	√	√	√	X	√
	Total (IDR-million)	**53,664**	**4,472**	**2,356**	**-**	**224,300**

The annual remuneration grouped by income levels is as follows.

Board of Directors Remuneration by Group

Total Remuneration	Board of Directors	IDR Million
Above IDR2 billion	12	295,587
Above IDR1 billion - IDR2 billion	-	-
Above IDR500 million - IDR1 billion	-	-
Below IDR500 million	-	-

Tantiem

The Tantiem paid in 2023 equated by 1.7% of the Company's net profit for the period January 1, 2022-December 31, 2022, 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%.

To comply with Article 23 of OJK Regulation No. 45/POJK.03/2015 concerning Governance Implementation when Providing Remuneration in Commercial Banks, the 2022 Performance will be paid in 2023 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

Other Natura Facilities				Total
Housing (cannot be owned)	Transportation (cannot be owned)	Post-Employment Insurance (can be owned)	Health (cannot be owned)	
X	√	√	√	√
√	√	√	√	√
√	√	√	√	√
X	√	√	√	√
X	√	√	√	√
√	√	√	√	√
X	√	√	√	√
√	√	√	√	√
√	√	√	√	√
X	√	√	√	√
X	√	√	√	√
X	√	√	√	√
1,554	10,100	10,794	4,169	295,587

BOARD OF COMMISSIONERS' REMUNERATION

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.

Based on the Company'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 Determining Remuneration for the Board of Commissioners

The procedure for determining the Board of Commissioners' remuneration 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 for Determining Remuneration for the Board of Commissioners

The Nomination and Remuneration Committee reviews the proposed remuneration for the Board of Commissioners and Board of Directors for submission to the Board of Commissioners	Letter from the Board of Commissioners to Dwiwarna Series A Shareholders regarding the proposed remuneration for the Board of Commissioners and the Board of Directors	General Meeting of Shareholders Resolution regarding the Delegation of Authority to Dwiwarna Series A Shareholders and the Board of Commissioners to determine the amount of the Board of Commissioners and the Board of Directors' Remuneration.	Decree of Dwiwarna Series A Shareholders regarding the BNI's Board of Commissioners and the Board of Directors' Remuneration	Board of Commissioners' Letter to the Board of Directors regarding the Determination of the Board of Directors and the Board of Commissioners' Remuneration

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-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises, 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.

Members of the Board Of Commissioners Remuneration Structure

The remuneration structure for members of the Board of Directors is based on BUMN Ministerial Regulation No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises, as well as the Letter of the Minister of BUMN No.SR-25/Wk.2.MBU.A/07/2023 dated July 4, 2023 concerning Determination the income of Board of Directors and Board of Commissioners of PT Bank Negara Indonesia (Persero)Tbk in 2023, it is as follows:

Remuneration Structure for Members of the Board of Commissioners

Type of Remuneration/Facility	Information
Honorarium	
Honorarium Composition	• President Commissioner is 45% of the President Director's salary; • Vice President Commissioner at 42.5% of the President Director's salary; • Commissioners amounting to 90% of the President Commissioner's honorarium.
Allowances	
Religious Holiday	The Board of Commissioners is given a holiday allowance of 1 (one) times the honorarium.
Post-Service Insurance	• Given during office (from effective appointment until termination); • The premium borne by the Company is 25% (twenty five percent) of salary in one year; • Selection of programs for post-service insurance is determined by the Board of Directors and Board of Commissioners, coordinated by the unit that manages facilities and benefits for members of the Board of Directors and Board of Commissioners; • Premiums, contributions or other relevant terms for post-service insurance include premiums for accident and death insurance.
Transportation	The Board of Commissioners is given a transportation allowance of 20% (twenty percent) of the honorarium.
Facilities	
Health	• Health facilities are provided in the form of health insurance or reimbursement for medical expenses • Health facilities are provided in the form of:: a. Health insurance program administered by the Social Security Administering Agency; b. Outpatient care and medication; c. Hospitalization and medication; d. Medical check-up • Health facilities are provided to members of the Commissioners as well as husband/wife and a maximum of 3 (three) children who have not reached the age of 25 (twenty five) years, provided that the child who is not yet 25 (twenty five) years old has ever been married or If you have ever worked, the person concerned is not entitled to health facilities. • In the event that the treating doctor provides a referral for treatment abroad, health facilities can be provided in full or in part by taking into account the company's financial capabilities. • Medical check-ups are provided with the following conditions: a. medical check-up is given 1 (one) time every year; And b. medical check-ups are carried out within the country.

Remuneration Structure for Members of the Board of Commissioners

Type of Remuneration/Facility	Information
Legal Aid	• Legal assistance facilities are provided to members of the Board of Commissioners in the event that actions/deeds occur for and on behalf of the position of members of the Board of Commissioners which are related to the aims and objectives and business activities of the Company. • Legal assistance facilities are provided by taking into account the principles of fairness, transparency and accountability in accordance with applicable regulations, as well as taking into account the Company's financial capabilities. • Legal aid facilities are provided in the form of: a. financing legal services which includes the process of providing information, examining witnesses, suspects and defendants in judicial institutions until obtaining a decision that has permanent legal force, and preparation of related documents relating to this process; b. financing legal services as a witness or defendant in legal disputes in judicial institutions until obtaining a decision that has permanent legal force, and preparation of related documents relating to this process; and c. transportation and accommodation costs in connection with the legal process. • Legal aid facilities can be charged to the Company only for 1 (one) legal service provider for 1 (one) specific case. • The appointment of legal service providers is carried out by the Company in accordance with the provisions for the procurement of goods and services that apply to the Company. • In the event that a member of the Board of Commissioners uses a legal service provider of their own choice or is involved in the process of appointing a legal service provider, whether at the level of inquiry/investigation, court of first instance, appeal, cassation or judicial review, the costs of the attorney/legal consultant are not borne/reimbursed by the Company. • In the event that a member of the Board of Commissioners is acquitted/declared not guilty by a court with a decision that has permanent legal force, then the legal aid facilities are at the expense of the Company. • As long as the legal matter does not yet have permanent legal force, the retirement insurance for the Commissioner in question is not paid and is placed in a special account as collateral for the legal costs incurred by the Company. • The Company does not provide legal assistance facilities in the event that members of the Board of Commissioners become witnesses, suspects or defendants due to criminal proceedings or defendants due to proceedings other than criminal cases reported by: a. Company; b. State, as a legal entity or state institution or government institution; or c. Certain parties determined by the GMS/Minister; • Commissioners who use legal aid facilities must provide a duly stamped statement explaining the following: a. that the capacity of Commissioners in certain cases is not an individual; b. willing to use post-service insurance as collateral for legal costs incurred by the Company; c. willing to return the costs incurred for providing legal aid facilities to the Company if it is proven that the capacity of the member of Commissioners concerned in the case is as an individual; and d. willing to replace/refund the costs incurred by the company if a member of the Commissioner is found guilty by a court with a decision that has permanent legal force. • The Company must provide legal assistance facilities to former members of the Commissioners in the event of legal problems arising because the person concerned carries out actions/deeds for and on behalf of their position relating to the aims and objectives and business activities of the Company, which they carried out while the person concerned served as a member of the Board of Commissioners. • Provisions regarding the provision of legal aid facilities, mutatis mutandis apply to the provision of legal aid facilities for former Commissioners. • Procedures for legal assistance for members of the Board of Commissioners are carried out in accordance with applicable laws and regulations, in particular the Regulation of the Minister of State for State-Owned Enterprises which regulates Guidelines for Determining the Income of Directors, Board of Commissioners and Supervisory Boards of State-Owned Enterprises.

Nominal/Component For The Board Of Commission

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 total remuneration nominal/component for the Board of Commissioners in 2023 was as follows:

No	Name	Remuneration			
		Honorarium	Housing Allowance	Transportation Allowance	Holiday allowance
1	Agus Dermawan Wintarto Martowardojo[1] (President Commissioner/ Independent Commissioner)	√	x	√	√
2	Pradjoto[2] (President Commissioner/ Independent Commissioner)	√	x	√	√
3	Pahala Nugraha Mansury[3] (Vice President Commissioner)	√	x	√	√
4	Sigit Widyawan (Independent Commissioner)	√	x	√	√
5	Askolani (Commissioner)	√	x	√	√
6	Fadlansyah Lubis (Commissioner)	√	x	√	√
7	Asmawi Syam (Independent Commissioner)	√	x	√	√
8	Iman Sugema (Independent Commissioner)	√	x	√	√
9	Susyanto (Commissioner)	√	x	√	√
10	Septian Hario Seto (Independent Commissioner)	√	x	√	√
11	Erwin Rijanto Slamet (Independent Commissioner)	√	x	√	√
12	Robertus Billitea (Commissioner)	√	x	√	√
	Total (IDR-Million)	**22,891**	**-**	**4,578**	**1,944**

Note:
[1] Ceased serving as President Commissioner/Independent Commissioner since September 19, 2023
[2] Transfer of assignment from Vice President Commissioner/Independent Commissioner to become the President Commissioner/Independent Commissioner since September 19, 2023
[3] Served as Deputy Commissioner since September 19, 2023

The annual remuneration grouped by income levels is as follows:

Board of Commissioners Remuneration by Group

Total Remuneration	Board of Commissioners	IDR Million
Above IDR2 billion	11	42,741
Above IDR1 billion - IDR2 billion	11	-
Above Rp500 million - IDR1 billion	11	-
Below IDR500 million	11	-

Tantiem

The Tantiem paid in 2023 equated to 1,7% of the Company's net profit for the period January 1, 2022-December 31, 2022, 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.

To fulfill 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 2023 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.

Other Facilities in the Form of Nature					
Tantiem	Housing	Transportation	Post-Service Insurance	Health	Total
√	x	x	√	√	√
√	x	x	√	√	√
√	x	x	√	√	√
√	x	x	√	√	√
√	x	x	√	√	√
√	x	x	√	√	√
√	x	x	√	√	√
√	x	x	√	√	√
√	x	x	√	√	√
√	x	x	√	√	√
√	x	x	√	√	√
√	x	x	√	√	√
90,699	-	-	4,256	2,580	124.370

INFORMATION ON SALARY RATIO OF BOARD OF DIRECTORS, BOARD COMMISSIONERS, AND BNI EMPLOYEES

BNI continues to pay attention to the justice principles to strive for the competitive remuneration to attract and retain the best talent. BNI's remuneration policy has been adapted to applicable laws and regulations. The following is the ratio of the highest and lowest salaries at BNI.

About	2023	2022
Above Rp2 billion	38,18 : 1	40,29 : 1
Above Rp1 billion - Rp2 billion	1,18 : 1	1,18 : 1
Above Rp500 million - Rp1 billion	1,11 : 1	1,11 : 1
Below Rp500 million	2,50 : 1	2,22 : 1

BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS' COMPOSITION DIVERSITY POLICY

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 shouls 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.

Board of Directors Composition Diversity

Name	Position	Age (years) (as of December 31, 2023)	Gender	Education
Royke Tumilaar	President Director	59 years	Male	• Bachelor's degree in Economics • Master degree in Finance
Adi Sulistyowati	Vice President Commissioner	56 years	Female	Bachelor's degree in Economics
Novita Widya Anggraini	Finance Director	47 years	Female	Bachelor's degree in Economics
Corina Leyla Karnalies	Digital and Integrated Transaction Banking Director	55 years	Female	Bachelor's degree in Physics

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 has met the aspects of diversity, as reflected in the education, work experience, age and gender, as presented in the following table.

Work Experience	Expertise
• 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 Treasury, 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
• 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; Credit; Operational Network
• Started 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
• Senior Collector/Leader atCitibank • Collection Head at Standard Chartered Bank • Collection & Recovery Head at Bank Universal • Credit Department Manager at Bank Universal • Deputy Card Management at Bank Universal • Operation Credit Card Division Head at Bank Permata • Credit Support & Risk Management Division Head at Bank Niaga • Retail Collection & Recovery Group Head at Bank Niaga • Collection & Recovery Head Consumer Banking at ABN Amro Bank • Collection & Recovery Head RBS/A at Amro Bank • VP Deputy Division Head Operations Credit Card & Acquiring Business at PT Bank Negara Indonesia (Persero) Tbk • VP Deputy Division Head Collection Management at PT Bank Negara Indonesia (Persero) Tbk • SVP – Card Business Division at PT Bank Negara Indonesia (Persero) Tbk • SVP – Head of Product Development Management Division at PT Bank Negara Indonesia (Persero) Tbk • SVP - Head of Data Management and Analytic Division PT Bank Negara Indonesia (Persero) Tbk • Consumer Banking Director at PT Bank Negara Indonesia (Persero) Tbk • Digital & Integrated Transaction Banking Director at PT Bank Negara Indonesia (Persero) Tbk	Consumer Banking; Product Management; Collection; Portfolio Management

Board of Directors Composition Diversity

Name	Position	Age (years) (as of December 31, 2023)	Gender	Education
Sis Apik Wijayanto	Enterprise and Commercial Banking Director	62 years	Male	• Bachelor's degree in Commerce Administration • Master's degree in Management • Doctorate in Administrative Science
David Pirzada	Risk Management Director	55 years	Male	• Bachelor of Science degree in Electrical Engineering • Master Management degree in Business
Silvano Winston Rumantir	Wholesale and International Banking Director	45 years	Male	• Bachelor's degree • Master's degree in Finance
Ronny Venir	Network and Service Director	56 years	Male	• Bachelor Degree in Animal Husbandry • Master's Degree in Agribusiness

Work Experience	Expertise
• Staff I Surabaya Branch Office Kaliasin at PT Bank Rakyat Indonesia (Persero) Tbk • Staff II Jakarta Kebayoran Baru Branch Office at PT Bank Rakyat Indonesia (Persero) Tbk • Marketing and Lending Officer of Kediri Branch Office at PT Bank Rakyat Indonesia (Persero) Tbk • Mamuju Branch Leader at PT Bank Rakyat Indonesia (Persero) Tbk • Kendari Branch Leader at PT Bank Rakyat Indonesia (Persero) Tbk • Lumajang Branch Leader at PT Bank Rakyat Indonesia (Persero) Tbk • Kediri Branch Leader at PT Bank Rakyat Indonesia (Persero) Tbk • Jakarta Veteran Branch Leader PT Bank Rakyat Indonesia (Persero) Tbk • Deputy Leader of Padang Regional PT Bank Rakyat Indonesia (Persero) Tbk • Deputy Leader of Pekanbaru Regional at PT Bank Rakyat Indonesia (Persero) Tbk • Deputy Leader of Yogyakarta Region at PT Bank Rakyat Indonesia (Persero) Tbk • Special Branch Leader at PT Bank Rakyat Indonesia (Persero) Tbk • Banjarmasin Regional Leader at PT Bank Rakyat Indonesia (Persero) Tbk • Jakarta Regional Leader 2 at PT Bank Rakyat Indonesia (Persero) Tbk • Director of Funding & Distribution at PT Bank Tabungan Negara (Persero) Tbk • Consumer Director at PT Bank Rakyat Indonesia (Persero) Tbk • Director of Institutional & SOE Relations PT Bank Rakyat Indonesia (Persero) Tbk • Institutional Banking Director at PT Bank Negara Indonesia (Persero) Tbk • Enterprise & Commercial Banking Director at PT Bank Negara Indonesia (Persero) Tbk	*Strategic Management*; Hubungan Kelembagaan; Operasional
• 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 at The Bank of Tokyo • Head of Credit and Market Middle Department at The Bank of Tokyo • Head of Risk Administration Departement at The Bank of Tokyo • Country Chief Risk Officer at The Bank of Tokyo • SEVP Wholesale Risk at PT Bank Mandiri (Persero) Tbk • Risk Management Director at PT Bank Negara Indonesia (Persero) Tbk	Credit Risk
• Graduate Program Analyst ANZ Melbourne • Senior Analyst, Bank & Country Risk Management ANZ Melbourne • Structured Export Finance Manager Australia ANZ Sydney • Structured Export Senior Manager Finance Asia Pacific ANZ Singapura • Associate Director Project & Export Finance Asia Pacific HSBC Hong Kong • Director & Head of Debt Capital Market Indonesia HSBC Indonesia • President Director PT Deutsche Securities Indonesia • Director, Corporate Finance Indonesia Coverage Deutsche Bank Singapore • President Director PT Mandiri Sekuritas • Senior Executive Vice President Corporate Banking PT Bank Mandiri (Persero) Tbk • Director Finance and Strategy PT Bank Mandiri (Persero) Tbk • Director of Corporate & International Banking PT Bank Negara Indonesia (Persero) Tbk • Wholesale & International Banking Director at PT Bank Negara Indonesia (Persero) Tbk	Finance; Capital Market; Corporate Banking
• Business Marketing Manager of Tebet Branch Office at PT Bank Negara Indonesia (Persero) Tbk • Supervisor of Marketing Products of the Pecenongan Branch Office at PT Bank Negara Indonesia (Persero) Tbk • Business Service Coordination Service Manager at PT Bank Negara Indonesia (Persero) Tbk • Partnership & Program Marketing Manager at PT Bank Negara Indonesia (Persero) Tbk • Relationship Manager of Small Business Marketing Small Business Division at PT Bank Negara Indonesia (Persero) Tbk • AVP Small Business Marketing Small Business Division at PT Bank Negara Indonesia (Persero) Tbk • Leader of the Small Business Division Business Development Group at PT Bank Negara Indonesia (Persero) Tbk • Leader of Graha Pangeran Surabaya Small Credit Center at PT Bank Negara Indonesia (Persero) Tbk • Deputy Leader of Small Business Business Division at PT Bank Negara Indonesia (Persero) Tbk • Deputy Leader of Commercial & Small Business Division at PT Bank Negara Indonesia (Persero) Tbk • Business Leader Banking Palembang Regional Office at PT Bank Negara Indonesia (Persero) Tbk • Regional Office Leader 02 (West Sumatra, Riau, Kepri) at PT Bank Negara Indonesia (Persero) Tbk • Regional Office Leader 12 (Jakarta City) at PT Bank Negara Indonesia (Persero) Tbk • Leaders of the Small Business Business Division at PT Bank Negara Indonesia (Persero) Tbk • SEVP Medium Business at PT Bank Negara Indonesia (Persero) Tbk • SEVP Network at PT Bank Negara Indonesia (Persero) Tbk • Network & Services Director at PT Bank Negara Indonesia (Persero) Tbk	Management; Credit and risk

Board of Directors Composition Diversity

Name	Position	Age (years) (as of December 31, 2023)	Gender	Education
Muhammad Iqbal	Institutional Banking Director	50 years	Male	• Bachelor's degree in Engineering • Master's in General Management • Master's in Business
Putrama Wahju Setyawan	Retail Banking Director	54 years	Male	• Bachelor's degree in Forestry • Master of Accounting
Mucharom	Human Capital and Compliance Director	54 years	Male	• Bachelor's degree in Economics • Master of Management Degree
Toto Prasetio	Technology and Operations Director	57 years	Male	• Vordiplom Mechanical Engineering • Mechanical Engineering Dipl.-In

Work Experience	Expertise
• Business Analyst Coca Cola Amatil Indonesia • Senior Consultant at Accenture • Marketing Planning & Analysis Manager at Bentoel Prima • General Manager Business Insight Planning & Development at Charoen Pokphand • Assistant Vice President Head of Co-Brand Products at Citibank Indonesia • Senior Vice President Cards Segment & Product at HSBC Indonesia • Senior Vice President Consumer Credit Policy & Portfolio Management • Project Manager Tim Task Force Consumer & Retail Business Risk at PT Bank Negara Indonesia (Persero) Tbk • Head of the Consumer & Retail Business Risk Division at PT Bank Negara Indonesia (Persero) Tbk • Head of Consumer Product Management Division at PT Bank Negara Indonesia (Persero) Tbk • Head of Consumer Banking Business at PT Bank Muamalat (Persero) Tbk • Senior Vice President Group Head Retail Product & Transaction Risk at PT Bank Mandiri (Persero) Tbk • Senior Vice President Group Head Small Medium Enterprise & Micro Risk at PT Bank Mandiri (Persero) Tbk • Senior Vice President Group Head Small Medium Enterprise Banking at PT Bank Mandiri (Persero) Tbk • Enterprise & Commercial Banking Director at PT Bank Negara Indonesia (Persero) Tbk • Institutional Banking Director at PT Bank Negara Indonesia (Persero) Tbk	Strategic Management; Risk Management; Credit Underwriting; Customer Relationship Management; Marketing Management; Management Consulting; Product Management; Business Banking; Consumer Retail Banking
• Medium Business SEVP PT Bank Negara Indonesia (Persero) Tbk • Medium Business Director of PT Bank Negara Indonesia (Persero) Tbk • Corporate Business Director of PT Bank Negara Indonesia (Persero) Tbk • Director of Treasury and International PT Bank Negara Indonesia (Persero) Tbk • President Director of PT Jaminan Kredit Indonesia • Director of Treasury PT Bank Negara Indonesia (Persero) Tbk • Retail Banking Director at PT Bank Negara Indonesia (Persero) Tbk	Special Asset Management, Credit, Treasury
• Deputy Head of Operational Risk Division • Head of Network & Services at Makassar Regional Office • Head of Makassar Regional Office • General Manager at BNI Hong Kong • Head of the Policy Governance Division • Head of Strategic Planning Division • Senior Vice President of Corporate Communication & Secretariat Division • Human Capital & Compliance Director at PT Bank Negara Indonesia (Persero) Tbk	Human Capital; Risk Management; Banking Operations; International Banking; Corporate Finance dan Strategic Management; Corporate Communication
• Head of IT Project Management at PT Bank Mega Tbk • Group Head IT Application Support at PT Bank Mandiri (Persero) Tbk • SEVP Information Technology at PT Bank Mandiri (Persero) Tbk • Technology & Operations Director at 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)

BOARD OF COMMISSIONERS' COMPOSITION DIVERSITY POLICY

The diversity of the composition of BNI's Board of Commissioners is an essential part of BNI's efforts to implement Good Corporate Governance. The policy on diversity in the composition of the Board of Commissioners is also in line with the mandate of the Financial Services Authority as stated in the Financial Services Authority's recommendations contained in the Attachment to the Financial Services Authority Circular Letter No. 32/SEOJK.04/2015 dated November 27, 2015 concerning Public Company Governance Guidelines. Through this Circular Letter, the Financial Services Authority stated that the Board of Commissioners composition should be a combination of characteristics both in terms of the organs of the Board of Commissioners and individual members of the Board of Commissioners, in accordance with the needs of the 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.

Board of Commissioners Composition Diversity

Name	Position	Age (years) (as of 31 December 2023)	Gender	Education
Agus Dermawan Wintarto Martowardojo[1)]	President Commissioner/ Independent Commissioner	67 years	Male	Bachelor's degree in Economics
Pradjoto[2)]	Vice President Commissioner/ Independent Commissioner	70 years	Male	• Bachelor's degree in Law • Master's degree in Economics

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:

	Work Experience	Expertise
	• International Loan Officer, Bank of America NT & SA • Assistant 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 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) Tbk • Managing Director of Retail Banking and Operation Coordinator of PT Bank Mandiri (Persero) Tbk • Managing Director of Human Resources and Support Services PT Bank Mandiri (Persero) Tbk • 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 PT GoTo Gojek Tokopedia Tbk • President Commissioner/Independent Commissioner of PT Bank Negara Indonesia (Persero) Tbk	• Economics
	• Professional Staff of PT Bank Pembangunan Indonesia (Bapindo) • Research Associate Institute of Economic Research Kyoto University • Founder/Leader of Pradjoto & Associates Advocates and Legal Consultant • Postgraduate Management Program Management Lecturer, Atmajaya University, Yogyakarta • Member of Sub Commission E of the Republic of Indonesia National Law Commission • Member of the National Ombudsman Commission • Members of the Capital Market Legal Consultant Association (HKHPM) • Members of the Corruption Criminal Act Team (TGTPK) • Chairman of the Ombudsman IBRA • Independent Commissioner of Bank International Indonesia • Members of the Indonesian Advocate Association (Peradi) • Board of Ethics Code of Risk Management Certification Agency (BSMR) • Independent Commissioner of PT Bank Mandiri (Persero) Tbk • Chairperson of the National Bank Bank Association Code of Ethics (Perbanas) • Indonesian Banker Association Advisory Board (IBI) • Indonesian International Bank Senior Advisor • Independent Commissioner of PT Mahaka Media Tbk • Chairman 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 • President Commissioner of PT Panah Perak Megasarana • President Commissioner/Independent Commissioner of PT Bank Negara Indonesia (Persero) Tbk	• Law • Economics

Board of Commissioners Composition Diversity

Name	Position	Age (years) (as of 31 December 2023)	Gender	Education
Pahala Nugraha Mansury[3)]	Vice President Commissioner	52 years	Male	• Bachelor's Degree in Economics • MBA
Sigit Widyawan[4)]	Independent Commissioner	58 years	Male	• Bachelor's Degree in Economics • Master's Degree in Accounting
Askolani	Commissioner	57 years	Male	• Bachelor's Degree in & Development Studies • Master's Degree in Economics
Fadlansyah Lubis	Commissioner	56 years	Male	• Bachelor's Degree in Law • Master's Degree in Law • PhD in Law
Asmawi Syam	Independent Commissioner	68 years	Male	• Bachelor's Degree in Economics • Master's Degree in Economics
Iman Sugema	Independent Commissioner	59 years	Male	• Bachelor's Degree in Agribusiness • Master"s Degee in Economics • PhD In Economics
Susyanto	Commissioner	61 years	Male	• Bachelor's Degree in Civil Law • Master's Degree in Law

Work Experience	Expertise
• Senior Vice President Economic & Financial Research Group Head PT Bank Mandiri (Persero) Tbk • Senior Vice President Corporate Development Group Head PT Bank Mandiri (Persero) Tbk • Senior Vice President Accounting Group Head and concurrently Senior Vice President Change Management Office PT Bank Mandiri (Persero) Tbk • Executive Vice President Finance & Strategy Coordinator PT Bank Mandiri (Persero) Tbk • Director of Finance & Treasury Strategy PT Bank Mandiri (Persero) Tbk • Director of Treasury & Market of PT Bank Mandiri (Persero) Tbk • President Director of PT Garuda Indonesia (Persero) Tbk • President Commissioner of PT Citilink Indonesia • Finance Director of PT Pertamina (Persero) • President Director of PT Bank Tabungan Negara (Persero) • Deputy Minister of SOE • Deputy Commissioner of Pertamina • Deputy Minister of Foreign Affairs • Deputy President Commissioner of PT Bank Negara Indonesia (Persero) Tbk	• Accountancy • Finance • Banking
• Head of Taxation Section - Concrete Product Division of PT Wijaya Karya (Persero) • Head of Finance Section of PT Wijaya Karya Beton Tbk • Director of Jati Roda Finance Group • Director of PT Roda Pembangunan Jaya • Independent Commissioner of PT Jasamarga (Persero) Tbk • Independent Commissioner of PT Bank Negara Indonesia (Persero) Tbk	• Economics • Financial Accounting
• Head of Routine Expenditure Analysis Division of State Expenditure Analyst Center, Fiscal Analysis Agency for the Ministry of Finance • Lecturer in the Masters Program and Public Policy Planning, Postgraduate Faculty of Economics, University of Indonesia • Head 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 Finance • Head of Formulation of State Expenditure Policy Recommendations Center for State Expenditures, Fiscal Policy Agency for the Ministry of Finance • Head of PNBP Policy Division of APBN Policy Center, Ministry of Finance Fiscal Policy Agency • Head of APBN Policy Center, Ministry of Finance Fiscal Policy Agency • Director of PNPB Directorate of PNPB, Directorate General of Budget of the Ministry of Finance • Alternate 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), Austria • Commissioner of PT Pertamina Gas • Commissioner of PT Angkasa Pura I (Persero) • Commissioner of PT Bank Mandiri (Persero) Tbk • Director General of Budget of the Directorate General of Budget of the Ministry of Finance • Director General of Customs and Excise Directorate General of Customs and Excise of the Ministry of Finance • Independent Commissioner of PT Bank Negara Indonesia (Persero) Tbk	Economics
• Expert Staff for Law and International Relations • Deputy for Politics, Law and Security, RI Cabinet Secretariat • Deputy Secretary of the Cabinet, RI Cabinet Secretariat • Commissioner of PT Bank Negara Indonesia (Persero) Tbk	Law
• Corporate Division Leader of PT Bank Rakyat Indonesia (Persero) Tbk • BRI Denpasar Regional Leader PT Bank Rakyat Indonesia (Persero) Tbk • BRI Bandung Regional Leader PT Bank Rakyat Indonesia (Persero) Tbk • Head of Consumer Banking Division of PT Bank Rakyat Indonesia (Persero) Tbk • Head of PT Bank Rakyat Indonesia (Persero) Tbk Public Business Division • Director of the Institutional Business and BUMN PT Bank Rakyat Indonesia (Persero) Tbk • President Director of PT Bank Rakyat Indonesia (Persero) Tbk • President Director of PT Askrindo (Persero) • President Director of PT Asuransi Jiwasraya (Persero) • Special Staff of the Minister of BUMN, Ministry of SOEs • Non -Independent President Commissioner PT Bank Tabungan Negara (Persero) Tbk • Independent Commissioner of PT Bank Negara Indonesia (Persero) Tbk	Economics
• Senior Lecturer (Head Lecturer) at Institusi Pertanian Bogor • President Commissioner/Independent Commissioner of PT Perusahaan Gas Negara (Persero) Tbk • Commissioner of PT Bank Tabungan Negara (Persero) Tbk • Independent Commissioner of PT Bank Negara Indonesia (Persero) Tbk	• Agribusiness • Economics
• Head of the Directorate General of Oil and Gas Documentation Subdivision • Head of Subdivision of the Formulation of the Directorate General of Oil and Gas Directorate General • Head of Sub Division of Consideration of the Directorate General of Oil and Gas • Head of Legal and Legislation Section of the Directorate General of Oil and Gas • Head of State Property Management Center Secretariat General of the Ministry of Energy and Mineral Resources • Head of the Legal and Public Relations Bureau of the Ministry of Energy and Mineral Resources • Head of Legal Bureau of Secretariat General of the Ministry of Energy and Mineral Resources • Secretary of the Directorate General of Oil and Gas Directorate General of Oil and Gas • Head of State Property Management Center Secretariat General of the Ministry of Energy and Mineral Resources • Secretary of the Ministry of State -Owned Enterprises • Commissioner of PT Bank Negara Indonesia (Persero) Tbk	Law

Board of Commissioners Composition Diversity

Name	Position	Age (years) (as of 31 December 2023)	Gender	Education
Septian Hario Seto	Independent Commissioner	39 years	Male	• Bachelor's Degree in Accounting • Master's Degree in International Finance
Erwin Rijanto Slamet	Independent Commissioner	65 years	Male	• Bachelor's Degree in Economics • Master's Degree in Economics
Robertus Billitea[5)]	Commissioner	57 years as of December 31, 2023	Male	• Bachelor's Degree in Law • Master's Degree in Law

Information:
[1)]Ceased serving as President Commissioner/Independent Commissioner on September 19, 2023
[2)]Transfer of assignment as a representative of the President Commissioner/Independent Commissioner to become the President Commissioner/Independent Commissioner on September 19, 2023, and in the OJK Fit and Proper Test process as President Commissioner/Independent Commissioner
[3)] Served as Vice President Commissioner since September 19, 2023 in the OJK Fit and Proper Test Process as Vice President Commissioner
[4)] Ceased serving as Independent Commissioner on March 15, 2023, was reappointed as Independent Commissioner on March 15, 2023 and has been effective since March 15, 2023 in accordance with 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 Bank's Board of Commissioners
[5)] Served as Commissioner since March 15, 2023 and effective based on OJK approval from September 11, 2023

Work Experience	Expertise
• Teacher and Researcher of the Department of Accounting, Faculty of Economics and Business, Universitas Indonesia • Ciptadana Asset Management Investment Analyst • Junior Pricewaterhousecopers (PWC) Indonesia auditors • Principia Management Group Analyst • Financial Manager of PT Toba Bara Sejahtera Tbk • Director/Echelon II Staff Office of the President of the Republic of Indonesia • Experts Coordinating Minister for Politics, Legal and Security Affairs Coordinating Ministry for Politics, Legal and Security • Experts Coordinating Minister for Maritime Affairs Coordinating Ministry for Maritime Affairs • Special Staff of the Coordinating Minister for Maritime Affairs and Investment in the Coordinating Ministry for Maritime Affairs and Investment • Deputy for Investment and Mining Coordinating Ministry for Coordinating Ministry for Maritime Affairs and Investment • Independent Commissioner of PT Bank Negara Indonesia (Persero) Tbk	Accountancy Finance
• Head of Bank Indonesia's Non -Foreign Exchange Supervision Section • Deputy Head of the Department of Foreign Affairs/ INDRA Bank Indonesia • Head of Bank Indonesia Examination Affairs Section • Executive Analyst of the Department of Research and Regulation of the Bank, Bank Indonesia • Head of Public Relations of the Governor of Bank Indonesia Bureau • Deputy Head of Bank Indonesia Governor Bureau • Main Researcher of the Department of Research and Regulation of the Bank, Bank Indonesia • Deputy Director of Bank Supervision Department 3, Bank Indonesia • Director of Bank Supervision Department 3, Bank Indonesia • Director of the Singapore Bank Indonesia Representative Office • Executive Director of the Bank Indonesia Financial System Surveillance Department • Executive Director of Bank Indonesia Macroprudential Policy Department • Members of the Board of Commissioners of the Ex Officio Deposit for Bank Indonesia Depositors of Deposit Insurance Corporation • Deputy Governor of Bank Indonesia • President Commissioner Lintasarta • Independent Commissioner of PT Bank Negara Indonesia (Persero) Tbk	Economics
• Litigation Lawyer Soemarjono Herman & Partners Law Firm • Senior Legal Officer PT BBL Dharmala Finance Tbk. Subsidiary of Bangkok Bank Limited • Legal Head PT Profilindo Finance/Nexus Group • Corporate Secretary of Nexus Group • Legal Director Indonesian Restructuring Banking Agency/BPPN • Board of Commissioners of PT Bank Lippo Tbk • Founder/Senior Partner Law Firm Radjiman Billitea & Partner • Executive Director of the Legal and Deposit Insurance Corporation • Independent Commissioner of PT Bank Mandiri (Persero) Tbk • President Director of PT Bahana Indonesian Business Development (Persero) • President Commissioner of PT Bahana Sekuritas • Commissioner of PT Bahana Mitra Investa • Deputy for Law and Legislation at the Ministry of State-Owned Enterprises • Commissioner of PT Bank Negara Indonesia (Persero) Tbk (2023-present)	• Law • Finance

Organs Under The Board Of Commissioners

In carrying out the supervisory function 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

To support the functions and effectiveness of the Board of Commissioners, they are assisted by the Secretary to the Board of Commissioners who is appointed and directly responsible 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 implementation of the duties of the Secretary of the Board of Commissioners and the Secretariat of the Board of Commissioners is guided by the Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 dated March 20, 2023 concerning Organs and Human Resources of State-Owned Enterprises which regulates the Secretariat of the Board of Commissioners and the Secretary of the Board of Commissioners.

Through Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 dated 20 March 2023 concerning Organs and Human Resources of State-Owned Enterprises, stipulates that the Board of Commissioners must form a Secretariat of the Board of Commissioners led by a secretary of the Board of Commissioners and assisted by staff of the Secretariat of the Board of Commissioners. The Secretary of the SOE Board of Commissioners and the staff of the Secretariat of the Board of Commissioners come from outside the SOE concerned, and are appointed and dismissed by the SOE 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 Commissioners Secretariat;
9. Prohibition of concurrent positions;
10. Mechanism for Coordinating the Board of Commissioners' Secretariat with the Corporate Secretary and committees under the Board of Commissioner.

SECRETARY TO THE BOARD OF COMMISSIONERS PROFILE



Anas Puji Istanto
Secretary to the BNI Board of Commissioners

Nationality
Indonesian citizen

Domicile
Jakarta

Age
37 years old, as of December 31, 2023

Education
1. Bachelor's degree in Law from Universitas Gadjah Mada (2008)
2. Masters in Business Law from Universitas Gadjah Mada (2014)

Certification
-

Work experience
1. Staff of the Board of Commissioners of PT Perkebunan Nusantara XII (Persero) (2012-2014)
2. Staff of the Board of Commissioners of PT Bank Mandiri (Persero) Tbk (2014-2017)
3. Head of Sub-Division of Legislative Regulations I – SOE Ministry(2014-2017)
4. Secretary of the Supervisory Board of the SOE Legal Forum (2017-present)
5. Secretary to the Board of Commissioners of PT Jasa Marga (Persero) Tbk (2017-2019)
6. Head of Legal Services Sub Division IIb – SOE Ministry (2017-2019)
7. Acting Head of Legal Services Division I – SOE Ministry (2019-2020)
8. Secretary to the Board of Commissioners at PT Bank Negara Indonesia (Persero) Tbk (2019-present)
9. Secretary of the Nomination and Remuneration Committee at PT Bank Negara Indonesia (Persero) Tbk (2020-present)
10. Corporate Legal Coordinator I SOE Ministry (2020-Present)

Legal Basis of Appointment
Appointed for the first time as Secretary of the Board of Commissioners based on the Board of Commissioners Decree No. KEP/015/DK/2019 dated October 24, 2019.

Term of Office
2019 – Present

Concurrent Positions
1. Secretary of the BNI Nomination and Remuneration Committee (2020-Present)
2. Corporate Legal Coordinator I SOE Ministry (2020-Present)
3. Deputy General Chair V KAHGAMA (2023-Present)
4. Secretary of the Supervisory Board of the SOE Legal Forum (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. Understands 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:
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:
   - Coordinating the preparation of draft Decrees for the Board of Commissioners;
   - Coordinating the studies/reviews required by the Board of Commissioners;
   - 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
   - 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 2023

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 2023 included:

1. Assisting in preparing the Board of Commissioners 2024 Work Plan and 2023 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 Audit Committee assists the Board of Commissioners in carrying out its supervisory duties of the Board of Directors in supporting the implementation of good corporate governance in every aspect of the Bank's business.

BASIS FOR AUDIT COMMITTEE ESTABLISHMENT

The Board of Commissioners established an Audit Committee 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. Financial Services Authority Regulation No. 55/POJK.04/2015 dated December 23, 2015 concerning the Establishment and Guidelines for Implementing the Work of the Audit Committee;
2. Financial Services Authority Regulation No. 1/POJK.03/2019 dated January 28, 2019 concerning Implementation of the Internal Audit Function in Commercial Banks; and
3. Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 dated March 3, 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.
4. Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 dated March 20, 2023 concerning Organs and Human Resources of State-Owned Enterprises.
5. Financial Services Authority Regulation No. 9 of 2023 dated July 11, 2023 concerning the Use of Public Accounting Services and Public Accounting Firms in Financial Services Activities.
6. Financial Services Authority Regulation No. 17 of 2023 dated September 14, 2023 concerning Implementation of Governance for Commercial Banks.

AUDIT COMMITTEE CHARTER

The Audit Committee carries out its duties and responsibilities by referring to the Audit Committee Charter which is continuously refined and renewed in accordance with the development of prevailing legal regulations and the latest 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 Guidelines and rules are written documents that regulate the structure and requirements of membership, term of office, duties and responsibilities, authorities, audit committee meetings, and reporting obligations for 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

The Audit Committee's duties and responsibilities inlude the following:

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 (if any);
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. Providing recommendations to the Board of Commissioners regarding the preparation of the audit plan, scope and budget of the Internal Audit;
12. 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;
    d. Ensuring IAD works independently;
    e. Providing recommendations to the Board of Commissioners concerning the preparation and determination the IAD audit plan, scope, and budget;
    f. 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;
    g. Providing recommendations to the Board of Commissioners Concerning the IAD annual remuneration as a whole and performance awards; and
    h. Ensuring IAD upholds integrity in carrying out its duties.
13. 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;
14. 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;
15. 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:
    a. July 31 of the current year for the first semester;
    b. January 31 of the following year for the second semester.
16. 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:
    a. 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.
    b. 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.
    c. 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.
    d. 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

AUDIT COMMITTEE AUTHORITIES

For carrying out its duties, the Audit Committee has the following authorities:

1. 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;
2. 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;
3. Involving independent parties other than members of the Audit Committee as needed to assist in carrying out their duties (if needed); and
4. Carrying out other authorities assigned by the Board of Commissioners.

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:

1. The Audit Committee is established by and responsible to the Board of Commissioners;
2. The Audit Committee members are appointed and dismissed by the Board of Commissioners;
3. The Audit Committee consists of at least 3 (three) members from Independent Commissioners and parties from outside the Issuer or Public Company, must have at least 1 (one) member with an educational background and expertise in accounting and finance;
4. 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;
5. The Audit Committee Chairman may only hold the position of Committee Chairman in no more than 1 (one) other committee;
6. 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 will act as the Audit Committee Chairman.

During 2023, there were no changes to the Audit Committee membership, and the Audit Committee membership composition was the same compared to last year.

Period January 1 - December 31, 2023

Name	Position	Description	Expertise
Asmawi Syam	Chairman	Independent Commissioner	• Banking • Financ
Sigit Widyawan	Member	Independent Commissioner	• Accounting • Finance
Iman Sugema	Member	Independent Commissioner	• Economics • Finance
Human Brillianto	Member	Independent Party	• Banking • Finance
Suhendi Muharam	Member	Independent Party	• Banking •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 follows:

Audit Committee Chairman

Asmawi Syam
Chair of the Audit Committee/Independent Commissioner
Legal Basis for Appointment: KEP/024/DK/2020 dated July 20, 2020
Term of Office: July 20, 2020 - July 19, 2025

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
Member of the Audit Committee/Independent Commissioner
Legal Basis for Appointment: KEP/038/DK/2020 dated September 8 2020
Term of Office: September 8, 2020 - September 7, 2025

Audit Committee Member, Sigit Widyawan, profile can be found in the of the Board of Commissioners Profiles in this Annual Report.

Iman Sugema
Member of the Audit Committee/Independent Commissioner
Legal Basis for Appointment: KEP/038/DK/2020 dated September 8, 2020
Term of Office: September 8, 2020 - September 7, 2025

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

Nationality
Indonesian citizen

Domicile
Jakarta

Place, Date of Birth, Age
Pekalongan, January 21, 1963
60 years old, as of December 31, 2023

Education
- Bachelor (S1) in Economics from Krisnadwipayana University (1987)
- Masters (S2) in Agribusiness Management from Gajah Mada University (2005)

Certification
Level 2 Risk Management Certification

Work experience
1. Branch Manager in several regions, PT Bank Rakyat Indonesia Tbk (1993-2000)
2. Middle Staff of Retail Business Division, PT Bank Rakyat Indonesia Tbk (2000-2002)
3. Group Head General Business Division, PT Bank Rakyat Indonesia Tbk (2002-2005)
4. Senior Internal Audit Auditor, PT Bank Rakyat Indonesia Tbk (2005-2009)
5. Group Head of Internal Audit, PT Bank Rakyat Indonesia Tbk (2009-2018)
6. Deputy Inspector for Makassar Region, PT Bank Rakyat Indonesia Tbk (2018-2019)
7. Independent Member of the Audit Committee of PT Bank Negara Indonesia (Persero) Tbk (2021-present)

Legal Basis for Appointment as the Audit Committee Member
Appointed for the first time as Independent Member of the Audit Committee through Board of Commissioners Decree of the No. KEP/004/DK/2021/ dated January 25, 2021.

Term of Office
2021-present (First Period)

Concurrent Positions
No concurrent positions either internally or externally at BNI.

Suhendi Muharam
Audit Committee Independent Member

Nationality
Indonesian citizen

Domicile
Jakarta

Place, Date of Birth, Age
Bandung, June 14, 1962
61 years old, as of December 31, 2023

Education
1. Bachelor's Degree in Engineering from Institut Teknologi Bandung (1987)
2. Master of Management Degree from Universitas Gadjah Mada (2005)

Certification
Level 4 Risk Management Certification

Work experience
1. Head of Operations, Bandung Buah Batu Branch, Bank CIMB Niaga (1991-1992)
2. Operational Audit Staff, Bank CIMB Niaga (1992-1995)
3. Staff (Officer) Audit Policy and Administration, Bank CIMB Niaga (1995-1997)
4. Head of Audit Policy and Administration, Bank CIMB Niaga (1997-1999)
5. Head of Audit Resident IV, Bank CIMB Niaga (period of office: 1999-2000)
6. Head of Asset Risk Audit Division, Bank CIMB Niaga (2000-2001)
7. Head of Information Systems Technology Audit Division, Bank CIMB Niaga (2001-2005)
8. Information Security and Systems Group Head, Bank CIMB Niaga (2006-2008)
9. System Operation and Assurance Group Head, Bank CIMB Niaga (2008-2009)
10. Process Quality Improvement Group Head, Bank CIMB Niaga (2010-2011)
11. Business Process Management Group Head, Bank CIMB Niaga (2012-2013)
12. Bank Niaga – Bank Lippo Operational Merger Project as Organization and Method Head, Bank CIMB Niaga (2008-2009)
13. Core Banking System Replacement Project as Change Management and Training, Bank CIMB Niaga (2014-2016)
14. Independent Audit Committee Member of PT Bank Negara Indonesia (Persero) Tbk (2021-present)

Legal Basis for Appointment as the Audit Committee Member
Appointed for the first time as Audit Committee Independent Member in July 2021 based on Board of Commissioners Decree No. KEP/012/DK/2021/dated July 5, 2021.

Term of Office
2021-present (First Period)

Concurrent Positions
No concurrent positions either internally or externally at BNI.

AUDIT COMMITTEE MEMBERS' TERM OF OFFICE

1. 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;
2. 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;
3. The term of office for Audit Committee members who come from independent parties is a maximum of 3 (three) 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 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 director/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, 2023, the educational qualifications and work experience of the Chairman and Members of the Audit Committee were as followst:

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 Agribusiness 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)

Educational Qualifications and Work Experience of the Audit Committee

Name	Position	Education	Work Experience
Suhendi Muharam	Member	Master's degree in Agribusiness 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	√	√	√	√	√

TRAINING AND/OR IMPROVING AUDIT COMMITTEE COMPETENCY

To create leading 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. The following shows the competency development that the Audit Committee participated in in 2023:

Asmawi Syam –Audit Committee Chairman

No	Name of Training/Workshop/ Conference/seminar	Implementation Date	Implementation Venue	Education Type	Organizer
Competency development/training can be found in the competency development/training section for the BNI Board of Commissioners					

Sigit Widyawan – Audit Committee Member

No	Name of Training/Workshop/ Conference/seminar	Implementation Date	Implementation Venue	Education Type	Organizer
Competency development/training can be found in the competency development/training section for the BNI Board of Commissioners					

Iman Sugema –Audit Committee Member

No	Name of Training/Workshop/ Conference/seminar	Implementation Date	Implementation Venue	Education Type	Organizer
Competency development/training can be found in the competency development/training section for the BNI Board of Commissioners					

Human Brilianto - Independent Audit Committee Member

No	Name of Training/Workshop/ Conference/seminar	Implementation Date	Implementation Venue	Education Type	Organizer
1	Development, Characteristics and Risk Management of the Pension Fund Industry	May 23, 2023	Jakarta	Seminars	BNI University
2	GRC Masterclass – Information Technology Audit	June 27, 2023	Jakarta	Seminars	Ministry of BUMN
3	GRC Masterclass – ESG for Auditors	July 13, 2023	Jakarta	Seminars	Ministry of BUMN
4	Compliance Refreshment for Issuers and Public Companies	August 22, 2023	Jakarta	Training	Financial Services Authority (OJK)
5	Compliance Forum – Anti-Money Laundering and Prevention of Terrorism Financing and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (APU PPT and PPPSPM) in 2023	August 30, 2023	Jakarta	Seminars	BNI University
6	IIA Indonesia National Conference in 2023, with the theme "Staying Relevant"	30 to. August 31, 2023	Batam	Conference	The Institute oh Internal Auditors Indonesia
7	Sharing Session Session IV "Development, Characteristics and Management of the Multifinance Industry"	September 5, 2023	Jakarta	Seminars	BNI University
8	National Audit Committee Conference – Overseeing the Company's Sustainability and Growth through Supervision and Risk Control	October 19, 2023	Jakarta	Conference	Ministry of BUMN
9	Socialization of Technical Instructions for Preparing KPIs for SOE, Risk Management Process and Aggregation of SOE Portfolio Risk Taxonomy, and SOE Risk Management Reporting	November 14, 2023	Jakarta	Socialization	Ministry of BUMN
10	Socialization of Technical Instructions regarding Risk Maturity Index (RMI) Assessment within SOE	December 20, 2023	Jakarta	Socialization	Ministry of BUMN

Suhendi Muharam - Independent Audit Committee Member

No	Name of Training/Workshop/ Conference/seminar	Implementation Date	Implementation Venue	Education Type	Organizer
1	Development, Characteristics and Risk Management of the Pension Fund Industry	May 23, 2023	Jakarta	Seminars	BNI University
2	GRC Masterclass – Information Technology Audit	June 27, 2023	Jakarta	Seminars	Ministry of BUMN
3	National Conference of the Association of Bank Internal Auditors (IAIB) 2023 with the theme "The Future Role of Internal Audit in the Financial Services Industry"	July 12-13, 2023	Serpong	Seminars	Bank Internal Auditor Association (IAIB)
4	GRC Masterclass – ESG for Auditors	July 12, 2023	Jakarta	Training	Financial Services Authority (OJK)
5	Compliance Refreshment for Issuers and Public Companies	August 30, 2023	Jakarta	Seminars	BNI University
6	Compliance Forum – Anti-Money Laundering and Prevention of Terrorism Financing and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (APU PPT and PPPSPM) in 2023	30 to. August 31, 2023	Batam	Conference	The Institute oh Internal Auditors Indonesia
7	Sharing Session Session IV "Development, Characteristics and Management of the Multifinance Industry"	September 5, 2023	Jakarta	Seminars	BNI University
8	Governance and Financial Report Integrity Forum	September 26, 2023	Yogyakarta	Conference	Ministry of BUMN
9	Socialization of Technical Instructions for Preparing KPIs for SOE, Risk Management Process and Aggregation of SOE Portfolio Risk Taxonomy, and SOE Risk Management Reporting	November 14, 2023	Jakarta	Socialization	Ministry of BUMN
10	Socialization of Technical Instructions regarding Risk Maturity Index (RMI) Assessment within SOE	December 20, 2023	Jakarta	Socialization	Ministry of BUMN

POLICY AND IMPLEMENTATION OF 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;
4. 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;
5. 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;
6. 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 2023, the Audit Committee held 34 (thirty four) 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 in 2023:

Name	Position	Number of Meetings	Attended	Percentage
Asmawi Syam	Chairman	34	34	100%
Sigit Widyawan	Member	34	34	100%
Iman Sugema	Member	34	34	100%
Human Brillianto	Independent Member	34	34	100%
Suhendi Muharam	Independent Member	34	34	100%

AUDIT COMMITTEE MEETING AGENDA

During 2023, 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 3, 2023	Internal Meeting of Audit Committee Discussion of BNI's Financial Performance for the period November 2022	1. Asmawi Syam 2. Sigit Widyawan 3. Iman Sugema 4. Human Brillianto 5. Suhendi Muharam	-
2	January 17, 2023	Closing Meeting Audit of BNI Consolidated Financial Reports and Other Reports for the Financial Year Ending December 31, 2022	1. Asmawi Syam 2. Sigit Widyawan 3. Iman Sugema 4. Human Brillianto 5. Suhendi Muharam	• Finance Director • Director of Risk Management • Director of Enterprise & Commercial Banking • Director of Corporate & International Banking • Director of Consumer & Retail Banking • Director of Technology & Operations • KAP Tanudiredja, Wibisana, Rintis, and Partners • Related Divisions
3	January 24, 2023	Evaluation of the Bank's Internal Audit Function for the Semester II/2022 period, including discussion of: a. Evaluation of the Main Audit Results b. Realization of RAT Internal Audit c. Follow-up on IAD and External Auditor Audit Results d. Whistle Blowing System Management e. Evaluation of the FAST Internal Audit Application	1. Asmawi Syam 2. Sigit Widyawan 3. Iman Sugema 4. Human Brillianto 5. Suhendi Muharam	Internal Audit

Audit Committee Meetings Agenda

No.	Date of Meeting	Meeting Agenda	Meeting Participants	Invited
4	January 31, 2023	Evaluation of KUR Distribution and Management	1. Asmawi Syam 2. Sigit Widyawan 3. Iman Sugema 4. Human Brillianto 5. Suhendi Muharam	• Director of Institutional Banking • Related Divisions
5	February 7, 2023	Discussion on Review/Update of General Internal Control System Policy (KU SPI)	1. Asmawi Syam 2. Sigit Widyawan 3. Iman Sugema 4. Human Brillianto 5. Suhendi Muharam	• Director of Risk Management • Director of Human Capital & Compliance • Related Divisions
6	February 27, 2023	a. Internal Meeting of Audit Committee b. Discussion of the Audit Committee's Recommendations on the Procurement of a Public Accounting Firm to Provide General Audit Services for Consolidated Financial Statements and Other Reports for the Financial Year Ending December 31, 2023 c. Discussion of the Results of the Audit Committee Review of BNI DPLK Governance Supervision in 2022	1. Asmawi Syam 2. Sigit Widyawan 3. Iman Sugema 4. Human Brillianto 5. Suhendi Muharam	-
7	February 27, 2023	Discussion of Delivery Channel Audit Rating Updates for 2023	1. Asmawi Syam 2. Sigit Widyawan 3. Iman Sugema 4. Human Brillianto 5. Suhendi Muharam	Internal Audit
8	March 7, 2023	Discussion of the Evaluation of BNI's Compliance Function Quarter IV/2022, including: a. Realization of Compliance Division Review and Follow-up b. Progress in Settlement of Employee Cases c. Anti Fraud Strategy Program d. Significant Reports Reported to OJK	1. Asmawi Syam 2. Sigit Widyawan 3. Iman Sugema 4. Human Brillianto 5. Suhendi Muharam	• Director of Human Capital & Compliance • Related Divisions
9	March 21, 2023	Internal Meeting of Audit Committee a. Discussion of BNI's Financial Performance for the period January 2023 b. Audit Committee Working Visit Plan for 2023 – Evaluation of KUR Distribution and Management.		
10	March 28, 2023	Internal Meeting of Audit Committee Discussion of Review Results of the Proposed Plan to Write Off Credit Books with a Limit above IDR 200 billion	1. Asmawi Syam 2. Sigit Widyawan 3. Iman Sugema 4. Human Brillianto 5. Suhendi Muharam	-

Audit Committee Meetings Agenda

No.	Date of Meeting	Meeting Agenda	Meeting Participants	Invited
11	April 11, 2023	Evaluation of the Bank's Internal Audit Function for the Quarter I/2023 period, including discussion of: a. Evaluation of the Main Audit Results b. Realization of RAT Internal Audit c. Follow-up on IAD and External Auditor Audit Results d. Whistle Blowing System Management	1. Asmawi Syam 2. Sigit Widyawan 3. Iman Sugema 4. Human Brillianto 5. Suhendi Muharam	Internal Audit
12	April 18, 2023	Discussion of the Internal Audit Annual Audit & Consultation (RAT) Work Plan for 2023	1. Asmawi Syam 2. Sigit Widyawan 3. Iman Sugema 4. Human Brillianto 5. Suhendi Muharam	Internal Audit
13	May 23, 2023	Discussion of Preparations for the Audit Committee's Visit to the Data Center and Disaster Recovery Center	1. Asmawi Syam 2. Sigit Widyawan 3. Iman Sugema 4. Human Brillianto 5. Suhendi Muharam	Internal Audit
14	June 6, 2023	Discussion of Updates on BNI Pension Fund Due Diligence Results	1. Asmawi Syam 2. Sigit Widyawan 3. Iman Sugema 4. Human Brillianto 5. Suhendi Muharam	• Finance Director • Director of Human Capital & Compliance • Director of Risk Management • KPMG • Willis Tower Watson • HPRP Dentons • Related Divisions
15	June 6, 2023	Discussion of Review of Realization of Directors' and Commissioners' Facilities Packages in 2022	1. Asmawi Syam 2. Sigit Widyawan 3. Iman Sugema 4. Human Brillianto 5. Suhendi Muharam	Corporate Secretary
16	June 6, 2023	Internal Meeting of Audit Committee Discussion of Review Results of the Proposed Plan to Write Off Credit Books with a Limit above IDR 200 billion	1. Asmawi Syam 2. Sigit Widyawan 3. Iman Sugema 4. Human Brillianto 5. Suhendi Muharam	-
17	June 20, 2023	Discussion of the Evaluation of BNI's Compliance Function Quarter I/2023, including: a. Realization of Compliance Division Review and Follow-up b. Progress in Settlement of Employee Cases c. Anti Fraud Strategy Program d. Significant Reports Reported to OJK	1. Asmawi Syam 2. Sigit Widyawan 3. Iman Sugema 4. Human Brillianto 5. Suhendi Muharam	• Director of Institutional Banking and Director of Finance (as Alternate Director of Human Capital & Compliance) • Director of Risk Management • Related Divisions
18	June 20, 2023	Internal Meeting of Audit Committee Discussion of the Results of the Audit Committee's Evaluation of the Provision of General Audit Services for BNI Consolidated Financial Reports and Other Reports for the Fiscal Year Ending 31 December 2022 by KAP Tanudiredja, Wibisana, Rintis & Rekan	1. Asmawi Syam 2. Sigit Widyawan 3. Iman Sugema 4. Human Brillianto 5. Suhendi Muharam	-

Audit Committee Meetings Agenda

No.	Date of Meeting	Meeting Agenda	Meeting Participants	Invited
19	July 25, 2023	Evaluation of the Bank's Internal Audit Function for the Semester I/2023 period, including discussion of: a. Evaluation of the Main Audit Results b. Realization of RAT Internal Audit c. Follow-up on IAD and External Auditor Audit Results d. Whistle Blowing System Management	1. Asmawi Syam 2. Sigit Widyawan 3. Iman Sugema 4. Human Brillianto 5. Suhendi Muharam	Internal Audit
20	August 8, 2023	Internal Audit Committee Meeting a. Discussion of Review Results of the Proposed Plan to Write Off Credit Books with a Limit above IDR 200 billion b. Discussion of the 2023 Audit Committee Work Visit Report	1. Asmawi Syam 2. Sigit Widyawan 3. Iman Sugema 4. Human Brillianto 5. Suhendi Muharam	-
21	August 29, 2023	Evaluation of the Implementation of the Anti-Fraud Strategy for the Quarter II/2023 period, including: a. Implementation of the Anti Fraud Strategy Program b. Significant Reports Reported to OJK	1. Asmawi Syam 2. Sigit Widyawan 3. Iman Sugema 4. Human Brillianto 5. Suhendi Muharam	Director of Risk Management
22	September 26, 2023	Kick Off Meeting Audit of BNI Consolidated Financial Reports and Other Reports for the Fiscal Year Ending 31 December 2023 by KAP Tanudiredja, Wibisana, Rintis & Rekan	1. Asmawi Syam 2. Sigit Widyawan 3. Iman Sugema 4. Human Brillianto	• Finance Director • KAP Tanudiredja, Wibisana, Rintis, and Rekan • Related Divisions
23	October 3, 2023	Discussion of Internal Audit Unit Audit Results Report	1. Asmawi Syam 2. Sigit Widyawan 3. Iman Sugema 4. Human Brillianto 5. Suhendi Muharam	Internal Audit
24	October 10, 2023	Discussion of the Provision of Non-Assurance Services by KAP Tanudiredja, Wibisana, Rintis, and Rekan on the Implementation of PSAK 74/IFRS 17 at BNI Life	1. Asmawi Syam 2. Sigit Widyawan 3. Iman Sugema 4. Human Brillianto 5. Suhendi Muharam	• Finance Director • Director of Network & Services • BNI Life • BNI Life Audit Committee • Related Divisions
25	October 10, 2023	Discussion of Review Results of the Proposed Plan to Write Off Credit Books with a Limit above IDR200 billion	1. Asmawi Syam 2. Sigit Widyawan 3. Iman Sugema 4. Human Brillianto 5. Suhendi Muharam	-
26	October 31, 2023	Evaluation of the Bank's Internal Audit Function for the Third Quarter/2023 period, including discussion of: a. Evaluation of the Main Audit Results b. Realization of RAT Internal Audit c. Follow-up on IAD and External Auditor Audit Results d. Whistle Blowing System Management	1. Asmawi Syam 2. Sigit Widyawan 3. Iman Sugema 4. Human Brillianto 5. Suhendi Muharam	Internal Audit

Audit Committee Meetings Agenda

No.	Date of Meeting	Meeting Agenda	Meeting Participants	Invited
27	November 14, 2023	Internal Meeting of Audit Committee Discussion of KA Review Results on Application for Procurement and Budget Principle Permit for General Audit Services for BNI Financial Reports and Other Reports for the Fiscal Year Ending December 31, 2024	1. Asmawi Syam 2. Sigit Widyawan 3. Iman Sugema 4. Human Brillianto 5. Suhendi Muharam	-
28	November 23, 2023	Internal Meeting of Audit Committee Discussion of the Results of the KA Review of the Bank's Business Plan	1. Asmawi Syam 2. Sigit Widyawan 3. Iman Sugema 4. Human Brillianto 5. Suhendi Muharam	-
29	November 28, 2023	Internal Audit Committee Meeting a. Discussion of Review Results of the Proposed Plan to Write Off Credit Books with a Limit above IDR 200 billion and a limit of IDR 100 billion – IDR 200 billion b. Discussion of the Results of the Audit Committee Review of the 2024 DPLK Business Plan	1. Asmawi Syam 2. Sigit Widyawan 3. Iman Sugema 4. Human Brillianto 5. Suhendi Muharam	-
30	November 30, 2023	Discussion of Review Results of the Proposed Plan to Write Off Credit Books with a Limit of IDR100 billion - IDR200 billion	1. Asmawi Syam 2. Sigit Widyawan 3. Iman Sugema 4. Human Brillianto 5. Suhendi Muharam	• Director of Risk Management • Director of Human Capital & Compliance • SEVP Remedial & Recovery • Related Divisions
31	December 5, 2023	Internal Meeting of Audit Committee a. Evaluation of the Audit Committee Work Plan for 2023 b. Discussion of the Audit Committee Work Plan for 2024	1. Asmawi Syam 2. Sigit Widyawan 3. Iman Sugema 4. Human Brillianto 5. Suhendi Muharam	-
32	December 19, 2023	Discussion of the Evaluation of BNI's Compliance Function Quarter III/2023, including: a. Realization of Compliance Division Review and Follow-up b. Progress in Settlement of Employee Cases	1. Asmawi Syam 2. Sigit Widyawan 3. Iman Sugema 4. Human Brillianto 5. Suhendi Muharam	• Director of Human Capital & Compliance • Related Divisions
33	December 19, 2023	Discussion of Review Results of the Proposed Plan to Write Off Credit Books with a Limit above IDR200 billion	1. Asmawi Syam 2. Sigit Widyawan 3. Iman Sugema 4. Human Brillianto 5. Suhendi Muharam	-
34	December 27, 2023	Progress of Audit Meeting of BNI Consolidated Financial Reports and Other Reports for the Fiscal Year Ending 31 December 2023 by KAP Tanudiredja, Wibisana, Rintis, and Partners (member of Pricewaterhouse Coopers)	1. Asmawi Syam 2. Sigit Widyawan 3. Iman Sugema 4. Human Brillianto 5. Suhendi Muharam	• Finance Director • Director of Risk Management • Director of Technology & Operations • Director of Network & Services • Director of Enterprise & Commercial Banking • Director of Retail Banking • SEVP Corporate Banking • Related Divisions

The Audit Committee also provided input in Committee in Board of Commissioners Committee meetings that invited the Audit Committee. During 2023, the Audit Committee attended 3 (three) other Committee meetings.

BRIEF REPORT ON THE AUDIT COMMITTEE'S ACTIVITIES IN 2022

To ensure Good Corporate Governance implementation, the Board of Commissioners has an Audit Committee that carries out its duties and responsibilities in accordance with applicable regulations. 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 2023, 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 2023 audit;
5. Preparing a report on the KA evaluation results on the provision of KAP audit services for fiscal year 2022;
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 2023 Baseline Proposal and the 2024 Target of Macroprudential Inclusive Financing in order to Achieve BNI's Macroprudential 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, as well as Data Centers and Disaster Recovery Centers;
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. Audit Committee Review of the Write-Off Plan with a Limit of IDR200 billion;
18. Reviewing and Input the Audit Committee Write-Off Plans with a Limit of IDR100 billion up to IDR200 billion;
19. Reviewing Fraud that Occurred;
20. Coordinating committees;
21. Carry out dispositions from the Board of Commissioners.

Through Committee meetings held throughout 2023, the Audit Committee also held discussions with related parties regarding the following matters:

1. Management
   The Audit Committee reviews the audited and unaudited financial statements to be published in 2023, 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.

2. External Auditor
Regarding the audit process of the company's financial statements as of December 31, 2023 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 2023 were as follows:

1. Progress in completing BI audit results was 87.69% with a total of 16 pending commitments out of a total of 130 commitments;
2. Progress in completing the OJK audit results was 98.80% with a total of 14 recommendations pending out of a total of 1168 recommendations;
3. Progress in completing the BPK audit results was 86.16% with a total of 53 recommendations pending out of a total of 383 recommendations;
4. Progress in completing the Management Letter for KAP Tanudiredja, Wibisana, Rintis & Partners (member of Pricewaterhouse Coopers) is 94.12% with the number of pending recommendations being 1 out of a total of 17 recommendations.

The Audit Committee has prepared an Evaluation Results Report Implementation of Audit Services for Annual Historical Financial Information for Fiscal Year 2022 by KAP Tanudiredja, Wibisana, Rintis & Partners (a member firm of the PricewaterhouseCoopers network). In order to comply with OJK Regulation no. 13/POJK.03/2017 dated March 27, 2017 as revoked by OJK Regulation No. 9 of 2023 concerning the Use of Public Accounting Services and Public Accounting Firms in Financial Services Activities, the Company has reported the Audit Committee Evaluation Results Report to the OJK in June 2023.

3. 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 2023 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	Audit Delivery Channel	116	109
2	Audit KCLN	5	4
3	Mandatory Audit	12	17
4	Division Audit	2	2
5	Audit of Subsidiaries	4	6
6	Thematic/Activity Audit IT incl. IT applications and Non-IT	60	74
7	Independent Review	9	17
8	Consultation	2	3
9	Surprise	-	1
10	Deepening	-	15
Total		**210**	**248**

The Internal Audit activities carried out realized 118,10% of the plan determined based on the 2023 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 2023, the IAD audit follow-up progress reached 99.63%. There are 88 follow-ups that are still in the process of being completed, namely 28 pending follow-ups in 2022, and 60 pending follow-ups in 2023.

Based on the results of the review and evaluation of the Whistleblowing System (WBS) reports, during 2023 there were 235 reports submitted through the WBS, consisting of 82 reports outside the scope of the WBS and 153 reports within the scope of the WBS. Of the 235 reports, 113 reports were not proven to be true/insufficient evidence, 38 follow-up reports are still in the process of completion, and 48 reports have been proven. Of the proven reports, there were 12 proven reports related to unethical behavior, 5 proven reports related to fraud, 14 proven reports related to violations of regulations/laws, and 1 proven reports related to conflicts of interest.

To optimize its role, the Audit Committee has recommended the implementation of Risk Based Audit as an audit method and approach used by IAD in conducting audits.

4. 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 2023, 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 plans, development of employee case processes, and implementation of the Anti-Fraud Strategy Program.

   Discussion of the Compliance Division's work plan was carried out to encourage effective synergy between the Compliance, Anti-Fraud and Internal Audit Divisions in carrying out supervisory functions, especially the Company's compliance with applicable regulations.

   Based on the results of the examination and evaluation of the employee case resolution process in 2023, there are 156 (one hundred and fifty-six) cases, consisting of 108 (one hundred and eight) cases that have been processed, while 48 (forty eight) cases are still in the process of being resolved.

   For cases that have been processed, employees who are proven to have committed violations and/or fraud will be followed up by providing administrative sanctions in the form of:
   - Termination of employment for 66 (sixty-six) employees;
   - Demotion of 20 (twenty) employees;
   - Letter of Strong Reprimand to 24 (twenty-four) employees;
   - Letter of Reprimand to 42 (forty-two) employees;
   - Letter of Guidance to 79 (seventy-nine) employees.

   The implementation of the Anti-Fraud Strategy for Semester II 2023 was reported to OJK in January 2024, and the Implementation of the Anti-Fraud Strategy for Semester I 2023 was reported to OJK in July 2023. In 2023 the number of internal frauds that occurred was 69 (sixty-nine) incidents (2 of which were significant fraud which were reported incidentally to the OJK), while the number of external frauds that occurred was 16 (sixteen) incidents.

5. Board of Commissioners
   The Audit Committee Duties and responsibilities, as well as recommendations, have been periodically reported to the Board of Commissioners, as follows:
   a. Review of the proposed KAP appointment and the Audit Committee recommendations to the Board of Commissioners to appoint KAP Tanudiredja, Wibisana, Rintis & Partners (member of PricewaterhouseCoopers) to audit the BNI Consolidated Financial Statements ending December 31, 2023, and review of the effectiveness of the Public Accounting Firm Audit Services including aspects of independence and objectivity;
   b. Review of the Bank's Published Financial Statements;
   c. 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);
   d. Review of the follow-up effectiveness on the completion of the findings of the Internal Auditors and External Auditors (OJK, BPK, PPATK);
   e. Review of the monthly performance report of the Company, the proposed revision of the RBB for the Year 2023- 2025, and the proposed RBB for the year 2024-2026 submitted by the Management;
   f. Review and providing input on plans to write off loans with a limit of IDR100 billion to IDR200 billion;
   g. Review of the Management's proposals requiring the approval of the Board of Commissioners;
   h. 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.

NOMINATION AND REMUNERATION COMMITTEE

The Nomination and Remuneration Committee is a supporting organ tasked with assisting the Board of Commissioners in carrying out its supervisory function and providing advice regarding determining the qualifications and nomination process as well as remuneration for the Board of Commissioners and Board of Directors, Committee members at the Board of Commissioners level, 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. Financial Services Authority 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. Financial Services Authority Regulation no. 17 of 2023 dated September 14, 2023 concerning Implementation of Governance for 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. Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 dated March 3, 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.
7. Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 dated March 20, 2023 concerning Organs and Human Resources of State-Owned Enterprises.

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.

Up until December 31, 2023, the Nomination and Remuneration Committee membership composition changed as follows:

Period January 1, 2023– May 26, 2023

No.	Name	Position	Description	Expertise
1	Agus Dermawan Wintarto Martowardojo	Chairman	President Commissioner/ Independent Commissioner	• Economy • Banking
2	Pradjoto	Member	Vice President Commissioner/ Independent Commissioner	• Law • Economics
3	Sigit Widyawan	Member	Independent Commissioner	• Accountancy Economics • Finance
4	Askolani	Member	Commissioner	Economics

5	Asmawi Syam	Member	Independent Commissioner	Economics
6	Susyanto	Member	Commissioner	Law
7	Iman Sugema	Member	Independent Commissioner	• Agribusness • Economics
8	Septian Hario Seto	Member	Independent Commissioner	• Accounting • Finance
9	Erwin Rijanto Slame	Member	Independent Commissioner	Economics
10	Fadlansyah Lubis	Member	Commissioner	Law
11	Dandy Perwandi Sjamsudin[1)]	Member	Head of Human Capital Management Division	Economics
12	Danni Tri Suryani	Member	Independent Party	• Economics • HC Management

Note:
[1)]Ceased serving as a member of the Nomination and Remuneration Committee since 26 May 2023, and was replaced by Yenni Sari Dewi who served as a member of the Nomination and Remuneration Committee since May 26, 2023

Period May 26, 2023 – September 19, 2023

No.	Name	Position	Description	Expertise
1	Agus Dermawan Wintarto Martowardojo[1)]	Chairman	President Commissioner/ Independent Commissioner	• Economy • Banking
2	Pradjoto	Member	Vice President Commissioner/ Independent Commissioner	• Law • Economics
3	Sigit Widyawan	Member	Independent Commissioner	• Accountancy Economics • Finance
4	Askolani	Member	Commissioner	Economics
5	Asmawi Syam	Member	Independent Commissioner	Economics
6	Susyanto	Member	Commissioner	Hukum
7	Iman Sugema	Member	Independent Commissioner	• Agribusness • Economics
8	Septian Hario Seto	Member	Independent Commissioner	• Accounting • Finance
9	Erwin Rijanto Slame	Member	Independent Commissioner	Economics
10	Fadlansyah Lubis	Member	Commissioner	Law
11	Dandy Perwandi Sjamsudin[1)]	Member	Head of Human Capital Management Division	Economics
12	Danni Tri Suryani	Member	Independent Party	• Economics • HC Management
13	Yenni Sari Dewi[2)]	Member	Head of Human Capital Strategy Division	• Management Economic • Organizational and HR Management

Note:
[1)] Ceased serving as a member of the Nomination and Remuneration Committee from September 19, 2023
[2)] Served as a member of the Nomination and Remuneration Committee since May 23, 2023, replacing Dandy Perwandi Sjamsudin who ceased serving as a member of the Nomination and Remuneration Committee on May 26, 2023.

Periode September 19, 2023 –October 30, 2023

No.	Name	Position	Description	Expertise
1	Pradjoto[1)]	Chairman	President Commissioner/ Independent Commissioner	• Law • Economics
2	Sigit Widyawan	Member	Independent Commissioner	• Accountancy Economics • Finance
3	Askolani	Member	Commissioner	Economics
4	Asmawi Syam	Member	Independent Commissioner	Economics

No.	Name	Position	Description	Expertise
5	Susyanto	Member	Commissioner	Law
6	Iman Sugema	Member	Independent Commissioner	• Agribusness • Economics
7	Septian Hario Seto	Member	Independent Commissioner	• Accounting • Finance
8	Erwin Rijanto Slame	Member	Independent Commissioner	Economics
9	Fadlansyah Lubis	Member	Commissioner	Law
10	Robertus Billitea[2)]	Member	Commissioner	Law
11	Danni Tri Suryani	Member	Independent Party	• Economics • HC Management
12	Yenni Sari Dewi	Member	Head of Human Capital Strategy Division	• Management Economic • Organizational and HR Management

Note:
[1)] Served as Chair of the Nomination and Remuneration Committee since September 21, 2023
[2)] Served as a member of the Nomination and Remuneration Committee since September 21, 2023

Periode October 30, 2023 – December 31, 2023

No.	Name	Position	Description	Expertise
1	Pradjoto	Chairman	President Commissioner/ Independent Commissioner	• Law • Economics
2	Pahala Nugraha Mansury[1)]	Member	Wakil Komisaris Utama	• Accountancy • Economics
3	Sigit Widyawan	Member	Independent Commissioner	• Accountancy Economics • Finance
4	Askolani	Member	Commissioner	Economics
5	Asmawi Syam	Member	Independent Commissioner	Economics
6	Susyanto	Member	Commissioner	Law
7	Iman Sugema	Member	Independent Commissioner	• Agribusness • Economics
8	Septian Hario Seto	Member	Independent Commissioner	• Accounting • Finance
9	Erwin Rijanto Slame	Member	Independent Commissioner	Economics
10	Fadlansyah Lubis	Member	Commissioner	Law
11	Robertus Billitea	Member	Commissioner	Law
12	Danni Tri Suryani	Member	Independent Party	• Economics • HC Management
13	Yenni Sari Dewi	Member	Head of Human Capital Strategy Division	• Management Economic • Organizational and HR Management

Note:
[1)] Served as Member of the Nomination and Remuneration Committee since October 30, 2023, in the OJK Fit & Proper Test process as Vice President Commissioner so that he has not been counted in the quorum

NOMINATION AND REMUNERATION COMMITTEE PROFILES

A brief profile of the Chairman and Members of the BNI Nomination and Remuneration as of December 31, 2023 as follows: Chairman of the Nomination and Remuneration Committee.

Nomination and Remuneration Committee Chairman

Pradjoto[1)]
Chair of the Nomination and Remuneration Committee/President Commissioner/Independent Commissioner
Legal Basis for Appointment: KEP/013/DK/2023 dated September 21, 2023
Term of Office: September 21, 2023 - September 20, 2028

Profile can be found in the Board of Commissioners Profiles

Nomination and Remuneration Committee Members

Pahala Nugraha Mansury[2)]
Member of the Nomination and Remuneration Committee/ Vice President Commissioner
Legal Basis for Appointment: KEP/018/DK/2023 dated October 30, 2023
Term of Office: October 30, 2023 - October 29, 2028

Profile can be found in the Board of Commissioners Profiles

Askolani
Member of the Nomination and Remuneration Committee/Commissioner
Legal Basis for Appointment: KEP/001/DK/2020 dated January 30, 2020
Term of Office: January 30, 2020 - January 19, 2025

Profile can be found in the Board of Commissioners Profiles

Susyanto
Member of the Nomination and Remuneration Committee/Commissioner
Legal Basis for Appointment: KEP/035/DK/2020 dated September 8, 2020
Term of Office: September 8, 2020 - September 7, 2025

Profile can be found in the Board of Commissioners Profiles

Septian Hario Seto
Member of the Nomination and Remuneration Committee/ Independent Commissioner
Legal Basis for Appointment: KEP/036/DK/2020 dated August 27, 2020
Term of Office: August 27, 2020 - August 26, 2025

Profile can be found in the Board of Commissioners Profiles

Fadlansyah Lubis
Member of the Nomination and Remuneration Committee/Commissioner
Legal Basis for Appointment: KEP/022/DK/2022 dated December 29, 2022
Term of Office: December 29, 2022 - December 28, 2027

Profile can be found in the Board of Commissioners Profiles

Sigit Widyawan
Member of the Nomination and Remuneration Committee/ Independent Commissioner
Legal Basis for Appointment: KEP/037/DK/2020 dated August 27, 2020
Term of Office: August 27, 2020 - August 26, 2025

Profile can be found in the Board of Commissioners Profiles

Asmawi Syam
Member of the Nomination and Remuneration Committee/ Independent Commissioner
Legal Basis for Appointment: KEP/029/DK/2020 July 20, 2020
Term of Office: July 20, 2020 - July 19, 2025

Profile can be found in the Board of Commissioners Profiles

Iman Sugema
Member of the Nomination and Remuneration Committee/ Independent Commissioner
Legal Basis for Appointment: KEP/037/DK/2020 dated August 27, 2020
Term of Office: August 27, 2020 - August 26, 2025

Profile can be found in the Board of Commissioners Profiles

Erwin Rijanto Slamet
Member of the Nomination and Remuneration Committee/ Independent Commissioner
Legal Basis for Appointment: KEP/014/DK/2021 dated August 16, 2021
Term of Office: August 16, 2021 - August 15, 2026

Profile can be found in the Board of Commissioners Profiles

Robertus Billitea[3)]
Legal Basis for Appointment: KEP/006/DK/2023 dated September 21, 2023
Term of Office: September 21, 2023 - September 20, 2028

Profile can be found in the Board of Commissioners Profiles

Danni Tri Suryani
Nomination and Remuneration Committee Member

Nationality
Indonesian citizen

Domicile
Jakarta

Age
57 years old, as of December 31, 2023

Education
1. Bachelor's Degree in Management Economics from Universitas Indonesia (1989)
2. Master of Science in Human Resources Development from the University of Stirling, Scotland, UK (2000)

Certification
Level 3 Risk Management Certification

Work experience
1. Human Capital Head and Corporate Secretary at Mandiri Investment Management (2017-2020)
2. Executive Vice President Human Capital at Bank Mutiara/J Trust (2014-2015)
3. Learning and Knowledge Management Group Head at PT Bank Niaga (Persero) Tbk (2006-2009)

Legal Basis of Appointment
Appointed for the first time as Member of the Nomination and Remuneration Committee in January 2018 based on Board of Commissioners Decree No. KEP/032/ DK/2020 dated August 10, 2020.

Term of Office
2020-2023 (First Period)
2023-present (Second Period)

Concurrent Positions
No concurrent positions internally or externally in the Company

Yenni Sari Dewi[4)]
Nomination and Remuneration Committee Member

Nationality
Indonesian citizen

Domicile
Jakarta

Place, Date of Birth, Age
45 years old, as of December 31, 2023

Education
1. Bachelor's Degree in Nutrition and Animal Feed from Universitas Gadjah Mada (2000)
2. Master's Degree in General Business from Universitas Gadjah Mada (2003)

Certification
-

Work experience
1. Head of Management & Organization Research Group– Strategic Planning Division (2015-2020),
2. Dean of Leadership & Future Capability Academy – BNI Corporate University (2020-2021)
3. Deputy Head of Strategy & Policy Division – Human Capital Strategy Division (2021-2023)
4. Head of Human Capital Strategy Division at PT Bank Negara Indonesia (Persero), Tbk (2023 - present)

Legal Basis of Appointment
Appointed for the first time as Member of the Nomination and Remuneration Committee on May 26, 2023 based on Board of Commissioners Decree No. KEP/002/DK/2023 dated May 26, 2023.

Term of Office
2023-present (First Period)

Concurrent Positions
Head of Human Capital Strategy Division at PT Bank Negara Indonesia (Persero), Tbk

Note:
[1)]Served as Chairman of the Nomination and Remuneration Committee since September 21, 2023
[2)]Served as Member of the Nomination and Remuneration Committee since October 30, 2023, in the Fit & Proper Test process OJK as Vice President Commissioner
[3)]Served as a member of the Nomination and Remuneration Committee since September 21, 2023
[4)]Served as a member of the Nomination and Remuneration Committee since May 26, 2023

NOMINATION AND REMUNERATION COMMITTEE EDUCATION QUALIFICATIONS AND WORK EXPERIENCE

Requirements for members of the Nomination and Remuneration Committee, include:

1. Members of the Nomination and Remuneration Committee must have the following requirements:
   a. High integrity, ability, knowledge and adequate work experience in the Nomination and Remuneration Committee's duties, as well as have an understanding of banking;
   b. Has no personal interests/relationships that may have a negative impact and conflict of interest on the Company;
   c. Can provide sufficient time to complete the duties;
   d. Is able to work with others and communicate well and effectively.
2. 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:
   a. 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;
   b. Has experience related to nominations and/or remuneration;
   c. Is not an employee of BNI;
   d. Does not have any concurrent position as:
      - Member of 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.
3. 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;
4. 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, 2023, the educational qualifications and work experience of the Nomination and Remuneration Committee Chairman and Members were as follows:

Educational Qualifications and Work Experience of the Nomination and Remuneration Committee

Name	Position	Education	Work Experience
Pradjoto[1)]	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
Pahala Nugraha Mansury[2)]	Committee Member/Vice President 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
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/ 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
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	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
Robertus Billitea[3)]	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	• Bachelor (S1) in Management Economics • Master of Science (S2) in Human Resources Development	• Learning and Knowledge Management Group Head at PT Bank Niaga (Persero) Tbk • Executive Vice President Human Capital at Bank Mutiara/J Trust • Human Capital Director at Sucorinvest Securities company • Human Capital Leader and Corporate Secretary of Mandiri Investment Management

Educational Qualifications and Work Experience of the Nomination and Remuneration Committee

Name	Position	Education	Work Experience
Yenni Sari Dewi[4)]	• Committee Member/Head of Human Capital Strategy Division	• Bachelor's Degree in Nutrition and Animal Feed • Master's Degree in General Business	• Management & Organization Research Group Leader – Strategic Planning Division • Dean of Leadership & Future Capability Academy – BNI Corporate University • Deputy Head of Strategy & Policy Division – Human Capital Strategy Division (2021-2023) • Head of Human Capital Strategy Division at PT Bank Negara Indonesia (Persero), Tbk (2023 - present)

note:
[1)]Served as Chairman of the Nomination and Remuneration Committee since September 21, 2023
[2)]Served as Member of the Nomination and Remuneration Committee since October 30, 2023, in the OJK Fit & Proper Test process as Vice President Commissioner so that he has not been counted in the quorum
[3)]Served as a member of the Nomination and Remuneration Committee since September 21, 2023
[4)]Served as a member of the Nomination and Remuneration Committee since May 26, 2023, replacing Dandy Perwandi Sjamsudin who ceased serving as a member of the Nomination and Remuneration Committee on May 26, 2023.

NOMINATION AND REMUNERATION COMMITTEE MEMBERS' TERM OF OFFICE

1. 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;
2. 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;
3. 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;
4. 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;
5. 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
6. 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

The Chairman and Members of the Nomination and Remuneration Committee provide a fair assessment on all relevant conditions and shall not be influenced by personal or any other parties interests when conveying their opinions.

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
Pradjoto[1)]	√	√	√	√	√
Pahala Nugraha Mansury[2)]	√	√	√	√	√
Sigit Widyawan	√	√	√	√	√
Askolani	√	√	√	√	√
Asmawi Syam	√	√	√	√	√

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
Susyanto	√	√	√	√	√
Iman Sugema	√	√	√	√	√
Septian Hario Seto	√	√	√	√	√
Erwin Rijanto Slamet	√	√	√	√	√
Fadlansyah Lubis	√	√	√	√	√
Robertus Billitea[3)]	√	√	√	√	√
Danni Tri Suryani	√	√	√	√	√
Dandy Perwandi Sjamsudin[3)]	√	√	√	√	√
Yenni Sari Dewi[4)]	√	√	√	√	√

Note:
[1)]Served as Chairman of the Nomination and Remuneration Committee since September 21, 2023
[2)]Served as Member of the Nomination and Remuneration Committee since October 30, 2023, in the OJK Fit & Proper Test process as Vice President Commissioner so that he has not been counted in the quorum
[3)]Served as a member of the Nomination and Remuneration Committee since September 21, 2023
[4)]Served as a member of the Nomination and Remuneration Committee since May 26, 2023, replacing Dandy Perwandi Sjamsudin who ceased serving as a member of the Nomination and Remuneration Committee on May 26, 2023.

TRAINING AND/OR IMPROVING THE COMPETENCY OF THE NOMINATION AND REMUNERATION COMMITTEE

To create a workforce that has excellence and competitiveness, the Bank organizes competency development programs to support the supervisory and management role, especially for providing input to the Board of Commissioners. The following shows the Nomination and Remuneration Committee competency development for 2023:

Pradjoto[1)] – Committee Chairman - President Commissioner/Independent Commissioner of BNI

No	Name of Training/ Workshop/ Conference/seminar	Implementation Date	Implementation Venue	Education Type	Organizer
Competency development/training can be found in the competency development/training section for the BNI Board of Commissioners					

Pahala Nugraha Mansury[2)] – Committee Member – Vice President Commissioner of BNI

No	Name of Training/ Workshop/ Conference/seminar	Tanggal pelaksanaan	Tempat pelaksanaan	Jenis Pendidikan	Penyelenggara
Competency development/training can be found in the competency development/training section for the BNI Board of Commissioners					

Sigit Widyawan – Committee Member – Independent Commissioner of BNI

No	Name of Training/ Workshop/ Conference/seminar	Implementation Date	Implementation Venue	Education Type	Organizer
Competency development/training can be found in the competency development/training section for the BNI Board of Commissioners					

Askolani – Committee Member – BNI Commissioner

No	Name of Training/ Workshop/ Conference/seminar	Implementation Date	Implementation Venue	Education Type	Organizer
Competency development/training can be found in the competency development/training section for the BNI Board of Commissioners					

Asmawi Syam – Committee Member – Independent Commissioner of BNI

No	Name of Training/ Workshop/ Conference/seminar	Implementation Date	Implementation Venue	Education Type	Organizer
Competency development/training can be found in the competency development/training section for the BNI Board of Commissioners					

Susyanto – Committee Member – BNI Commissioner

No	Name of Training/ Workshop/ Conference/seminar	Implementation Date	Implementation Venue	Education Type	Organizer
Competency development/training can be found in the competency development/training section for the BNI Board of Commissioners					

Iman Sugema – Committee Member – Independent Commissioner of BNI

No	Name of Training/ Workshop/ Conference/seminar	Implementation Date	Implementation Venue	Education Type	Organizer
Competency development/training can be found in the competency development/training section for the BNI Board of Commissioners					

Septian Hario Seto – Committee Member – Independent Commissioner of BNI

No	Name of Training/ Workshop/ Conference/seminar	Implementation Date	Implementation Venue	Education Type	Organizer
Competency development/training can be found in the competency development/training section for the BNI Board of Commissioners					

Erwin Rijanto Slamet – Committee Member – Independent Commissioner of BNI

No	Name of Training/ Workshop/ Conference/seminar	Implementation Date	Implementation Venue	Education Type	Organizer
Competency development/training can be found in the competency development/training section for the BNI Board of Commissioners					

Fadlansyah Lubis – Committee Member – BNI Commissioner

No	Name of Training/ Workshop/ Conference/seminar	Implementation Date	Implementation Venue	Education Type	Organizer
Competency development/training can be found in the competency development/training section for the BNI Board of Commissioners					

Robertus Billitea[3)] – Committee Member – BNI Commissioner

No	Name of Training/ Workshop/ Conference/seminar	Implementation Date	Implementation Venue	Education Type	Organizer
Competency development/training can be found in the competency development/training section for the BNI Board of Commissioners					

Danni Tri Suryani – Committee Member –Independent Party

No	Name of Training/Workshop/ Conference/seminar	Implementation Date	Implementation Venue	Education Type	Organizer
1	Development, Characteristics and Risk Management of the Pension Fund Industry	May 23, 2023	Jakarta	Training	BNI Corporate University
2	Socialization of Technical Guidelines for the Composition and Qualifications of Risk Management Organs	June 13, 2023	Zoom	Training	SOE Ministry
3	Anti-Money Laundering and Prevention of Terrorism Financing, and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (APU PPT and PPPSPM) in the 2023 Financial Services Sector	August 30, 2023	Jakarta	Seminar	BNI Corporate University and Compliance Division
4	Development, Characteristics and Risk Management of the Financing Company Industry	September 5, 2023	Jakarta	Training	Pricewaterhouse-Cooper and BNI University

Yenni Sari Dewi[4] – Committee Member – Head of Human Capital Strategy Division

No	Name of Training/Workshop/ Conference/seminar	Implementation Date	Implementation Venue	Education Type	Organizer
1	Realizing Value Through Business Agility – The Role of HR	September 22, 2023	Jakarta	Seminar	Delloite
2	Skill-First, Tech –Driven Workforce Transformation : A Strategic HR Perspective	October 19, 2023	Jakarta	Seminar	PWC
3	Moderator 4th Indonesia Human Capital Summit – Wrap Up The Journey (orchestrating 4th themes IHCS)	November 7, 2023	Jakarta	Seminar	Forum Human Capital Indonesia
4	Advanced Adaptive Leadership Program	November 27-30, 2023	Sydney	Training	UNSW Business School

Note:

[1]Served as Chairman of the Nomination and Remuneration Committee since September 21, 2023
[2]Served as Member of the Nomination and Remuneration Committee since October 30, 2023, in the OJK Fit & Proper Test process as Vice President Commissioner so that he has not been counted in the quorum
[3]Served as a member of the Nomination and Remuneration Committee since September 21, 2023
[4]Served as a member of the Nomination and Remuneration Committee since May 26, 2023

NOMINATION AND REMUNERATION COMMITTEE DUTIES AND RESPONSIBILITIES

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:
      - Membership Composition for the Board of Directors and/or members of the Board of Commissioners;
      - Policies and criteria required in the Nomination process; and
      - 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:
      - Remuneration structure;
      - Remuneration policy; and
      - Amount of remuneration.

      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:
      - Remuneration policy for the Board of Directors and the Board of Commissioners to be submitted to the General Meeting of Shareholders;
      - 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 CHARTER

In order to carry out the duties of the Nomination and Remuneration Committee optimally, the Bank has a Committee Charter that is continuously refined and updated in accordance with developments of prevailing legal 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.

POLICY AND IMPLEMENTATION OF FREQUENCY OF 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 MEETING AGENDA

During 2023, the implementation dates, meeting agendas and participants in the Nomination and Remuneration Committee Meetings were as follows:

Nomination and Remuneration Committee Meeting Agenda Table

No.	Meeting Date	Meeting Agenda	Meeting Participants
1	January 05, 2023	1. Approval of the proposed changes to the BNI Pension Fund Regulations for 2022 2. Appointment of an Independent Consultant for the Remuneration of Board of Directors and Commissioners in 2023 3. Discussion of the 2023 BOC KPI	1. Agus Dermawan Wintarto Martowardojo[1)] 2. Pradjoto 3. Sigit Widyawan 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Danni Tri Suryani 12. Dandy Perwandi Sjamsudin[5)]
2	January 26, 2023	Approval of Proposed Changes to BNI Pension Fund Regulations (Continued)	1. Agus Dermawan Wintarto Martowardojo[1)] 2. Pradjoto 3. Sigit Widyawan 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Danni Tri Suryani 12. Dandy Perwandi Sjamsudin[5)]
3	February 02, 2023	Discussion of Human Capital Policy Proposals	1. Agus Dermawan Wintarto Martowardojo[1)] 2. Pradjoto 3. Sigit Widyawan 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Danni Tri Suryani 12. Dandy Perwandi Sjamsudin[5)]
4	February 9, 2023	1. Proposed Human Capital Policy (continued) 2. Organizational Management Policies, Systems and Procedures 3. Update on Organizational Changes 2022 4. Organizational Arrangement of the Board of Directors 5. Proposed Organizational Changes 6. Progress Corporate Transformation 7. Policy/Procedure for Nomination/Replacement of Directors and/or Board of Commissioners 8. Company Talent Management Policies/Systems and SOE Talent Proposals 9. Capacity Development Program for Directors and/or Board of Commissioners 2022 10. Proposed Capacity Development Program for Members of the Board of Directors and/or Board of Commissioners 2023	1. Agus Dermawan Wintarto Martowardojo[1)] 2. Pradjoto 3. Sigit Widyawan 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Danni Tri Suryani 12. Dandy Perwandi Sjamsudin[5)]

Nomination and Remuneration Committee Meeting Agenda Table

No.	Meeting Date	Meeting Agenda	Meeting Participants
5	February 22, 2023	1. Submission of Proposed BNI Nominated Talents for 2023 2. Validation Interview of Nominated Talents New Candidate for 2023	1. Agus Dermawan Wintarto Martowardojo[1)] 2. Pradjoto 3. Sigit Widyawan 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Danni Tri Suryani
6	February 23, 2023	1. Presentation of KPI Achievements in 2022 and Proposed KPIs in 2023 2. Evaluation Interview of the Board of Directors' Performance and Capacity for 2022	1. Agus Dermawan Wintarto Martowardojo[1)] 2. Pradjoto 3. Sigit Widyawan 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Danni Tri Suryani
7	February 24-25, 2023	Evaluation Interview of the Board of Directors' Performance and Capacity for 2022 (Continued)	1. Agus Dermawan Wintarto Martowardojo[1)] 2. Pradjoto 3. Sigit Widyawan 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Danni Tri Suryani
8	February 28, 2023	Independent Remuneration Consultant Report regarding BOD and BOC Remuneration and Benefits	1. Agus Dermawan Wintarto Martowardojo[1)] 2. Pradjoto 3. Sigit Widyawan 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Susyanto 8. Erwin Rijanto Slamet 9. Fadlansyah Lubis 10. Danni Tri Suryani
9	March 02, 2023	Discussion on the Determination of BNI Multifinance Management	1. Agus Dermawan Wintarto Martowardojo[1)] 2. Pradjoto 3. Sigit Widyawan 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Danni Tri Suryani 12. Dandy Perwandi Sjamsudin[5)]

Nomination and Remuneration Committee Meeting Agenda Table

No.	Meeting Date	Meeting Agenda	Meeting Participants
10	March 15, 2023	Discussion of Series A Dwiwarna Shareholders' Proposals regarding Changes in Company Management in the context of the 2022 Annual General Meeting of Shareholders of PT Bank Negara Indonesia (Persero) Tbk	1. Agus Dermawan Wintarto Martowardojo[1)] 2. Pradjoto 3. Sigit Widyawan 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Danni Tri Suryani
11	March 29, 2023	Organizational Structuring of BNI's Board of Directors (Directorate's Division).	1. Agus Dermawan Wintarto Martowardojo[1)] 2. Pradjoto 3. Sigit Widyawan 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea[4)] 12. Danni Tri Suryani 13. Dandy Perwandi Sjamsudin[5)]
12	March 30, 2023	Board of Commissioners Training Program	1. Agus Dermawan Wintarto Martowardojo[1)] 2. Pradjoto 3. Sigit Widyawan 4. Asmawi Syam 5. Septian Hario Seto 6. Iman Sugema 7. Susyanto 8. Erwin Rijanto Slamet 9. Robertus Billitea[4)] 10. Danni Tri Suryani 11. Dandy Perwandi Sjamsudin[5)]
13	May 11, 2023	Discussion on the Appointment of Management in Subsidiaries at BNI Multifinance, BNI Life Insurance, and BNI Remmittance Limited	1. Agus Dermawan Wintarto Martowardojo[1)] 2. Pradjoto 3. Sigit Widyawan 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea[4)] 12. Danni Tri Suryani 13. Dandy Perwandi Sjamsudin[5)]
14	May 19, 2023	Discussion of the 2023 Collegial and Individual KPI Proposals and Plans for Signing the 2023 Annual Management Contract	1. Agus Dermawan Wintarto Martowardojo[1)] 2. Pradjoto 3. Sigit Widyawan 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Danni Tri Suryani

Nomination and Remuneration Committee Meeting Agenda Table

No.	Meeting Date	Meeting Agenda	Meeting Participants
15	May 25, 2023	1. Discussion regarding the Proposed Management of BNI Remmittance Ltd Hong Kong 2. Discussion on the replacement of Nomination and Remuneration Committee Members from the HC Executive 3. Update on the Executive Education of the Board of Commissioners 4. Others	1. Agus Dermawan Wintarto Martowardojo[1)] 2. Pradjoto 3. Sigit Widyawan 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Danni Tri Suryani 12. Dandy Perwandi Sjamsudin[5)]
16	June 08, 2023	Employee Remuneration 1. Independent Remuneration Consultant Report, 2. Employee remuneration plans and strategies, 3. Employee Remuneration which requires approval and response from the Board of Directors. Digitalization of Human Capital 1. Mapping Human Capital function application, 2. Condition of data completeness and cleanliness employment, 3. Browse Analytics and HC Dashboard, 4. Future HC application system plans (projects, timeline, and PIC)	1. Agus Dermawan Wintarto Martowardojo[1)] 2. Pradjoto 3. Sigit Widyawan 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea[4)] 12. Danni Tri Suryani 13. Yenni Sari Dewi[6)]
17	June 15, 2023	1. Proposed Appointment of Management of BNI Sekuritas Subsidiary 2. KNR Self Assessment for Commissioners Candidate of PT BNI (Persero) Tbk	1. Agus Dermawan Wintarto Martowardojo[1)] 2. Pradjoto 3. Sigit Widyawan 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea[4)] 12. Danni Tri Suryani 13. Yenni Sari Dewi [6)]
18	July 13, 2023	1. Finalize HC Policy 2. Imposing Sanctions – policy, implementation and reporting 3. Talent and Employee Development – systems and procedures, implementation and impact	1. Agus Dermawan Wintarto Martowardojo[1)] 2. Pradjoto 3. Sigit Widyawan 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea[4)] 12. Danni Tri Suryani 13. Yenni Sari Dewi[6)]

Nomination and Remuneration Committee Meeting Agenda Table

No.	Meeting Date	Meeting Agenda	Meeting Participants
19	August 24, 2023	Board of Directors' collegial and individual KPI achievements for Semester I / 2023	1. Agus Dermawan Wintarto Martowardojo[1)] 2. Pradjoto 3. Sigit Widyawan 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea[4)] 12. Danni Tri Suryani
20	August 31-September 01, 2023	1. Board of Directors' individual evaluation plan for achievements in Semester I - 2023 2. Preparation for providing input to individual Directors Semester I – 2023	3. Agus Dermawan Wintarto Martowardojo[1)] 4. Pradjoto 5. Sigit Widyawan 6. Askolani 7. Asmawi Syam 8. Septian Hario Seto 9. Iman Sugema 10. Susyanto 11. Erwin Rijanto Slamet 12. Fadlansyah Lubis 13. Robertus Billitea[4)] 14. Danni Tri Suryani
21	September 14, 2023	Submission of a recapitulation report of the Board of Commissioners' assessment of the performance and competence of the Board of Directors	1. Agus Dermawan Wintarto Martowardojo[1)] 2. Pradjoto 3. Sigit Widyawan 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis
22	September 19, 2023	Discussion of Series A Dwiwarna Shareholders' Proposals regarding Changes in Company Management in the context of the 2023 Extraordinary General Meeting of Shareholders of PT Bank Negara Indonesia (Persero) Tbk	1. Agus Dermawan Wintarto Martowardojo[1)] 2. Pradjoto 3. Sigit Widyawan 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea[4)] 12. Danni Tri Suryani
23	September 27, 2023	1. Company Performance Target for the next 3 years 2. Governance of Long Term Incentives	1. Pradjoto[2)] 2. Pahala Nugraha Mansury[3)] 3. Sigit Widyawan 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea[4)] 12. Danni Tri Suryani 13. Yenni Sari Dewi[6)]

Nomination and Remuneration Committee Meeting Agenda Table

No.	Meeting Date	Meeting Agenda	Meeting Participants
24	October 12, 2023	Finalization of HC Policy (Continued)	1. Pradjoto[2)] 2. Pahala Nugraha Mansury[3)] 3. Sigit Widyawan 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Danni Tri Suryani 12. Yenni Sari Dewi[6)]
25	October 26, 2023	Evaluation of the appointment of an independent consultant to discuss remuneration in 2023	1. Pradjoto[2)] 2. Pahala Nugraha Mansury[3)] 3. Sigit Widyawan 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea[4)] 12. Danni Tri Suryani
26	December 7, 2023	1. Re-discussion of the Long Term Incentive (LTI) Proposal for Board of Directors and Commissioners 2. Approval of the Determination of Subsidiaries, namely BNI Life Insurance, BNI Sekuritas and Bank Hibank Indonesia	1. Pradjoto[2)] 2. Sigit Widyawan 3. Askolani 4. Asmawi Syam 5. Septian Hario Seto 6. Iman Sugema 7. Susyanto 8. Erwin Rijanto Slamet 9. Fadlansyah Lubis 10. Robertus Billitea[4)] 11. Danni Tri Suryani 12. Yenni Sari Dewi[6)]
27	December 07, 2023	Self Assessment of the Nomination and Remuneration Committee for Fit and Proper Test Requirements for the President Commissioner and Vice President Commissioner	1. Pradjoto[2)] 2. Pahala Nugraha Mansury[3)] 3. Sigit Widyawan 4. Askolani 5. Asmawi Syam 6. Septian Hario Seto 7. Iman Sugema 8. Susyanto 9. Erwin Rijanto Slamet 10. Fadlansyah Lubis 11. Robertus Billitea[4)] 12. Danni Tri Suryani 13. Yenni Sari Dewi[6)]

Note:
[1)]Ceased serving as Chairman of the Nomination and Remuneration Committee from September 19, 2023
[2)]Served as Chair of the Nomination and Remuneration Committee since September 21, 2023
[3)]Served as Member of the Nomination and Remuneration Committee since October 30, 2023, in the OJK Fit & Proper Test process as Vice President Commissioner so that he has not been counted in the quorum
[4)]Served as a member of the Nomination and Remuneration Committee since September 21, 2023
[5)]Ceased serving as a member of the Nomination and Remuneration Committee since May 26, 2023, and was replaced by Yenni Sari Dewi who served as a member of the Nomination and Remuneration Committee since May 26, 2023
[6)]Served as a member of the Nomination and Remuneration Committee since May 26, 2023.

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 Level at Nomination and Remuneration Committee Meetings

Name	Position	Number of Meetings	Attended	Percentage
Agus Dermawan Wintarto Martowardojo[1)]	Committee Chairman/President Commissioner/ Independent Commissioner	22	22	100
Pradjoto[2)]	Committee Member/Vice President Commissioner/Independent Commissioner	27	26	96
Pahala Nugraha Mansury[3)]	Committee Member/Vice President Commissioner/Independent Commissioner	-	-	-
Sigit Widyawan	Committee Member/Independent Commissioner	27	27	100
Askolani	Committee Member/Commissioner	27	25	93
Asmawi Syam	Committee Member/Independent Commissioner	27	27	100
Susyanto	Committee Member/Commissioner	27	27	100
Iman Sugema	Committee Member/Independent Commissioner	27	26	96
Septian Hario Seto	Committee Member/Independent Commissioner	27	27	100
Erwin Rijanto Slamet	Committee Member/Independent	27	27	100
Fadlansyah Lubis	Committee Member/Commissioner	27	27	85
Robertus Billitea[4)]	Committee Member/Commissioner	17	13	76
Danni Tri Suryani	Independent Member	27	27	100
Dandy Perwandi Sjamsudin[5)]	Committee Member/Head of Human Capital Strategy Division	9	9	100
Yenni Sari Dewi[6)]	Committee Member/Head of Human Capital Strategy Division	7	7	100

Note:
[1)]Ceased serving as Chairman of the Nomination and Remuneration Committee from September 19, 2023
[2)]Served as Chairman of the Nomination and Remuneration Committee since September 21, 2023
[3)]Served as Member of the Nomination and Remuneration Committee since October 30, 2023, in the OJK Fit & Proper Test process as Vice President Commissioner so that he has not been counted in the quorum
[4)]Served as a member of the Nomination and Remuneration Committee since September 21, 2023
[5)]Ceased serving as a member of the Nomination and Remuneration Committee since May 26, 2023, and was replaced by Yenni Sari Dewi who served as a member of the Nomination and Remuneration Committee since May 26, 2023
[6)]Served as a member of the Nomination and Remuneration Committee since May 26, 2023.

BRIEF REPORT ON THE NOMINATION AND REMUNERATION COMMITTEE ACTIVITIES IN 2023

During 2023, the Nomination and Remuneration Committee (KNR) Committee carried out all programs/Work Plans set at the beginning of 2023 in order to assist the implementation of the Board of Commissioners duties. The mechanism of implementing KNR activities/tasks is carried out through:

1. Implementation of the KNR Meetings;
2. 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:

1. Implementation of nomination tasks
   a. 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;
   b. 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;
   c. 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);
   d. Making recommendations regarding the Capability Development Program for members of the Board of Directors and the Board of Commissioners;
   e. Preparing recommendations on the Nomination System for Members of the Board of Directors and Board of Commissioners;
   f. 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;
   g. Reviewing the HC management nomination system as a whole;

h. 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 suggestions and advice for the Human Capital policies
   - Human Capital policy proposals
   - Progress of completeness of Human Capital policies

i. Evaluating the HC development in accordance with the Corporate Plan;
j. Evaluating the transfer, promotion and employee sanctions system;
k. Evaluating the Talent Management System;
l. 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 2023 and tantiem for 2022;
   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.

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 State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 dated March 3, 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, and Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 dated March 20, 2023 concerning Organs and Human Resources of State-Owned Enterprises. 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.

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. Financial Services Authority Regulation Number 17 of 2023 dated September 14, 2023 concerning Implementation of Governance for Commercial Banks;
2. OJK Circular No. 13/SEOJK.03/2017 dated March 17, 2017 concerning Governance Implementation for Commercial Banks;
3. Regulation of the Minister of State for State-Owned Enterprises Number PER-2/MBU/03/2023 dated March 3, 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises;
4. Regulation of the Minister of State for State-Owned Enterprises Number PER-3/MBU/03/2023 dated March 20, 2023 concerning Organs and Human Resources of State-Owned Enterprises;
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 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 concurrently serving as a chairman;
   b. 1 (one) person from an independent party who has expertise in the field of risk management;
   c. 1 (one) person from an independent party who has expertise in the financial sector.
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 theBoard 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 2023, the membership composition of the Risk Monitoring Committee changed as follows:

Period January 1, 2023–October 31, 2023

No.	Name	Position	Description	Expertise
1	Pradjoto[1)]	Risk Monitoring Committee Chairman	President Commissioner / Independent Commissioner	• Law • Economics
2	Septian Hario Seto	Member	Independent Commissioner	• Accounting • Finance
3	Erwin Rijanto Slamet	Member	Independent Commissioner	Economics
4	Fadlansyah Lubis	Member	Commissioner	Law
5	Dwita Suherlina	Member	Independent Member	• Agriculture • Finance
6	Bambang Setyogroho	Member	Independent Member	Banking (Credit)

Information:
[1)]Ceased serving as Chairman of KPR as of October 30, 2023

Period October 31, 2023 – December 31, 2023

No.	Name	Position	Note	Expertise
1	Erwin Rijanto Slamet[1)]	Chairman of the Risk Monitoring Committee	Independent Commissioner	• Law • Economy
2	Pahala Nugraha Mansury[2)]	Member	Vice President Commissioner	• Economy • Finance
3	Fadlansyah Lubis	Member	Commissioner	Law

No.	Name	Position	Note	Expertise
4	Septian Hario Seto	Member	Independent Commissioner	• Accountancy • Finance
5	Dwita Suherlina	Member	Independent Member	• Agriculture • Finance
6	Bambang Setyogroho	Member	Independent Member	Banking (Credit)

Note:
[1)]Ceased serving as a KPR Member and be appointed as KPR Chairman since October 30, 2023
[2)]Served as KPR Member since October 30, 2023

RISK MONITORING COMMITTEE PROFILES

Erwin Rijanto Slamet[1)]
Chair of the Risk Monitoring Committee/Independent Commissioner
Legal Basis for Appointment: KEP/016/DK/2023 dated October 30, 2023
Term of Office: October 30, 2023 - October 29, 2028

Profile can be found in the Board of Commissioners Profile section

Pahala Nugraha Mansury[2)]
Member of the Risk Monitoring Committee/Vice President Commissioner
Legal Basis for Appointment: KEP/019/DK/2023 dated October 30, 2023
Term of Office: October 30, 2023 - October 29, 2028

Profile can be found in the Board of Commissioners Profile section

Fadlansyah Lubis
Member of the Risk Monitoring Committee/Commissioner
Legal Basis for Appointment: KEP/023/DK/2022 dated December 29, 2022
Term of Office: December 29, 2022 - December 28, 2027

Profile can be found in the Board of Commissioners Profile section

Septian Hario Seto
Member of the Risk Monitoring Committee/Independent Commissioner
Legal Basis for Appointment: KEP/042/DK/2020 dated September 08, 2020
Term of Office: September 8, 2020 - September 7, 2025

Profile can be found in the Board of Commissioners Profile section

Dwita Suherlina
Risk Monitoring Committee independent Member

Nationality
Indonesian citizen

Domicile
Jakarta

Tempat, Tanggal Lahir, Usia
59 years old, as of December 31, 2023

Education
- Bachelor's degree in Agriculture Agronomy from Institut Pertanian Bogor (1986)
- Master's degree in Financial Management from Universitas Padjadjaran (2003)

Certification
1. Level 3 Risk Management Certification

Work experience
1. RM Corporate Affairs at PT Bank Bumi Daya (Persero) (1988-1996)
2. Senior RM at Bandung Asia Africa Branch of PT Bank Bumi Daya (Persero) (1996-1999)
3. Senior Manager Regional Risk Management Bandung at PT Bank Mandiri (Persero) Tbk (1999-2005)
4. Assistant Vice President Regional Risk Management Bandung PT Bank Mandiri (Persero) Tbk (2006-2012)
5. Vice President Regional Risk Management Bandung PT Bank Mandiri (Persero) Tbk (2012)
6. Vice President Regional Risk Management Jakarta Kelapa Gading PT Bank Mandiri (Persero) Tbk (2012-2016)
7. Vice President Department IV Corporate Risk Group PT Bank Mandiri (Persero) Tbk (2016-2020)
8. Independent Member of the Risk Monitoring Committee at PT Bank Negara Indonesia (Persero) Tbk (2021-present)

Legal Basis of Appointment
Appointed for the first time as Member of the Risk Monitoring Committee since January 18, 2021 based on Board of Commissioners Decree No. KEP/001/DK/2021 dated January 18, 2021.

Term of Office
2021-2024 (First Period)

Concurrent Positions
No concurrent positions at BNI or other institutions

Bambang Setyogroho
Risk Monitoring Committee Member

Nationality
Nationality

Domicile
Jakarta

Place, Date of Birth, Age
65 years old, as of December 31, 2023

Education
- Bachelor's degree in Geological Engineering, Universitas Padjadjaran (1985)
- Master's degree in Business Administration, Universitas Indonesia (2001)
- Doctoral degree in Environmental Science, Universitas Padjajaran (2022)

Certification
1. Level 4 Risk Management Certification

Work experience
1. ARM Commercial Credit Bank Dagang Negara (1989-1992)
2. RM Corporate Credit Bank Dagang Negara (1993-1998)
3. VP Corporate Credit Risk Management Group at Bank Mandiri (1999-2004)
4. SVP Central Operations Group at Bank Mandiri (2005-2007)
5. SVP Commercial Risk at Bank Mandiri (2007-2009)
6. EVP Corporate Banking at Bank Mandiri (2010-2014)
7. Independent Commissioner and Chairman of the Audit Committee at PT Sarana Multi Infrastructure (Persero) (2014-2017)
8. Independent Member of the Integrated Governance Committee at PT Bank Negara Indonesia (Persero) Tbk (2021-2022)
9. Independent Member of the Risk Monitoring Committee at PT Bank Negara Indonesia (Persero) Tbk (2022-present)

Legal Basis for Appointment as Member of the Risk Monitoring Committee
Appointed for the first time as Member of the Nomination and Remuneration Committee on June 01, 2022 based on the Decree of the Board of Commissioners No. KEP/011/DK/2022 dated June 02, 2022

Term of Office
2021-present (First Period)

Concurrent Positions
No concurrent positions at BNI or other institutions

Note:
[1]Ceased serving as a KPR Member and be appointed as KPR Chairman since October 30, 2023
[2]Served as KPR Member since October 30, 2023

RISK MONITORING COMMITTEE MEMBERSHIP REQUIREMENTS

1. General Requirements
   a. Have good integrity, character and morals as well as sufficient work experience related to the duties in other committees; and
   b. Has no personal interests/relationships that could have a negative impact and conflict of interest on BNI.
2. Competency Requirements
   a. 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;
   b. Able to work together and has the ability to communicate properly and effectively and provide sufficient time to carry out their duties; and
   c. 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.
3. Requirements for Risk Monitoring Committee Independent Members who come from independent parties:
   a. 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;
   b. Has no direct or indirect business relationship related to BNI's business activities;
   c. 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;
   d. Not a party originating from company employees; and
   e. 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 EDUCATIONAL QUALIFICATIONS AND WORK EXPERIENCE

As of December 31, 2023, the educational qualifications and work experience of the Chair and Members of the Risk Monitoring Committee were as follows

Risk Monitoring Committee Educational Qualifications and Work Experience

Name	Position	Education	Work Expertise
Erwin Rijanto Slamet[1)]	Committee Chairman/ 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
Pahala Nugraha Mansury[2)]	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
Fadlansyah Lubis	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
Septian Hario Seto	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
Dwita Suherlina	Independent Member	• Bachelor's degree in Agriculture • Master of Financial Management	1. Assistant Vice President Regional Risk Management Bandung at PT Bank Mandiri (Persero) Tbk 2. Vice President Regional Risk Management Bandung at PT Bank Mandiri (Persero) Tbk 3. Vice President Regional Risk Management Jakarta Kelapa Gading at PT Bank Mandiri (Persero) Tbk 4. Vice President of Department IV Corporate Risk Group at PT Bank Mandiri (Persero) Tbk
Bambang Setyogroho	Independent Member	• Bachelor's degree in Geological Engineering • Master of Business Administration • Doctorate in Environmental Science	1. VP Corporate Credit Risk Management Group at PT Bank Mandiri (Persero) Tbk. 2. SVP Central Operations Group V at PT Bank Mandiri (Persero) Tbk. 3. SVP Commercial Risk at PT Bank Mandiri (Persero) Tbk. 4. EVP Corporate Banking at PT Bank Mandiri (Persero) Tbk 5. Independent Commissioner/Audit Committee of PT Sarana Multi Infrastructure

Note:
[1)]Ceased serving as a KPR Member and be appointed as KPR Chairman since October 30, 2023
[2)]Served as KPR Member since October 30, 2023

RISK MONITORING COMMITTEE MEMBERS TERM OF OFFICE

1. Risk Monitoring Committee Members who aremember 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;
2. 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;
3. 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;
4. 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;
5. 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;
6. 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
Erwin Rijanto Slamet[1)]	√	√	√	√	√
Pahala Nugraha Mansury[2)]	√	√	√	√	√
Fadlansyah Lubis	√	√	√	√	√
Septian Hario Seto	√	√	√	√	√
Dwita Suherlina	√	√	√	√	√
Bambang Setyogroho	√	√	√	√	√

Note:
[1)]Ceased serving as a KPR Member and be appointed as KPR Chairman since October 30, 2023
[2)]Served as KPR Member since October 30, 2023

TRAINING AND/OR COMPETENCY IMPROVEMENT OF RISK MONITORING COMMITTEE MEMBERS

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 The following shows the Risk Monitoring Committee competency development participated in during 2023:

Erwin Rijanto Slamet[1)] – Chairman of the Committee/Independent Commissioner

No	Name of Training/Workshop/ Conference/seminar	Implementation Date	Implementation Venue	Education Type	Organizer
Competency development/training can be found in the competency development/training section for the BNI Board of Commissioners					

Pahala Nugraha Mansury[2)] – Member/Commissioner

No	Name of Training/Workshop/ Conference/seminar	Implementation Date	Implementation Venue	Education Type	Organizer
Competency development/training can be found in the competency development/training section for the BNI Board of Commissioners					

Fadlansyah Lubis – Member/Commissioner

No	Name of Training/Workshop/ Conference/seminar	Implementation Date	Implementation Venue	Education Type	Organizer
Competency development/training can be found in the competency development/training section for the BNI Board of Commissioners					

Septian Hario Seto – Member/Independent Commissioner

No	Name of Training/Workshop/ Conference/seminar	Implementation Date	Implementation Venue	Education Type	Organizer
Competency development/training can be found in the competency development/training section for the BNI Board of Commissioners					

Dwita Suherlina - Independent Member

No	Name of Training/Workshop/ Conference/seminar	Implementation Date	Implementation Venue	Education Type	Organizer
1	National Conference - Bank Internal Auditors Association (IAIB)	July 12-13, 2023	Gading Serpong - Tangerang	Webinar	Bank Internal Auditor Association (IAIB)
2	Seminar & Masterclass GRC Summit with the theme "Building Resilient Future through GRC & ESG"	August 24-25, 2023	Yogyakarta	Seminar	PT Cipta Raya Mekar Sahitya collaborates with CRMS (Center for Risk Management & Sustainability.
3	Compliance Forum – Anti-Money Laundering and Prevention of Terrorism Financing and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (APU PPT and PPPSPM), BNI Corporate University, 2023	August 30, 2023	Jakarta	Webinar	BNI University
4	GRC Masterclass 2023 - Risk Management Effectiveness Evaluation	September 7, 2023	Jakarta	Webinar	SOE Ministry
5	GRC Masterclass 2023 - ESG for Boards - Governance of ESG	September 27, 2023	Jakarta	Webinar	SOE Ministry
6	GRC Masterclass 2023 - CG Methodology and Environmental and Social Management Systems	October 25, 2023	Jakarta	Webinar	SOE Ministry

Bambang Setyogroho - Independent Member

No	Name of Training/Workshop/ Conference/seminar	Implementation Date	Implementation Venue	Education Type	Organizer
1	National Conference - Bank Internal Auditors Association (IAIB)	July 12-13, 2023	Gading Serpong - Tangerang	Webinar	Bank Internal Auditor Association (IAIB)
2	Seminar & Masterclass GRC Summit with the theme "Building Resilient Future through GRC & ESG"	August 24-25, 2023	Yogyakarta	Seminar	PT Cipta Raya Mekar Sahitya collaborates with CRMS (Center for Risk Management & Sustainability.
3	Compliance Forum – Anti-Money Laundering and Prevention of Terrorism Financing and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (APU PPT and PPPSPM), BNI Corporate University, 2023	August 30, 2023	Jakarta	Webinar	BNI University
4	GRC Masterclass 2023 - Risk Management Effectiveness Evaluation	September 7, 2023	Jakarta	Webinar	SOE Ministry
5	GRC Masterclass 2023 - ESG for Boards - Governance of ESG	September 27, 2023	Jakarta	Webinar	SOE Ministry
6	Webinar OJK Institute – Managing Environmental, Social, and Governance Risks and Opportunities	October 19, 2023	Jakarta	Online	Financial Services Authority (OJK)
7	GRC Masterclass 2023 - CG Methodology and Environmental and Social Management Systems	October 25, 2023	Jakarta	Webinar	SOE Ministry

Note:
[1]Ceased serving as a KPR Member and be appointed as KPR Chairman starting October 30, 2023
[2]Served as KPR Member since October 30, 2023

RISK MONITORING COMMITTEE DUTIES

The Risk Monitoring Committee duties include the following:

1. Evaluating the suitability of risk management policies and the implementation of Bank policies, which include:
   a. 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;
   b. 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;
   c. 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
   d. 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.
2. 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:
   a. Monitoring the implementation of the Risk Management Work Unit work plans and the Risk Management Committee duties;
   b. Monitoring the implementation of the Integrated Risk Management Work Unit work plans and the Integrated Risk Management Committee duties;
   c. 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
   d. Providing evaluation results on risk-related regulator assessments to the Board of Commissioners.
3. Carrying out certain other duties related to the Risk Oversight Committee function and scope of duties as assigned by the Board of Commissioners.

RISK MONITORING COMMITTEE AUTHORITIES

1. 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;
2. Risk Monitoring Committee is authorized to conduct testing and perform inspections of BNI branches/representatives/regions and business units, if necessary;
3. 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
4. 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

1. Members of the Risk Monitoring Committee must carry out their duties properly in accordance with the Risk Monitoring Committee Charter;
2. 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;
3. 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;
4. 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;
5. 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:
   a. Reports on each duty implementation accompanied by recommendations if necessary;
   b. Quarterly reports and annual reports.
6. 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;
7. Members of the Risk Monitoring Committee are prohibited from accepting gifts or gifts in kind related to their position;
8. Members of the Risk Monitoring Committee must provide sufficient time to carry out their duties and responsibilities optimally;
9. Committee members from independent parties must attend the Company's working days and hours under the following conditions:
   a. At least 2 (two) 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;

b. 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.

10. 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 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.

POLICY AND IMPLEMENTATION FREQUENCY OF RISK MONITORING COMMITTEE MEETINGS

1. The Risk Monitoring Committee shall meet at least 1 (one) time in 1 (one) month;
2. 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;
3. Risk Monitoring Committee meeting shall be led by the Risk Monitoring Committee Chairman or most senior Risk Monitoring Committee Member, if absent;
4. If deemed necessary, the Risk Monitoring Committee may invite other parties related to the meeting to attend the Risk Monitoring Committee Meeting;
5. Committee meeting decisions shall be made on the basis of consensus;
6. In the absence of consensus, decision-making shall be based on majority votes with the principle of 1 (one) person 1 (one) vote;
7. Risk Monitoring Committee meetings decisions shall be considered valid if approved by more than 1/2 (one-half) of the Risk Monitoring Committee members present. The principle of votes for members shall be 1 (one) person 1 (one) vote;
8. 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;
9. 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;
10. Minutes of Committee Meetings shall be prepared by the Secretary of the Committee;
11. Minutes of Committee Meetings shall be submitted in writing by the Risk Monitoring Committee to the Board of Commissioners;
12. Committee Members Attendance in meetings shall be reported in the Committee's quarterly report and annual report.

RISK MONITORING COMMITTEE MEETING AGENDA

During 2023, the Risk Monitoring Committee meeting dates, meeting agenda and participants were as follows:

Risk Monitoring Committee Meeting Agenda

No.	Meeting Date	Meeting Agenda	KPR Member	Participants
1	January 31, 2023	Progress of BNI Risk Appetite Statement (RAS) Review Results	• Pradjoto[1)] • Erwin Rijanto Slamet • Fadlansyah Lubis • Dwita Suherlina • Bambang Setyogroho	Director of Risk Management and related divisions
2	February 7, 2023	Evaluation of Integrated Risk Profile and Integrated KPMR Semester II/ 2022	• Pradjoto[1)] • Erwin Rijanto Slamet • Septian Hario Seto • Dwita Suherlina • Bambang Setyogroho	Integrated Governance Committee, Director of Risk Management, and related divisions
3	February 21, 2023	Updates on conditions and problems faced by Debtor Restructuring, as well as debtor work plans for fulfilling and completing credit facilities at BNI	• Pradjoto[1)] • Erwin Rijanto Slamet • Septian Hario Seto • Dwita Suherlina • Bambang Setyogroho	Director of Risk Management, Director of Corporate & International Banking, and related divisions

Risk Monitoring Committee Meeting Agenda

No.	Meeting Date	Meeting Agenda	KPR Member	Participants
4	March 7, 2023	Implementation and Plan for Review/ Improvement of BNI's Information Technology Risk Management Policy in facing the Era of Business and Operational Digitalization, as well as the Demands of Global/International Competition	• Pradjoto[1)] • Erwin Rijanto Slamet • Septian Hario Seto • Dwita Suherlina • Bambang Setyogroho	Director of Technology & Operations, Director of Risk Management, and related divisions
5	March 31, 2023	Review of the Effectiveness of Implementing the Internalization of BNI's Work Culture to increase Risk Culture and Risk Awareness, as well as its influence on the level of Operational Risk and BNI Credit Risk	• Pradjoto1) • Erwin Rijanto Slamet • Septian Hario Seto • Dwita Suherlina • Bambang Setyogroho	Director of Risk Management, Director of Human Capital & Compliance, Director of Network & Services, and related divisions
6	April 14, 2023	Evaluation of BNI Wide and Regional LaR until March 2023	• Pradjoto[1)] • Fadlansyah Lubis • Dwita Suherlina • Bambang Setyogroho	Audit Committee, Risk Management Director, Retail Banking Director, Network & Services Director, and related divisions
7	May 12, 2023	Update on developments in conditions and future projections for BNI debtors regarding credit exposure in the nickel smelter industry sector	• Pradjoto[1)] • Erwin Rijanto Slamet • Septian Hario Seto • Dwita Suherlina • Bambang Setyogroho	Audit Committee, Risk Management Director, Wholesale & International Banking Director, Enterprise & Commercial Banking Director, and related divisions
8	May 23, 2023	BNI's readiness to prevent Lockbit 3.0 Ransomware attacks, as well as other potential cyber attacks against BNI IT	• Pradjoto[1)] • Septian Hario Seto • Fadlansyah Lubis • Dwita Suherlina • Bambang Setyogroho	Director of Technology & Operations, Director of Risk Management, SEVP Digital Business, SEVP Technology, and related divisions
9	May 31, 2023	Plans and developments for Remedial and Recovery Performance 2023	• Pradjoto[1)] • Erwin Rijanto Slamet • Fadlansyah Lubis • Dwita Suherlina • Bambang Setyogroho	Director of Risk Management, Director of Human Capital & Compliance, SEVR Remedial & Recovery, and related divisions
10	July 4, 2023	Evaluate the progress of End to End Credit Process Transformation	• Pradjoto[1)] • Erwin Rijanto Slamet • Septian Hario Seto • Dwita Suherlina • Bambang Setyogroho	Director of Risk Management, Director of Wholesale & International Banking, Director of Enterprise & Commercial Banking, Director of Retail Banking, Director of Technology & Operations, and related divisions
11	July 18, 2023	Evaluation of risks related to transactions in the Treasury (Market, Liquidity and Operational Risks)	• Pradjoto[1)] • Erwin Rijanto Slamet • Septian Hario Seto • Dwita Suherlina • Bambang Setyogroho	Director of Risk Management, Director of Wholesale & International Banking, SEVP Treasury, and related divisions
12	July 25, 2023	Evaluation of BNI Wide and Regional LaR until June 2023	• Pradjoto[1)] • Erwin Rijanto Slamet • Septian Hario Seto • Fadlansyah Lubis • Dwita Suherlina • Bambang Setyogroho	Director of Risk Management, Director of Wholesale & International Banking, Director of Enterprise & Commercial Banking, Director of Retail Banking, Director of Network & Services, and related divisions
13	August 8, 2023	Evaluation of Integrated Risk Profile and Integrated KPMR Semester I/2023	• Pradjoto[1)] • Erwin Rijanto Slamet • Septian Hario Seto • Fadlansyah Lubis • Dwita Suherlina • Bambang Setyogroho	Integrated Governance Committee, Director of Risk Management, and related divisions
14	August 10, 2023	Evaluation of the Implementation of BNI's Compliance and APU PPT Functions for the Smt I - 2023 Period	• Pradjoto[1)] • Erwin Rijanto Slamet • Septian Hario Seto • Fadlansyah Lubis • Dwita Suherlina • Bambang Setyogroho	Director of Human Capital & Compliance, and related divisions
15	September 5, 2023	Evaluation/Review of the Implementation of the Work Culture Internalization Program to improve Risk Culture and Risk Awareness at BNI	• Pradjoto[1)] • Erwin Rijanto Slamet • Fadlansyah Lubis • Dwita Suherlina • Bambang Setyogroho	Director of Human Capital & Compliance, Director of Risk Management, Director of Network & Services, and related divisions

Risk Monitoring Committee Meeting Agenda

No.	Meeting Date	Meeting Agenda	KPR Member	Participants
16	September 13, 2023	Internal Meeting – Credit discussion in consultation with the Board of Commissioners	• Pradjoto[1)] • Erwin Rijanto Slamet • Septian Hario Seto • Fadlansyah Lubis • Dwita Suherlina • Bambang Setyogroho	Chairman of KPR and all KPR members
17	September 26, 2023	Update on the Development and Obstacles of BNI Corporate Transformation	• Pradjoto[1)] • Erwin Rijanto Slamet • Septian Hario Seto • Fadlansyah Lubis • Bambang Setyogroho	Director of Human Capital & Compliance, Director of Risk Management, Director of Network & Services, Director of Technology & Operations, SEVP Corporate Transformation, and related divisions
18	October 17, 2023	Evaluation of BNI Wide and Regional LaR until September 2023	• Pradjoto[1)] • Erwin Rijanto Slamet • Fadlansyah Lubis • Dwita Suherlina • Bambang Setyogroho	Director of Risk Management, Director of Enterprise & Commercial Banking, Director of Retail Banking, Director of Network & Services, and related divisions
19	November 7, 2023	Stress Test on potential credit and market risks due to the influence of the War in the Middle East, rising treasury yields in the US, the rate of depreciation of the Rupiah against the USD, and other factors	• Erwin Rijanto Slamet[2)] • Septian Hario Seto • Fadlansyah Lubis • Dwita Suherlina • Bambang Setyogroho	SEVP Credit Risk, SEVP Treasury, and related divisions
20	November 14, 2023	• Evaluation of the Implementation of BNI's Risk Management Functions during 2023, as well as Discussion of Work Plans for the Enterprise Risk Management Division and Operational Risk Management Division for 2024 • Evaluation and Report to the Board of Commissioners on the Realization of the Implementation of the Duties of the Risk Management Committee and Integrated Risk Management Committee	• Erwin Rijanto Slamet[2)] • Pahala Nugraha Mansury[3)] • Fadlansyah Lubis • Dwita Suherlina • Bambang Setyogroho	Director of Risk Management and related divisions
21	12 Desember 2023	KPR Internal Meeting: • Discussion of the KPR Work Plan for 2024 • Credit discussions in consultation with the Board of Commissioners	• Erwin Rijanto Slamet2) • Pahala Nugraha Mansury3) • Fadlansyah Lubis • Septian Hario Seto • Dwita Suherlina • Bambang Setyogroho	Chairman of KPR and all KPR members

Note:
[1)]Ceased serving as Chairman of KPR since October 30 2023
[2)]Ceased serving as a KPR Member and be appointed as KPR Chairman since October 30, 2023
[3)]Served as KPR Member since October 30 2023, currently in the OJK Fit & Proper Test process as Vice President Commissioner

RISK MONITORING COMMITTEE FREQUENCY AND ATTENDANCE LEVEL

The Risk Monitoring Committee meeting frequency and attendance level can be seen in the table below:

Risk Monitoring Committee Meeting Attendance Level

Name	Position	Number of Meetings	Attendance	Percentage
Pradjoto[1)]	Committee Chairman/ President Commissioner / Independent Commissioner	18	18	100%
Erwin Rijanto Slamet[2)]	Member/Independent Commissioner Committee Chairman /Independent Commissioner	21	19	90%
Pahala Nugraha Mansury[3)]	Member/Vice President Commissioner	-	-	-
Fadlansyah Lubis	Member/Commissioner	21	14	67%
Septian Hario Seto	Member/Independent Commissioner	21	15	71%
Dwita Suherlina	Independent Member	21	20	95%
Bambang Setyogroho	Independent Member	21	21	100%

Note:
[1)]Ceased serving as Chairman of KPR since October 30 2023
[2)]Ceased serving as a KPR Member and be appointed as KPR Chairman since October 30, 2023
[3)]Served as KPR Member since October 30 2023, currently in the OJK Fit & Proper Test process as Vice President Commissioner, in the OJK Fit & Proper Test process as Vice President Commissioner so not counted in the quorum

BRIEF REPORT ON THE RISK MONITORING COMMITTEE ACTIVITIES

In 2023, the Risk Monitoring Committee carried out all programs/Work Plans that were established at the beginning of 2023 to support the supervisory duties of the Board of Commissioners. The mechanism for implementing KPR activities/tasks is carried out 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. Studys/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 2023, KPR held 21 (twenty one) meetings and made 65 (sixty 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. Meeting and review of plans for providing credit facilities to Related Parties which require approval from the Board of Commissioners;
   d. Meetings and reviews regarding Remedial & Recovery Discussions;
   e. Review regarding the performance of the Directorate of Enterprise Banking and Commercial Banking segments.
   f. Review of the Maximum Credit 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 2023/2024 Recovery Plan Document update proposed by the Board of Directors for approval by the Board of Commissioners;
6. Review of Bank BNI's Business Plan for 2023 and Revision of Bank BNI's Business for 2023;
7. Meeting and review of BNI's 2022 Risk Appetite Statement proposed by the Board of Directors to obtain approval from the Board of Commissioners;
8. Review of Anti-Money Laundering Policies and Procedures, Prevention of Terrorism Financing and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (APU PPT and PPPSPM) in 2023;
9. Meeting and review of plans for additional Capital Inclusion and Provision of Funds to Related Parties in BNI Group Subsidiary Companies which require approval from the Board of Commissioners;
10. Review of Risk Management Policy and Accountability for the Implementation of BNI DPLK Risk Management proposed by the Board of Directors to the Board of Commissioners;
11. Review of the Risk Monitoring Committee Charter.

INTEGRATED GOVERNANCE COMMITTEE

The Integrated Governance Committee assists the Board of Commissioners in strengthening its supervisory function and is guided based on applicable laws and regulations, especially OJK Regulation No. 18/POJK.03/2014 dated November 18, 2014 concerning the 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. Financial Services Authority Regulation No. 18/POJK.03/2014 dated November 18, 2014 concerning Integrated Governance for Financial Conglomerates;
2. Financial Services Authority Circular No. 15/SEOJK.03/2015 dated May 25, 2015 concerning Integrated Governance for Financial Conglomerates.
3. Financial Services Authority Regulation No. 45/POJK.03/2020 dated October 16, 2020 concerning Financial Conglomerates;
4. Financial Services Authority Regulation no. 17 of 2023 dated 14 September 2023 concerning Implementation of Governance for Commercial Banks;
5. Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 dated 3 March 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises; And
6. Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 dated 20 March 2023 concerning Organs and Human Resources of State-Owned Enterprises.

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 STRUCTURE, MEMBERSHIP AND EXPERTISE

As of December 31, 2023, the membership composition of the Integrated Governance Committee has changed with the following details:

Integrated Governance Committee Structure, Membership and Expertise as of 31 December 2023

Name	Position	Period	Description	Expertise
Pradjoto[1)]	Chairman	December 31, 2023	President Commissioner/ Independent Commissioner PT Bank Negara Indonesia (Persero), Tbk	• Law • Economics
Askolani	Member	January 1-December 31, 2023	Commissioner PT Bank Negara Indonesia (Persero), Tbk	• Economics • Finance
Susyanto	Member	January 1-December 31, 2023	Commissioner PT Bank Negara Indonesia (Persero), Tbk	Law
Robertus Billitea[2)]	Member	September 1-December 31, 2023	Commissioner PT Bank Negara Indonesia (Persero), Tbk	Law

Integrated Governance Committee Structure, Membership and Expertise as of 31 December 2023

Name	Position	Period	Description	Expertise
Parikesit Suprapto	Member	January 1-December 31, 2023	President Commissioner/ Independent PT BNI Life Insurance	Economic Development
Siti Haniatunnisa	Member	January 1-December 31, 2023	Sharia Supervisory Board PT BNI Life Insurance	• Law • Sharia Economics
Riswinandi[3)]	Member	February 27, 2023 -December 31, 2023	President Commissioner/ Independent- Commissioner PT BNI Sekuritas	• Economics • Capital Markets • Banking
Eko Priyo Pratomo	Member	January 1-December 31, 2023	President Commissioner/ Independent- Commissioner PT BNI Asset Management	• Mutual Funds • Capital Markets • Finance • Economics
Rufina Tinawati Marianto	Member	January 1-December 31, 2023	Independent- Commissioner PT Hibank Indonesia	• Economics • Banking
Nurani Raswindriati	Member	June 1-December 31, 2023	Independent Party	• Finance • Accountancy • Risk management • Economy

Note:
[1)] Served as a member of the Integrated Governance Committee since September 21, 2023
[2)] Served as a member of the Integrated Governance Committee since September 21, 2023
[3)] Served as a member of the Integrated Governance Committee since February 27, 2023

Integrated Governance Committee Structure, Membership and Expertise (Membership Period Ended in 2023)

Name	Position	Period	Description	Expertise
Agus Dermawan Wintarto Martowardojo[1)]	Chairman	January 1-September 19, 2023	President Commissioner/ Independent Commissioner PT Bank Negara Indonesia (Persero) Tbk	• Economics • Finance • Banking
Asmawi Syam[2)]	Chairman	September 21 – October 30, 2023	Independent Commissioner PT Bank Negara Indonesia (Persero) Tbk	• Finance • Banking

Note:
[1)]Ceased serving as Chairman of the Integrated Governance Committee as of September 19, 2023
[2)]Served as Chairman of the Integrated Governance Committee since September 21, 2023, and ceases to serve as Chair of the Integrated Governance Committee since October 30, 2023

INTEGRATED GOVERNANCE COMMITTE PROFILE

Pradjoto[1)]
Chair of the Integrated Governance Committee/President Commissioner/ Independent Commissioner
Legal Basis for Appointment: KEP/014/DK/2023 dated October 30, 2023
Term of Office: October 30, 2023 - October 29, 2028

Profile can be found in the Board of Commissioners Profiles

Askolani
Member of the Integrated Governance Committee/Commissioner
Legal Basis for Appointment: KEP/015/DK/2020 dated March 10, 2020
Term of Office: March 10, 2020 - March 9, 2025

Profile can be found in the Board of Commissioners Profiles

Susyanto
Member of the Integrated Governance Committee/Commissioner
Legal Basis for Appointment: KEP/046/DK/2020 dated September 8, 2020
Term of Office: September 8, 2020 - September 7, 2025

Profile can be found in the Board of Commissioners Profiles

Robertus Billitea[2)]
Member of the Integrated Governance Committee/Commissioner
Legal Basis for Appointment: KEP/005/DK/2023 dated September 21, 2023
Term of Office: September 21, 2023 - September 20, 2028

Profile can be found in the Board of Commissioners Profiles

Parikesit Suprapto
Integrated Governance Committee Member

Nationality
Indonesian citizen

Domicile
South Tangerang City, Banten, Indonesia

Place, Date of Birth, Age
Surabaya, August 8, 1951
72 years old, as of December 31, 2023

Education
- 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)

Certification
1. Risk Management Certification (CRGP) on March 9, 2023
2. Anti Fraud Governance (CAFG) Certification on September 9 2023

Work experience
1. Commissioner of PT Indocement Tunggal Perkasa Tbk (2001-2006)
2. Commissioner of PT Hutama Karya (2002-2007)
3. Commissioner of PT Bank Negara Indonesia (Persero) Tbk (2008-2010)
4. President Commissioner of PT Pusri (Persero) (2008-2012)
5. President Commissioner of PT Balai Pustaka (Persero) (2008-2012)
6. Commissioner of PT Indosat (Persero) Tbk (2011)
7. Commissioner of PT Telkom (Persero) Tbk (2012- 2014)
8. Commissioner of PT KPEI (2013-2016)
9. Independent Commissioner of PT Bank Bukopin Tbk (2013-2018)
10. President Commissioner of PT BNI Life Insurance (2018-present)
11. Director of Financial Services Business Information, Ministry of State-Owned Enterprises/SOE Investment and Development Agency (2000-2001)
12. Director of Restructuring and Privatization, Directorate General of SOE Development, Ministry of Finance (2001-2002)
13. Assistant Deputy for Restructuring and Privatization of Financial Services Businesses, Construction and others (2002-2005)
14. Expert Staff to the Minister of State-Owned Enterprises for Small Business Partnerships (2005-2008)
15. Deputy for Banking and Financial Services Business, Ministry of State-Owned Enterprises (2008-2010)
16. Deputy for Services Business Sector of State Ministry of State-Owned Enterprises (2010-2012)
17. Assistant Minister of SOE (2012-2014)

Legal Basis of Appointment
First appointed as Member of the Integrated Governance Committee since December 2018 based on BNI Board of Commissioners Decree No. KEP/017/DK/2018 dated 13 December 2018.

Term of Office
2018-present (First Period)

Concurrent Positions
BNI
1. Member of the Integrated Governance Committee – PT Bank Negara Indonesia (Persero) Tbk

Other Companies/Institutions:
1. President Commissioner – PT BNI Life Insurance
2. Independent Commissioner – PT BNI Life Insurance

Siti Haniatunnisa
Integrated Governance Committee Member

Nationality
Indonesian citizen

Domicile
Banten, Indonesia

Place, Date of Birth, Age
DKI Jakarta, November 13, 1984
39 years old, as of December 31, 2023

Education
- Bachelor's degree in Law from the International Islamic University of Malaysia (IIUM) (2010)
- Master's Degree in Law from Universitas Indonesia (2015)

Certification
1. Certified in Risk Governance Professional (CRGP) certification
2. Sharia Supervisor Certification
3. LSP MUI Assessor Certification

Work experience
1. Chairman of Syeikh Nawawi Tanara Banten School of Fiqh (STIF SYENTRA) (2016-present)
2. Member of PT BRILife DPS (2016-present)
3. Member of PT Asuransi Jasindo Syariah DPS (2017-present)
4. Member of PT DPLK Muamalat DPS (2018- present)
5. Member of PT Bank Muamalat Indonesia DPS (2019-present)
6. Member of PT BNI Life Insurance DPS (2020-present)
7. DSN-MUI Plenary Member (2021-present)

Legal Basis of Appointment
Appointed for the first time as Member of the Integrated Governance Committee since December 2022 based on BNI Board of Commissioners Decree No. KEP/021/DK/2022 dated October 28 2022.

Term of Office
2022-present (First Period)

Concurrent Positions
BNI:
Member of the Integrated Governance Committee – PT Bank Negara Indonesia (Persero) Tbk

Other Companies/Institutions:
1. Chairman of the Syeikh Nawawi Tanara Banten School of Fiqh (STIF SYENTRA) (2016-present)
2. Member of PT BRILife DPS (2016-present)
3. Member of PT Asuransi Jasindo Syariah DPS (2017-present)
4. Member of PT DPLK Muamalat DPS (2018- present)
5. Member of PT Bank Muamalat Indonesia DPS (2019-present)
6. Member of PT BNI Life Insurance DPS (2020-present)
7. DSN-MUI Plenary Member (2021-present)

Riswinandi[3)]

Integrated Governance Committee Member

Nationality
Indonesian citizen

Domicile
South Jakarta, DKI Jakarta, Indonesia

Place, Date of Birth, Age
66 tahun per 31 Desember 2023

Education
Bachelor's degree in Economics and Business from Universitas Trisakti (1983)

Certification
-

Work experience
1. Senior Assistant at SGV Utomo (1984-1986)
2. Officer Recruitment Training and Executive Education Program at PT Bank Niaga (1986-1999)
3. Public Sector Unit Head Corporate Banking Group, Account Officer (1986-1999)
4. Banking Head/Coordinator Corporate Banking Group (1986-1999)
5. General Manager of Los Angeles Agency in the USA (1986-1999)
6. Human Resource Group Head (1986-1999)
7. Vice President of Risk Management Credit Review at the National Banking Restructuring Agency (1999-2001)
8. Commissioner at PT Bank Prima Express (representing IBRA) (1999-2001)
9. Senior Vice President of the Loan Work Out – Asset Management Credit division (1999-2001)
10. Executive Vice President Corporate Finance Division at PT Bank Danamon Indonesia Tbk (2001-2003)
11. Director of Corporate Banking at PT Bank Danamon Indonesia Tbk (2001-2003)
12. Commissioner at PT Asuransi Ekspor Indonesia (Persero) (2004-2006)
13. Independent Commissioner at PT Bank Mandiri (Persero) Tbk (2003-2005)
14. Group Head Credit Recovery 2 (2005-2006)
15. Director of Special Asset Management (2006-2008)
16. Director of Corporate Banking (2008-2010)
17. Deputy President Director (2010-2015)
18. Commissioner at PT Pefindo Credit Bureau (2015-2017)
19. President Director at PT Pegadaian (Persero) (2015-2017)
20. Member of the Board of Commissioners at the Financial Services Authority (2017-2022)
21. Chief Executive of Non-Bank Financial Industry Supervision (IKNB) (2017-2022)

Legal Basis of Appointment
Appointed for the first time as Member of the Integrated Governance Committee in February 2023 based on Decree of the Board of Commissioners of PT Bank Negara Indonesia Persero Tbk Number KEP/001/DK/2023.

Term of Office
2023-present (First Period)

Concurrent Positions
BNI:
Member of the Integrated Governance Committee of PT Bank Negara Indonesia (Persero) Tbk

Other companies/institutions;
1. Chairman of the Nomination and Remuneration Committee of PT BNI Sekuritas
2. Chairman of the Audit Committee of PT BNI Sekuritas

Eko Priyo Pratomo
Integrated Governance Committee Member

Nationality
Indonesian citizen

Domicile
Jakarta, Indonesia

Place, Date of Birth, Age
Bandung, August 07, 1963
60 years old, as of December 31, 2023

Education
- Bachelor's degree in Engineering/Aviation from Institut Teknologi Bandung (1988)
- Master of Management from IPMI International Business School (1991)

Certification
1. Deputy Investment Manager (Financial Services Authority)
2. Training Program for Investment Professionals (Institute for Financial Analysis Development)
3. Chartered Financial Consultant (Singapore College of Insurance)
4. Chartered Life Underwrite (Singapore College of Insurance)

Work experience
1. President Commissioner/Independent Commissioner of PT BNI Asset Management (April 2022 – present)
2. Senior Advisor from PT Mandiri Manajemen Investasi (2019 – 2020)
3. Director, CEO, Senior Advisor from PT BNP Paribas AM (1996 – 2018)
4. Deputy GM, Marketing Director of PT Graha Buana Cikarang (1995 – 1996)
5. Deputy Marketing Manager from PT KSCI - Misui Group (1992 – 1995)
6. Lead Engineer from PT IPTN (1988 – 1990)

Legal Basis of Appointment
Appointed for the first time as Member of the Integrated Governance Committee since October 2022 based on BNI Board of Commissioners Decree No. KEP/020/DK/2022 dated October 28, 2023

Term of Office
2023-Present (First Period)

Concurrent Positions
BNI:
Member of the Integrated Governance Committee of PT Bank Negara Indonesia (Persero) Tbk

Other Companies/Institutions:
1. Chairman of the PT BNI Asset Management Audit Committee
2. Chairman of the PT BNI Asset Management Risk Monitoring Committee
3. Founder/Guardian of the Syamsi Dhuha Foundation

Rufina Tinawati Marianto
Integrated Governance Committee Member

Nationality
Indonesian citizen

Domicile
Jakarta, Indonesia

Place, Date of Birth, Age
Semarang, May 8, 1959
64 years old, as of December 31, 2023

Education
Bachelor's Degree in Architectural Engineering and Management Economics from UNIKA Parahyangan Bandung (1986)

Certification
-

Work experience
1. Commercial Sales & Marketing Support Head at PT Bank OCBC NISP Tbk (2013-2014)
2. Executive VP Commercial Business Unit at PT Bank OCBC NISP Tbk (2012-2013)
3. Commercial Business Division Head at PT Bank OCBC NISP Tbk (2009-2011)
4. General Manager Commercial Jababeka at PT Bank Permata (2003-2006)
5. Independent Commissioner at Bank Mayora (2016-present)

Legal Basis of Appointment
Appointed for the first time as Member of the Integrated Governance Committee since July 2022 based on BNI Board of Commissioners Decree No. KEP/012/DK/2022 dated July 22, 2022

Term of Office
2022-present (First Period)

Concurrent Positions
BNI:
Member of the Integrated Governance Committee of PT Bank Negara Indonesia (Persero) Tbk

Other Companies/Institutions:
Chairman of the Audit Committee of PT Bank Hibank Indonesia

Nurani Raswindriati
Integrated Governance Committee Independent Member

Nationality
Indonesian citizen

Domicile
Jakarta, Indonesia

Place, Date of Birth, Age
Malang, March 1, 1962
61 years old, as of December 31, 2023

Education
Bachelor's Degree in Accounting from Universitas Padjadjaran (1986)
Masters in Management, Department of Finance from Universitas Gadjah Mada (2005)

Certification
1. Level 4 Risk Management Certification
2. Sharia Banking Basics Certification
3. Level III Compliance Certification

Work experience
1. Director of Finance and Operations at PT Niaga International Factors (2002-2005)
2. Credit Risk Control Leader, Risk Management Group at PT Bank Permata Tbk (2007-2012)
3. Senior Vice President at the Deposit Insurance Corporation/LPS (2012-2015)
4. Member of the Risk Monitoring Committee at Bank Resonia Perdania
5. Member of the Risk Monitoring Committee at PT Bank Tabungan Negara (2015-2016)
6. Director of Compliance and Risk Management at PT Bank Victoria Syariah (2016 –2021)
7. Senior Vice President Indonesia at Eximbank (2021)
8. Independent Member of the Risk Monitoring Committee at PT Bank Negara Indonesia (Persero) Tbk (2021-2022)
9. Independent Member of the Integrated Governance Committee at PT Bank Negara Indonesia (Persero) Tbk (2022-present)

Legal Basis of Appointment
Appointed for the first time as Member of the Integrated Governance Committee on June 1, 2022 based on Board of Commissioners Decree No. KEP/010/DK/2022 dated 1 June 2022

Term of Office
2022-present (First Period)

Concurrent Positions
No concurrent positions internally or externally to the Company

Note:
[1]Served as a member of the Integrated Governance Committee since October 30, 2023
[2]Served as a member of the Integrated Governance Committee since September 21, 2023
[3]Served as a member of the Integrated Governance Committee since February 27, 2023

APPOINTMENT, DISMISSAL, AND TERM OF SERVICE OF INTEGRATED GOVERNANCE COMMITTEE MEMBERS

1. The Integrated Governance Committee Chairperson and members are appointed and dismissed by the Main Entity Board of Commissioners;
2. 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:
   a. The 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;
   b. Ceases automatically when their term of office as a member of the Board of Commissioners or Supervisory Board ends.
3. 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;
4. 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;
5. 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
6. Dismissal and appointment of Committee members is reported to the GMS.

INTEGRATED GOVERNANCE COMMITTEE INDEPENDENCE

The Integrated Governance Committee Members provide a fair and balanced assessment of all relevant conditions and are not influenced by personal interests or other parties in expressing their opinions.

Independence Aspect	Pradjoto[1)]	Askolani	Susyanto	Robertus Billitea[2)]	Parikesit Suprapto	Siti Haniatunnisa	Riswinandi3)	Eko Priyo Pratomo	Rufina Tinawati Marianto	Nurani Raswindriati
Has no financial relationship with the Board of Commissioners and Directors	√	√	√	√	√	√	√	√	√	√
Has no management relationships in the company, subsidiaries or affiliated companies	√	√	√	√	√	√	√	√	√	√
Has no share ownership in the company	√	√	√	√	√	√	√	√	√	√
Has no family relationship with the Board of Commissioners, Directors, and/or fellow members of the Integrated Governance Committee	√	√	√	√	√	√	√	√	√	√
Not serving as administrators of political parties, officials or government	√	√	√	√	√	√	√	√	√	√

Note:
[1)]Served as a member of the Integrated Governance Committee since October 30, 2023
[2)]Served as a member of the Integrated Governance Committee since September 21, 2023
[3)]Served as a member of the Integrated Governance Committee since February 27, 2023

TRAINING AND/OR COMPETENCY IMPROVEMENT OF THE INTEGRATED GOVERNANCE COMMITTEE

To create a workforce that has excellence and competitiveness, the Bank organizes a competency development program to support the supervisory and management duties, especially in providing input to the Board of Commissioners. The following shows the Integrated Governance Committee competency development for 2023:

Pradjoto – Committee Chairman - President Commissioner/Independent Commissioner of BNI[1)]

Name of Training/Workshop/ Conference/seminar	Implementation Date	Implementation Venue	Education Type	Organizer
Competency development/training can be found in the competency development/training section for the BNI Board of Commissioners				

Askolani – Committee Member - BNI Commissioner

Name of Training/Workshop/ Conference/seminar	Implementation Date	Implementation Venue	Education Type	Organizer
Competency development/training can be found in the competency development/training section for the BNI Board of Commissioners				

Susyanto – Committee Member - BNI Commissioner

Name of Training/Workshop/ Conference/seminar	Implementation Date	Implementation Venue	Education Type	Organizer
Competency development/training can be found in the competency development/training section for the BNI Board of Commissioners				

Robertus Billitea – Committee Member - BNI Commissioner[2)]

Name of Training/Workshop/ Conference/seminar	Implementation Date	Implementation Venue	Education Type	Organizer
Competency development/training can be found in the competency development/training section for the BNI Board of Commissioners				

Parikesit Suprapto - Committee Member - President Commissioner/Independent Commissioner of BNI Life Insurance

No	Name of Training/Workshop/ Conference/seminar	Implementation Date	Implementation Venue	Education Type	Organizer
1	Training & Sharing Session Executive "The Role of Risk Management in Carrying Out Business Challenges in the Insurance Industry 2023"	January 6, 2023	Zoom	Webinar	Dr. Golan Hasan, SE, MSi, CPSP, CLSP
2	Make a Big Change to Be Top Player in Life Insurance	24-25 January 2023	Inhouse	Training	BNI Life
3	Risk Management Training	7-8 March 2023	Inhouse	Training	LSPMR
4	Risk Management Certification (CRGP)	March 9, 2023	Inhouse	Certification	LSPMR
5	Fundamental of Wealth Management	May 16, 2023	Zoom	Webinar	OJK Institute
6	Compliance Forum - Anti-Money Laundering and Prevention of Terrorist Financing and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (APU-PPT-PPPSPM) 2023	August 30, 2023	Zoom	Webinar	BNI Corporate University
7	Master Class Program Series XXII "Risk Capacity, The Fundamental Missing Puzzle in Risk Management Practice"	August 31-September 1, 2023	Zoom	Webinar	GRC Management
8	Development, Characteristics and Risk Management of the Multifinance Industry	September 5, 2023	Zoom	Webinar	BNI Corporate University
9	Anti Fraud Training	September 6-7, 2023	Inhouse	Training	GRC Management
10	Certified Anti Fraud Governance (CAFG)	September 8, 2023	Inhouse	Certification	GRC Management
11	Member of the GIRMA Association	October 16, 2023	Zoom	Certification	LSPMR
12	Managing Environmental, Social, and Governance Risks and Opportunities	October 19, 2023	Zoom	Webinar	OJK Institute
13	National Conference of Risk Management Professionals IX (Navigating Country Risk for Sustainable Growth: Opportunities and Challenges)	December 14-15, 2023	Zoom	Webinar	LSPMR
14	Facing the Insurance Industry Challenges and Opportunities in 2024	December 22, 2023	Zoom	Webinar	LPPI

Siti Haniatunnisa – Committee Member –Sharia Supervisory Board of BNI Life Insurance

No	Name of Training/Workshop/ Conference/seminar	Implementation Date	Implementation Venue	Education Type	Organizer
1	Webinar: an easy way to determine key risk indicators in an organization's strategic plan	May 2-3, 2023	zoom	Webinar/Seminar	GRC management competency for quality
2	Development, Characteristics and Risk Management of the Pension Fund Industry	May 23, 2023	Jakarta	Training	BNI University
3	Increased Roles, Functions and Responsibilities of the company's DPS sharia insurance related to management risks and compliance with sharia after the implementation of the PPSK and derivative POJK	August 7-8, 2023	Hotel Grand Mercure Bandung	Workshop	Insurance Association of Indonesian Sharia (AASI)
4	DPS Pra Ijtima'Sanawi Workshop (annual meeting) in the field of insurance, pension funds and sharia guarantees	September 6, 2023	Hotel Mercure Jakarta	Workshop	DSN-MUI

Siti Haniatunnisa – Committee Member –Sharia Supervisory Board of BNI Life Insurance

No	Name of Training/Workshop/ Conference/seminar	Implementation Date	Implementation Venue	Education Type	Organizer
5	Seminar on the development of sharia health and nursing in Indonesia	August 26, 2023	Cirebon	Seminar	Nursing Academy The end of the Islamic boarding school Cirebon
6	Tahun 2023 Anti-Money Laundering and Prevention of Terrorism Financing, and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (APU PPT and PPPSPM) in the Financial Services Sector Year 2023	August 30, 2023	Jakarta	Seminar	BNI Corporate University and Compliance Division
7	Development, Characteristics and Risk Management of the Financing Company Industry	September 5, 2023	Jakarta	Training	Pricewaterhouse-Cooper and BNI University
8	The 1st International Conference "Rethinking the economic, social, and cultural integration.	September 13-14,2023	Krirk University Bangkok, Thailand	International Conference	International Islamic College Bangkok, Krirk University Bangkok
9	IFRS 17 Implementation in Indonesia Shariah (Re) Insurance	December 12, 2023	Swissotel Jakarta	International Conference	AASI

Riswinandi – Committee Member - President Commissioner/Independent Commissioner of BNI Sekuritas[3)]

No	Name of Training/Workshop/ Conference/seminar	Implementation Date	Implementation Venue	Education Type	Organizer
1	Sustainable Education Program (PPL) for Members of the Board of Directors and Members of the Board of Commissioners of Securities Companies who carry out Business Activities as Underwriters and/or Securities Brokers	March 9, 2023	Online	Sustainable Education Program (PPL)	APEI
2	Development, Characteristics and Risk Management of the Pension Fund Industry	May 23, 2023	Jakarta	Training	BNI Corporate University
3	Anti-Money Laundering and Prevention of Terrorism Financing, and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (APU PPT and PPPSPM) in the Financial Services Sector in 2023	August 30, 2023	Jakarta	Seminar	BNI Corporate University and Compliance Division
4	Development, Characteristics and Risk Management of the Financing Company Industry	September 5, 2023	Jakarta	Training	Pricewaterhouse-Cooper and BNI University

Eko Priyo Pratomo – Committee Member - President Commissioner/Independent Commissioner of BNI Asset Management

No	Name of Training/Workshop/ Conference/seminar	Implementation Date	Implementation Venue	Education Type	Organizer
1	Boosting Our Employee Performance by The Implementation RACE Culture 2023	February 20, 2023	Jakarta	Training	BNI Corporate University
2	Development, Characteristics and Risk Management of the Pension Fund Industry	May 23, 2023	Jakarta	Training	BNI Corporate University
3	Anti-Money Laundering and Prevention of Terrorism Financing, and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (APU PPT and PPPSPM) in the Financial Services Sector in 2023	August 30, 2023	Jakarta	Seminar	BNI Corporate University and Compliance Division
4	Development, Characteristics and Risk Management of the Financing Company Industry	September 5, 2023	Jakarta	Training	Pricewaterhouse-Cooper and BNI University

Rufina Tinawati Marianto – Committee Member - Independent Commissioner of Bank Hibank Indonesia

No	Name of Training/Workshop/ Conference/seminar	Implementation Date	Implementation Venue	Education Type	Organizer
1	Transformation of BNI Multifinance and Bank Mayora	May 16, 2023	Zoom Meeting	Training	BNI
2	Invitation to Sharing Session with BNI: Development, Characteristics and Risk Management of the Pension Fund Industry	May 23, 2023	Zoom Meeting	Seminar	BNI
3	Socialization of the KPK's Corruption Prevention Guide (CEK)	June 21, 2023	Zoom Meeting	Training	KPK
4	AKHLAK Series - Leadership Commitment	July 21, 2023	hibank Ex-Business Room Fl. 1 - Jakarta	Training	Bank Hibank Indonesia
5	Performance Review of Subsidiaries for July 2023 Period	August 25, 2023	Graha BNI - Jakarta & Zoom Meeting	Training	BNI
6	Compliance Forum - Anti-Money Laundering and Prevention of Terrorism Financing, and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (APU PPT and PPPSPM) in the Financial Services Sector Year 2023	August 30, 2023	Graha BNI Fl. 25 - Jakarta	Training	BNI
7	Development of Corporate and Financing Industry Characteristics and Risk Management	September 05, 2023	Graha BNI - Jakarta	Training	BNI
8	BNI Sharing Session Series IV: Development, Characteristics and Risk Management of the Financing Company Industry	September 05, 2023	Graha BNI Fl. 25 & Zoom Meeting	Training	BNI
9	IDS (Investor Daily Summit) 2023	October 24, 2023	Plataran	Training	BNI Subsidiaries Management Division

Nurani Raswindriati – Committee Member – Independent Party

No	Name of Training/Workshop/ Conference/seminar	Implementation Date	Implementation Venue	Education Type	Organizer
1	Socialization of Technical Guidelines for the Composition and Qualifications of Risk Management Organs	June 13, 2023	Zoom	Training	SOE Ministry
2	Development, Characteristics and Risk Management of the Pension Fund Industry	May 23, 2023	Jakarta	Training	BNI Corporate University
3	Building Resilient Program Through GRC & ESG	August 24-25, 2023	Yogyakarta	International Seminar	PT. Cipta Sekar Raya Sahitya
4	Anti-Money Laundering and Prevention of Terrorism Financing, and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (APU PPT and PPPSPM) in the Financial Services Sector in 2023	August 30, 2023	Jakarta	Seminar	BNI Corporate University and Compliance Division
5	Development, Characteristics and Risk Management of the Financing Company Industry	September 5, 2023	Jakarta	Training	Pricewaterhouse-Cooper and BNI University
6	Risk Management Effectiveness Evaluation	September 7, 2023	Zoom	Training	Ministry of BUMN
7	Governance of ESG	September 27, 2023	Zoom	Training	Ministry of BUMN

Note:
[1]Served as Chairman of the Integrated Governance Committee since October 30, 2023
[2]Served as a member of the Integrated Governance Committee since September 21, 2023
[3]Served as a member of the Integrated Governance Committee since February 27, 2023

INTEGRATED GOVERNANCE COMMITTEE DUTIES, RESPONSIBILITIES, AND AUTHORITIES

Integrated Governance Committee's duties and responsibilities include:

1. 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 in the form of evaluation results on the implementation of internal audits, implementation of risk management functions and implementation of compliance functions for each Financial Services Institution from members of the Board of Commissioners of each Financial Services Institution who are members of the Integrated Governance Committee;
2. Providing recommendations to the Main Entity Board of Commissioners regarding the Integrated Governance and improvement evaluations of Integrated Governance Guidelines;
3. 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;
4. 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;
5. 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
6. 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:

1. 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;
2. Members of the Integrated Governance Committee are authorized to communicate directly with work units in the Main Entity, for functions including Internal Audit, legal and compliance, finance and risk management, human resources and aspects of business operational functions required, to obtain information, clarification and request reports required in an integrated manner and/or to fulfill duties of the Integrated Governance Committee; and duties of the Integrated Governance Committee; And
3. 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.

INTEGRATED GOVERNANCE COMMITTEE CHARTER

The Integrated Governance Committee Charter has been set by the Board of Commissioners as a reference and guideline for the Integrated Governance Committee framework. This guideline is continuously refined and updated in accordance with developments/changes in applicable legal regulations and current conditions. The last update/refinement to the BNI Integrated Governance Committee Charter was carried out in 2022, as stipulated in 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 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.

POLICY AND IMPLEMENTATION OF INTEGRATED GOVERNANCE COMMITTEE MEETING FREQUENCY

1. Integrated Governance Committee shall meet at least 1 (one) time in 1 (one) semester;
2. Integrated Governance Committee Meetings shall only be conducted if attended by at least 51%(fifty one percent) of the total number of members;
3. Integrated Governance Committee meeting shall be led by the Integrated Governance Committee Chairman or most senior Integrated Governance Committee Member, if absent;
4. 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 2023, the Integrated Governance Meetings dates, meeting agenda and participants were as follows:

Integrated Governance Committee Meeting Agenda

No.	Meeting Date	Meeting Agenda	Member of Integrated Governance Committee	Invited
1	January 31, 2023	a. Evaluation of Integrated Financial Performance December 2022. b. Subsidiary Strategic & Business Plan for 2023. c. Synergy Evaluation in 2022: Parent Entity and Subsidiary & Between Subsidiaries. d. Synergy Plan for 2023: Parent Entity and Subsidiary & Between Subsidiaries.	1. Agus Martowardojo (President Commissioner of BNI/Independent Commissioner of BNI) 1) 2. Askolani (BNI Commissioner) 3. Susyanto (BNI Commissioner) 4. Parikesit Suprapto (President Commissioner/ Independent Commissioner of BNI Life Insurance) 5. Siti Haniatunnisa (BNI Life Insurance Sharia Supervisory Board) 6. Eko Priyo Pratomo (President Commissioner/ Independent Commissioner of BNI Asset Management) 7. Rufina Tinawati Marianto (Independent Commissioner of Bank Mayora) 8. Nurani Raswindriati (Independent Party)	1. BNI Board of Directors: Director of Finance, Director of Corporate & International Banking, Director of Network & Services, Director of Consumer Banking, and Director of Technology & Operations. 2. BNI Division: Subsidiaries Development Division, Corporate Planning & Accounting Division, and Corporate Development & Transformation Division
2	February 7, 2023	a. Evaluation of the Integrated Risk Profile and Integrated KPMR Semester II/2022. b. Evaluation of Self-Assessment Results on Integrated Governance for the Semester II/2022 period c. Evaluation of the Implementation of Integrated Compliance and APU PPT Functions Semester II/2022. d. Evaluation of the effectiveness of Anti-fraud strategies and Subsidiary Company WBS.	1. Agus Martowardojo (President Commissioner of BNI/Independent Commissioner of BNI) 1) 2. Askolani (BNI Commissioner) 3. Susyanto (BNI Commissioner) 4. Parikesit Suprapto (President Commissioner/ Independent Commissioner of BNI Life Insurance) 5. Siti Haniatunnisa (Sharia Supervisory Board of BNI Life Insurance) 6. Eko Priyo Pratomo (President Commissioner/ Independent Commissioner of BNI Asset Management) 7. Rufina Tinawati Marianto (Independent Commissioner of Bank Mayora) 8. Nurani Raswindriati (Independent Party)	1. BNI Risk Monitoring Committee 2. BNI Board of Directors: Director of Human Capital & Compliance, and Director of Risk Management 3. BNI Division: Enterprise Risk Management Division, Compliance Division, Anti Fraud Unit, Internal Audit Unit, and Subsidiaries Development Division

Integrated Governance Committee Meeting Agenda

No.	Meeting Date	Meeting Agenda	Member of Integrated Governance Committee	Invited
3	March 21, 2023	a. Evaluation of the effectiveness of the Integrated Internal Control System Semester II/2022 b. Evaluation of the effectiveness of the Integrated Audit Work Unit Semester II/2022 c. Improve the quality and number of Auditors in Subsidiary d. Results of Subsidiary Internal Audits and follow-up actions	1. Agus Martowardojo (President Commissioner of BNI / Independent Commissioner of BNI) 1) 2. Askolani (BNI Commissioner) 3. Susyanto (BNI Commissioner) 4. Parikesit Suprapto (President Commissioner/ Independent Commissioner of BNI Life Insurance) 5. Siti Haniatunnisa (Sharia Supervisory Board of BNI Life Insurance) 6. Eko Priyo Pratomo (President Commissioner/ Independent Commissioner of BNI Asset Management) 7. Rufina Tinawati Marianto (Independent Commissioner of Bank Mayora) 8. Nurani Raswindriati (Independent Party)	1. BNI Board of Directors: Vice President Director 2. BNI Division: Enterprise Risk Management Division, Compliance Division, Anti Fraud Unit, Internal Audit Unit, and Subsidiaries Development Division
4	Mei 16, 2023	c. Executive summary of the financial performance of all Subsidiaries for the first quarter of 2023. d. Current issues in all Subsidiaries e. deepening the financial achievements and performance of hibank and BNI Finance, including synergies with the Main Entity and between Subsidiaries for the first quarter of 2023. f. Progress of hibank and BNI Finance transformation	1. Agus Martowardojo (President Commissioner/ Independent Commissioner of BNI) 1) 2. Askolani (BNI Commissioner) 3. Susyanto (BNI Commissioner) 4. Parikesit Suprapto (President Commissioner/ Independent Commissioner of BNI Life Insurance) 5. Riswinandi (President Commissioner/Independent Commissioner of BNI Sekuritas) 5) 6. Rufina Tinawati Marianto (Independent Commissioner of Bank Mayora) 7. Nurani Raswindriati (Independent Party)	1. BNI Board of Directors: Finance Director 2. BNI Division: Enterprise Risk Management Division, Compliance Division, Anti Fraud Unit, Internal Audit Unit, and Subsidiaries Development Division
5	July 18, 2023	a. Brief Highlights of the Financial Performance of BNI Subsidiaries for the period Semester I – 2023; And b. Deep understanding of financial achievements and Compliance, Audit and Risk issues at BNI Sekuritas, BNI Asset Management and BNI Securities Pte Ltd, (includes BNI BNIS Synergy, BNIAM and BSPL)	1. Agus Martowardojo (President Commissioner/ Independent Commissioner of BNI) 1) 2. Askolani (BNI Commissioner) 3. Susyanto (BNI Commissioner) 4. Parikesit Suprapto (President Commissioner/ Independent Commissioner of BNI Life Insurance) 5. Siti Haniatunnisa (Sharia Supervisory Board of BNI Life Insurance) 6. Riswinandi (President Commissioner/Independent Commissioner of BNI Sekuritas) 5) 7. Eko Priyo Pratomo (President Commissioner/ Independent Commissioner of BNI Asset Management) 8. Rufina Tinawati Marianto (Independent Commissioner of Bank Hibank Indonesia) 9. Nurani Raswindriati (Independent Party)	1. BNI Board of Directors: Vice President Director 2. BNI Division: Enterprise Risk Management Division, Compliance Division, Anti Fraud Unit, Internal Audit Unit, and Subsidiaries Management Division
6	August 8, 2023	a. Evaluation of the Integrated Risk Profile and Integrated KPMM Semester I/2023 b. Evaluation of self-assessment results on Integrated Governance for the period Semester I/2023 c. Evaluation of Integrated Compliance and APU - PPT Functions Semester I/2023	1. Agus Martowardojo (President Commissioner/ Independent Commissioner of BNI) 1) 2. Askolani (BNI Commissioner) 3. Susyanto (BNI Commissioner) 4. Parikesit Suprapto (President Commissioner/ Independent Commissioner of BNI Life Insurance) 5. Siti Haniatunnisa (Sharia Supervisory Board of BNI Life Insurance) 6. Riswinandi (President Commissioner/Independent Commissioner of BNI Sekuritas) 5) 7. Eko Priyo Pratomo (President Commissioner/ Independent Commissioner of BNI Asset Management) 8. Rufina Tinawati Marianto (Independent Commissioner of Bank Hibank Indonesia) 9. Nurani Raswindriati (Independent Party)	1. BNI Risk Monitoring Committee 2. BNI Board of Directors: Director of Human Capital & Compliance and Director of Risk Management 3. BNI Division: Enterprise Risk Management Division, Compliance Division, Anti Fraud Unit, Internal Audit Unit, and Subsidiaries Management Division

Integrated Governance Committee Meeting Agenda

No.	Meeting Date	Meeting Agenda	Member of Integrated Governance Committee	Invited
7	September 12, 2023	a. Evaluation of the effectiveness of the Integrated Internal Control System Semester I/2023. b. Evaluation of the effectiveness of the Integrated Audit Work Unit Semester I/2023. c. Improve the quality and number of Auditors in Subsidiary. d. Subsidiary Internal Audit Results and follow-up actions. e. Evaluation of the Effectiveness of the Implementation of Anti Fraud and Whistle Blowing System (WBS) in the BNI Financial Conglomerate	1. Agus Martowardojo (President Commissioner/ Independent Commissioner of BNI) 1) 2. Askolani (BNI Commissioner) 3. Susyanto (BNI Commissioner) 4. Parikesit Suprapto (President Commissioner/ Independent Commissioner of BNI Life Insurance) 5. Riswinandi (President Commissioner/Independent Commissioner of BNI Sekuritas) 5) 6. Eko Priyo Pratomo (President Commissioner/ Independent Commissioner of BNI Asset Management) 7. Rufina Tinawati Marianto (Independent Commissioner of Bank Hibank Indonesia) 8. Nurani Raswindriati (Independent Party)	1. BNI Board of Directors: Vice President Director and Director of Risk Management 2. BNI Division: Enterprise Risk Management Division, Compliance Division, Anti Fraud Unit, Internal Audit Unit, and Subsidiaries Management Division
8	October 23, 2023	a. Evaluation of the 2023 Integrated Governance Guidelines b. TKT Committee Work Plan for 2024	1. Asmawi Syam (Independent Commissioner of BNI) 2) 2. Askolani - BNI Commissioner 3. Susyanto - BNI Commissioner 4. Robertus Billitea - BNI Commissioner 4) 5. Parikesit Suprapto - President Commissioner/ Independent Commissioner of BNI Life Insurance 6. Siti Haniatunnisa - Sharia Supervisory Board of BNI Life Insurance 7. Riswinandi - President Commissioner/Independent Commissioner of BNI Sekuritas 5) 8. Eko Priyo Pratomo - President Commissioner/ Independent Commissioner of BNI Asset Management 9. Rufina Tinawati Marianto - Independent Commissioner of Bank Hibank Indonesia 10. Nurani Raswindriati - Independent Party	1. BNI Board of Directors: Director of Human Capital and Compliance 2. BNI Division: Enterprise Risk Management Division, Compliance Division, Anti Fraud Unit, Internal Audit Unit, and Subsidiaries Management Division
9	November 7, 2023	Consolidation of the Integrated Governance Committee	1. Pradjoto (President Commissioner/Independent Commissioner of BNI) 3) 2. Susyanto - BNI Commissioner 3. Parikesit Suprapto - President Commissioner/ Independent Commissioner of BNI Life Insurance 4. Siti Haniatunnisa - Sharia Supervisory Board of BNI Life Insurance 5. Eko Priyo Pratomo - President Commissioner/ Independent Commissioner of BNI Asset Management 6. Rufina Tinawati Marianto - Independent Commissioner of Bank Hibank Indonesia 7. Nurani Raswindriati - Independent Party	-

Note:
[1)]Ceased serving as Chairman of the Integrated Governance Committee since September 19, 2023
[2)]Ceased serving as Chairman of the Integrated Governance Committee since October 30, 2023
[3)]Served as Chairman of the Integrated Governance Committee since October 30, 2023
[4)]Served as a member of the Integrated Governance Committee since September 21, 2023
[5)]Served as a member of the Integrated Governance Committee since February 27, 2023

INTEGRATED GOVERNANCE COMMITTEE MEETINGS FREQUENCY AND ATTENDANCE LEVEL

The Integrated Governance Committee meetings frequency and attendance level be seen in the table below:

Integrated Governance Committee Meeting Attendance Level up to December 31, 2023

Name	Position	Period	Number of Meetings	Attendance	Percentage
Agus Dermawan Wintarto Martowardojo[1)]	Chairman	January 1 – September 19, 2023	7	9	100
Asmawi Syam[2)]	Chairman	September 21 – October 30, 2023	1	1	100
Pradjoto[3)]	Chairman	October 30 – December 31, 2023	1	1	100
Askolani	Member	January 1 – December 31, 2023	9	8	89
Susyanto	Member	January 1 – December 31, 2023	9	9	100

Integrated Governance Committee Meeting Attendance Level up to December 31, 2023

Name	Position	Period	Number of Meetings	Attendance	Percentage
Robertus Billitea[4)]	Member	September 21, 2023 –December 31, 2023	2	1	50
Parikesit Suprapto	Member	January 1 – December 31, 2023	9	9	100
Siti Haniatunnisa	Member	January 1 – December 31, 2023	9	7	78
Riswinandi5)	Member	February 27, 2023 – December 31, 2023	7	5	72
Eko Priyo Pratomo	Member	January 1 – December 31, 2023	9	9	100
Rufina Tinawati Marianto	Member	January 1 – December 31, 2023	9	9	100
Nurani Raswindriati	Member	January 1 – December 31, 2023	9	9	100

Note:
[1)]Ceased serving as Chairman of the Integrated Governance Committee since September 19, 2023
[2)]Ceased serving as Chairman of the Integrated Governance Committee since October 30, 2023
[3)]Served as Chairman of the Integrated Governance Committee since October 30, 2023
[4)]Served as a member of the Integrated Governance Committee since September 21, 2023
[5)]Served as a member of the Integrated Governance Committee since February 27, 2023

BRIEF REPORT ON THE INTEGRATED GOVERNANCE COMMITTEE ACTIVITIES IN 2023

In 2023, the Risk Monitoring Committee carried out all programs/Work Plans set at the beginning of 2023 to support the supervisory duties of the Board of Commissioners. The following shows the strategic steps taken in 2023:

1. Improve the quality of the implementation of the integrated compliance function by conducting a self-assessment of the implementation of the compliance culture in each BNI Subsidiary, evaluating the implementation of anti-fraud strategies, and the Whistleblowing System, Anti-Money Laundering, Prevention of Terrorism Financing, and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (APUPPP-PPPSPM) at the BNI financial conglomerate, as well as evaluating the implementation of the integrated compliance function.
2. 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.
3. 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.
4. 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.
5. Monitor the effectiveness of integrated governance results by evaluating integrated financial performance, as well as evaluating synergy plans between BNI and Subsidiary and synergies between Subsidiaries.

Based on the strategy and work program of the Integrated Governance Committee, the activities/tasks of the Integrated Governance Committee are carried out through the following mechanisms:

1. Holding Integrated Governance Committee Meetings, including those by inviting related Directors, related divisions/units;
2. 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;
3. Studies/evaluations/review 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 Board of Commissioners Meeting forum, and the Integrated Governance Committee also submits suggestions, opinions and recommendations from the implementation of the Integrated Governance Committee Meeting in writing to the Board of Directors for follow-up. During 2023, the Integrated Governance Committee held 9 (nine) meetings, holding discussions and discussing 29 (twenty-nine) meeting agendas. The implementation of the Integrated Governance Committee activities generally includes the following matters:

1. Review and discuss the performance of the Subsidiary along with the development strategy of the Subsidiary in line with the vision of PT Bank Negara Indonesia (Persero) Tbk to become a financial institution that leads in service and performance, including evaluating the Integrated Financial Performance Evaluation in December 2022 and Synergy in 2022 : Parent Entity and Subsidiary & between Subsidiaries, as well as discussing the Strategic & Business plans of Subsidiary Companies for 2023 and Synergy Plans for 2023: Parent Entity and Subsidiary & between Subsidiaries;

2. Encourage and provide suggestions for improving the implementation of synergies for Subsidiary Companies as part of the BNI Group, including synergies in financing cooperation, sharing information, information and technology, human resources, exploring prospective new products and optimizing business opportunities from PT Bank Negara Indonesia (Persero)Tbk as Holding Company;
3. Encourage acceleration and provide suggestions so that Subsidiary Companies in the BNI Financial Conglomeration 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, the fulfillment of quality human resources, and good governance. Good;
4. Discuss and recommend resolution of Governance problems that occur in Subsidiary Companies, including improvements to the implementation of integrated compliance functions in building a culture of compliance in each Subsidiary;
5. Evaluate and provide recommendations to the Board of Commissioners regarding the implementation of Integrated Governance including evaluating the adequacy of integrated internal control; evaluation of the implementation of the integrated compliance function; implementation of integrated risk management; implementation of the Integrated Governance Guidelines, and achievement of Subsidiary performance;
6. Evaluate and provide recommendations for the Integrated Governance Guidelines for the BNI Financial Conglomerate for the 2022 period;
7. Evaluate the effectiveness and provide advice on the implementation of the Anti-Fraud Strategy, Whistleblowing System, and Implementation of Anti-Money Laundering, Prevention ofTerrorism Financing, and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (APUPPP-PPPSPM) throughout all members of the BNI Financial Conglomerate;
8. Review and recommend updates to the Integrated Governance Policy, General Integrated Risk Management Policy and Integrated Capital Management Policy;
9. Evaluate and provide advice on the adequacy of integrated internal control methodology and problems based on audit results at the Main Entity and Subsidiaries, including evaluation of improvements in the quality and number of Auditors at Subsidiary Companies, the effectiveness of the Integrated Internal Control System (SPI) Semester II 2022 & Semester I of 2023, until the results of the Subsidiary Company's Internal Audit and follow-up;
10. Evaluate and provide advice on the preparation of the Integrated Risk Profile and Integrated KPMR for Semester II 2022 and Semester I 2023, integrated risk appetite, and limits for all integrated exposures;
11. Review and ensure that the Integrated Governance Report to the Financial Services Authority has identified the strengths and weaknesses of the implementation of integrated Governance through an Evaluation of the Structure, Process and Results (SPH) of Integrated Governance Semester II/2022 & and Semester I/2023, and ensure Action plans/improvement steps have been made for existing weaknesses;
12. Conduct monthly and/or quarterly evaluation, review and monitoring of the financial performance and performance of Subsidiaries in order to achieve business targets as one of the results of Integrated Governance;
13. Evaluate and deepen the implementation of the compliance function at BNI Multifinance and BNI Life Insurance, with the things being studied, namely Evaluation of the 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 Principle Indicators Prudence that must be managed in accordance with regulatory restrictions, follow-up to audit findings, and follow-up to repeated audit findings;
14. Monitor and ensure that the results of OJK findings and internal audits on the Main Entity and Subsidiaries have been followed up and provide suggestions for improvements related to human resources, database needs, completeness of regulations including those related to conflicts of interest in Subsidiary Companies;
15. Prepare an Evaluation report on the Implementation of Integrated Governance along with recommendations for improvements to the Board of Commissioners;
16. Conduct effectiveness reviews and provide recommendations to the Board of Commissioners regarding integrated internal control and audit results at Subsidiary Companies;
17. Review and update the Integrated Governance Committee Charter in accordance with developments in the implementation of the Integrated Governance Committee's duties;
18. Report the implementation of the duties of the Integrated Governance Committee every quarter to the Board of Commissioners;
19. Prepare a work program for the Integrated Governance Committee for 2024 with a focus on:
    a. Encouraging increased achievement of integrated governance through evaluating the effectiveness of company guidelines, monitoring financial performance achievements, improving the quality of integrated compliance and APU-PPT functions, and improving the quality of Integrated Risk Management Implementation;
    b. Improving the quality of integrated internal control and integrated audit, through evaluation of the results of self-assessment of the implementation of the integrated internal control system for the semester period, evaluation of the implementation of integrated internal audit, and evaluation of the results of the Subsidiary internal audit and its follow-up;
    c. Increasing the effectiveness of the Integrated Governance Committee's performance

Supporting Organs of The Board Of Directors

In carrying out the management of the Bank, the Board of Directors is assisted by Directors' Supporting Organs, namely the Corporate Secretary, Internal Audit Division, Enterprise Risk Management Division, Compliance Division, and Policy Governance Division.

CORPORATE SECRETARY

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 has the authority to approve the appointment and dismissal of the Corporate Secretary. The Corporate Secretary is also prohibited from holding concurrent positions in other Issuers or Public Companies. In carrying out its role, 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 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.Therefore, the Corporate Secretary s 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.

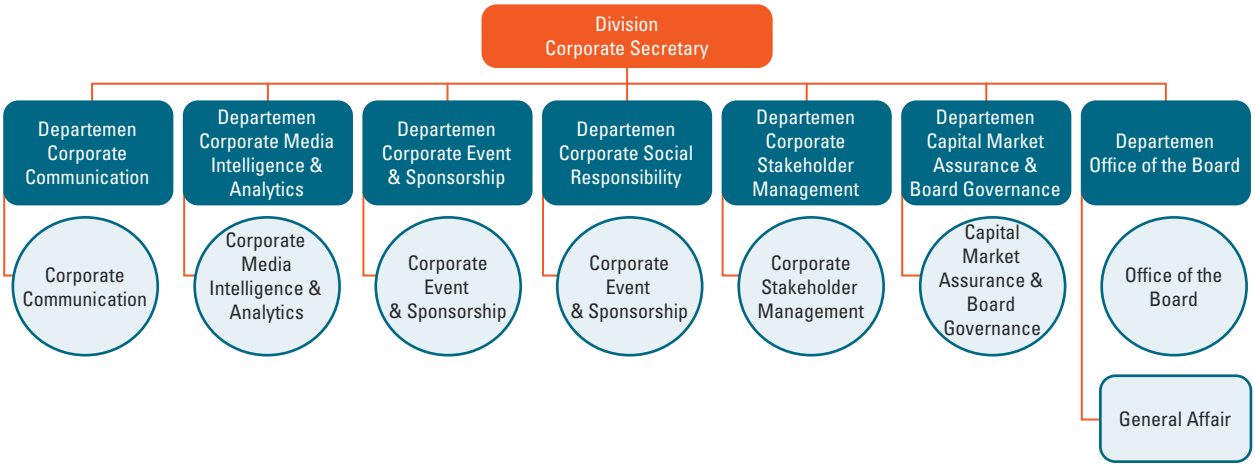
LEGAL BASIS

The establishment, appointment and implementation of the Corporate Secretary refers to the following regulations and laws:

1. Law No. 19 of 2003 concerning State-Owned Enterprises;
2. Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 dated 03 March 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises;
3. Financial Services Authority Regulation No. 35/ POJK.04/2014 concerning Corporate Secretaries of Issuers or Public Companies;
4. BNI Articles of Association;

CORPORATE SECRETARY ORGANIZATIONAL STRUCTURE

Based on Board of Directors' Decree No. KP/208/DIR/R dated 31 May 2023 and Corporate Development &Transformation Division Memo No. CDV/2/684 dated 10 April 2023, the function of BNI Corporate Secretary is carried out by the Head of the Corporate Secretary Division with the following structure description:



CORPORATE SECRETARY DUTIES AND RESPONSIBILITIES

When carrying out its duties, the BNI Corporate Secretary is directly responsible to the President Director with a mission to support the creation of a good corporate image consistently and continuously. This is achieved by managing effective communication programs to all stakeholders. In addition, the Corporate Secretary has access to material and relevant information related to the Bank and understands the laws and regulations in the capital market sector, especially those related to information disclosure issues.

The Corporate Secretary function refers to OJK Regulation no. 35/POJK/2014 concerning Corporate Secretary of Issuers or Public Companies which includes:

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.
5. Provide information required by shareholders and stakeholders relating to the condition of the Company
6. Attend Board of Directors Meetings, Board of Commissioners Meetings, joint meetings of the Board of Directors and Board of Commissioners and prepare Meeting Minutes
7. Manage the Shareholder Register and Special Shareholder Register
8. Responsible for holding the GMS. Prepare the necessary materials related to the Board of Directors' routine reports/ activities which will be submitted to external parties. Prepare the necessary materials/materials relating to matters that require a decision from the Board of Directors regarding the management of the Company;
9. Holding meetings within the Board of Directors, both routine and non-routine
10. Carry out activities related to shareholders and stakeholders through analyst meetings, public exposes, conference calls, non-deal roadshows, and meetings with shareholders.

In line with the functions of the Corporate Secretary based on the Financial Services Authority Regulations, related laws and regulations, and best practice, in accordance with the BNI Company Organization Guidelines for the Corporate Secretary Division, the duties and functions of the Corporate Secretary include:



CORPORATE SECRETARY PROFILE

The acting duties of Corporate Secretary had been served by Okki Rushartomo since 19 September 2022 until now.



Okki Rushartomo
Corporate Secretary

Domicile
Jakarta, Indonesia

Nationality
Indonesian citizen

Place, Date of Birth, Age
43 years old, as of December 31, 2023

Position History

Legal Basis for Appointment
Appointed as Corporate Secretary based on Board of Directors' Decree No. KP/367/DIR/R dated September 14, 2022

Period of Service
(September 19, 2022 – Present)

Work experience
1. Assistant Vice President in the Card Business Division at PT Bank Negara Indonesia (Persero) Tbk (2015-2018)
2. Head of Card Business Division at PT Bank Negara Indonesia (Persero) Tbk (2018-2020)
3. Head of Marketing Communications Division at PT Bank Negara Indonesia (Persero) Tbk (2020-2022)

Education
Bachelor's degree in Industrial Engineering from Institut Teknologi Bandung (2002)

Affiliated Relationships
Has no affiliated relationships with members of the Board of Directors, Board of Commissioners, or Majority/Controlling Shareholders

FLOW FOR APPOINTMENT AND/DISMISSAL OF CORPORATE SECRETARY

Submission of proposals for the Appointment and Dismissal of the Corporate Secretary/Head of of Corporate Secretary Division & decided at the Board of Directors Meeting (Executive Talent Committee)

Decision of the Board of Directors Meeting (Executive Talent Committee) is proposed to be decided by the Board of Commissioners

Appointment and Dismissal by Decree of the Board of Directors

Submitting a Report on the Appointment/ Dismissal of the Corporate Secretary to OJK

The appointment of Okki Rushartomo as Corporate Secretary were reported by the Company on September 19, 2022 to OJK, the Indonesia Stock Exchange, and the Ministry of SOEs.

TRAINING AND/OR COMPETENCY IMPROVEMENT OF CORPORATE SECRETARY

The skills development program the Corporate Secretary participated in during 2023 included:

No	Name of Training/Workshop/ Conference/Seminar	Implementation date	Place of execution	Type of Education	Organizer
1	Risk Culture and Peer Review to Prevent Internal Fraud	February 16, 2023	Zoom	Webinar	BNU Division - BNI
2	SOE Communication Week	May 4-6, 2023	Bandung	Workshop	BUMN Public Relations Forum
3	Compliance Forum	August 30, 2023	Zoom	Webinar	BNI
4	Socialization of the 2023 SOE Minister Regulations and the impact on HIMBARA's Articles of Association	September 7-9, 2023	Royal Ambarukmo Hotel Yogyakarta	Workshop	HIMBARA
5	BNI Competence and Awareness with POJK regulations	October 10, 2023	BNI Tower Pejompongan Ballroom	Webinar	BNI

No	Name of Training/Workshop/ Conference/Seminar	Implementation date	Place of execution	Type of Education	Organizer
6	SOE spoke person Masterclass	October 18, 2023	Shangri-La Hotel Jakarta	Workshop	SOE
7	FGD on Similarities in Perceptions of Institutional Licensing, Management and Ownership of Conventional Commercial Banks	October 26-27, 2023	Ritz Carlton Hotel Jakarta	Forum Group Discussion	FSA
8	Corporate Finance	November 12-17, 2023	Evanston, Iiinois, US	Training	Kellog School of Management
9	Productivity Enhancement	December 7–8, 2023	Bandung	Workshop	CSE Division - BNI
10	Corporate Secretary Division	December 9, 2023	Hotel Hermitage Menteng, Jakarta	Workshop	BNI
11	Sosialisasi Program Transformasi Layanan Perizinan di Sektor Jasa Keuangan	December 12, 2023	JW Marriott Hotel, Jakarta	Workshop	FSA

CORPORATE SECRETARY REPORT FOR FISCAL YEAR 2023

In line with the Corporate Secretary Report as regulated in Article 11 of the OJK Regulation No. 35/POJK/2014, which states that::

1. 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;
2. 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 FSA	Program	Realization
1.	Following Capital Market Developments	Regarding the development of the Capital Market, especially Capital Market legislation	• Provide feedback to the Financial Services Authority as the capital market regulator regarding the draft OJK Regulations for 2023 • Attend socialization and discussions on the implementation of Capital Market regulations and systems
2.	Provide input to the Board of Directors and Board of Commissioners to comply with Capital Market regulations	Provide input to the Board of Directors and Board of Commissioners to comply with Capital Market regulations in every decision making or policy determination	• Review and provide suggestions regarding decisions and/or policies of the Board of Directors and Board of Commissioners as well as units under the Board of Directors, based on Capital Market regulations • Socialize changes to Capital Market regulations to the Board of Directors and Board of Commissioners. Reminder Capital Market regulations to the Board of Directors and Board of Commissioners

Corporate Secretary Function Implementation Report

No	Functions According to FSA	Program	Realization
		Assisting the Board of Directors and Board of Commissioners in implementing Corporate Governance, including: guarantee the rights of shareholders, the functions and roles of the Board Commissioners, functions and roles of Board of Directors, stakeholder participation, information disclosure	• Assist the Board of Directors in organizing the GMS by paying attention to Capital Market regulations and best practices. The Annual GMS held on March 15, 2023 and the Extraordinary GMS held on September 19, 2023 were carried out in compliance with applicable regulations, including those related to voting, attended by members of the Board of Directors and Board of Commissioners, publication of the GMS minutes available on the Company's website • Assist the Board of Directors in improving the quality of company communications with Shareholders or Investors • Assist the Board of Directors in developing company communication policies with shareholders or investors • Assist the Board of Directors and Board of Commissioners in improving the competency of members of the Board of Directors and Board of Commissioners through the implementation of training • Assist the Board of Directors in preventing insider trading by preparing Insider Trading Company Guidelines • Assist the Board of Directors and Board of Commissioners in implementing the provision of long-term incentives to the Directors and Employees by coordinating with the Human Capital Strategy Division and the Human Capital Services Division • Improve the implementation of information disclosure, namely apart from the website, the Company uses other media, namely Twitter, Facebook, Instagram, LinkedIn and YouTube.
3.	Assisting the Board of Directors and Board of Commissioners in Implementing Corporate Governance	Submission of reports to Supervisors and Regulators accordingly With applicable provisions	The Company submits periodic and incidental reports to regulators through reporting media as regulated by each regulator
		Organizing and documenting Board of Directors Meetings, Board of Commissioners Meetings and Board of Directors Meetings together with the Board of Commissioners	• Assist the Board of Directors in holding Board of Directors Meetings, Board of Commissioners Meetings, and Board of Directors Meetings with the Board of Commissioners periodically in accordance with applicable regulations. • All minutes of Board of Directors' Meetings, Board of Commissioners' Meetings and Board of Directors' and Board of Commissioners' Meetings have been properly documented, in hardcopy and softcopy form.
		Implementation of orientation programs for Directors and/ or Board of Commissioners of other companies related to GCG implementation	Carrying out an Orientation Program for the Board of Directors and/ or Board of Commissioners with discussions related to: • The Company's vision, mission, organizational structure, business activities, and operational network • Annual Report, Company Work Plan and Budget (RKAP) and Bank Business Plan (RBB), Company Code of Ethics, BNI Work Culture, Board of Commissioners Work Code of Conduct, Corporate Governance Handbook, and Company Articles of Association • Good Corporate Governance (concurrent positions, share ownership and independent commissioner); • Duties, authority and responsibilities of the Board of Commissioners and Directors, delegation of authority and limits on the authority of the Board of Commissioners in carrying out supervisory duties over the company based on applicable laws and regulations • Committees under the Board of Directors and Board of Commissioners which are formed and are directly responsible to the Board of Commissioners, the Secretary of the Board of Commissioners and the Secretariat of the Board of Commissioners which assist the smooth running of the Board of Commissioners' duties • Remuneration and facilities provided to members of the Board of Directors and Board of Commissioners together with the Compliance Division to prepare a Self-Assessment Report on the Implementation of GCG in the Company • GCG Commitment/Integrity Pact of the Board of Directors and Board of Commissioners • GCG socialization • Stock Management • Openness of Share Ownership by the Company's Directors and Board of Commissioners • Remuneration of Directors and Board of Commissioners • Rewards and GCG Assessment from External Parties related to the Corporate Secretary Function

Corporate Secretary Function Implementation Report

No	Functions According to FSA	Program	Realization
4.	Liaison between Issuers and Shareholders of Issuers or Public Companies, Financial Services Authorities, and Other Stakeholders	Carry out a strategy to improve the quality of the Company's communication with all stakeholders	Communicate between the Company and regulators, shareholders or investors, and all stakeholders to provide a clear understanding of the situation and/or other information relating to the Company. In this regard, in 2023 the Corporate Secretary has submitted periodic reports, information disclosure, transparency regarding business conditions or prospects and performance, as well as implementation of Corporate Governance as a commitment of the Company, Shareholders or investors as stated in the company's guidelines. Investor No. 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 exposes and roadshows. This policy includes strategies, programs, and timing of communication implementation, as well as guidelines that support the 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
		Carry out a strategy to improve the quality of the Company's communication with all stakeholders	In 2023, together with the Investor Relations Division, Company have implemented: • Analyst Meeting • Public Expose • Domestic Non Deal Roadshow/Conference • Non Deal Roadshow/Conference Overseas • Investor and Analyst Visit • Teleconferencing • Analyst Gathering

INVESTOR RELATIONS FUNCTION

Investor Relations activities are an integral part of the strategic function in a company and an aspect of corporate public relations activities. Investor Relations has the responsibility to establish and maintain company 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 capital market analysts and investors in order to achieve 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 information disclosure to capital market players.

The following is a summary of Investor Relations activities during 2023 carried out as the main functions of Investor Relations:

Investor Relations Activities	2023
Analyst Meetings	4
Public Exposes	5
Non-Deal Roadshow & Conference Calls	12

Investor Relations Activities	2023
Retail Investor Webinar	3
Meeting with Investors	368
Total	392

COMMITTEES UNDER THE BOARD OF DIRECTORS

The Board of Directors has established committees to it's effectiveness and efficiency, including making strategic decisions regarding the Company's operational activities. The committees under the Board of Directors are as follows:

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

CREDIT COMMITTEE

CREDIT COMITTEE STRUCTURE AND MEMBERSHIP

The Credit Committee is a committee tasked with deciding 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. The Credit Committee (KK) consists of the Head Office Level Credit Committee, Division Level Credit Committee, and Regional Level Credit Committee. 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.

PROFILE AND CERTIFICATION OF CREDIT COMMITTEE MEMBERS

The profile of each committee member can be found in the discussion of the Board of Directors Profile and Senior Executive President (SEVP) Profile. All credit committee members have fulfilled the specified certification.

CREDIT COMMITTEE INDEPENDENCE STATEMENT

The Credit Committee has carried out the duties and responsibilities independently as stated in the Integrity Pact which is signed periodically.

TRAINING AND/OR COMPETENCY IMPROVEMENT OF THE CREDIT COMMITTEE

Information on training and/or improving the competence of the Credit Committee can be found in the discussion on Training and/or Increasing the Competency of Board of Directors, Chapter on Corporate Governance and Competency Development Based on Position Level and Gender Equality in 2023, Chapter on Company Profile, this Annual Report.

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.

CREDIT COMMITTEE CHARTER

In carrying out its duties and responsibilities, the Credit Committee is guided by the Credit Company Guidelines regarding the Authority to Approve Credit.

CREDIT COMMITTEE MEETING FREQUENCY AND ATTENDANCE LEVEL

As of 31 December 2023, 608 Credit Committees have been held, attended by directors, consisting of 257 Credit Committees in the Corporate Segment (inc. International and Institutional Banking), 108 Credit Committees in the Enterprise Banking Segment, 203 Credit Committees in the Commercial Segment and 40 Credit Committees in the Financial Institution Segment.

IMPLEMENTATION OF CREDIT COMMITTEE DUTIES IN 2023

As of December 31 2023, the Credit Committee at the Head Office has held 1,645 credit committees, consisting of 517 committees in the Corporate (inc. International & Institutional Banking) segment, 299 credit committees in the Enterprise Banking segment, 659 credit committees in the Commercial segment, Financial Institution segment of 170 credit committees, and each according to the 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. The composition of the committee membership has also been adjusted based on the applicable Board of Directors Nomenclature.

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 composition is as follows:

No.	Integrated Risk Management Committee (KMRT) Membership Composition	
1	Chairman	Vice President Director
2	Vice Chairman	Risk Management Director
3	Secretary	Head of the Bank's Risk Management Division – BNI (concurrently as a permanent non-voting member)
4	Permanent Members at the Directors and SEVP level (Voting Member	1. Finance Director 2. Corporate & International Banking Director 3. Network & Services Director 4. Consumer Banking Director
	Permanent Members at the Board of Directors level (Non-voting member)	1. Human Capital & Compliance Director 2. Director who supervises Risk Management - Subsidiaries
	Permanent Members at the Division/Unit Level (Non-voting Member)	1. Head of Subsidiaries Management Division 2. Head of Compliance Division 3. Head of Legal Division 4. Head of Internal Audit Unit 5. Head of the Anti Fraud Unit 6. Head of Corporate Planning & Performance Management Division 7. Head of Division/equivalent who supervises the Risk Management function – Subsidiaries
	Non-Permanent Members	Directors and Heads of Division/Unit/Functional Unit related to meeting materials from BNI and Subsidiaries

INTEGRATED RISK MANAGEMENT COMMITTEE MEMBERS PROFILES AND CERTIFICATION

The profile of each committee member can be found in the discussion of the Board of Directors Profile and Senior Executive President (SEVP) Profile. All members of the Integrated Risk Management Committee have fulfilled the specified certification.

INTEGRATED RISK MANAGEMENT COMMITTEE STATEMENT OF INDEPENDENCE

The Integrated Risk Management Committee has carried out the duties and responsibilities independently as stated in the Integrity Pact which is signed periodically.

INTEGRATED RISK MANAGEMENT COMMITTEE TRAINING AND/OR COMPETENCY DEVELOPMENT

Information on training and/or improving the competence of the Integrated Risk Management Committee can be found in the discussion on Training and/or Increasing the Competency of Directors, Chapter on Corporate Governance and Competency Development Based on Position Level and Gender Equality in 2023, Chapter on Company Profile, this Annual Report.

INTEGRATED RISK MANAGEMENT COMMITTEE DUTIES AND RESPONSIBILITIES

The Integrated Risk Management Committee duties and responsibilities include providing 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 CHARTER

In carrying out its duties and responsibilities, the Integrated Risk Management Committee is guided by the Integrated Risk Management Committee Charter, which is continuously refined and updated in accordance with developments/changes in applicable legal regulations. This Integrated Risk Management Committee Charter has been signed by the Board of Directors and stipulated in Decree No. KP/217/DIR/R dated 17 June 2022.

INTEGRATED RISK MANAGEMENT COMMITTEE IMPLEMENTATION OF DUTIES IN 2023

Until 31 December 2023, the Integrated Risk Management Committee has held 2 (two) meetings with the following agenda:

No.	Implementation date	Agenda
1	February 7, 2023	• Integrated Risk Profile Assessment as of December 31, 2022 • Integrated KPMM calculation for December 31, 2022
2	August 2, 2023	• Integrated Risk Profile Assessment as of June 30, 2023 • Integrated KPMM calculation for June 30 2023 • Review of Risk Appetite and Integrated Risk Limits 2023

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 PT Bank Negara Indonesia (Persero) Tbk 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) reorganized based on Decree No. KP/437/DIR/R dated 22 September 2021 concerning the Arrangement of the Asset & Liability Committee (ALCO) which has been updated via CDV memo No. CDV/2/1488/R dated December 15, 2023 concerning Submission of Asset & Liability Committee (ALCO) Membership Update.

ASSET & LIABILITY COMMITTEE (ALCO) STRUCTURE AND MEMBERSHIP

No.	Asset & Liability Committee (ALCO) Membership Composition	
1	Chairman	President Director
2	Vice Chairman	Vice President Director
3	Secretary	Head of Treasury Division (concurrently as permanent Member)
4	Permanent Members at the Directors and SEVP level (Voting Member)	1. Wholesale & International Banking Director 2. Institutional Banking Director 3. Enterprise & Commercial Banking Director 4. Retail Banking Director 5. Digital & Integrated Transaction Banking Director 6. Network & Services Director 7. Risk Management Director 8. Finance Director 9. SEVP Treasury
	Permanent members at the Board of Directors level (Non-voting members)	Human Capital & Compliance Director

No.	Asset & Liability Committee (ALCO) Membership Composition
Non-permanent members at the Board of Directors & SEVP level (Non-voting member)	1. Technology & Operations Director 2. SEVP Corporate Development & Transformation 3. SEVP Corporate Banking 4. SEVP Wealth Management 5. SEVP Credit Risk 6. SEVP Remedial & Recovery 7. SEVP Information Technology 8. SEVP Operations 9. SEVP Retail Digital Solutions
Permanent members at Division/Unit/ Functional Unit level (Non-voting members)	1. Head of the International Banking & Financial Institutions Division 2. Head of Corporate Banking Division 1 3. Head of Corporate Banking Division 2 4. Head of Corporate Banking Division 3 5. Head of Corporate Banking Division 4 6. Head of Syndication & Structured Finance Division 7. Head of Institutional Banking Division 1 8. Head of Institutional Banking Division 2 9. Enterprise Banking Division Leader 10. Head of Commercial Banking Division 1 11. Head of Commercial Banking Division 2 12. Head of Retail Productive Banking Division 13. Business Program Division Leader 14. Head of Wholesale Transaction Product & Partnership Division 15. Head of Wholesale Digital Channel Division 16. Head of Retail Digital Product & Partnership Division 17. Head of Retail Digital Channel Division 18. Head of Consumer Products Division 19. Head of Consumer Segment Division 20. Head of the Wealth Management Division 21. Head of Corporate & Enterprise Credit Risk Division 22. Head of the Commercial Credit Risk Division 23. Head of Retail Credit Risk Division 24. Head of Retail Collection & Recovery Division 25. Head of the Corporate Remedial & Recovery Division 26. Head of the Enterprise & Commercial Remedial & Recovery Division 27. Head of Distribution Network & Sales Division 28. Head of Subsidiaries Management Division 29. Head of the Office of Chief Economist Division 30. Head of the Corporate Planning & Performance Management Division 31. Head of Accounting Division 32. Head of the Policy Governance Division 33. Head of Enterprise Risk Management Division 34. Head of Compliance Division 35. Head of Internal Audit Unit 36. Head of Card Business Division 37. Head of Agen46 Leader
Non-voting members	Division/Unit Heads and Directors of Subsidiary Companies related to the topic of discussion

PROFILE AND CERTIFICATION OF ASSET AND LIABILITY COMMITTEE (ALCO) MEMBERS

The profile of each committee member can be found in the discussion of the Board of Directors Profile and Senior Executive President (SEVP) Profile. All ALCO Committee members have fulfilled the specified certification.

TRAINING AND/OR COMPETENCY IMPROVEMENT OF THE ASSET AND LIABILITY COMMITTEE (ALCO)

Information on training and/or improving the competence of the Asset and Liability Committee (ALCO) can be seen in the discussion on Training and/or improving the Competency of Directors, Chapter on Corporate Governance and Competency Development Based on Position Level and Gender Equality in 2023, Chapter on Company Profile, this Annual Report.

ASSET AND LIABILITY COMMITTEE (ALCO) COMMITTEE CHARTER

In carrying out its duties and responsibilities, the Asset and Liability Committee (ALCO) is guided by the Integrated Risk Management Committee Charter which is continuously refined and updated in accordance with developments/changes in applicable legal regulations. This Asset and Liability Management Committee (ALCO) Charter has been signed by the Board of Directors and stipulated in Decree No. KP/437/DIR/R dated 22 September 2021.

IMPLEMENTATION OF ASSET AND LIABILITY COMMITTEE (ALCO) DUTIES IN 2023

Until the end of 2023, ALCO held 8 (eight) meetings with the following agenda:

No.	Date of Meeting	Proposed Meeting Agenda
1	January 25, 2023	Third Party Fund Growth Strategy, Managed Rate Credit Repricing, and Other Strategies
2	March 13, 2023	Strategy for Fulfilling Q1 and Eid Al-Fitr Liquidity
3	June 05, 2023	Credit Expansion Acceleration Program and Special Rate DPK Limit Review
4	July 17, 2023	Discussion on DPK Expansion & CASA Increase, Review of Credit Expansion Acceleration Program, and Provision of Fixed Rates for Productive Credit
5	September 04, 2023	Review of Special Rate DPK Limit, Review of Money Market Line (MML dhi. KJP), and Review of Productive Credit in USD Currency
6	October 13, 2023	Review of Foreign Currency Credit Expansion, Review of Credit Interest Rate Adjustments, and CASA Funding Program
7	October 23, 2023	Prognosis of DPK and Credit Achievement until the end of 2023, Review of Credit Interest Rate Adjustments, and Review of the CASA Funding Program
8	November 20, 2023	Discussion on DPK and Credit until the end of 2023, Review of Credit Interest Rate Adjustments, and Review of the CASA Funding Program

RISK MANAGEMENT AND ANTI-FRAUD COMMITTEE (KRA)

The Risk Management and Anti-Fraud Committee (KRA) is one of the 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, and carry out credit risk portfolio assessments.

Based on Board of Directors' Decree No. KP/745/DIR/R dated October 26, 2023 concerning the Arrangement of the Risk Management and Anti-Fraud (KRA) Committee, the Risk Management and Anti-Fraud Committee (KRA) was reorganized by forming a Credit Risk Portfolio (CRO) Sub-Committee, adjusting the composition of the Sub's membership Risk Management Committee (RMC), Anti-Fraud Sub-Committee (KAF), and Environmental, Social & Governance (ESG) Sub-Committee, as well as adjusting the working procedures of the Risk Management & Anti-Fraud Committee.

The Risk Management & Anti-Fraud Committee has 4 (four) sub-committees, namely:
1. Risk Management Sub Committee (RMC);
2. Anti Fraud Sub Committee (KAF);
3. Environmental, Social, and Governance (ESG) Sub Committee.
4. Credit Risk Portfolio (CRO) 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

No.	Risk Management & Anti-fraud Committee (KRA) - Risk Management sub Committee Membership structure	
1	Chairman	Vice President Director
2	Vice Chairman	Risk Management Director
3	Secretary	Head of the Enterprise Risk Management Division (concurrently as a permanent member)
4.	Permanent members at the Board of Directors and SEVP level (Voting members)	1. Finance Director 2. Wholesale & International Banking Director 3. Enterprise & Commercial Banking Director 4. Network & Services Director 5. Retail Banking Director 6. Technology & Operations Director 7. Digital & Integrated Transaction Banking Director 8. SEVP Treasury 9. SEVP Operations
	Permanent members at the Board of Directors level (Non-Voting members)	Human Capital and Compliance Director *

No.	Risk Management & Anti-fraud Committee (KRA) - Risk Management sub Committee Membership structure	
5	Permanent members at the Division/Unit/ Functional Units level (Non- voting member)	1. Head of Operational Risk Management Division 2. Head of Treasury Division 3. Head of Corporate & Enterprise Credit Risk Division 4. Head of Commercial Credit Risk Division 5. Head of Retail Credit Risk Division 6. Head of Corporate Development & Transformation Division 7. Head of Compliance Division 8. Head of Corporate Planning & Head of Accounting Division 9. Head of the Office of Chief Economist Division 10. Head of Subsidiary Management Division 11. Head of Internal Audit Unit 12. Head of Legal Division 13. Head of Corporate Secretary Division 14. Head of Policy & Governance Division 15. Head of Credit Operations Division 16. Head of Distribution Network & Sales Division 17. Head of Wholesale Transaction Product & Partnership Division 18. Head of Anti Fraud Unit 19. SORX - Wholesale Banking 20. SORX - Network & Services 21. SORX - Consumer Banking & Corporate Functions 22. SORX - Technology, Digital & Operations
	Non-voting member at the Division/Unit level (Non-voting members	Directors/SEVP/Division Heads/ Unit/Functional Units 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:

1. Formulating Risk Management Policies and Strategies and their amendments;
2. Developing Risk Management framework and contingency plans to anticipate abnormal conditions;
3. Improving the Risk Management process periodically or incidentally as aresult 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;
4. 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;
5. Establishing 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 2023

During 2023, KRA-RMC held 7 (seven) meetings with the following agenda:

No.	Date	Agenda
1	January 17, 2023	Results of Self Assessment of Bank Soundness Level (TKB) and Individual BNI Risk Profile as of December 31, 2022
2	March 29, 2023	Risk Management Overview (RMO) position February 2023
3	April 17, 2023	Individual BNI Risk Profile Self Assessment Results for March 31, 2023
4	June 7, 2023	Risk Management Overview (RMO) position April 2023
5	July 14, 2023	Results of Self Assessment of Bank Health Level (TKB) and Individual BNI Risk Profile Position June 30, 2023
6	September 1, 2023	Risk Management Overview (RMO) position July 2023
7	October 13, 2023	Individual BNI Risk Profile Self Assessment Results for September 30, 2023

RISK MANAGEMENT & ANTI FRAUD COMMITTEE - ANTI FRAUD SUB COMMITTEE (KRA - KAF)

As a form of the Company's commitment to increasing the effectiveness of implementing Anti-Fraud Strategy, BNI established an Anti-Fraud Committee to foster Anti-Fraud culture and awareness at all organizational levels. This commitment is in accordance with POJK No. 39/POJK.03/2019 dated December 19, 2019 on the Implementation of Anti-Fraud Strategies for Commercial Banks.

STRUCTURE AND COMPOSITION OF RISK MANAGEMENT & ANTI-FRAUD COMMITTEE - ANTI-FRAUD SUBCOMMITTEE

Based on Board of Directors' Decision No. KP/745/DIR/R dated October 26, 2023 on Arrangement of Risk Management and Anti-Fraud Committee (KRA), the structure and composition of the Risk Management & Anti-Fraud Committee - Anti-Fraud Sub-Committee are as follows:

No.	Risk Management & Anti Fraud Committee (KRA) - Fraud Sub Committee Membership Structure	
1	Chairman	Vice President Director
2	Deputy Chairman	Risk Management Director
3	Secretary	Anti Fraud Unit Leader (concurrently permanent a non-voting member)
4	Permanent members at the Board of Directors and SEVP level (Voting members)	1. Network & Services Director 2. Retail Banking Director 3. Technology & Operations Director 4. SEVP Retail Digital Solutions 5. SEVP Operations
	Permanent members at the Board of Directors level (Non-voting members)	Human Capital & Compliance Director*
	Permanent members at Division/ Unit level (Non- voting members)	1. Head of Enterprise Risk Management Division 2. Head of Operational Risk Management Division 3. Head of Compliance Division 4. Head of Policy Governance Division 5. Head of Internal Audit Division 6. Head of Human Capital Strategy Division 7. Head of Human Capital Services Division 8. Head of Legal Division 9. Head of Distribution Network & Sales Division 10. Head of CISO Division
	Non-permanent members (Non-voting members)	Director/SEVP/Division/Unit/Functional Unit Leader 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, Anti-fraud sub Committee Duties and Responsibilities

The Anti-Fraud Committee duties and responsibilities include:

1. Identifying, evaluating and determining follow-up actions for fraud incidents originating from activities in all BNI work units;
2. Developing a culture and concern for Anti-Fraud at all levels of the organization;
3. Establishing Anti-Fraud policies and strategies;
4. Monitoring the implementation of Anti-Fraud policies and strategies at BNI and periodically reviewing the impact of policies and strategies implemented

Implementation of the Duties of the Risk Management & Anti-Fraud Committee in 2023

As of December 31, 2023, KRA-KAF has held 2 (two) meetings with the following agenda:

No.	Date	Agenda
1	July 4, 2023	• Internal Fraud Profiling until June 2023. • Highlights of Internal & External Fraud Cases. • Acceleration of Improvement Initiatives. • Update Fraud Detection System. • KUR Monitoring Update.
2	29 Desember 2023*	• Trends in Fraud Occurred • Implementation of the 4 Pillars of Anti-Fraud Strategy

STRUCTURE AND MEMBERSHIP OF THE RISK MANAGEMENT & ANTI-FRAUD COMMITTEE, ENVIRONMENTAL, SOCIAL, & GOVERNANCE (ESG) SUB-COMMITTEE

The structure and membership of the Risk Management & Anti-Fraud Committee, Environmental, Social, & Governance (ESG) Sub-Committee are as follows:

No.	Risk Management & Anti Fraud Committee (KRA) -Environmental, Social, & Governance (ESG) Sub-Committee Structure and Membership	
1	Chairman	Vice President Director
2	Deputy Chairman	Risk Management Director
3	Secretary	Head of Enterprise Risk Management Division (concurrently a non-voting member
4	Permanent members at the Board of Directors and SEVP level (Voting members)	1. Finance Director 2. Wholesale & International Banking Director 3. Institutional Banking Director 4. Enterprise & Commercial Banking Director 5. SEVP Treasury 6. Retail Banking Director 7. Network & Services Director 8. Technology & Operations Director
	Permanent members at the level of the Board of Directors (Non-voting members)	Human Capital & Compliance Director*
	Permanent members at Division/Unit/ Functional Unit level (Non-voting members)	1. Head of Corporate Secretary Division 2. Head of Policy Governance Division 3. Head of Investor Relations Division 4. Head of Corporate Planning & Performance Management 5. Head of International Banking & Financial Institution Division 6. Head of Subsidiaries Management Division 7. Head of Procurement & Fixed Assets Division 8. Head of Treasury Division 9. Head of Compliance Division 10. Head of BNI University Division 11. Head of Human Capital Strategy 12. Head of Human Capital Services 13. Head of Corporate Banking 1 Division 14. Head of Corporate Banking 2 Division 15. Head of Corporate Banking 3 Division 16. Head of Corporate Banking 4 Division 17. Head of Syndication & Structured Finance Division 18. Head of Enterprise Banking Division 19. Head of Commercial Banking 1 Division 20. Head of Commercial Banking 2 Division 21. Head of Operational Risk Management Division 22. Head of Corporate & Enterprise Credit Risk Division 23. Head of Commercial Credit Risk Division 24. Head of Consumer Product Division 25. Head of Retail Productive Banking Division 26. Head of Business Program Division 27. Head of Card Business Division 28. Head of Agen46 Division
	Non-permanent members (Non-voting members)	Directors/SEVP/Division Heads/ Unit/Functional Units 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 include:

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.

Implementation of the Duties of the Risk Management & Anti-Fraud Committee in 2023

Until December 31, 2023, KRA-ESG has held 4 (four) meetings with the following agenda:

No.	Date	Agenda
1	February 28, 2023	Distribution of Green Bond Allocations
2	March 29, 2023	Proposed ESG Framework and NZE Roadmap
3	June 7, 2023	Discussion of BNI's ESG Framework & Roadmap and Green Bond Distribution
4	November 28, 2023	Proposal of BNI Net Zero Emission

RISK MANAGEMENT & ANTI FRAUD COMMITTEE – CREDIT RISK PORTFOLIO (CRO) SUB COMMITTEE

STRUCTURE AND MEMBERSHIP OF THE RISK MANAGEMENT & ANTI-FRAUD COMMITTEE, CREDIT RISK PORTFOLIO (CRO) SUB-COMMITTEE

Based on Board of Directors' Decree No. KP/745/DIR/R dated October 26, 2023 concerning the Arrangement of the Risk Management and Anti-Fraud Committee (KRA), the Structure and Membership of the Risk Management & Anti-Fraud Committee, the Credit Risk Portfolio (CRO) Sub-Committee, are as follows:

No.	Membership Composition of the Risk Management & Anti-Fraud Committee (KRA) - Credit Risk Portfolio Sub-Committee (CRO)	
1	Chairman	Risk Management Director
2	Vice Chairman	Finance Director
3	Secretary	Head of Corporate & Enterprise Credit Risk Division (concurrently permanent non-voting member)
4	Permanent members at the level of Directors and SEVP (Voting member)	• SEVP Credit Risk • SEVP Remedial & Recovery
	Permanent members at Division/Unit/Functional Unit level (Non-voting members)	• Head of Corporate Planning & Performance Management Division • Head of Accounting Division • Head of Enterprise Risk Management Division • Head of Commercial Credit Risk Division • Head of Retail Credit Risk Division • Head of Corporate Remedial & Recovery Division • Head of the Enterprise & Commercial Remedial & Recovery Division • Head of Retail Collection & Recovery Division • Head of Treasury Division • Head of according to the meeting material Division
	Non-permanent members (Non-voting members)	Director/SEVP/Division/Unit/Functional Unit Leader related to the topic of discussion.

DESCRIPTION OF DUTIES AND RESPONSIBILITIES OF THE RISK MANAGEMENT & ANTI-FRAUD COMMITTEE, CREDIT RISK PORTFOLIO (CRO) SUB-COMMITTEE

The duties and responsibilities of the CRO Sub Committee are:

1. Discuss credit risk assessment as a basis for determining the adequacy of reserves.
2. Discuss developments in the condition & quality of the credit portfolio.
3. Determine strategies, mitigation & follow-up on credit risk management that can affect the bank's health level.

Profile and Certification of Risk Management & Anti Fraud (KRA) Committee Members

The profile of each committee member can be found in the discussion of the Board of Directors Profile and Senior Executive President (SEVP) Profile. All credit committee members have fulfilled the specified certification.

Statement of Independence of the Risk Management & Anti-Fraud Committee (KRA)

The Risk & Anti-Fraud Management Committee (KRA) has carried out its duties and responsibilities independently as stated in the Integrity Pact which is signed periodically.

Training and/or Competency Improvement of the Risk Management & Anti-Fraud Committee (KRA)

Information on training and/or improving the competence of the Risk Management & Fraud Queue (KRA) Committee can be found in the discussion on Training and/or Increasing the Competency of the Board of Directors, Chapter on Corporate Governance and Competency Development Based on Position Level and Gender Equality in 2023, Chapter on Company Profile of this Annual Report.

Risk Management & Anti-Fraud Committee Charter

In carrying out its duties and responsibilities, the Risk Management & Anti-Fraud Committee is guided by the Risk Management & Anti-Fraud - Risk Management Sub-Committee (KRA-RMC) which is continuously refined and updated in accordance with developments/changes in applicable legal regulations. The Risk Management & Anti-Fraud Committee Charter - Risk Management Sub-Committee (KRA-RMC) is signed by the Board of Directors and stipulated in Board of Directors' Decree No. KP/745/DIR/R dated October 26, 2023

Implementation of the Duties of the Risk Management & Anti-Fraud Committee, Credit Risk Portfolio Sub-Committee in 2023

As of 31 December 2023, KRA-CRO has held three (3) meetings with the following agenda:

No.	Date	Agenda
1	October 31, 2023	Assessment of Debtor's Expected Credit Loss (ECL) for the October 2023 Period
2	November 24, 2023	1. Assessment of the Debtor's Expected Credit Loss (ECL) for the November 2023 period 2. ECL Remodeling for Corporate, Commercial, Small/Retail, Consumer Segments (Remodeling PSAK71)
3	December 27, 2023	Assessment of the Debtor's Expected Credit Loss (ECL) for the December 2023 period

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).

The membership composition of the Product Sub-Committee (PRC) and Bundling Strategy Sub-Committee (BDS) has been adjusted based on the applicable Board of Directors Sector Nomenclature.

PRODUCT SUB COMMITTEE

Product Sub-Committee (PRC) is a forum for managing policies and monitoring products/activities at BNI to ensure its success in creating maximum profits. Based on CDV Memo No. REN/2/1868 dated 03 November 2022 on Submission of Board of Directors' Decision Regarding the Arrangement of Business Committee (KBI), the composition of Business Committee (KBI) Product Sub-Committee (PRC) is as follows:

BUSINESS COMMITTEE – PRODUCT SUB COMMITTEE (KBI-PRC)

The structure and membership of the Business Committee – Product Sub Committee (KBI-PRC) are as follows:

No.	Business Committee – Product Sub Committee (KBI-PRC) Membership Composition	
1	Chairman	President Director
2	Deputy Chairman	Finance Director
3	Secretary	Head of Corporate Planning & Performance Management (concurrently as Permanent Member)
4	Permanent Members at the Directors and SEVP level (Voting member)	Human Capital & Compliance Director*
	Permanent Member at Division/Unit/ Functional Units level (Non- voting member)	1. Head of Policy Governance Division 2. Head of Distribution Network & Sales Division 3. Head of Enterprise Risk Management Division 4. Head of Anti-Fraud Unit 5. Head of IT Strategy & Architecture Division 6. Head of Banking Operations Division 7. Head of Compliance Division 8. Head of Legal Division
	Non-Permanent Members	Sector Director/SEVP/Division/Unit/Functional Unit Leader related to the topic of discussion

Note:
*)Specifically, the Human Capital & Compliance Director has special duties and responsibilities as regulated in the committee's work guidelines

Product Sub Committee Duties And Responsibilities

The Product Sub Committee duties and responsibilities include:

1. Establishing an overall strategy and business development through BNI products/activities;
2. 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;
3. Monitoring products/activities implemented at BNI and making decisions on the sustainability of products/activities based on the Supporting Staff Group/product owner recommendation;
4. 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 2023

During 2023, the Product Sub Committee held 4 (four) meetings with the following agenda:

No.	Date	Agenda
1	March 30, 2023	Product Progress and Proposed New Product Implementation Plan (RPPB) on March 2023
2	June 20, 2023	Product Progress and Proposed New Product Implementation Plan (RPPB) on June 2023
3	September 27, 2023	Product Progress and Proposed New Product Implementation Plan (RPPB) on September 2023
4	November 10, 2023	Product Progress and Proposed New Product Implementation Plan (RPPB) for the 2024 period

BUNDLING STRATEGY (BDS) SUB COMMITTEE COMPOSITION AND MEMBERSHIP

The structure and membership of the Business Committee – Bundling Strategy Subcommittee (KBI – BDS) is as follows:

No.	Bundling Strategy Sub Committee Composition and Membership	
1	Chairman	Director of Wholesale & International Banking/Director of Institutional Banking**
2	Secretary	Head of Syndication & Structured Finance Division
3	Permanent Members at the level of Directors and SEVP (Voting members)	1. Finance Director 2. SEVP Treasury
	Permanent Member at Board of Directors level (Non-voting member)	Human Capital & Compliance Director*
	Permanent Member at Division/Unit level (Non-voting member)	1. Head of Corporate Banking Division 1/2/3/4** 2. Head of Institutional Banking Division 1/2** 3. Head of Treasury Division 4. Head of Corporate & Enterprise Credit Risk Division
	Non-Permanent Member*	Director/SEVP/Leader of Division/Unit/Functional Unit/Regional Office/Branch/Central/ Subsidiary related to the topic of discussion

Note:
*)Specifically the Director of Human Capital & Compliance has special duties and responsibilities regulated in the Committee's Work Guidelines
**) According 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:

1. Establishing a pricing optimization strategy for selected customers/debtors;
2. Deciding on product package deals for selected customer/debtor businesses according to the applicable authorities;
3. Discussing and resolving strategic business issues including alliances between work units and alliances with Regions/ Centra/Branch and Subsidiaries.

Implementation of Duties and Frequency of Meetings of the 2023 Bundling Strategy Sub-Committee

Throughout 2023, the Bundling Strategy Sub-Committee has held 2 (two) meetings with the following agenda:

No.	Date	Agenda
1	July 12, 2023	Proposal of Tancorp Group Package Deal
2	October 11, 2023	Proposal of MMSGI Package Deal

BUSINESS COMMITTEE STATEMENT OF INDEPENDENCE

The Business Committee has carried out its duties and responsibilities independently as stated in the Integrity Pact which is signed periodically.

BUSINESS COMMITTEE TRAINING AND/OR COMPETENCY DEVELOPMENT

Information on training and/or improving the competence of the Business Committee can be seen in the discussion on Training and/or improving the Competency of Board of Directors, Chapter on Corporate Governance and Competency Development Based on Position Level and Gender Equality in 2023, Chapter on Company Profile of this Annual Report.

BUSINESS COMMITTEE CHARTER

In carrying out its duties and responsibilities, the Business Committee is guided by the Business Committee Charter, which is continuously refined and updated in accordance with developments/changes in applicable legal regulations. This Business Committee Charter has been signed by the Board of Directors and stipulated in Board of Directors' Decree Number KP/439/DIR/R dated October 27, 2022 and KP/440/DIR/R dated October 27, 2022.

PERFORMANCE MANAGEMENT COMMITTEE (PMC)

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 alignment, facilitate processes and performance assessments, in accordance with Directors' Decree No. KP/353/DIR/R dated June 21, 2017 regarding Structuring (PMC) and changes to the composition of the PMC cfm membership. CDV Memo No. CDV/2/1515/R dated 20 December 2023 regarding Membership.

PERFORMANCE MANAGEMENT COMMITTEE STRUCTURE AND MEMBERSHIP (PMC)

No.		Performance Management Committee Structure and Membership
1	Chairman	President Director
2	Deputy Chairman	Vice President Director
3	Secretary	Head of Corporate Planning & Performance Management Division (concurrently Permanent Member)
4	Permanent Member at the Board of Directors & SEVP level (Voting members)	All members of the Board of Directors & SEVP
5	Permanent Member at the Board of Directors level (Non-voting member)	Human Capital & Compliance Director
6	Permanent Member at the Division/Unit/Unit Functional level (Non-voting members)	1. Head of Corporate Planning & Performance Management Division 2. Head of Distribution Network & Sales Division 3. Head of Human Capital Strategy Division 4. Head of Treasury Division 5. Head of Data Management & Analytics Division 6. Head of Internal Audit Unit
7	Non-Permanent Members (Nonvoting members)	Head of Division/Unit/Functional Unit related to the topic of discussion

PROFILE AND CERTIFICATION OF PERFORMANCE MANAGEMENT COMMITTEE MEMBERS

The profile of each committee member can be found in the discussion of the Board of Directors Profile and Senior Executive President (SEVP) Profile. All members of the Performance Management Committee have fulfilled the specified certification.

STATEMENT OF INDEPENDENCE OF PERFORMANCE MANAGEMENT COMMITTEE

The Performance Management Committee has carried out its duties and responsibilities independently as stated in the Integrity Pact which is signed periodically.

TRAINING AND/OR COMPETENCY IMPROVEMENT OF PERFORMANCE MANAGEMENT COMMITTEE

Information on training and/or improving the competence of the Performance Management Committee can be found in the discussion on Training and/or improving the Competency of Board of Directors, Chapter on Corporate Governance and Competency Development Based on Position Level and Gender Equality in 2023, Chapter on Company Profile of this Annual Report.

DESCRIPTION OF DUTIES AND RESPONSIBILITIES OF PERFORMANCE MANAGEMENT COMMITTEE

The Performance Management Committee's job description is as follows:

1. Strategic Planning;
   a. Review and ensure alignment between RBB, Corporate Plan and budget, and suggest adjustments if necessary;
   b. Review and approve the company strategy and recommend changes to the Corporate Plan/Bank Business Plan;
   c. Review the performance review process which is carried out periodically.
2. Target Setting
   a. Approve and determine the annual schedule and be responsible for planning and budgeting;
   b. Supervise and monitor the progress of planning and budgeting activities;
   c. Review and approve suggested targets and/or budget adjustments (forecasting);
   d. Decide on a CAPEX proposal based on certain criteria (business cases).
3. Performance Assessment
   a. Review, provide insight and approve KPIs at Sectoral and Divisional/Unit/Functional Unit levels;
   b. Review and provide recommendations for BNI BOD KPIs;
   c. Provide recommendations to Sectors and Divisions/ Units/Functional Units regarding the determination and cascading (decrease) of KPIs and targets;
   d. Review the process of implementing performance management on an ongoing basis;
   e. Provide recommendations for policy amendment initiatives to improve the effectiveness of performance management;
   f. Review and determine on the PMS scores for the Q4 period (while for the PMS scores for the Q1, Q2 and Q3 periods the PMS scores are reviewed and determined by the Director who supervises the PMS function).
   g. Acting as an arbitration institution for issues related to performance measurement .

PERFORMANCE MANAGEMENT COMMITTEE CHARTER

In carrying out its duties and responsibilities, the Performance Management Committee is guided by the Performance Management Committee Charter which is continuously refined and updated in accordance with developments/changes in applicable legal regulations. This Performance Management Committee Charter has been signed by the Board of Directors and stipulated in Board of Directors' Decree No. KP/353/DIR/R dated 21 June 2017.

IMPLEMENTATION OF PERFORMANCE MANAGEMENT COMMITTEE DUTIES AND MEETING FREQUENCY

During 2023, the Performance Management Committee held 2 (two) Performance Management Committee meeting, with the following agenda:

No.	Date of Meeting	Meeting Agenda
1	February 15, 2023	Finalization of PMS Quarter 4 2023
2	June 19, 2023	Governance KPI Unit and Individual 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 PT. Bank Negara Indonesia (Persero) Tbk 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 formed based on Board of Directors' Decree No. KP/364/DIR/R dated August 13, 2021 concerning the Arrangement of the Technology Management Committee (KMT), and was updated through CDV memo No. CDV/2/714/R dated June 12, 2023 concerning Submission of the Updated Attachment to the Technology Management Committee (KMT) Decision Letter (SK) which has been updated through CDV memo No. CDV/2/1420/R dated December 5, 2023 concerning Submission of Membership Updates to the Technology Management Committee (KMT).

TECHNOLOGY MANAGEMENT COMMITTEE STRUCTURE AND MEMBERSHIP

No	Technology Management Committee Structure and Membership	
1	Chairman	President Director
2	Deputy Chairman	Technology & Operations Director
3	Secretary	Head of IT Strategy & Architecture Division (concurrently a Non-voting Permanent Member)
4	Permanent members at Director & SEVP level (Voting members)	1. Vice President Director 2. Wholesale & International Banking Director 3. Enterprise & Commercial Banking Director 4. Risk Management Director 5. Finance Director 6. Network & Services Director 7. Institutional Banking Director 8. Retail Banking Director 9. Digital & Integrated Transaction Banking Director 10. SEVP Corporate Development & Transformation 11. SEVP Treasury 12. SEVP Remedial & Recovery 13. SEVP Operations 14. SEVP Retail Digital Solutions
5	Director level permanent member (Non-voting member)	Human Capital & Compliance Director*
6	Permanent members at the of Division/Unit/ Functional Units Head level (Non voting member)	1. Head of IT Strategy & Architecture Division 2. Head of Application Development Division 3. Head of Wholesale Digital Delivery Division 4. Head of Retail Digital Delivery Division 5. Head of IT Application Services Division 6. Head of IT Infrastructure Management Division 7. CISO Division Leader 8. Head of Data Management & Analytics Division 9. Head of Retail Digital Channel Division 10. Wholesale Digital Channel Division Leader 11. Head of Corporate Development & Transformation Division 12. Head of Enterprise Risk Management Division 13. Head of Compliance Division 14. Human Capital Business Partner 15. Head of Corporate Planning & Performance Management Division 16. Head of Procurement & Fixed Assets Division 17. Head of Internal Audit Unit 18. Senior Operational Risk Executive Technology, Digital * Operations
7	Non-permanent members at the division/unit/ Functional Units level (non-voting member)	Heads of division /units and directors of subsidiary companies related to the topic discussed

Information:
*)Specifically, the Human Capital & Compliance Director has special duties and responsibilities as regulated in the committee's work guidelines.

PROFILE AND CERTIFICATION OF TECHNOLOGY MANAGEMENT COMMITTEE MEMBERS

The profile of each committee member can be found in the discussion of the Board of Directors Profile and Senior Executive President (SEVP) Profile. All members of the Technology Management Committee have fulfilled the specified certification.

COMMITMENT TO INDEPENDENCE OF TECHNOLOGY MANAGEMENT COMMITTEE

The Technology Management Committee has carried out its duties and responsibilities independently as stated in the Integrity Pact which is signed periodically.

TRAINING AND/OR COMPETENCY IMPROVEMENT OF TECHNOLOGY MANAGEMENT COMMITTEE

Information on training and/or increasing the competence of the Technology Management Committee (KMT) can be found in the discussion on Training and/or Increasing the Competency of Directors, Chapter on Corporate Governance and Competency Development Based on Position Level and Gender Equality in 2023, Chapter on Company Profile on this Annual Report.

DESCRIPTION OF DUTIES AND RESPONSIBILITIES OF TECHNOLOGY MANAGEMENT COMMITTEE

The duties and responsibilities of Technology Management Committee consist of several fields, namely:

1. Field of IT Strategy and Policy Formulation
   a. Provide recommendations regarding the formulation of key IT policies, standards and procedures, especially related to aspects of IT system development and procurement, IT operational activities and communications networks, information security, end user computing, e-banking activities, use of IT service providers, and management implementation risks of using BNI IT;
   b. Provide recommendations regarding the Information Technology Strategic Plan (RSTI)/Information Technology Strategic Plan and Information Technology Development Plan (RPTI) which are in line with BNI's business strategic plan, taking into account factors of efficiency, effectiveness and implementation plan (roadmap), resources (resources) needed, as well as the costs and benefits that will be obtained when the plan is established;
   c. Conduct evaluations and recommendations on the suitability of approved projects with the Information Technology Strategic Plan (RSTI) and Information Technology Development Plan (RPTI);
   d. Provide approval for IT and information security budget recommendations;
   e. Establish an IT strategic plan;
   f. Establish policies, standards and procedures related to the implementation and use of IT.
2. IT Project Portfolio Management Field
   a. Evaluating the IT project portfolio, including proposed projects, projects that have been approved in principle, projects that are in progress and projects that have been completed;
   b. Determine the priority status of critical IT projects that have a significant impact on BNI's operational activities;
   c. Make decisions on continuing, de-prioritizing or terminating a project;
   d. Conduct evaluations and recommendations regarding the adequacy and allocation of existing resources;
   e. Monitoring project implementation, ensuring timelines and resource requirements are met;
   f. Conduct evaluations and recommendations on problematic or risky projects;
   g. Reviewing financial aspects of ongoing IT projects (total project cost, project profit & loss, budget realization).
3. IT Risk Management Sector
   a. Provide recommendations regarding steps to minimize risks regarding BNI investments in the IT sector so that these investments can contribute to achieving BNI's business goals;
   b. Carrying out evaluations and recommendations on efforts to resolve various IT-related problems that cannot be resolved by IT user & operator units;
   c. Identify key issues, mitigation plans and next steps/ actions needed.
4. Field of IT Performance Measurement and Evaluation
   a. Conduct evaluations and recommendations regarding the suitability of IT with the needs of Management Information Systems that support the management of BNI's business activities;
   b. Conduct evaluations and recommendations regarding the suitability between the implementation of IT projects and the agreed project plan (project charter);
   c. Monitoring IT performance and improvement efforts.

TECHNOLOGY MANAGEMENT COMMITTEE CHARTER

In carrying out its duties and responsibilities, the Technology Management Committee is guided by the Technology Management Committee Charter which is continuously refined and updated in accordance with developments/ changes in applicable legal regulations. This Technology Management Committee Charter has been signed by the Board of Directors and stipulated in Board of Directors' Decree No. KP/364/DIR/R dated 13 August 2021.

TECHNOLOGY MANAGEMENT COMMITTEE DUTIES AND MEETING FREQUENCY

Up until December 31, 2023, the Technology Management Committee held 5 (five) meetings with the following agenda:

No	Date	Agenda
1	April 5, 2023	**Discussion and Approval of the Information Technology Strategic Plan** Approval of the IT strategic plan for the period 2023-2025. This plan includes IT strategic direction and targets that are aligned with business strategic direction, including timeline, investment and strategic steps over the next 3 years.
2	May 29, 2023	**Update the latest conditions related to cybersecurity** May 29, 2023, Information regarding the status of cyber security in Bandung, including the latest risk identification, preventive actions and response steps outlined in the cyber security program. Focus on improving data and system security.
3	July 24, 2023	**Delivery of SDLC process flow & BNI strategic project progress updates** The proposed new Software Development Life Cycle (SDLC) process flow is explained, outlining RACI's role from both the board of directors, business units and support units. Apart from that, updates were also provided regarding the progress of strategic projects. This allows the committee to understand the SDLC process and be aware of ongoing strategic project developments.
4	September 25, 2023	**IT Competency Model Initiation Report** It was conveyed that there was a need for development within the IT Work Unit organization, including skills repository, performance management, community and career paths for each BNI IT Work Unit employee. This initiation was carried out through collaboration between the IT Work Unit and units that manage Human Resources & HR Competency Development.
5	November 20, 2023	**2023 Project Progress Update, 2023 CAPEX Utilization and 2024 CAPEX Requirements** Presented progress on IT projects in 2023, status of CAPEX Automation absorption for October 2023, explanation regarding adjustments to the IT Planning Session 2024 flow, and summary of calculations of IT CAPEX requirements in 2024.

CREDIT POLICY COMMITTEE

The Credit Policy Committee is a permanent committee at BNI with the authority and function in providing recommendations to the Board of Directors regarding the formulation of Credit Policy which includes two sub-committees, namely the Credit Policy Sub-Committee (KKP) and the Credit Procedures Sub-Committee (KPP).

Based on Board of Directors' Decree No. KP/333/DIR/R dated 21 August 2019 regarding the Restructuring of the Credit & Business Policy Committee (KRB), the Credit & Business Policy Committee (KRB) was reorganized by adjusting the membership of the Sub Committee. Credit Policy (KKP) and Credit Procedures Sub-Committee (KPP) are in line with changes in BNI's nomenclature and organization, as well as adjusting the working procedures of the Credit Policy Committee (KRB).

The Credit Policy Committee is chaired by the President Director. In the Bank's structure, the position of the Credit Policy Committee is under the Board of Directors.

CREDIT POLICY COMMITTEE MEMBERSHIP COMPOSITION

Credit Policy Sub Committee (KKP) Structure and Membership

No	Credit Policy Sub Committee (KKP) Membership Composition	
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	1. Wholesale & International Banking Director 2. Institutional Banking Director 3. Retail Banking Director 4. Enterprise & Commercial Banking Director 5. Network & Services Director 6. Risk Management Director 7. Technology & Operations Director 8. SEVP Remedial & Recovery
	Permanent Members at the Directors and SEVP level (Non-voting member)	Human Capital & Compliance Director
	Permanent Members at Division/Unit/Functional Unit Level	1. Head of Enterprise Risk Management Division 2. Head of Compliance Division 3. Head of Internal Audit
	Non-Permanent Members	Director Sector/SEVP/Divisional/Unit/ Functional Units Head related to the meeting material

Note:
*) Specifically, the Director of Human Capital & Compliance has special duties and responsibilities as regulated in the Committee's Work Guidelines.

Credit Procedures Sub-Committee (KKP) Structure and Membership

No	Credit Policy Sub-Committee (KKP) Membership Composition	
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 (voting member)	• Wholesale & International Banking Director • Institutional Banking Director • Enterprise & Commercial Banking Director • Retail Banking Director • Network & Services 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
	Non-Permanent Members at Division/Unit/ Functional Unit level (voting member)	• Head of Enterprise Risk Management Division • Head of Compliance Division • Head of Internal Audit • Head of Syndication & Structured Finance Division • Head of Corporate Banking 1 Division • Head of Corporate Banking 2 Division • Head of Corporate Banking 3 Division • Head of Corporate Banking 4 Division • Head of Institutional Banking 1 Division • Head of Institutional Banking 2 Division • Head of Business Program Division • Head of Retail Productive Banking Division • Head of Enterprise Banking Division • Head of Commercial Banking 1 Division • Head of Commercial Banking 1 Division • Head of International Banking & Financial Institutions Division • Head ofTreasury Division • Head of Consumer Product Division • Head of Credit Operations Division • Head of Corporate & Enterprise Credit Risk Division • Head of Commercial Credit Risk Division • Head of Retail Credit Risk Division • Head of Retail Collection & Recovery Division • Head of Corporate & Enterprise Remedial & Recovery Division • Head of the Enterprise & Commercial Remedial & Recovery Division • Head of Division/Unit/Functional Unit related to the topic of discussion
	Non-Permanent Members	Director/SEVP/Head of Division/Unit/Unit related to the meeting material

Note:
*) Specifically, the Director of Human Capital & Compliance has special duties and responsibilities as regulated in the Committee's Work Guidelines.

CREDIT AND BUSINESS POLICY COMMITTEE MEMBERS PROFILES AND CERTIFICATION

The profile of each committee member can be found in the discussion of the Board of Directors Profile and Senior Executive President (SEVP) Profile. All members of the Credit and Business Policy Committee have fulfilled the specified certification.

CREDIT AND BUSINESS POLICY COMMITTEE STATEMENT OF INDEPENDENCE

The Credit and Business Policy Committee has carried out its duties and responsibilities independently as stated in the Integrity Pact which is signed periodically.

CREDIT AND BUSINESS POLICY COMMITTEE TRAINING AND/OR COMPETENCY DEVELOPMENT

Information on training and/or improving the competence of the Credit and Business Policy Committee can be found in the discussion on Training and/or improving the Competency of Board of Directors, Chapter on Corporate Governance and Competency Development Based on Position Level and Gender Equality in 2023, Chapter on Company Profile of this Annual Report.

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. Establish the Bank Credit Policy (KPB), especially those related to the formulation of prudential principles in credit for further approval from the Board of Commissioners;
2. Supervise that the Bank Credit Policy can be implemented and implemented consistently and consistently and carry out reviews if there are obstacles/ obstacles in implementing the Bank Credit Policy;
3. Conduct regular reviews once every 3 (three) years of the Bank's Credit Policy and, if necessary, determine changes/improvements to the Bank's Credit Policy;
4. 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.
5. 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.
6. 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. The Governance Policy Division as secretary submits periodic reports/reports on the decisions of the Credit Policy Sub-Committee (KKP) to all Directors, Commissioners & SEVP;
5. The Policy Governance Division as secretary submits periodic reports/reports on the decisions of the Editing Procedures Sub-Committee (KPP) to all Directors & SEVP.

CREDIT PROCEDURES COMMITTEE CHARTER

In carrying out its duties and responsibilities, the Credit Policy Committee is guided by the Credit Policy Committee Charter, which is continuously refined and updated in accordance with developments/changes in applicable legal regulations. This Credit Policy Committee Charter has been signed by the Board of Directors and stipulated in Board of Directors' Decree No. KP/440/DIR/R dated October 27, 2022.

IMPLEMENTATION OF CREDIT & BUSINESS POLICY COMMITTEE DUTIES AND MEETINGS FREQUENCY IN 2023

During 2023, the Credit Policy and Procedure Committee held 9 (nine) meetings with the following agenda:

No	Date	Agenda
1	February 3, 2023	Proposed Review of the provisions for the appointment of Independent Appraisers or Public Appraisal Services Office (KJPP) Proposed Review of Authority to Decide Non -Restructuring Credit Reviews for Small Segments and Commercial Segments
2	February 20, 2023	Adjustment of the SEVP Remedial & Recovery Function (SRR) as a member of the Credit Committee Risk Function Corporate Segment (Incl Large Commercial) and Commercial Segment
3	March 21, 2023	Determination and authority to decide the target market for the Large Commercial, Commercial and Small Segments
4	April 4, 2023	Regional Business Committee
5	April 17, 2023	Proposed Review of Investment Credit Patterns of Plasma Core Partnership
6	May 31, 2023	Proposed Environment, Social & Governance-Based Financing in the Framework of Implementing Sustainable Finance (ESG -Based Financing) Proposed FastTrex and BWU FastTrex
7	July 11, 2023	Proposed Review of Credit Purchase Provisions for Procurement and/or Land Management
8	August 21, 2023	Proposed Review Provisions for Providing Commercial Line
9	August 29, 2023	Provisions on Cash Collateral Credit Facility Export Results (CCC DHE)

HUMAN CAPITAL COMMITTEE (SDM)

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 Region 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 regarding changes to the Human Capital Committee (dhi. HR Committee) as well as adjustments in line with changes in BNI nomenclature and organization.

HUMAN CAPITAL COMMITTEE (SDM) STRUCTURE AND MEMBERSHIP

No.	Composition of Human Capital (HR) Committee Membership	
1.	Chairman	President Director
2.	Permanent Members	1. Director who supervise the Human Capital Strategy Division (Concurrently Alternate Chairman)* 2. Director who supervise the Compliance Division
3.	Non-Permanent Members	Sector Directors and/or Officers supervising the Division/Unit/ Functional Units (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 profile of each committee member can be found in the discussion of the Board of Directors Profile and Senior Executive President (SEVP) Profile. All members of the Human Capital Committee have fulfilled the specified certification.

DUTIES AND RESPONSIBILITIES OF THE HUMAN CAPITAL COMMITTEE

The duties and responsibilities of the Human Capital (HR) Committee 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.

STATEMENT OF INDEPENDENCE OF THE HUMAN CAPITAL COMMITTEE

The Human Capital Committee has carried out its duties and responsibilities independently as stated in the Integrity Pact which is signed periodically.

TRAINING AND/OR COMPETENCY IMPROVEMENT OF THE HUMAN CAPITAL COMMITTEE

Information on training and/or improving the competence of the Human Capital Committee can be found in the discussion on Training and/or improving the Competency of Board of Directors, Chapter on Corporate Governance and Competency Development Based on Position Level and Gender Equality in 2023, Chapter on Company Profile of this Annual Report.

TEAMS UNDER THE HUMAN CAPITAL COMMITTEE

Teams for the Assessment and Formulation of Human Capital Management System Policy

No.	Teams Under the Human Capital Committee (HC) Structure and Membership	
1	Chairman	Head of Human Capital Strategy (HCS) Division
2	Permanent Members	1. Head of Corporate Development & Transformation (CDV) Division (Concurrently Substitute Chairman) 2. Head of Compliance (CMP) Division
3	Non Permanent Member	Division/Unit/ Functional Units Head related to the meeting material
4	Secretary	Department Head of Human Capital Strategy (HCS) 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:
   - Employee planning;
   - Recruitment and selection;
   - Competency training and development;
   - Employee Performance Assessment;
   - Career paths and succession;
   - Remuneration;
   - Industrial relations;
   - Corporate culture.
2. Managing the proposed delegation of authority in human capital management.

ADVISORY TEAM FOR MANAGEMENT REALIGNMENT

No.	Advisory team for Management Realignment Structure and Membership	
1.	Chairman	Human Capital Strategy (HCS) Division Head
2.	Permanent Members	1. Division/Unit/ Functional Units Heads who supervises related units (Concurrently Substitute Chairman Head) 2. Division/Unit/ Functional Units Heads related to the meeting material
3.	Secretary	Department Head of the Human Capital Strategy (HCS) Division related to the discussion agenda (Not Concurrent Member)

The Advisory Team For Management Realignment has duties and rsponsibilities including managing planning and candidate search activities based on predetermined conditions, and recommending the relevant candidates to be transferred/promoted as leadership staff.

Advisory Team For Administrative Sanctions

Head Office

No.	Advisory Team For Administrative Sanctions Structure and Membership - Head Office	
1.	Chairman	Head of Human Capital Services (HCE) Division (Concurrently Member)
2.	Permanent Member	1. Head of Compliance Division (CMP) 2. Head of Legal Division (HUK) 3. Head of Division/Unit/ Functional Units related to events/cases or their representatives
3.	Secretary	Head of Internal Audit Unit (IAD) (Not Concurrently Member)

Regional Offices

No.	Advisory Team For Administrative Sanctions Structure and Membership - Regional Offices	
1.	Chairman	CEO Region
2.	Permanent Member	1. Area Head Leader who supervises the incidents/cases unit 2. One Head Regional Leader appointed by the Regional Head (CEO Region) 3. Head of Division/Unit/Functional Units related to events/cases or their representatives
3.	Secretary	Regional Operational Risk Internal Control (ORIC)

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.

HUMAN CAPITAL COMMITTEE CHARTER

In carrying out its duties and responsibilities, the Human Capital Committee is guided by the Human Capital Committee Charter, which is continuously refined and updated in accordance with developments/changes in applicable legal regulations. This Human Capital Committee Charter has been signed by the Board of Directors and stipulated in Board of Directors' Decree No. KP/235/DIR/R dated July 18, 2011.

IMPLEMENTATION OF THE OF THE HUMAN CAPITAL COMMITTEE DUTIES IN 2023

Until December 31, 2023, the Team for Consideration of Transfer of Leadership Staff (TPMP) has scheduled regular meetings at least 2 (two) times a week to discuss transfers of Branch and Central Leadership staff. Meanwhile, decisions on transfers to the positions of Division Head and Regional Head have been made through 13 Board of Directors meetings. The Administrative Sanctions Consideration Team has held 15 discussion meetings as a form of implementing risk culture and enforcing employee discipline effectively.

SUBSIDIARIES COMMITTEE (KPA)

The Subsidiaries Committee 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 highly competitive and can grow sustainably, in accordance with Board of Directors' Decree No. KP/067/DIR/R dated March 7 2022 regarding the Arrangement of the Subsidiary Company Committee (KPA) and changes to the composition of the KPA cfm membership. CDV Memo No. CDV/2/1516/R dated 20 December 2023 concerning the Subsidiary Company Committee (KPA).

SUBSIDIARIES COMMITTEE STRUCTURE AND MEMBERSHIP

No.	Subsidiaries Committee Structure and Membership	
1	Chairman	President Director
2	Deputy Chairman	Vice President Director
3	Secretary	Head of Subsidiaries Management Division
4	Permanent Members at the Board of Directors and SEVP level (voting member)	1. Finance Director 2. Risk Management Director 3. Director of Subsidiary Development regarding the material to be discussed 4. SEVP Corporate Development & Transformation
	Permanent Members at the Board of Directors and SEVP level (Non-voting member)	Human Capital & Compliance Director
	Non-Permanent Members at Director level 7 SEVP (Voting members)	Directors and SEVP related to the material that attended as an invitation

Note :
*) Specifically the Human Capital & Compliance Director has specific duties and responsibilities that are regulated in the committee's work guidelines.

SUBSIDIARIES COMMITTEE MEMBERS PROFILES AND CERTIFICATION

The profile of each committee member can be found in the discussion of the Board of Directors Profile and Senior Executive President (SEVP) Profile. All members of the Subsidiary Committee have fulfilled the specified certification.

SUBSIDIARIES COMMITTEE STATEMENT OF INDEPENDENCE

The Subsidiary Company Committee has carried out its duties and responsibilities independently as stated in the Integrity Pact which is signed periodically.

SUBSIDIARIES COMMITTEE TRAINING AND/ OR COMPETENCY DEVELOPMENT

Information on training and/or improving the competence of Subsidiary Committees can be seen in the discussion on Training and/or improving the Competency of Board of Directors, Chapter on Corporate Governance and Competency Development Based on Position Level and Gender Equality in 2023, Chapter on Company Profile of this Annual Report.

SUBSIDIARIES 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 Subsidiaries GMS implementation and agenda;
9. Establishing the power of attorney to represent the company as a shareholder in the Subsidiary Company.

SUBSIDIARIES COMMITTEE CHARTER

In carrying out its duties and responsibilities, the Subsidiaries Committee is guided by the Subsidiaries Committee Charter, which is continuously refined and updated in accordance with developments/changes in applicable legal regulations. This Subsidiary Committee Charter has been signed by the Board of Directors and stipulated in Board of Directors' Decree No. KP/067/DIR/R dated March 7, 2022.

IMPLEMENTATION OF DUTIES AND FREQUENCY OF SUBSIDIARIES COMMITTEE MEETINGS

During 2023, the Subsidiary Company Management Committee held meetings with the following agenda:

No	Date	Agenda
1	March 27, 2023	Plans for Additional Capital in BNI Multifinance
2	May 30, 2023	Approval of the Subsidiaries AGMS Agenda for the 2022 Fiscal Year
3	July 31, 2023	Update, Approval and Consultation on BNI Ventures Strategic Steps (including approval of changes to the BNI Ventures Investment Committee)
4	September 4, 2023	Consultation on BNI Ventures Participation in Merah Putih Fund (MPF)
5	November 22, 2023	Consultation on Subsidiaries Business Plan 2024
6	November 22, 2023	Capital Injection in BNI Multifinance Phase 2

INTERNAL AUDIT UNIT

Based on the Financial Services Authority (SEOJK) Circular Letter Number 35/SEOJK.03/2017 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).

The Internal Audit Unit (IAD) as the third line in the Three Lines Model, plays a role in monitoring activities and encouraging corrective actions for deviations or weaknesses to play a role in ensuring the adequacy and effectiveness of risk management and internal control.

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 support its function, the Internal Audit Unit has refined audit methodology and innovated in the use of the Audit Management System so that the implementation of assurance and consultation is in line with business developments, thus having 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 quality. performance achievement.

HEAD OF INTERNAL AUDIT PROFILE

The Internal Audit Unit is led by Anang Basuki, CIA effective since February 16, 2021, with the position of Executive Vice President in accordance with Directors' Decree No. KP/057/DIR/R. The brief profile of the Internal Audit Unit Leader is as follows:



ANANG BASUKI, CIA, IIAP

Head of Internal Audit Unit

Nationality
Indonesian citizen,

Domicile
DKI Jakarta, Indonesia

Place, Date of Birth, Age
54 years old, as of December 31, 2023

Education
Bachelor's degree in Accounting from Gadjah Mada University (1992)

Qualification or Certification

1. Level 1-4 Risk Management Certification;
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;
6. Certification of Operational Risk Management Implementation in Banking Level IV.

Work Experience

1. Auditor at PT Bank Negara Indonesia (Persero) Tbk (1997 – 2004)
2. Audit Control Manager (2005 – 2007)
3. Head of Support Group (2007 – 2008)
4. Branch Manager at Mojokerto Branch (2008 – 2010)
5. Branch Manager at Malang Branch (2010)
6. Deputy General Manager of the Internal Audit Unit in charge of IT Audit, Strategic Function Audit and Fraud Investigation (2010 – 2013)
7. CEO Regional Office 02 (2013 – 2014)
8. Head of Internal Audit Unit (2014 - 2015)
9. Head of Credit Administration Division (2015-2017)
10. Chief Learning Officer at BNI Corporate University (2017-2021)
11. Head of Internal Audit Unit (2021 – present)

Legal Basis for Appointment
Appointed as Head of the Internal Audit Unit based on Board of Directors' Decree No. KP/057/DIR/R.

Term of Office
(February 16, 2021 – Present)

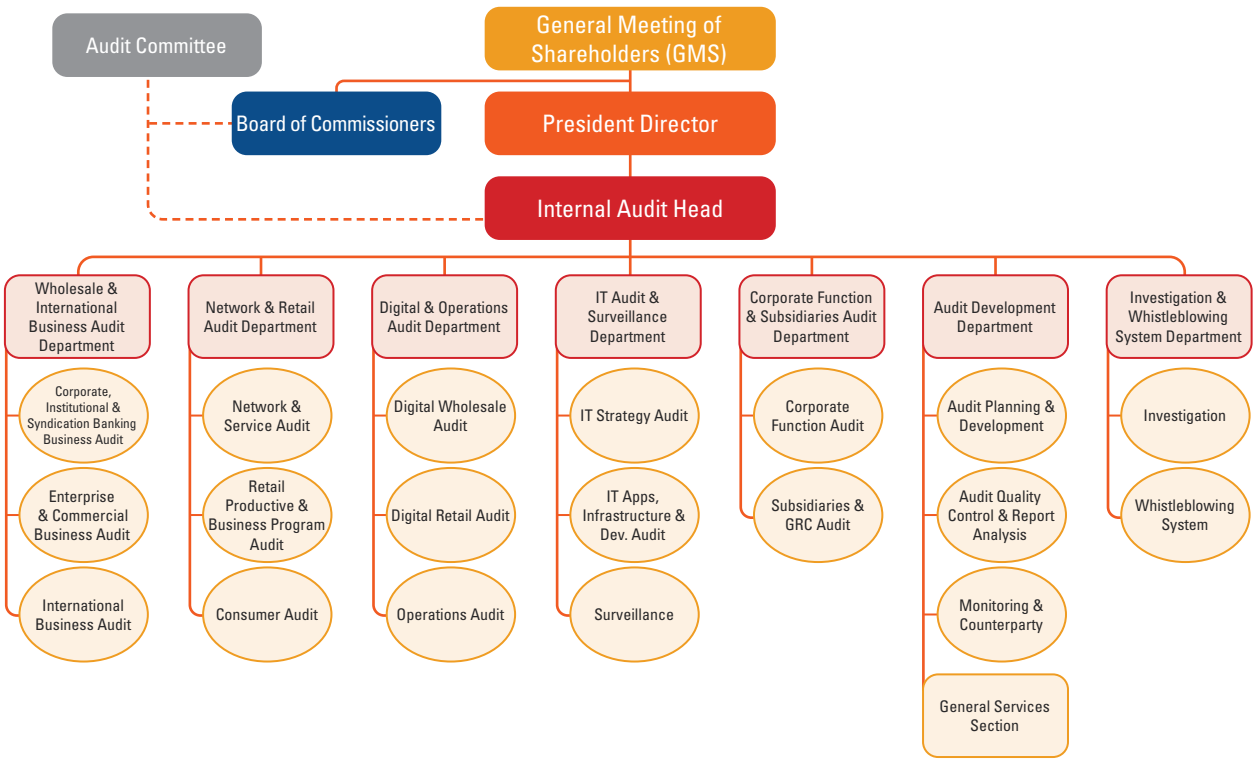
Concurrent Positions
Chairman of the Supervisory Board of the Bank Internal Auditors Association (IAIB) Management 2023 – 2026

TRAINING AND/OR IMPROVING THE COMPETENCY OF INTERNAL AUDIT UNIT HEAD

Competency Development/Training Materials	Implementation Time	Organizing Institution
The IAD leader becomes a resource person regarding Audit/Internal Control, Governance, Risk & Compliance for BNI's internal environment and as a speaker at the Internal Audit Professional Organization Conference		
Speaker in Operational Risk Workshop at Regional Office 01, 04, 05, 06, 15, & 17	January – May 2023	BNI University (BNU)
Speaker in KUR Implementation Supervision Forum	January 2023	BPKP
Speaker in Code of Ethics and Fraud Awareness in Audit Committee Working Visit at Regional Office 15 Jakarta Kemayoran & Regional Office 16 Merauke, Papua	February & June 2023	Corporate Secretary (CSE)

Competency Development/Training Materials	Implementation Time	Organizing Institution
Speaker in IAIB National Conference 2023 theme "The Future Role of Internal Audit in the Financial Services Industry"	July 2023	IAIB
Speaker in Commercial Motivational Session	August 2023	BNI
Public Training/Conference		
IIA National Conference 2023 theme "Staying Relevant"	August 2023	Institute of Internal Auditors (IIA) Indonesia
BLMN GRC Masterclass 2023 Training ESG Theme for ESG Governance Board Speaker : Leyal Savas	September 2023	SOE Ministry
Forum on Strengthening Governance and Financial Reporting Integrity	September 2023	SOE Ministry
Risk Management Public Lecture and Discussion of Tridharma of Education at Master of Management	September 2023	SOE Ministry
In House Training		
Employee with Integrity Award for Commitment to Reporting Gratifications in 2023	March 2023	BNI
BNI Culture Transformation Internalization Workshop	August 2023	Human Capital Strategy (HCS)

INTERNAL AUDIT ORGANIZATIONAL STRUCTURE



IAD's position in the BNI organization is directly responsible to the President Director, with a direct line of communication (dotted line) to the Board of Commissioners/Audit Committee, as stipulated in Directors' Decree No. KP/132/DIR/R dated 6 April 2023 concerning Organizational Structuring of the BNI Board of Directors and Directors' Decree No. KP/136/DIR/R dated 12 April 2023 concerning Organizational Arrangement of Head Office Divisions/Units/Functional Units.

The Head of IAD is appointed and dismissed by the President Director after obtaining approval from the Board of Commissioners by considering the recommendations of the Audit Committee and reporting to the Financial Services Authority (FSA).

DUTIES AND RESPONSIBILITIES OF THE INTERNAL AUDIT UNIT

The implementation of the internal audit function as stipulated in the Financial Services Authority Regulation concerning the Implementation of the Internal Audit Function in Commercial Banks, is the responsibility of the Board of Directors, The Board of Commissioners, and the Audit Committee through the Internal Audit Unit with 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.

AUTHORITY OF THE INTERNAL AUDIT UNIT

In order to the duties and responsibilities can run with optimal results, the Internal Audit Unit is given the authority 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 UNIT OBJECTIVITY

Internal Audit Unit 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 Unit 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 Internal Audit Unit.
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 through the Quality Assurance and Improvement Program (QAIP) is designed to evaluate the conformity of Internal Audit activities with standards and the application of a code of ethics, including the development of audit methodology and refinement of audit programs so that they comply with best practice and follow the development of existing business processes. Quality control over the implementation of the internal audit function is carried out by external and internal parties.

In accordance with POJK No. 1/POJK.03/2019, quality control by external parties through a review of the implementation of the internal audit function is carried out at least once every 3 (three) years. A review of BNI's internal audit function was carried out by PT RSM Indonesia Konsultan in 2021 with the 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, the implementation of the internal audit function by internal parties in accordance with the International Professional Practices Framework (IPPF) standards is carried out through:

a. On going Monitoring (Continuous Monitoring)
   Continuous monitoring is carried out to ensure that the audit process for each assignment is effective, including ensuring that planning and reporting activities are carried out in accordance with internal audit policies and procedures.
b. Periodic Self-Assessments:
   Periodic assessments are carried out to evaluate comprehensive internal audit activities that focus on:
   - Conformity with the Internal Audit Charter, IIA Definition of Internal Audit, Code of Ethics and Standards.
   - Audit quality includes quality of supervision and compliance with internal audit methodology.
   - Infrastructure, including policies and procedures that support internal audit activities.

AUDIT METHODOLOGY

The Internal Audit Unit prepares an audit plan using a Risk Based Audit approach, namely:

1. Preparation of Audit and Consultation Work Plans using a Macro & Micro Assessment approach.
   a. Macro Assessment, of 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 towards business process improvement, in line with BNI's General Policy of the Board of Directors (KUD), considering BNI's Risk Profile in accordance with the Risk Management Committee (RMC), input or concerns from the Board of Directors and Senior Management, conditions/ issues that occur in accordance with BNI business developments.
   b. Micro Assessment, a process of assessing the risk level of auditee units is carried out through assessing the risk level based on predetermined risk parameters. Identify high risk audit objects to determine audit priorities.
2. Implementation of audits, to ensure the adequacy and effectiveness of risk management and internal control, supported by establishing an audit rating methodology for risk management and internal control. The rating scales determined are satisfactory, good, needs improvement, and unsatisfactory as well as rating assessment components for credit activities and non-credit/operational activities. The audit rating assessment mechanism is automatically generated through the Audit Monitoring System (FAST) from the level of significance per finding (low, medium, high, & critical).
3. Audit reporting, including in the form of an Audit Results Report on the implementation of all audit activities and Audit Results Principles (PPHA) which are reported quarterly to the Financial Services Authority (FSA).

To support the optimization of its functions, the Internal Audit Unit has carried out initiatives to improve audit methodology and innovate the development of audit tools as follows:

1. Digital capability in developing data processing systems/ applications in the form of enhanced reports distributed through the ASR application.
2. Improvements to the Audit Management System (FAST) in the form of enhanced Reports and Dashboards in the FAST application.
3. Optimizing the Early Warning System by increasing the automation of the detection process through enhancing the Exception Report (ER) and Selected Report (SR)

INTERNAL AUDIT CHARTER (INTERNAL AUDIT CHARTER)

In carrying out his duties, the Internal Audit guide Unit duties are carried out based on the Internal Audit Charter that was signed by the President Director and the Board of Commissioners. This charter was also stipulated in Board of Directors' Decree No. KP/139/DIR/R dated April 14, 2021. The Internal Audit Charter is prepared based on the Financial Services Authority Regulations 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 WORK PROGRAM FOR 2023

In order to support the achievement of BNI's 2023 strategy, IAD has developed an initiative strategy outlined in the 2023 IAD Business Plan and work program in the 2023 Audit and Consultation Plan, including:

1. Strengthening the Internal Control System (SPI) to identify and manage risks so that they are within tolerance limits (risk appetite) and provide adequate confidence in achieving company goals through:
   a. Strengthening the Internal Control System (SPI) of Subsidiary through optimizing the Integrated SKAI function of Subsidiary Companies to support BNI Group Synergy, evaluating SPI of Subsidiary, and carrying out audits of Subsidiary.
   b. Strengthening the Internal Control System (SPI) of Foreign Offices to support the strengthening of international business networks, including through optimizing risk control of KLN business activities, evaluating KLN SPI, and supervising & coordinating the implementation of KLN audits.
   c. Implementation of BNI Wide Internal Control System (SPI) evaluation.
2. Business Process Improvement in the Corporate, Commercial & SME, Consumer, Network & Services and Digital Business segments to support BNI's MAP strategy through carrying out activity audits.
3. IAD Value Added Services to support the acceleration of BNI's business strategy by increasing IAD's partnerships with units at BNI to encourage operational process improvements through initiating operational process improvements, monitoring monitoring of certain activities, and implementing Independent Reviews.
4. Optimizing the Early Warning System (EWS) by increasing the automation of the detection process through enhanced Exception Report (ER) and Selected Report (SR) as well as limited reviews as a follow-up to the EWS which is part of the Surveillance function.
5. Digital capability in developing data processing systems/ applications in the form of enhanced reports distributed to operational units in the ASR application, enhanced Reports and Dashboards in the FAST application, and the use of outsourced IT Auditors.
6. New model methodology and audit tools that are agile and flexible as well as strengthening programs and developing auditor competency in order to support the transformation of Human Capital, Culture and Operations.

7. Whistleblowing System (WBS) management is implemented to support the realization of good and professional corporate governance, including improving processes to increase SLAs and improving criteria to identify problems with the quality of business processes and leadership.

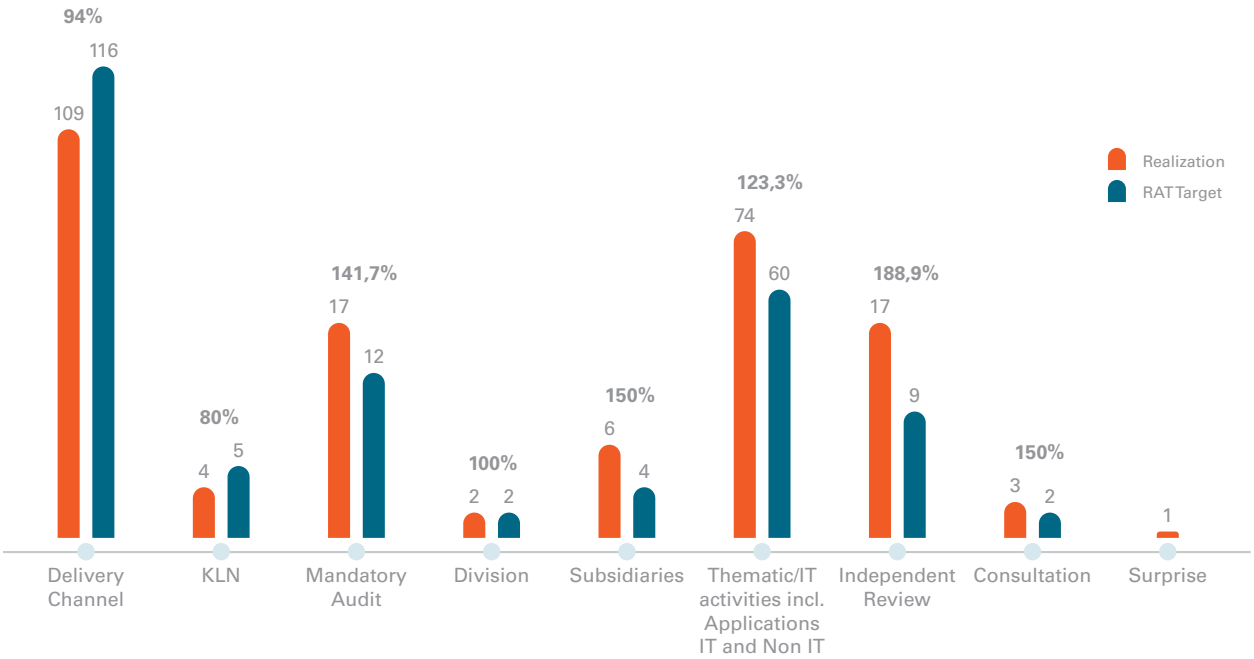
Based on the results of a study of the Company's direction in 2023, risk assessment, audit implementation priorities, HR availability, and challenges that must be faced by IAD, including the transformation of NWOW with an agile and lean organization, as well as the trend of bank digitalization in meeting customer needs which leads to transaction-based digital, then IAD determines the audit implementation strategy for 2023, as follows:

1. Increase audits on one particular activity/issue that has a strategic impact on the bank as well as activity audits with a focus on the development of follow-up audits of previous activities and considering the development of the BNI NWOW organization, including strengthening Operational Risk (formation of a Senior Operation Risk Executive-SORX).
2. Optimizing surveillance analytics data for thematic/activity audits, determining audit sampling that focuses more on symptoms, and/or optimizing continuous auditing.
3. Optimizing consultative functions, including in the form of Independent Reviews on the issuance of new products/activities and reviewing and monitoring BNI business projects/digital activities, reconciling digital transactions, fintech and cyber security.
4. Carry out audits of delivery channel units in accordance with risk based audits.

IAD AUDIT & CONSULTATION REALIZATION IN 2023

The 2023Audit and consulting realization reached 118,10% of the target, with audit delivery channels, Division, KLN and Subsidiaries audit realization reaching 95,3% , andThematic Audits, IT Activities, Non-IT Applications, IT Applications, Independent Reviews, Consultation and Mandatory Audit reached 133.7%, as follows:

REALISASI AUDIT 2023



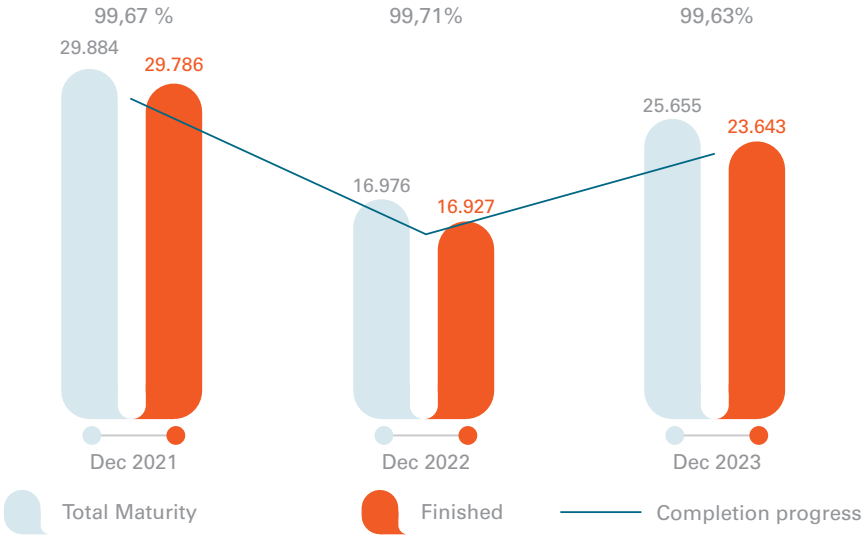
- Apart from carrying out assignments according to RAT, IAD has carried out 38 Ad-Hoc Assignments, including:
  a. Assignment to review Debtor Write-Offs of 10 Corporate Debtors.
  b. Assignment of Corporate, Enterprise and Commercial Tax Arrears
  c. Assignment to review Enterprise Banking debtors for 7 groups (17 debtors).
  d. Additional Independent Review of 8 assignments (incl. 1 IR as Consultation realization – IR eCP Jalin)
  e. Additional Mandatory Audit (2 Assignments, ISO 303010:2019, ISO 9001 and SWIFT BNI Wide)
  f. Audit Subsidiaries (2 Assignments)
  g. BNI Event Consultation (2 Assignments)
  h. 1 KUR Surprise Audit Assignment
- During 2023, IAD will carry out 28 in-depth audits, of which 15 assignments carried out by the auditor general.

COMPLETION OF FOLLOW-UP RESULTS

As part of the audit process/stages, after reporting the audit, the audit activity that must be carried out is 4 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 as an effort to encourage completion rates, evaluation materials and monitoring of BNI's performance.

The level of completion of follow-up to Audit Recommendations and Directors' Disposition on audit results is as follows:



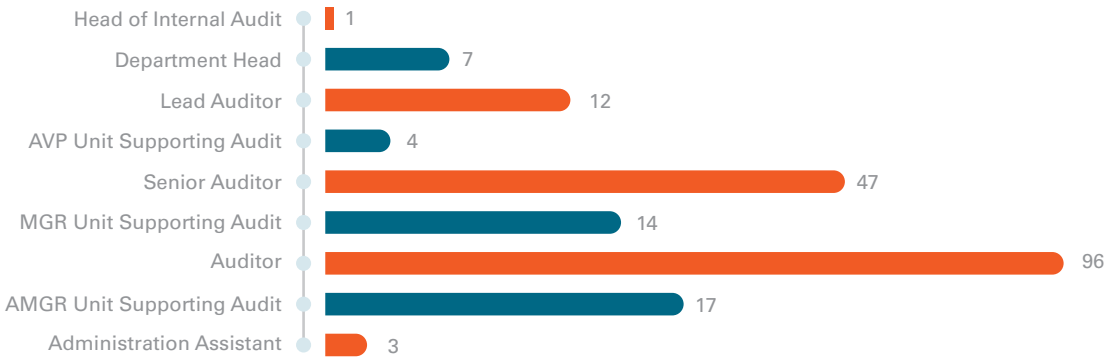
Apart from monitoring IAD audit results, , IAD also monitors the follow-up to external party audit results. In connection with the IAD function as a liaison for external parties (OJK, BI, BPK and KAP),During 2023, the follow-up on the external audit results shown in the following table:

Audit	Period to December 2023	
	Finished	In Progress
Bank Indonesia (BI)	114	16
Indonesia Financial Services Authority (FSA)	1154	14
RI Financial Audit Board (BPK RI)	330	53
Public Accounting Firm (KAP)	16	1

IAD HC COMPETENCY COMPOSITION AND DEVELOPMENT

IAD HC Personnel

The Internal Audit has 201 (two hundred and one) employees as shown in the following diagram:



IAD HC COMPETENCY DEVELOPMENT

The Internal Audit Unit is committed to carrying out 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 2023, was as follows:

Competency Development/Training Materials	Organizing Institution	Implementation Time
Annual Training		
Annual Auditor Training	BNI University (BNU)	January 2023
Online/Offline Workshop & Webinar		
Socialization of Coordinating Ministerial Decree No. 1 and No. 2 of 2023 regarding People's Business Credit (KUR)	BNI University (BNU)	February 2023
Fraud Awareness Series: It Will Happen to Me: Efforts to Develop Risk-Culture and Peer Review to Prevent Internal Fraud	BNI University (BNU)	February 2023
BNI Corpu Knowledge Supplement: "The Importance of Good Records Management for BNI"	Internal Audit (IAD) & BNI University (BNU)	March 2023
Socialization regarding Consumer & Community Protection in the cfm Financial Services Sector. POJK No.6/POJK.07/2022	Customer Experience Center (CXC)	November 2023
Credit Tools Training (SIMON & Customer Prima) with the theme "The Future of Artificial Intelligence"	BNI University (BNU)	December 2023
Credit Tools (CONNECT) training with the theme "Leadership in Network"	BNI University (BNU)	December 2023
Go Live Media Socialization of Incoming and Outgoing Letters on the e-Archive Application (BEARS)	Procurement Fixed & Assets (PFA)	December 2023
Certification Training Program		
Risk Management Certification Maintenance Program (SMR) Qualification Level 4 (Equivalent to Level 1)	BNI University (BNU)	December 2023
Risk Management Certification Maintenance Program (SMR) Qualification Level 5 (Equivalent to Level 2)	BNI University (BNU)	December 2023
In-House Online Training		
Mandatory E-Learning: • Gratification Control & Anti-Bribery Management System • Anti Fraud Awareness • Anti-Money Laundering • Work Culture • Good Corporate Governance • Risk Culture • Sustainability Finance • Core Value AKHLAK	BNI University (BNU)	January – December 2023
Internal Sharing Session **In addition to developing auditor competency above, IAD continues to increase auditor competency through internal sharing sessions to improve audit capabilities and accelerate auditor knowledge of the latest BNI business developments.**		
Workshop Enhancement FAST	IAD & BNU	January 2023
Sharing Session: "Risk Management"	IAD	February 2023
Sharing Session with the theme: • Trade Finance • Audit of Procurement Activities • Digital Loan Audit and Digital Verification & Prevention System for Consumer Credit Document Management • IT for non Delivery Channel	IAD	February 2023
Socialization of New Rating 2023	IAD	February 2023
Socialization of Re-Checking Audit Methodology	IAD	May 2023
Socialization of NWOW IAD Implementation	IAD	June 2023
Internal Audit Quality Month	IAD	July 2023

Competency Development/Training Materials	Organizing Institution	Implementation Time
IAD Literacy Month Sharing Session with the theme: • Critical Activities • Anti-Money Laundering & Prevention of Deepening Terrorism (APU PPT) • BNI Whistle Blowing System • Limited Tender Procurement • Completeness of Audit Working Papers • APK Fraud Analysis and Mitigation • People's Business Credit (KUR) Awareness • Lessons Learned BCM and Critical Inspection points	IAD	December 2023
Konferensi		
National Conference 2023 theme "The Future Role of Internal Audit in the Financial Services Industry"	IAIB	July 2023
IIA National Conference 2023 theme "Staying Relevant"	IIA Indonesia	August 2023

INTERNAL AUDIT CERTIFICATION

IAD is committed to continuously improving auditor competency and knowledge, through continuous education and training so they can attain adequate qualifications. The certifications obtained by IAD employees during 2023 are as follows:

National Certification

National Certification	Realization in 2023
SMR 1	26
SMR 2	73
SMR 3	8
SMR 4	3
CBIA 1	52
CBIA 2	54
CITPE	12
CA	7
CREDIT SKILL OMEGA	8
COMPLIANCE 1 Lvl. Officer	2
ISO 9001 : 2015	10
ISO 2001 : 2015	1
ISO 37001 : 2016	23
ISO 30301 : 2019	1
Archiving Certification (ANRI)	1

International Certification

International Certification	Realization in 2023
CIA	2
CBA	2
CISA	2
CFE	1
CISM	2
CEPPM	4
CEH	4
CHFI	6
IT IL	17
CDSM	3
CRISC	1
CGEIT	1

PARTICIPATION IN THE INTERNAL AUDIT UNIT PROFESSIONAL ASSOCIATION

In order to broaden the insight and professional competence of internal auditors, Internal Audit Unit Auditors have participated in Internal Audit professional associations, including:

Name	Position	Name of Association/ Organization	Scope of Association/ Organization	Membership Roles
Anang Basuki	Internal Audit Head	Bank Internal Auditor Association (IAIB)	National	Chairman of the Supervisory Board
M. Irfan Maulana	Audit & Surveillance Department Head	Information Systems Audit and Control Association (ISACA)	ISACA Indonesia Chapter	Marketing Director
Laksmi Sofiatin	Network & Retail Audit Department Head	Bank Internal Auditor Association (IAIB)	National	Head of Research & Development
Anang Basuki Dias Puspita	Internal Audit Head Lead Auditor Digital Retail Audit	The Institute of Internal Auditors (IIA) Indonesia	International	Member
Imam Wibowo Sakti	Corporate Function & Subsidiaries Audit Department Head	Association of Certified Fraud Examiner (ACFE)	International	Member

MEETINGS WITH THE BOARD OF COMMISSIONERS, DIRECTORS AND AUDIT COMMITTEE

Throughout 2023, the Internal Audit Unit held 33 (thirty three) meetings with the agenda and attendance level for each member of the Internal Audit Unit as follows:

No.	Meeting Date	Meeting Agenda	Information
1	January 19, 2023	Individual BNI Health Level Self Assessment Results as of December 31, 2022	Board of Commissioners
2	24 Januari 2023	Evaluation of the Internal Audit Function Period Smt. II/2022: • Realization of RAT Internal Audit • Evaluation of the main points of the audit results • Follow-up on Internal Audit and External Auditor Examinations • Whistle Blowing System (WBS) Management • Evaluation of the FAST Application	Komite Audit
3	January 26, 2023	Approval of BNI DPLK Risk Management Policy	Board of Commissioners
4	January 31, 2023	Progress on Review Results of BNI's Proposed Risk Appetite Statement (RAS) for 2023	Risk Monitoring Committee
5	February 7, 2023	Discussion of General Internal Control System Policy (KU SPI)	• Integrated Governance Committee • Board of Directors
6	February 7, 2023	• Evaluation of Integrated Risk Profile and Integrated KPMR of Smt. II/2022 • Evaluation of Self-Assessment Results on Integrated Governance for the Smt period. II/2022 • Evaluation of the Implementation of Integrated Compliance and APU PPT Functions of Smt. II/2022 • Evaluation of the Effectiveness of Anti-Fraud Strategies and Subsidiary WBS	• Integrated Governance Committee • Board of Directors
7	February 28, 2023	Discussion of Delivery Channel Audit Rating Updates for 2023	Audit Committee
8	March 21, 2023	• Evaluation of the Effectiveness of the Integrated Internal Control System (SPI) of Smt. II/2022 • Evaluation of the Effectiveness of the Integrated Audit Work Unit of Smt. II/2022 • Improving the Quality & Number of Auditors in Subsidiary • Internal Audit Results of Subsidiary and Follow-Up	Integrated Governance Committee Board of Directors
9	April 6, 2023	Review of General Internal Control System Policy (KU SPI)	Board of Commissioners
10	April 11, 2023	Evaluation of Internal Audit Function Period QI/2023: • Realization of RAT Internal Audit • Evaluation of the main points of the audit results • Follow-up on Internal Audit and External Auditor Examinations • Whistle Blowing System (WBS) Management	Audit Committee
11	April 18 2023	Annual Audit and Consultation Plan (RAT) 2023	Audit Committee
12	May 16, 2023	1. SDV presentation regarding: • Executive summary of financial performance of all Subsidiary Q I/2023 • Latest issues in all Subsidiary 2. Presentation by SDV and TKT Committee Members/Commissioners from Bank Mayora and BNIMF regarding: • Deepening of the financial achievements and performance of Bank Mayora and BNIMF, including synergies with the Main Entity and between Subsidiary QI/2023 • Progress of transformation of BNIMF and Bank Mayora	• Integrated Governance Committee • Board of Directors
13	May 23, 2023	Preparation for the Audit Committee Visit to DC and DRC and Presentation of Concern/Audit Results on Technology & Information and the Adequacy of BNI Cyber Security.	Audit Committee
14	July 18, 2023	SDV presentation with TKT Committee Members/Commissioners from BNI Sekuritas (BNIS) and BNI Asset Management (BNIAM) regarding: • Brief Highlights of Financial Performance of BNI Subsidiary Smt. I/2023 • Deepening into Financial Achievements and Compliance, Audit, and Risk Issues at BNIS, BNIAM, and BNI Securities Pte Ltd (including BNI, BNIS, BNIAM, & BSPL Synergy)	• Integrated Governance Committee • Board of Directors
15	July 25 2023	Evaluation of the Internal Audit Function Period Smt. I/2023: • Realization of RAT Internal Audit • Main Audit Results • Follow-up Process for Internal Audit and External Auditor Examinations • Whistle Blowing System (WBS) Management	Audit Committee
16	August 1, 2023	End to End BNI Move Application, Implementation and Evaluation of Implementation	Audit Committee
17	August 3, 2023	Continued Debtor Discussion in the Commercial Banking Segment for SBK Jakarta, SBK Jakarta Pondok Indah, SBK Jakarta Kota, SBK Tangerang, SBK Jakarta Jatinegara, SBK Bekasi, and SBK Solo	• Board of Commissioners • Board of Directors

No.	Meeting Date	Meeting Agenda	Information
18	August 8, 2023	• Evaluation of Integrated Risk Profile and Integrated KPMR of Smt. I/2023 • Evaluation of Self-Assessment Results on Integrated Governance for the Smt I/2023 • Evaluation of the Integrated Compliance Function of Smt. I/2023	• Integrated Governance Committee • Board of Directors
19	August 10, 2023	Consultation on the Plan to Write Off Credit Book with a limit above IDR 200 billion in the name of: • PT Erakomp Infonusa • PT Hong Kong Kingland	• Board of Commissioners • Board of Directors
20	August 16, 2023	BNI DPLK Risk Management Accountability Report Smt. I/2023	Board of Commissioners
21	September 9, 2023	Continued Debtor Discussion in the Commercial Banking Segment for Jakarta Pondok Indah SBK, Jakarta Kota SBK, Tangerang SBK, Jakarta Jatinegara SBK, Bekasi SBK, and Solo SBK.	• Board of Commissioners • Board of Directors
22	September 12, 2023	• Evaluation of the Effectiveness of the Integrated Internal Control System (SPI) of Smt. I/2023 • Evaluation of the Effectiveness of the Integrated Audit Work Unit of Smt. I/2023 • Improving the Quality & Number of Auditors in Subsidiary • Internal Audit Results of Subsidiary and Follow-Up • Evaluation of the Effectiveness of Implementing the Anti Fraud and Whistle Blowing System (WBS) in the BNI Financial Conglomerate	• Integrated Governance Committee • Board of Directors
23	September 12, 2023	Updating the Internal Audit Charter	Audit Committee
24	October 5, 2023	• Request for BOC approval for the 2023 Internal Audit Charter Updating • Discussion on Evaluation of Anti-Fraud Strategy, Whistle Blowing System (WBS), and Significant Fraud Reports to OJK • Evaluation of the Implementation of Consumer and Community Protection in the Financial Services Sector at BNI in accordance with POJK No 6/ POJK.07/2022 concerning Consumer and Community Protection in the Financial Services Sector	• Board of Commissioners • Board of Directors
25	October 12, 2023	Consultation on the Plan to Write Off Credit Book with a limit above IDR 200 billion in the name of: • Sinar Horizon Plastik • PT Bumi Banua Sinergi	• Board of Commissioners • Board of Directors
26	October 17, 2023	Evaluation of BNI Wide and Regional LaR up to September 2023 Position	• Risk Monitoring Committee • Board of Directors
27	October 24, 2023	Evaluation of the 2023 Integrated Governance Guidelines	• Integrated Governance Committee • Vice President Commissioner • Board of Directors
28	October 31, 2023	Evaluation of Internal Audit Function Period Qw. III/2023:: • Realization of RAT Internal Audit • Highlights of Audit Results (including In-depth Reports and/or case/fraud) • Progress of Follow-up Examination of Internal Audit and External Auditor • Whistle Blowing System (WBS) Management	• Board of Commissioners • Board of Directors
29	November 2, 2023	Finalization of Commercial Banking Segment Debtor Discussion	• Board of Commissioners • Board of Directors
30	November 9, 2023	Finalization of Commercial Banking Segment Debtor Discussion (CMC Jakarta Kota and CMC Jakarta Jatinegara)	• Board of Commissioners • Board of Directors
31	November 30,, 2023	• Consultation and Plan to Write Off Credit Book with Limit above IDR 200 billion on behalf of Sari Indah Perkasa • Discussion of Plan to Write Off Book on behalf of PT Fajar Berseri and PT Menggala Berseri	• Board of Commissioners • Board of Directors
32	December 14, 2023	Evaluation of BNI's Internal Control System (Including the Effectiveness of BNI's Internal Audit)	• Board of Commissioners • Board of Directors
33	December 28, 2023	Discussion of Requests for Board of Commissioners Meeting Minutes for 2022 from the BPK in the Context of Compliance Audits for Credit Management, Investment Activities and Operations in 2022	• Board of Commissioners • Board of Directors

The frequency and level of attendance of Internal Audit meetings are as follows:

Number of Mandatory Meetings	Total Attendance	% Attendance
33	33	100%

INTERN AUDIT IMPLEMENTATION GUIDELINES

In carrying out its duties, the Internal Audit Unit guides OJK Regulations 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.

Meanwhile, in carrying out IT Audits, IAD refers to OJK Regulations 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.

Apart from provisions by regulators, Internal Audit guidelines are adapted to IPPF International Standards (International Professional Practices Framework) to ensure the implementation of effective and comprehensive audits so that they can provide added value for the bank and can mitigate the risks faced by the bank.

INTEGRATED INTERNAL AUDIT WORK UNIT (SKAIT)

In order to implement the Integrated SKAI function as stated 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 18 November 2014 and Circular Letter no. 15/SEOJK.03/2015 dated 25 May 2015 concerning the Implementation of Integrated Governance for Financial Conglomerates, the implementation of the duties and responsibilities of Integrated Internal Audit has been carried out by the Integrated SKAI.

Furthermore, in supporting the BNI Financial Conglomeration so that it grows healthily, prudently, sustainably and has high competitiveness, BNI as the Main Entity has formed a commitment between the Internal Audit Unit (IAD) and SKAI of Subsidiary. Through this commitment, it is hoped that the Integrated Internal Audit function can be implemented and the quality of its development can be monitored so that it can ensure that the implementation of the internal control function is effective in all operational activities of Subsidiary at all levels of management.

IAD carries out assurance and consultation functions independently and objectively and integrates with the SKAI of Subsidiary Companies, to provide added value in increasing the effectiveness of risk management, control and governance processes. In connection with its role as SKAIT, IAD has routinely established communication and coordination with the Subsidiary Company's Internal Audit Work Unit, including through joint communication forums, implementing audit methodology knowledge sharing and integration of audit planning, implementation and reporting to support the implementation of Integrated Governance (TKT) for BNI financial conglomerate.

SKAIT duties and responsibilities stipulated in the TKT guidelines are as follows:

1. 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;
2. 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;
3. 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;
4. 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;
5. Monitoring and follow-up on recommendations from the Integrated Governance Committee;
6. Third line IAD 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 Subsidiaries' Board of Commissioners;
7. IAD carries out internal supervision over all areas, operational and business activities as well as coordinates with the internal control function in the Subsidiaries.

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:

Integrated Audit Methodology

IAD with the Subsidiaries' 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:

1. IAD coordinating the alignment of the risk-based audit methodology used by the Subsidiary SKAI;
2. IAD providing input on the adequacy of Subsidiary Company Audit Policy and SOP.

Integrated Audit Planning

IAD with the Subsidiary's SKAI prepare an Integrated Annual Audit planning 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.

Implementation of Integrated Audits

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 2023 IAD together with SKAI Subsidiaries have realized the following Integrated Audit Activities:

1. Organizing integrated auditor training with material for all Subsidiary IAD and SKAI auditors, namely Investigation and Confirmation Techniques.
   Apart from that, it also specifically provides training related to procurement activities (consisting of IT Procurement, Premises Procurement, Asset Maintenance and Optimization, Self Estimated Prices, Subsidiary Company business audits (consisting of Investment Banking Activities, Equity Brokerage Activities, Bond Brokerage Activities, Settlement Activities Product, Compliance Activities, Investment Banking and Brokerage Activities, Investment & Product Research Activities, Asset Management Product Development & Management Activities, Operational Activities & Accounting Treatment of Asset Management Products), consumer business cluster training (consisting of Digital Loan (Fintech) Credit Product Development Non CC Consumer, Digital Verification System), IT training (consisting of BNI IT Observations, IT Observations from Cyber, Container Cloud & Cloud Computing and MRTI POJK 11/POJK.03/2022), palm oil industry training, food and beverage industry training, as well as chemical industry training.
2. Conduct a join audit with SKAI BNI Life, Hibank and BNI Asset Management.
3. Preparing the Internal Control System (SPI) Assessment Methodology for Subsidiaries and Carrying out the Evaluation by Self Assessment in each Subsidiary every semester.
4. Conducting Integrated Audit Work Unit communication forums which are held consistently every quarter, namely Quarter I in April 2023, Quarter II in July 2023, Quarter III in October 2023, and Quarter IV in January 2024, which among other things discusses:
   a. Realization of Subsidiary SKAI Audit Work Plan.
   b. Highlights of SKAI Audit Results SKAI Subsidiary.
   c. Progress of Follow-up on Subsidiary Company SKAI Audit Results, IAD, and External Audits (OJK, BPK RI, etc.).
   d. Monitoring Maturity Profile SKAI of Subsidiary Companies dhi. organization, fulfillment of the number of formations and capabilities (certification/ training) of auditors, completeness of enablers, output and SKAI development plans for Subsidiary Companies.
   e. Discussion of the results of the Self Assessment evaluation of the Subsidiary Internal Control System.
   f. Discussion of follow-up to the Suggestions and Opinions of the BNI Board of Commissioners regarding Subsidiary.

Apart from that, IAD, in order to carry out its duties as an Integrated SKAI, also periodically reviews the Integrated Governance Guidelines and every semester evaluates the Structure, Process and Results of Integrated Governance to assess the Governance Structure, Governance Process and Governance Outcomes of the Integrated Audit Work Unit.

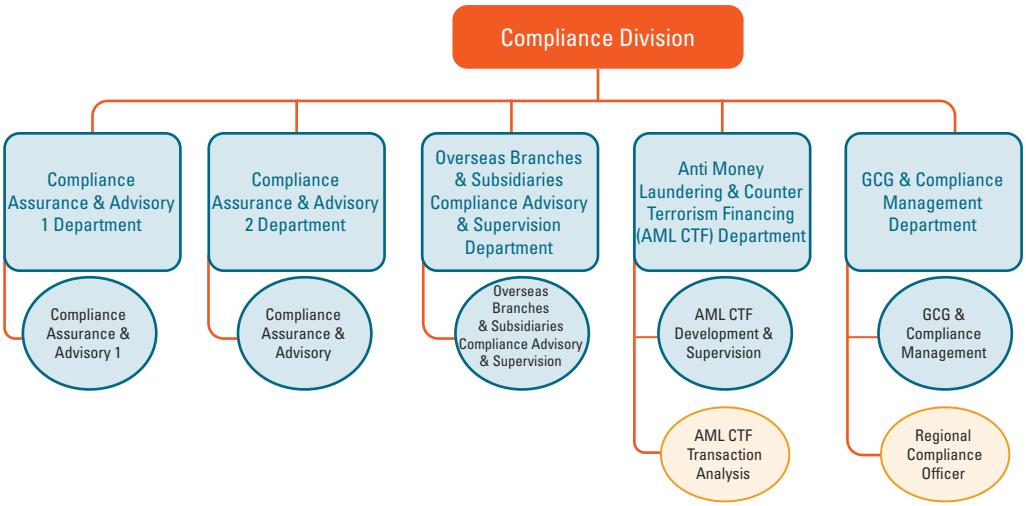
COMPLIANCE FUNCTION

As a financial institution, BNI operates by prioritizing the principle of trust as its main foundation. In order to grow in a healthily and sustainable manner, BNI also needs 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

BNI appointed a Director who is responsible for the compliance function and established a Compliance Division to implement this function. Apart from that, the BNI Board of Commissioners is also actively involved in supervising the implementation of compliance within the bank. As for the organizational structure of the cfm Compliance Work Unit, Board of Directors' Decree No. KP/136/DIR/R dated April 12, 2023 is as follows:



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 Governance, Compliance Reports, Reports on the Implementation of Integrated Compliance Functions, and Reports related to the Implementation of the Anti-Money Laundering Program for Prevention of Terrorism Financing and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (APU PPT and PPPSPM).

DIRECTOR IN CHARGE OF COMPLIANCE FUNCTION

The director in charge of the compliance function at BNI is currently Mucharom as BNI Human Capital & Compliance Director.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 ProperTest, as well as the provisions for the Use of Expatriate Employees in the Banking Sector, that regulate:

1. Must obtain approval from Financial Services Authority (FSA) before carrying out duties and functions in their position.Through the Financial Services Authority letter No. SR-3/PB.12/2023 dated January 4, 2023, the Financial Services Authority approved the appointment of Mr. 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. Human Capital Business Partner;
6. BNI University;
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 duties of implementing the compliance function is carried out by the Compliance Division, which is a work entity that operates independently and has direct responsibility to the Director in charge of the compliance function. Furthermore, the Compliance Division is also designated as an Integrated Compliance Work Unit.

To implement the provisions contained in OJK Regulation no. 18/POJK.03/2014 concerning the Implementation of Integrated Governance for Financial Conglomerates, the Compliance Division as the Integrated Compliance Work Unit (SKKT), BNI has carried out its duties in monitoring and evaluating the implementation of compliance functions in various Subsidiaries, including:"

1. Realizing the implementation of a culture of compliance at all organizational levels and activities in each Subsidiary Company;
2. Manage Compliance Risks faced by each Subsidiary;
3. Ensure that the policies, provisions, systems and procedures as well as business activities carried out by each Subsidiary Company are in accordance with Regulatory provisions (including OJK, Bank Indonesia, Ministry of Finance, etc.) and applicable laws and regulations including Sharia Principles for Subsidiary Companies that implement Sharia Principles; And

4. Ensure compliance of each Subsidiary Company with the commitments made by the Subsidiary Company to the OJK, Bank Indonesia and/or other competent supervisory authorities.
5. Ensure the implementation of compliance functions as well as the implementation of Anti-Money Laundering and Prevention of Terrorism Financing and Prevention of Funding for the Proliferation of Weapons of Mass Destruction (APU PPT and PPPSPM) that apply in each Subsidiary.

HEAD OF COMPLIANCE WORK UNIT PROFILE

Suryo Utomo
Head of Compliance Division
(August 22, 2019 – July 19, 2023)

Indonesian citizen, 52 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 to July 19, 2023. Previously served as Vice President of Internal Audit Unit and Deputy Head of Surabaya Regional Office.

Ikhsan Azman
Head of Compliance Division
(July 20, 2023-present)

Indonesian citizen, 54 years old. Obtained a Bachelor's degree in Economics and Accounting at the Faculty of Economics, Department of Accounting, Andalas University in 1993, and obtained a Master's degree in Agribusiness Management at the Bogor Agricultural Institute Postgraduate in 2004. Leading the Compliance Division since 20 July 2023 until now. Previously served as Vice President in the Internal Audit Unit and Division Head in the Policy Governance Division.

For determining and setting the Head of Compliance Division, management always pays attention to the following minimum requirements:
1. Fulfills independence requirements;
2. Masters banking regulations and applicable laws and regulations;
3. Is not carrying out other duties outside the compliance function;
4. Has a high commitment to implementing and developing a compliance culture.

HEAD OF COMPLIANCE WORK UNIT DEVELOPMENT

Competency Development/Training Materials	Implementation Time	Organizing Institution
Suryo Utomo		
Head of Compliance Division is a resource person for BNI's internal environment, as follows:		
Workshop Leadership Series & Operational Risk Awareness	February 25, 2023 March 04, 2023 March 18, 2023 April 01, 2023 May 13, 2023	BNI
Brevet Branch Management 2023	April 30, 2023	BNI
Culture Transformation Workshop Tahun 2023 – Risk Culture	October 21, 2023 November 11, 2023 December 02, 2023	BNI
Workshop Optimalisasi New Periskop & Implementasi NWOW ORIC	July 21, 2023 September 21, 2023	BNI

Competency Development/Training Materials	Implementation Time	Organizing Institution
Ikhsan Azman		
The Head of the Compliance Division was the resource person, as follows:		
Socialization of Culture Transformation	November 11, 2023 December 9, 2023	BNI
Compliance Management in BUMN Banks	September 27, 2023	KBUMN
In House Training:		
Agile & Business Transformation Soft Skills Training by Better & Co. and Amazing Learning Experience by Mindset Indonesia, in implementing the Enhancement Skill for Compliance Officer (ESCO)	September 1-2, 2023	Better & Co.
Public Training:		
Seminar and Masterclass GRC Summit 2023	August 24-25, 2023	CRMS
Level C-1 Employee Development Program in 2023	December 13-14, 2023	PPM Management

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 AML-CFT and PPPSPM Programs;
3. Function Executive responsible for the Implementation of Good Corporate Governance;
4. Implementing Integrated Compliance Functions; and
5. Implementing Gratification and 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 Materials	Implementation Time	Organizing Institution
Certification:		
Brevet Credit Application Package (CAP)	February 13 to March 07, 2023	BNI
In House Online Training:		
Training Soft Skill Agile & Business Transformation	September 1-2, 2023	Better & Co.
Presentation & Communication Skill	November 20-21, 2023 November 22-22, 2023 November 7-8, 2023 November 11-12, 2023 December 13-14, 2023	Melukis Slide (PT Artistik Salindia Limaa)
Online Workshop, Webinar and Socialization of External Provisions:		
Leadership Training for Middle Manager level (MMEP) and Advance Manager level (AMEP)	January 2023 to. June 2023	BNI
Banking Trends	January 2023	FSA
The Urgency of Extending the Credit Restructuring Policy	January 2023	LPPI
Implementation of Artificial Intelligence (AI) in the Financial Services Industry	February 2023	FSA
Strengthening Sharia Financial Literacy and Inclusion	February 2023	FSA
The Role of GRC in Supporting Financial Sector Performance	February 2023	FSA
Accelerating Digitization Innovation in Indonesia's Banking and Finance Sectors for National Economic Recovery	February 2023	Perbanas, APPI, KADIN
Fraud Awareness Series: "It Will Happen to Me: Efforts to Develop Risk-Culture and Peer Review to Prevent Internal Fraud"	February 16, 2023	BNI
Business Process Level 3 Commercial Segment and Business Process Level 3 SME Segment	February 2023	BNI
Lesson Learned "Kasus Silicon Valley Bank (SVB)"	April 6, 2023	LPPI
BPD Sharing Corner "Managing the Halal Ecosystem"	April 11, 2023	LPPI
Sharia Financial Education "Sharia Finance Develops the Nation"	April 14, 2023	FSA
Anti Money Laundering In Digital Era: Lessons Learned from Selected Countries	April 2023	LPPI
Overcoming Challenges and Facing Change in the Financial Services Sector	April 2023	FSA
Strengthening National Resilience in the Financial Services Industry	April 2023	FSA
Edufin Series "Fix Your Investment"	May 22, 2023	FSA
Metaverse Opportunities in the Financial Services Industry	May 2023	FSA
Fundamental of Wealth Management	May 2023	FSA
Strengthening National Resilience in the Financial Services Industry	May 2023	FSA
Get to Know More About the Regulations on the P2SK Law in the Context of Strengthening the Banking Sector	June 2023	FSA
Workshop on Assistance "The implementation of AML/CFT Program in the Financial Services Sector 2023"	June 2023	FSA – US OPDAT
Refreshment Counterfeit Foreign Banknotes (UKA) - Banknotes 2023	June 2023	BNI
Characteristics of the Authenticity of Rupiah Money	June 2023	BNI

Competency Development/Training Materials	Implementation Time	Organizing Institution
Reading Writing Blog Learning Modules & Smartbooks 2023	June 2023	BNI
Impact of Cloud Implementation in the Financial Services Industry	June 2023	FSA
How To Manage Climate - Related Risk In Banking Industry	June 2023	FSA
Sosialisasi POJK No. 8 tentang Penerapan APU PPT dan PPPSPM di Sektor Jasa Keuangan	July 2023	FSA
Suplemen Pengetahuan Anti Fraud Awareness "Menciptakan Risk Control yang Efektif untuk Membangun Pemberian Kredit yang Prudent dan Sustain"	July 2023	BNI
Webinar "Implementation of Personal Data Protection Laws and Challenges to Their Implementation"	July 2023	FKDKP
Communication Skill and Leadership	July 2023	BNI
Anti Fraud Awareness	July 2023	BNI
Global Mindset Webinar: Building Your Professional Network as a Global Banker	July 2023	BNI
The Role of the Indonesian Diaspora and BNI in Supporting MSMEs Go Export & Go Global	July 2023	BNI
Stress Management in the Digital Era	July 2023	FSA
Webinar "Effectiveness of Digital Maturity Assessment in Measuring the Maturity of Banking Digital Transformation"	August 2023	FKDKP
Leadership in Changing Atmosphere	August 2023	FSA
Beware of New Style Fraud Modes	August 2023	FSA
Living Integrity	August 2023	ACT and KPK
The Magnetic Future Leader	August 2023	BNI
Achieving Business Agility with The Scaled Agile Framework	August 2023	BNI
Workshop on Strengthening TPPU Law Enforcement 2023	August 2023	PPATK
Digital Tren & Skill Series: The Magnetic Future Leader: Essential Actions of Leaders People Love to Follow	August 2023	BNI
Get to Know More About the Regulations on the P2SK Law in the Context of Strengthening the Non-Bank Financial Industry	August 2023	FSA
Enhancing In Financial Performance Through Data Analytics	August 2023	FSA
Race Talk Series: NWOW Technology & Operations	August 2023	BNI
Seminar and Masterclass GRC Summit 2023	August 24-25, 2023	CRMS
Implementation of Prevention of Funding for the Proliferation of Weapons of Mass Destruction and Prevention of Terrorism Financing	September 2023	FSA
Utilization of the Internet of Things (IOT) in the Financial Services Industry	September 2023	FSA
Workshop SORX 3 "Operational Risk Mitigation - Champion Training"	September 2023	BNI
BNI Corpu TV Knowledge Supplement General Webinar: Preventing Fraud in Banking by Creating a System that supports an Anti-Fraud Culture	September 2023	BNI
Musculoskeletal Injury pada Office Worker	September 2023	BNI
Webinar: Financially Capable Diaspora, Prosperous Diaspora	September 2023	FSA
High Level Training Basic Personal Data Protection and Implementation	November 13-14, 2023	IGNITE (PT Pijar Edukasi Teknologi)-ISACA
Level C-1 Employee Development Program in 2023	December 13-14, 2023	PPM Management
Seminar GRC : Unveiling The Power Of Compliance Management System Based on ISO 37301 for GRC Excellence	December 5, 2023	Robere & Associates

In addition, the Compliance Division also delivers internal sharing to all employees with the following material::

Material	Implementation time
Socialization of the Implementation of AML-CFT and PPPSPM	January to December 2023
Good Corporate Governance (GCG) Training	January to December 2023
Socialization, CIX Reminders and Completion of Pending Internal Findings	February 5, 2023

Material	Implementation time
Gratification Control	February 20, 2023 April 13, 2023 June 26, 2023 July 24, 2023 July 26, 2023 October 9, 2023
Workshop Leadership Series & Operational Risk Awareness	February to May 2023
Compliance Culture Material	March 1, 2023
WIC Transaction Socialization	March 13, 2023
WIC Series Socialization Video delivered via the Compliance Division's Instagram media reels and the Employee and Leader WhatsApp Group	March 2023
Anti-Gratification Video Series with the theme "Reject and Report Gratification which is conveyed via Instagram media reels Compliance Division and WhatsApp Group Employees and Leaders	April 2023
Socialization/Reminder for Corruption Prevention and Gratification Control related to Eid	April 17, 2023 December 18, 2023
Socialization of the Prohibition of Accepting and Giving Gratuities related to Eid al-Fitr and Using Service Facilities for Personal Interests	April 3, 2023
POJK Socialization No. 12/POJK.03/2021 concerning Commercial Banks	April 6, 2023
Socialization of Prudential Principles and Special Campaign Fund Accounts (RKDK)	May 25, 2023 June 21, 2023 July 28, 2023
Socialization video regarding the provisions for requesting and using debtor information (IDEB) through SLIK which is delivered via Instagram media reels of the Compliance Division and WhatsApp Group for Employees and Leaders	June 2023
Introduction to Environmental Social Governance	June to December 2023
Socialization of Tax Fines and Counterfeit Money (Upal)	August 7, 2023
Socialization of Beneficial Owner (BO) Identification in Opening Non-Individual Accounts	August 9, 2023
Reminders regarding the Legality of Overdue Debtors and Updates on Branch Fines	August 14, 2023
Socialization of AML-CFT and PPPSPM - POJK 8 of 2023	September 10, 2023
Enrichment Operational Risk Management for All Overseas Branch	September 19, 2023 September 21, 2023
Socialization of the Imposition of Fines and Gratuities	November 6, 2023 November 9, 2023

COMPLIANCE UNIT WORK PROGRAM IMPLEMENTATION IN 2023

As it operates in an increasingly complex business, BNI strives to reduce the risks that are increasing due to developments in information technology, globalization and financial market integration. Therefore, BNI continues to strive to mitigate risks in the Bank's business activities, both preventive (ex-ante) and curative (ex-post). In line with the regulations stipulated in OJK Regulation No. 46/POJK.03/2017 concerning the Implementation of the Compliance Functions for Commercial Banks, there is a need to increase the role and function of compliance.

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 AML-CFT and PPPSPM, and gratification material to improve the employee compliance culture;
   c. Delivering on site supervision related to AML-CFT and PPPSPM 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 of online compliance review results and implementation of AML-CFT and PPPSPM;
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 (risk control system). In a composite manner, BNI's Compliance Risk Profile in 2023 stood at level 2 (low to moderate), with the following details:
   a. BNI's Inherent Risk in 2023 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 carried out by the Bank is in accordance with 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, Controller, member of Board of Directors, and/or member of 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. Provision of new, additional and restructuring funds with the authority of the Head Office Credit Committee (Corporate, Enterprise and Commercial Segment) and Division Level Credit Committee (Commercial Segment); or
   b. Reviewing the provision of funds, where at least 1 (one) Credit Committee member is from the Board of Directors;
   c. 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 a Director; or
   d. 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 AML-CFT and PPPSPM 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 2023

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. Analyze the latest external provisions that have a significant impact and have major sanctions for LJKs in the BNI KK and submit them to the relevant LJKs for follow-up, including:
   a. POJK No. 3 of 2023 concerning Increasing Financial Literacy and Inclusion in the Financial Services Sector for Consumers and/or the Community;
   b. POJK No. 17 of 2023 concerning Commercial Bank Governance;
   c. SEOJK No. 15/SEOJK.05/2019 concerning Reassessment of Main Parties of Non-Bank Financial Services Institutions.
   d. SEOJK No. 19/SEOJK.05/2020 concerning Insurance Product Marketing Channels;
   e. SEOJK No. 24/SEOJK.04/2022 concerning Accounting Treatment of Bond and Share Sale and Purchase Transactions by Securities Companies;
   f. SEOJK No. 25/SEOJK.04/2022 concerning Accounting Treatment of Securities Company Funding Transactions;
2. Perform alignment 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. Perform alignment 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 the parameters in the form of fraud, violation cases, 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;And
   e. Implementation of the Anti-Money Laundering, Prevention of Terrorism Financing and Prevention of Funding for the Proliferation of Mass Destruction (APU PPT and PPPSPM) programs is based on 5 (five) pillars of implementing the AML-CFT and PPPSPM programs, namely active supervision of the Board of Directors and Board of Commissioners, Policies and Procedures, Internal Control, Systems Management information, as well as Human Resources 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 KK BNI as well as follow-up settlement and mitigation;
   c. Implement and adjust to the latest external regulations for each FSI in the KK BNI;
   d. Implement of the AML-CFT and PPPSPM programs at each LJK in the BNI KK based on the 5 pillars of implementing the AML-CFT and PPPSPM programs as well as 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 PPATK 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 KK BNI in a consistent and sustainable manner;
   g. Implement routine and periodic GRC forums at each FSI in the KK BNI;
   h. Implement reviews and adjustments to the guidelines and internal policies for each FSI in the KK BNI in accordance with the latest external regulations.
7. 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;
8. 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);
9. Synergize with each FSI in the BNI FC, including Training and Learning between BNI and each FSI in the BNI FC.

External Auditor

As an effort to carry out an independent supervisory function on the financial aspects of the Bank, BNI appoints a Public Accounting Firm (KAP). In this case, the External Auditor to examine BNI's finances for the 2023 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

In carrying out operational activities, apart from internal auditors, Bank is also supervised by external auditors, namely the Financial Services Authority, Bank Indonesia, the Supreme Audit Agency and the Public Accounting Firm.

APPOINTMENT OF PUBLIC ACCOUNTANT

Following up on the General Meeting of Shareholders ("GMS") resolutions for the Fiscal Year 2022. The Board of Commissioners appointed KAP Tanudiredja, Wibisana, Rintis & Partners (member of global PricewaterhouseCoopers) as the external auditor for examining the Bank's Financial Statements and other reports for the Fiscal Year 2023. Fiscal year 2023, is the second audit year period for KAP Tanudiredja, Wibisana,, Rintis & Rekan (member of global PricewaterhouseCoopers)

Basis of appointment was as follows:

1. Based on the 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 Services Activities in Article 16 Paragraph 1, it is stated that Parties carrying out financial services activities must limit the use of audit services for annual historical financial information from the same AP for a maximum audit period of 3 (three) consecutive reporting fiscal years. as revoked by Financial Services Authority Regulation No. 9 of 2023 concerning the Use of Public Accounting Services and Public Accounting Firms in Financial Services Activities in article 7 paragraph 1 states that parties in the form of commercial banks, issuers and public companies are obliged to limit the use of audit services for annual historical financial information from the same AP for a period no longer than audits for 7 (seven) cumulative years;
2. Based on FSA Regulation No. 37/POJK.03/2019 concerning Transparency and Publication of Financial Statements in conjunction with FSA 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 Tanudiredja, Wibisana, Rintis & Rekan (member of PricewaterhouseCoopers) as the external auditor was carried out through a "Tender" mechanism.

PUBLIC ACCOUNTANTING FIRM, ACCOUNTANT NAME, AND FEE

The Public Accountant Accounting Firms, Accountants, Fees, and KAP Permits for the last 5 (five) years are as follows:

Year	Public Accounting Firms	Name Of Responsible Accountant (Partner)	Period	Audit Sevices Fee (IDR)	KAP Licence
2023	Tanudiredja, Wibisana, Rintis & Rekan (member of global PricewaterhouseCoopers)	Drs. M. Jusuf Wibisana, M.Ec,. CPA	1 year	20,672,000,000	241/KM.1/2015
2022	Tanudiredja, Wibisana, Rintis & Rekan (member of global PricewaterhouseCoopers)	Drs. M. Jusuf Wibisana, M.Ec,. CPA	1 Year and Interim	25,550,000,000	241/KM.1/2015
2021	Tanudiredja, Wibisana, Rintis & Rekan (member of global PricewaterhouseCoopers)	Drs. M. Jusuf Wibisana, M.Ec,. CPA	1 Year and Interim	22,175,000,000	241/KM.1/2015

Year	Public Accounting Firms	Name Of Responsible Accountant (Partner)	Period	Audit Sevices Fee (IDR)	KAP Licence
2020	KAP Purwantono, Sungkoro and Surja (Ernst and Young)	Muhammad Kurniawan	1 Year	12,650,000,000	603/KM.1/2015
2019	KAP Purwantono, Sungkoro and Surja (Ernst and Young)	Muhammad Kurniawan	1 Year	12,900,000,000	603/KM.1/2015

In addition to BNI's consolidated financial statements audit, the scope of audit work by Public Accounting Firm Tanudiredja, Wibisana, Rintis & Rekan (member of PricewaterhouseCoopers) for the fiscal year 2023 included:

No	Assignment Type	Amount in rupiah (includes 11% VAT and OPE)
1a	Audit of the Consolidated Financial Report of PT Bank Negara Indonesia (Persero) bk	IDR14,031,242,789
1b	Internal Control Report (Management Letter)	IDR81,769,196
1c	Review and validation of the Consolidated Financial Report of PT Bank Negara Indonesia (Persero) Tbk (newspaper format)	IDR54,769,402
	Subtotal	**IDR14,167,781,387**
2	Audit of the Micro and Small Business Funding Program ("PUMK")	IDR325,001,778
3	Audit of Financial Institutions' Financial Reports and Pension Fund Portfolios	IDR170,225,675
4	Report on Review of Control Policies and Procedures implemented by the Bank in Providing Custodian Services	IDR164,067,875
5	Report on Performance Evaluation Results based on Mutually Agreed Procedures	IDR166,791,394
6	Audit of Compliance with Report on Compliance with Legislation and Internal Control (PSA 62)	IDR332,909,854
7	Implementation of Mutually Agreed Procedures Regarding Management Contracts and Annual Management Contracts for BUMN Directors	IDR331,828,737
8	Implementation of Mutually Agreed Procedures regarding BUMN Aggregated Financial Reports for the 2023 Fiscal Year	IDR521,868,320
9	Additional Scope of Implementation of Mutually Agreed Procedures in Relation to Management Contracts and Annual Management Contracts for BUMN Directors and Implementation of Mutually Agreed Procedures in Relation to Performance Realization Reports for LTI purposes for Board of Directors and Board of Commissioners	IDR222,000,000
	Subtotal	**IDR16,402,475,020**
10	Audit of PT BNI Life Insurance ("BNI Life") Financial Reports	IDR1,260,524,920
11	Audit of the Consolidated Financial Statements of PT BNI Sekuritas and Subsidiaries (including Non-Audit Assurance Engagement ("NAAE") MKBD)	IDR520,772,310
12	Audit of the Financial Statements of PT BNI Asset Management (including Agreed Upon Procedures ("AUP") MKBD)	IDR335,630,622
13	Audit of PT BNI Multifinance Financial Reports	IDR436,068,458
14	Audit of PT Bank Hibank Indonesia Financial Reports	IDR1,318,538,917
15	Audit of PT BNI Capital Ventura Financial Reports	IDR397,989,753
	Subtotal	**IDR4,269,524,980**
	Grandtotal	**IDR20,672,000,000**

AUDIT RESULTS

The results of the audit carried out by the external auditor are submitted in the form of a Consolidated Financial Statement Audit Opinion. The Consolidated Financial Report of PT Bank Negara Indonesia (Persero) Tbk and Subsidiaries has been audited by KAP Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PricewaterhouseCoopers network) with the partner in charge being Drs. M. Jusuf Wibisana, M.Ec,. CPA, independent auditor, based on Audit Standards established by the Indonesian Institute of Public Accountants, with an opinion without modification as stated in its report dated January 25, 2024.

AUDIT FEES AND OTHER SERVICES PROVIDED BY MEMBER FIRM OF THE PRICEWATERHOUSECOOPERS NETWORK

During 2023, other services provided by Public Accountants included:

No	Type of Assignment	Total (IDR) including VAT & OPE
1	("BNI London")Group reporting on The London Branch of PT Bank Negara Indonesia (Persero) Tbk ("BNI London")	IDR491,700,000
2	Group reporting on The New York Branch of PT Bank Negara Indonesia (Persero) Tbk ("BNI New York")	IDR1,017,500,000
3	Group reporting on The Tokyo Branch of PT Bank Negara Indonesia (Persero) Tbk ("BNI Tokyo")*)	IDR2,634,775,000
4	Audit of the financial statements of The Seoul Branch of PT Bank Negara Indonesia (Persero) Tbk ("BNI Seoul")*)	IDR653,400,000
5	Audit of financial reports and group reporting of The Singapore Branch of PT Bank Negara Indonesia (Persero) Tbk ("BNI Singapore")*)	IDR3,563,618,968
6	Group reporting on The Hong Kong Branch of PT Bank Negara Indonesia (Persero) Tbk ("BNI Hong Kong")*)	IDR906,660,000
Sub Total		**IDR9,267,653,968**
7	Procurement of BNI RACE Culture Work Culture Transformation Consultation Services	IDR2,100,000,000
8	PT Bank Negara T170 T171 YA 2022 single entity*)PT Bank Negara T170 T171 YA 2022 single entity*)	IDR280,232,160
9	Procurement of Proactive Assurance for the implementation of PSAK 74/IFRS	IDR1,898,100,000
10	Tax Assessment Services 2020-2021	IDR121,000,000
11	Services related to income tax (Corporate Income Tax) 2022	IDR88,000,000
Sub Total		**IDR4,487,332,160**
Total		**IDR13,754,986,128**

*) Translation to Rupiah using Reuters middle rate on 31 December 2023

PUBLIC ACCOUNTING FIRM PROFILE

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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), Financial Services Authority (FSA), 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 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 concerning Amendments to PBI No. 3/22/PBI/2001 concerning Transparency of Bank Financial Conditions, in providing audit assignments for Financial Reports, BNI is required to appoint a Public Accountant and Public Accounting Firm that has been registered with Bank Indonesia. Through the Board of Commissioners letter No. DK/33 dated 28 February 2023, the Board of Commissioners appointed the Tanudiredja, Wibisana, Rintis & Rekan Public Accounting Firm (a member firm of the PwC global network) as the external auditor in examining the Company's Financial Report and other reports for the 2023 fiscal year;
2. Based on Financial Services Authority Regulation No. 13/POJK.03/2017 dated 27 March 2017 as revoked by Financial Services Authority Regulation No. 9 of 2023 concerning the Use of Public Accounting Services and Public Accounting Firms in Financial Services Activities in article 7 paragraph 1 states that parties in the form of commercial banks, issuers and public companies are obliged to limit the use of audit services for annual historical financial information from the same AP for a period no longer than audits for 7 (seven) cumulative 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 FSA can request information from a Public Accountant even though the work agreement has ended.

Internal Control System

The Internal Control System (SPI) is a monitoring mechanism established by Bank management on an ongoing basis and implemented by all management and employees at every level of the organization. Therefore, an effective SPI is an important component in Bank management as well as being the basis for healthy and safe Bank operational activities. Implementation of the Internal Control System within the Bank is the responsibility of all parties involved as outlined in the duties and responsibilities of each party.

CONTROL PURPOSES

FINANCIAL AND OPERATIONAL CONTROL, AND COMPLIANCE WITH LAW REGULATIONS

The purposes of the Internal Control System in BNI includes:

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, FSA, 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; and
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); and
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; and
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 FSA 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. Internal control activities in the Company include:

1. General Control Activities
Involves 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:
   a. 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.
   b. Operational Performance Review (Functional Reviews) Reviews are periodically carried out by IAD.
   c. Information System Control
      Includes verification of the accuracy and completeness of transactions and authorizations, general control and application control.
   d. Physical Asset Control
      Physical Asset Control activities include securing assets, limiting access to computers and data files.
   e. 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)..
   a. Credit Risk Control
      i) Credit supervision covers all credit aspects and all objects of supervision without exception;
      ii) Internal credit control.
   b. 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:
      i) Approving and validating the proposed model/ method used in measuring market risk;
      ii) Developing market risk measurement models;
      iii) Checking the correctness of the market risk calculation based on risk report received
      iv) Determining the confidence level used;
      v) Setting parameters for market risk stress testing;
      vi) Proposing models and parameters used in measuring market risk by the Treasury Division;
      vii) Measuring market risk;
      viii) Conducting back testing and stress testing.
   c. 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:
      i) Submitting periodic/incidental risk exposure reports to the Risk Management Work Unit;
      ii) 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.
   d. Liquidity Risk Control
      Liquidity risk control is carried out by:
      i) Monitoring and taking alternative strategic steps for each Secondary Reserve (SR) traffic light, namely: Dark Green, Light Green, Light Yellow, Dark Yellow and Red;
      ii) 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
   e. 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:
      i) Preparing assessments through a juridical study, in the event there are plans to add/ develop new products and/or activities;
      ii) Providing legal advice, and/or legal assistance in the event there are legal risks in operational activities;

iii) Reviewing contracts and agreements with other parties periodically.

f. Strategic Risk Control
Strategic risk control is carried out by:
i) 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;
ii) 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:
i) 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;
ii) Ensuring compliance with established commitments

h. Reputation Risk Control
Reputation risk control is carried out by:
i) Managing, following up and resolving customer complaints and lawsuits that can immediately increase reputation risk; and
ii) 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:
1. Internal and external information obtained and submitted to Management related to the performance of achieving the Company's goals; and
2. The resulting information to be sufficient and timely, therefore, it can carry out its responsibilities effectively and efficiently.

The necessary information system includes:
1. BNI organizing a contingency recovery plan, and a back-up system to prevent high-risk business failures;
2. 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 Line Roles, which are:

#1 Risk Taking Unit or 1st Line Roles	#2 Risk Control Unit or 2nd Line Roles	#3 Risk Assurance or 3rd Line Roles
Risk Owner, responsible for the risks taken, execution and results (Day to day risk management & control) 1. Responsible for managing and controlling risks inherent in day- to-day business activities or functions 2. 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 roles	Risk Control, responsible for developing the Bank's risk management framework, policies, principles and methodology 1. Preparing proposals for risk management strategies and policies, including risk appetite & limits 2. Developing frameworks, policies, principles, tools, methodologies and risk management standards 3. As a risk oversight unit, carries out aggregation and overall risk reporting 4. Advising or providing recommendations to the 1st line roles on implementing risk policies according to authority 5. Escalating issues/important decisions to Senior 6. Management/ Directors and/or Risk Management Committee and Anti Fraud, Risk Management Sub-Committee and/ or Integrated Risk Management Committee (Risk Management Committees)	Risk Assurance, responsible for independently evaluating the effectiveness of risk management and internal control implementation 1. Conducting independent and periodic internal audits on the implementation of risk management and internal control 2. Preparing corrective action recommendations and monitoring their implementation 3. Reporting the audit results to the Audit Committee and key stakeholders according to their authority

REVIEW OF EFFECTIVENESS INTERNAL CONTROL SYSTEM

As an important component in Bank management, the Internal Control System (SPI) forms the basis for healthy 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.

For the SPI, the BNI Board of Directors has the 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.

The Internal Audit Work Unit (SKAI) conducts evaluations, through audits and consultations, and plays an active role in improving the SPI effectiveness on an ongoing basis in connection with the Bank's operations that have the potential to cause losses in achieving the targets set by Bank management.

To achieve this, the 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 is responsible for and has supervised the implementation of the Internal Control System (SPI), namely approving and monitoring the Board of Directors' policies that determine internal control. In carrying out its duties, authority and responsibility for supervision, the Board of Commissioners is also assisted by the Audit Committee, Risk Monitoring Committee, Nomination and Remuneration Committee, and Integrated Governance Committee.

The Board of Directors is also responsible for the implementation of a reliable and effective Internal Control System (SPI) as well as making efforts to improve an effective risk awareness culture at every level of the organization. Meanwhile, the Director who oversees the compliance function plays an active role in preventing deviations by management in establishing policies related to the precautionary principle.

The Internal Audit Unit (IAD) has continuously evaluated the effectiveness of SPI related to operational implementation in achieving the targets set by the Company, including through inspection activities on units and activities.

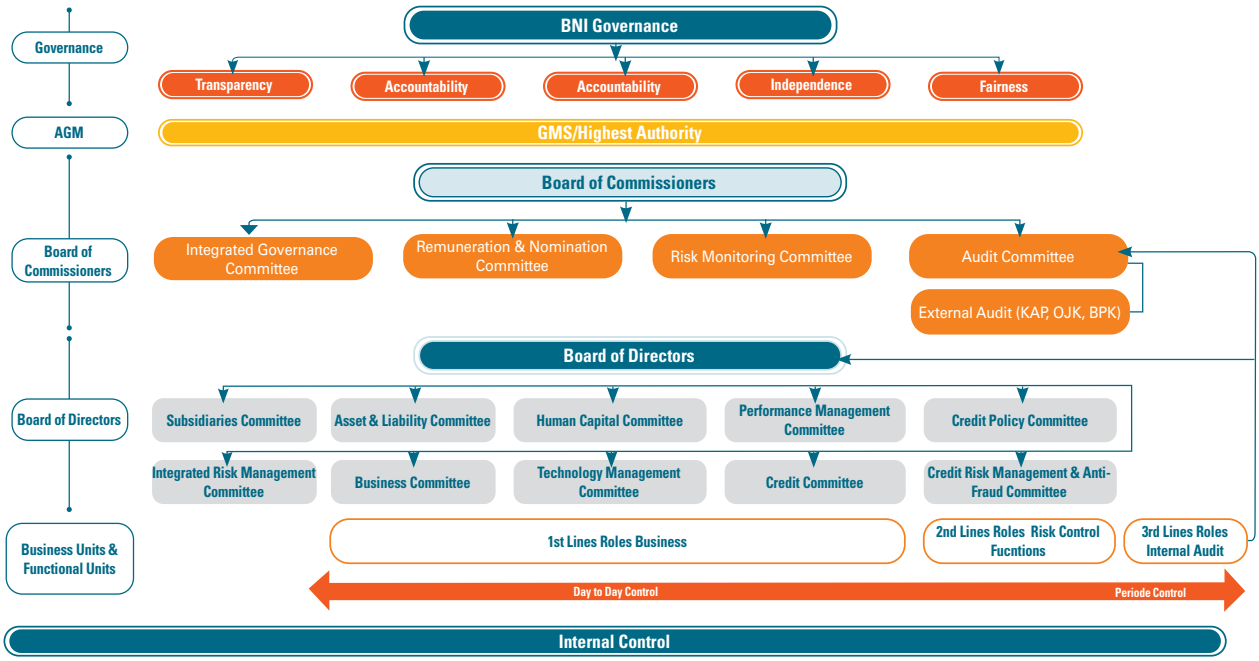
The evaluation results obtained are always submitted to the Board of Directors and related units for follow-up and implementation monitoring. Concerning problems that arise, improvements are always made and monitoring is carried out consistently to ensure that the SPI is running effectively. The Board of Commissioners through the Audit Committee has played an active role in evaluating SPI through reviewing the results of inspections carried out by IAD.

Risk Management System

GENERAL DESCRIPTION OF THE RISK MANAGEMENT SYSTEM IMPLEMENTED BY BNI

BNI has established a system to manage risk and capital in an effective and integrated manner in order to anticipate economic challenges, and any increased risk exposure that may arise in carrying out its business activities. This also aims to support sustainable performance achievement and growth and increase the company's competitiveness.

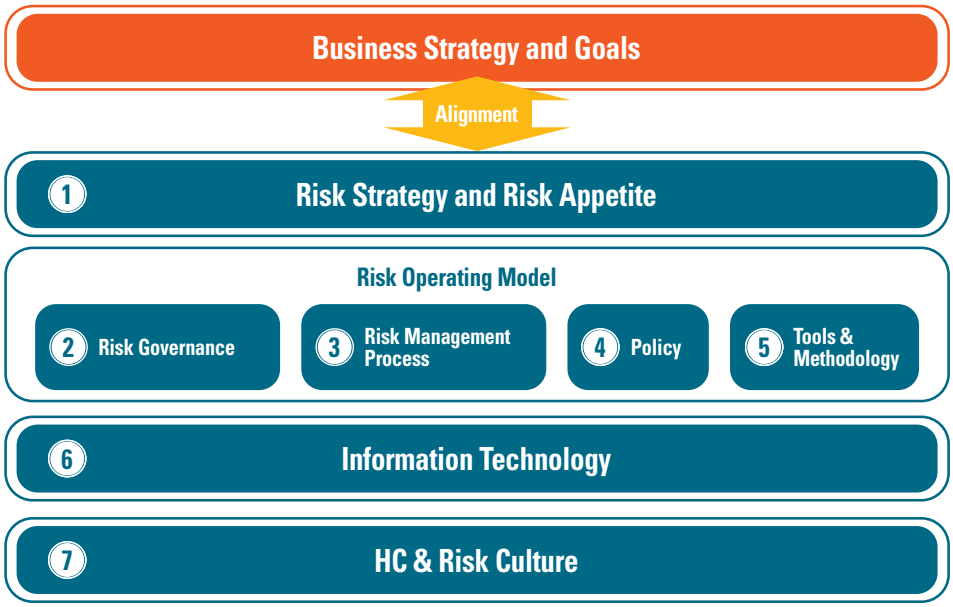
BNI's risk management is proactive and forward looking. This is intended to maximize added value to shareholders, manage capital comprehensively, and ensure profitability and sustainable business growth. Moreover, BNI as a Financial Services Institution with a number of subsidiaries that are members of the BNI Financial Conglomerate, also requires an integrated risk management system. The risk management governance can be described as follows:



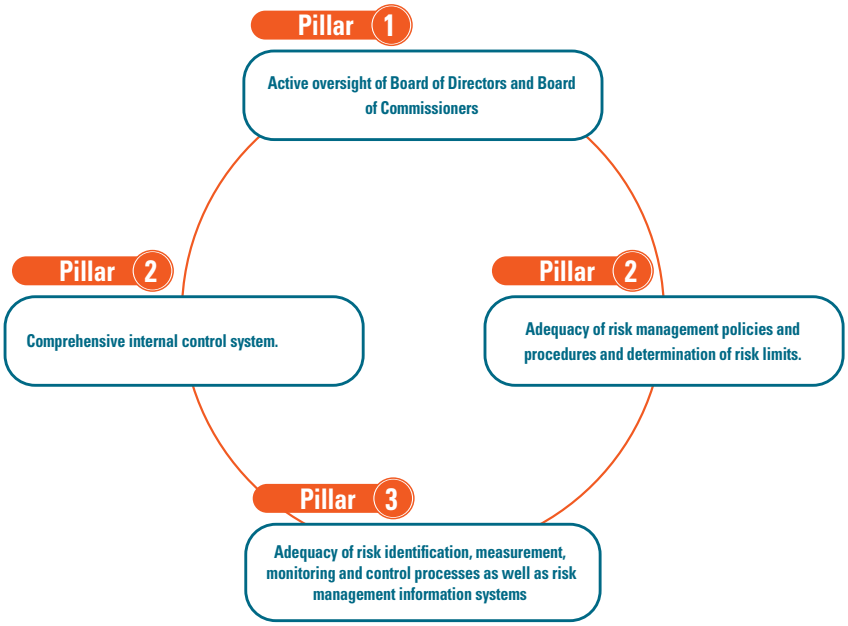
RISK MANAGEMENT FRAMEWORK

The risk management framework starts from determining a risk strategy and risk appetite that is in line with BNI's business strategy and objectives. Risk management is carried out based on a risk operating model which includes governance, processes, policies as well as tools and methodology. Risk management is supported by adequate Information Technology, adequate quality and quantity of human resources, as well as strengthening risk awareness through the internalization of risk culture.

The risk management framework is depicted in the following chart:



In order to implement effective risk management, both for BNI individually and consolidated and integrated with subsidiaries, the implementation of BNI risk management includes:



PILLAR 1. ACTIVE SUPERVISION OF THE BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS

BOARD OF DIRECTORS SUPERVISION

Active monitoring of Board of Directors is performed by:

1. Prepare written and comprehensive Risk Management policies, strategies and frameworks, including overall Risk limits and per Risk type, taking into account the level of Risk to be taken (Risk Appetite) and Risk Tolerance according to the Bank's conditions, and taking into account Risk impact on capital adequacy. After obtaining approval from the Board of Commissioners, the Board of Directors determines Risk Management policies, strategies and framework.

2. Prepare, establish and update procedures and tools to identify, measure, monitor and control risks.
3. Prepare and determine transaction approval mechanisms, including those that exceed limits and authority for each level of position.
4. Evaluate and/or update Risk Management policies, strategies and frameworks at least 1 (one) time in 1 (one) year or more frequently if there are changes in factors that influence the Bank's business activities, Risk exposure and/ or Risk profile significantly.
5. Establish the organizational structure, including clear authority and responsibility at each level of position related to the implementation of Risk Management.
6. Responsible for implementing Risk Management policies, strategies and frameworks that have been approved by the Board of Commissioners as well as evaluating and providing direction based on reports submitted by the Risk Management Work Unit (SKMR) including reports regarding Risk profiles.
7. Ensure that all material risks and impacts caused by the risks in question have been followed up and submit accountability reports to the Board of Commissioners on a regular basis, including including reports on developments and problems related to material risks along with corrective steps that have been, are being and will be taken.
8. Ensuring the implementation of corrective actions on issues found by the Internal Audit (IAD);
9. Develop a Risk Management culture including Risk awareness at all levels of the organization, including, among other things, adequate communication to all levels of the organization regarding the importance of effective internal control.
10. Ensure adequate resource support to manage and control risks.
11. Ensure that the Risk Management function has been implemented independently, which is reflected in, among other things, the separation of functions between the SKMR which carries out risk identification, measurement, monitoring and control and the work unit which carries out and completes transactions.

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).

SUPERVISION OF THE BOARD OF COMMISSIONERS

Active supervision by the Board of Commissioners is carried out, among other things, by:

1. Approve BNI's risk management policy including the risk management strategy and framework determined in accordance with the level of risk to be taken (Risk Appetite) and risk tolerance (Risk Tolerance), both quantitative and qualitative Risk Appetite
2. Evaluate risk management policies and strategies at least 1 (one) time in 1 (one) year or in the event that there are changes in factors that significantly influence BNI's business activities;
3. Evaluate the accountability of the Board of Directors and provide direction for improvements to the implementation of BNI's risk management policies on a regular basis;
4. Ensuring that risk management policies and processes are carried out effectively and are integrated into the overall BNI risk management process.

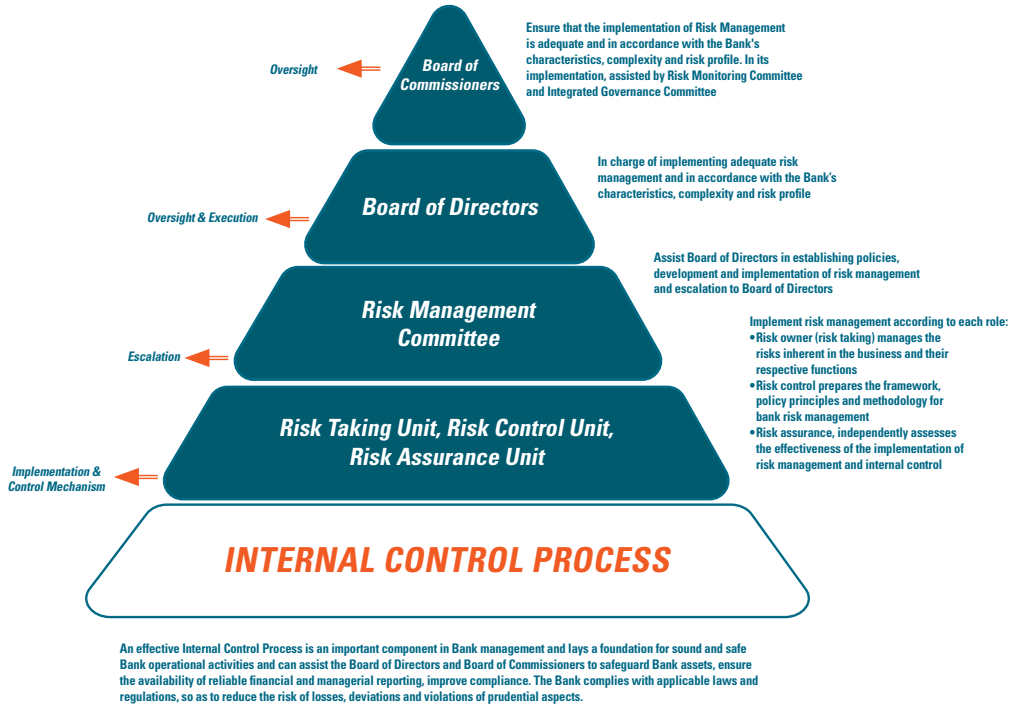
The Board of Commissioners formed a Risk Monitoring Committee as stated in the Risk Monitoring Committee Charter, with the committee's duties including:

1. Evaluate the conformity of risk management policies with the implementation of Bank policies;
2. Monitor and evaluate the implementation of the duties of the Risk Management Committee and Risk Management Work Unit in order to provide recommendations to the Board of Commissioners;
3. Carrying out certain other tasks related to the function and scope of duties of the Risk Monitoring Committee as assigned by the Board of Commissioners.

In carrying out its function of supervising the implementation of BNI Risk Management and Integrated Risk Management, the BNI Board of Commissioners is assisted in its implementation by the Risk Monitoring Committee (KPR), Audit Committee and Integrated Governance Committee.

In order for the implementation of risk management to run effectively, its implementation must be carried out based on the risk management that has been established by BNI. Risk governance clearly regulates roles, responsibilities, decision-making processes, linkages between risk management functions, as well as establishing policies to ensure that the risks faced by BNI are managed well. Risk governance at BNI can be described in the following diagram:

BNI RISK MANAGEMENT



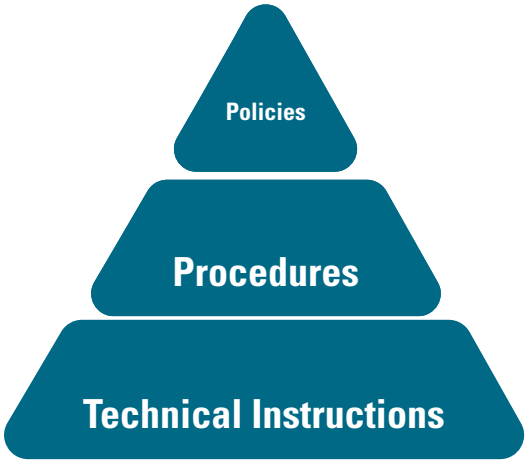
PILLAR 2. ADEQUACY OF POLICIES, PROCEDURES AND LIMIT DETERMINATION

The Risk Management Policy is a written direction in implementing risk management and must be in line with the vision, mission and strategic plan and focus more on relevant risks in BNI's business activities, and is prepared by taking into account the level of risk that is willing to be taken (risk appetite), risk tolerance, and setting limits.

In order to support the effective implementation of risk management, BNI has a risk management policy document that has been approved by the Board of Commissioners, and functions as a strategic and comprehensive basic reference, including:

1. General Policy for Risk Management.
2. General Policy for Integrated Risk Management and Integrated Capital.
3. General Policy for Internal Control Systems

Risk Management Procedures are an elaboration and implementation rules of the Risk Management Policy and are used as a reference for implementing risk management for each Risk Management Unit and all BNI organizational units, and are adequately documented. Detailed provisions for each procedure are regulated in technical instructions (Juknis). Evaluation and/or updating of BNI Risk Management Policies and Procedures is carried out periodically, or in the event of significant changes that affect BNI's business activities. Procedures and technical instructions in the following chart:



As one of the risk control methods, BNI also has risk limits. Risk limits are thresholds for determining the level of intensity of risk mitigation that will be implemented by management. Determination of BNI risk limits includes limits per risk (Credit Risk, Market Risk and Liquidity Risk), limits per functional activity and limits as a whole. These policies, procedures and risk limits are periodically reviewed with approval up to the Board of Directors level through committee meetings or through circulation to the Board of Directors according to the level of authority.

PILLAR 3. ADEQUACY OF RISK IDENTIFICATION, MEASUREMENT, MONITORING AND CONTROL PROCESSES, AND RISK MANAGEMENT INFORMATION SYSTEMS

The Risk Management process at BNI includes the stages of identifying, measuring, monitoring and controlling risks for 8 (eight) types of risks on an ongoing basis for all material risk factors supported by the Risk Management Information System, which can be described as follows:



Policies regarding the process of identifying, measuring, monitoring and controlling risks for 8 (eight) types of risk (credit, market, liquidity, operational, legal, strategic, compliance and reputation risks) are stipulated in the General Risk Management Policy (KUMR), while the Management process Integrated Risk in the BNI Financial Conglomerate is stipulated in the General Policy for Integrated Risk Management and Integrated Capital (KUMRT).

1. Identify Risks
   The risk identification process is carried out proactively for all business activities in order to analyze the source, level of possibility of risk and its impact. The things to pay attention to in the risk identification process are:
   a. Identification of all risks is carried out periodically.
   b. Have a method or system to identify risks in all BNI products and business activities.
   c. Specifically identifying risks for new bank products, before new bank products are introduced or implemented.
2. Risk Measurement
   The risk measurement process is carried out in order to determine the magnitude of risk exposure as a reference for carrying out risk control and for the purposes of calculating the Minimum Capital Requirement (KPMM).

   Risk measurement is carried out either quantitatively and/or qualitatively according to the measurement methods established by the Regulator or by using internal methods developed by BNI based on best practice in risk measurement. To anticipate extreme conditions, risk measurement at BNI is also equipped with stress testing for credit risk, market risk and liquidity risk.

The things to pay attention to in implementing risk measurements are:

a. The scope of risk measurement at least measures sensitivity, tendencies, individual risk factors, risk exposure as a whole or per risk by considering correlation, and all risks inherent in bank transactions and products.
b. Risk measurement methods can be carried out quantitatively and/or qualitatively using methods determined by the Regulator or those developed internally.
c. The application of measurement methods is adjusted to the applicable Regulatory provisions.
d. The use of internal methods in measuring credit risk, market risk, liquidity risk and operational risk must take into account Regulatory requirements, including requirements for use, backtesting, validation and documentation.
e. Risk measurement is carried out by the Risk Management Unit in coordination with the Risk Management Work Unit.

Risk measurement for BNI individually is carried out on 8 (eight) types of risk, while for the BNI Financial Conglomerate it is carried out on 10 (ten) types of risk. For the purposes of reporting the Minimum Capital Requirement (KPMM) to the Regulator, BNI's individual risk measurement is carried out on 3 (three) main risks, namely credit risk, market risk and operational risk. Meanwhile, the integrated KPMM calculation is carried out by comparing the actual total capital of Financial Services Institutions (LJK) members of the Financial Conglomeration with the total minimum capital that must be met by LJK members of the BNI Financial Conglomeration.

Risk measurements are carried out periodically which the measurement results are reported to the Regulator as part of the individual BNI Risk Profile and KPMM reporting as well as the BNI Financial Conglomerate's Integrated Risk Profile and KPMM reporting.

3. Risk Monitoring
   The risk monitoring process is carried out to ensure that risks have been managed well, including by monitoring the mitigation and risk limits that have been set.

   The things to pay attention to in implementing risk monitoring are:
   a. Risk monitoring includes, among other things, monitoring the magnitude of risk exposure, risk tolerance, limit compliance, and stress testing results as well as consistent implementation of established policies and procedures;
   b. Risk monitoring is carried out by both the Operational Work Unit and the Risk Management Work Unit;
   c. Monitoring results are presented in reports that are submitted periodically to external (Regulator) and internal (Management) parties.

Risk monitoring is carried out both by the Operational Work Unit (Risk Taking Unit) as the risk owner (Risk Owner) and by the Risk Control Unit, and the results of monitoring are presented in regular reports, including Bank Health Level Report, Risk Profile Report, Capital Provision Requirement Report Minimum (KPMM), Loan Portfolio Report, Market Risk and Liquidity Risk Monitoring Report, Operational Risk Incident & Loss Report, Business Continuity Management (BCM) Monitoring Report, Internal Risk Analysis and other risk reports.

4. Risk Control
   The risk control process is carried out primarily to manage risks that could disrupt BNI's business continuity.
   The things to pay attention to in risk control are:
   a. The risk control system refers to established policies and procedures.
   b. 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 (risk tolerance).
   c. Risk hedging and mitigation mechanisms are carried out by the Operational Working Unit in collaboration with the Risk Management Working Unit.

   Risk control strategies that can be implemented include the following:
   a. Accepting Risk (Risk Acceptance)
      For types of risks where the process does not allow for preventive intervention or improvement of the situation, the existing potential risks will be accepted as a consequence of the bank taking advantage of business opportunities, taking into account that the existing risks are still within the Bank's limits/tolerance. However, strict controls must be implemented if this risk control strategy is implemented.

   b. Avoiding Risk (Risk Avoidance)
      Risk avoidance is carried out to prevent BNI from experiencing an unacceptable risk, or to prevent increasing existing risk exposure. Risk avoidance is chosen if the potential profit from a business activity is smaller than the risk exposure that may occur.

c. Transferring Risk (Risk Transfer)
In a risk transfer strategy, the existing risks are still attached to the business activity, but the risks are transferred to other parties. One of the most common risk transfer methods is the use of insurance services or outsourcing.

d. Reducing Risk (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 or events within the bank. One alternative to suppress and reduce risks is through increasing control and improving work systems and procedures.

5. Risk Management Information System
The Risk Management information system must be able to support the implementation of risk identification, measurement, monitoring and control processes.
   a. Risk Data Management
   Risk data management is the management of risk data which is used to ensure the level of availability, accuracy and timeliness of distribution of risk management information/reports as well as to parties with an interest in risk management reports.

   b. Risk Management Reporting
   Risk Management reporting to certain parties must at least pay attention to the following matters:
      i) The frequency of submitting reports is adjusted to the needs of interested parties, so as to provide adequate information for decision makers.
      ii) The report contains information regarding total risk exposure, monitoring of material risks, setting limits, compliance with policies and procedures, achievement of business performance and implementation of risk management.

   The effectiveness of the implementation of the BNI Risk Management Information System includes:
   a. Availability of information that is accurate, complete, informative, timely, and can be used by the Board of Commissioners, Directors and related work units in implementing Risk Management to assess, monitor and mitigate risks faced by BNI, both overall risks and per type of risk.
   b. The effectiveness of implementing Risk Management includes policies, procedures and setting risk limits.
   c. Availability of information about the results (realization) of implementing Risk Management compared to targets set by BNI in accordance with risk management implementation policies and strategies.

Several risk management applications prepared to support the implementation of the risk management process properly, accurately and on time, including the Internal Rating System, Early Warning System, Scoring System, Operational Risk Tool (New PERISKOP), and Market & Liquidity Risk Management Application

Several risk management solutions have been prepared to support the implementation of risk management properly and in line with the IT Strategic Plan, including:

a. Preparing front end applications for credit risk, market risk and operational risk.
b. Preparing data storage and information systems.

Before implementing a new risk management information system, testing must be carried out to ensure that the process and output produced have gone through the development, testing and reassessment process effectively and accurately.

BNI has used several models and tools as tools to assist in the risk management process and business decision making. Before implementing a new risk management model or information system, testing and validation must be carried out to ensure that the model, system, process and output produced have gone through the development, testing and reassessment process effectively and accurately. BNI has an independent validation function in the Risk Management Sector.

To optimize the validation process, efficiency of the model life cycle and the potential for model risk to arise from the implemented model, BNI is developing a Risk Management Framework Model as part of quality risk management.

Model risk can be defined as the potential loss due to errors in the development, implementation, validation, or use of a model owned by a bank. The possibility of model risk increases as the number of models implemented, the complexity of a model, or the magnitude of the impact arising from implementing a model risk.

The Risk Management Model Framework currently being developed includes:

a. Risk Assessment Model
   It is a process of measuring model risk to be able to carry out priority assessment and model risk assessment to quantify the model based on the materiality and complexity of the model.
b. Model Control
   Model control is carried out through validation during the initial stages of the model being developed along with regular validation after the model is implemented. The model validation carried out includes validation of the modeling methodology and validation of performance scoring.
c. Life Cycle Model
   Through the Model Life Cycle, BNI can track the position of a model in the Model Risk Management cycle, starting from the development, validation, to implementation stages. This information includes implementation status and whether the model has been reviewed periodically.
d. Inventory Model
   Inventory model is an inventory of existing models at BNI. Model inventory includes information related to the model, including the data source used, the purpose of the model being developed, the model owner/developer, the results of model validation and documentation related to the model.

PILLAR 4. COMPLETE INTERNAL CONTROL

The company's implementation of the Internal Control System uses the Three Lines Roles model which consists of:

#1 Risk Taking Unit or 1st Line Roles	#2 Risk Control Unit or 2nd Line Roles	#3 Risk Assurance or 3rd Line Roles
Risk Owner, responsible for risks taken, execution and results (Day to day risk management & control): 1. Responsible for management and control of risks inherent in daily business activities or function; 2. Identify, measure, mitigate, monitor and report risks attached to appropriate business activities/functions with strategies/ policies/parameters the risk that has been determined by the 2nd line roles.	Risk Control, responsible for preparation of frameworks, policies, principles, and Bank risk management methodology: Prepare strategy and policy proposals 1. risk management, including risk appetite & limits; 2. Develop frameworks, policies, principles, tools, methodologies and standards risk management; 3. As a risk oversight unit, carry out risk aggregation and reporting whole; 4. Advice or recommendations to 1st line roles in implementing policies risks according to authority; 5. Escalating problems/ important decisions to Senior Management/ Directors and/or Committee Risk Management & Anti Fraud Risk Management Sub Committee (Risk Management Committee) and/or Committee Integrated Risk Management.	Risk Assurance, responsible for independently assess effectiveness implementation of risk management and internal control: 1. Carry out internal audits independent and periodic to implementation of risk management and internal control; 2. Develop recommendations corrective action and monitoring its implementation; 3. Report audit results to the Committee Audit and key stakeholders according to their authority.

The Risk Owner as the first line role/Risk Taking Unit manages the risks inherent in the business and its functions on a daily basis (day to day). The Enterprise Risk Management Division, Operational Risk Management Division, Policy Governance Division and Compliance Division act as second line roles/Risk Control Unit.

The Internal Audit Unit (IAD) acts as a third line role/Risk Assurance Unit, which is responsible to the President Director and is tasked with independently assessing the suitability of the risk management implementation process and internal control system with established policies and procedures and with the provisions of the Regulator.

The implementation of the Internal Control System at BNI has been running effectively and efficiently by implementing a separation of functions between the Risk-Taking Unit and the Risk Control Unit and the Risk Assurance Unit.

TYPES OF RISKS AND HOW TO MANAGE THEM

There are 8 (eight) risks managed by BNI as a Bank and 10 (ten) risks managed by BNI as a financial conglomerate, namely credit risk, market risk, liquidity risk, operational risk, legal risk, reputation risk, strategic risk, compliance risk, intra-group transaction risk, and insurance risk. A comprehensive explanation of the risk profile and its management is in the discussion of Types of Risk and How to Manage It, Capital and Risk Management Practices Chapter, this Annual Report.

REVIEW OF THE EFFECTIVENESS OF RISK MANAGEMENT SYSTEMS

The assessment of the quality of Risk Management implementation reflects an assessment of the adequacy of the Risk control system which covers all pillars of Risk Management implementation as regulated in the provisions of the Financial Services Authority regarding the implementation of Risk Management for Commercial Banks.

The implementation of bank risk management varies greatly according to the scale, complexity and level of risk that can be tolerated by the bank. Thus, in assessing the Quality of Risk Management Implementation, it is necessary to pay attention to the characteristics and complexity of the Bank's business.

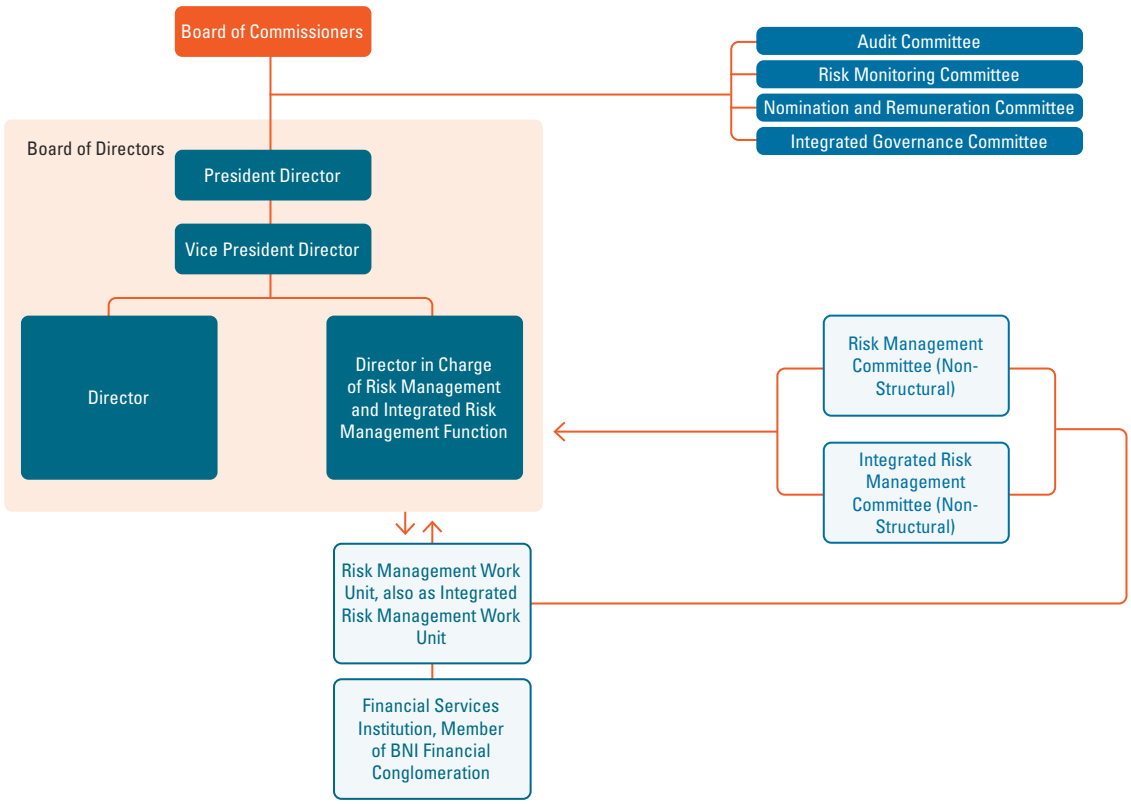
The assessment of the quality of Risk Management implementation is an assessment of 4 (four) interrelated aspects, namely:

1. Risk governance;
2. Risk Management Framework;
3. Risk Management Process, adequacy of human resources, and adequacy of management information systems; as well as
4. Adequacy of the Risk control system, considering the characteristics and complexity of the Bank's business.

The results of the BNI Individual Risk Profile self-assessment as of December 31 2023 are ranked 2 (low to moderate) with a low to moderate Inherent Risk Rating and a Satisfactory Risk Management Implementation Quality (KPMR) rating. From the results of the self-assessment, it is reflected that the risk management system has been implemented by BNI well and effectively.

RISK MANAGEMENT ORGANIZATION STRUCTURE

Risk Management Organization Structure



BNI's Financial Conglomerate was prepared and established as follows:

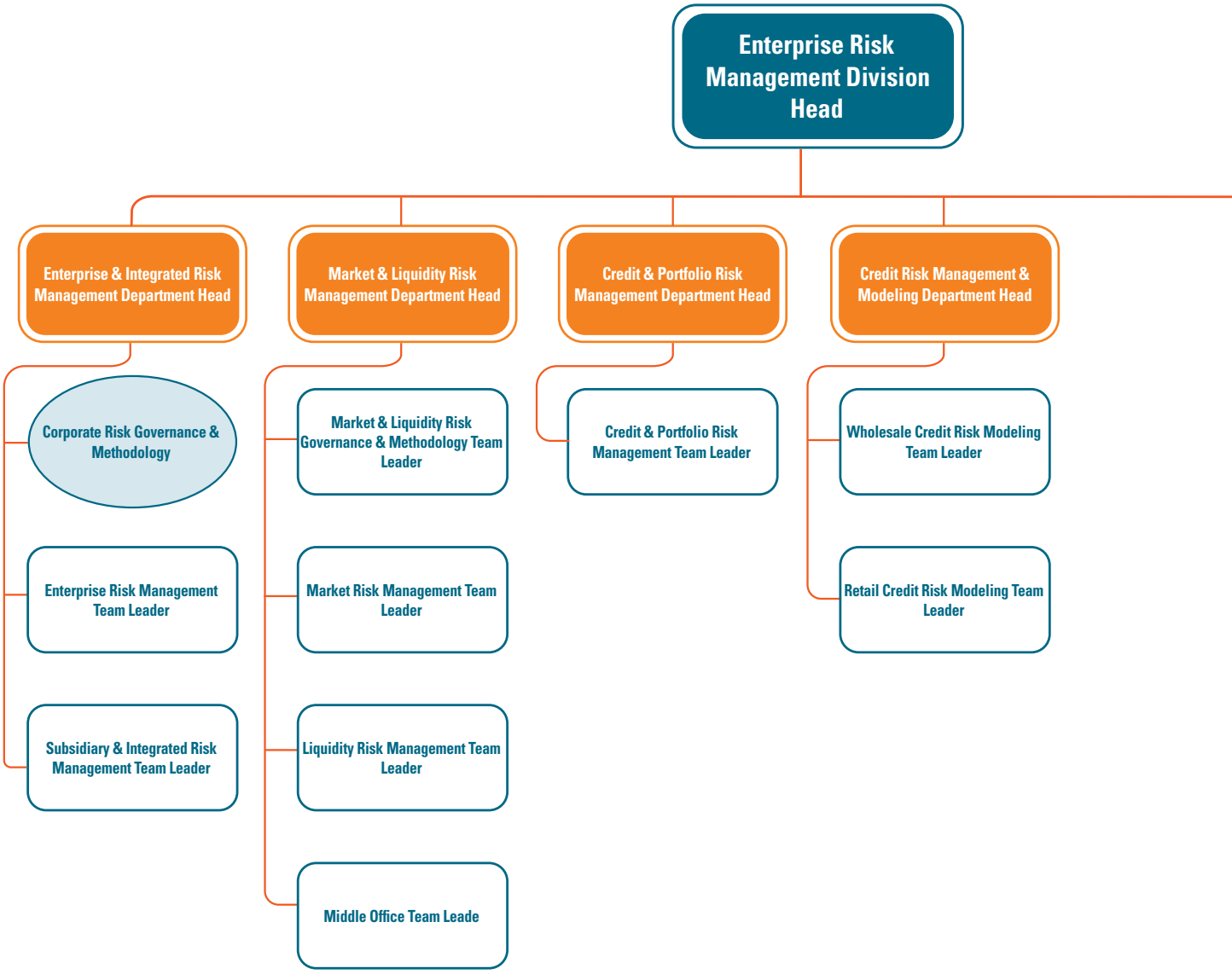
1. BNI's Board of Directors and Board of Commissioners are authorized and responsible for ensuring the implementation of BNI's Risk Management individually or in an integrated manner;
2. In carrying out its functions to supervise the implementation of BNI's Risk Management and Integrated Risk Management, 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 Director 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 sub- committee 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.

THE ENTERPRISE RISK MANAGEMENT (ERM) DIVISION AND OPERATIONAL RISK MANAGEMENT (ORM)

The Enterprise Risk Management (ERM) Division and Operational Risk Management (ORM) Division at BNI act as the Risk Management Work Unit (SKMR) and Integrated Risk Management Work Unit which are under and directly responsible to the Director of Risk Management who oversees the Risk Management function and Integrated Risk Management. Apart from the ERM Division, BNI has also established an Operational Risk Management (ORM) Division which plays the role of SKMR and is directly responsible to the Risk Management Director.

ORGANIZATIONAL STRUCTURE OF ENTERPRISE RISK MANAGEMENT DIVISION



HEAD OF RISK MANAGEMENT DIVISION PROFILE

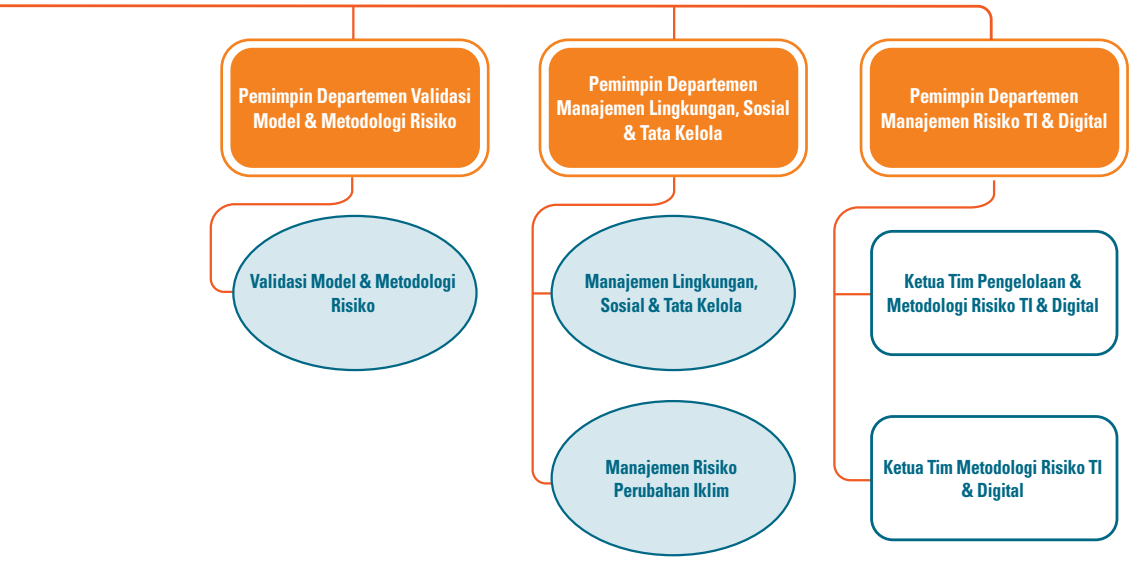
The Enterprise Risk Management Division Head reports directly to the Risk Management Director. Since February 17 2022, the Enterprise Risk Management Division has been led by Rayendra Minarsa Goenawan, M.M, B.C.Sc.

Rayendra Minarsa Goenawan, M.M, B.C.Sc.
Head of Enterprise Risk Management Division
Served since February 17, 2022 - present

Indonesian citizen, 39 years old, obtained a Master's degree in Management from Bina Nusantara University JWC. Serves as Head of the Enterprise Risk Management Division based on Board of Directors' Decree No. KP/091/DIR/R dated 1 April 2022.

DEVELOPMENT OF ENTERPRISE RISK MANAGEMENT DIVISION HEAD COMPETENCIES

Competency Development/Training Materials	Implementation Date	Organizing Institution
Substance of Regulations regarding Strategic Planning, Reporting, Assessment of BUMN Health Level and BUMN Risk Management	March 20, 2023	Ministry of State-Owned Enterprises (KBUMN)
Workshop Operational Risk Awareness	March 2023	PT Bank Negara Indonesia (Persero)Tbk
Operational Risk Workshop at Region Office 18	April 2023	PT Bank Negara Indonesia (Persero)Tbk
CCISO Training	May 2023	PT Bank Negara Indonesia (Persero)Tbk



Description: The attachment to this memo is an integral part of the Board of Directors Decree No. KP/136/DIR/R dated April 12, 2023.
Organisational arrangement of Divisions/Units/Functional Units of Head Office in Appendix Set 39

Competency Development/Training Materials	Implementation Date	Organizing Institution
Region 02 Operational Risk Workshop	May 2023	PT Bank Negara Indonesia (Persero) Tbk
Business Meeting BNI Semester II 2023	July 2023	PT Bank Negara Indonesia (Persero) Tbk
Compliance Forum: Anti-Money Laundering & Prevention of Terrorism Financing	August 8 2023	PT Bank Negara Indonesia (Persero) Tbk
Workshop on Personal Data Protection Law (UU PDP)	August 30-31, 2023	CBQA Global
Workshop on Optimizing the New PERISKOP and Implementing the NWOW ORIC Function	September 2023	PT Bank Negara Indonesia (Persero) Tbk
Focus Group Discussion with the topic "Banking Plans and Strategies related to Bank Indonesia's Macroprudential Liquidity Policy (KLM) and Industry Response related to the Government's Downstream Policy"	September 2023	Bank Indonesia
International Financial Reporting Standards Sustainability 1 Sustainability 2 (IFRS S1 dan S2)	October 17-18, 2023	Indonesian Accounting Association (IAI)
Archipelgic and Island States (AIS) Blue Economy High – Level Dialogue	October 2023	Coordinating Ministry for Maritime & Investment Affairs
Conference of the Parties-28/ COP-28 (UIN Annual Meeting to Discuss Climate Issue)	November 30-December 12, 2023	United Nation (UN)
Risk Governance & Leadership	December 6, 2023	Enterprise Risk Management Academy (ERMA)

Competency Development/Training Materials	Implementation Date	Organizing Institution
Certified Qualified Chief Risk Officer (QCRO)	December 12, 2023	Professional Certification Institute (LSP)

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. Monitoring the implementation of risk management strategies that have been approved by the Board of Directors;
   b. Conduct regular reviews of the risk management process;
   c. Prepare proposed bank risk management strategies and policies;
   d. Monitor the overall risk position (composite), per type of risk, per type of functional activity and carry out stress testing;
   e. Develop and evaluate the accuracy of models used to measure risk;
   f. Review proposed new products and activities from the risk aspect;
   g. Provide recommendations to operational work units (risk taking units) according to their authority;
   h. Evaluate the independence and effectiveness of the bank's risk management infrastructure on a regular basis;
   i. Supervise the implementation of risk management, including through the implementation of an integrated risk control system and the determination of risk exposure limits;
   j. Prepare and submit risk reports periodically to the Board of Directors through the Director in charge of the risk management function;
   k. Independent from the risk taking unit in carrying out risk management oversight functions. The supervisory function aims to ensure that the bank's risks and portfolio are managed well, including by establishing risk parameters and limits;

2. Integrated Risk Management Work Unit
   a. Providing input to the Main Entity's Board of Directors, including in the preparation of Integrated Risk Management policies;
   b. Monitor the implementation of Integrated Risk Management policies including developing procedures and tools for identifying, measuring, monitoring and controlling risks;
   c. Monitoring risks at the BNI Financial Conglomerate based on the results of the assessment:
      - Risk Profile of each Financial Services Institution (LJK) in the Financial Conglomeration;
      - Risk Level of each risk in an integrated manner;
      - Integrated Risk Profile.
      - Leading Risk Indicator;
      - Integrated Risk Appetite;
      - Integrated Risk Limit;
      - Integrated Minimum Capital Requirement (KPMM).
   d. Prepare proposals for establishing an integrated Risk Appetite Statement;
   e. Carrying out stress testing;
   f. Carrying out regular reviews to ensure the adequacy of the implementation of Integrated Risk Management and the implementation of Risk Management in each LJK member of the Financial Conglomerate;
   g. Reviewing proposed new business lines that are strategic in nature and have a significant impact on Financial Conglomeration Risk exposure;
   h. Provide information to the Integrated Risk Management Committee regarding matters that need to be followed up from the results of the evaluation of the implementation of Integrated Risk Management;
   i. Providing input to the Integrated Risk Management Committee in the preparation and improvement of Integrated Risk Management policies;
   j. Prepare and submit regular Integrated Risk profile reports to the Director of the Main Entity who is in charge of the Integrated Risk Management function and to the Integrated Risk Management Committee.

ORGANIZATIONAL STRUCTURE OF THE OPERATIONAL RISK MANAGEMENT DIVISION

ORGANIZATIONAL STRUCTURE OF THE OPERATIONAL RISK MANAGEMENT DIVISION



PROFILE OF THE HEAD OF THE OPERATIONAL RISK MANAGEMENT DIVISION

The Head of Operational Risk Management Division reports directly to the Risk Management Director. Since December 12 2023, the Operational Risk Management Division has been led by Adi Surya Djoko, MBA.

Adi Surya Djoko, MBA.
Head of Operational Risk Management Division
Served since December 12, 2023 - present

Indonesian citizen, 46 years old, obtained a Master of Business Administration degree from the University of Western Australia. In office as Head of the Operational Risk Management Division based on Board of Directors' Decree No. HCE/1/01040 dated December 12, 2023.

DEVELOPMENT OF OPERATIONAL RISK MANAGEMENT LEADER COMPETENCIES

Competency Development/Training Materials	Implementation Time	Organizing Institution
Certified Governance, Risk, and Compliance Professional (GRCP)	October 2023	OCEG
Certified Governance, Risk, and Compliance Audit (GRCA)	October 2023	OCEG
Governance, Risk, & Compliance (GRC)	2023	Citibank

DUTIES AND RESPONSIBILITIES OF THE OPERATIONAL RISK MANAGEMENT DIVISION

The duties and responsibilities of the Operational Risk Management Division are broadly divided into the following functions:

1. Prepare and develop an Operational Risk Management framework
2. Manage and develop operational risk management tools and methodologies.
3. Prepare, evaluate and submit proposals for determining Risk Appetite and Risk Tolerance to the Board of Directors.
4. Manage and develop operational risk RWA calculations in accordance with regulatory provisions.
5. Monitor the implementation of the Operational Risk Management framework.
6. Manage and develop operational risk culture improvement programs.
7. Manage and develop operational risk studies and analysis.
8. Provide assistance to management units (advisory) in conducting assessments and providing operational risk mitigation recommendations for bank products and/or activities.

COMPETENCY DEVELOPMENT IN THE FIELD OF BANK RISK MANAGEMENT

Throughout 2023, the Enterprise Risk Management Division actively participated in competency development programs. The following details the competency development carried out both internally and externally:

Training of Asset and Liability Management	Implementation Date	Organizing Institution
Middle Manager Leadership Program	January 11, 2023	Dunamis Organization Services
Training of Environmentally Friendly Business Activities (KUBL)	February 2, 2023	PT Bank Negara Indonesia
Governance Environmental, Social, Governance, Risk & Compliance (ESGRC)	February 23-24, 2023	Intrinsics
Risk Management Based on ISO 31000:2018	March 4, 2023	Latih Kelas Profesi
Enforcing Wholesale Transactional Banking (WTB)	March 17, 2023	PT Bank Negara Indonesia
Indonesian National Job Qualification Training Methodology Competency Certification 4	March 2023	LSP PELATINAS
Training Workshop Pilot Project Implementation of Indonesian Green Taxonomy (THI) Edition 1.0 on Bank Reporting through APOLO Application	April 14, 2023	Financial Services Authority (FSA)
Relationship Manager Tool (RM Tool) Application	April 14, 2023	PT Bank Negara Indonesia
Data Analytic & Visualization Bootcamp	May 10, 2023	PT Bank Negara Indonesia
Training of Sustainability Linked Loan (SLL)	May 16, 2023	PT Bank Negara Indonesia
Certified Chief Information Security Officer	May 23-26, 2023	EC Council
Sustainable Finance Training Workshop (TKB) Batch 1	May 23-26 2023	Financial Services Authority (FSA)
Mindful Leaders, Project Assignment Leaders in Actions BNI MMEP	June 12, 2023	ACT consulting
Traine for The Trainers	June 12-13, 2023	The Jakarta Consulting Group
Workshop Fundamental Review of The Trading Book (FRTB)	June 19-20 2023	ICT
Interest Rate Hedging	June 22-23 2023	Marcus Evans
Bussiness Intelligence Bootcamp	July 10, 2023	PT Bank Negara Indonesia
Training on Trainers (TOT) Qualification Level 4 Fields of Banking Risk Management	July 10-13, 2023	BSMR
Training of Asset and Liability Management	August 11-12, 2023	FinRisk
Workshop on Fundamental Review of The Trading Book (FRTB) & Trial of Individual Market Risk RWA Calculation (FRTB).	August 21-22, 2023	ICT
Training of Asset and Liability Management	August 25-26 2023	FinRisk
Asset Liability & Management	August 25-26, 2023	FinRisk
Technical Guidance/Training for Trainers Qualification Material for 4 Areas of Banking Risk Management	Agustus 2023	Indonesian Risk Professional Association
Training for Trainers (TFT) KKNI Level 4 in Banking Risk Management	September 6-7 2023	Bankers Assosiation for Risk Management
Training for Trainers (TFT) KKNI Level 5 in Banking Risk Management	September 8-9, 2023	Bankers Assosiation for Risk Management
Training of Climate Risk: Net Zero Emission	September 11, 2023	PT Bank Negara Indonesia
Workshop Climate Risk Stress Test (CRST)	September 18, 2023	Financial Services Authority (FSA)
Climate Risk Stress Test by KPMG	September 19, 2023	KPMG
Technical Guidance/Training for Trainers Qualification Material for 5 Areas of Banking Risk Management	September 2023	Indonesian Risk Professional Association
Risk Management Certification Program - Training for Level 4 KKNI Risk Management Trainers	September 2023	Bankers Assosiation for Risk Management
Risk Management Certification Program - Training for Level 5 KKNI Risk Management Trainers	September 2023	Bankers Assosiation for Risk Management
Training of Brevet Dealer 2023 - Philip Tan	October 2-13 2023	PT Bank Negara Indonesia
Workshop/Training of Treasury for Branch	October 19, 2023	PT Bank Negara Indonesia
Fundamental Review of The Trading Book (FRTB) Seminar	October 12, 2023	FIS
Workshop on Fundamental Review of The Trading Book (FRTB) & Consolidated Market Risk RWA Calculation Trial (FRTB)	October 16-17, 2023	ICT
Training of RMT Leaders Development Series	October 19–20 2023	PT Bank Negara Indonesia
Training of Inbound Project Management BNI Batch 5	October 26 - November 23 2023	BNI x AVENEW
The 7th Risk Management Outlook (IRMO)	October 27, 2023	LPPI
Risk Management Certification Program - Training for KKNI Risk Management Trainers Levels 6 and 7	October 2023	Bankers Assosiation for Risk Management
Digital Trend and Skill Series	November 1, 2023	PT Bank Negara Indonesia
BNI Corporate Innovation –Team Development	November 17–23, 2023	BNV
Strategic Effective Communication	November 18, 2023	PT. Jala Sutra Digjeje
Leadership, collaboration and Networking	November 18, 2023	GRC Consulting

Training of Asset and Liability Management	Implementation Date	Organizing Institution
Certified in Risk and Information Systems Control (CRISC)	November 27–30, 2023	ISACA
Presentation Slide Design & Communication Skill	November-December 2023	PT Bank Negara Indonesia
Project Manajemenrt Inbound	November-December 2023	PT Bank Negara Indonesia
Mobile Apps Development	December 1–31, 2023	Time Door Academy
Conflict Management & Leadership	December 2, 2023	PT. GRC Training
BNI Corporate Innovation – Innovation Playbook	December 5, 13, 19 & 21 2023	BNV
Carbon Trading Workshop (Carbon Trading) for the Financial Services Industry	December 5–7 2023	Financial Services Authority (FSA)
Risk Governance & Leadership	December 6, 2023	ERMA
Presentation Slide Design & Communication Skill	December 7–8, 2023	BNV
Model Risk Management by KPMG	December 13, 2023	KPMG
Qualified Chief Risk Officer (QCRO) CRMS Masterclass	December 13, 2023	LSP Mitra Kalyana Sejahtera
Training of Presentotion & Communicotion Skill	December 13-14, 2023	PT Bank Negara Indonesia
Training Problem Solving and Decision Making	December 17, 2023	GRC Training
Maintenance of Risk Management Certification (SMR) Qualification Level 4 (equivalent to level 1)	December 18, 2023	PT Bank Negara Indonesia
Risk Management Certification Refreshment	December 18–19, 2023	PT Bank Negara Indonesia
Maintenance of Risk Management Certification (SMR) Qualification Level 5 (equivalent to level 2)	December 19, 2023	PT Bank Negara Indonesia

RISK MANAGEMENT CERTIFICATION

Up until December 31 2023, risk management certification was implemented to increase professionalism, performance, develop personal potential and to support the risk management duties. The certification carried out was as follows:

Certification Level	Position	Number of Employees
1	Assistant	2
	Assistant Manager	552
	Manager	80
	Assistant Vice President	8
2	Manager	74
	Assistant Vice President	3
3	Assistant Vice President	14
4	Assistant Vice President	1
	Vice President	33
	Senior Vice President	2

RISK MANAGEMENT SYSTEM

REALIZATION OF TARGETS AND STRATEGIC INITIATIVES FOR RISK MANAGEMENT IMPLEMENTATION IN 2023

Throughout 2023 BNI has set a number of strategic targets and initiatives for implementing risk management as follows:

a. Credit Risk
   1. Conduct a review of the 2023 Credit Risk Appetite;
      i) Calculation of Risk Weighted Assets (RWA) for Credit Risk in 2023.
      ii) Calculating Credit Risk RWA using the Standard method according to SEOJK No.42/SEOJK.03/2016;
      iii) Conduct trial calculations for BNI Credit Risk ATMR in accordance with SEOJK No.24/SEOJK.03/2021 for the position at the end of December 2022;
      iv) Implementation of Credit Risk RWA calculations using the Standard method in accordance with SEOJK No.24/SEOJK.03/2021 from the position of the reporting month January 2023;

2. Conduct BNI Credit Risk RWA Calculation Analysis.
3. Prepare quantitative disclosures of Credit Risk exposure in 2023;
4. Carry out credit risk stress testing in 2023;
5. Carry out Credit Risk analysis/assessment on new/existing Bank products, activities and transactions;
6. Reviewing the parameters, measurement/methodology of the 2023 Credit Risk Profile;
7. Support updating the BNI Recovery Plan document for 2023/2024;
8. Prepare a review document for Credit Risk Management Procedures for 2023;
9. Conduct a review of BNI's 2023 Loan Exposure Limit (LEL);
10. Reviewing the 2023 Credit Risk Premium (CRP) calculation;
11. Conduct loan portfolio analysis/study including study of 25 core debtors and Non-Performing Loan (NPL) analysis;
12. Calculating and reporting BNI's credit quality, including restructuring credit, to regulators;
13. Monitoring available loan space periodically;
14. Preparing Unsecured and Secured LGD Models for IFRS 9 calculations;
15. Reviewing financial ratio standards per industry for 2023;
16. Prepare a review of the Industry Risk Rating (IRR) for 2023;
17. Carrying out risk analysis/studies in the economic sector;
18. Prepare a review of the 2023 Industry Risk Appetite for the Corporate segment, Enterprise & Commercial segment;
19. Prepare Risk Acceptance Criteria per Economic Sector for the Corporate segment, Enterprise & Commercial segment, Retail segment, Overseas Offices, Non-Financial Institutions;
20. Implementing the Internal Rating System (IRS) and Financial Institution (FI)/Bank as well as monitoring the implementation of the rating system in the Corporate segment, Enterprise & Commercial segment, Retail segment, and reviewing the use of external ratings;
21. Developing the IRB model and improving the debtor rating system in the Corporate segment, Enterprise & Commercial segment, Retail segment
22. Monitoring the Early Warning System (EWS) system in the corporate segment for public companies;
23. Develop, review and/or calibrate credit scoring (application/ behavior/ collection) and other risk modeling through the use of internal (customer level) and external data for Consumer, Mass Retail and Retail segment Credit Products up to IDR 10 Billion;
24. Developing scorecard models for consumer products (Credit Cards and BNI Griya) as well as KUR products with ensemble methods that combine machine learning models;
25. Implementation (piloting/full implementation) of application/behavior/collection scorecard for consumer credit products, mass retail (e.g. BNI Wirausaha and KUR) and Retail segment up to Rp. 10 billion using a scoring system on the loan application system/Integrated Decision Automated System (IDEAS);
26. Enhance IDEAS through adding internal data, external data and integration of surrounding systems;
27. Developing a Governance Scorecard related to monitoring and reviewing scoring and modeling for consumer and mass retail credit products (e.g. BNI Wirausaha and KUR) and the Retail segment that uses a scoring system;
28. Company profiling and prioritization for BNI Fleksi marketing.
29. Prepare analytical reports for consumer and retail portfolios;
30. Carrying out external credit scoring backtesting as well as assistance in determining Risk Acceptance Criteria (RAC) and mitigating credit risks related to plans for collaboration with Bank partners as providers of technology-based financial services;
31. Conduct studies related to financial ratio alerts per economic sector for KUR products.
32. Carrying out the rerating process for debtors in the Corporate segment, Enterprise & Commercial segment for the formation of CKPN;
33. Prepare analytical reports for consumer and retail portfolios;
34. Supporting the end-to-end Credit Processing development process by assisting with the document preparation process, Proof of Concept (POC) and User Acceptance Test (UAT) Loan Management System (LMS);
35. Carrying out joint development of Single Integrated Monitoring model for the Corporate segment, Enterprise segment & Commercial of Retail segment;
36. Carrying out credit risk assessments, backtesting external credit scoring as well as assistance in determining Risk Acceptance Criteria (RAC) and mitigating credit risks related to cooperation plans with Bank partners as providers of technology-based financial services;
37. Implementation of the Credit Card Behavior Scorecard to support Customer Management Programs such as Increase Limit Program (CLIP), Shadow Limit, LOP and Win Back;
38. Active support in implementing the Digital Loan Program through eFORM (Credit Card), KUR (BNI Move) and Mbanking (BNI Fleksi) which are integrated with IDEAS;
39. Calibrate and update Control Testing (CT) for the Enterprise & Commercial segment;
40. Become a risk advisor for the development and implementation of the BNI Internal Credit Risk Model through the process of understanding, evaluating, replicating and recommending all strategic methodology or model developments.

41. Validating the methodology for the Application, Behavior and Collection Credit Scorecard of credit products and the BNI Rating Model in order to support the bank's business targets and fulfill regulatory requirements.
42. Carrying out first validation for the Credit Risk Stress Test at the Bottom up Stress Test and Recovery Plan (RP) to ensure the suitability of the calculations is able to provide an overview of the Bank's resilience in extreme conditions;
43. Carrying out advisory models, first validation and backtesting of Expected Credit Loss (ECL) calculations using International Financial Reporting Standards (IFRS 9 / PSAK 71) along with the ECL forming components (PD/LGD/EAD).

b. Market Risk

1. Reviewing and developing Market Risk Management Strategy and Framework;
2. Reviewing and developing Risk Appetite and Risk Tolerance for Market Risk in 2023;
3. Review and develop Market Risk Management Policies, Procedures and Methodologies for both the Banking Book and Trading Book;
4. Reviewing policy documents, procedures, methodology and IRRBB (Interest Rate Risk In Banking Book) reporting for BNI Individual and Consolidated;
5. Developing and reviewing Market Risk models/ methodologies which include:
   i) Market Risk Profile Parameters;
   ii) Market Risk Stress Testing;
   iii) Financial Instrument Valuation;
   iv) Risk Weighted Assets (RWA) Market Risk.
6. Prepare qualitative disclosures of Market Risk related to applicable Internal and External Policies;
7. Carrying out consultation (advisory) functions regarding Market Risk policies;
8. Developing, reviewing and proposing market risk limits for the BNI portfolio, which includes:
   i) Market Risk Limit (VaR, Budget Loss, Stress VaR);
   ii) Review EWS Forex parameters;
   iii) Review EWS parameters for Securities;
   iv) Review Off Market Price parameters;
   v) Review JIBOR Quotation Fairness parameters;
   vi) Review the IRRBB Modeling results.
9. Vasicek Remodeling of Treasury instruments for the purposes of IFRS 9;
10. Monitoring and controlling treasury business risks (market risk, credit risk, operational risk and compliance risk);
11. Monitoring and controlling treasury product & business performance at the Head Office and Overseas Branch Offices (KCLN);
12. Monitoring and analyzing the accuracy of reports and the fairness of profit and loss reports;
13. Carrying out measurements, monitoring and analysis of securities portfolios regarding holding periods & significance limits;
14. Carrying out preparation and analysis of risk measurement and monitoring of securities purchases;
15. Monitoring and analyzing the realization of Treasury and KLN budget losses;
16. Monitoring the transaction authority/deal size of Treasury and KLN dealers;
17. Preparing studies and providing input on the preparation of treasury business operational policies and strategies;
18. Carrying out advisory functions in implementing risk management in treasury and PSF portfolios.
19. Manage market risk monitoring systems/ applications;
20. Developing, compiling and analyzing Market Risk monitoring using internal models (value at risk/VaR) on Treasury and KLN portfolios;
21. Evaluate the calculation of BNI's Interest Rate Risk in Banking Book (IRRBB) individually, and compile and analyze the development of BNI's IRRBB on a consolidated basis;
22. Carry out calculations and analyze the adequacy of BNI Individual and Consolidated market risk capital using the Standardized Model, namely Risk Weighted Assets (RWA) Market Risk on a regular basis;
23. Carrying out backtesting on Value at Risk (VaR);
24. Validate the Market Risk model;
25. Developing, compiling and analyzing exchange rate and interest rate stress testing calculations (market risk stress testing) in accordance with Regulator requests and internal needs to provide an overview of the Bank's resilience in conditions of extreme interest rate and exchange rate movements;
26. Prepare a scenario analysis and analyze the results of the scenario analysis and submit it to Management in the form of a scenario analysis of the impact of changes in BNI's conditions in the Recovery Plan document;
27. Monitoring, calculating and compiling individual market risk profiles and providing advice on the preparation of risk profiles for Subsidiary on a regular basis;
28. Develop, compile and analyze market risk disclosures related to quantitative monitoring based on BNI's market risk development monitoring activities.
29. Carry out Market Risk analysis/assessment on the Bank's new/existing products, activities and transactions and prepare risk mitigation proposals and submit them to the relevant units;
30. Validating and backtesting the VaR/sVaR model to ensure the VaR model is able to estimate potential losses that may occur in the Head Office and Foreign Office portfolios;

31. Validate the Interest Rate Risk in Banking Book (IRRBB) calculation to test the feasibility level of the model.

c. Liquidity Risk

1. Prepare review documents for Liquidity Risk Management Policies and Procedures;
2. Conduct limit reviews and develop Liquidity Risk Management Policies, Procedures and methodologies, which include:
   i) BNI Wide and Regional Rupiah and Foreign Currency cash ceilings;
   ii) Safety Level Limits for both Rupiah and Foreign Currency;
   iii) Maturity Profile Limits in both Rupiah and Foreign Currency;
   iv) Early Warning Indicators for both Rupiah and Foreign Currency.
3. Reviewing and developing Policies, Procedures and methodologies for Domestic and Overseas Branch Office Liquidity Risk Management;
4. Prepare individual and consolidated BNI policy, procedure, methodology and Liquidity Coverage Ratio (LCR) reporting documents;
5. Prepare individual and consolidated BNI policy, procedure, methodology and Net Stable Funding Ratio (NSFR) reporting documents;
6. Monitoring and analyzing cash management per region;
7. Prepare quantitative disclosures of Liquidity Risk exposure;
8. Carrying out Liquidity Risk stress testing according to schedule (business as usual), monitoring and analyzing the development of incidental liquidity risk stress testing parameters and recovery plan scenario analysis;
9. Carrying out Liquidity Risk analysis/assessment on new/existing Bank products, activities and transactions;
10. Reviewing Liquidity Risk Appetite Risk;
11. Review the parameters and measurements of the Liquidity Risk Profile;
12. Monitor liquidity periodically;
13. Prepare the 2023/2024 BNI Recovery Plan document;
14. Monitor Pension Fund Liquidity.

d. Operational Risk

1. Prepare, evaluate and submit proposals for determining Operational Risk Appetite and Risk Tolerance in 2023;
2. Prepare, evaluate and submit proposed reviews of Procedures and Technical Instructions for Operational Risk Management including the duties and responsibilities of SORX and Business Continuity Management (BCM);
3. Carry out calculations and validation of Operational Risk Weighted Assets (RWA) using the Standard Approach method in accordance with SEOJK No.6/SEOJK.03/2020 dated 29 April 2020;
4. Carry out analysis and assessment of Operational Risk on new/modified Bank products, activities and transactions;
5. Manage, implement, evaluate and develop Operational Risk and Business Continuity Management (BCM) tools;
6. Manage operational risk management processes, including the adequacy of operational risk identification, measurement, monitoring and control processes including Business Continuity Management (BCM).

e. Legal Risk

1. Reviewing Legal Policy
2. Reviewing Legal Risk Management Procedures
3. Carrying out legal analysis/studies in the form of providing written and verbal advice
4. Carrying out legal counseling/training;
5. Carrying out legal reviews of non-standard agreements using the scoring system calculation method;
6. Provide assistance to business units related to business activities;
7. Handling and resolving legal cases;
8. Supervise case handling;
9. Carry out Legal Risk analysis/assessment on new/existing Bank products, activities and transactions;
10. Reviewing the parameters and measurements of the Legal Risk Profile;
11. Carrying out legal reviews and following the Credit Committee on credit proposals decided by the Board of Directors

f. Reputation Risk

1. Review Reputation Risk Management Procedures;
2. Submitting answers/responses to the mass media regarding customer complaints/complaints against BNI;
3. Maintain BNI's reputation and image towards all stakeholders;
4. Carry out Reputation Risk analysis/assessment on the Bank's new/existing products, activities and transactions;
5. Reviewing the parameters and measurements of the Reputation Risk Profile.

g. Strategic Risk

1. Reviewing Strategic Risk Management Procedures;
2. Sharpen long-term strategies and targets in the 2022-2023 Corporate Plan which focuses on digital-based business development;
3. Prepare short-term plans in the Directors' General Policy (KUD) by considering macroeconomic conditions and industrial competition, as well as competitive assessment of peers;
4. Prepare medium-term plans in the Bank Business Plan (RBB) by strengthening unit strategy alignment in an effort to achieve corporate strategies and targets;

5. Conduct socialization of strategies and targets that have been set in the KUD and RBB to all Divisions/ Units/Units/Regions;
6. Carry out continuous organizational improvements, in particular by strengthening branch and regional offices, structuring business support functions, and reviewing business processes related to digital business models;
7. Sharpening information and reviews regarding world, national, regional economic and business conditions and the latest business potential of subsidiary to broaden horizons and assist in strategic decision making;
8. Prepare studies related to BNI's priority sectors (including Industry Overview, industry characteristics, Key Success Factors & Key Risk Factors, industrial developments studied, BNI's financing portfolio and lessons learned regarding this financing, as well as the Industrial Outlook);
9. Evaluate and monitor the realization of the achievement of strategies and targets set in the KUD, RBB and Business Plan Unit;
10. Reviewing and monitoring new products and activities, especially related to digital products and activities;
11. Carrying out Strategic Risk assessments on new/ existing Bank products, activities and transactions;
12. Reviewing the parameters and measurements of the Strategic Risk Profile.

h. Compliance Risk

1. Reviewing Compliance Work Procedures;
2. Reviewing Compliance Risk Management Procedures;
3. Ensure that policies, provisions, systems and procedures as well as business activities carried out by the Bank are in accordance with regulatory provisions and applicable laws and regulations;
4. Monitor and maintain the Bank's compliance with commitments to Bank Indonesia, the Financial Services Authority and other Authorities;
5. Develop and improve compliance tools/systems and communication media (Compliance Forum);
6. Implement and evaluate compliance index;
7. Carry out Compliance Risk assessments on new/ existing Bank products, activities and transactions;
8. Reviewing the parameters and measurements of the Compliance Risk Profile;
9. Manage compliance risks;
10. Gratification Control and Anti-Bribery;
11. Monitor compliance functions in Subsidiaries and Overseas Offices.

i. Risk Integration

1. Reviewing Risk Management Policies: General Risk Management Policy (KUMR) and General Internal Control System Policy (KUSPI);
2. Reviewing Risk Integration Procedures in the Risk Culture Chapter;
3. Carry out analysis and assessment of BNI Health Levels individually;
4. Conduct analysis and assessment of BNI's Risk Profile and provide suggestions and recommendations for improvement;
5. Calculating BNI's Minimum Capital Requirement (KPMM) according to the Risk Profile;
6. Analyze 8 (eight) types of risk in Internal Risk Analysis (IRA);
7. Optimizing the preparation of risk strategies and Risk Appetite which are in line with business goals and strategies;
8. Preparation of BNI Risk management implementation documents in the Bank Business Plan;
9. Monitoring Risk Appetite and Risk Tolerance;
10. Preparing disclosures regarding Bank Risk Management Implementation;
11. Carry out risk analysis/assessment on the Bank's new/existing products, activities and transactions;
12. Prepare the 2023/2024 Recovery Plan Document;
13. Reviewing the company's Recovery Plan guidelines;
14. Carrying out analysis and monitoring of the Threshold Recovery Plan;
15. Improving risk culture, coordinating with the culture specialist group;
16. Reviewing the parameters and methodology for measuring the BNI Risk Profile;
17. Developing Branch Level Risk Profile initiatives (including calculation methodology, parameters and implementation);
18. Prepare Risk Management Implementation and Monitoring Reports to the Ministry of BUMN;
19. Compile Risk Data for Draft Company Work Plan and Budget (RKAP) to the Ministry of BUMN;
20. Prepare a follow-up to the resolvability test of the 2022 BNI Resolution Plan document.

j. Integrated Risks of BNI Financial Conglomerate

1. Review the Integrated Risk Management and Integrated Capital (KUMRT) Policy
2. Review and develop procedures for implementing Integrated Risk Management
3. Review the 2023 Integrated Risk Appetite Statement and Integrated Risk Limits
4. Conduct Integrated Risk Appetite monitoring analysis
5. Conduct Integrated Risk Limit monitoring analysis
6. Carry out analysis and assessment of Bank Health Levels on a consolidated basis

7. Carry out analysis and assessment of BNI's Risk Profile in a consolidated and integrated manner and provide suggestions and recommendations for improvement
8. Calculating BNI's Minimum Capital Requirements (KPMM) in a consolidated and integrated manner
9. Analyzing and monitoring the main risks of all LJK members of the BNI Financial Conglomerate through the Leading Risk Indicator (LRI)
10. Prepare monitoring and review documents for the implementation of integrated risk management in the BNI Financial Conglomerate
11. Ensure that all Financial Services Institutions/ Subsidiary have policies and procedures related to the implementation of risk management
12. Provide guidance and input to Subsidiary in implementing Risk Management
13. Organizing Integrated Risk Management Committee (KMRT) meetings and providing input to KMRT in the context of preparing recommendations for policies, strategies and Integrated Risk Management frameworks
14. Carrying out integrated stress testing
15. Prepare a gap analysis of the risk management organs of each subsidiary in accordance with BUMN Ministerial Regulation No. PER-2/MBU/09/2023;
16. Prepare a follow-up to the results of the integrated risk culture survey in 2023.

INTEGRATED RISK MANAGEMENT GOVERNANCE

In general, the scope of integrated risk management arrangements in accordance with the OJK Regulation No.17/POJK.03/2014 concerning the Implementation of Integrated Risk Management for Financial Conglomerates and the OJK Circular Letter No. 14/SEOJK.03/2015 include:

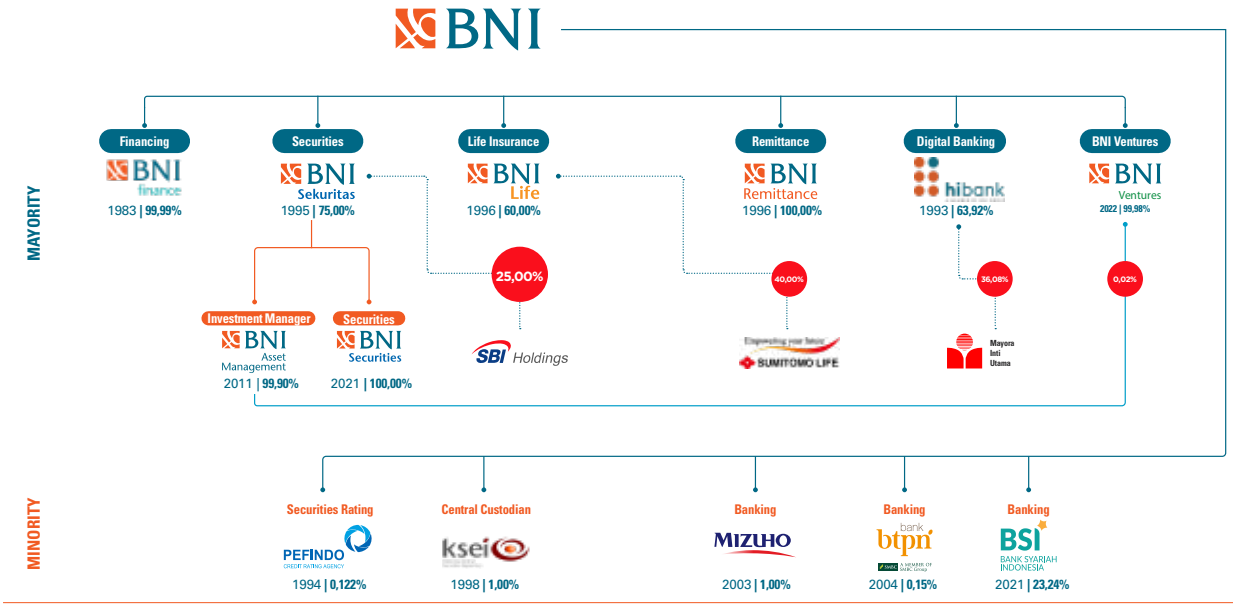
1. The Financial Conglomerate (KK) must implement Integrated Risk Management.
2. The Financial Conglomerate's Financial Services Institutions (FSI) are as follows:
   a. Bank;
   b. Insurance/Reinsurance Companies;
   c. Securities Companies;
   d. Financing Companies
3. The Financial Conglomerate must 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.

In carrying out Integrated Risk Management Governance, apart from complying with the Financial Services Authority Regulations above, BNI is also subject to the SOE Ministry Regulation No. PER-2/MBU/03/2023 where BNI meets the characteristics of a Conglomerate SOE with Systemic risk classification A.

BNI BUSINESS GROUP STRUCTURE

1. BNI Legal Entity
   Based on the composition of share ownership, 60% BNI shares are owned by the Government of the Republic of Indonesia, while the remaining 40% are owned by the public, including individual, institutional, domestic and foreign shareholders. Ownership of Indonesian Government is represented by SOE, while foreign public ownership is through foreign institutions. For domestic public ownership, including through mutual funds, pension funds, foundations, companies, insurance, other domestic institutions and ownership by individuals
2. Ultimate Shareholders
   The majority ownership of BNI shares is the SOE Ministry as the representative of the Indonesian Government at the General Meeting of Shareholders with ownership of 60%.
3. Related Companies (Sister Company)
   Based on article 4 POJK No. 17/POJK.03/2014 dated 18 November 2014, related companies (sister companies) are several Financial Services Institutions (LJK) that are institutionally and/or legally separate but owned and/or controlled by the same controlling shareholder. The main controlling shareholder of BNI is the Government of the Republic of Indonesia which is also the majority owner of other state-owned companies operating in the Financial Services Institutions industry. However, based on the POJK, relationships between FSI that are owned and controlled directly by the Central Government of the Republic of Indonesia are excluded from the definition of Financial Conglomeration, so that Himbara banks are not BNI sister companies
4. Subsidiaries
   BNI has capital placements in 5 (five) subsidiaries with majority ownership and as controlling entities, and 6 (six) financial services institutions with minority ownership and not as controlling entities as well as 2 (two) subsidiaries.

BNI Business Group Structure



Notes:
1. In 2022, BNI officially acquired Bank Mayora as a new bank subsidiary and established a new subsidiary, namely BNI Ventures.
2. Until now, BNI does not have a joint venture company or Special Purpose Vehicle (SPV).

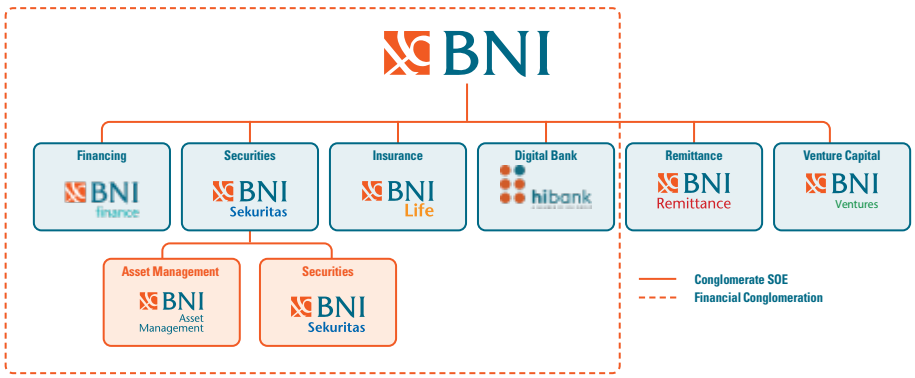
In accordance with POJK No. 17/POJK.03/2014 concerning the Implementation of Integrated Risk Management for Financial Conglomerates (KK), Financial Services Institutions (LJK) included in the KK include bank LJK types, insurance and reinsurance companies, securities companies and/or finance companies, including subsidiaries.

The structure of the BNI Financial Conglomeration is determined considering the conformity of the Subsidiary Entity's type of business with OJK provisions and considering the significance of BNI's participation in each LJK Subsidiary that is a member of the BNI KK.
The structure of the BNI Financial Conglomeration consists of:
1. Main Entity: PT Bank Negara Indonesia Persero Tbk.
2. LJK member of the Financial Conglomeration:
   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 Hibank Indonesia

Based on the composition of BNI's share ownership in LJK members of the BNI KK as of 31 December 2023, BNI's ownership in each LJK member of the BNI KK, namely:
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 Hibank Indonesia 63.92%

The following is the BNI Financial Conglomeration Structure:

BNI Financial Conglomeration Structure:



In accordance with BUMN Ministerial Regulation No. PER-2/MBU/03/2023, the obligation to fulfill risk management organs is adjusted to the category and classification of BUMN and BUMN Subsidiaries with the provisions

Risk Management Organs	Systemic A	Systemic B	Significant	Neutral
Board of Commissioners/Supervisory Board	✓	✓	✓	✓
Board of Directors	✓	✓	✓	✓
Audit Committee	✓	✓	✓	✓
Risk Monitoring Committee	✓	✓	✓	Concurrently Audit Committee
Integrated Governance Committee	✓	Concurrently KPR	Concurrently KPR	
Director in charge of Risk Management	✓	✓	Concurrently Director in charge of Financial Management	Concurrently Director in charge of Financial Management
Director in charge of Financial Management	✓	✓	✓	✓
SPI (Internal Audit Function)	✓	✓	✓	✓

As a Conglomerate BUMN, BNI and Subsidiaries have fulfilled the obligation to fulfill the risk management organs required by KBUMN based on the Risk Classification of each Company with the following details:

	Risk Management Organs	BNI (Systemic A)	BNIS (Systemic B)	BNIAM (Neutral)	BNIMF (Neutral)	BNIL (Neutral)	HIBANK (Neutral)	BSPL (Neutral)	BRL (Neutral)	BNV (Neutral)
1	Board of Commissioners/ Supervisory Board	✓	✓	✓	✓	✓	✓	✓	✓	✓
2	Board of Directors	✓	✓	✓	✓	✓	✓	✓	✓	✓
3	Audit Committee	✓	✓	✓	✓	✓	✓	✓	✓	✓
4	Risk Monitoring Committee**	✓	✓	✓	✓	✓	✓	✓	✓	✓
5	Integrated Governance Committee	✓	Independent Committee/Sharia Supervisory Board (BNIL) as member of BNI KTKT							
6	Director in charge of Risk Management**	✓	✓	✓	✓	✓	✓	✓	✓	✓
7	Director in charge of Financial Management	✓	✓	✓	✓	✓	✓	✓	✓	✓
8	SPI (Internal Audit Function)	✓	✓	✓	✓	✓	✓	✓	✓	✓

In implementing Integrated Risk Management, the BNI Financial Conglomeration has a joint commitment to carry out the duties and responsibilities of each LJK as outlined in the Corporate Charter which has been approved and signed by the President Director/President Director of all LJK Members of the BNI Financial Conglomeration.

Financial Conglomerates are required to implement effective Integrated Risk Management, covering 4 (four) pillars, namely:

1. Supervision of the Main Entity's Board of Directors and Board of Commissioners;
2. Adequacy of Integrated Risk Management policies, procedures and limits;
3. Adequacy of the integrated risk identification, measurement, monitoring, control processes and the Integrated Risk Management Information System; And
4. Comprehensive internal control system for the implementation of Integrated Risk Management.

In implementing Integrated Risk Management, BNI as the Main Entity has done the following:

1. Pillar I
   supervision of the Main Entity's Board of Directors and Board of Commissioners, namely:
   a. Forming the BNI Financial Conglomeration Structure;
   b. Appoint a Director who oversees the Integrated Risk Management function;
   c. Establish an Integrated Risk Management Committee and an Integrated Risk Management Work Unit;
   d. Prepare a Corporate Charter which has been signed by the President Director / President Director of all LJK Members of the BNI Financial Conglomerate;
   e. Implement an Integrated Risk Management Committee (KMRT) at least 2 (two) times a year;
   f. The Board of Directors prepares a General Policy for Integrated Risk Management (KUMRT) and an Integrated Capital Policy and carries out a review at least 1 (one) time in 1 (one) year;
   g. The Board of Commissioners gives approval to the General Policy for Integrated Risk Management (KUMRT) and Integrated Capital Policy and carries out evaluations at least 1 (one) time in 1 (one) year; as well as
   h. Determine integrated risk appetite and risk tolerance in the BNI Financial Conglomeration.
2. Pillar II
   Adequacy of Integrated Risk Management policies, procedures and limits, namely:
   a. Prepare and review the General Policy for Integrated Risk Management (KUMRT) and Integrated Capital Management;
   b. Develop Integrated Risk Management Procedures including Intra-group Transaction Risk Management Procedures;
   c. Develop Integrated Risk Profile Assessment Procedures;
   d. Develop Integrated Capital Management Procedures; as well as
   e. Establish integrated risk limits and escalation mechanisms for exceeding limits.
3. Pillar III
   Adequacy of integrated risk identification, measurement, monitoring and control processes and integrated risk management information systems, namely:
   a. Determine the Integrated Risk Profile methodology and carry out assessments every semester and report to the Financial Services Authority;
   b. Determine the methodology for calculating the Integrated Minimum Capital Requirement (KPMM), carry out calculations every semester and report to the Financial Services Authority;
   c. Determine integrated risk appetite parameters and methodology, carry out quarterly monitoring and report to the Director in charge of Integrated Risk Management;
   d. Determine the parameters and methodology of Integrated Risk Limits, carry out monitoring every quarter and report to the Director in charge of Integrated Risk Management;
   e. Determine the parameters and methodology for the Leading Risk Indicator (LRI) assessment, carry out monthly monitoring and report to the Director in charge of Integrated Risk Management;
   f. Carrying out integrated stress testing of exchange rate volatility and interest rates at the BNI Financial Conglomerate; as well as
   g. Developing a technology-based Integrated Risk Management Information System.
4. Pillar IV
   Comprehensive internal control system for the implementation of Integrated Risk Management, namely:
   a. Continuously disseminate Integrated Risk Management to all LJK Members of the BNI Financial Conglomerate; And
   b. Monitoring the implementation of Integrated Risk Management of all LJK members of the BNI Financial Conglomerate.

STATEMENT OF THE BOARD OF DIRECTORS AND/OR BOARD OF COMMISSIONERS REGARDING THE ADEQUACY OF RISK MANAGEMENT

Based on the results of reviews and discussions with Management, Risk Monitoring Committee, Integrated Governance Committee, Audit Committee, Independent Auditor, Internal Auditor and several related Divisions, the Board of Directors and Board of Commissioners assess that BNI's risk management has been adequate in managing risks as reflected in the results of the review. on the completeness and accuracy of risk identification, measurement, monitoring, control and reporting, as well as on the adequacy of the mitigation scenarios proposed by operational work units.

Legal Cases

In 2023, the Company is facing a number of legal cases in the form of civil cases accompanied by demands for payment/ compensation against the company and criminal cases which have entered the trial process, both of which have been completed (with permanent legal force/inkracht), or are still in the process of being resolved. In detail, information regarding the cases faced by the Company is as follows:

No	Case Settlement Status	Total	
		Civil	Criminal
1	Case Settled (has permanent legal force/ inkracht)	98	4
2	Case In Settlement Process	280	4
Total		378	8

LEGAL CASES FACED BY THE COMPANY

Based on the table above, there are several important cases facing the company with the following details

CIVIL CASES

No	Case	Main Case	Case Status	Risks Faced by Banks	Management Efforts	Sanctions Imposed by Authorities	Case Value
1	Case No. 204/ Pdt.G/2020/ PN. Amb Between: Plaintiff: 1. Imran Laisouw 2. Sitti Laila Latuapo, S.P. 3. Risman 4. Suriani 5. Faisal Kotalima Against Defendant: BNI	The Unlawful Action Lawsuit relates to the Bank's alleged negligence which resulted in the theft of customer funds by individual Bank employees who have been found guilty of committing a criminal act based on a Court Decision.	In the process of judicial review at the Supreme Court of the Republic of Indonesia	There is a risk of refunding the amount of the court decision and reputation risk but this does not have a significant impact on the bank.	The Bank has submitted legal action for Judicial Review and submitted a Memorandum of Judicial Review that supports the Bank's position and is currently awaiting the Judicial Review Decision.	There isn't any	Material: IDR2,866,250,000,- Immaterial: -
2	Case No. 112/Pdt.G/2021/ PN. Amb **Between**: **Plaintiff:** 1. Johny Widjaya 2. Elya Puspita 3. Jovelin Jaguenetta Widjaja 4. Fajar Madya 5. Muhammad La Bawe 6. Dustin Fendi Earja 7. Edwin Dorsalam Against Defendant: BNI	The Unlawful Action Lawsuit relates to the Bank's alleged negligence which resulted in the theft of customer funds by individual Bank employees who have been found guilty of committing a criminal act based on a Court Decision.	In the process of judicial review at the Supreme Court of the Republic of Indonesia.	There is a risk of refunding the amount of the court decision and reputation risk but this does not have a significant impact on the bank.	The Bank has submitted legal action for Judicial Review and submitted a Memorandum of Judicial Review that supports the Bank's position and is currently awaiting the Judicial Review Decision.	There isn't any	Material: IDR29,777,316,513,- Immaterial: -

No	Case	Main Case	Case Status	Risks Faced by Banks	Management Efforts	Sanctions Imposed by Authorities	Case Value
3	Case No. 471/ Pdt.G/2021/ PN. Mks **Between:** **Plaintiff:** 1. Hendrik 2. Heng Pao Tech Against Defendant: BNI	The claim was against the law because the Bank refused the request for disbursement of deposits on behalf of the Plaintiffs, where in fact there was an allegation of forgery of deposit slips carried out by unscrupulous Bank employees which had been criminally reported by the Bank.	In the cassation level examination process at the Supreme Court of the Republic of Indonesia.	There is a risk of refunding the amount of the court decision and reputation risk but this does not have a significant impact on the bank.	The Bank has submitted a Contra Memorandum of Cassation which supports the Bank's position and is currently awaiting the Cassation Decision.	There isn't any	Material: IDR16,250,000,000 Immaterial: -
4	Case No. 776/ Pdt.G/2020/ PN. Jkt. Brt **Between**: **Plaintiff:** Opap Investment Limited **Against**: 1. Hendrian Baehaki 2. Bayu Adriana 3. Nurul Ainulia, A.Md. aka Irene 4. M. Deni Setiawan 5. Irfan Maulana 6. BNI **Co-Defendant::** 1. Financial Services Authority 2. Center for Financial Transaction Reporting and Analysis	The Lawsuit for Unlawful Actions relates to allegations that the Bank did not apply the precautionary principle in carrying out identification and verification when Defendant I and Defendant II opened an account in the name of CV Opap Investment Limited and did not carry out the obligation to monitor and report on customer fund transaction activities on the account. in the name of CV Opap Investment Limited which meets the criteria for a suspicious financial transaction.	In the cassation level examination process at the Supreme Court of the Republic of Indonesia.	There is a risk of refunding the amount of the court decision and reputation risk but this does not have a significant impact on the bank.	The Bank has submitted a Contra Memorandum of Cassation which supports the Bank's position and is currently awaiting the Cassation Decision.	There isn't any	Material: €6,900,000,- Immaterial: IDR 500,000,000,000,-

No	Case	Main Case	Case Status	Risks Faced by Banks	Management Efforts	Sanctions Imposed by Authorities	Case Value
5	Case No. 220/ Pdt.G/2023/ PN. Mnd **Between:** **Plaintiff:** John Hamenda **Against** **Defendant** 1. BNI Kebayoran Baru Branch Office 2. BNI Head Office 3. North Sulawesi Province BPN 4. Head of the Manado City Land Office **Co-Defendant:** 1. Dirtipideksus Polri 2. Head of the South Jakarta District Prosecutor's Office 3. Mrs. Malputongekel 4. Bank Danamon Manado Branch 5. Bank Danamon Jakarta Regional Office 6. PPAT Notary Thelma Andries, S.H.	Lawsuit for Unlawful Action against the Bank for blocking and installing signposts on disputed objects located on Jalan 17 August, Bumi Beringin Village, Kec. Wenang, Manado City with proof of ownership in the form of SHM No. 206/Bumi Beringin, dated 20 June 1995 in the name of John Hamenda.	In the process of being examined at the Manado District Court.	There is a risk of refunding the amount of the court decision and reputation risk but this does not have a significant impact on the bank.	The Bank has followed the trial process optimally and has submitted documentary evidence supporting the Bank's position.	There isn't any	Material: IDR 572,500,000,000,- Immaterial: IDR 1,000,000,000,000
6	Case No. 740/ Pdt.G/2023/PN.Jkt.Pst Between: **Plaintiff:** PT Zeus Citra International Against **Defendant:** BNI **Co-Defendant:** 1. State Property and Auction Services Office (KPKNL) Jakarta III 2. PT Bali Auction House	Lawsuit Actions Against Law because exists rejection from the Bank to application addition facility the credit submitted by The Plaintiff and the Plaintiff's objection to the auction conducted by the Bank cause loss for Plaintiff.	In the examination process at the Central Jakarta District Court.	There is a risk of refunding the amount of the court decision and reputation risk but this does not have a significant impact on the bank.	The Bank will follow the trial process optimally by submitting an answer to the lawsuit support Bank position.	The Bank will follow the trial process optimally by submitting an answer to the lawsuit support Bank position.	Material: IDR 1,392,731,803,391,- Immaterial: IDR 500,000,000,000,-

CRIMINAL CASES

Throughout 2023, there will be no important criminal cases faced by the Company.

TAX CASES

No.	Case	Main Case	Status	Risks Faced by BNI	BNI Management Efforts	Sanctions Imposed by Authorities	Case Value
1.	Case No. 007718.15/2019/PP **Between:** **Appellant:** BNI **Against** **Defendant appeal:** Directorate General of Taxation	The Directorate General of Taxes has issued a Tax Underpayment Assessment Letter to Banks regarding corrections to the Corporate Income Tax rate for the 2015 Fiscal Year, including related to NPL interest income and receivables charges that are clearly uncollectible.	The Directorate General of Taxes has issued a Tax Underpayment Assessment Letter to Banks regarding corrections to the Corporate Income Tax rate for the 2015 Fiscal Year, including related to NPL interest income and receivables charges that are clearly uncollectible.	There are risks Payment lack Corporate Income Tax year 2015 appropriate Decision Court but no impact significant against the Bank.	The Bank has submitted legal action for Judicial Review and submitted a Memorandum of Judicial Review that supports the Bank's position and is currently awaiting the Judicial Review Decision.	There isn't any	Material: IDR 1,212,516,578,432,- Immaterial: -

IMPACT OF LEGAL PROBLEMS ON THE COMPANY

The Company's policies and Standard Operating Procedures have been designed to be adequate and prudent in protecting the Company's business interests. Thus, all of the above legal issues, both civil and criminal, do not have a significant financial impact on the Company. This is also reflected in the Company's Legal Risk Profile for the 2023 period which is consistently ranked as Low.

EFFORTS TO MINIMIZE LEGAL RISKS

The Company always minimizes legal risks for the Company in 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 Company interests at the pre-transaction, transaction, and post-transaction stages in its business and/or operational activities.
2. Optimizing the legal function in providing legal reviews on the credit proposal process decided by the Credit Committee, in order to ensure the implementation of prudent credit transactions, especially from a legal aspect, improve credit quality, and support the achievement of predetermined business targets.
3. Optimizing the function of legal work units in the company, both at the Head Office and Regional Offices, to support the smooth running of business and operational activities of all organizations in the Company.
4. Consistently updating standard legal documentation, such as credit agreements and other accessoir agreements, to anticipate the emergence of legal risks in the future due to the weakness of the agreement, to protect the company'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 Company organizations.
6. Collaborating with bona fide external lawyers, senior advisors and State Attorneys (JPN) to optimize legal advice and legal assistance to protect Company legal interests.
7. Making efforts to improve employee competency in Company legal work units at the Head Office and Regional Offices in providing legal advice/reviews and handling cases, to create a professional, reliable, trusted and respected, and to support the direction of the company's transformation.

LEGAL CASES FACED BY THE BOARD OF DIRECTORS AND THE BOARD OF COMMISSIONERS

Throughout 2023, no current members of the Company's Board of Directors and Board of Commissioners were involved in legal cases, either civil or criminal, in connection with the Company's business activities.

IMPORTANT CASES FACED BY SUBSIDIARIES

Throughout 2023, the Subsidiary is facing several cases in the form of civil cases accompanied by demands for compensation against the Subsidiary and criminal cases that have entered the trial process, both those that have been completed (having permanent legal force/inkracht) and those that are still in the process of being resolved with details as follows:

Child entity	Lawsuit	Number of Cases	
		Civil	Criminal
PT BNI Life Insurance	The case is finished (has permanent legal force/inkracht)	5	0
	The case is in the process of being resolved	8	2
	Total	**13**	**2**
PT BNI Sekuritas	The case is finished (has permanent legal force/inkracht)	-	-
	The case is in the process of being resolved	-	-
	Total	**-**	**-**
PT BNI Asset Management	The case is finished (has permanent legal force/inkracht)	-	-
	The case is in the process of being resolved	-	-
	Total	**-**	**-**
PT BNI Multifinance	The case is finished (has permanent legal force/inkracht)	1	1
	The case is in the process of being resolved	0	4
	Total	**1**	**5**
PT Bank Hibank Indonesia	The case is finished (has permanent legal force/inkracht)	-	-
	The case is in the process of being resolved	5	-
	Total	**5**	**-**
PT BNI Modal Ventura	The case is finished (has permanent legal force/inkracht)	-	-
	The case is in the process of being resolved	-	-
	Total	**-**	**-**

Based on the table above, there are no important cases faced by the Subsidiaries

Administrative Sanctions

Throughout 2023, there were no administrative sanctions/sanctions that have a significant impact on business activities imposed on the Company, and there were no sanctions imposed on members of the Board of Commissioners and members of the Board of Directors, by the OJK and other authorities.

Taxation Governance

In implementing the management of tax obligations, monitoring and controlling taxes, BNI has established a comprehensive and structured process, such as:

1. An approach to tax is instilled in the company through the availability of Taxation Company Guidelines, in collaboration with tax application service providers to provide an application system for depositing and reporting taxes that is connected to the tax authority system on a host to host basis and increasing tax awareness through training and socialization facilities.
2. Identify, manage and monitor tax risks through continuous monitoring and reconciliation.

BNI as a corporate taxpayer is committed to fulfilling tax obligations in accordance with applicable regulations. Tax management at BNI is carried out under the supervision of the Finance Director.

The Finance Director periodically reviews BNI's tax strategy. BNI always complies with every tax regulation so that it is not subject to administrative sanctions, whether in the form of administrative fines, interest sanctions, increase sanctions, as well as criminal sanctions or deficiencies. In the 2015 tax year, there was 1 (one) tax problem faced by BNI, as disclosed in detail in the legal cases section, tax cases sub-section. However, this problem has no impact on the sanctions imposed by the relevant authorities on BNI.

As a taxpayer, BNI's biggest contribution as a taxpayer is to fulfilling corporate income tax obligations. On the other hand, BNI plays an active role in making deductions for each taxable object in carrying out its function as a tax cutter. BNI also submits tax obligation documents such as annual and monthly SPTs as well as obligation documents to regulatory agencies in a timely manner. Detailed information regarding BNI's fulfillment of tax obligations is disclosed in the discussion of Taxation and Non-Tax State Revenue (PNBP): BNI's Contribution to National Development, Management Analysis and Discussion Chapter on Company Performance, this Annual Report.

Apart from operating in Indonesia, BNI also operates abroad, namely New York (United States), London (England), Seoul (South Korea), Tokyo (Japan), Hong Kong and Singapore through the Foreign Office (KLN). Fulfillment of tax obligations in KLN is carried out by each KLN to the local tax jurisdiction.

Company Code Of Ethics

BNI has a Code of Conduct as a form of commitment BNI in carrying out the compliance function and serves as a code of conduct for all BNI Hi-Movers. The Bank's Code of Ethics uses and applies the applicable basic principles that refer to the Bank's vision, mission, as well as BNI's main values while still paying attention to applicable internal and external regulations. This 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 BNI regulations in conducting business and other activities, as well as interactions with stakeholders.

Effective on December 1, 2010, the BNI Code of Ethics is the result of the revitalization of the previous Code of Conduct (2001). The BNI Code of Ethics is signed by all BNI Hi-Movers in the BNI Hi-Movers statement letter and must be obeyed and implemented by all BNI Hi-Movers (Board of Commissioners, Board of Directors, BNI Employees).

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. Act professionally, by prioritizing the values of work culture of Beliefs and Core Values AKHLAK;
2. Become a role model and remind other subordinates, superiors, colleagues and work partners to implement the BNI Code of Ethics;
3. Maintain good relations with fellow BNI Hi-Movers;
4. Maintain bank secrecy and confidentiality of position;
5. Maintain job security;
6. Protect health, natural resources and the environment;
7. Record, report and administer work properly, honestly and accurately;
8. Prevent conflicts of interest that could harm the BNI's interests
9. Not give or receive gifts of any kind, directly or indirectly from any party, if related to their duties and responsibilities;
10. Act as a resource, as long as for the benefit of BNI;
11. Not be a member and donor of a political party;
12. Not disclose false information about BNI
13. Not use BNI assets for personal gain
14. Not misuse 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 BNI 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 BNI Hi-Movers. All BNI Hi-Movers have the awareness to implement good ethics that will enhance and strengthen the BNI reputation.

FORM OF SOCIALIZATION OF THE CODE OF ETHICS

In this case, BNI regularly socializes the Code of Ethics through BNI internal seminars/socialization, BNI internal media (Synergi Magazine and BNI Forum website), which can be accessed by all BNI Hi-Movers, plus sharing sessions through webinar series, BNI internal media (DigiHC, BNI Smarter , BNI CorpuTV, BNI Greeting, Sinergi Magazine and BNI Forum Website), which can also be accessed by all BNI Hi-Movers, Good Corporate Governance (GCG) training and Code of Ethics for BNI Hi-Movers for both new and old employees as well as coaching carried out by employee superiors. Violations of the BNI Code of Ethics will be subject to strict sanctions in accordance with applicable company regulations and policies at BNI.

IMPLEMENTATION AND ENFORCEMENT OF THE CODE OF ETHICS

BNI is committed to developing and implementing GCG principles in every activity at all levels or organizational structures from basic level to top management. Therefore, the implementation and enforcement of the BNI Code of Ethics as part of the implementation of GCG is always carried out through awareness and internalization programs. In this way, the existence of the BNI Code of Ethics can become a reference or guideline for behavior for all BNI Hi-Movers as part of efforts to achieve BNI's Vision and Mission. Enforcement of the BNI Code of Ethics is carried out by periodically monitoring

compliance with the BNI Code of Ethics and providing facilities for complaints regarding violations of the BNI Code of Ethics which are regulated separately in the violation reporting mechanism (Whistleblowing System). Every BNI Hi-Movers can report deviations from the BNI Code of Ethics where the identity of the reporter will be protected. Deviation reports must be accompanied by accurate data and/or evidence so that violations can be processed further. Any violation of the BNI Code of Ethics will be subject to sanctions in accordance with applicable policies.

TYPES AND FORMS OF SANCTIONS FOR VIOLATION OF THE CODE OF ETHICS

In the event that BNI Hi-Movers is proven to have violated the BNI Code of Ethics, they will be subject to sanctions according to the applicable policies as follows:

Principal Sanctions	Types And Forms of Violations
Warning Letter	Violations of rules, policies and procedures as well as obligations that do not result in losses. As a form of strengthening to prevent violations, the Guidance Letter is expanded in the form of a Preliminary Guidance Letter for violations that have not yet resulted in losses for BNI..
Reprimand Letter	Violations of rules, policies and procedures as well as obligations that cause non-material losses.
Final Warning Letter	Violations of policies and procedures as well as obligations that cause losses, both material and non-material.
Demotion	Violations of policies and procedures as well as obligations that result in material losses, but there is no fraud/fraud/fictitious/ fabrication and/or gratification.
Termination of Employment	Violations of policies and procedures as well as obligations that cause material losses intentionally and contain elements of engineering/fraud/fictitious transactions.

CODE OF ETHICS VIOLATIONS TYPES AND TREND IN 2023

During 2023, there were 77 (seventy-seven) Code of Ethics violations as follows

Sanctions	2023	2022
Warning Letter	9	4
Reprimand Letter	2	1
Final Warning Letter	3	7
Demotion	3	3
Termination of Employment	60	73
Total	**77**	**88**

CORPORATE CULTURE

BNI as part of the State-Owned Enterprises (BUMN) places the core values "AKHLAK" as the main value consisting of Trustworthy, Competent, Harmonious, Loyal, Adaptive, Collaborative which has been proclaimed as a core cultural value that must be implemented by all BNI Hi-Movers in carrying out/carrying out daily tasks.

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 self competence to respond to ever changing 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.

Long Term Compensation Policy

The Company has a long-term compensation policy that is given based on performance to management and employees. Long-term compensation is provided in the form of a Management Stock Ownership Program (MSOP) and an Employee Stock Ownership Program (ESOP).

MANAGEMENT SHARE OWNERSHIP PROGRAM

The long-term compensation policy for members of the Board of Directors and members of the Independent Board of Commissioners is provided in the context of implementing the principle of prudence in managing the Bank, mitigating excessive risk taking by decision makers, and implementing performance-based remuneration.

The long-term compensation policy is implemented based on Financial Services Authority Regulation No. 45/POJK.03/2015 concerning the Implementation of Governance in Providing Remuneration for Commercial Banks ("POJK 45"), which includes the application of Variable Remuneration.

Variable Remuneration provided by a Bank with the status of a public company (go public) must be in the form of shares issued by the Bank concerned amounting to a certain percentage of the Variable Remuneration. Meanwhile, variable remuneration in the form of shares for Independent Commissioners is converted and given in cash. Remuneration in the form of shares is given in the form of Company shares (share code: BBNI).

Variable remuneration given in the form of shares for members of the Board of Directors and non-independent members of the Board of Commissioners is given in the form of Deferred Tantiem. The implementation of the deferred Tantiem refers to the Regulation of the Minister of BUMN Number PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises ("Permen BUMN 3/2023").

In accordance with Article 107 of SOE Ministerial Regulation 3/2023, BUMN must defer Tantiem payments to the Directors and Board of Commissioners by a certain percentage determined by the Minister, a minimum of 10% (ten percent). The minimum deferred payment suspension period is 3 (three) years. Deferred Tantiem payments must be paid pro-rata according to the time period. SOE can postpone the payment of part or all of the deferred Tantiem (malus) or withdraw the cash Tantiem that has been paid (clawback) to the Board of Directors and Board of Commissioners under certain conditions determined by the Minister.

ELIGIBLE MANAGEMENT REQUIREMENTS

In accordance with SOE Ministerial Regulation 3/2023, the requirements for members of the Board of Directors and Board of Commissioners based on the GMS determination to receive Tantiem are:

1. The opinion issued by the auditor is Unqualified (WTP);
2. Realization of the lowest health level equal to BBB rating without taking into account burdens/benefits resulting from previous actions of the SOE Directors and/or outside the control of the SOE Directors;
3. The lowest KPI achievement is 80% (eighty percent) without taking into account those outside the control of the SOE Directors; And
4. The condition of the concerned SOE is no longer at a loss compared to the previous year for a SOE in a loss condition, or the SOE is not at a loss from before when it was in a profitable condition without taking into account things outside the control of the SOE Directors.

Details of Providing Deferred Tantiem in the Form of Shares to Non-Independent Members of the Board of Directors and Board of Commissioners

GMS date	Deferred Tantiem Grant Date	Total Shares	Time period	Exercise Price (average price per share)*	Vesting Period	Kebijakan Policy
March 20, 2018	June 28, 2019	1.444.546	3 years	IDR8,275	June 5, 2019 June 5, 2020 June 5, 2021	Malus
May 13, 2019	November 9, 2020	950.377	3 years	IDR8,400	June 5, 2020 June 5, 2021 June 5, 2022	Malus
February 20, 2020	December 22, 2020	5.071.900	3 years	IDR6.630	June 5, 2021 June 5, 2022 June 5, 2023	Malus
March 29, 2021	December 30, 2021	5.724.673	3 years	IDR4,057	June 5, 2022 June 5, 2023 June 5, 2024	Malus
March 15, 2022	July 29, 2022	3,001,097	3 years	IDR5,187	June 5, 2023 June 5, 2024 June 5, 2025	Malus and Clawback
March 15, 2023	August 14, 2023	1,816,099	3 years	IDR9,037	June 5, 2024 June 5, 2025 June 5, 2026	Malus and Clawback

*) Note: price and total shares before the implementation of the 1:2 stock split which is effective on October 6 2023

Apart from the implementation of the Deferred Tantiem, in 2023, members of the Board of Directors and Board of Commissioners are entitled to receive Long Term Incentives (LTI) for the 2023-2025 period. LTI is granted with the following conditions:

1. LTI is given in the form of Company shares for members of the Board of Directors and Non-Independent members of the Board of Commissioners, and in cash for Independent Commissioners;
2. LTI is awarded based on the achievement of agreed performance targets for the next 3 years; And
3. Income tax (PPh) on LTI is the recipient's expense and is not permitted to be charged as a Company expense.

EMPLOYEE SHARE OWNERSHIP PROGRAM

BNI has a Share Ownership Program for Employees, as per the decision of the General Meeting of Shareholders (GMS) on March 15, 2022 which has agreed to grant power and authority to implement the Share Ownership Program for Employees, whether sourced from treasury stock or other sources, to The Company's Board of Directors, while still paying attention to applicable laws and regulations.

The Stock Ownership Program for BNI Employees is called the Employee Stock Allocation (ESA) Program, which is a program that provides share allocation to employees who meet certain criteria and requirements as regulated in the Program Implementation Instructions. 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.
4. As part of increasing employee risk awareness as reflected in eligibility and lock up periods

DISTRIBUTION OF SHARE EMPLOYEE STOCK ALLOCATION PROGRAM (ESA PROGRAM)

The allocation and vesting of shares in the Employee Stock Allocation (ESA) Program will be implemented on June 2, 2022, and subsequently as part of a long-term employee retention strategy, as well as efforts to motivate employees to improve their best performance in a sustainable manner, in the implementation of the Employee Stock Allocation (ESA) Program) a lock up period applies.

The lock up period is carried out according to the employee's position level. For the position of Assistant Vice President (AVP) and above for 3 (three) years, while for the position of Manager (MGR) and below for 1 (one) year. During the lock up period, participants receiving ESA Program shares are not permitted to carry out any activities on the shares to which they are entitled.

Furthermore, every year there will be an opening of the lock up period for the ESA Program shares, which is the date on which participants who receive shares are permitted to carry out any activities on the shares to which they have rights. For the purposes of opening the lock up period, participants receiving ESA Program shares must fulfill the criteria and requirements set out in the ESA Program Implementation Instructions.

The opening of the lock up period for the Manager (MGR) level and below will be carried out in one stage at once on June 02, 2023, while for the Assistant Vice President

(AVP) level and above it will be carried out in stages in 3 (three) implementation stages on June 02 2023, 2024 and 2025.

Requirements for employees who are entitled to receive the vesting allocation and opening of the lock up period for the Employee Stock Allocation (ESA) Program are as follows:

1. Permanent employees as of December 31, 2021, and still active at the time of vesting allocation and opening of the ESA Program lock up period;
2. Have a minimum service period of 1 (one) year at the time of granting the ESA Program vesting allocation;
3. Have a performance assessment and employee classification in accordance with the provisions when granting vesting allocations and opening the lock up period of the ESA Program;
4. Not currently undergoing administrative sanctions

Details of Employee Stock Allocation (ESA) Program Grant to Employees

Date of GMS	Date of Allocation and Vesting	Total Share Sheets	Price per Share	Opening Lockup Period
March 15, 2022	June 02, 2022	47,938,100	IDR 8.850	June 02, 2023
		10,854,800	-	June 02, 2024
		9,002,500		June 02, 2025

Description:
Share price before the implementation of 1:2 stock split effective on October 6, 2023

Participants who are declared eligible for allocation and / or vesting and / or opening of the lock up period, will be will receive a notification via email or other other communication media which includes confirmation of the shares to which he/she is entitled at the time of allocation and vesting and opening of the lock up period. On the date of the opening of lock up period stage 3 (three) in 2025, all shares allocated under the Employee Stock Allocation (ESA) Program will be fully allocated to the participants. participants.

SHARE DISTRIBUTION FOR EMPLOYEES THAT ARE MATERIAL RISK TAKERS (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:

1. 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
2. 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 RiskTaker (MRT), namely employees at the Senior Executive Vice President (SEVP) position in accordance with the Board of Directors Meeting Decision on December 20, 2016.

Banks are also required to defer the payment of variable remuneration to employees at the Senior Executive Vice President (SEVP) level as parties who are Material Risk Takers (MRT), namely at a certain percentage in accordance with the percentage for the Board of Directors. In the 2022 annual performance bonus payment for SEVP level employees which will be paid in 2023, 10% of the annual bonus will be given in the form of deferred company shares (Malus). These shares come from direct purchases on the market, with the purchase period starting August 8, 2023 to August 14, 2023.

Access To Company Information and Data

BNI strives to provide transparent information. To do so, 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 BNI'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 RELEASES

Up until December 31, 2023, BNI sent press releases discussing various matters related to the Bank, as follows:

No.	Date	Title	Place
1	January 03, 2023	Supporting Indonesian Sports, BNI Launches Jakarta Volleyball Team BNI46	Jakarta
2	January 05, 2023	Transaction Solutions for Various Currencies with Just One Account, BNI Presents BNI Multi Currency Giro	Jakarta
3	January 06, 2023	Transaction Solutions for Various Currencies with Just One Account, BNI Presents BNI Multi Currency Giro	Jakarta
4	January 07, 2023	BUMN's Service to Gunungsitoli, BNI Enlivens MSME Bazaar and Cheap Market for the People	Jakarta
5	January 09, 2023	Banking & GRP Synergy to Drive a Sustainable Economy	Jakarta
6	January 09, 2023	Japanese Embassy Says Economy Can Be Strong Through LCSF	Jakarta
7	January 09, 2023	Encouraging MSME Ecosystem to Go Global, BNI Relies on KUR Allocation of IDR 36.5 Trillion	Jakarta
8	January 11, 2023	The BNI Xpora Program is Real Evidence of Economic Contribution	Jakarta
9	January 13, 2023	The BNI Xpora Program is Real Evidence of Economic Contribution	Jakarta
10	January 15, 2023	The role of BNI in promoting national sports was appreciated by the Minister of Youth and Sports	Jakarta
11	January 17, 2023	Fajar-Rian is the New Champion of Indonesian Pride	Jakarta
12	January 20, 2023	Targeting Millennial Executives, BNI Emerald holds the Next Gen Community 2023 event	Jakarta
13	January 24, 2023	Transformation and Innovation are the Keys for BNI to Make the Highest Profits in History	Jakarta
14	January 25, 2023	BNI & LOTTE Mart Launches New Contactless BNI LOTTE Card Design and Features	Jakarta
15	January 25, 2023	Christian Sugiono: BNI Lotte Card Makes Shopping Fun	Jakarta
16	January 27, 2023	BNI Won Predicate as Bank with Most Satisfactory Service	Jakarta
17	January 28, 2023	The Indonesian Badminton National Team Continues Struggle at the 2023 Daihatsu Indonesia Masters	Jakarta
18	January 28, 2023	Optimistic for the Year of the Rabbit, BNI Socializes 3 Product Champions to Customers	Jakarta
19	January 29, 2023	The Indonesian Badminton National Team Struggles in the 2023 Daihatsu Indonesia Masters Final	Jakarta
20	January 29, 2023	Indonesia Successfully Won 2 Champion Titles at the 2023 Indonesia Masters	Jakarta
21	January 30, 2023	BNI and Cilegon City Government Collaborate on Banking Services and Smart City Programs	Jakarta
22	January 30, 2023	1 Out of 4 Medan Households Given Capital By Erick Thohir	Jakarta
23	February 1, 2023	Focus on Developing Digital Business, BNIDirect and BNI Mobile Banking Users Grow Rapidly	Jakarta
24	February 3, 2023	Increasing the Use of Mobile Banking, BNI Gives Out Prizes for 21 Cars and 212 Motorbikes	Jakarta
25	February 5, 2023	Raffi Nagita Congratulates the 2023 Indonesia Masters Champion, Gives Appreciation to BNI	Jakarta
26	February 7, 2023	Holding National Circuit, BNI Supports Search for Young Badminton Seeds in 12 Cities	Jakarta
27	February 9, 2023	Appreciating Outstanding Athletes at Indonesia Masters 2023, BNI and PBSI Ready to Escort Chico Cs to Badminton Asia Mixed Team in Dubai	Jakarta
28	February 9, 2023	HPN 2023, BNI Commits to Supporting Improvement of Journalist Competency	Jakarta
29	February 11, 2023	BNI Commits to Reducing Carbon Emissions	Jakarta

No.	Date	Title	Place
30	February 12, 2023	BNI Encourages 7 Transformation Strategies for 2023	Jakarta
31	February 16, 2023	BNI Releases Special TapCash Card NCT 127 '2 Baddies' Design	Jakarta
32	February 19, 2023	The Importance of Strict Regulations in Encouraging Healthy Growth in the Indonesian Banking Industry	Jakarta
33	February 20, 2023	2,000 Mangrove Seedlings for Bali	Jakarta
34	February 21, 2023	Indonesia Chairs ASEAN 2023, BNI Encourages International Banking	Jakarta
35	February 22, 2023	Strengthening the Socialization of Narcotics Abuse, BNI Collaborates with BNN RI	Jakarta
36	February 23, 2023	Commemorating National Waste Awareness Day, BNI Provides Assistance with Pos Pandai Equipment	Jakarta
37	February 24, 2023	BNI and the Ministry of PUPR Synergize to Function Smart Village Residential in the Capital City of the Archipelago	Jakarta
38	February 24, 2023	BNI Multifunction Card makes transactions at IKN easier, can be used for ID cards and transfers	Jakarta
39	February 25, 2023	Encouraging Creative Industries, BNI Supports Raisa Live in Concert Sponsorship	Jakarta
40	February 26, 2023	Strengthening Go Global Branding, BNI Collaborates with Japan Airlines	Jakarta
41	March 01, 2023	BNI President Director Won The Best CEO with Distinction 2022 Award	Jakarta
42	March 01, 2023	Encouraging MSMEs to Go Global, BNI Supports Inacraft 2023	Jakarta
43	March 02, 2023	Bond and Forex transactions can now be done via BNI Bonds and FX Mobile	Jakarta
44	March 03, 2023	Support the Government's Efforts to Achieve Zero Carbon 2060, Here is BNI's strategy	Jakarta
45	March 04, 2023	Beyond Limitations, BNI-Guided MSMEs Fostered Jump Higher at the 2023 Inacraft Event	Jakarta
46	March 06, 2023	Africa is Called the Continent of the Future for New Economic Growth, BNI Takes the Opportunity	Jakarta
47	March 07, 2023	BNI is Optimistic that Credit Will Continue to Grow Highly in 2023	Jakarta
48	March 07, 2023	KCLN BNI Amsterdam Welcomed Positively, Increases Exports-Helps Diaspora	Jakarta
49	March 08, 2023	Working on the African Market, BNI Optimizes International Banking Services	Jakarta
50	March 08, 2023	Adopting an Electronic Banking System, Dukcapil Promotes the Use of Digital KTPs to BNI	Jakarta
51	March 08, 2023	BNI Java Jazz 2023	Jakarta
52	March 09, 2023	Cianjur Disaster Response, Ministry of Health Appreciates BNI	Jakarta
53	March 09, 2023	Welcoming the South African Delegation, BNI is Ready to Explore Business Potential	Jakarta
54	March 10, 2023	Holding Market Outlook, Here is BNI's Guide for Investors	Jakarta
55	March 11, 2023	Supporting the Electric Vehicle Ecosystem, BNI Prepares a Special Financing Program	Jakarta
56	March 11, 2023	Expanding Digital Channels, BNI Inaugurates Banking Café at UGM	Jakarta
57	March 12, 2023	Entrepreneurship Before 30's, President Director of BNI: This is the Potential!	Jakarta
58	March 12, 2023	BNI Support for Young Badminton athletes at BNI Sirnas A Purwokerto	Jakarta
59	March 12, 2023	BNI Expo with RANS East Java Economic Acceleration	Jakarta
60	March 13, 2023	BNIDirect Continues to Encourage Institutional Transaction Performance	Jakarta
61	March 13, 2023	Africa has the potential to become a promising alternative market for initial exports of national manufactured products	Jakarta
62	March 14, 2023	Concerned about the Quality of Regional Education and Health, BNI Supports Posyandu and PAUD Facilities	Jakarta
63	March 15, 2023	Competing in All England 2023, BNI Encourages National Badminton Players	Jakarta
64	March 15, 2023	Distributing Dividends of IDR 7.3 Trillion, BNI is Optimistic that Performance Will Become More Positive in 2023	Jakarta
65	March 16, 2023	Boosting Transformation, BNI is Optimistic that Performance Will Continue to Soar	Jakarta
66	March 16, 2023	BNI AGMS Approves Share Buyback of IDR 905 Billion	Jakarta
67	March 17, 2023	2023 Full of Optimism, BNI Focuses on Developing Mobile Banking Application Features	Jakarta
68	March 17, 2023	BNI-AM Collaborates with Indonesian Migrant Workers in South Korea, Distributes Mutual Fund Scholarships	Jakarta
69	March 17, 2023	BNI Liquidity Ratio Reaches 219%, Safe Against Shocks	Jakarta
70	March 18, 2023	Welcoming Nyepi Day, Saka New Year 1945, BNI Distributes Basic Food Packages and Temple Construction	Jakarta
71	March 19, 2023	BNI's Support for Indonesian Badminton Athletes Yields Results: Fajar & Rian Winners at All England 2023	Jakarta
72	March 19, 2023	BNI Participates in Celebrating the 266th Adeging Pura Mangkunegaran	Jakarta
73	March 19, 2023	BNI Supports MSMEs in Ijen Crater	Jakarta
74	March 21, 2023	BNI Ready to Support the Government's Electric Motorcycle Subsidy Policy	Jakarta
75	March 21, 2023	Preparing for Ramadhan and Eid, BNI Provides IDR 45.9 Trillion	Jakarta
76	March 22, 2023	Quality Journalism Products, BNI Won Three Awards	Jakarta
77	March 23, 2023	Providing Practical and Informative Solutions in the Month of Ramadan, BNI Presents e-Imsakiyah BNI 2023	Jakarta
78	March 24, 2023	Welcoming Ramadhan, BNI Distributes 77,000 Basic Food Packages	Jakarta
79	March 24, 2023	BNI Strategy to Boost Export Credit Growth	Jakarta
80	March 25, 2023	Benefits of ASEAN Chairmanship Momentum 2023, BNI is Most Prospective	Jakarta

No.	Date	Title	Place
81	March 26, 2023	BNI and Ministry of PUPR Collaborate to Create Multifunctional Cards for Workers at IKN	Jakarta
82	March 27, 2023	BNI Overseas Branch Office Credit Distribution Grows Positively in February 2023	Jakarta
83	March 29, 2023	February 2023, the number of BNI Mobile Banking users will increase by 25% YoY	Jakarta
84	March 30, 2023	Carrying out the TJSL Program, BNI Focuses on 3 Pillars	Jakarta
85	March 31, 2023	BNI, DJKN, and Ministry of ATR/BPN Collaborate to Hold Auction of Collateral Assets Owned by BNI	Jakarta
86	April 01, 2023	DPR member optimistic that BNI Go Global will not just be a slogan	Jakarta
87	April 02, 2023	BNI Xpora is considered a good breakthrough for the 2023 ASEAN Chair	Jakarta
88	April 03, 2023	BNI Won First Champion Corporate Secretary	Jakarta
89	April 04, 2023	BNI Won Bronze Medal at the 2022 Asia Sustainability Reporting Awards	Jakarta
90	April 04, 2023	Government Invites Indonesian People to Choose Logo for New National Capital - Nusantara	Jakarta
91	April 04, 2023	Women's Empowerment, Blessings of Processed Shallots	Jakarta
92	April 04, 2023	BNI is proud of the achievements of Indonesian badminton athletes at the 2023 Spain Masters	Jakarta
93	April 05, 2023	BNI Invites Diaspora to Serve in Building the Country	Jakarta
94	April 05, 2023	Erick Thohir Encourages BUMN Houses to Enter the Export Market Through the Inauguration of Trade Mission Singapore 2023	Jakarta
95	April 06, 2023	BNI Helps Entrepreneurs Develop Business in the Singapore Market	Jakarta
96	April 06, 2023	BNI Won OMNI Brands of the Year Marketeers Award 2023	Jakarta
97	April 07, 2023	KIP Findings in Serang, Here's BNI's Explanation	Jakarta
98	April 10, 2023	Challenge 2023, this is the key strategy from the President Director of BNI	Jakarta
99	April 11, 2023	Herbal Spice Business, From School Practice to Penetrating the Export Market	Jakarta
100	April 12, 2023	Strengthening Collaboration, BNI and UGM Sign CFEST and KTM Co-Brand Cooperation	Jakarta
101	April 13, 2023	BNI Won Best Digital Brand Award 2023	Jakarta
102	April 13, 2023	Moving Indonesia's Economy Forward, BNI Focuses on Go Global, Go Digital, Go Green	Jakarta
103	April 14, 2023	Ready to meet the need for international banking services, BNI introduces KCP MDS KBUMN as a thematic outlet	Jakarta
104	April 14, 2023	Ensure Customers are Comfortable on Eid Holidays, BNI Operates 86 Outlets and 48 O-Branch	Jakarta
105	April 15, 2023	BNI Launches E-Magazine and Homecoming Map, Homecoming Travel Becomes Easy and Enjoyable with BNI	Jakarta
106	April 17, 2023	BNI Supports National Food Security Through Millennial Smart Farming	Jakarta
107	April 17, 2023	Hannover Messe 2023, BNI Ready to Support Indonesia 4.0	Jakarta
108	April 18, 2023	Transformation Encourages BNI's Performance to Grow Positively and with Quality in the First Quarter of 2023	Jakarta
109	April 19, 2023	BNI Participates in Celebrating Homecoming with BUMN 2023, Homecoming is Anticipated in the Heart	Jakarta
110	April 21, 2023	BNI Homecoming Post Facilitates Rest for Homecomers	Jakarta
111	April 23, 2023	Momentum of Ramadan and Eid, BNI Tapcash is Getting Better	Jakarta
112	April 25, 2023	Encouraging KUR, BNI Helps Micro Actors	Jakarta
113	April 26, 2023	BNI Won TOP Innovation Choice Awards 2023 from INFOBRANDS.ID and TRANS N CO	Jakarta
114	April 26, 2023	Encouraging industrialization, BNI's Enterprise Segment Gets a Positive Catalyst	Jakarta
115	April 28, 2023	Improve Customer Experience, BNI Mobile Banking Transactions and Volume Grow Positively	Jakarta
116	April 28, 2023	BNI Facilitates Indonesian Coffee Entrepreneurs to Appear at the London Coffee Festival	Jakarta
117	April 29, 2023	Eid Al-Fitr 2023, BNI's Daily Remittance Activity Increases Rapidly	Jakarta
118	May 01, 2023	Optimizing the KCLN Network, BNI is Optimistic that International Business will Grow Positively	Jakarta
119	May 04, 2023	TJSL BNI Provides Social and Environmental Impact	Jakarta
120	May 05, 2023	BNI Records LCS Transaction Growth of 44.2%	Jakarta
121	May 07, 2023	Spurring BNIDirect Growth, BNI Optimizes KCLN Network	Jakarta
122	May 08, 2023	Go Global BNI, Chocolate Business from Bali Goes Global	Jakarta
123	May 09, 2023	Serving the Remittance Needs of Indonesian Citizens, BNI Tokyo Collaborates on Co-Branding Remittance Cards with Garuda Indonesia	Jakarta
124	May 09, 2023	Corruption Crime Case in Providing Working Capital Credit by PT Bank Negara Indonesia (Persero) Tbk Gresik Branch to PT. JKS	Jakarta
125	May 09, 2023	BNI Won Best Customer Experience Predicate	Jakarta
126	May 10, 2023	Ready to Win the 2023 Sudirman Cup, BNI and PBSI Release the Indonesian Team	Jakarta
127	May 10, 2023	BNI's Foster Partners Attract Erick Thohir at the 2023 ASEAN Summit	Jakarta
128	May 11, 2023	Through the Xpora Program, BNI Encourages MSMEs to Enter Foreign Markets	Jakarta
129	May 11, 2023	Supporting the BNI Sirnas B Bali Event, BNI Gives Discounts and Prizes	Jakarta
130	May 12, 2023	April 2023, BNI Mobile Banking Transactions Record a Significant Increase	Jakarta

No.	Date	Title	Place
131	May 14, 2023	BNI Griya Maintains Positive Growth	Jakarta
132	May 14, 2023	Black Pearls from Labuan Bajo Hypnotize the 2023 ASEAN SUMMIT Summit	Jakarta
133	May 15, 2023	Optimizing the Momentum of Passenger Traffic Growth, Garuda Indonesia Online Travel Fair (GOTF) is Held Again Presenting Ticket Discounts of Up to 80%	Jakarta
134	May 16, 2023	Developing the BNI Xpora Market, BNI Explores Business in Australia	Jakarta
135	May 19, 2023	Increasing MSME Capabilities, BNI Encourages Xpora	Jakarta
136	May 20, 2023	BNI's Endek Woven Clothing Business, Worn by First Ladies around the World	Jakarta
137	May 20, 2023	BNI Java Jazz Ready to Be Held in June, Fariz RM and Vina Panduwinata Provide Refreshment at JJOTM in Sarinah	Jakarta
138	May 20, 2023	Service Excellence Drives BNIDirect Transaction and User Growth	Jakarta
139	May 24, 2023	BNI Offers ST010 Series Savings Sukuk, Can Be Ordered Via BNI Mobile Banking	Jakarta
140	May 24, 2023	Adaptive Leadership is the Key in an Era Full of Change	Jakarta
141	May 25, 2023	BNI Hands Over Outdoor Activity Equipment Assistance to IMPALA Brawijaya University	Jakarta
142	May 25, 2023	PPI Dunia Collaborates with BNI to Hold Alumni Connect	Jakarta
143	May 26, 2023	Officially Launched, Hibank Focuses on the MSME Segment	Jakarta
144	May 26, 2023	BNI UI Half Marathon 2023, Greener and More Sterile	Jakarta
145	May 26, 2023	Supporting MSMEs, Hibank Launches Newest Product	Jakarta
146	May 26, 2023	Opening PPI World Alumni Connect, the Vice President asks the younger generation to encourage the spirit of building the country	Jakarta
147	May 27, 2023	The Best Bank, BNI Strengthens Transformation	Jakarta
148	May 28, 2023	Embracing World Students, BNI Appreciated by KBUMN	Jakarta
149	May 29, 2023	Ministry of Youth and Sports Appreciates BNI's Proactive Steps to Strengthen Sport Tourism	Jakarta
150	May 30, 2023	Government Launches New Logo for Archipelago Capital	Jakarta
151	June 01, 2023	BNI Java Jazz Festival 2023 is Back, Experience an Unforgettable Digital Experience	Jakarta
152	June 01, 2023	BNI Sends 15 Local F&B MSMEs to Seoul Food & Hotel (SFH) 2023	Jakarta
153	June 02, 2023	BNI Java Jazz Festival 2023 Becomes Momentum to Increase Tapcash Digital Transactions	Jakarta
154	June 02, 2023	BNI Java Jazz Festival 2023, Don't Miss the Attractive Promo	Jakarta
155	June 02, 2023	Mario Biondi, Stephen Sanchez, and Max admit they can't wait to perform at BNI Java Jazz 2023	Jakarta
156	June 03, 2023	Mario Biondi, Stephen Sanchez, and Max admit they can't wait to perform at BNI Java Jazz 2023	Jakarta
157	June 03, 2023	BNI Group Prepares a Complete Variety of Product Choices for the 2023 Java Jazz Fetival	Jakarta
158	June 03, 2023	BNI Java Jazz Festival 2023 is an opportunity for BNI to attract millennials to have BNI credit cards	Jakarta
159	June 03, 2023	BNI Java Jazz 2023 Line Up Day Two: Cory Wong, Max, Sezairi to Fabio Asher	Jakarta
160	June 04, 2023	The BNI Java Jazz Festival 2023 Brings a Multiplier Effect to Many Economic Sectors	Jakarta
161	June 04, 2023	Encouraging Creative Economy, DPR Appreciates BNI Java Jazz Fetival 2023	Jakarta
162	June 04, 2023	BNI Java Jazz Festival 2023 Encourages the Rise of Indonesia's Creative Economy	Jakarta
163	June 05, 2023	Government Appreciates BNI Java Jazz 2023 Event	Jakarta
164	June 06, 2023	IKN's new logo is here, Here is BNI's next strategy	Jakarta
165	June 08, 2023	IKN's new logo is here, Here is BNI's next strategy	Jakarta
166	June 08, 2023	BNI Gives Out Dozens of Cars to Loyal BNI Customers	Jakarta
167	June 08, 2023	BNI Collaborates with the Bina Nusantara Foundation through the Financial Ecosystem Program	Jakarta
168	June 08, 2023	Realizing a Sustainable Future, Bukalapak and BNI Plant 1,000 Multipurpose Tree Seedlings	Jakarta
169	June 09, 2023	High Customer Investment Interest, BNI Wealth Management Grows Positively	Jakarta
170	June 09, 2023	Strengthening the Campus Financial Ecosystem Program, BNI Synergizes with UNJ	Jakarta
171	June 11, 2023	BNI Lucky Fortune #GaPakeNanti–The Finale	Jakarta
172	June 13, 2023	BNI Commitments to Fulfill RPIM Targets	Jakarta
173	June 14, 2023	BNI Ranked in the World's Best Companies by Forbes	Jakarta
174	June 17, 2023	BNI Tokyo Supports the Presence of Indonesia's First Halal Vending Machine	Jakarta
175	June 18, 2023	BNI Supports Ginting in the 2023 Indonesia Open Final	Jakarta
176	June 18, 2023	Ginting Runner-Up Indonesia Open 2023	Jakarta
177	June 19, 2023	BNI Urges Customers to Be Careful of Fraud Under the Guise of Increased Transaction Rates	Jakarta
178	June 21, 2023	BNI Urges Customers to Be Careful of Fraud Under the Guise of Increased Transaction Rates	Jakarta
179	June 22, 2023	Providing Excellent Service, BNI Won 11 Awards	Jakarta
180	June 23, 2023	BNI Invites Customers to Apply 6 Effective Steps to Avoid Cyber Crime in Internet Banking Transactions	Jakarta
181	June 23, 2023	77th Anniversary, BNI Gets Stronger, Tougher, More Trusted	Jakarta

No.	Date	Title	Place
182	June 25, 2023	Eid al-Adha, BNI Implements Limited Operational Services	Jakarta
183	June 25, 2023	Want to penetrate the Japanese market, here are tips for MSME players	Jakarta
184	June 26, 2023	Holiday with Eid al-Adha 1444 H, BNI continues to serve KUR and BWU transactions	Jakarta
185	June 27, 2023	Maintaining Investor Trust, BNI Commitments to Solid Performance	Jakarta
186	June 27, 2023	As part of the Indonesian Migrant Worker Data System, BNI helps provide complete financial solutions	Jakarta
187	June 28, 2023	Long Eid al-Adha Holiday 1444 H, BNI Mobile Banking Maintains Excellent Service	Jakarta
188	June 30, 2023	BNI Ready to Collaborate with Indonesia Incorporated Hong Kong	Jakarta
189	June 30, 2023	Series of 77th Anniversary, BNI Releases TapCash Special Designs for SUPER JUNIOR, Red Velvet and NCT DREAM	Jakarta
190	July 01, 2023	Increasing MSME Penetration in the Global Market, BNI is Involved in KIF 2023	Jakarta
191	July 02, 2023	BNI Fostered MSMEs in Hong Kong Attract Erick Thohir	Jakarta
192	July 04, 2023	Migrant Workers Value BNI Services Extraordinarily	Jakarta
193	July 05, 2023	Migrant Workers Value BNI Services Extraordinarily	Jakarta
194	July 06, 2023	Celebrating 77th Anniversary, BNI Holds Golf, Cycling and Climbing 7 Mountains	Jakarta
195	July 08, 2023	AKHLAK and RACE become BNI's reference for improving performance	Jakarta
196	July 09, 2023	Optimizing 2023 Improvement Trends, BNI Strengthens Quality and Coverage	Jakarta
197	July 10, 2023	Economic Trends 2023: This is the View of the President Commissioner of BNI	Jakarta
198	July 11, 2023	Series of 77th Anniversary, BNI Plants 77 Thousand Trees	Jakarta
199	July 12, 2023	BNI Appreciates Athletes at the 2023 Badminton Asia Junior Championship	Jakarta
200	July 12, 2023	Now BNI EDC Machines & BNI E-Commerce Services Can Accept American Express Cards	Jakarta
201	July 13, 2023	BNI Mobile Banking Successfully Maintains Growth Momentum in the Digital Era	Jakarta
202	July 14, 2023	Carrying out the mission to become a global bank, BNI serves the Diaspora in 26 countries	Jakarta
203	July 15, 2023	Beware of the New Fraudulent Mode of Mistransferring Money	Jakarta
204	July 15, 2023	Series of 77th Anniversary, BNI Holds Friendly Golf Tournament	Jakarta
205	July 17, 2023	BNI Reports Fraud Mode Under the Guise of Increased Transfer Fees to Polda Metro Jaya	Jakarta
206	July 18, 2023	Catching DHE Domestically, BNI Prepares Optimization System and Program	Jakarta
207	July 19, 2023	77th BNI Anniversary, These are the Hopes and Prayers from Musicians Dewa19 to Gigi	Jakarta
208	July 20, 2023	Series of BNI's 77th Anniversary, 46Cyclist Community Holds BNI Bike Challenge 460K	Jakarta
209	July 21, 2023	Encouraging Labuan Bajo Tourism, KAWAN BNI Strengthens Tourism Village Destinations	Jakarta
210	July 23, 2023	Celebrating the 77th Anniversary, BNI Collaborates with 117 Culinary MSMEs to Celebrate BNI Loud Fest 2023	Jakarta
211	July 23, 2023	Celebrating the 77th Anniversary, BNI Collaborates with 117 Culinary MSMEs to Celebrate BNI Loud Fest 2023	Jakarta
212	July 23, 2023	BNI Loud Fest 2023, Form of Appreciation for BNI Hi-Movers	Jakarta
213	July 24, 2023	Loud Fest Vol.2 2023, President Jokowi and Minister of BUMN Appreciate BNI Transformation	Jakarta
214	July 25, 2023	BNI Maintains Long-Term Quality Growth Momentum	Jakarta
215	July 26, 2023	Reaching 14.9 Million Users, BNI Mobile Banking is Increasingly Trusted	Jakarta
216	July 29, 2023	Supporting MSMEs to Go Global, BNI Supports MSME Bazaar for Indonesia	Jakarta
217	July 29, 2023	BNI Agen46 has reached more than 173 thousand in the first semester of 2023	Jakarta
218	July 30, 2023	Boosting MSMEs in Indonesia, Hibank Receives Award as Indonesia Best Bank Awards 2023	Jakarta
219	July 31, 2023	Book Quality Growth, Stock Analyst Appreciates BBNI	Jakarta
220	July 31, 2023	Going Global with Indonesian Products: Erick Thohir Supports Medan Millennial Entrepreneurs to Succeed in the Global Market	Jakarta
221	August 01, 2023	BNI Green Bond Successfully Reduces the Impact of Greenhouse Gas Emissions	Jakarta
222	August 01, 2023	Digital Banking Performance Increasingly Solid, BNIDirect Users Reach 138,000 Users	Jakarta
223	August 02, 2023	BNI Prepares Hibank as the First Digital Bank to Focus on MSMEs	Jakarta
224	August 02, 2023	HR Transformation is the Key to the Success of BNI Go Global	Jakarta
225	August 04, 2023	BNI and Bluebird Apply Digital Transformation to Support the Cashless Era	Jakarta
226	August 04, 2023	BNI Sekuritas Records Positive Revenue	Jakarta
227	August 05, 2023	BNI-Boom Motorist Shop Card Accelerates Business Growth and Digital Ecosystem for Motorists	Jakarta
228	August 06, 2023	BNI Diaspora Loan Helps Wulandari Expand Halal Food Business in Japan	Jakarta
229	August 06, 2023	Breaking World Records, BNI Supports the World's Largest Angklung Performance	Jakarta
230	August 07, 2023	Spectaxcular 2023, DJP Collaborates with BNI to Hold Tax Campaign	Jakarta
231	August 07, 2023	BNI Ciputra Golfpreneur Tournament 2023	Jakarta

No.	Date	Title	Place
232	August 08, 2023	BNI Celebrates the 78th Anniversary of the Republic of Indonesia, Supports the Activities of the Palace of Dresses	Jakarta
233	August 09, 2023	Momentum for Recovery in Semester II 2023, BNI President Director is Confident that All Economic Sectors Will Revive	Jakarta
234	August 09, 2023	Developing MSME Economic Recovery Through the BNI MSME Festival	Jakarta
235	August 10, 2023	Siloam and BNI Launch BNI x Siloam Hospitals Credit Card Co-Branding Product	Jakarta
236	August 11, 2023	BNI Ready to Implement New Minimum Capital Regulations	Jakarta
237	August 11, 2023	Xpora Continues to Encourage North Sumatra MSMEs to Export Abroad	Jakarta
238	August 12, 2023	Export Enabler, BNI Maximizes Global MSME Development Through BNI Xpora	Jakarta
239	August 12, 2023	Encouraging Sportainment, BNI Supports Media Clash 3.0	Jakarta
240	August 13, 2023	Strengthening the Diaspora Ecosystem, BNI Supports the Congress of Indonesian Diaspora 2023	Jakarta
241	August 14, 2023	BNI Ventures Maintains Growth Momentum in the Founding Period	Jakarta
242	August 15, 2023	BNI Multifinance Successfully Records a 6.6 Times Increase in Financing	Jakarta
243	August 15, 2023	Increasing Financial Inclusion for People with Disabilities, BNI Strengthens Socialization	Jakarta
244	August 16, 2023	Supporting the Government, BNI Holds Stunting Prevention and Alleviation Program for Toddlers	Jakarta
245	August 17, 2023	Maintain Resilience in Banking Conditions, This is the Advice from BNI President Commissioner	Jakarta
246	August 18, 2023	BNI Sekuritas Accompanies Astra ARKO Group in Issuing Green Bonds	Jakarta
247	August 18, 2023	Encouraging support for MSMEs, Hibank Won a number of awards	Jakarta
248	August 19, 2023	Strengthening Go Global Performance, BNI Xpora brings 15 MSMEs to Hong Kong Food Expo 2023	Jakarta
249	August 20, 2023	BNI Life Apresiasi 76 Paskibraka, Beri Jaminan Asuransi Jiwa	Jakarta
250	August 20, 2023	Implementing GCG, BNI Strengthens Information Openness	Jakarta
251	August 21, 2023	The BNI Xpora Program Reaches More than 27,000 MSMEs	Jakarta
252	August 21, 2023	Actively Socializing Student Savings, BNI Won 3 OJK Awards	Jakarta
253	August 21, 2023	Erick Thohir Reveals Plans to Reduce National Logistics Costs in BUMN	Jakarta
254	August 21, 2023	Erick Thohir Explains Two Big Duties for BNI	Jakarta
255	August 23, 2023	Protect Migrant Workers, BNI Receives Task from BUMN Minister Erick Thohir	Jakarta
256	August 23, 2023	BNI Bazaar Festival is Held Again, Here are the Interesting Promos	Jakarta
257	August 25, 2023	Strengthening Commitment to Employment Opportunities for Persons with Disabilities, BNI Supports the Disability Equality Workshop Program	Jakarta
258	August 25, 2023	BNI Loan Diaspora Helps Lucky Indonesia Restaurant Expand Market in Hong Kong	Jakarta
259	August 25, 2023	BNI AM Participates in GN Circle BPJAMSOSTEK	Jakarta
260	August 26, 2023	Adding Capital, BNI Multifinance Strengthens Performance in the Consumer Market	Jakarta
261	August 26, 2023	BNI-Ciputra Golfpreneur Tournament 2023 Encourages Indonesian Golfers to Leap Higher to the World Stage	Jakarta
262	August 27, 2023	Supporting Jabodebek LRT Operations, BNI Ensures Payment Infrastructure is Ready	Jakarta
263	August 27, 2023	Deputy Minister Tiko Visits Jabodebek LRT, Ensures Integration and Ease of Access	Jakarta
264	August 27, 2023	The 2023 Real Work Festival was Successfully Held, Encouraging the Performance of Dozens of MSMEs	Jakarta
265	August 28, 2023	Encouraging Insurance Literacy and Inclusion, Here is BNI Life's Effective Program	Jakarta
266	August 28, 2023	Zero Waste Industry, BNI Supports Wastra Producer MSMEs	Jakarta
267	August 29, 2023	Increasing Millennial & Gen Z Customer Penetration, BNI Inaugurates Trisakti Thematic Outlet	Jakarta
268	August 30, 2023	BNI Encourages Innovation and Collaboration Programs in Facing Air Pollution Challenges	Jakarta
269	August 31, 2023	Becoming An Entrepreneur, Here's the Advice from the President Director of BNI for Millennials and Gen Z	Jakarta
270	August 31, 2023	Catch DHE Domestically, This is a Banking Solution from BNI	Jakarta
271	August 31, 2023	Having a target of IDR 62.9 trillion in green portfolio, BNI is ready to showcase at AIPF	Jakarta
272	September 01, 2023	Investment Banking BNI Sekuritas Pioneers Upstream Asset Transactions in the Indonesian Oil and Gas Industry	Jakarta
273	September 02, 2023	Leading in Green Infrastructure, BNI Showcasing at AIPF	Jakarta
274	September 02, 2023	Supporting AIPF, BNI Encourages Inclusive Digital Transformation	Jakarta
275	September 02, 2023	BNI Asset Management Provides Financial Education for Hundreds of Diaspora in Japan	Jakarta
276	September 03, 2023	Providing Financial Education for Diaspora in Japan, BNI Disappreciates OJK and Embassy	Jakarta
277	September 03, 2023	Creative MSME Enabler Go Global, Here is BNI's Flagship Development Scheme at the AIPF Event	Jakarta
278	September 04, 2023	Celebrating National Customer Day, BNI Intensifies Digital Services	Jakarta
279	September 04, 2023	Harpelnas Momentum, BNI Life Digital Insurance Soars More Than 1,000%	Jakarta
280	September 05, 2023	Berry/Rian Won Champion of Xpora Indonesia International Challenge	Jakarta
281	September 05, 2023	National Customer Day 2023, BNI Always Provides the Best Service for People with Disabilities	Jakarta
282	September 05, 2023	ASEAN Summit Day 1, Here is BNI's Vision	Jakarta

No.	Date	Title	Place
283	September 05, 2023	The President calls the ASEAN Summit a momentum to increase trade, BNI is ready to collaborate	Jakarta
284	September 06, 2023	Successfully Taking Advantage of AIPF 2023 Momentum, BNI Locks Two MoUs	Jakarta
285	September 06, 2023	Showcasing at AIPF 2023, BNI Demonstrates Digital Transformation Achievements	Jakarta
286	September 06, 2023	BUMN Deputy Minister Rosan Appreciates BNI Mobile Banking at AIPF 2023	Jakarta
287	September 07, 2023	BNI Exhibits hibank at AIPF 2023, This is an Opportunity for the Indonesian MSME Segment	Jakarta
288	September 07, 2023	AIPF 2023: BNI Views ASEAN as a Source of Growth	Jakarta
289	September 07, 2023	AIPF 2023 MSME Business Matching, BNI Xpora Collaborates with Seoul Trade Attaché	Jakarta
290	September 08, 2023	Commitment to Implementing Sustainable Business, Hibank Won Top GRC Awards 2023	Jakarta
291	September 08, 2023	Strengthening Digital Financial Inclusion, Hibank Holds Cyber Security Literacy in Lampung	Jakarta
292	September 08, 2023	BNI Collaborates with BPD Lampung to Issue Indonesian Credit Cards	Jakarta
293	September 08, 2023	BNI and BNI Sekuritas Win the 2023 Alpha Southeast Asia Award	Jakarta
294	September 09, 2023	Making Dutch Diaspora Transactions Easier, BNI Praised by Ambassador	Jakarta
295	September 10, 2023	Making Dutch Diaspora Transactions Easier, BNI Praised by Ambassador	Jakarta
296	September 10, 2023	Encouraging the Potential of Indonesian Culture to Go Global, BNI Supports Batik in Algiers 2023	Jakarta
297	September 11, 2023	Diaspora Develops Business in Amsterdam, BNI Ready to Support	Jakarta
298	September 11, 2023	Supporting the Batik Exhibition in Algiers, the Indonesian Embassy in Alger appreciates BNI	Jakarta
299	September 13, 2023	BNI Again Supports BNI Indonesian Masters 2023, the Biggest Golf Tournament in Indonesia	Jakarta
300	September 13, 2023	Strengthening Support for Women's MSMEs, BNI Presents Pertiwi Indonesia at Kriyanusa 2023	Jakarta
301	September 14, 2023	BNI and UI Launch Digital Campus Financial Ecosystem Platform	Jakarta
302	September 14, 2023	Hassle-free Export Business Socialization, BNI Holds Talkshow in Kriyanusa	Jakarta
303	September 14, 2023	Growth Trend Continues, BNI Optimistic of Expansive Credit	Jakarta
304	September 14, 2023	BNI Holds Srikandi BUMN Goes to Campus, Invites UI Students to Be Ready to Transform into Global Talent	Jakarta
305	September 19, 2023	BNI EGMS Approves Stock Split Ratio 1:2	Jakarta
306	September 21, 2023	BNI Won "The Best Overall Big Caps" at the 14th IICD Corporate Governance Award 2023	Jakarta
307	September 21, 2023	Optimal Growth, BNI Credit Increases 8.8%	Jakarta
308	September 21, 2023	Targeting Japanese Premium Dining Lovers, BNI and JCB Launch the Ultimate BNI JCB Card	Jakarta
309	September 21, 2023	BNI ATM Makes it Easier to Withdraw Cash for Migrant Workers in Hong Kong	Jakarta
310	September 21, 2023	Promotion of Local Products Go Global, BNI Brings MSMEs to the 2023 CAEXPO Exhibition in China	Jakarta
311	September 22, 2023	Increasing Financial Inclusion in Hong Kong, BNI Acquires 18 thousand Accounts	Jakarta
312	September 23, 2023	Remaining Positive, BNI Forex Transactions Grow 13%	Jakarta
313	September 23, 2023	Meeting the Diaspora in Hong Kong, BNI, Dukcapil and BPJS Employment Commit to Providing the Right Solution	Jakarta
314	September 23, 2023	BNI Supports the Socialization of NIT and IKD Dukcapil to the Diaspora in Hong Kong	Jakarta
315	September 23, 2023	Developing Go Global Digital Ambassadors, BNI Embraces PPI Hong Kong	Jakarta
316	September 24, 2023	Dukcapil Appreciates BNI for Providing Convenience for Diaspora in Hong Kong	Jakarta
317	September 24, 2023	Become a Diaspora Liaison and PMI Get Job Protection, Bpjamsostek Appreciates BNI	Jakarta
318	September 24, 2023	BNI, Dukcapil, and Bpjamsostek Make It Easier for Hong Kong Diaspora and Migrant Workers to Have Accounts and Employment Protection	Jakarta
319	September 25, 2023	Strengthening the Socialization of Financial Services in Hong Kong, BNI Has the Potential to Work with 168 Thousand Diaspora	Jakarta
320	September 25, 2023	Stock Split Makes Shares More Liquid, BNI Targets Young Investors	Jakarta
321	September 26, 2023	New Face of ATM Link, Encouraging wider and more inclusive access to financial services	Jakarta
322	September 26, 2023	BNI Helps Ministry of Education and Culture Distribute More than IDR 1.8T of PIP Funds	Jakarta
323	September 27, 2023	Prophet Muhammad SAW Birthday Holiday, BNI Implements Limited Operational Services and Continues to Serve KUR and BWU	Jakarta
324	September 27, 2023	Expanding Agen46, BNI Collaborates with Kinarya Selaras Solusi	Jakarta
325	September 28, 2023	Supporting the Development of the Sanur Special Economic Zone, BNI Signs Credit Agreement for Hotel Revitalization	Jakarta
326	September 28, 2023	Launching Integration and New Appearance of ATM Link, Minister Erick Asks BNI to Integrate Diaspora	Jakarta
327	September 28, 2023	Improving Air Quality, BNI Supports Mutual Cooperation in Donating 5,000 Trees	Jakarta
328	September 29, 2023	Indonesia Incorporated Website Launched	Jakarta
329	September 29, 2023	Study Visit CRDB Bank Tanzania, BNI Invites Waste Bank Savings for Sustainable Banking	Jakarta
330	September 30, 2023	So investors hurry, BBNI shares set an all-time record	Jakarta
331	October 01, 2023	Mutual Cooperation Bringing Trees	Jakarta

No.	Date	Title	Place
332	October 02, 2023	Proactive Commitment in the Carbon Exchange, BNI Buys 40,000 Tons	Jakarta
333	October 03, 2023	BNI BI-FAST transactions grow 900%	Jakarta
334	October 03, 2023	BNI Fully Supports the Batik Palace Performance to Commemorate National Batik Day	Jakarta
335	October 03, 2023	BNI Encourages Financial Literacy in Children and Adolescents	Jakarta
336	October 04, 2023	BBNI Stock Split Process Records Highest Record of All Time, This is the Opinion of Observers	Jakarta
337	October 05, 2023	Inacraft On October 2023, BNI Invites MSMEs to Go Global	Jakarta
338	October 05, 2023	Positive Performance, BNI Optimistic that Indonesia's Economic Fundamentals Are Still Solid	Jakarta
339	October 06, 2023	Inacraft On October 2023, These Are Two MSMEs Fostered by BNI Xpora Visited by the President	Jakarta
340	October 06, 2023	Oversubscribed 135.2 Times, BNI Sekuritas Successfully Accompanies Barito Renewables Energy IPO	Jakarta
341	October 06, 2023	BNI Sekuritas Receives ISO/IEC 27001:2013 Information Security Management System Certification	Jakarta
342	October 06, 2023	New BBNI Prices After Stock Split Starting from IDR 5,200	Jakarta
343	October 07, 2023	Carrying out the Go Global Mission, BNI's Foreign Exchange from Exports Increases 66%	Jakarta
344	October 08, 2023	Encourage MSMEs to Export, These are BNI Xpora's Tips	Jakarta
345	October 08, 2023	Receiving a Global Bank Mandate from Minister Erick Thohir, Here is BNI's Strategy to Encourage MSME Exports	Jakarta
346	October 09, 2023	Ministry of BUMN Appreciates BNI Xpora for Helping MSMEs Export	Jakarta
347	October 09, 2023	Carrying out the Go Global Mission, BNI's Foreign Exchange from Exports Increases 66%	Jakarta
348	October 10, 2023	Maintaining Food Security, BNI Helps Strengthen the Alsintan Taxi Program	Jakarta
349	October 10, 2023	New Price for BBNI Shares, BNI Gets Positive Review	Jakarta
350	October 11, 2023	Strengthening Consumer Protection Aspects, OJK Appreciates BNI	Jakarta
351	October 11, 2023	BNI Showcases Digital Banking Transformation and Innovation at Experience Indonesia London 2023	Jakarta
352	October 11, 2023	BNI is Committed to Supporting Equality for People with Disabilities	Jakarta
353	October 12, 2023	BNI Celebrates the 2023 Mandalika MotoGP with Ticket Discount Offers	Jakarta
354	October 13, 2023	Supporting Jazz Music Events, BNI is Increasingly Familiar with BNI Mobile Banking	Jakarta
355	October 13, 2023	Maintaining Mental Health, BNI Supports BUMN 1,000 People Tell Their Stories	Jakarta
356	October 13, 2023	BNI and Batik Air Hold First Travel Fair, Offer Various Ticket Promos	Jakarta
357	October 13, 2023	Strengthening the Food Security Industry, BNI Becomes Lead Arranger for Pusri Investment of IDR 9.32 trillion	Jakarta
358	October 14, 2023	Hibank Re-branding, BNI Receives Appreciation	Jakarta
359	October 14, 2023	First State-Owned Bank IPO, BNI Assets Reach More Than IDR 1,000 trillion	Jakarta
360	October 15, 2023	15% discount on purchasing official 2023 Mandalika MotoGP merchandise using a BNI card	Jakarta
361	October 15, 2023	Carrying out the Go Global Mandate, BNI Strengthens 3 Strategic Values	Jakarta
362	October 16, 2023	BNI and UKI Collaborate on Higher Education Financial Ecosystem Program	Jakarta
363	October 17, 2023	BNI Xpora Becomes a Bridge for Indonesian MSMEs with Exporters from the Netherlands	Jakarta
364	October 19, 2023	Supporting the Digitalization of MSMEs, BNI Builds Synergy with Amartha	Jakarta
365	October 20, 2023	Support Market Digitalization Through Agen46, BNI Collaborates with Asparindo	Jakarta
366	October 20, 2023	BNI Consistently Provides Support for the Indonesian Diaspora	Jakarta
367	October 21, 2023	BNI Investor Daily Summit 2023 Echoes Optimism for Economic Growth	Jakarta
368	October 22, 2023	Hibank Jakarta Marathon 2023, BNI Pushes Hibank to the Global Stage	Jakarta
369	October 22, 2023	BNI Supports Financial Literacy Through the BNI Mobile Banking Application	Jakarta
370	October 23, 2023	BNI Xpora Encourages Ciamis Wood Production to be Exported Abroad	Jakarta
371	October 24, 2023	BNI Investor Daily Summit 2023, this is President Jokowi's message	Jakarta
372	October 25, 2023	BNI Investor Daily Summit 2023, BNI President Director Optimistic that Indonesia's Economy is Getting Stronger	Jakarta
373	October 25, 2023	The Most Beautiful Investment Conference, BNI Investor Daily Summit 2023 Encourages a Sustainable Economy	Jakarta
374	October 25, 2023	BNI Investor Daily Summit 2023, BNI Strengthens Digital Economic Development	Jakarta
375	October 26, 2023	BNI Investor Daily Summit 2023, BNI Reveals Strategy to Succeed MSMEs on the Global Stage	Jakarta
376	October 26, 2023	BNI Investor Daily Summit 2023, Jokowi Visits BNI's MSME Fostered Booth	Jakarta
377	October 27, 2023	BNI Investor Daily Summit 2023, Government Encourages Strengthening the Digital Economy and Creating Young Entrepreneurs	Jakarta
378	October 27, 2023	BNI Investor Daily Summit 2023, Total BNI Green Bond Emission Reduction Reaches 230 Thousand Tons of CO_2 per Year	Jakarta
379	October 28, 2023	BNI Investor Daily Summit 2023, BNI President Director Calls Indonesian Banking Resilient	Jakarta
380	October 28, 2023	Improving Community Welfare, BNI Strengthens Tourism Village Development	Jakarta
381	October 28, 2023	BNI and BEI Launch Capital Market Literacy and Inclusion for 10,000 Banking Industry Employees	Jakarta
382	October 28, 2023	BNI Xpora Makes Seaweed Exports Easy	Jakarta

No.	Date	Title	Place
383	October 29, 2023	4 Years of Leadership of the Minister of BUMN, Here is BNI's Corporate Action	Jakarta
384	October 31, 2023	BNI Won Award as a Bank Driving Inclusive Finance for People with Disabilities	Jakarta
385	October 31, 2023	Accelerating Credit and Profit Growth, While Prioritizing Prudential Aspects in Risk and Liquidity Management Amidst Macroeconomic and Geopolitical Dynamics	Jakarta
386	November 02, 2023	BNI Foreign Office Credit Grows 10.8%	Jakarta
387	November 02, 2023	Touch Transaction Volume IDR 5,017 trillion, BNI Strengthens BNIDirect	Jakarta
388	November 03, 2023	Increasing MSME Business Capacity, BNI Collaborates with ITPC Osaka and the Indonesian Embassy in Tokyo	Jakarta
389	November 04, 2023	Optimal Revenue Performance, BNI Believes Shares Continue to be Appreciated	Jakarta
390	November 04, 2023	Achieving Positive Performance, BBNI Investor Confidence Increases	Jakarta
391	November 05, 2023	Economic Growth Momentum Continues, BNI Optimistic Credit Meets Target	Jakarta
392	November 05, 2023	BNI Appreciates Sean Gelael Achieves Runner Up Achievement in Bahrain	Jakarta
393	November 05, 2023	BNI Appreciates Sean Gelael Achieves Runner Up Achievement in Bahrain	Jakarta
394	November 07, 2023	BNI Becomes Main Partner in Realizing the Success of IKN Development	Jakarta
395	November 08, 2023	BNI Digital Solutions Drive CASA Growth	Jakarta
396	November 08, 2023	CEO Networking 2023, BNI Supports Sustainable Investment in Indonesia	Jakarta
397	November 09, 2023	BNI's good performance is believed to continue until the end of the year	Jakarta
398	November 09, 2023	Observers Value BNI's Performance as Very Good in the Midst of Global Economic Challenges	Jakarta
399	November 09, 2023	Digital Banking Pioneer, BNI Strengthens API Services	Jakarta
400	November 10, 2023	Collaboration for the Earth, BNI & WWF Indonesia launches the new face of the BNI-WWF Credit Card	Jakarta
401	November 10, 2023	Through BNI, the Minister of State-Owned Enterprises Believes that Diaspora and Migrant Workers Will No Longer Be Underestimated	Jakarta
402	November 10, 2023	BNI Collaborates with UNHAS Expansion of Campus Financial Ecosystem Program collaboration	Jakarta
403	November 12, 2023	BNI Collaborates with UNHAS Expansion of Campus Financial Ecosystem Program collaboration	Jakarta
404	November 13, 2023	Heroic Spirit, hibank is here to support MSMEs #everydayhiro	Jakarta
405	November 13, 2023	Enlivening FIFA World Cup U-17, BNI Gives Ticket Purchase Promo Up to 30%	Jakarta
406	November 15, 2023	Bringing the Spirit of Going Global, BNI Indonesian Masters is Ready to be Held	Jakarta
407	November 15, 2023	Home VAT Incentive, BNI Griya Optimistic of Performance Improvement	Jakarta
408	November 16, 2023	Tri Pakarta is Increasingly Competitive in the Insurance Industry	Jakarta
409	November 16, 2023	BNI Indonesia Masters Runs Tightly, Gaganjeet Bhullar Leads Position	Jakarta
410	November 17, 2023	BNI Indonesian Masters 2023, Kevin Akbar Passes the Cut Off	Jakarta
411	November 18, 2023	Welcoming the Festive Season, BNI Prepares Various Attractive Promos for Customers	Jakarta
412	November 19, 2023	Third Round of BNI Indonesian Masters, Puig Soars and Jonathan Secures Position	Jakarta
413	November 19, 2023	BNI-Ministry of Health Provides Equipment Assistance for doctorSHARE Floating Hospital	Jakarta
414	November 20, 2023	King of Four Rounds, Bhullar Won BNI Indonesian Masters presented by Tunas Niaga Energi	Jakarta
415	November 20, 2023	BNI Proactively Supports Efforts to Recovery and Improve BUMN Performance	Jakarta
416	November 21, 2023	Supporting BUMN Transformation, BNI Increases Credit to BUMN	Jakarta
417	November 23, 2023	BNI Subsidiary Companies Grow Positively Along with the Transformation Program	Jakarta
418	November 23, 2023	Successfully Developing Digital Banking Services, BNI API Portal Won 2023 DevPortal Awards	Jakarta
419	November 24, 2023	BNI and Ringkas Collaborate to Make It Easier for People to Get a House	Jakarta
420	November 26, 2023	Targeting the South Korean and Japanese markets, BNI and BI develop Xpora	Jakarta
421	November 26, 2023	BNI Promotes the Equator Coffee Trail Program	Jakarta
422	November 27, 2023	Solid Fundamentals, BNI Targets More Optimal Profitability Levels	Jakarta
423	November 28, 2023	Preventing Blindness, BNI Holds Cataract Surgery in Eastern Indonesia	Jakarta
424	November 28, 2023	Strengthening Indonesia-Australia Relations, BNI Supports Indonesia by the Harbor	Jakarta
425	November 29, 2023	Dividends are part of BNI's appreciation for shareholders	Jakarta
426	November 29, 2023	BNI Supports Trisakti Technopreneurship Towards a Green Campus	Jakarta
427	November 29, 2023	BNI Strengthens Support for the Upstream Oil and Gas Industry and MSMEs	Jakarta
428	November 30, 2023	BNI Finance Records New Financing Increase of 7.5 Times	Jakarta
429	November 30, 2023	Appearing with a New Face, BNI Emerald is Ready to Become the Best in the Wealth Management Industry	Jakarta
430	December 01, 2023	Transparent in Disclosure of ESG Reports, BNI Won Investor Trust-BGK Foundation Award	Jakarta
431	December 02, 2023	BNI Receives The Best CEO of The Most Sustainable Bank Award	Jakarta
432	December 03, 2023	Optimizing End of Year Momentum, BNI Encourages Development of the MSME Segment	Jakarta
433	December 06, 2023	BNI Spreads Attractive End of Year Promos, Holidays Become More Economical	Jakarta

No.	Date	Title	Place
434	December 07, 2023	Successfully Facing the Crisis, BNI Won 5 Awards	Jakarta
435	December 08, 2023	Supporting COP28, BNI Strengthens Green Banking Strategy	Jakarta
436	December 09, 2023	BNI Prepares Cash Funds of IDR 22.02 Trillion to Meet Christmas and New Year Service Needs	Jakarta
437	December 09, 2023	Appreciating Customers, BNI and Hypermart Collaborate Through the BNI Shopping Race Program	Jakarta
438	December 10, 2023	BNI Finance Appoints Suhartono as President Commissioner and Carries Out Rebranding	Jakarta
439	December 11, 2023	BNI Won 3 Awards from Bank Indonesia	Jakarta
440	December 12, 2023	BNI and XL Axiata Launch BNI – XL PRIORITAS Credit Card Co-Branding Product	Jakarta
441	December 12, 2023	Special Harbolnas Promo 12.12 for BNI Card Users	Jakarta
442	December 13, 2023	BNI Supports OJK to Strengthen Financial Literacy	Jakarta
443	December 13, 2023	Supported by BNI, Successful Home Decoration Business Utilizes Waste Spare Parts	Jakarta
444	December 14, 2023	Innovative in Campus Services, BNI Won 2 Kemendikbudristek Awards	Jakarta
445	December 15, 2023	Prevent Blindness BNI Holds Cataract Surgery in Eastern Indonesia	Jakarta
446	December 15, 2023	BNI Won Awards from Euromoney Cash Management Survey 2023 and Alpha Southeast Asia Awards 2023	Jakarta
447	December 16, 2023	BNI Finance Again Receives IDR 400 Billion Fund Injection from BNI Bank	Jakarta
448	December 18, 2023	Growing 20%, BNI Improves End of Year BNIDirect Performance	Jakarta
449	December 18, 2023	BNI Shares Christmas 2023 to Help the Welfare of People in Need	Jakarta
450	December 18, 2023	Watch out! 'BNI Recruitment' Fraudsters Spread Hoaxes Via Social Media and Email, Don't Believe It	Jakarta
451	December 19, 2023	BNI Agen46 Reaches 175 Thousand, DPK Reaches IDR 2.98 Trillion	Jakarta
452	December 20, 2023	Thanks to BNI Training, MSMEs are Able to Understand Market Research and Branding	Jakarta
453	December 20, 2023	End of year staycation, this is the BNI promo	Jakarta
454	December 20, 2023	Achieving Informative Predicate, BNI Receives 2023 Public Information Openness Award	Jakarta
455	December 23, 2023	BNI Optimistic of Resilient Performance in 2024	Jakarta
456	December 24, 2023	Transforming BNI into a Game Changer in Digitalization and Transaction Services	Jakarta
457	December 24, 2023	BNI Offers Woosh Ticket Purchase Promo Starting from IDR 200 Thousand	Jakarta
458	December 24, 2023	Encouraging Economic Recovery, BNI Continues to Serve KUR and BWU during the 2023 Christmas Holidays	Jakarta
459	December 26, 2023	In the spirit of Christmas and New Year, this is the BNI Digital Transaction Channel	Jakarta
460	December 28, 2023	2024 Ready to have a house, here are the tips	Jakarta
461	December 29, 2023	Welcoming 2024, BNI Commits to Strengthening Diaspora Doing Business Through BNI Xpora	Jakarta
462	December 29, 2023	Preventing Blindness, BNI Continues Cataract Surgery in Eastern Indonesia	Jakarta
463	December 29, 2023	Implementing ESG, BNI Disburses Green Loan for PLN	Jakarta
464	December 29, 2023	2023 Stock Exchange Closing, BBNI Rises 16.53%	Jakarta
465	December 31, 2023	Receiving BNI Support, Kalaniwood Successfully Utilizes Waste to Make Crafts	Jakarta

E-SINERGI 46

E-Sinergi 46 is a special Internal Media for BNI Hi-Movers that can be accessed through mobile and web based apps, which acts as a means of sharing real-time information, experiences and knowledge. The E-Sinergi 46 application can be downloaded via the Google Play Store and App Store by BNI Hi-Movers. The content contained in E-Sinergi 46 is presented in written form and also in the form of photos and videos.

To encourage BNI Hi-Movers' active use of the application, E-Sinergi presents a gamification program in the form of reward points, where every activity in the E-Sinergi 46 application can earn points. The points collected 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-Sinergi 46 managers also provide incentives for employees who contribute by sending news.

No.	Date	Headline
1	January 01, 2023	4 Reasons Self-Reward is Important
2	January 01, 2023	Ant-Man 3 to Dune Part 2, these are the recommended films that will be released in 2023
3	January 02, 2023	The Luckiest Zodiac Sign This Year!
4	January 02, 2023	PPKM Revoked, What Are the Latest Rules? Check it out here, come on!
5	January 03, 2023	PPKM Revoked, What Are the Latest Rules? Check it out here, come on!
6	January 04, 2023	Supporting Indonesian Sports, BNI Launches Jakarta Volleyball Team BNI46
7	January 04, 2023	Challenge "BNI Hi-Movers Wrapped 2022"!!!
8	January 04, 2023	Four Strategies that Banks Must Implement to Face the Global Recession
9	January 04, 2023	Gold Projected to Sparkle Amid the Threat of Global Recession in 2023
10	January 05, 2023	No Drugs! This is How to Cure a Sore Throat Quickly
11	January 05, 2023	Save on Monthly Shopping with BNI Rewards Points
12	January 05, 2023	Have you ever experienced cramps while sleeping? Here's How to Solve It!
13	January 06, 2023	Posting Wrong Content on Social Media? Don't panic, try doing this, come on!
14	January 06, 2023	Looking at Personality from Wearing a Watch, BNI Hi-Movers Team Right or Left?
15	January 06, 2023	BNI and Perum Jasa Tirta Collaborate on VA Debit Card Service Transactions
16	January 06, 2023	Transforming into a Digital Bank, Bank Mayora's GMS Introduces New Management
17	January 07, 2023	Beware of the Dangers of DHF, Here's How to Prevent It!
18	January 07, 2023	Traveling Trend that will Boom in 2023!
19	January 08, 2023	BUMN's Service to Gunungsitoli, BNI Enlivens MSME Bazaar and Cheap Market for the People
20	January 08, 2023	Want a different holiday? This is the Best Solo Traveling Destination in Indonesia
21	January 08, 2023	Recommendations for fun sports to fill your holidays
22	January 09, 2023	Must Know! This is how to check whether BPJS Health is active or not
23	January 10, 2023	Encouraging MSME Ecosystem to Go Global, BNI Relies on KUR Allocation of IDR 36.5 Trillion
24	January 10, 2023	Come on, find out about WhatsApp Proxy, a new feature that WhatsApp has launched
25	January 10, 2023	Important! Food Entrepreneurs Must Be Halal Certified
26	January 11, 2023	Can you make money by creating content on YouTube Shorts? Check Here
27	January 11, 2023	What is the difference between SIM C, SIM C1 and SIM C2? Take a peek at the explanation here, come on!
28	January 11, 2023	The Importance of Understanding the Waiting Period and Free Look Period in Insurance Policies
29	January 12, 2023	Hidden Features on Twitter that are Worth Trying, BNI Hi-Movers Did You Know?
30	January 12, 2023	5 Effective Tips to Increase Career Path and Income
31	January 15, 2023	Get to know ERP, a paid road system that will be implemented in Jakarta
32	January 15, 2023	This comet only passes by once in its lifetime! BNI Hi-Movers Want to See? Note the Schedule Here
33	January 16, 2023	Tips for storing important documents so they don't get damaged, don't laminate them!
34	January 16, 2023	BNI is optimistic that digital business will grow positively in 2023
35	January 16, 2023	The Best Contributor K-Store
36	January 17, 2023	The role of BNI in promoting national sports was appreciated by the Minister of Youth and Sports
37	January 17, 2023	Hidden Features on Twitter that are Worth Trying, BNI Hi-Movers Did You Know?
38	January 17, 2023	Fajar-Rian is the New Champion of Indonesian Pride
39	January 18, 2023	BNI Hi-Movers, which team are you on if you eat Nasi Padang? #TeamUseSpoons #TeamUseHands?
40	January 19, 2023	Come on, become a trustworthy BNI Hi-Movers
41	January 20, 2023	Come on, increase your competency, so you can jump higher
42	January 20, 2023	Anti-Mainstream Educational Tour Choice: Metro Studio Ceramic Room
43	January 20, 2023	Targeting Millennial Executives, BNI Emerald holds the Next Gen Community 2023 event
44	January 21, 2023	Ahead of the Chinese New Year holidays, these are tourist destinations in Indonesia to celebrate Chinese New Year
45	January 21, 2023	The Important Key to Consistency for Lazy Sports
46	January 22, 2023	5 Typical Chinese New Year Fruits Believed to Bring Good Luck
47	January 22, 2023	Exploring the History and Traditions of Chinese New Year
48	January 23, 2023	The Luckiest Shio Shio in 2023
49	January 23, 2023	No Need to Wait for Tickets, As of January 24 2023 You Can Get the Second COVID-19 Booster Vaccination
50	January 23, 2023	Indonesia Metaverse Show 2023
51	January 24, 2023	Indonesia Master 2023 Begins, Support Your Idol Badminton Athletes!
52	January 24, 2023	Transformation and Innovation are the Keys for BNI to Make the Highest Profits in History

No.	Date	Headline
53	January 25, 2023	5 Morning Habits to Focus Your Brain All Day
54	January 25, 2023	BNI Recorded Highest Profit in History, Transformation and Innovation Are Key
55	January 25, 2023	Christian Adinata Debuts in Main Round of Indonesia Masters 2023, BNI Gives Encouragement
56	January 26, 2023	Anthony Ginting is ranked 2nd in the world, come on, continue to support Indonesian athletes to jump higher
57	January 26, 2023	BNI & LOTTE Mart Launches New Contactless BNI LOTTE Card Design and Features
58	January 26, 2023	Come on, change your mindset so it doesn't hinder productivity in the office
59	January 27, 2023	Successful Transformation, BNI Achieves Satisfactory Service Predicate
60	January 27, 2023	Come on, create a harmonious relationship between BNI Hi-Movers in the office
61	January 28, 2023	Netflix does not prohibit users from sharing passwords, but there are additional fees
62	January 28, 2023	The Indonesian Badminton National Team Continues Struggle at the 2023 Daihatsu Indonesia Masters
63	January 28, 2023	Optimistic for the Year of the Rabbit, BNI Socializes 3 Product Champions to Customers
64	January 29, 2023	The Indonesian Badminton National Team Struggles in the 2023 Daihatsu Indonesia Masters Final
65	January 30, 2023	Indonesia Successfully Won 2 Champion Titles at the 2023 Indonesia Masters
66	January 30, 2023	BNI Hi-Movers, this is the Importance of Having an Adaptive Attitude in the Office
67	January 30, 2023	Expanding Regional Digitalization, BNI and Cilegon City Government Collaborate on Banking Services and Smart City Programs
68	January 31, 2023	Validation of NIK to become NPWP can be done online, here's how!
69	January 31, 2023	Come on, find out how to improve the performance of the BNI Hi-Movers Team with collaboration
70	February 01, 2023	The Second Booster Vaccine is Available to the General Public
71	February 01, 2023	Focus on Developing Digital Business, BNIDirect and BNI Mobile Banking Users Grow Rapidly
72	February 01, 2023	After 50,000 Years, Comet ZTF Crosses Earth Again! Here's How to See It
73	February 02, 2023	Alert! New Fraud Mode, Clicking on the Link Leads to Account Hacking
74	February 02, 2023	Data Culture The Series: Data Leads
75	February 03, 2023	Increasing the Use of Mobile Banking, BNI Gives Out Prizes for 21 Cars and 212 Motorbikes
76	February 03, 2023	Can't go through brokers, make a SIM using facial scanning technology!
77	February 04, 2023	Every hour an Indonesian woman dies from cervical cancer, here's how to prevent it!
78	February 04, 2023	No need to bother going to Dukcapil, here's how to check your family card online
79	February 05, 2023	Find out about Frugal Travel which is predicted to be a holiday trend this year, come on!
80	February 06, 2023	Knowledge Supplement: Set Yourself Up for Financial Freedom
81	February 07, 2023	Improving Community AD/ART, BNI 46Cyclist Holds 3rd National Conference
82	February 07, 2023	Knowledge Supplement: Socialization of Coordinating Ministerial Decree No. 1 and No. 2 of 2023 regarding People's Business Credit (KUR)
83	February 07, 2023	Don't let your wallet drain on small expenses, here are tips to stop the Latte Factor habit!
84	February 07, 2023	BNI The Royale Krakatau Music Fest 2023 Successfully Entertains Cilegon Music Lovers
85	February 07, 2023	Are you curious about the Instagram post you liked for the first time? Here's How to Check!
86	February 07, 2023	Holding National Circuit, BNI Supports Search for Young Badminton Seeds in 12 Cities
87	February 08, 2023	Come on, get to know decision making styles and their characteristics!
88	February 09, 2023	Appreciating Outstanding Athletes at Indonesia Masters 2023, BNI and PBSI Ready to Escort Chico Cs to Badminton Asia Mixed Team in Dubai
89	February 09, 2023	HPN 2023, BNI Commits to Supporting Improvement of Journalist Competency
90	February 10, 2023	Curious about OpenAI's ChatGPT? Come on, see how
91	February 10, 2023	Warm-up Steps You Can Try Before Playing Badminton
92	February 10, 2023	BNI and PT Krakatau Sarana Properti Collaborate in Digitalizing the Industrial Area Ecosystem
93	February 11, 2023	Want a Successful Career? Master This Social Skill
94	February 11, 2023	KIRIS or KYURIS? What is the Correct Way to Read?
95	February 11, 2023	5 Longest Bridges in the World
96	February 12, 2023	Want to know about romantic tourism in Indonesia? This is the recommendation
97	February 13, 2023	SYMPHONY AWARDS 2023
98	February 13, 2023	2023 National Circuit
99	February 13, 2023	Recommendations for films that are suitable to watch for Valentine's Day
100	February 14, 2023	Choose Chocolate or Flowers? Let's take a peek at your personality
101	February 14, 2023	e-KTP will be replaced with a Digital KTP, here's how to make it and the differences
102	February 14, 2023	BNI Business Meeting 2023, Indonesia Has an Important Role as Chair of ASEAN 2023, BNI Can Take Advantage of Business Opportunities

No.	Date	Headline
103	February 15, 2023	Fraud Awareness Series: It Will Happen to Me: Efforts to Develop Risk-Culture and Peer Review to Prevent Internal Fraud
104	February 15, 2023	BNI Encourages 7 Transformation Strategies for 2023
105	February 15, 2023	Ethics of Sending Whatsapp Messages that BNI Hi-Movers Must Pay Attention to
106	February 15, 2023	Personality Type Based on Favorite Color, Which Color Do You Like BNI Hi-Movers?
107	February 16, 2023	Banks Asked to Oversee Economy & Downstream Program, What does Mr Royke say?
108	February 16, 2023	BNI Releases Special TapCash Card NCT 127 '2 Baddies' Design
109	February 16, 2023	What is Sitting Wind? Come on, get to know the causes and symptoms!
110	February 17, 2023	BNI Japan Airlines Travel Fair is Coming!
111	February 18, 2023	Recommendations for Anti-Lost Maps Applications on the Streets, Important Supplies for Travelers
112	February 19, 2023	Control Blood Sugar for a Healthier and Happier Life, Come on!
113	February 20, 2023	The Importance of Self Awareness for Mental Health
114	February 20, 2023	2,000 Mangrove Seedlings for Bali
115	February 21, 2023	Get to know the types of waste and how to process it
116	February 21, 2023	Appreciation to Customers and Partners, BNI Holds Golf Tournament
117	February 22, 2023	Get to know the causes, symptoms and ways to treat diabetes in children
118	February 22, 2023	Strengthening the Socialization of Narcotics Abuse, BNI Collaborates with BNN RI
119	February 23, 2023	Want to get free tickets to Raisa Live in Concert?
120	February 23, 2023	Oppo Creativepreneur Corner 2023 Powered by BNI
121	February 24, 2023	Congratulations to BNI Hi-Movers who participated in the BUMN Batch II Volunteer Program
122	February 24, 2023	BNI and the Ministry of PUPR Synergize to Build Smart Village Residences in the Capital City of the Archipelago
123	February 24, 2023	Commemorating National Waste Awareness Day, BNI Provides Assistance with Pos Pandai Equipment
124	February 24, 2023	Inter-Unit Challenge: BNI Hi-Movers Cares About Waste
125	February 24, 2023	Congratulations to BNI Hi-Movers Winner of Raisa Concert Tickets
126	February 25, 2023	BNI Won Three Awards at the 2023 JCB Award Event
127	February 26, 2023	Encouraging Creative Industries, BNI Supports Raisa Live in Concert Sponsorship
128	February 26, 2023	Attracting Millennial Customers, BNI Sponsors Aurora Concert
129	February 27, 2023	Discipline Execution "Why Execution Matters?: Employee Engagement
130	February 27, 2023	Content on Social Media, You Have to Be Wise!
131	February 27, 2023	"National Economic & Business Outlook 2023 Webinar: Maintaining Economic Momentum Amid Uncertainty
132	February 28, 2023	Come on, come to INACRAFT 2023
133	February 28, 2023	BNI – INACRAFT 2023 Promo
134	March 1, 2023	BNI CERIA
135	March 1, 2023	BNI President Director Won The Best CEO with Distinction 2022 Award
136	March 1, 2023	OJK and Bank Responsibilities in Consumer Protection to Increase Employee Anti-Fraud Awareness Understanding
137	March 1, 2023	Supporting MSMEs to Go Global, BNI Supports Inacraft 2023
138	March 1, 2023	Bond and Forex transactions can now be done via BNI Bonds and FX Mobile
139	March 2, 2023	Appreciation of 2022 Performance Achievements
140	March 2, 2023	BNI Financial Smart 2023
141	March 2, 2023	Smart and Safe Investment Webinar with EMASKITA
142	March 3, 2023	BNI CorpUTV Knowledge Supplement: Socialization of the Use of Digital KTP
143	March 3, 2023	Inacraft 2023 Event, BNI Event to Support MSMEs to Enter the International Market
144	March 3, 2023	Multiverse Collaboration, Refreshment Segment Small Business and Program to Embrace Standard Credit Managers throughout Indonesia
145	March 4, 2023	UPZ BNI Distributes Education Fund Assistance Through the BUMN Prosperous Village Program
146	March 5, 2023	Productive Auto! Easy Tips to Get Used to Waking Up Early
147	March 6, 2023	BNI Zakat Collection Unit Provides Education Fund Assistance for Students in West Java - UPZ BNI Distributes Education Fund Assistance Through the BUMN Prosperous Village Program
148	March 6, 2023	BNI CorpUTV Knowledge Supplement: Discussion of Changes to the 16 Digit NPWP Format (Based on PMK 112 of 2022)
149	March 6, 2023	Commemoration of the 24th SP BNI Anniversary, Jump Higher with Collaboration
150	March 7, 2023	Africa is Called the Continent of the Future for New Economic Growth, BNI Takes the Opportunity
151	March 7, 2023	Digital Transformation, BNI Invites Andalas University Students to Become Agen46

No.	Date	Headline
152	March 7, 2023	Winner of CC Racing 2023 January 2023 Period
153	March 9, 2023	BNI is Optimistic that Credit Will Continue to Grow Highly in 2023
154	March 9, 2023	BNI Emerald Market Outlook
155	March 8, 2023	Hartadiana Abadi - BNI Roadshow
156	March 9, 2023	Not just running, there's a lot of fun at the IKA UNS Color Run
157	March 9, 2023	Supporting Dukcapil Innovation, BNI Hi-Movers Register for Digital KTP Activation
158	March 9, 2023	BNI CorpU TV Supplement: The importance of good archive management for BNI
159	March 9, 2023	Expanding Digital Channels, BNI Inaugurates Banking Café at UGM
160	March 10, 2023	CC Racing Program 2023 (Credit Card Race So Amazing)
161	March 10, 2023	Digital Transformation, BNI Invites Andalas University Students to Become Agen46
162	March 10, 2023	Working on the African Market, BNI Optimizes International Banking Services
163	March 10, 2023	Support the Government's Efforts to Achieve Zero Carbon 2060, Here is BNI's strategy
164	March 11, 2023	Supporting the Electric Vehicle Ecosystem, BNI Prepares a Special Financing Program
165	March 11, 2023	Holding Market Outlook, Here is BNI's Guide for Investors
166	March 12, 2023	BNI Expo with RANS East Java Economic Acceleration
167	March 12, 2023	Entrepreneurship Before 30's, President Director of BNI: Here is the Potential!
168	March 12, 2023	Working Beyond Boundaries, MSMEs Fostered by BNI Appear Charming at Dhawafest 2023
169	March 13, 2023	Knowledge Supplement: Perpu No. 2 of 2022 (Job Creation)
170	March 13, 2023	BNIDirect Continues to Encourage Institutional Transaction Performance
171	March 13, 2023	BNI Participates in Indonesian Harvest of 1 Million Hectares
172	March 14, 2023	Exciting Series of BNI National Circuit, Central Java
173	March 14, 2023	Celebrate the 266th Anniversary of Adeging Pura Mangkunegaran
174	March 14, 2023	RACE Talk Series : "Single Integrated Monitoring Tool (SIMON)"
175	March 14, 2023	BNI Hi-Movers, Come Vote at the BNI GMS for Fiscal Year 2022
176	March 14, 2023	Congratulations on competing with the Indonesian National Team at All England 2023
177	March 15, 2023	Not Just Music, BNI Sigernation Festival 2023 Presents the Wealth of Sumatra Island
178	March 15, 2023	Distributing Dividends of IDR 7.3 Trillion, BNI is Optimistic that Performance Will Become More Positive in 2023
179	March 16, 2023	Handing over of BNI GaPakeNanti Lucky Draw Prizes at BNI Probolinggo
180	March 16, 2023	ULBI Bandung Students Now Make Financial Transactions Easier Through BNI Virtual Accounts
181	March 17, 2023	Boosting Transformation, BNI is Optimistic that Performance Will Continue to Soar
182	March 17, 2023	ASEAN is the key to the global economy, Indonesia and Vietnam have an important role
183	March 18, 2023	Affirmation by the Indonesian Ministry of Health to remove masks in public places
184	March 19, 2023	Board of Commissioners and Directors of PT Bank Negara Indonesia (Persero) Tbk
185	March 19, 2023	BNI Liquidity Ratio Reaches 219%, Safe Against Shocks
186	March 19, 2023	Indonesia Ensures One Champion Title at All England 2023
187	March 19, 2023	Welcoming Nyepi Day, Saka New Year 1945, BNI Distributes Basic Food Packages and Temple Construction
188	March 20, 2023	BNI Participates in Celebrating the 266th Adeging Pura Mangkunegaran
189	March 20, 2023	BNI's Support for Indonesian Badminton Athletes Yields Results: Fajar & Rian Winners at All England 2023
190	March 21, 2023	Get to know the Bill of Lading, an important document for transactions sending goods via sea transportation
191	March 21, 2023	Preparing for Ramadhan and Eid, BNI Provides IDR 45.9 Trillion
192	March 22, 2023	Nyepi 2023 Rules: Cellular Data, TV and Radio Broadcasts Turned Off and Tarawih at Home
193	March 22, 2023	Erick Thohir interprets Mangkunegaran's anniversary to welcome the 2023 ASEAN Summit
194	March 22, 2023	Happy Nyepi Day, Saka New Year 1945
195	March 23, 2023	Prosperous Family by Financial Planning BNI Hi-Movers
196	March 23, 2023	Tips for Creating Fresh Breath During Fasting
197	March 23, 2023	Marhaban Ya Ramadhan, Happy Fasting 1444 H
198	March 24, 2023	Cool! Quality Journalism Products, BNI Won Three Awards
199	March 24, 2023	The Right Way to Manage Finances During Ramadan, Anti-wasteful!
200	March 24, 2023	Welcoming Ramadhan, BNI Distributes 77,000 Basic Food Packages
201	March 24, 2023	Difference Between People Person & People Pleaser, Which BNI Hi-Movers?
202	March 25, 2023	Break the fast, snack first or eat straight away?
203	March 25, 2023	#This is the time to jump higher and achieve Tri Hita Karana

No.	Date	Headline
204	March 25, 2023	Come on, follow this method so you don't oversleep Sahur
205	March 27, 2023	BNI and Ministry of PUPR Collaborate to Create Multifunctional Cards for Workers at IKN
206	March 27, 2023	BNI Overseas Branch Office Credit Distribution Grows Positively in February 2023
207	March 27, 2023	Trade Series Vol. 2: Exporters and Importers Must Understand Letters of Credit Before Making Transactions
208	March 27, 2023	Senayan City The Gracious Ramadan
209	March 28, 2023	BNI CorpUTV Knowledge Supplement: Socialization & Utilization of the PaDi MSME Platform
210	March 28, 2023	Benefits of ASEAN Chairmanship Momentum 2023, BNI is Most Prospective
211	March 29, 2023	BNI CorpUTV Knowledge Supplement: Digital Trend & Skill Series #1: What Will Happen in 2023 & What Can We Do to Jump?
212	March 29, 2023	February 2023, the number of BNI Mobile Banking users increased by 25% YoY
213	March 29, 2023	This is the time to jump higher and carve goodness, Safari Ramadhan W5
214	March 30, 2023	Come on, take a peek at how to prepare retirement funds
215	April 02, 2023	Tips and Tricks for Traveling While Fasting
216	April 02, 2023	DPR members are optimistic that BNI Go Global will not just be a slogan
217	April 02, 2023	Senayan City The Gracious Ramadan
218	April 03, 2023	Discussion of the New Tax Regulations 2023 (PP No. 50 of 2022): Procedures for Exercising Tax Rights & Fulfilling Tax Obligations
219	April 03, 2023	Recommendations for Islamic Religious Tourism in Indonesia
220	April 03, 2023	Trade Series Vol. 3 : Documentary Credit, Payment Instruments that Exporters and Importers Must Understand
221	April 04, 2023	BNI Won Bronze Medal at the 2022 Asia Sustainability Reporting Awards
222	April 04, 2023	BNI Xpora is considered a good breakthrough for the 2023 ASEAN Chair
223	April 04, 2023	BNI CorpUTV Knowledge Supplement: Health Education BNI Live
224	April 04, 2023	Women's Empowerment, Blessings of Processed Shallots
225	April 05, 2023	Indonesia Won One of the 2023 Spain Masters Titles
226	April 05, 2023	BNI Corporate Secretary Won "The 1st Rank" Award in Corporate Secretary Champion 2023 from SWA Media
227	April 05, 2023	BNI CorpUTV Knowledge Supplement: Exploring the Secrets of the Winners of the OJK Financial Inclusion Competition (KOINKU)
228	April 05, 2023	5 things that are considered taboo when fasting during Ramadan
229	April 06, 2023	BNI Ramadhan Safari Regional Office 06
230	April 06, 2023	BNI Asset Management Won Award at the 2023 Best Mutual Fund Awards
231	April 06, 2023	BNI Won OMNI Brands of the Year Marketeers Award 2023
232	April 06, 2023	Choose the Capital Logo #NusantaraKita
233	April 08, 2023	5 Benefits of Dates
234	April 09, 2023	Ramadhan Safari 2023 BNI Regional Office 01
235	April 09, 2023	The Virtue of Giving Alms in the Month of Ramadan
236	April 10, 2023	BNI CorpUTV Knowledge Supplement: "Secrets and Wisdom of Work"
237	April 10, 2023	Things that must be prepared before going home, don't miss anything!
238	April 10, 2023	Ngabuburit Tradition in Indonesia, What Are You Doing?
239	April 10, 2023	BNI Ramadhan Safari 2023 Regional Office 09
240	April 10, 2023	Challenge 2023, this is the key strategy from the President Director of BNI
241	April 10, 2023	BNI Invites Diaspora to Serve in Building the Country
242	April 10, 2023	Trade Series Vol. 4: DOCDEX, Rules that International Trade Business Players Need to Understand
243	April 11, 2023	Ramadan Blessings: Sharing Happiness, Celebrate the Night of the Coming of the Al-Qur'an
244	April 11, 2023	Herbal Spice Business, From School Practice to Penetrating the Export Market
245	April 11, 2023	Be Careful of Wrong Transfers! Make sure before making a transaction with QRIS!
246	April 12, 2023	Ramadhan Safari 2023 BNI Regional Office 17
247	April 12, 2023	Strengthening Collaboration, BNI and UGM Sign CFEST and KTM Co-Brand Cooperation
248	April 13, 2023	Ramadhan Safari 2023 BNI Regional Office 02
249	April 13, 2023	Winner of CC Racing 2023 for the February 2023 period
250	April 13, 2023	BNI CorpUTV Knowledge Supplement: Maintaining Personal Integrity by Increasing Faith and Devotion
251	April 13, 2023	BNI Won Best Digital Brand Award 2023
252	April 14, 2023	BNI Won TOP Innovation Choice Awards 2023 from INFOBRANDS.ID and TRANS N CO

No.	Date	Headline
253	April 14, 2023	BNI CorpU TV Knowledge Supplement: Maintaining Personal Integrity by Increasing Faith and Devotion
254	April 14, 2023	Ensure Customers are Comfortable on Eid Holidays, BNI Operates 86 Outlets and 48 O-Branch
255	April 14, 2023	Ready to meet the need for international banking services, BNI introduces KCP MDS KBUMN as a thematic outlet
256	April 14, 2023	Ramadan Blessings: Sharing Happiness, Celebrate the Night of the Coming of the Al-Qur'an
257	April 14, 2023	Ramadan Safari 2023 BNI Regional Office 18
258	April 15, 2023	#It'sTimeToTolerance
259	April 17, 2023	BNI Launches E-Magazine and Homecoming Map, Homecoming Travel Becomes Easy and Enjoyable with BNI
260	April 17, 2023	Moving the Economy Forward, BNI Focuses. Go Global, Go Digital, Go Green
261	April 17, 2023	BNI CorpU TV Knowledge Supplement: Socialization of BPJSTK Registration for KUR Debtors as Implementation of Premendo No. 1 of 2023
262	April 17, 2023	BNI Java Jazz Festival 2023
263	April 17, 2023	Keep well! Covid-19 in Indonesia is on the rise again
264	April 17, 2023	Supporting BUMN Goes To Campus, BNI Invites Students to Contribute Through BUMN
265	April 17, 2023	Experience BNI Digital Solutions at Hannover Messe 2023
266	April 18, 2023	BNI Supports National Food Security Through Millennial Smart Farming
267	April 19, 2023	Transformation Encourages BNI's Performance to Grow Positively and with Quality in the First Quarter of 2023
268	April 19, 2023	BNI Participates in Celebrating Homecoming with BUMN 2023, Homecoming is Anticipated in the Heart
269	April 20, 2023	Controlling 21% of Industry, DPLK BNI Collaborates with Semen Padang
270	April 20, 2023	Ramadan Safari 2023 BNI Regional Office 08
271	April 21, 2023	BNI Homecoming Post Facilitates Rest for Homecomers
272	April 21, 2023	Fun activities so you don't lose your style during traffic jams going home
273	April 21, 2023	Things You Will Miss When Ramadan Ends
274	April 21, 2023	Happy Eid Al-Fitr 1444 H, Jump Higher Carve Goodness
275	April 21, 2023	Happy Eid Al-Fitr 1444H, Sorry to be born and inner heart
276	April 21, 2023	BUMN Homecoming Post at Juanda Airport
277	April 22, 2023	Things that were Sunnah for the Prophet during Eid al-Fitr
278	April 22, 2023	Eid traditions that only exist in Indonesia!
279	April 23, 2023	2nd day of Eid, this is the most sought after food!
280	April 23, 2023	Where to go for Eid holidays? This is a Favorite Destination in Indonesia
281	April 23, 2023	Ramadan Safari 2023 BNI Region 11
282	April 24, 2023	Reasons not to overeat during Eid
283	April 24, 2023	What is the Difference Between OTP and PIN?
284	April 24, 2023	Tips for cleaning the house without stress when household members return home
285	April 24, 2023	Exciting Activities to Do When You're Not Homecoming
286	April 24, 2023	BNI Ramadan Safari 2023 Region 16
287	April 24, 2023	Recommendations for free tourist attractions in Jakarta, for those who don't go home
288	April 24, 2023	Preparation for Facing Eid Backflow
289	April 24, 2023	The Importance of Maintaining Data Security During Long Holidays
290	April 25, 2023	Tips for getting your brain re focused after the holiday break
291	April 25, 2023	Momentum of Ramadan and Eid, BNI Tapcash is Getting Better
292	April 25, 2023	5 Rest Areas You Must Visit During the Backflow of Homecoming
293	April 26, 2023	How to Relieve Fatigue After Going Home, Get Your Body Fit Again!
294	April 26, 2023	The Unique and Exciting Takbiran Tradition in Various Regions of Indonesia
295	April 26, 2023	HalalBiHalal Wisdom
296	April 26, 2023	Encouraging KUR, BNI Helps Micro Business Actors
297	April 26, 2023	New Fraud Mode, Sending Links Via WhatsApp Messages
298	April 26, 2023	Anti-Drag End of Month Tips!
299	April 27, 2023	BNI Won TOP Innovation Choice Awards 2023 from INFOBRANDS.ID and TRANS N CO
300	April 27, 2023	Global Mindset Webinar Series 1: The Role of Financial Services Players in Bringing Indonesia to the Global Stage
301	April 27, 2023	Carving Kindness, BNI Holds Assistance Program in Probolinggo
302	April 27, 2023	Encouraging Industrialization, BNI's Enterprise Segment Gets a Positive Catalyst

No.	Date	Headline
303	April 28, 2023	Find out what Hustle Culture is, Come on, BNI Hi-Movers!
304	April 28, 2023	Global Mindset Knowledge Supplement Webinar Series #1: The Role of Financial Services Players in Bringing Indonesia to the Global Stage
305	April 28, 2023	Get to know Passive Income and How to Get It
306	April 28, 2023	Improve Customer Experience, BNI Mobile Banking Transactions and Volume Grow Positively
307	April 29, 2023	How to protect yourself from extreme weather, here are the tips!
308	April 29, 2023	BNI Facilitates Indonesian Coffee Entrepreneurs to Appear at the London Coffee Festival
309	April 29, 2023	The Holidays Aren't Over Yet! Fun Vacation Ideas with Family
310	April 30, 2023	Eid Al-Fitr 2023, BNI's Daily Remittance Activity Increases Rapidly
311	April 30, 2023	How to Manage Finances for Those of You Who Are Still Single
312	April 30, 2023	Position to Get the Best View in the Cinema Based on Science
313	May 1, 2023	Come on, take a look at the following tips if you want to increase your savings
314	May 2, 2023	History of the BNI England Pare Village, an Edutourism Destination that You Must Visit
315	May 2, 2023	Optimizing the KCLN Network, BNI is Optimistic that International Business will Grow Positively
316	May 2, 2023	Discussion of the New Tax Regulations in 2023 (PP No. 55 of 2022): Adjustments to Regulations in the Income Tax Sector
317	May 2, 2023	Set a Record! BUMN Dividend Reaches Rp. 80.2 Trillion
318	May 3, 2023	Digital Trend & Skill Series #2: Innovators Playbook: How to Create Great Products, Services and Experiences
319	May 3, 2023	Launching of the 2023 BNI Action Program
320	May 3, 2023	Bank Indonesia and Bank of Korea Agree on Cooperation in Using Each Country's Local Currency
321	May 4, 2023	Recognize 7 Symptoms of the Latest Arcturus Variant of COVID-19
322	May 4, 2023	Handicraft Pioneers Export Path Through BNI Xpora
323	May 4, 2023	Happy World Press Freedom Day
324	May 4, 2023	TJSL BNI Provides Social and Environmental Impact
325	May 4, 2023	Safe and Comfortable with BNI Contact Center
326	May 4, 2023	Bank Secret and Position
327	May 5, 2023	Through BNI API, business people can more easily manage their finances
328	May 5, 2023	The Importance of Self-Actualization and How to Apply It in the Workplace
329	May 5, 2023	Bank Indonesia and the Central Bank of Laos Strengthen Cooperation in the Area of Central Banking
330	May 5, 2023	Maintaining Attitude or Improving Skills? Which is More Important in the World of Work?
331	May 6, 2023	Important! Here are 7 ways to check if WhatsApp has been tapped
332	May 6, 2023	Recognize 5 Red Flags in Your Finances
333	May 6, 2023	8 Pillars of a Balanced Life, Which Have You Checked?
334	May 7, 2023	The beauty of the UNESCO Ciletuh Pelabuhan Ratu Global Geopark
335	May 7, 2023	Do you like crazy shopping? Here are wise tips for managing digital wallets
336	May 7, 2023	Important ! 7 Examples of the Social Impact of Global Warming that BNI Hi-Movers Must Know
337	May 7, 2023	Unique Traditions in Indonesia carried out to Preserve Nature
338	May 7, 2023	BNI Hi-Movers, do you prefer to sleep with the lights off or on?
339	May 8, 2023	The Importance of Preparing Investments for the Future
340	May 8, 2023	BNI CorpUTV Knowledge Supplement: Maintaining Spine Health that is Effective and Easy to Do
341	May 8, 2023	BNI Records LCS Transaction Growth of 44.2%
342	May 9, 2023	Proud! Athlete from West Java Rashif Amila Yaqin Contributes First Gold at the 2023 Sea Games
343	May 9, 2023	Go Global BNI, Chocolate Business from Bali Goes Global
344	May 9, 2023	Come on, support Indonesian athletes who are fighting in the 2023 Sea Games
345	May 10, 2023	Ready to Win the 2023 Sudirman Cup, BNI and PBSI Release the Indonesian Team
346	May 10, 2023	Come on, immediately vote for the IKN Nusantara logo of your choice
347	May 10, 2023	BNI Won Best Customer Experience Predicate
348	May 11, 2023	Easy! Here's how to check BI Checking (SLIK FSA) yourself online
349	May 11, 2023	BNI Fostered Partners Attract Erick Thohir at the 2023 ASEAN Summit
350	May 11, 2023	Supporting the Capital Market Ecosystem, BNI Holds a Capital Market Workshop
351	May 11, 2023	Want your lungs to be healthier and stronger? Find out the types of vitamins here!
352	May 12, 2023	Supporting the BNI Sirnas B Bali Event, BNI Gives Discounts and Prizes

No.	Date	Headline
353	May 12, 2023	April 2023, BNI Mobile Banking Transactions Record a Significant Increase
354	May 13, 2023	Self Healing Tips Without Spending Money
355	May 13, 2023	National Super Priority Tourist Destination to Host the 2023 ASEAN Summit
356	May 14, 2023	Good luck, bring home the Sudirman Cup!
357	May 14, 2023	See the underwater beauty of Sabang Island
358	May 14, 2023	5 Recommendations for Fun Films to Accompany Your Weekend, BNI Hi-Movers
359	May 15, 2023	BNI Griya Maintains Positive Growth
360	May 15, 2023	Black Pearls from Labuan Bajo Hypnotize the 2023 ASEAN SUMMIT Summit
361	May 15, 2023	Keep the Earth Healthy, Come on, Do These Sustainable Activities!
362	May 15, 2023	Winner of the 2023 K-Store Challenge Program Period 1
363	May 16, 2023	Optimizing the Momentum of Passenger Traffic Growth, Garuda Indonesia Online Travel Fair (GOTF) is Held Again Presenting Ticket Discounts of Up to 80%
364	May 16, 2023	RACE Talk Series: Prime Customers
365	May 16, 2023	Information regarding the Prohibition of BBNI Share Transactions during the Share Buyback Period ("buyback")
366	May 17, 2023	Developing the BNI Xpora Market, BNI Explores Business in Australia
367	May 17, 2023	BNI-TBIG Synergy, BNI's Commitment to Support Telecommunication Infrastructure
368	May 17, 2023	BNI Corporate University Proactive Commitment to Success of the SPPUR Program
369	May 18, 2023	What is a Financial Influencer? Take a peek at the explanation here, come on!
370	May 18, 2023	Optimizing the Momentum of Passenger Traffic Growth, Garuda Indonesia Online Travel Fair (GOTF) is Held Again Presenting Ticket Discounts of Up to 80%
371	May 18, 2023	2023 SEA Games Final Medal Results: Indonesia Exceeds Target!
372	May 19, 2023	2023 BUMN Joint Recruitment
373	May 19, 2023	Dangers of AI in the Future, What are the Potential Dangers?
374	May 19, 2023	Dedollarization, how will it affect the Indonesian economy?
375	May 19, 2023	User Satisfaction Survey (USS) Wave 1
376	May 20, 2023	Proud! 2022 Edition of Rupiah Money Won International Award
377	May 20, 2023	The First Special Domestic Tourism Exhibition in Indonesia
378	May 20, 2023	Ikigai, the Japanese Life Philosophy that BNI Hi-Movers Need to Emulate
379	May 21, 2023	BNI's Endek Woven Clothing Business, Worn by First Ladies around the World
380	May 21, 2023	5 Tourist Destinations in Indonesia to See Whale Sharks, Dare to Visit?
381	May 21, 2023	The First Special Domestic Tourism Exhibition in Indonesia
382	May 21, 2023	BNI Java Jazz Ready to Be Held in June, Fariz RM and Vina Panduwinata Provide Refreshment at JJOTM in Sarinah
383	May 21, 2023	What is color analysis and how does it impact appearance?
384	May 22, 2023	BNI's Endek Woven Clothing Business, Worn by First Ladies around the World
385	May 22, 2023	Singing Challenge For Java Jazz 2023
386	May 22, 2023	Service Excellence Drives BNIDirect Transaction and User Growth
387	May 23, 2023	Get to know @dinegeri.orang, the Largest Indonesian Diaspora Community Made by BNI
388	May 23, 2023	Tips for Securing Personal Data
389	May 23, 2023	Promotion for purchasing BNI Java Jazz Festival 2023 tickets with BNI Mobile Banking
390	May 24, 2023	Do not panic! Here's how to track a lost cellphone via WA and Google
391	May 24, 2023	Full of Attractive Rewards, BNI AKSI 2023 Officially Launched
392	May 25, 2023	Beware of Disinformation, It Can Cause Brain Hacking!
393	May 25, 2023	BNI Hands Over Outdoor Activity Equipment Assistance to IMPALA Brawijaya University
394	May 25, 2023	BEE Awards (BNI Excellence Employee Award)
395	May 26, 2023	PPI Dunia Collaborates with BNI to Hold Alumni Connect
396	May 26, 2023	Officially Launched, Hibank Focuses on the MSME Segment
397	May 26, 2023	BNI UI Half Marathon 2023, Greener and More Sterile
398	May 27, 2023	Opening PPI World Alumni Connect, the Vice President asks the younger generation to encourage the spirit of building the country
399	May 27, 2023	National Conference XII SP BNI Appoints Alfri Hamonangan as General Chairperson for the 2023-2026 Period
400	May 27, 2023	BNI Excellence Award (BEE) 2023
401	May 28, 2023	How Often Should We Wash Drinking Water Bottles?
402	May 28, 2023	Embracing World Students, BNI Appreciated by KBUMN
403	May 29, 2023	Beware of Social Engineering Modes that are Starting to Spread to Cyberspace!

No.	Date	Headline
404	May 28, 2023	Exceeding Last Year's Achievements, Gregoria Won Runner Up in the 2023 Malaysia Masters
405	May 30, 2023	Project Management: Boost Your Achievement with an Agile Mindset
406	May 31, 2023	Government Launches New Logo for Archipelago Capital
407	May 31, 2023	Ceremony to Commemorate the Birth of Pancasila in 2023
408	June 2, 2023	BNI Java Jazz Festival 2023 is Back, Experience an Unforgettable Digital Experience
409	June 2, 2023	BNI Sends 15 Local F&B MSMEs to Seoul Food & Hotel (SFH) 2023
410	June 2, 2023	5 Million Salary, Who Says You Can't Invest?
411	June 2, 2023	Mario Biondi, Stephen Sanchez, and Max admit they can't wait to perform at BNI Java Jazz 2023
412	June 3, 2023	BNI Java Jazz Festival 2023, Don't Miss the Attractive Promo
413	June 3, 2023	BNI Java Jazz Festival 2023 Becomes Momentum to Increase Tapcash Digital Transactions
414	June 3, 2023	BNI Java Jazz Festival 2023 is an opportunity for BNI to attract millennials to have BNI credit cards
415	June 3, 2023	BNI Java Jazz Festival 2023 #Day 1
416	June 4, 2023	BNI Java Jazz Festival 2023 #Day2
417	June 4, 2023	BNI Group Prepares a Complete Variety of Product Choices for the 2023 Java Jazz Fetival
418	June 4, 2023	BNI Java Jazz Festival 2023 Dorong Bangkitnya Ekonomi Kreatif Indonesia
419	June 6, 2023	BNI Java Jazz Festival 2023 Encourages the Rise of Indonesia's Creative Economy BNI Java Jazz Festival 2023 #Day 3
420	June 6, 2023	BNI Supplement BNI CorpUTV: Gadget Addiction in Children: Impact on Health and How to Overcome It
421	June 6, 2023	BNI EMIRATES Travel Fair 2023
422	June 7, 2023	Viral on social media, what is ADHD? Listen here
423	June 7, 2023	IKN's new logo is here, Here is BNI's next strategy
424	June 7, 2023	BNI Sekuritas Officially Certified Anti-Bribery Management System
425	June 8, 2023	BNI Supports IKN Promotion in Singapore
426	June 8, 2023	Want to avoid missing out on information so you don't get FOMO?
427	June 8, 2023	Top! Indonesia is still ahead in the 2023 ASEAN Para Games
428	June 8, 2023	BNI CorpUTv Knowledge Supplement: Launching Panda New Professional Style BNI Work Clothes
429	June 8, 2023	Through BNI Remittance, sending money from Japan becomes easier
430	June 8, 2023	BNI Collaborates with the Bina Nusantara Foundation through the Financial Ecosystem Program
431	June 8, 2023	BNI Gives Out Dozens of Cars to Loyal BNI Customers
432	June 9, 2023	Realizing a Sustainable Future, Bukalapak and BNI Plant 1,000 Multipurpose Tree Seedlings
433	June 9, 2023	High Customer Investment Interest, BNI Wealth Management Grows Positively
434	June 9, 2023	Alert! Gadget Addiction in Children Can Affect Health and Mental Health
435	June 10, 2023	Strengthening the Campus Financial Ecosystem Program, BNI Synergizes with UNJ
436	June 11, 2023	BNI Gives away Mitsubishi Triton, Hyundai Creta, and Land Rover Devender Rover Devender
437	June 11, 2023	BNI Ranked in the World's Best Companies by Forbes
438	June 12, 2023	4 Ways to Form Good Habits According to the Book 'Atomic Habit'
439	June 12, 2023	Unique! Hunt for Traditional Culinary at Papringan Market Using Bamboo Chips
440	June 12, 2023	Winner of CC Racing 2023 April 2023 Period
441	June 13, 2023	Beware of fraudulent methods under the guise of letters increasing transaction fees in the name of BNI
442	June 13, 2023	Hoaxes and Cyber Threats are Rampant, Here's How to Overcome Them
443	June 14, 2023	BNI Friends Program Won B Universe CSR Award 2023
444	June 15, 2023	Alert! Can Suck Up Accounts, Here Are Android Applications Infiltrated by Malware
445	June 16, 2023	Must Know! Second Booster Vaccine Required for New Airplane Boarding Conditions 2023
446	June 17, 2023	The Importance of Visual Content in Digital Marketing
447	June 17, 2023	BNI Tokyo Supports the Presence of Indonesia's First Halal Vending Machine
448	June 17, 2023	BNI Supports Ginting in the 2023 Indonesia Open Final
449	June 19, 2023	Come on, understand the meaning of individual income tax (PPh).
450	June 19, 2023	Ginting Runner-Up Indonesia Open 2023
451	June 19, 2023	BNI CorpUTV Knowledge Supplement: Financial Planning "Invest Wisely, Gain More" - Smart Investment Tricks for Workers
452	June 19, 2023	Financial Planning: Invest Wisely, Gain More! - Smart Investment Tricks for Workers
453	June 19, 2023	BNI Movie Day 2023, really fun to watch with the merchant
454	June 19, 2023	BNI Empathy Dropbox
455	June 20, 2023	Challenge #77SpiritToReinventYourself

No.	Date	Headline
456	June 21, 2023	Beware of Rabies! Be aware of the symptoms and how to treat them
457	June 21, 2023	Synergy between UPZ BNI and BUMN's Prosperous Village Program, Helping Underprivileged Children in Bandung
458	June 21, 2023	BNI 77th Anniversary Program #77SpiritToReinventYourself
459	June 21, 2023	Support BNI Garuda Squad & Solo City Government to Hold Watch Together
460	June 21, 2023	Show your concern for others. Let's join #BNIEmpathyDropBox
461	June 22, 2023	BNI and DJKN Hold the 2023 BNI Goes to Bandung Auction Event Program
462	June 22, 2023	Effective Tips for Building an Online Business to Harvest Profits
463	June 22, 2023	BNI Mobile Banking Name & Tagline Competition. Get LinkAja Balance!
464	June 22, 2023	What is the Function of Social Media?
465	June 22, 2023	Providing Excellent Service, BNI Won 11 Awards
466	June 22, 2023	BNU Collaborates with Dibimbing.ID to Hold Business Intelligence Bootcamp Training Batch 1: Mastering Data Strategy for Business Excellence
467	June 22, 2023	BNI Corpu TV Knowledge Supplement: Refreshment Counterfeit Foreign Paper Gang (UKA) "Bank Notes in 2023"
468	June 23, 2023	77th Anniversary, BNI Gets Stronger, Tougher, More Trusted
469	June 23, 2023	BNI CorpU TV Knowledge Supplement: Selling Skills & Public Communication For AMA
470	June 23, 2023	Alert! Fraud is rampant via WhatsApp, overcome it with the following steps
471	June 23, 2023	Supporting Government Programs, BNI is Committed to Continuing to Play an Active Role in Building the Country
472	June 23, 2023	"Supporting Future Talent & Future Job Hi Movers, BNU Presents UI/UX Design Bootcamp Training"
473	June 24, 2023	Protect from Fraudsters, WhatsApp Releases Call Mute Feature from Unknown Numbers
474	June 24, 2023	Young People Want to Be Successful? Digital Literacy is the Key
475	June 24, 2023	Again, the Millennial Generation Becomes Victims of Fraud using the Like and Subscribe mode of action
476	June 25, 2023	Oversharing on Social Media, What are the Impacts?
477	June 25, 2023	Chico, Ana and Tiwi perform brilliantly at the 2023 Taipei Open
478	June 26, 2023	Want to penetrate the Japanese market, here are tips for MSME players
479	June 26, 2023	BNI National Circuit (Sirnas) 2023 in Banjarbaru - South Kalimantan
480	June 26, 2023	Eid al-Adha, BNI Implements Limited Operational Services
481	June 26, 2023	Celebrate BNI's 77th Anniversary with Exciting Promos to Enjoy
482	June 26, 2023	BNI CorpU TV Knowledge Supplement: Characteristics of the Authenticity of Rupiah Currency for Emission Year 2022
483	June 26, 2023	Holiday with Eid al-Adha 1444 H, BNI continues to serve KUR and BWU transactions
484	June 27, 2023	BNI CorpU TV Knowledge Supplement: BNI Xpora Series Webinar: If you want to export, it's not a hassle.
485	June 27, 2023	As part of the Indonesian Migrant Worker Data System, BNI helps provide complete financial solutions
486	June 27, 2023	Implementation of New Ways of Working (NWOW)
487	June 28, 2023	5 Types of Plastic Waste that are Dangerous to Health and the Environment
488	June 28, 2023	Hassle-free, MSMEs can get business permits via online registration
489	June 28, 2023	Digi Micro Protection, Long Holidays Are Even More Comfortable with Travel Insurance
490	June 28, 2023	Interesting! 5 Differences between Eid al-Adha Traditions in Indonesia and Saudi Arabia
491	June 29, 2023	Is it permissible to cut your hair and nails before Eid al-Adha?
492	June 29, 2023	Guaranteed not to go stale quickly! This is How to Store Sacrificial Meat
493	June 29, 2023	Follow this method, so you don't worry about cholesterol when consuming meat
494	June 29, 2023	Long Eid al-Adha Holiday 1444 H, BNI Mobile Banking Maintains Excellent Service
495	June 30, 2023	Eid al-Adha 1444 H, BNI Shares 730 Sacrificial Animals
496	June 30, 2023	BNI Mommy and Me 2023
497	June 30, 2023	BNI Ready to Collaborate with Indonesia Incorporated Hong Kong
498	July 1, 2023	BNI Soccer BNI 77th Anniversary
499	July 1, 2023	Twibbon Commemorating Akhlak's 3rd Birthday!
500	July 1, 2023	Erick Tohir Kagun Sarinah is persistent in marketing Indonesian products in Hong Kong
501	July 1, 2023	Series of 77th Anniversary, BNI Releases Tapcash Special Designs for SUPER JUNIOR, Red Velvet, and NCT DREAM
502	July 2, 2023	Establishing Indonesia Incorporated in Hong Kong, Erick Strengthens BUMN in the Global Market
503	July 2, 2023	Increasing MSME Penetration in the Global Market, BNI is Involved in KIF 2023
504	July 2, 2023	BNI Soccer Celebrates BNI's 77th Anniversary Series
505	July 3, 2023	Implementing the New Way of Working, BNI is Ready to Jump Higher
506	July 3, 2023	BNI CorpU TV Knowledge Supplement, BTS (Talking About Lively) BNI 77th Anniversary
507	July 3, 2023	BNI CorpU TV Knowledge Supplement: Fighting the Challenges of Acute Respiratory Silurian Infertility (ARI)

No.	Date	Headline
508	July 4, 2023	Migrant Workers Value BNI Services Extraordinarily
509	July 5, 2023	BNI's 77th Anniversary Celebration "Global Reach, Indonesian Pride"
510	July 5, 2023	BNI Presents 7 Exciting Promos on its 77th Anniversary
511	July 5, 2023	BNI Footsteps 2023
512	July 5, 2023	BNI Hi-Movers Report Card
513	July 5, 2023	BNI's 77th Anniversary, Even More Exciting with Instagram Stickers
514	July 5, 2023	Transforming BNI into Global Reach Indonesian Pride
515	July 5, 2023	Special Promo on Samsung EPP with BNI Credit Card
516	July 5, 2023	BNI's 77th Anniversary Realizes Global Reach Indonesian Pride
517	July 5, 2023	77th Anniversary, BNI Becomes One of the Epicenters of National Economic Growth
518	July 6, 2023	Celebrating Eid al-Adha 1444 H, BNI Region 18 Malang Shares 7 Sacrificial Animals
519	July 6, 2023	BNI Supports the Government to Increase the Number of Entrepreneurs Through the Pre-Employment KUR Graduation Program
520	July 6, 2023	Celebrating 77th Anniversary, BNI Holds Golf, Cycling and Climbing 7 Mountains
521	July 6, 2023	BNI Hi-Movers Share Sacrificial Animals on Eid al-Adha
522	July 7, 2023	BNI and BPJS Employment Collaborate to Expand Social Security
523	July 7, 2023	Celebrating 77 years with #BNIAroundTheWorld
524	July 8, 2023	Support the Growth of the Property Industry—BNI and REI Bali Hold BNI-REI Bali Expo 2023
525	July 9, 2023	Be careful! New Fraud Mode Wrong Account Transfer
526	July 9, 2023	Get to know Threads, a new application made by Meta that is similar to Twitter
527	July 10, 2023	BNI Regional Office 05 Hands over Hyundai Creta to Customer Winner of BNI Lucky Draw #GaPakeNanti
528	July 10, 2023	Celebrating its 77th Anniversary, BNI Regional Semarang is Ready to Transform to Realize Global Reach Indonesian Pride
529	July 10, 2023	Don't just click yes! Currently, there are many fraudulent methods using PDF files
530	July 10, 2023	Celebrating its 77th Anniversary, BNI Holds Golf, Cycling and Climbing 7 Mountains
531	July 10, 2023	Economic Trends 2023: This is the View of the President Commissioner of BNI
532	July 11, 2023	Optimizing 2023 Improvement Trends, BNI Strengthens Quality and Coverage
533	July 11, 2023	BNI Provides Assistance to Flood Victims in Lumajang
534	July 12, 2023	Erick Thohir Inaugurates Mosque in Mandalika, Result of Himbara Collaboration
535	July 12, 2023	Series of 77th Anniversary, BNI Plants 77 Thousand Trees
536	July 12, 2023	BNI Appreciates Athletes at the 2023 Badminton Asia Junior Championship
537	July 12, 2023	BNI Banjarbaru National Circuit 2023
538	July 12, 2023	BNI Mobile Banking Successfully Maintains Growth Momentum in the Digital Era
539	July 12, 2023	Carrying out the mission to become a global bank, BNI serves the Diaspora in 26 countries
540	July 12, 2023	77th Anniversary, BNI Collaborates with DJKN East Java to Auction 77 Assets
541	July 12, 2023	Economic Trends 2023: This is the View of the President Commissioner of BNI
542	July 13, 2023	BNI CorpU TV Knowledge Supplement: Creating Effective Risk Control to Build Prudent and Sustainable Credit Provision
543	July 13, 2023	Updated Information on the Prohibition of BBNI Share Transactions During the Share Buyback Period
544	July 13, 2023	Now BNI EDC Machines & BNI E-Commerce Services Can Accept American Express Cards
545	July 13, 2023	Come on, BUMN People Always Apply Moral Values in Your Family
546	July 13, 2023	BNI Xpora Won the 2023 Marketeers SME Enhancement of the Year Award
547	July 14, 2023	Ojol drivers and parking attendants can register for BPJS Employment at BNI Agen46
548	July 14, 2023	ORI023: A Valuable Choice, To Be Happy Together
549	July 15, 2023	BNI Badminton Asia Junior Championship 2023
550	July 15, 2023	Creating Leading Talent, BNI Won HR Asia Award
551	July 15, 2023	Series of 77th Anniversary, BNI Holds Friendly Golf Tournament
552	July 16, 2023	BUMN Fest 2023, Increase the Spirit of Collaboration and Achievement Between BUMN
553	July 17, 2023	Must Know! 6 Ways to Improve Company Cybersecurity
554	July 18, 2023	5,750 Runners Take Part in BNI-UI Half Marathon 2023
555	July 18, 2023	BUMN FEST 2023
556	July 18, 2023	BNI and Dasa Karya Indonesia Collaborate on Money Transfer Services, Facilitating Transactions for Remote Area Communities
557	July 18, 2023	Mutiara Ayu Puspitasari Won Badminton Asia Junior Championship 2023

No.	Date	Headline
558	July 19, 2023	Catching DHE Domestically, BNI Prepares Optimization System and Program
559	July 19, 2023	Happy Morning Tee, BNI Friendly Golf Tournament
560	July 20, 2023	Series of 77th Anniversary, BNI Initiates Empathy Drop Box Program in 18 Regions
561	July 21, 2023	Are You Ready for Loudest Vol.2
562	July 21, 2023	Handover of BNI Empathy Box
563	July 21, 2023	Do's and Don'ts BNI Loudfest Vol.2
564	July 21, 2023	ACC CREATIVITY COMPETITION 2023
565	July 21, 2023	Series of BNI's 77th Anniversary, 46Cyclist Community Holds BNI Bike Challenge 460K
566	July 22, 2023	BNI Loudest Do's and Don'ts Vol.2
567	July 22, 2023	BUMN Fest 2023 Update!
568	July 22, 2023	BNI Won the 2023 Cloudera APAC Data Impact Award in the Industry Transformation Category
569	July 22, 2023	BNI Loudfest Participant Guide Vol.2
570	July 22, 2023	If you're familiar, you can definitely answer!
571	July 23, 2023	A Day in BNI Loud Fest Vol 2
572	July 24, 2023	BNI Loud Fest 2023, Form of Appreciation for BNI Hi-Movers
573	July 24, 2023	Celebrating the 77th Anniversary, BNI Collaborates with 117 Culinary MSMEs to Celebrate BNI Loud Fest 2023
574	July 24, 2023	Encouraging Labuan Bajo Tourism, KAWAN BNI Strengthens Tourism Village Destinations
575	July 25, 2023	83 Million Jobs Predicted to Disappear in 2027, Erick Thohir Reminds Young People to Have Values
576	July 25, 2023	BNI LoudFest Vol.2
577	July 25, 2023	President Jokowi: Happy 77th Birthday to BNI
578	July 25, 2023	BNI Maintains Long-Term Quality Growth Momentum
579	July 25, 2023	BNI Holds Bike Challenge 460K Purwokerto - Jakarta, 'Bring Your Passion, Jump Higher'
580	July 26, 2023	Encouraging Labuan Bajo Tourism, KAWAN BNI Strengthens Tourism Village Destinations
581	July 26, 2023	Beware of online fraud via WhatsApp, here are the steps you must take
582	July 26, 2023	The MSME Bazaar for Indonesia is Back!
583	July 26, 2023	BE CAREFUL! DO NOT BELIEVE THIS LETTER!
584	July 27, 2023	Reaching 14.9 Million Users, BNI Mobile Banking is Increasingly Trusted
585	July 28, 2023	BNI's International Banking Performance is Still One of the Main Sources of Business
586	July 28, 2023	Supporting MSMEs to Go Global, BNI Supports MSME Bazaar for Indonesia
587	July 29, 2023	BNI Agen46 has reached more than 173 thousand in the first semester of 2023
588	July 30, 2023	Boosting MSMEs in Indonesia, Hibank Receives Award as Indonesia Best Bank Award 2023
589	July 31, 2023	BNI CorpU TV Knowledge Supplement: Indonesian Diaspora and BNI Messages in Supporting MSMEs Go Export & Go Global
590	July 31, 2023	4 Tips for Traveling While Protecting Nature, Don't Just Focus on the Environment
591	July 31, 2023	Busy Activities Make It Difficult to Manage Your Time? Use the ABC Method!
592	August 1, 2023	Thick Talk Knowledge Supplement BNI CorpU Tv Series "Getting to Know Cervical Cancer and its Treatment"
593	August 1, 2023	Optimizing Diaspora Ecosystem, BNI Appreciated
594	August 2, 2023	Updated Information Regarding BBNI Share Buying and Selling Transactions by Employees
595	August 2, 2023	BNI Contact Center Achieves World High Performance
596	August 2, 2023	Digital Banking Performance Increasingly Solid, BNIDirect Users Reach 138,000 Users
597	August 3, 2023	Thick Talk Knowledge Supplement BNI CorpU TV : Digital Trend & Skill Series #3: The Magnetic Future Leader: Essential Actions of Leaders People Love to Follow
598	August 3, 2023	Watch Live Streaming Money Talk Power Lunch with Mr. Royce Tumilaar
599	August 3, 2023	HR Transformation is the Key to the Success of BNI Go Global
600	August 3, 2023	Appreciation of BNI Agen46, BNI Holds Prize Draw Program
601	August 3, 2023	BNI Media Clash 2023
602	August 4, 2023	BNI and Bluebird Apply Digital Transformation to Support the Cashless Era
603	August 5, 2023	Effective Tips to Maximize Sales in e-Commerce
604	August 5, 2023	BNI and Boom Motorist Collaborate to Launch BNI Boom Motorist Shop Card, Supporting MSMEs and Digital Transactions
605	August 6, 2023	Breaking World Records, BNI Supports the World's Largest Angklung Performance
606	August 7, 2023	BNI Celebrates the 78th Anniversary of the Republic of Indonesia, Supports the Activities of the Palace of Dresses
607	August 7, 2023	Spectaxcular 2023, DJP Collaborates with BNI to Hold Tax Campaign
608	August 7, 2023	BNI Shares for Tarakan Fire Victims

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609	August 8, 2023	Digital Trend & Skill Series #4 : "Achieving Business Agility with The Scaled Agile Framework"
610	August 8, 2023	Pay customs duties practically without hassle with BNIDirect Customs Fitter
611	August 8, 2023	Supporting Indonesian Golfers to the International Level BNI Again Sponsors the 2023 Ciputra Golfpreneur Tournament
612	August 8, 2023	BNI 77th Anniversary Bestee Golf, Exciting Gathering Event for BNI Retirees Through Friendly Golf
613	August 9, 2023	BNI Distributes KUR to Warteg Entrepreneurs so They Can Move Up in Class
614	August 10, 2023	Developing MSME Economic Recovery Through the BNI MSME Festival
615	August 10, 2023	Siloam and BNI Launch BNI x Siloam Hospital Credit Card Co-Branding Product
616	August 10, 2023	BNI and South Sulawesi Provincial Government Cooperate to Export Mainstay Products to China
617	August 10, 2023	BNI - Japan Air Lines Travel Fair 2023
618	August 10, 2023	BNI Ready to Implement New Minimum Capital Regulations
619	August 11, 2023	Coherent Collaboration (Effective Collaboration through Synchronization of the Heart Brain and Emotions)
620	August 11, 2023	Xpora Continues to Encourage North Sumatra MSMEs to Export Abroad
621	August 11, 2023	Synergy between BUMN, BNI and Pelindo and Pelni Enlivens BUMN Goes to Campus in Makassar
622	August 12, 2023	Encouraging Sportaiment, BNI Supports Media Clash 3.0
623	August 12, 2023	Xpora Continues to Encourage North Sumatra MSMEs to Export Abroad
624	August 14, 2023	Strengthening the Diaspora Ecosystem, BNI Supports the Congress of Indonesian Diaspora 2023
625	August 14, 2023	BNIDirect Video Competition
626	August 14, 2023	Celebrating 77 Years of Age, BNI Successfully Becomes the Best Financial Institution and Goes Global
627	August 15, 2023	ThickTalk : RACE Talk Series: New Way of Working (NWOW) Regional Organizations
628	August 15, 2023	Its Your Time To Refer Emerald
629	August 15, 2023	Supporting the Government, BNI Holds Stunting Prevention and Alleviation Program for Toddlers
630	August 16, 2023	Increasing Financial Inclusion for People with Disabilities, BNI Strengthens Socialization
631	August 16, 2023	BNI National Circuit 2023 Serang City, Banten
632	August 16, 2023	BNI Multifinance Successfully Opens Financing Increase 6.6 Times
633	August 17, 2023	Come on, use Twibbon and celebrate RI's 78th anniversary
634	August 17, 2023	5 Fun Traditional Games That Are Always Available on August 17th
635	August 18, 2023	Implementing NWOW, BNI has a new way of working that is increasingly agile and effective
636	August 18, 2023	Celebrating the 78th Anniversary of Indonesian Independence, BNI Continues to Progress for an Advanced Indonesia
637	August 19, 2023	Strengthening Go Global Performance, BNI Xpora brings 15 MSMEs to Hong Kong Food Expo 2023
638	August 19, 2023	BNI Life Appreciates 76 Paskibraka, Provides Life Insurance Guarantee
639	August 21, 2023	Actively Socializing Student Savings, BNI Won 3 OJK Awards
640	August 21, 2023	Implementing GCG, BNI Strengthens Information Openness
641	August 21, 2023	Xpora Series 2023 Webinar: Let's Get to Know the Inaexport Application and Packaging Strategy for MSME Products to Upgrade & Go Export
642	August 22, 2023	Jakarta is the most polluted city in the world. What's the cause?
643	August 22, 2023	BNI Bazar Fest Vol.2 2023
644	August 23, 2023	BNI AM Participates in GN Circle BPJAMSOSTEK
645	August 23, 2023	Protecting Migrant Workers, BNI Gets Tasks From BUMN Minister Erick Thohir
646	August 24, 2023	BNI Bazar Festival is Held Again, Here are the Interesting Promos
647	August 24, 2023	Exploring the Country VIII, 46 Bikers Club Touring 1,835 Km to the Archipelago Capital
648	August 24, 2023	RACE Talk Series: New Way of Working (NWOW) - Technology & Operations Sector
649	August 25, 2023	Strengthening Commitment to Employment Opportunities for Persons with Disabilities, BNI Supports the Disability Equality Workshop Program
650	August 25, 2023	Cool! Snacks in Vietnam Can Now Use QRIS
651	August 26, 2023	Adding Capital, BNI Multifinance Strengthens Performance in the Consumer Market
652	August 26, 2023	Encourage Literacy and Insurance Inclusion, this is the BNI Life Accurate Program
653	August 27, 2023	BNI-Ciputra Golfpreneur Tournament 2023 Encourages Indonesian Golfers to Leap Higher to the World Stage
654	August 27, 2023	Encourage Literacy and Insurance Inclusion, this is the BNI Life Accurate Program
655	August 27, 2023	Deputy Minister Tiko Visits Jabodetabek LRT, Ensures Integration and Ease of Access
656	August 27, 2023	BNI Loan Diaspora Helps Lucky Indonesia Restaurant Expand Market in Hong Kong
657	August 28, 2023	Supporting Jabodetabek LRT Operations, BNI Ensures Payment Infrastructure is Ready
658	August 28, 2023	The 2023 Real Work Festival was Successfully Held, Encouraging the Performance of Dozens of MSMEs

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659	August 28, 2023	BNI Provides Assistance for Independent Teacher Certification and Financial Literacy Training Programs
660	August 28, 2023	ASEAN Indo Pacific Forum (AIPF)
661	August 29, 2023	Zero Waste Industry, BNI Supports Wastra Producer MSMEs
662	August 30, 2023	Delivery of the Master of Economics and Business Program at Trisakti University
663	August 30, 2023	ASEAN-INDO-PACIFIC-FORUM (AIPF), Implementation of the ASEAN outlook on the Indo Pacific
664	August 30, 2023	BNI Encourages Innovation and Collaboration Programs in Facing Air Pollution Challenges
665	August 30, 2023	BNI AM Participates in GN Circle BPJAMSOSTEK
666	August 31, 2023	Becoming An Entrepreneur, Here's the Advice from the President Director of BNI for Millennials and Gen Z
667	August 31, 2023	Strengthening Value Chain Business, BNI Establishes Synergy with PLN Icon Plus
668	August 31, 2023	Maintain data security at your Internet Service Provider (ISP) to prevent data leaks
669	September 01, 2023	Squawk Box Program "BUMN Performance Report 2023"
670	September 01, 2023	Leading in Regional Product Exports, BNI Xpora Receives Award
671	September 01, 2023	Srikandi BUMN: Financial Performance, Growth Projections and Women's Leadership at BNI
672	September 01, 2023	BNI Hi-Movers' participation in the Batch IV BUMN Volunteer Program
673	September 01, 2023	BNI CorpU TV Knowledge Supplement "Financially Capable Diaspora, Prosperous Diaspora"
674	September 01, 2023	Catch DHE Domestically, this is a Banking Solution from BNI
675	September 02, 2023	Beware of New Fraud Modes
676	September 02, 2023	Having a Target of IDR 62.9 Trillion Green Portfolio, BNI Ready to Showcasing at AIPF
677	September 02, 2023	Celebrating National Customer Day, BNI Intensifies Digital Services
678	September 03, 2023	Supporting AIPF, BNI Encourages Inclusive Digital Transformation
679	September 03, 2023	Be careful, here is the danger of posting personal documents on social media
680	September 03, 2023	Leading in Green Infrastructure, BNI Showcasing at AIPF
681	September 03, 2023	Creative MSME Enabler Go Global, Here is BNI's Flagship Development Scheme at the AIPF Event
682	September 04, 2023	Happy National Customer Day
683	September 04, 2023	BNI Internal Communication Survey 2023
684	September 04, 2023	ASEAN - INDO - PACIFIC - FORUM (AIPF), Implementation of the ASEAN Outlook on-the Indo Pacific
685	September 05, 2023	Providing Financial Education for the Diaspora in Japan, BNI was appreciated by the OJK and the Embassy
686	September 05, 2023	Happy Customer Day 2023
687	September 05, 2023	ASEAN Summit Day 1, Here is BNI's Vision
688	September 06, 2023	Showcasing at AIPF 2023, BNI Demonstrates Digital Transformation Achievements
689	September 06, 2023	Successfully Taking Advantage of AIPF 2023 Momentum, BNI Locks Two MoUs
690	September 07, 2023	BUMN Deputy Minister Rosan Appreciates BNI Mobile Banking at AIPF 2023
691	September 07, 2023	Commitment to Implementing Sustainable Business, Hibank Won Top GRC Award 2023
692	September 07, 2023	AIPF 2023: BNI Views ASEAN as a Source of Growth
693	September 07, 2023	AIPF 2023 MSME Business Matching, BNI Xpora Collaborates with Seoul Trade Attaché
694	September 07, 2023	BNI Exhibits hibank at AIPF 2023, this is an Opportunity for the Indonesian MSME Segment
695	September 07, 2023	BNI CorpU TV Knowledge Supplement, Anti Fraud Awareness "Preventing Fraud in Banking by Creating a System that Supports an Anti Fraud Culture"
696	September 08, 2023	Strengthening Digital Financial Inclusion, Hibank Holds Cyber Security Literacy in Lampung
697	September 08, 2023	BNI Collaborates with BPD Lampung to Issue Indonesian Credit Card for Government Segment
698	September 08, 2023	Encouraging Digital Transformation, ASEAN-BAC 2023 Launches 8 Heritage Projects
699	September 09, 2023	Making Dutch Diaspora Transactions Easier, BNI Praised by Ambassador
700	September 10, 2023	Go Global Campaign, BNI Supports Ghea Resort and Cover Me Not in New York
701	September 10, 2023	Encouraging the Potential of Indonesian Culture to Go Global, BNI Supports Batik in Algiers 2023
702	September 11, 2023	Diaspora Develops Business in Amsterdam, BNI Ready to Support
703	September 12, 2023	BUMN Heroine Goes To UI Campus
704	September 12, 2023	Kriyanusa: Starting an Export Business is hassle-free and safe for MSMEs
705	September 13, 2023	Beware of Fraud! Increase in Transaction Rates on behalf of BNI
706	September 13, 2023	Special Talkshow Kriyanusa 2023: Starting a Hassle-Free and Safe Export Business for MSMEs
707	September 13, 2023	BNI Again Supports BNI Indonesia Masters 2023, the Biggest Golf Tournament in Indonesia
708	September 14, 2023	BNI - Batik Air Online Travel Fair 2023
709	September 14, 2023	BNI and UI Launch Campus Financial Ecosystem Technology Platform
710	September 14, 2023	Strengthening Support for Women's MSMEs, BNI Presents Pertiwi Indonesia at Kriyanusa 2023

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711	September 15, 2023	BNI Holds Srikandi BUMN Goes to Campus, Invites UI Students to Be Ready to Transform into Global Talent
712	September 15, 2023	BNI Assists MSMEs Upgrade, Starting a Hassle-Free Export Business
713	September 15, 2023	Appreciating 12 Outstanding Students of STIKES Purworejo Regency Government, BNI Gives Scholarships
714	September 15, 2023	Can You Get Calls From Overseas Area Code Numbers? Don't pick up, it's a scam!
715	September 16, 2023	Continuing Griya's Growth, BNI Increases Housing Options with Jabodetabek LRT Access
716	September 16, 2023	Gelegar Auction Goes to Surabaya, BNI and DJKN East Java Auction 77 Assets
717	September 17, 2023	It's getting easier, Diaspora in Amsterdam can open a BNI account via BNI Mobile Banking
718	September 17, 2023	Do's and Don'ts for Travelers to Avoid Damaging Nature
719	September 17, 2023	Jakarta Marathon 2023 is held again, BNI and Hibank are the main sponsors
720	September 18, 2023	Make it easier for Diasporas, open a BNI account via BNI Mobile Banking
721	September 18, 2023	Indonesia is the overall champion of the Hong Kong Open 2023
722	September 18, 2023	Promotion of Local Products Go Global, BNI Brings MSMEs to the CAEXPO 2023 Exhibition in China
723	September 19, 2023	Growth Trend Continues, BNI Optimistic of Expansive Credit
724	September 19, 2023	BNI EGMS Approves Stock Split Ratio 1:2
725	September 20, 2023	BNI Won "The Best Overall Big Caps" at the 14th IICD Corporate Governance Award 2023
726	September 21, 2023	Targeting Japanese Premium Dining Lovers, BNI and JCB Launch the BNI JCB Ultimate Card
727	September 21, 2023	Xpora Series 2023 Webinar: Let's Find Out Export Procedures & Conditions and How International Courier and Forwarding Services for MSMEs Go Export
728	September 21, 2023	Make Life Easier and Practical, These are the Benefits of AI in Everyday Life
729	September 21, 2023	Targeting Japanese Premium Dining Lovers, BNI and JCB Launch the BNI JCB Ultimate Card
730	September 21, 2023	BNI ATM Makes it Easier to Withdraw Cash for Migrant Workers in Hong Kong
731	September 22, 2023	Increasing Financial Inclusion in Hong Kong, BNI Acquires 18 thousand Accounts
732	September 22, 2023	Implementing a Green Economy, BNI Empowers Environmentally Friendly MSMEs
733	September 23, 2023	Remaining Positive, BNI Forex Transactions Grow 13%
734	September 23, 2023	Meeting the Diaspora in Hong Kong, BNI, Dukcapil and BPJS Employment Commit to Providing the Right Solution
735	September 23, 2023	BNI Supports the Socialization of NIT and IKD Dukcapil to the Diaspora in Hong Kong
736	September 23, 2023	BNI Won the Most Transformative Digital Banking Communication Strategy Award at the 2023 Detikcom Awards
737	September 24, 2023	Developing Go Global Digital Ambassadors, BNI Embraces PPI Hong Kong
738	September 24, 2023	Dukcapil Appreciates BNI for Providing Convenience for Diaspora in Hong Kong
739	September 24, 2023	Become a Diaspora Liaison and PMI Get Job Protection, Bpjamsostek Appreciates BN
740	September 24, 2023	BNI, Dukcapil, and Bpjamsostek Make It Easier for Hong Kong Diaspora and Migrant Workers to Have Accounts and Employment Protection
741	September 25, 2023	Strengthening the Socialization of Financial Services in Hong Kong, BNI Has the Potential to Work with 168 Thousand Diaspora
742	September 25, 2023	Stock Split Makes Shares More Liquid, BNI Targets Young Investors
743	September 26, 2023	"Launching of the Employee Home Ownership Collaboration Program with Ciputra Group through the Employee Loan 2.0 Mechanism
744	September 26, 2023	BNI Assisted Ministry of Education and Culture Distribute More than IDR 1.8T of PIP Funds
745	September 27, 2023	Socialization of opening savings using IKD/NIT and BPJS TK payments via BNI Mobile Banking abroad
746	September 27, 2023	Launching Integration and New Appearance of ATM Link, Minister Erick Asks BNI to Integrate Diaspora
747	September 27, 2023	Study Visit CRDB Bank Tanzania, BNI Invites Waste Bank Savings for Sustainable Banking
748	September 27, 2023	Tips for choosing a business location to make more money
749	September 28, 2023	BNI and BI Central Java educate Eclat Textile International workers on the use of QRIS
750	September 28, 2023	Expanding Agen46, BNI Collaborates with Kinarya Selaras Solusi
751	September 28, 2023	Reducing Pollution in Jakarta, Erick Plants 100 Thousand Trees Through the Mutual Cooperation Program to Give Trees
752	September 28, 2023	Supporting the Development of the Sanur Special Economic Zone, BNI Signs Credit Agreement for Hotel Revitalization
753	September 29, 2023	Indonesia Incorporated Website Launched
754	September 30, 2023	So get hurry investors, BBNI shares set an all-time record
755	September 30, 2023	Pancasila Unifying the Nation Towards an Advanced Indonesia
756	October 01, 2023	BNI CorpUTV Supplement, Period 02 October to 06 October 2023
757	October 01, 2023	BNI CorpUTV Knowledge Supplement: Launching BNI Smarter Wholesale Corner
758	October 02, 2023	Proactive Commitment in the Carbon Exchange, BNI Purchases 40,000 Carbon Units
759	October 02, 2023	#GotongRoyongBoyongPohon BNI Hi-Movers, come on, get a prize by using Twibbon #GotongRoyongBoyongPohon

No.	Date	Headline
760	October 03, 2023	BNI CorpU TV Knowledge Supplement: Coronary Heart Disease "Prevention and Treatment"
761	October 03, 2023	BNI Batik Air Travel Fair
762	October 03, 2023	BNI BI-FAST transactions grow 900%
763	October 03, 2023	BNI Fully Supports the Batik Palace Performance to Commemorate National Batik Day
764	October 03, 2023	BNI Encourages Financial Literacy in Children and Adolescents
765	October 03, 2023	BNI Supports Student Level Basketball Tournament Through Purworejo Basketball League 2023
766	October 04, 2023	BNI CorpU TV Knowledge Supplement: BNI ESG (Environmental, Social, and Governance) and the BUMI Program as a Form of BNI Support for Achieving a Green Economy
767	October 04, 2023	BBNI Stock Split Process Records Highest Record of All Time, This is the Opinion of Observers
768	October 04, 2023	Inacraft On October 2023, BNI Invites MSMEs to Go Global
769	October 04, 2023	BNI X Inacraft on October 2023
770	October 04, 2023	Indonesia Incorporated Website Launched
771	October 05, 2023	BNI is optimistic that Indonesia's economic fundamentals are still solid
772	October 05, 2023	BNI CorpU TV Knowledge Supplement: Digital Transformation Mindset Series "Maximizing Work Productivity With ChatGPT"
773	October 05, 2023	Proactive Commitment in the Carbon Exchange, BNI Purchases 40,000 Carbon Units
774	October 06, 2023	Webinar "BNI Promotes MSMEs to Go Global"
775	October 06, 2023	Inacraft On October 2023, These Are Two MSMEs Fostered by BNI Xpora Visited by the President
776	October 06, 2023	BNI CorpU TV Knowledge Supplement: Race Talk Series: Elevate Bank Performance Through PMS 3D
777	October 06, 2023	New BBNI Prices After Stock Split Starting from IDR 5,200
778	October 07, 2023	BUMN Houses BNI Presents Sustainable MSMEs at Inacraft On October 2023
779	October 08, 2023	Encourage MSMEs to Export, These are BNI Xpora's Tips
780	October 08, 2023	New Price for BBNI Shares, BNI Gets Positive Review
781	October 09, 2023	Ministry of BUMN Appreciates BNI Xpora for Helping MSMEs Export
782	October 09, 2023	Receiving a Global Bank Mandate from Minister Erick Thohir, Here is BNI's Strategy to Encourage MSME Exports
783	October 10, 2023	BNI Supplement Knowledge BNI CorpU Tv, Customer Protection to Elevate Customer Experience
784	October 10, 2023	Carrying out the Go Global Mission, BNI's Foreign Exchange from Exports Increases 66%
785	October 11, 2023	Strengthening Consumer Protection Aspects, OJK Appreciates BNI
786	October 11, 2023	BNI CorpU TV Knowledge Supplement: International Desk Series Charting 50 Years of Indonesia - South Korea Diplomatic Relations "Strategy to Seize Future Prospects"
787	October 11, 2023	BNI Showcases Digital Banking Transformation and Innovation at Experience Indonesia London 2023
788	October 12, 2023	BNI Celebrates the 2023 Mandalika MotoGP with Ticket Discount Offers
789	October 13, 2023	BNI is Committed to Supporting Equality for People with Disabilities
790	October 13, 2023	Immediately have a BNI Batik Air Co-Brand Debit Card
791	October 13, 2023	BNI and Batik Air Hold First Travel Fair, Offer Various Ticket Promos
792	October 13, 2023	Maintaining Mental Health, BNI Supports BUMN 1,000 People Tell Their Stories
793	October 14, 2023	Financial Literacy is the Key to Free from Online Loan
794	October 14, 2023	Stop Bullying! These Are the Things That Must Be Done
795	October 14, 2023	Strengthening the Food Security Industry, BNI Becomes Lead Arranger for Pusri Investment of IDR 9.32 trillion
796	October 14, 2023	First State-Owned Bank IPO, BNI Assets Reach More Than IDR 1,000 trillion
797	October 15, 2023	15% discount on purchasing official 2023 Mandalika MotoGP merchandise using a BNI card
798	October 16, 2023	Carrying out the Go Global Mandate, BNI Strengthens 3 Strategic Values
799	October 16, 2023	BNI and UKI Collaborate on Higher Education Financial Ecosystem Program.
800	October 16, 2023	Realization of Collection & Distribution for the Period January to August 2023
801	October 17, 2023	BNI CorpUTV Knowledge Supplement: Webinar Xpora Series 2023 "Story of Inspiration for MSMEs with BNI Xpora"
802	October 17, 2023	BNI Xpora Becomes a Bridge for Indonesian MSMEs with Exporters from the Netherlands
803	October 17, 2023	BNI Investor Daily Summit 2023 "Sustainable Growth, Global Challenges"
804	October 17, 2023	Power Lunch Money Talks: Building Digitalization of Financial Services for Workers at IKN
805	October 18, 2023	BNI CorpU TV Knowledge Supplement "Symptoms, Diagnosis and Therapy in Stroke Cases"
806	October 18, 2023	Collaboration between BNI and Ciputra Group BNI Employee Housing Program
807	October 18, 2023	Purchasing Whoosh Fast Train Tickets can be done at BNI Mobile Banking
808	October 18, 2023	Appreciation of Sales Performance of BNI and JCB Hold Event Trip to Japan
809	October 18, 2023	BNI CorpU TV Knowledge Supplement: Padjadjaran University Public Lecture "Transformation of Digital Services in the World of Banking"

No.	Date	Headline
810	October 19, 2023	Staff Get Discount Bancassurance Program
811	October 19, 2023	Supporting the Digitalization of MSMEs, BNI Builds Synergy with Amartha
812	October 20, 2023	BNI Investor Daily Summit 2023
813	October 20, 2023	Support Market Digitalization Through Agen46, BNI Collaborates with Asparindo
814	October 20, 2023	BNI Consistently Provides Support for the Indonesian Diaspora
815	October 21, 2023	BNI President Director Won Best Performance CEO 2023
816	October 21, 2023	Through BNI Xpora, hundreds of MSME products enter the Dutch market
817	October 22, 2023	Digital Traces Can Be Traced, Here's the Ethics of Commenting on Social Media
818	October 22, 2023	Hibank Jakarta Marathon 2023, BNI Pushes Hibank to the Global Stage
819	October 23, 2023	BNI CorpUTv Knowledge Supplement: Prosperity in Old Age, It's Not a Question of Let It Be Later, But How It Will Be"
820	October 24, 2023	Watch the BNI Investor Summit, the Largest Economic and Investment Forum in Indonesia
821	October 24, 2023	Sustaining Indonesian Growth Amidst Global Tensions
822	October 24, 2023	BNI Investor Daily Summit 2023, this is President Jokowi's message
823	October 24, 2023	Digital Economy: New Sources of Growth
824	October 25, 2023	BNI Investor Daily Summit 2023, BNI President Director Optimistic that Indonesia's Economy is Getting Stronger
825	October 25, 2023	The Most Beautiful Investment Conference, BNI Investor Daily Summit 2023 Encourages a Sustainable Economy
826	October 25, 2023	BNI Investor Daily Summit 2023, BNI President Director Calls Indonesian Banking Resilient
827	October 26, 2023	BNI Investor Daily Summit 2023, BNI Strengthens Digital Economic Development
828	October 26, 2023	BNI Investor Daily Summit 2023, BNI Reveals Strategy to Succeed MSMEs on the Global Stage
829	October 26, 2023	BNI Investor Daily Summit 2023, Jokowi Visits BNI's MSME Fostered Booth
830	October 27, 2023	BNI Investor Daily Summit 2023, Government Encourages Strengthening the Digital Economy and Creating Young Entrepreneurs
831	October 27, 2023	BNI Investor Daily Summit 2023, Total BNI Green Bond Emission Reduction Reaches 230 Thousand Tons of CO2 per Year
832	October 27, 2023	4 Years of Leadership of the Minister of BUMN, Here is BNI's Corporate Action
833	October 28, 2023	BNI Investor Daily Summit 2023
834	October 28, 2023	Strengthening Business in Eastern Indonesia, BNI Collaborates with Bank Sulselbar
835	October 28, 2023	Improving Community Welfare, BNI Strengthens Tourism Village Development
836	October 30, 2023	BNI and BEI Launch Capital Market Literacy and Inclusion for 10,000 Banking Industry Employees
837	October 30, 2023	BNI Xpora Makes Seaweed Exports Easy
838	October 30, 2023	BNI Indonesian Master 2023
839	October 31, 2023	BNI Won Award as a Bank Driving Inclusive Finance for People with Disabilities
840	October 31, 2023	Accelerating Credit and Profit Growth, While Prioritizing Prudential Aspects in Risk and Liquidity Management Amidst Macroeconomic and Geopolitical Dynamics
841	November 01, 2023	Indonesia Won 2 trophies at French Open 2023
842	November 02, 2023	"Money Talks Power Lunch": BNI President Director Explains Strategy for Maintaining Performance in the Midst of Global Uncertainty
843	November 02, 2023	Cybercrime is Increasingly Varied, Here Are Easy Tips to Increase Digital Literacy!
844	November 02, 2023	BNI Foreign Office Credit Grows 10.8%
845	November 03, 2023	Touch Transaction Volume IDR 5,017 trillion, BNI Strengthens BNIDirec
846	November 03, 2023	Increasing MSME Business Capacity, BNI Collaborates with ITPC Osaka and the Indonesian Embassy in Tokyo
847	November 03, 2023	Optimal Revenue Performance, BNI Believes Shares Continue to be Appreciated
848	November 04, 2023	BNI Records Increase in Mobile Banking Users of Up to 20.9%
849	November 04, 2023	Entering the Political Year, BNI is Optimistic that the Investment and Business Climate Will Remain Conducive
850	November 05, 2023	BNI Siap Ambil Bagian Dalam Rangka Sukseskan Pembangunan IKN
851	November 05, 2023	BNI is Ready to Take Part in the Success of IKN Development Economic Growth Momentum Continues, BNI Optimistic Credit Meets Target
852	November 05, 2023	BNI CorpUTV Knowledge Supplement: Global Mindset Series #4 "How Does the World See Indonesia"
853	November 06, 2023	BNI Appreciates Sean Gelael Achieves Runner Up Achievement in Bahrain
854	November 06, 2023	Supporting ESG and Renewable Energy, BNI Holds Sharing Session for BNI Hi-Movers
855	November 06, 2023	Up to 30% Discount Promo for U-17 World Cup Tickets with BNI VISA Credit Card
856	November 07, 2023	BNI CorpUTV Knowledge Supplement: Healthy Talk Series "Hide Healthy with Balanced Nutrition"
857	November 08, 2023	Final Foreign Transaction Program 2023
858	November 09, 2023	CEO Networking 2023, BNI Supports Sustainable Investment in Indonesia
859	November 09, 2023	Through BNI, the Minister of State-Owned Enterprises Believes that Diaspora and Migrant Workers Will No Longer Be Underestimated

No.	Date	Headline
860	November 09, 2023	Webinar on the Role of Services in Mitigating Operational Risk and Maintaining Company Reputation and Graduation Frontliner Academy Season 1
861	November 09, 2023	Observers Value BNI's Performance as Very Good in the Midst of Global Economic Challenges
862	November 10, 2023	Collaboration for the Earth, BNI & WWF Indonesia launches the new face of the BNI-WWF Credit Card
863	November 10, 2023	Digital Banking Pioneer, BNI Strengthens API Services
864	November 10, 2023	BNI Collaborates with UNHAS Expansion of Campus Financial Ecosystem Program collaboration
865	November 10, 2023	BNI Again Won Gold Rank Award at ASRRAT 2023
866	November 11, 2023	Home VAT Incentive, BNI Griya Optimistic of Performance Improvement
867	November 13, 2023	A Card For A Change, A Hope For Nature
868	November 13, 2023	Heroic Spirit, hibank is here to support MSMEs #everydayhiro
869	November 13, 2023	BNI CorPU TV Knowledge Supplement: Facing Challenges "Practical Tips for Managing Stress in Career and Personal Life"
870	November 14, 2023	Enlivening FIFA World Cup U-17, BNI Gives Ticket Purchase Promo Up to 30%
871	November 14, 2023	Legitimate! Indonesia Becomes Permanent Member of FATF
872	November 15, 2023	Maintaining Sustainable Performance, BNI Won Two The Finance Awards
873	November 15, 2023	Bringing the Spirit of Going Global, BNI Indonesian Masters is Ready to be Held
874	November 15, 2023	Order ST011 Now at BNI Mobile Banking
875	November 15, 2023	Maintaining Sustainable Performance, BNI Won Two The Finance Awards
876	November 16, 2023	Maintaining Sustainable Performance, BNI Won Two The Finance Awards
877	November 17, 2023	Tri Pakarta is Increasingly Competitive in the Insurance Industry
878	November 17, 2023	BNI Indonesia Masters Runs Tightly, Gaganjeet Bhullar Leads Position
879	November 18, 2023	Effective Tips for Dealing with Negative Content for Young People Nowadays
880	November 18, 2023	BNI Indonesian Masters 2023, Kevin Akbar Passes the Cut Off
881	November 18, 2023	BNI Hi-Movers' Neutrality in the 2024 Election on Social Media
882	November 18, 2023	Scrambled Match Pro Am BNI Indonesian Master 2023
883	November 19, 2023	Third Round of BNI Indonesian Masters, Puig Soars and Jonathan Secures Position
884	November 20, 2023	BNI-Ministry of Health Provides Equipment Assistance for doctorSHARE Floating Hospital
885	November 20, 2023	Successfully Developing Digital Banking Services, BNI API Portal Won 2023 DevPortal Awards
886	November 21, 2023	Gaganjeet Bhullar Won BNI Indonesia Masters 2023
887	November 22, 2023	Supporting BUMN Transformation, BNI Increases Credit to BUMN
888	November 23, 2023	BNI CorpU TV Knowledge Supplement: BERANI (Boosting Merchant Performance)
889	November 23, 2023	BNI Subsidiary Companies Grow Positively Along with the Transformation Program
890	November 24, 2023	Realization of Collection & Distribution for the Period January to September 2023
891	November 24, 2023	Share Your Experience WIth Wholesale Corner
892	November 24, 2023	BNI and Ringkas Collaborate to Make It Easier for People to Get a House
893	November 25, 2023	BNI Promotes the Equator Coffee Trail Program
894	November 25, 2023	BNI Hi-Movers, who likes to take a nap when the weekend arrives?
895	November 25, 2023	MSMEs are vulnerable to being caught in illegal loans, here are tips to avoid it
896	November 25, 2023	Encouraging MSMEs to Go Global, BNI Strengthens the Xpora Program
897	November 26, 2023	Targeting the South Korean and Japanese markets, BNI and BI develop Xpora
898	November 26, 2023	BNI Participates in the 2023 Public Expose Live Event
899	November 26, 2023	Strengthening Indonesia-Australia Relations, BNI Supports Indonesia by the Harbor
900	November 26, 2023	Preventing Blindness, BNI Holds Cataract Surgery in Eastern Indonesia
901	November 28, 2023	Solid Fundamentals, BNI Targets More Optimal Profitability Levels
902	November 28, 2023	BNI Won the 2022 Annual Report Award in the BUMN Finance Category
903	November 29, 2023	Dividends are part of BNI's appreciation for shareholders
904	November 29, 2023	MSMEs must be adaptive and continue to compete in the digital era, this is a strategy that can be implemented!
905	November 29, 2023	Beware of Money Mule, a method of account fraud by giving gifts first
906	November 29, 2023	Commemorating the 11th Anniversary, BNI 46Cyclist Holds Gowes and Fun Bike
907	November 29, 2023	BNI Supports Trisakti Technopreneurship Towards a Green Campus
908	November 29, 2023	Supporting Worklife Balance, BNI Holds Basketball Competition for Head Office Employees
909	November 30, 2023	LPS #InIndonesia Travel Fair 2023
910	December 01, 2023	Appearing with a New Face, BNI Emerald is Ready to Become the Best in the Wealth Management Industry
911	December 01, 2023	BNI Finance Records Increase in New Financing of IDR 1.8 Trillion

No.	Date	Headline
912	December 01, 2023	Boosting North Sulawesi's Economy and Tourism, BNI Supports IWWF Asia Wakefest Minahasa 2023
913	December 01, 2023	BNI x IMBEX 2023
914	December 03, 2023	BNI Encourages Movement of Indonesian Tourists at LPS #DiIndonesiaAja Travel Fair 2023
915	December 03, 2023	Optimalkan Momentum Akhir Tahun, BNI Dorong Pengembangan Segmen UMKM Optimizing End of Year Momentum, BNI Encourages Development of the MSME Segment
916	December 04, 2023	Successful in Financial Aspect and Social Impact, BNI Received the Best CEO of The Most Sustainable Bank Award
917	December 05, 2023	PROJECT MANAGEMENT - Agile Way to Prepare New Year's Resolution Mindset
918	December 06, 2023	Create Social Value, 3 Things You Must Have to Become a Sociopreneur
919	December 06, 2023	BNI Spreads Attractive End of Year Promos, Holidays Become More Economical
920	December 07, 2023	Successfully Facing the Crisis, BNI Won 5 Awards
921	December 07, 2023	No need to panic, here are the things you need to know about pneumonia and how to prevent it
922	December 08, 2023	Appreciating Customers, BNI and Hypermart Collaborate Through the BNI Shopping Race Program
923	December 08, 2023	End of Year December Promo (PDKT)
924	December 08, 2023	LIVE! Update your BNI Mobile Banking Application to the Latest Version 5.11
925	December 09, 2023	Happy World Anti-Corruption
926	December 09, 2023	BNI Prepares Cash Funds of IDR 22.02 Trillion to Meet Christmas and New Year Service Needs
927	December 10, 2023	So that life doesn't get boring, don't be fooled by fake ones
928	December 11, 2023	Special Promo on Samsung EPP with BNI Credit Card
929	December 12, 2023	BNI Supports OJK to Strengthen Financial Literacy
930	December 13, 2023	BNI and XL Axiata Launch BNI – XL PRIORITAS Credit Card Co-Branding Product
931	December 13, 2023	BNI Won 3 Awards from Bank Indonesia
932	December 14, 2023	Christmas Worship and Celebration 2023: Joy To The World
933	December 14, 2023	BNI Reputation Management, Navigating Social Media and Digital Presence
934	December 15, 2023	Innovative in Campus Services, BNI Won 2 Kemendikbudristek Awards
935	December 15, 2023	Senayan City Whimsical Festival event
936	December 15, 2023	Digital Era Transformation and Its Influence on Banking Customers
937	December 16, 2023	BNI Won ESG-Driven GCG Commitment & Wholesale Digital Channel Award
938	December 16, 2023	BNI Finance Again Receives IDR 400 Billion Fund Injection from BNI Bank
939	December 16, 2023	Easy and Practical, Order & Pay for WHOOSH Fast Train Tickets at LifeStyle BNI Mobile Banking
940	December 18, 2023	Growing 20%, BNI Improves End of Year BNIDirect Performance
941	December 18, 2023	BNI Let's Go Kaliber – Dec 2023
942	December 18, 2023	BNI CorpU Tv Knowledge Supplement: Maintenance of Risk Management Certification (SMR) Qualification Level 4 (Equivalent to Level 1)
943	December 18, 2023	BNI Shares Christmas 2023 to Help the Welfare of People in Need
944	December 18, 2023	3D Performance Management System (PMS): Performance Calculations Are Now More Inline Bank Wide, Anti Double-Counting
945	December 19, 2023	BNI Agen46 Reaches 175 Thousand, DPK Reaches IDR 2.98 Trillion
946	December 19, 2023	Bringing Go Global Services and Digital Banking Cafe BNI Receives Appreciation from Erick Thohir
947	December 20, 2023	Celebrate Christmas, BNI Conveys the Spirit of Joy to the World
948	December 20, 2023	Achieving Informative Predicate, BNI Receives 2023 Public Information Openness Award
949	December 21, 2023	End of year staycation, Here is the BNI promo
950	December 22, 2023	Shopping for anything becomes easier with 0% installments on a BNI credit card
951	December 23, 2023	Transforming BNI into a Game Changer in Digitalization and Transaction Services
952	December 23, 2023	BNI Offers Woosh Ticket Purchase Promo Starting from IDR 200 Thousand
953	December 23, 2023	BNI Optimistic of Resilient Performance in 2024
954	December 23, 2023	Effective tricks for anti-traffic jams during long weekends
955	December 24, 2023	BNI Offers Woosh Ticket Purchase Promo Starting from IDR 200 Thousand
956	December 24, 2023	Encouraging Economic Recovery, BNI Continues to Serve KUR and BWU during the 2023 Christmas Holidays
957	December 24, 2023	Spread the Joy of Christmas by Sharing
958	December 25, 2023	Merry Christmas and New Year 2024
959	December 25, 2023	Make Precious Moments More Special with Memorable Gifts for Christmas and New Year
960	December 25, 2023	The meaning behind the colors red and green in every Christmas decoration
961	December 26, 2023	In the spirit of Christmas and New Year, this is the BNI Digital Transaction Channel

BNI E-MAIL, WHATSAPP & SMS GREETINGS

Internal communication tools in the form of WhatsApp, 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 HCS dan HCE Division to all employees (HR Message);
4. Other information that is bank wide but not related to marketing, products or services.

Throughout 2023, the number of BNI Greeting e-mails will be 442 (four hundred and forty two) times. The list of BNI Greet email topics includes the following:

No.	Subject E-mail
1	BNI Greets - BNI Shares Rise 36.67% Throughout 2022, Ready to Make Achievements in 2023
2	BNI Greets - Supports Economic Recovery, BNIDirect Transactions Grow Positively
3	BNI Greets - Encouraging Ecosystem Digitalization, BNI Won 2 International DevPortal Awards 2022
4	BNI Greets - Supporting Indonesian Sports, BNI Launches Jakarta Volleyball Team BNI46
5	BNI Greets - Challenge "BNI Hi-Movers Wrapped 2022"!!! Headlines
6	BNI Greets - Save on Monthly Shopping with BNI Rewards Points
7	BNI Greets - BUMN's Service to Gunungsitoli, BNI Enlivens MSME Bazaar and Cheap Market for the People
8	BNI Greets - Transforming into a Digital Bank, Bank Mayora GMS Introduces New Management
9	BNI Greets - Encouraging MSME Ecosystem to Go Global, BNI Relies on KUR Allocation of IDR 36.5 Trillion
10	BNI Greets - BNI's role in promoting national sports is appreciated by the Minister of Youth and Sports
11	BNI Greets - K-Store Challenge Program 2023
12	BNI Greets - Targeting Millennial Executives, BNI Emerald holds the Next Gen Community 2023 event
13	BNI Greets - Indonesia Metaverse Show 2023
14	BNI Greets - Exciting January BNI Multifinance Promo (New Spirit)
15	BNI Says Greetings - BNI & LOTTE Mart Launch New Design and Features of Contactless BNI LOTTE Card
16	BNI Says Greetings - BNI Good Luck #GaPakeNanti
17	BNI Says Greetings - BNI Recorded Highest Profit in History, Transformation and Innovation Are Key
18	BNI Says Greetings - Successful Transformation, BNI Achieves Satisfactory Service Predicate
19	BNI Greets - Indonesian Badminton National Team Struggling in the 2023 Daihatsu Indonesia Masters Final
20	BNI Welcomes - Optimism for the Year of the Rabbit, BNI Socializes 3 Product Champions to Customer
21	BNI Greets - Expanding Regional Digitalization, BNI and Cilegon City Government Collaborate on Banking Services and Smart City Program
22	BNI Greets - Indonesia Successfully Won 2 Champion Titles at the 2023 Indonesia Masters
23	BNI Greets - Focus on Developing Digital Business, BNIDirect and BNI Mobile Banking Users Grow Rapidly
24	BNI Greets - Knowledge Supplement: Data Culture The Series: Data Leads
25	BNI Greets - Special Promo for Pre Order Samsung Galaxy S23 Series 5G with BNI Credit Card
26	BNI Greets - Increase the Use of Mobile Banking, BNI Gives Out Prizes for 21 Cars and 212 Motorbikes
27	BNI Greets - Special Promo for Pre Order Samsung Galaxy S23 Series 5G with BNI Credit Card
28	BNI Greets - Knowledge Supplement: Set Yourself Up for Financial Freedom
29	BNI Greets - Knowledge Supplement: Socialization of Coordinating Ministerial Decree No. 1 and No. 2 of 2023 regarding People's Business Credit (KUR
30	BNI Greets - Appreciating Athletes with Achievements at the 2023 Indonesia Masters, BNI and PBSI Ready to Escort Chico Cs to the Badminton Asia Mixed Team in Dubai
31	BNI Says Greetings - National Press Day 2023, BNI Commits to Supporting Increasing Competency of Journalists
32	BNI Greets - AWARD SYMPHONY
33	BNI Greets - Fraud Awareness Series: It Will Happen to Me: Efforts to Develop Risk-Culture and Peer Review to Prevent Internal Fraud
34	BNI Greets - BNI Encourages 7 Transformation Strategies for 2023
35	BNI Says Greetings - BNI Releases Special TapCash Card NCT 127 '2 Baddies' Design
36	BNI Greets - BNI Business Meeting 2023, Indonesia Has an Important Role as Chair of ASEAN 2023, BNI Can Take Advantage of Business Opportunities
37	BNI Greets - BNI Japan Airlines Travel Fair
38	BNI Greets - 2,000 Mangrove Seedlings for Bali
39	BNI Greets - Strengthening Socialization of Narcotics Abuse, BNI Collaborates with BNN RI
40	BNI Greets - Get to Know the Causes, Symptoms and How to Treat Diabetes in Children

No.	Subject E-mail
41	BNI Greets - Want to Get Free Raisa Live In Concert Tickets?
42	BNI Greets - Inter-Unit Challenge: BNI Hi-Movers Cares About Waste
43	BNI Greets - Oppo Creativepreneur Corner 2023 Powered by BNI
44	BNI Greets - BNI and Ministry of PUPR Synergize to Build Smart Village Residential in the Capital City of the Archipelago
45	BNI Greets - Encouraging Creative Industries, BNI Supports Raisa Live in Concert Sponsorship
46	BNI Greets - Discipline Execution "Why Execution Matters?: Employee Engagement
47	BNI Greets - BNI – INACRAFT 2023 Promo
48	BNI Greets - BNI CERIA, Time to Change Car Now
49	BNI Greets - FSA and Bank Responsibilities in Consumer Protection to Increase Employee Anti-Fraud Awareness Understanding
50	BNI Greets - Appreciation of 2022 Performance Achievements
51	BNI Greets - Happy Pay Day BNI Hi-Movers!
52	BNI Says Greetings - Come to INACRAFT 2023
53	BNI Greets - Smart and Safe Investment Webinar with EMASKITA
54	BNI Greets - BNI President Director Won The Best CEO with Distinction 2022 Award
55	BNI Greets - Encouraging MSMEs to Go Global, BNI Supports Inacraft 2023
56	BNI Greets - Socialization of the Use of Digital Population Identity
57	BNI Greets - Discussion of Changes to the 16 Digit NPWP Format (Based on PMK 112 of 2022)
58	BNI Greets - BNI Emerald Market Outlook "Optimizing Financial Opportunities As Epicentrum of Growth"
59	BNI Greets - Winners of CC Racing 2023 January 2023 Period
60	BNI Greets - Hartadiana Abadi - BNI Roadshow
61	BNI Greets - Africa is Called the Continent of the Future for New Economic Growth, BNI Takes the Opportunity
62	BNI Greets - BNI CorpU TV Knowledge Supplement: The Importance of Good Records Management for BNI
63	BNI Greets - Smart and Safe Investment Webinar with EMASKITA
64	BNI Greets - CC Racing 2023 (Credit Card Race So Amazing)
65	BNI Greets - Expanding Digital Channel, BNI Inaugurates Banking Café at UGM
66	BNI Greets - Supporting the Electric Vehicle Ecosystem, BNI Prepares a Special Financing Program
67	BNI Greets - BNI Expo with RANS East Java Economic Acceleration
68	BNI Greets - Knowledge Supplement to Perpu No. 2 of 2022 (Job Creation)
69	BNI Greets - BNI Hi-Movers, Come Vote at the BNI GMS for Fiscal Year 2022
70	BNI Greets - BNIDirect Continues to Encourage Institutional Transaction Performance
71	BNI Greets - Hartadiana Abadi - BNI Roadshow
72	BNI Greets - Distributes IDR 7.3 Trillion Dividends, BNI Optimistic Performance Will Be More Positive in 2023
73	BNI Greets - Socialization of the BPJS Kindergarten Membership Registration Cooperation Program through BNI Agen46
74	BNI Greets - Ban on Buyback Transactions 2023
75	BNI Says Greetings - Boosting Transformation, BNI Optimistic that Performance Will Continue to Soar
76	BNI Greets - Indonesia Ensures One Champion Title at All England 2023
77	BNI Greets - BNI CorpU TV Knowledge Supplement: Discussion of the New Tax Regulations for 2023 "PP No. 44 of 2022": Implementation of VAT & PPnBM
78	BNI Says Greetings - BNI's Support for Indonesian Badminton Athletes Yields Results: Fajar & Rian Winners at All England 2023
79	BNI Greets - Welcoming the Nyepi Day of Saka New Year 1945, BNI Distributes Basic Food Packages and Temple Construction
80	BNI Greets - Quality Journalism Products, BNI Won Three Awards
81	BNI Greets - Discussion of the New Tax Regulations for 2023 "PP No. 49 of 2022": Exempt and/or Not Collected VAT & PPnBM
82	BNI Greets - Senayan City The Gracious Ramadan
83	BNI Greets - Socialization & Utilization of the PaDi MSME Platform
84	BNI Greets - Welcoming Ramadhan, BNI Distributes 77,000 Basic Food Packages
85	BNI Greets - BNI and Ministry of PUPR Collaborate to Create Multifunctional Cards for Workers at IKN
86	BNI Greets - Digital Trend & Skill Series #1 : What Will Happen in 2023 & What Can We Do to Jump?
87	BNI Says Greetings - Benefits of the 2023 ASEAN Chairmanship Momentum, BNI is the Most Prospective
88	BNI Greets - BNI Overseas Branch Office Credit Distribution Grows Positively February 2023
89	BNI Greets - The Wisdom of Fasting in Forming Characters with Integrity
90	BNI Greets - Community of Practice (COP) and Community of Interest (COI) features in the Smarter Application
91	BNI Greets - Discussion of the New Tax Regulations 2023 (PP No. 50 of 2022): Procedures for Exercising Tax Rights & Fulfilling Tax Obligations

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92	BNI Greets - BNI, DJKN, and Ministry of ATR/BPN Collaborate to Hold Auction of Collateral Assets Owned by BNI
93	BNI Greets - Knowledge Supplement BNI CorpUTV: Health Education BNI Live X BCV: Beware of Strokes at a Young Age
94	BNI Greets - BNI CorpUTV Knowledge Supplement: Exploring the Secrets of the Winners of the OJK Financial Inclusion Competition (KOINKU)
95	BNI Greets - Notification of Changes to the BNI DPLK System in 2023
96	BNI Greets - BNI CorpUTV Knowledge Supplement: "Working Secrets and Wisdom"
97	BNI Greets - BNI Fortune Program #GaPakeNanti
98	BNI Greets - BERKAH RAMADAN: "Share Happiness, Celebrate the Night of the Coming of the Al-Quran "
99	BNI Greets - BNI CERIA, Time to Change Car Now
100	BNI Greets - Winners of CC Racing 2023 for the February 2023 Period
101	BNI Greets - BNI CorpUTV Knowledge Supplement: Maintaining Personal Integrity by Increasing Faith and Piety
102	BNI Greets - Strengthening Collaboration, BNI and UGM Sign CFEST and KTM Co-Brand Cooperation
103	BNI Greets - THR Sale on Samsung EPP with BNI Credit Card
104	BNI Greets - BNI CorpUTV Knowledge Supplement: Maintaining Personal Integrity by Increasing Faith and Piety
105	BNI Greets - BNI Won Best Digital Brand Award 2023
106	BNI Says Greetings - BNI Invites Diaspora to Serve in Building the Country
107	BNI Greets - BNI CorpUTV Knowledge Supplement: Socialization of BPJSTK Registration for KUR Debtors as Implementation of Coordinating Ministerial Decree No.1 of 2023
108	BNI Says Greetings - BNI Launches E-Magazine and Homecoming Map, Homecoming Travel Becomes Easy and Enjoyable with BNI
109	BNI Greets - BNI Supports National Food Security Through Millennial Smart Farming
110	BNI Greets - BNI Homecoming Post Facilitates Rest for Homecomers
111	BNI Says Greetings - Happy Eid Al-Fitr 1444 H, Jump Higher Carve Out Kindness
112	BNI Greets - Ensure Customers are Comfortable on Eid Holidays, BNI Operates 86 Outlets and 48 O-Branch
113	BNI Greets - Blood Donation - Dharma Santi BUMN 2023
114	BNI Greets - Get Emerald Staff
115	BNI Says Greetings - GET READY FOR BNI JAVA JAZZ FESTIVAL 2023!
116	BNI Greets - Controls 21% of Industry, DPLK BNI Collaborates with Semen Padang
117	BNI Greets - Momentum of Ramadan and Eid, BNI Tapcash is Getting Better
118	BNI Greets - Discussion of New Tax Regulations 2023 (PP No. 55 of 2022): Adjustments to Regulations in the Income Tax Sector
119	BNI Greets - Eid Al-Fitr 2023, BNI's Daily Remittance Activity Increases Rapidly
120	BNI Greets - Optimizing the KCLN Network, BNI is Optimistic that International Business will Grow Positively
121	BNI Greets - Digital Trend & Skill Series #2: Innovators Playbook: How to Create Great Products, Services and Experiences
122	BNI Greets - BNI Facilitates Indonesian Coffee Entrepreneurs to Appear at the London Coffee Festival
123	BNI Greets - Launching the 2023 BNI Action Program
124	BNI Greets - SER BNI Provides Social and Environmental Impact
125	BNI Greets - BNI CorpUTV Knowledge Supplement: Maintaining Spine Health that is Effective and Easy to Do
126	BNI Greets - BNI Records LCS Transaction Growth of 44.2%
127	BNI Greets - Spurring BNIDirect Growth, BNI Optimizes KCLN Network
128	BNI Greets - Come on, immediately vote for the IKN Nusantara logo of your choice
129	BNI Says Greetings - Go Global BNI, Chocolate Business from Bali Goes Global
130	BNI Greets - Ready to Win the 2023 Sudirman Cup, BNI and PBSI Release the Indonesian Team
131	BNI Greets - Supporting the Capital Market Ecosystem, BNI Holds a Capital Market Workshop
132	BNI Greets - BNI's Foster Partners Attract Erick Thohir at the 2023 ASEAN Summit
133	BNI Greets - BNI Won Best Customer Experience Predicate
134	BNI Greets - Winners of K-Store Challenge 2023 Period 1
135	BNI Greets - RACE Talk Series: Prime Customers
136	BNI Greets - Information regarding the Prohibition of BBNI Share Transactions during the Share Buyback Period ("buyback")
137	BNI Greets - BNI-TBIG Synergy, BNI's Commitment to Support Telecommunication Infrastructure
138	BNI Greets - AKHLAK Series: Managing Energy (For Happiness & Optimistic)
139	BNI Greets - Optimizing the Momentum of Passenger Traffic Growth, Garuda Indonesia Online Travel Fair (GOTF) is Held Again Presenting Ticket Discounts of Up to 80%
140	BNI Greets - Singing Challenge For Java Jazz 2023
141	BNI Greets - BNI Java Jazz Ready to Be Held in June, Fariz RM and Vina Panduwinata Provide Refreshment at JJOTM in Sarinah
142	BNI Greets - User Satisfaction Survey (USS) Wave -1

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143	BNI Greets - Get to know @dinegeri.orang, the Largest Indonesian Diaspora Community Made by BNI
144	BNI Greets - BNI Java Jazz Festival 2023 Ticket Purchase Promo with BNI Mobile Banking
145	BNI Greets - BEE Awards (BNI Excellence Employee Award)
146	BNI Greets - Full of Attractive Rewards, BNI AKSI 2023 Officially Launched
147	BNI Greets - PPI Dunia Collaborates with BNI to Hold Alumni Connect
148	BNI Greets - Officially Launched, Hibank Focuses on the MSME Segment
149	BNI Greets - BNI UI Half Marathon 2023, Greener and More Sterile
150	BNI Greets - National Conference XII SP BNI Appoints Alfri Hamonangan as General Chairperson for the 2023-2026 Period
151	BNI Greets - Opens PPI World Alumni Connect, Vice President Asks Young Generation to Encourage Spirit of Building the Country
152	BNI Greets - Embracing World Students, BNI Appreciated by KBUMN
153	BNI Greets - Launch of the Archipelago Capital Logo
154	BNI Greets - Project Management: Boost Your Achievement with Agile Mindset
155	BNI Greets - Ceremony to Commemorate the Birth of Pancasila in 2023
156	BNI Greets - Government Launches New Logo for Archipelago Capital
157	BNI Greets - Mario Biondi, Stephen Sanchez, and Max Admit They Can't Wait to Perform at BNI Java Jazz 2023
158	BNI Greets - BNI Java Jazz Festival 2023 Becomes Momentum to Increase Tapcash Digital Transaction
159	BNI Greets - BNI Java Jazz Festival 2023, Don't Miss the Attractive Promo
160	BNI Greets - Knowledge Supplement BNI CorpUTV: Gadget Addiction in Children: Impact on Health and How to Overcome It
161	BNI Greets - New IKN Logo Present, Here is BNI's Next Strategy
162	BNI Greets - BNI EMIRATES TRAVEL FAIR 2023
163	BNI Says Greetings - Launching Work Clothing Guide: New Professional Style BNI
164	BNI Greets - BNI Java Jazz Festival 2023 is an opportunity for BNI to attract millennials to have BNI credit cards
165	BNI Greets - Pay for College Cashback up to IDR 300 Thousand
166	BNI Greets - BNI Supports IKN Promotion in Singapore
167	BNI Says Greetings - BNI Good Luck #GaPakeNanti - The Finale
168	BNI Greets - Strengthening the Campus Financial Ecosystem Program, BNI Synergizes with UNJ
169	BNI Greets - Winners of CC Racing 2023 April 2023 Period
170	BNI Greets - BNI Gives away Mitsubishi Triton, Hyundai Creta, and Land Rover Defender Rover Defender
171	BNI Greets - BNI is Ranked in the World's Best Companies by Forbes
172	BNI Greets - 75% cashback for paying bills or buying electricity tokens using a BNI credit card
173	BNI Greets - Information Update regarding the Prohibition of BBNI Share Transactions During the Share Buyback Period ("buyback")
174	BNI Greets - BNI Friends Program Won B Universe CSR Award 2023
175	BNI Greets - Beware of Fraudulent Modes Under the Guise of Letters to Increase Transaction Fees in the Name of BNI
176	BNI Greets - BNI Empathy Dropbox
177	BNI Greets - Financial Planning: Invest Wisely, Gain More! - Smart Investment Tricks for Workers
178	BNI Greets - Challenge #77SpiritToReinventYourself
179	BNI Greets - Knowledge Supplement BNI CorpUTV Refreshment Counterfeit Foreign Banknotes "Banknotes in 2023"
180	BNI Greets - BNI Mobile Banking Name & Tagline Competition. Get LinkAja Balance!
181	BNI Greets - Providing Excellent Service, BNI Won 11 Awards
182	BNI Greets - BNI CorpUTV Knowledge Supplement: Selling Skills & Public Communication For AMA
183	BNI Greets - Why We Do NWOW and What is the Purpose
184	BNI Greets - Supporting Government Programs, BNI is Committed to Continuing to Play an Active Role in Building the Country
185	BNI Says Greetings - BNI 77th Anniversary Twibbon
186	BNI Greets - Eid Al-Adha, BNI Implements Limited Operational Services
187	BNI Greets - BNI CorpUTV Knowledge Supplement: Characteristics of the Authenticity of Rupiah Currency for Emission Year 2022
188	BNI Greets - BNI CorpUTv Knowledge Supplement: BNI Xpora Series Webinar: If you want to export, it's not a hassle!
189	BNI Greets - The Role of Leaders in NWOW
190	BNI Says Greetings - Want to Penetrate the Japanese Market, Here are Tips for MSME Players
191	BNI Greets - Digi Micro Protection, Long Holidays are Even More Comfortable with Travel Insurance
192	BNI Greets - Long Eid al-Adha Holiday 1444 H, BNI Mobile Banking Maintains Excellent Service
193	BNI Says Greetings - BNI x Mommy and Me 2023
194	BNI Greets - 3rd AKHLAK Commemoration Twibbon
195	BNI Says Greetings - BNI Soccer 77th Anniversary of BNI

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196	BNI Greets - Holiday with Eid al-Adha 1444 H, BNI Still Serves KUR and BWU Transactions
197	BNI Greets - BNI Ready to Collaborate with Indonesia Incorporated Hong Kong
198	BNI Greets - Increasing MSME Penetration in the Global Market, BNI Involved in KIF 2023
199	BNI Greets - Erick Thohir is Amazed by Sarinah's Persistence in Marketing Indonesian Products in Hong Kong
200	BNI Greets - Increasing MSME Penetration in the Global Market, BNI Involved in KIF 2023
201	BNI Greets - Erick Thohir is Amazed by Sarinah's Persistence in Marketing Indonesian Products in Hong Kong
202	BNI Greets - Implementation of New Ways of Working (NWOW)
203	BNI Greets - Implementing New Way of Working, BNI Ready to Jump Higher
204	BNI Greets - New Year, New Opportunities, New Spirit: BNI 77 Global Reach, Indonesian P
205	BNI Greets - Establishes Indonesia Incorporated in Hong Kong, Erick Strengthens BUMN in the Global Market
206	BNI Greets - Series of 77th Anniversary, BNI Releases TapCash Special Designs for SUPER JUNIOR, Red Velvet and NCT DREAM
207	BNI Greets - Fighting the Challenge of Acute Respiratory Infections (ARI) "Prevention and Treatment"
208	BNI Says Greetings - 7 Exciting Promotions on BNI's 77th Anniversary
209	BNI Says Greetings - BNI's 77th Anniversary Celebration "Global Reach, Indonesian Pride"
210	BNI Greets - Special Promo on Samsung EPP with BNI Credit Card
211	BNI Says Greetings - BNI Footsteps 2023
212	BNI Greets - Transforming BNI into Global Reach Indonesian Pride
213	BNI Greets - BNI Hi-Movers Report Activation
214	BNI Greets - 77th Anniversary, BNI Becomes One of the Epicenters of National Economic Growth
215	BNI Greets - BNI's 77th Anniversary, Even More Exciting with Instagram Stickers
216	BNI Greets - BNI's 77th Anniversary, Even More Exciting with Instagram Stickers (copy)
217	BNI Greets - 1 Month Cashback on Perisai Plus Premium by Registering with BNI Mobile Banking
218	BNI Greets - Migrant Workers Value BNI Services Extraordinarily
219	BNI Greets - Celebrating 77 years with #BNIAroundTheWorld
220	BNI Greets - Celebrating 77 years with #BNIAroundTheWorld
221	BNI Greets - BEWARE! Fraudulent Mode Under the guise of Letter of Increase in Transaction Fees in the Name of BNI
222	BNI Says - Be Careful! New Fraud Mode Wrong Account Transfer
223	BNI Greets - Celebrating 77th Anniversary, BNI Holds Golf, Cycling and Climbing 7 Mountains
224	BNI Says Greetings - Don't Randomly Click Yes! Currently, there are many modes of fraud using PDF files
225	BNI Greets - BNI Provides Assistance to Flood Victims in Lumajang
226	BNI Greets - Erick Thohir Inaugurates Mosque in Mandalika, Result of Himbara Collaboration
227	BNI Greets - Optimizing 2023 Improvement Trends, BNI Strengthens Quality and Coverage
228	BNI Greets - Information Update on Prohibition of BBNI Share Transactions during the Share Buyback Period ("Buyback")
229	BNI Greets - BNI CorpU TV Knowledge Supplement: Creating Effective Risk Control to Build Prudent and Sustainable Credit Provision
230	BNI Greets - Series of 77th Anniversary, BNI Plants 77 Thousand Trees
231	BNI Says Greetings - Now BNI EDC Machines & BNI E-Commerce Services Can Accept American Express Cards
232	BNI Says Greetings - Create Leading Talent, BNI Won HR Asia Award
233	BNI Greets - ORI023: A Valuable Choice, To Be Happy Together
234	BNI Greets - ORI023: A Valuable Choice, To Be Happy Together
235	BNI Greets - 77th Anniversary, BNI Holds Friendly Golf Tournament
236	BNI Says Greetings - Carrying out the Mission to Become a Global Bank, BNI Serves Diaspora in 26 Countries
237	BNI Greets - BNI Xpora Won Marketeers SME Enhancement of The Year Award 2023
238	BNI Greets - 5,750 Runners Take Part in BNI-UI Half Marathon 2023
239	BNI Greets - ACC CREATIVITY COMPETITION 2023
240	BNI Greets - Exchange 177 POINTS+ at the BNI Loudfest Vol. 2 at Gelora Bung Karno
241	BNI Greets - Are You Ready for BNI LoudFest Vol.2
242	BNI Greets - BNI 77th Anniversary Activation: If you're familiar, you can definitely answer!
243	BNI Greets - BNI Maintains Long-Term Quality Growth Momentum
244	BNI Greets - Beware of HOAX Increase in Transaction Fees of IDR 150 Thousand per Month
245	BNI Greets - BNI Loud Fest 2023, A Form of Appreciation for BNI Hi-Movers
246	BNI Greets - Celebrating 77th Anniversary, BNI Collaborates with 117 Culinary MSMEs to Celebrate BNI Loud Fest 2023
247	BNI Greets - MSME Bazaar for Indonesia is Back!

No.	Subject E-mail
248	BNI Greets - Reaches 14.9 Million Users, BNI Mobile Banking is Increasingly Trusted
249	BNI Greets - Beware of Online Fraud via WhatsApp in the name of BNI
250	BNI Greets - BNI CorpU TV Knowledge Supplement: The Role of the Indonesian Diaspora and BNI in Supporting MSMEs Go Export & Go Global
251	BNI Greets - ThickTalk Knowledge Supplement BNI CorpU TV Series "Getting to Know Cervical Cancer and its Treatment"
252	BNI Greets - BNI Won Cloudera APAC Data Impact Award 2023 in Industry Transformation Category
253	BNI Says Greetings - Information Update Regarding Buying and Selling Transactions of BBNI Shares by Employees
254	BNI Greets - ThickTalk Knowledge Supplement BNI CorpU TV : Digital Trend & Skill Series #3: The Magnetic Future Leader: Essential Actions of Leaders People Love to Follow
255	BNI Greets - Boosting MSMEs in Indonesia, Hibank Receives Award as Indonesia Best Bank Awards 2023
256	BNI Greets - Digital Banking Performance Increasingly Solid, BNIDirect Users Reach 138,000 User
257	BNI Greets - BNI Agen46 Has Reached More Than 173 Thousand in Semester I 2023
258	BNI Says Greetings - HR Transformation is the Key to the Success of BNI Go Global
259	BNI Greets - Digital Trend & Skill Series #4 : "Achieving Business Agility with The Scaled Agile Framework"
260	BNI Greets - BNI-Japan Airlines Travel Fair 2023
261	BNI Says Greetings - Breaking World Records, BNI Supports the Biggest Angklung Performance in the World
262	BNI Says Greetings - BNI Celebrates RI's 78th Anniversary, Supports Palace of Clothing Activities
263	BNI Greets - Supports Indonesian Golfers to International Level BNI Again Sponsors Ciputra Golfpreneur Tournament 2023
264	BNI Greets - Spectaxcular 2023, DJP Collaborates with BNI to Hold Tax Campaign
265	BNI Says Greetings - Siloam and BNI Launch BNI x Siloam Hospitals Credit Card Co-Branding Product
266	BNI Greets - BNIDirect Video Competition
267	BNI Greets - BNI and South Sulawesi Provincial Government Cooperate to Export Mainstay Products to China
268	BNI Greets - Strengthening the Diaspora Ecosystem, BNI Supports Congress of Indonesian Diaspora 2023
269	BNI Greets - ThickTalk : RACE Talk Series: New Way of Working (NWOW) - Regional Organizations
270	BNI Greets - Get Emerald Staff Referral Program
271	BNI Says Greetings - Come on, use Twibbon and celebrate the Republic of Indonesia's 78th Anniversary
272	BNI Says Greetings - Happy Republic of Indonesia, Keep Moving Forward for an Advanced Indonesia!
273	BNI Greets - Increasing Financial Inclusion for People with Disabilities, BNI Strengthens Socialization
274	BNI Greets - Stretching MSME Economic Recovery Through the BNI UMKM Festival
275	BNI Greets - Strengthening Go Global Performance, BNI Xpora brings 15 MSMEs to Hong Kong Food Expo 2023
276	BNI Greets - BNI Life Appreciates 76 Paskibraka, Provides Life Insurance Guarantee
277	BNI Greets - Xpora Series 2023 Webinar: Let's Get to Know the Inaexport Application and MSME Product Packaging Strategy to Upgrade & Go Export
278	BNI Greets - Actively Socializes Student Savings, BNI Won 3 OJK Awards
279	BNI Says Greetings - BNI Bazar Fest Vol.2 2023
280	BNI Greets - RACE Talk Series: New Way of Working (NWOW) - Technology & Operations Sector
281	BNI Greets - BNIDirect Video Competition
282	BNI Greets - BNI Bazaar Festival is Held Again, Here are the Interesting Promos
283	BNI Says Greetings - Protect Migrant Workers, BNI Gets Task from BUMN Minister Erick Thohir
284	BNI Greets - Adding Capital, BNI Multifinance Strengthens Performance in the Consumer Market
285	BNI Greets - Supporting Jabodebek LRT Operations, BNI Ensures Payment Infrastructure is Ready
286	BNI Greets - Deputy Minister Tiko Visits Jabodebek LRT, Ensures Integration and Ease of Access
287	BNI Greets - Strengthening Commitment to Employment Opportunities for Persons with Disabilities, BNI Supports Disability Equality Workshop Program
288	BNI Greets - BNI-Ciputra Golfpreneur Tournament 2023 Encourages Indonesian Golfers to Jump Higher to the World Stage
289	BNI Says Greetings - Encouraging Insurance Literacy and Inclusion, Here is BNI Life's Effective Program
290	BNI Greets - BNI Loan Diaspora Assists Lucky Indonesia Restaurant Expand Market in Hong Kong
291	BNI Greets - BNI Presents Assistance for Independent Teacher Certification and Financial Literacy Training Programs
292	BNI Greets - Karya Real Festival 2023 Successfully Held, Encouraging the Performance of Dozens of MSMEs
293	BNI Greets - Delivery of Collaboration between BNI & the Master of Economics Program, Faculty of Economics and Business, Trisakti University
294	BNI Greets - Srikandi BUMN: Financial Performance, Growth Projections and Women's Leadership at BNI
295	BNI Greets - BUMN Performance Report 2023
296	BNI Greets - Strengthening Value Chain Business, BNI Establishes Synergy with PLN Icon Plus
297	BNI Says Greetings - Becoming An Entrepreneur, Here's the Advice from the President Director of BNI for Millennials and Gen Z

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298	BNI Greets - BNI CorpU TV Knowledge Supplement "Financially Capable Diaspora, Prosperous Diaspora"
299	BNI Greets - BNI AM Participates in GN BPJAMSOSTEK Circle
300	BNI Greets - Zero Waste Industry, BNI Supports MSMEs, Wastera Producers
301	BNI Greets - Asean Indo Pacific Forum (AIPF)
302	BNI Greets - Leading in Regional Product Exports, BNI Xpora Receives Award
303	BNI Greets - Capture DHE Domestically, This is a Banking Solution from BNI
304	BNI Greets - ASEAN-Indo-Pacific Forum (AIPF): Implementation of the ASEAN Outlook on the Indo-Pacific.
305	BNI Greets - Having a Target of IDR 62.9 Trillion Green Portfolio, BNI Ready to Showcase at AIPF
306	BNI Greets - Leading in Green Infrastructure, BNI Showcasing at AIPF
307	BNI Greets - Supporting AIPF, BNI Encourages Inclusive Digital Transformation
308	BNI Greets - ASEAN Summit Day 1, Here is BNI's Vision
309	BNI Greets - BNI CorpUTV Knowledge Supplement : Anti Fraud Awareness "Preventing Fraud in Banking by Creating a System that Supports an Anti Fraud Culture"
310	BNI Greets - Creative MSME Enabler Go Global, Here is BNI's Flagship Development Scheme at the AIPF Event
311	BNI Greets - ASEAN Summit Day 1, Here is BNI's Vision
312	BNI Greets - Celebrating National Customer Day, BNI Intensifies Digital Services
313	BNI Greets - Successfully Taking Advantage of AIPF 2023 Momentum, BNI Locks Two MoUs
314	BNI Greets - BNI CorpU TV Knowledge Supplement: Musculoskeletal Injury in Office Workers
315	BNI Greets - Showcasing at AIPF 2023, BNI Demonstrates Digital Transformation Achievements
316	BNI Greets - Invest Once, Return Many Times!
317	BNI Greets - BUMN Deputy Minister Rosan Appreciates BNI Mobile Banking at AIPF 2023
318	BNI Greets - AIPF 2023 MSME Business Matching, BNI Xpora Collaborates with Seoul Trade Attaché
319	BNI Greets - BNI Exhibits hibank at AIPF 2023, This is an Opportunity for the Indonesian MSME Segment
320	BNI Greets - AIPF 2023: BNI Views ASEAN as a Source of Growth
321	BNI Greets - 2023 BNI Internal Communication Survey
322	BNI Greets - Heroine BUMN Goes to UI Campus: "Prepare Yourself to be Global Talent and Bring Indonesia to the World"
323	BNI Greets - Go Global Campaign, BNI Supports Ghea Resort and Cover Me Not in New York
324	BNI Says Greetings - Making Dutch Diaspora Transactions Easy, BNI Praised by Ambassador
325	BNI Greets - Kriyanusa: Starting a hassle-free and safe export business for MSMEs
326	BNI Greets - Delivery of Collaboration between BNI & the Master of Economics Program, Faculty of Economics and Business, Trisakti University
327	BNI Greets - Encouraging the Potential of Indonesian Culture to Go Global, BNI Supports Batik in Algiers 2023
328	BNI Greets - BNI Collaborates with BPD Lampung to Issue Indonesian Credit Card for Government Segment
329	BNI Greets - Beware of Fraud! Increase in Transaction Rates on behalf of BNI
330	BNI Greets - BNI-Batik Air Online Travel Air 2023
331	BNI Greets - BNI Won 6 Alpha Southeast Asia Awards
332	BNI Greets - BNI and UI Launch Campus Financial Ecosystem Technology Platform
333	BNI Says Greetings - BNI Again Supports BNI Indonesian Masters 2023, the Biggest Golf Tournament in Indonesia
334	BNI Greets - 2023 BNI Internal Communication Survey
335	BNI Greets - Strengthening Support for Women's MSMEs, BNI Presents Pertiwi Indonesia at Kriyanusa 2023
336	BNI Greets - BNI Holds Srikandi BUMN Goes to Campus, Invites UI Students to Be Ready to Transform into Global Talent
337	BNI Greets - 2023 BNI Internal Communication Survey
338	BNI Greets - 2023 BNI Internal Communication Survey
339	BNI Says Greetings - BNI Helps MSMEs Upgrade, Starting a Hassle-Free Export Business
340	BNI Greets - Promoting Local Products Go Global, BNI Brings MSMEs to the 2023 CAEXPO Exhibition in China
341	BNI Greets - Make it easier for Diaspora, open a BNI account via BNI Mobile Banking
342	BNI Greets - BNI EGMS Approves Stock Split Ratio 1:2
343	BNI Greets - Xpora Series 2023 Webinar: Let's Find Out Export Procedures & Conditions and How International Courier and Forwarding Services for MSMEs Go Export
344	BNI Greets - 2023 BNI Internal Communication Survey
345	BNI Greets - Growth Trend Continues, BNI Optimistic of Expansive Credit
346	BNI Greets - Targeting Japanese Premium Dining Lovers, BNI and JCB Launch BNI JCB Ultimate Card
347	BNI Greets - BNI Won "The Best Overall Big Caps" at the 14th IICD Corporate Governance Award 2023
348	BNI Says Greetings - BNI ATM Makes it Easier to Withdraw Cash for Migrant Workers in Hong Kong
349	BNI Greets - Increasing Financial Inclusion in Hong Kong, BNI Acquires 18 Thousand Accounts

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350	BNI Says Greetings - Transformation Encourages BNI to Win Detikcom Awards
351	BNI Greets - BNI Supports Socialization of NIT and IKD Dukcapil to Diaspora in Hong Kong
352	BNI Greets - "Launching Employee Home Ownership Collaboration Program with Ciputra Group Through Employee Loan Mechanism 2.0"
353	BNI Greets - Dukcapil Appreciates BNI Providing Convenience for Diaspora in Hong Kong
354	BNI Greets - Meeting the Diaspora in Hong Kong, BNI, Dukcapil and BPJS Employment Commit to Providing the Right Solution
355	BNI Greets - Supporting the Development of the Sanur SEZ, BNI Signs Credit Agreement for Hotel Revitalization
356	BNI Greets - Launching Integration and New Appearance of ATM Link, Minister Erick Asks BNI to Integrate Diaspora
357	BNI Greets - Reducing Pollution in Jakarta, Erick Plants 100 Thousand Trees Through the Mutual Cooperation Program to Bring Trees
358	BNI Greets - Pancasila Unifying the Nation Towards an Advanced Indonesia
359	BNI Greets - BNI CorpUTV Knowledge Supplement: Launching BNI Smarter Wholesale Corner
360	BNI Greets - BNI Helps Ministry of Education and Culture Distribute More than IDR 1.8T of PIP Funds
361	BNI Greets - Bank Muamalat and BNI Collaborate on BNI TapCash Balance Top-up Services
362	BNI Greets - User Satisfaction Survey (USS) Wave-2 2023
363	BNI Greets - BNI CorpUTV Knowledge Supplement: Coronary Heart Disease
364	BNI Greets - BNI Batik Air Travel Fair
365	BNI Says Greetings - So Investors Hurry, BBNI Shares Set All-Time Record
366	BNI Greets - BNI CorpUTV Knowledge Supplement: BNI's ESG (Environmental, Social, and Governance) and BUMI Program as a Form of BNI's Support for Achieving a Green Economy
367	BNI Greets - BNI x INACRAFT 2023
368	BNI Greets - BNI Fully Supports the Batik Palace Performance to Commemorate National Batik Day
369	BNI Says Greetings - BBNI Stock Split Process Records Highest Record of All Time According to Observers
370	BNI Greets - Webinar "BNI Encourages MSMEs to Go Global"
371	BNI Greets - Inacraft On October 2023, BNI Invites MSMEs to Go Global
372	BNI Greets - Knowledge Supplement BNI CorpUTV : Race Talk Series : Elevate Bank Performance Through PMS 3D
373	BNI Greets - Proactive Commitment in the Carbon Exchange, BNI Purchases 40,000 Carbon Units
374	BNI Greetings - Information regarding BNI Stock Split
375	BNI Greets - BNI CorpUTV Knowledge Supplement "Customer Protection to Elevate Customer Experience"
376	BNI Greets – BNI BUMN Houses Presents Sustainable MSMEs at Inacraft On October 2023
377	BNI Greets - Knowledge Supplement BNI CorpUTV : Charting 50 Years of Indonesia-South Korea Diplomatic Relations: Strategy to Seize Future Prospects
378	BNI Greets - 75% Cashback Pay & Buy Electricity Tokens in Mobile Banking with BNI Credit Card
379	BNI Greets - BNI Batik Travel Fair
380	BNI Greets - BNI Showcases Digital Banking Transformation and Innovation at Experience Indonesia London 2023
381	BNI Says Greetings - Carrying out Go Global Mission, Foreign Exchange from BNI Exports Increases 66%
382	BNI Greets - Have a BNI Batik Air Co-Brand Debit Card
383	BNI Says Greetings - Unite to Build the Nation with ORI024!
384	BNI Greets - User Satisfaction Survey (USS) Wave-2 2023
385	BNI Greets - BNI Employee Housing Program: Quality Collaboration with Ciputra Developer
386	BNI Greets - BNI Investor Daily Summit 2023 "Sustainable Growth, Global Challenges"
387	BNI Greets - Power Lunch Money Talks: Building Digitalization of Financial Services for Workers at IKN
388	BNI Greets - BNI CorpUTV Knowledge Supplement: Symptoms, Diagnosis and Therapy in Stroke Cases
389	BNI Greets - BNI CorpUTV Knowledge Supplement: Padjadjaran University Public Lecture: "Transformation of Digital Services in the World of Banking"
390	BNI Greets - BNI Investor Daily Summit 2023
391	BNI Greets - Supporting MSMEs, BNI Builds Synergy with Amartha
392	BNI Says Greetings - Prosperity in Old Age, It's Not a Question of Let It Be Later, But How It Will Be
393	BNI Greets - Watch the BNI Investor Daily Summit 2023, the Largest Economic and Investment Forum in Indonesia
394	BNI Says Greetings - Through BNI Xpora, Hundreds of MSME Products Enter the Dutch Market
395	BNI Greets - BNI Investor Daily Summit 2023, this is President Jokowi's message
396	BNI Greets - BNI Investor Daily Summit 2023, BNI President Director is Optimistic that Indonesia's Economy is Getting Stronger
397	BNI Greets - BNI Investor Daily Summit 2023, BNI Strengthens Digital Economic Development
398	BNI Greets - BNI Investor Daily Summit 2023, BNI President Director Calls Indonesian Banking Resilient
399	BNI Greets - Staff Get Discount Bancassurance Program

No.	Subject E-mail
400	BNI Greets - The Most Beautiful Investment Conference, BNI Investor Daily Summit 2023 Encourages a Sustainable Economy
401	BNI Greets - BNI Investor Daily Summit 2023, Government Encourages Strengthening the Digital Economy and Creating Young Entrepreneurs
402	BNI Greets - BNI Investor Daily Summit 2023, Total BNI Green Bond Emission Reduction Reaches 230 Thousand Tons of CO2 per Year
403	BNI Greets - Strengthening Business in the Eastern Indonesia Region, BNI Collaborates with Bank Sulselbar
404	BNI Greets - BNI and BEI Launch Capital Market Literacy and Inclusion for 10,000 Banking Industry Employees
405	BNI Greets - Accelerating Credit and Profit Growth, While Continuing to Prioritize Prudential Aspects in Risk and Liquidity Management in the Midst of Macroeconomic and Geopolitical Dynamics
406	BNI Greets - "Money Talks Power Lunch": BNI President Director Explains Strategy to Maintain Performance Amidst Global Uncertainty
407	BNI Greets - Improving Community Welfare, BNI Strengthens Tourism Village Development
408	BNI Greets - BNI Overseas Office Credit Grows 10.8%
409	BNI Greets - 4 Years of Leadership of the Minister of BUMN, Here is BNI's Corporate Action
410	BNI Greets - Knowledge Supplement BNI CorpU TV : Global Mindset Series #4 : How Does the World See Indonesia
411	BNI Greets - Knowledge Supplement BNI CorpU TV: Healthy Talk Series Healthy Living with Balanced Nutrition
412	BNI Greets - 2023 U-17 World Cup Ticket Promo
413	BNI Greets - 2023 End of Year Foreign Transaction Program
414	BNI Greets - Webinar on the Role of Services in Mitigating Operational Risk and Maintaining Company Reputation and Graduation Frontliner Academy Season 1
415	BNI Greets - Collaboration for the Earth, BNI & WWF Indonesia launches the new face of the BNI-WWF Credit Card
416	BNI Greets - Digital Banking Pioneer, BNI Strengthens API Services
417	BNI Says Greetings - BNI Collaborates with UNHAS Expansion of Campus Financial Ecosystem Program collaboration
418	BNI Greets - A Card For A Change, A Hope For Nature
419	BNI Greets - BNI CorpU TV Knowledge Supplement: Facing Challenges "Practical Tips for Managing Stress in Career and Personal Life"
420	BNI Greets - Enliven FIFA World Cup U-17, BNI Gives Ticket Purchase Promo Up to 30%
421	BNI Greets - Bringing the Spirit of Going Global, BNI Indonesian Masters Ready to Be Held
422	BNI Says Greetings - Order ST011 Now on BNI Mobile Banking
423	BNI Greets - BNI Indonesia Masters is Tight, Gaganjeet Bhullar Leads Position
424	BNI Greets - BNI Indonesian Masters 2023, Kevin Akbar Passes the Cut Off
425	BNI Greets - Third Round of BNI Indonesian Masters, Puig Soars and Jonathan Secures Position
426	BNI Greets - BNI-Ministry of Health Provides Equipment Assistance for doctorSHARE Floating Hospital
427	BNI Greets - Tri Pakarta is Increasingly Competitive in the Insurance Industry
428	BNI Says Greetings - Let's Go Kaliber - Dec 2023
429	BNI Greets - BERANI (Boosting Merchant Business Performance)
430	BNI Greets - Successfully Developing Digital Banking Services, BNI API Portal Won DevPortal Awards 2023
431	BNI Greets - BNI Participates in the 2023 Public Expose Live Event
432	BNI Greets - BNI Supports Trisakti Technopreneurship Towards a Green Campus
433	BNI Greets - LPS #DiIndonesia Travel Fair 2023
434	BNI Greets - BNI x IMBEX 2023
435	BNI Greets - BNI Encourages Movement of Indonesian Tourists at LPS #DiIndonesiaAja Travel Fair 2023
436	BNI Greets - Share Your Experience WIth Wholesale Corner
437	BNI Greets - PROJECT MANAGEMENT - Agile Way to Prepare New Year's Resolution Mindset
438	BNI Says Greetings - BNI Spreads Attractive End of Year Promos, Holidays Become More Economical
439	BNI Greets - Success in Financial Aspect and Social Impact, BNI Received the Best CEO of The Most Sustainable Bank Award
440	BNI Greets - End of Year December Promo (PDKT)
441	BNI Says Greetings - Successfully Facing Crisis, BNI Won 5 Awards
442	BNI Greets - Optimizing End of Year Momentum, BNI Encourages Development of the MSME Segment

In addition, the number of BNI Greeting SMS in 2023 will be 62 (sixty-two) times. The following is a list of BNI Greeting

SMS topics in 2023:

No.	Date	Narrative
1	January 26, 2023	BNI Hi-Movers, Record! Reaching IDR 18.31 Trillion, BNI Recorded Highest Profit in History, Read more at tinyurl.com/LabaBNI
2	January 27, 2023	BNI Hi-Movers, let's get busy & watch AFGAN @GelegarRejeki BNI #GaPakeNanti at TP 3 Surabaya/BNI YouTube tomorrow at 19.00 WIB! bit.ly/gelegar-rejeki-sby
3	January 28, 2023	BNI Hi-Movers, Come on, Support the Indonesian Badminton National Team in Continuing the Struggle at the 2023 Indonesia Masters, more details at tinyurl.com/indonesiamster
4	February 03, 2023	BNI Hi Movers! Pre-Order Samsung Galaxy S23 Series 5G! Discount up to IDR 1 million +0% up to 24 months with BNI KK until 23Feb23. Collaborating merchants click bit.ly/bnigalaxys23 .T&K.1500046
5	February 16, 2023	BNI Hi-Movers, how do banks monitor the economy & downstream programs? Come on, spill this afternoon at 12.15 at cnbcindonesia.com/tv
6	February 23, 2023	BNI Japan Airlines Travel Fair! To Japan starting from IDR 8.1 million, 0% up to 12 months, & other benefits. Kota Kasablanka 24-26 Feb 2023 T&C bit.ly/bnijaltravelfair
7	February 25, 2023	BNI Hi-Movers, want free tickets to see Raisa's concert? Check here tinyurl.com/youraisa
8	March 01, 2023	BNI Hi-Movers! Get Cashback of up to 7.7 million + 0% installments up to 12 months with BNI Credit Card at INACRAFT at JCC 1-5Mar 23 bit.ly/bniinacraft2023. T&C.1500046
9	March 02, 2023	Happy Payday BNI Hi-Movers! Enjoy DISCOUNTS up to 50% at selected merchants + 0% installments up to 24 months with BNI Credit Card (until 31 March 23). T&C bit.ly/gajianbni2023
10	March 10, 2023	BNI Hi-Movers, come invest in SR108 & get a bonus of up to IDR 10 million, offer period until March 29 2023 at BNI Mobile & Internet Banking. Info: bit.ly/yukinvestSR018
11	March 10, 2023	BNI Hi Movers, congratulations to the winners of CC Racing 2023 for the January 2023 period. Winner info click the link https://bit.ly/Pemenang_CCRACING2023
12	March 31, 2023	BNI Hi-Movers, Get vouchers up to 1.5 million with BNI Card, TapCash with QRIS BNI Mobile Banking in Senayan City The Gracious Ramadan until 7Mei23 bit.ly/bnisencyramadan
13	April 11, 2023	BNI Hi-Movers, Congratulations to the winners of CC Racing 2023 for the February 2023 period. Winner info click the link https://bit.ly/Pemenang_CCRACING2023
14	April 16, 2023	BNI Hi-Movers, Ensure Customers are Comfortable on Eid Holidays, BNI Operates 86 Outlets and 48 O-Branch, see more details at https://tinyurl.com/opsterbatas
15	April 17, 2023	BNI Hi-Movers, Ready to Fulfill International Banking Services, BNI Introduces KCP MDS KBUMN as a Thematic Outlet, see more details at tinyurl.com/KCMedanSatria
16	April 18, 2023	BNI Hi-Movers, BNI Launches E-Magazine and Homecoming Map, homecoming travel becomes easy & fun with BNI, more details at tinyurl.com/emagazine-petamudik
17	April 19, 2023	BNI Hi-Movers, Transformation Drives Performance, BNI Grows Positively and in Quality in the First Quarter of 2023, see more at https://tinyurl.com/PubexBNI23
18	May 02, 2023	BNI Hi-Movers, Optimizes KCLN Network, BNI Optimistic about International Business Growing Positively, more details at tinyurl.com/kclnbni
19	May 10, 2023	BNI Hi-Movers, Spurring Growth of BNI Direct, BNI Optimizes KCLN Network, see more details at tinyurl.com/BNIdirect
20	May 15, 2023	BNI Hi-Movers, BNI's Fostered Partner Steals Erick Thohir's Attention at the 2023 ASEAN Summit, more at tinyurl.com/ktt-Asean
21	May 15, 2023	BNI HI-Movers, BNI Griya Maintain Positive Growth, Read more at tinyurl.com/GriyaBNI
22	May 20, 2023	BNI Hi-Movers, Optimizing Passenger Traffic Growth Momentum, Garuda Indonesia Online Travel Fair (GOTF) is Back, more details at tinyurl.com/GOTF2023
23	May 22, 2023	BNI Hi-Movers, want to get an E-Wallet balance of 500 thousand? Come on, cover a song from your Favorite BNI JJF 2023 Line Up, click tinyurl.com/coverLaguJjf
24	May 22, 2023	BNI Hi-Movers, let's participate in the User Satisfaction Survey (USS) Wave-1 to improve the quality of Division/Unit services, see Survey Link in BNI email
25	May 24, 2023	BNI Hi-Movers, CASHBACK 500RB buy BNI Java Jazz Festival 2023 tickets via BNI Mobile Banking! For further information, click: bit.ly/PromotiketJJF2023
26	May 25, 2023	BNI Hi-Movers, come invest in ST010 & get a bonus of up to IDR 10 million, offer period until June 7 2023 at BNI Mobile & Internet Banking. Info: bit.ly/BNI-ST010
27	May 26, 2023	BNI Hi-Movers, let's celebrate the BNI Excellence Employee Award 2023 event and support the Finalists at tinyurl.com/BEEAward-2023
28	May 26, 2023	BNI Hi-Movers, let's celebrate the BNI Excellence Employee Award 2023 event and support the Finalists at tinyurl.com/BEEAward-2023
29	May 31, 2023	BNI Hi-Movers, Government Launches New Logo for Archipelago Capital, see more details at tinyurl.com/LogoIKN
30	May 31, 2023	BNI Hi-Movers, Happy Pancasila Birthday! Join the ceremony tomorrow at 07.50 WIB at tinyurl.com/PeringatanIahirpancasila
31	June 03, 2023	BNI Hi-Movers, let's have fun together at the BNI Java Jazz Festival 2023 while hunting for fun promotions. More details at https://tinyurl.com/promoBNIJJf
32	June 06, 2023	BNI Hi-Movers, BNI-Emirates Travel Fair 9-11Jun23 @Main Atrium, Senayan City! Cashback up to IDR 5Mio, 0% Installment, get xtra cashback bit.ly/BNIEMIRATESTF23

No.	Date	Narrative
33	June 07, 2023	BNI Hi-Movers, updated with the latest information about BNI. Come on, follow tinyurl.com/followIGQP & download e-Sinergi46 at tinyurl.com/eSin46AS & tinyurl.com/eSin46PS
34	July 01, 2023	BNI Hi-Movers, commemorate #3yearsAKHLAK, let's enliven #AKHLAKCultureFestivalBUMN2023 by posting a twibbon on your social media profile picture. Click: tinyurl.com/twibonAKHLAK
35	July 01, 2023	BNI Hi-Movers, come & watch the excitement of the BNI 77th Anniversary BNI Soccer match starting at 13.30 at the PTIK Stadium. More at tinyurl.com/BNISoccer
36	July 03, 2023	BNI Hi-Movers, curious about what's going on at BNI's 77th Anniversary? Come on, find out the info this afternoon at 14.00 WIB at tinyurl.com/HUTBNI77
37	July 03, 2023	BNI Hi-Movers, Implementation of the New Way of Working in all head office, regional & branch divisions has been implemented. Info https://tinyurl.com/ImplementasiNwow
38	July 04, 2023	BNI Hi-Movers, watch the 77th Anniversary Celebration of BNI Global Reach, Indonesia Pride tomorrow 5 July 2023 at 09.00 WIB at tinyurl.com/SyukuranHUT
39	July 04, 2023	BNI Hi-Movers, let's install the #BNITwiBORN BNI 77th Anniversary twibbon at twb.nz/twibbonhutke77bni & use the BNI HUT sticker at sticker.ly/s/X6U02I
40	July 06, 2023	BNI Hi-Movers, apply for Credit Card Bill Protection Now via BNI Mobile Banking. Get CASHBACK 1 Month Premium, 5 to 7Jul23. T&K bit.ly/perlindungan-cc-hutbni77
41	July 22, 2023	BNI Hi-Movers, watch the Live Performance Acc Creativity Competition today at 07.30 WIB & vote for your choice, in full at https://tinyurl.com/artcreativity
42	July 23, 2023	BNI Hi-Movers, let's enliven the peak of the 77th BNI Anniversary event at BNI Loudfest Vol.2 today at 16.00 WIB, for details click https://tinyurl.com/panduanBNIloudfest
43	July 25, 2023	BNI Hi Movers! Enjoy the BNI Cathay Pacific Travel Week promo, cashback up to IDR 2 million & 0% up to 12 months at Cathay Pacific with BNI KK until 30Jul23. Order: bit.ly/CXBNITW
44	July 26, 2023	BNI Hi-Movers, Beware of fraud regarding increased transaction fees, here are the steps you must take, in full at tinyurl.com/Hatihatijangancepat
45	July 26, 2023	BNI Hi-Movers, BNI Maintains Long-Term Quality Growth Momentum, see more details at tinyurl.com/BNIjagaperbangun
46	August 01, 2023	BNI Hi-Movers, come watch BNI Hi-Movers win the championship at the closing ceremony of BUMN Fest 2023 today at 14.00 at www.youtube.com/watch?v=QWuPeS4pAL4
47	August 03, 2023	BNI Hi-Movers, come watch the Live Streaming Money Talks Power Lunch with Mr. Royke Tumilaar this afternoon at 12.30 WIB at https://www.cnbcindonesia.com/tv
48	August 08, 2023	BNI Hi-Movers! Shopping in Kota Kasablanka with a BNI Card can get vouchers up to 350 thousand, you know! Promo valid until 27Aug23. Complete information: bit.ly/bnishoppingfestival
49	August 10, 2023	BNI Hi Movers, BNI-Japan Airlines Travel Fair 2023 is back, Cashback up to 3 million, JCB Cashback up to 1 million, Installments 0%. T&Cs. Info: bit.ly/BNIJALTF23. 1500046
50	August 17, 2023	BNI Hi-Movers, let's celebrate the 78th Anniversary of the Republic of Indonesia & post your coolest photos using twibbon #BNIDirgahayuRI2023 at the link https://twb.nz/bnitwibbonhutke78ri
51	August 23, 2023	BNI Hi-Movers! Come exchange 77 BNI Rewards Points for 1 Starbucks cup at the BNI Grha Lobby & BNI Pejompongan Tower on 23-24 Aug 2023 at 10.00 WIB.Info bit.ly/BRP77Sbux
52	August 24, 2023	BNI Hi-Movers, want to win millions of rupiah in prizes? Show your creative videos in the BNIDirect Video Competition, in full https://tinyurl.com/BNIDirectCompetition
53	August 28, 2023	BNI Hi-Movers! Come exchange 77 BNI Rewards Points for 1 cup of Starbucks at Lobby Plaza BNI & BNI Jakarta Kota on 28-29 Aug 2023 at 10.00 WIB.Info bit.ly/BRP77Sbux
54	September 01, 2023	BNI Hi-Movers, watch the Live Streaming Squawk Box Program with Mr. Royke Tumilaar this morning at 09.35 WIB at https://www.cnbcindonesia.com/tv
55	September 04, 2023	BNI Hi-Movers, come on, celebrate National Customer Day by posting your coolest photos using the #BNIHarpelnas2023 twibbon at https://tinyurl.com/harpelnas23
56	September 14, 2023	BNI Hi-Movers, enjoy the BNI-Batik Air Online Travel Fair 2023! Cashback up to IDR 1 million & 0% installments on the Batik Air web/apps with BNI Credit Card 11-17Sep23. bit.ly/BBOTF23
57	September 18, 2023	BNI Hi-Movers, let's be part of improving communication at BNI & win a prize of IDR 250 thousand for the lucky ones. Fill out the survey at https://s.id/SurveiMediaInternalBNI-2023
58	September 29, 2023	BNI Hi-Movers, let's support improving the quality of Division/Unit services by participating in the User Statisfaction Survey (USS) Wave-2, Survey Link see BNI email
59	October 01, 2023	BNI Hi-Movers, let's use the twibbon #GotongRoyongBoyongPohon & upload it on your social media at https://tinyurl.com/bnigotongroyong & get @250 thousand for the selected winner!
60	October 04, 2023	BNI Hi-Movers, INACRAFT on October 2023, Cashback up to 1.5 million + 0% up to 6 months + Extra cashback up to 300 thousand with BNI 4 to 8 Oct 2023 at JCC. bit.ly/INACRAFTOCT23,Info 500046
61	October 08, 2023	BNI Hi-Movers! BNI-Batik Air Travel Fair 23! 13-15Oct23 in Kota Kasablanka, Buy1Get1, Cashback & 0% Installments. Apply for a BNI Batik Air Card: bit.ly/BBTF23.T&C
62	October 11, 2023	BNI Hi-Movers! BNI-Batik Air Travel Fair 23! 13-15Oct23 in Kota Kasablanka, Buy1Get1, Cashback & 0% Installments. Apply for a BNI Batik Air Card: bit.ly/BBTF23.T&C

Throughout 2023, the number of BNI Greeting WhatsApp were 23 (twenty three) times. The list of BNI Greet Whatsapp topics includes the following:

No.	Date	Headline
1	January 25, 2023	BNI Net Profit IDR 18.31T
2	February 23, 2023	Raisa Live In Concert
3	March 3, 2023	Happy Pay Day
4	March 4, 2023	Happy Pay Day
5	March 14, 2023	IKN Logo Competition
6	March 22, 2023	E-Imsakiyah Ramadhan 2023
7	April 5, 2023	E-Imsakiyah Ramadhan 2023
8	April 11, 2023	Blessings in the Month of Ramadan
9	April 12, 2023	BUMN Ministry Birthday Twibbon.
10	April 21 2023	Eid Al-Fitr 2023
11	May 10, 2023	IKN logo
12	May 26, 2023	BEE Empoloyee Awards
13	June 01, 2023	Kesaktian Pancasila
14	June 10, 2023	Download Esinergi 46 dan Quickpose
15	June 18, 2023	BNI Empathy Dropbox
16	June 19, 2023	Fraud in the name of BNI
17	July 3, 2023	NWOW Implementation
18	July 3, 2023	BNI 77th Anniversary
19	July 5, 2023	BNI 77th Anniversary Promo
20	July 15, 2023	Beware of Phishing Scams
21	September 05, 2023	ASEAN INDO PACIFIK FORUM
22	September 06, 2023	State Owned Enterprise Leader
23	September 12, 2023	Internal Media Survey

DISCLOSURE OF PUBLIC INFORMATION

BNI is active in improving public information disclosure services through a team of Information and Documentation Management Officers (PPID) to customers and the public by optimizing various communication channels while always prioritizing transparency and accountability in conveying information disclosure to the public as a step in implementing Good Corporate Governance (GCG).

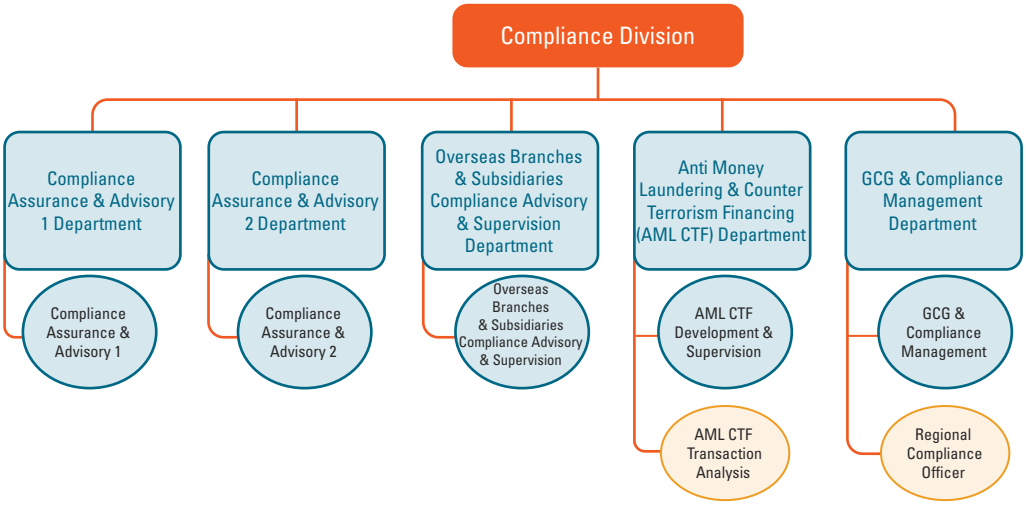
BNI consistently provides easy access by building digital information service needs such as building awareness on websites, developing SOPs, financial literacy, empowering Agen46 to disseminate information, integrating service features, and updating services offline.

With all these achievements, BNI received the title "Informative" in the Public Information Disclosure Award (2023).

Implementation Of Anti-Money Laundering (Aml) Programs, Prevention Of Terrorism Financing (Ptf) And Prevention Of Funding For The Proliferation Of Weapons Of Mass Destruction

ORGANIZATIONAL STRUCTURE IN IMPLEMENTING APU PPT AND PPPSPM PROGRAM

To support the implementation of the APU PPT and PPPSPM program, the Compliance Division has been designated as a Special Work Unit (UKK) that responsible to increase APU PPT and PPPSPM 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. Regional Compliance Officers (RCO) in all Regional offices also implements the APU and PPT programs. The RCO have the function of supervising the implementation of APU PPT and PPPSPM Programs in all Branch Offices of each region, and ensuring that branch operational activities are in accordance with the implementation of APU PPT and PPPSPM program. BNI as the holding entity has been supervising the APU PPT and PTF Programs in its Subsidiaries continuously through the application of the 5 APU PPT and PPPSPM pillars. The APU PPT and PPPSPM organizational structure in 2023 can be seen below:



IMPLEMENTATION OF AML AND CFT PROGRAMS

BNI has implemented APU PPT and PPPSPM as an effort to prevent and minimize the use of banks as a means of money laundering and financing the proliferation of weapons of mass destruction. The APU PPT and PPPSPM programs implemented by BNI are through:

1. Bank Risk assessment of TPPU and TCFT using a regular risk-based approach (RBA) that is periodically reviewed;
2. 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 APU and PPT Programs since the role of the Board of Directors and the Board of Commissioners will affect the achievement level of the APU and PPT 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:

a. 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 APU PPT and PPPSPM Programs;
b. The approval by Board of Directors and the Board of Commissioners for the APU PPT & PPPSPM;
c. Evaluate the Policies and Procedures for implementing the APU PPT and PPPSPM programs;
d. Periodic reports (monthly, quarterly and semi-annually) regarding reporting obligations and implementation of the APU PPT and PPPSPM Programs to the Board of Directors and Board of Commissioners;
e. Board of Directors approval of the Plan and Realization Report on Updating Customer Data;
f. Meeting of the Board of Directors and Board of Commissioners to discuss the implementation of the APU PPT and PPPSPM Programs.

3. There are Policies & Procedures prepared by the Compliance Division and periodically reviewed/updated/improved in accordance with applicable regulations. To strengthen the implementation of the APU PPT and PPPSPM programs, procedures for each banking product and activity are also regulated in procedures for implementing APU PPT and PPPSPM, in order to identify and assess the risk of money laundering crimes and/or terrorist financing crimes for each product and activity. To ensure that the implementation of the APU PPT and PPPSPM programs is running as it should, supervision is carried out by the Compliance Division. Policies and procedures for implementing the APU PPT and PPPSPM programs include, among other things, regulating:
   a. Active supervision of the Board of Directors and Board of Commissioners;
   b. 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);
   c. The Implementation of the APU PPT and PPPSPM Programs based on a Risk-Based Approach;
   d. Procedures for Customer Profile and Transactions Monitoring;
   e. The implementation of Fund Transfer Procedures;
   f. Administrating Customer Documents and Transactions;
   g. The Implementation of APU PPT and PPPSPM Programs across Branches and Subsidiaries Networks under the same Financial Conglomerate;
   h. Internal control; and
   i. Human Capital and Training.

4. Effective internal control in and the APU PPT and PPPSPM implementation, carried out by:
   a. Having adequate APU and PPT policies and procedures as well as internal monitoring;
   b. b) Having clear authorities and responsibilities for work units related to the APU PPT and PPPSPM programs, either through the first line of defense (risk taking units), second line of defense and third line ofdefense; and
   c. Conducting inspections by the Internal Audit to ensure the APU PPT and PPPSPM Programs are effectively implemented.
   d. Follow up on all internal and external audit results related to the implementation of APU PPT and PPPSPM in accordance with the specified time; And
   e. Improving the quality of customer data and reporting analysis to regulators in accordance with regulations

5. Information Management System
   BNI has been developing information system technology continuously to optimize APU PPT and PPPSPM transaction monitoring program, including:
   a. 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, and the financing of terrorism, and the financing of the proliferation of weapons of mass destruction.
   b. Developing and improving the Suspect Account to Verify (SAV) system.
   c. Developing a Walk in Customer application system.
   d. Developing a Politically Exposed Person (PEP) data utilization PPATK application.
   e. 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.
   f. Developing a internal application system to support the reporting obligations in accordance with the PPATK 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, socialization and reminder of the implementation of APU PPT and PPPSPM Programs to officials and/or for all employees continuously. The training methods are as follows:
   a. Training, both in person or virtually, including:
      - Electronic/Online base training, that is training through APU PPT and PPPSPM 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.
      - 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 APU and PPT Program at sampled Branch (based on the results of the Branch Risk Rating assessment), related Units and Divisions.
   c. Implementation of APU PPT and PPPSPM refreshment programs for the Board of Commissioners and Directors of BNI as well as Subsidiary Companies.
   d. Increasing employee awareness and competency by delivering reminder letters regarding typologies, the latest modes and lessons learned related to APU PPT to all Branch Offices, Regions, Divisions, Units 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 through customer data quality improvement programs, a.l. improving data governance policies, implementing the Data Quality Index (DQI) and implementing Master Data Management towards creating a Single View of Customer;
8. Establish and foster active cooperation and coordination with regulators and Law Enforcement Officials, especially in fulfilling requests for customer data and/or information as well as providing information in efforts to prevent and eradicate the crime of money laundering, preventing the financing of terrorism and preventing the financing of the proliferation of weapons of destruction. Bulk;
9. Implementation of the APU PPT and PPPSPM Programs in Subsidiary Companies and Foreign Offices. As a form of responsibility for Banks that have office networks both at home and abroad as well as within the framework of the BNI Financial Conglomeration, to ensure that the implementation of APU PPT and PPPSPM is effective, the Compliance Division also supervises the implementation of the APU PPT and PPPSPM Programs through:
   a. Discussion Forum for the Board of Directors and Board of Commissioners regarding the implementation of the integrated APU PPT and PPPSPM Program;
   b. Monitoring the implementation of the APU PPT and PPPSPM Programs for Subsidiaries and Foreign Offices through regular periodic reports and providing feedback on the reports submitted;
   c. Implementation of supervision in the form of One on One meetings to discuss the implementation of the AML-CFT and PPPSPM Programs for Subsidiaries and Foreign Offices on a quarterly basis; and
   d. Review of the Foreign Office's APU PPTand PPPSPM program policies and procedures in accordance with applicable regulations.
10. Taking an active role in programs and activities under the APU PPT and PPPSPM 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 FSA Regulation concerning the Implementation of the APU and PPT Programs in the financial services sector;
    d. Play an active role in surveys and assessments of PPATK performance effectiveness indices Effectiveness Performance Index Survey and Evaluation in the effort to prevent and eradicate TPPU and TPPT;
    e. Bank resource person/piloting for APOLO, Go AML reporting;
    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) Narcotics Crime and Investment Fraud;
    g. Appointed as Co Lead for the Green Financial Crime (GFC) project;
    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 PTF" edition of Tapcash.
    i. Participate in the activities of the National Movement for 21 (twenty one) Years of the APU PPT Regime in Indonesia, publishing the " AML-CFT" and PPATK Mengajar editions of Tapcash;
    j. Participation in the Collaborative Analysis Team (CAT) related to the 2024 General Election and Regional Head Election; And
    k. Implementation of research/in-depth study activities related to the 2024 General Election by PPATK.

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. BNI 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-Gratification & Anti-Bribery Policy

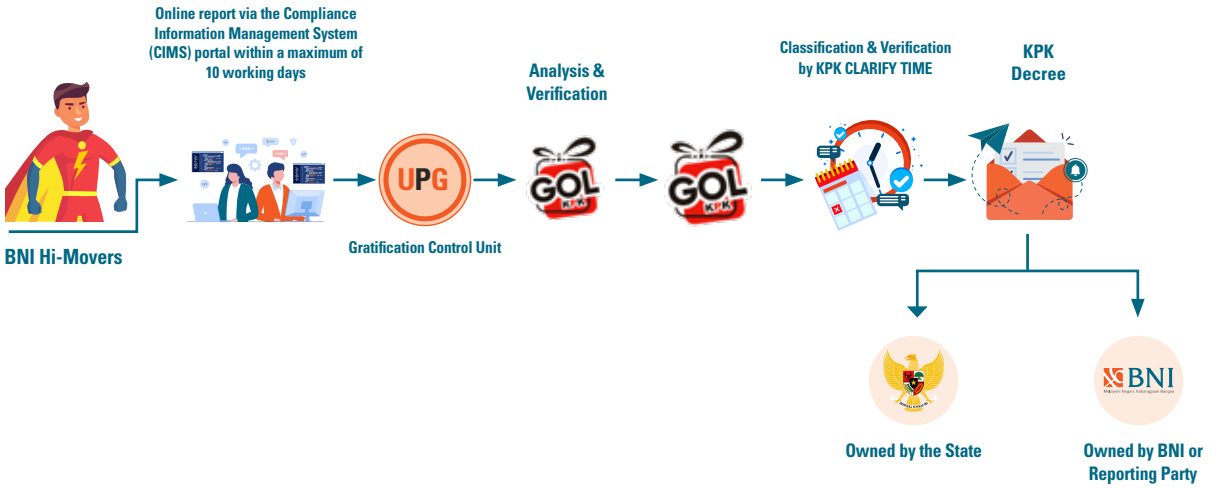
BNI always prioritizes Good Corporate Governance and the Code of Conduct, including implementing the Gratification Control and Anti-Bribery Management System (SMAP). As an initial stage in establishing the Gratification Control Unit (UPG), an Anti- Gratification Commitment was signed between the BNI 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 order to improve control over gratification and anti-bribery, BNI appointed the Compliance Division as manager of the Anti-Bribery Management System (SMAP). 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, since February 9, 2022 the scope has been expanded to the Corporate Credit Segment and in 2023, the scope of ISO 37001:2016 certification will be expanded to Pension Fund Activities. 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.

Furthermore, since December 2018, all BNI employees can report gratification through the Compliance Information Management System (CIMS) portal, which is integrated with the KPK Gratification Online (GOL) application, in an effort to digitize paperless gratification reporting at BNI.



SOCIALIZATION OF ANTI-GRATIFICATION POLICY, GRATIFICATION REPORTING & ANTI-BRIBERY

BNI carries out socialization and education regarding Gratification & Anti-Bribery through webinars, the BNI website, print media, and internal media including BNI Forum, BNI Digi-HC, BNI Menyapa e-mail, Instagram Quickpose, and Instagram BNI46. The activities carried out by UPG BNI during the 2023 period are as follows:

1. Declaration of Gratification and Anti-Bribery at DigiHC BNI as a commitment of all BNI employees regarding compliance with gratification control.
2. Reporting of acceptance and rejection of gratuities in 2023 to all BNI employees as a form of transparency broadcast through the BNI Forum.
3. Implementation of gratuity reporting appreciation in June 2023 in the form of an Award Charter given to 62 (sixty two) active gratification reporters during 2022 with a total of 295 reports.
4. Socialization by the Gratification Control Unit includes:
   a. Socialization of Gratification Control and SMAP to Outsourced Personnel (TAD), Bina BNI Officer Development Program (ODP), Secretary of Directors, Personal Assistant to Directors and Protocol.
   b. Sharing Session on Gratification Control and SMAP Implementation with all Subsidiary Companies as the BNI Financial Conglomerate.
   c. Sharing Session on Gratification Control and SMAP Implementation as a follow-up to the benchmarking invitation of PT Pegadaian on July 7 2023 and PT Telkom Indonesia (Persero) Tbk on June 14 2023.
5. Reminder of reading the Integrity Pact at the time of signing the Credit Agreement as an effort to inform and commit BNI regarding Gratification Control from stakeholders, in this case debtors.
6. Submission of a Compliance Reminder (CORE) with the theme "Gratification Reporting" which was broadcast at the BNI Forum in January 2023.
7. Socialization of SMAP and Commemoration of World Anti-Corruption Day (HAKORDIA) to internal and external parties through video and digital banners at the BNI Office and BNI website.
8. Socialization of the Corruption Prevention Guide (CEK) of the KPK to all BNI subsidiary companies with the resource person, the Director of Anti-Corruption for Business Entities (AKBU) of the KPK, Mr. Aminudin, on May 23 2023.
9. Socialization of anti-corruption activities and violation reporting media at BNI through the Whistleblowing System (WBS) on video and posters displayed at the 2023 HAKORDIA Commemoration at Istora Senayan Jakarta. BNI received appreciation as the Participant with the Best Booth at the 2023 HAKORDIA implementation.
10. Appeal to the Board of Directors, Board of Commissioners, and all Divisions/Units/Units not to give/receive gratuities related to religious holidays (Imlek, Eid al-Fitr and Christmas) and New Year which are also broadcast via the BNI Forum which can be accessed by all employees as well as to BNI stakeholders through posters, the BNI website and national mass media.
11. An appeal for prohibiting the use of official facilities for personal gain to all organizations, this is in line with the KPK circular to avoid potential conflicts of interest in the implementation of company operational activities.
12. An appeal to prohibit receiving and giving gratifications related to BNI's 2023 anniversary celebrations to all Divisions/Units/Units which was also broadcast through the BNI Forum as a reminder of the implementation of gratification control and SMAP at BNI.
13. Acceptance of Anti-Corruption Instructor (PAKSI) competency certificates from LSP KPK to 16 (sixteen) BNI employees as one of the driving forces of the Anti-Corruption program at BNI.
14. Mandatory E-Learning on Gratification Control and SMAP at BNI SMARTER in video form which has been accessed and completed by 25.356 BNI employees.
15. Implementation of SMAP Recertification with audit

results containing no major or minor findings, thus showing 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.

In 2023, BNI UPG received the maximum Total Gratification Control Program Implementation Score (PPG), namely 100 and received a Certificate of Appreciation from the Corruption Eradication Committee as the UPG with the highest score in the BUMN/BUMD/Subsidiary category based on the Monitoring and Evaluation Results of the 2022 Gratification Control Program cfm. Certificate of Appreciation No. PPG/23-03/APRESIASIMONEV/8 March 3, 2023.

GRATIFICATION REPORT 2023

The acceptance/rejection of gratification report is submitted by the reporter (BNI employee) to UPG BNI in 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 2.26 working days from the deadline of 30 working days. In 2023 gratification reports to UPG an increase/decrease in the amount of gratification reporting to UPG has increased by 8% from 295 reporting in 2022 to 320 reporting in 2023.

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.

Information concerning reports on share ownership of members of the Board of Directors and members of the Board of Commissioners in 2023 can be seen as follows:

Name	Position	Share Ownership December 31, 2022	Share Ownership December 31, 2023)	Transaction Description	Number Of Shares
Board of Commissioners					
Agus Dermawan Wintarto Martowardojo[3)]	President Commissioner/ Independent Commissioner	0	0	-	-
Pradjoto[4)]	Vice President Commissioner/ Independent Commissioner	0	0	-	-
Pahala Nugraha Mansury[5)]	Vice President Commissioner	0	0	-	-

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.

During 2023, there was changes in ownership of the Company's shares owned by members of the Board of Directors and Non-Independent members of the Board of Commissioners that had been submitted to 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.

Change Of Share Ownership

	Transaction Purpose	Price	Transaction Date	Date Of Reporting To The Company	Date Of Reporting To OJK	Share Ownership Status
-		-	-	-	-	-
-		-	-	-	-	-
-		-	-	-	-	-

Name	Position	Share Ownership December 31, 2022	Share Ownership December 31, 2023)	Transaction Description	Number Of Shares
Sigit Widyawan[6)]	Independent Commissioner	0	0	-	-
Askolani	Commissioner	340,063 shares/0.0018235%	809,086 shares/0.0021693%	Transfer	128,960 shares
Fadlansyah Lubis	Commissioner	0	43,484 shares/0.0001166%	Transfer	43,484shares
Asmawi Syam	Independent Commissioner	0	0	-	-
Iman Sugema	Independent Commissioner	0	0	-	-
Susyanto	Commissioner	252,817 shares/ 0.0013557%	634,594	Pengalihan	128,960 shares
Septian Hario Seto	Independent Commissioner	0	0	-	-
Erwin Rijanto Slamet	Independent Commissioner	0	0	-	-
Robertus Billitea[7)]	Commissioner	0	42,400 shares/ 0.001137%	Investment	22.200 shares
		0		Investment	22.200 shares
Board Of Directors					
Royke Tumilaar	President Director	399,539 shares/0.00214%	1,115,346 shares/0.0029904%	Transfer	316,628 shares
Adi Sulistyowati	Vice President Director	641,532 shares/0.00344%	905.706 lembar/0,0024283%	Transfer	248.642 shares
				Sale	662,000 shares
Novita Widya Anggraini	Finance Director	399,607 shares/0.00182%	948,044 shares/0.0025419%	Transfer	268,830 shares

Change Of Share Ownership

Transaction Purpose	Price	Transaction Date	Date Of Reporting To The Company	Date Of Reporting To OJK	Share Ownership Status
-	-	-	-	-	-
In the context of implementing Financial Services Authority Regulation Number 45/POJK.03/2015 concerning Implementation of Governance in Providing Remuneration for Commercial Banks	IDR9,037.19,-	August 14, 2023	August 14, 2023	August 22, 2023	Direct
In the context of implementing Financial Services Authority Regulation Number 45/POJK.03/2015 concerning Implementation of Governance in Providing Remuneration for Commercial Banks	IDR9,037.19,-	August 14, 2023	August 14, 2023	August 22, 2023	Direct
-	-	-	-	-	-
-	-	-	-	-	-
In the context of implementing Financial Services Authority Regulation Number 45/POJK.03/2015 concerning Implementation of Governance in Providing Remuneration for Commercial Banks	IDR9,037.19,-	August 14, 2023	August 14, 2023	August 18, 2023	Direct
-	-	-	-	-	-
-	-	-	-	-	-
In order to comply with the provisions of Article 2 of the Financial Services Authority Number 11/OJK.04/2017 concerning Ownership Reports or Any Changes in Ownership of Public Company Shares	IDR8,850,-	May 22, 2023	May 22, 2023	May 31, 2023	Direct
In order to comply with the provisions of Article 2 of the Financial Services Authority Number 11/OJK.04/2017 concerning Ownership Reports or Any Changes in Ownership of Public Company Shares	IDR8,900,-	July 27, 2023	July 27, 2023	August 07, 2023	Direct
In the context of implementing Financial Services Authority Regulation Number 45/POJK.03/2015 concerning Implementation of Governance in Providing Remuneration for Commercial Banks	IDR9,037,19,-	August 18, 2023	August 14, 2023	August 18, 2023	Direct
In the context of implementing Financial Services Authority Regulation Number 45/POJK.03/2015 concerning Implementation of Governance in Providing Remuneration for Commercial Banks	IDR9.037,19,-	August 14, 2023	August 14, 2023	August 18, 2023	Direct
In order to comply with the provisions of Article 2 of the Financial Services Authority Number 11/OJK.04/2017 concerning Ownership Reports or Any Changes in Ownership of Public Company Shares	IDR5,200,-	December 21, 2023	December 21, 2023	December 28, 2023	Direct
In the context of implementing Financial Services Authority Regulation Number 45/POJK.03/2015 concerning Implementation of Governance in Providing Remuneration for Commercial Banks	IDR9,037,19,-	August 14, 2023	August 14, 2023	August 18, 2023	Direct

Name	Position	Share Ownership December 31, 2022	Share Ownership December 31, 2023)	Transaction Description	Number Of Shares
Corina Leyla Karnalies	Digital and Integrated Transaction Banking Director	565,602 shares/0.00303%	1,442,034 shares/0.0038663%	Transfer	268,830 shares
Sis Apik Wijayanto	Enterprise and Commercial Banking Director	655,558 shares/0.00352%	1,579,946 shares/0.0042361%	Transfer	268,830 sheets
David Pirzada	Risk Management Director	305,607 shares/0.00164%	880,044 shares/0.0023595%	Transfer	268,830 shares
Silvano Winston Rumantir	Wholesale and International Banking Director	339.607 shares/0.00182%	948,044 shares/0.0025419%	Transfer	268,830 shares
Ronny Venir	Network and Services Director	645.413 shares/0.00346%	1,559,656 shares/0.0041817%	Transfer	268,830 shares
Muhammad Iqbal	Institutional Banking Director	339.607 shares/0.00182%	948,044 shares/0.0025419%	Transfer	268,830 shares
Putrama Wahju Setyawan	Retail Banking Director	798.265 shares/0.00428%	1,686,386 shares/0.0045215%	Transfer	268,830 shares
Mucharom	Human Capital and Compliance Director	129.076 shares/0.00069%	348,008 shares/0.0009331%	Transfer	89,856 shares
Toto Prasetio	Technology and Operations Director	0	89,856 shares/0.0002409%	Transfer	89,856 shares

1. Changes in the number of shares owned by each member of the Board of Directors and Board of Commissioners at the end of 2023 will also be influenced by the BNI stock split which was effective on October 6, 2023, causing the number of shares before October 6, 2023 to double. with a stock split ratio of 1:2.
2. Ceased serving as Independent Commissioner from September 19, 2023.
3. Received a transfer from his original assignment as Vice President Commissioner/Independent Commissioner to become President Commissioner/Independent Commissioner since September 19, 2023 and as of December 31, 2023 he was still in the OJK fit and proper test process.
4. Served as Vice President Commissioner since 19 September 2023 and as of December 31, 2023 is still in the OJK fit and proper test process.
5. His position ended and he was reappointed based on the decision of the Annual GMS on March 15, 2023 as Commissioner for the second period starting March 15, 2023.
6. Serving as Commissioner since March 15, 2023 and effective based on OJK approval from September 8, 2023.

Change Of Share Ownership

Transaction Purpose	Price	Transaction Date	Date Of Reporting To The Company	Date Of Reporting To OJK	Share Ownership Status
In the context of implementing Financial Services Authority Regulation Number 45/POJK.03/2015 concerning Implementation of Governance in Providing Remuneration for Commercial Banks	IDR9,037.19,-	August 14, 2023	August 14, 2023	August 18, 2023	Direct
In the context of implementing Financial Services Authority Regulation Number 45/POJK.03/2015 concerning Implementation of Governance in Providing Remuneration for Commercial Banks	IDR9,037.19,-	August 14, 2023	August 14, 2023	August 18, 2023	Direct
In the context of implementing Financial Services Authority Regulation Number 45/POJK.03/2015 concerning Implementation of Governance in Providing Remuneration for Commercial Banks	IDR9,037.19,-	August 14, 2023	August 14, 2023	August 18, 2023	Direct
In the context of implementing Financial Services Authority Regulation Number 45/POJK.03/2015 concerning Implementation of Governance in Providing Remuneration for Commercial Banks	IDR9,037.19,-	August 14, 2023	August 14, 2023	August 18, 2023	Direct
In the context of implementing Financial Services Authority Regulation Number 45/POJK.03/2015 concerning Implementation of Governance in Providing Remuneration for Commercial Banks	IDR9,037.19,-	August 14, 2023	August 14, 2023	August 18, 2023	Direct
In the context of implementing Financial Services Authority Regulation Number 45/POJK.03/2015 concerning Implementation of Governance in Providing Remuneration for Commercial Banks	IDR9,037.19,-	August 14, 2023	August 14, 2023	August 18, 2023	Direct
In the context of implementing Financial Services Authority Regulation Number 45/POJK.03/2015 concerning Implementation of Governance in Providing Remuneration for Commercial Banks	IDR9,037.19,-	August 14, 2023	August 14, 2023	August 18, 2023	Direct
In the context of implementing Financial Services Authority Regulation Number 45/POJK.03/2015 concerning Implementation of Governance in Providing Remuneration for Commercial Banks	IDR9,037.19,-	August 14, 2023	August 14, 2023	August 18, 2023	Direct
In the context of implementing Financial Services Authority Regulation Number 45/POJK.03/2015 concerning Implementation of Governance in Providing Remuneration for Commercial Banks	IDR9,037.19,-	August 14, 2023	August 14, 2023	August 18, 2023	Direct

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, 2023, 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, 2023

Name/Position	BNI[1)]	Other Banks	Non-bank financial institutions	Other Companies
Dewan Komisaris				
Agus Dermawan Wintarto Martowardojo[2)]	0	-	-	-
Pradjoto[3)]	0	-	-	-
Pahala Nugraha Mansury[4)]	0			
Sigit Widyawan[5)]	0	-	-	-
Askolani	809,086 shares/0.0021693%			
Fadlansyah Lubis	43,484 shares/0.0001166%	-	-	-
Asmawi Syam	0	-	-	-
Iman Sugema	0	-	-	-
Susyanto	634,594 shares/0.0017014%	-	-	-
Septian Hario Seto	0	-	-	-
Erwin Rijanto Slamet	0	-	-	-
Robertus Billitea[5)]	42,400 shares/0.001137%	-	-	-
Direksi				
Royke Tumilaar	1,115,346 shares/0.0029904%	-	-	-
Adi Sulistyowati	905,706 shares/0.002428%	-	-	-
Novita Widya Anggraini	948,044 shares/0.0025419%	-	-	-
Corina Leyla Karnalies	1,442,034 shares/0.0038663%	-	-	-
Sis Apik Wijayanto	1,579,946 shares/0.0042361%	-	-	-
David Pirzada	880,044 shares/0.0023595%	-	-	-
Silvano Winston Rumantir	948,044 shares/0.0025419%	-	-	-
Ronny Venir	1,559,656 shares/0.0041817%	-	-	-
Muhammad Iqbal	948,044 shares/0.0025419%	-	-	-
Putrama Wahju Setyawan	1,686,386 shares/0.0045215%	-	-	-
Mucharom	348,008 shares/0.0009331%	-	-	-
Toto Prasetio	89,856 shares/0.0002409%	-	-	-

Information:
1. The Company has carried out a stock split, the listing of shares is effective as of October 6, 2023.
2. Ceased serving as President Commissioner/Independent Commissioner from 19 September 2023
3. Received a transfer from his original assignment as Vice President Commissioner/Independent Commissioner to become President Commissioner/Independent Commissioner since 19 September 2023 and as of 31 December 2023 he was still in the FSA fit and proper test process.
4. Served as Vice President Commissioner since 19 September 2023 and as of 31 December 2023 was still in the FSA fit and proper test process.
5. Term of office ended and was reappointed based on the decision of the Annual GMS on March 15 2023 as Commissioner for the second period starting March 15 2023 Served as Commissioner since 15 March 2023 and effective based on FSA approval from 08 September 2023

Violation Reporting System (Whistleblowing 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 professionally based on company behavior that is in accordance with the code of ethics and work culture, in order to realize good corporate governance. To realize this, BNI provides an independent and confidential means of reporting violations and has a whistleblower protection mechanism, namely the Whistleblowing System (WBS).

WHISTLEBLOWING SYSTEM PURPOSE

The implementation of BNI's Whistleblowing System (WBS) with the name "WBS to CEO" is one of the early detection mechanisms for violations at BNI that can cause financial losses, including things that can damage BNI's image. WBS management is carried out in collaboration with an independent consultant, namely Deloitte. Thus, WBS is a commitment to creating a clean work environment and integrity in the form of active participation by BNI personnel with external parties to report violations that occur within BNI.

Since March 2 2021, BNI has collaborated with the Corruption Eradication Commission of the Republic of Indonesia (KPK) regarding handling complaints in efforts to eradicate criminal acts of corruption, the implementation of which is regularly reported to the KPK.

WHISTLEBLOWING SYSTEM MANAGEMENT

The person responsible for WBS at BNI is the President Director assisted by the Director of Human Capital & Compliance. In this case, the President Director appoints the Head of Internal Audit Unit as WBS Manager who is responsible for managing the WBS and reports to the President Director.

SUBMISSION OF VIOLATION REPORTS

The reporter is given an alternative way of conveying his/her identity when reporting violations committed by BNI personnel via the WBS, namely:

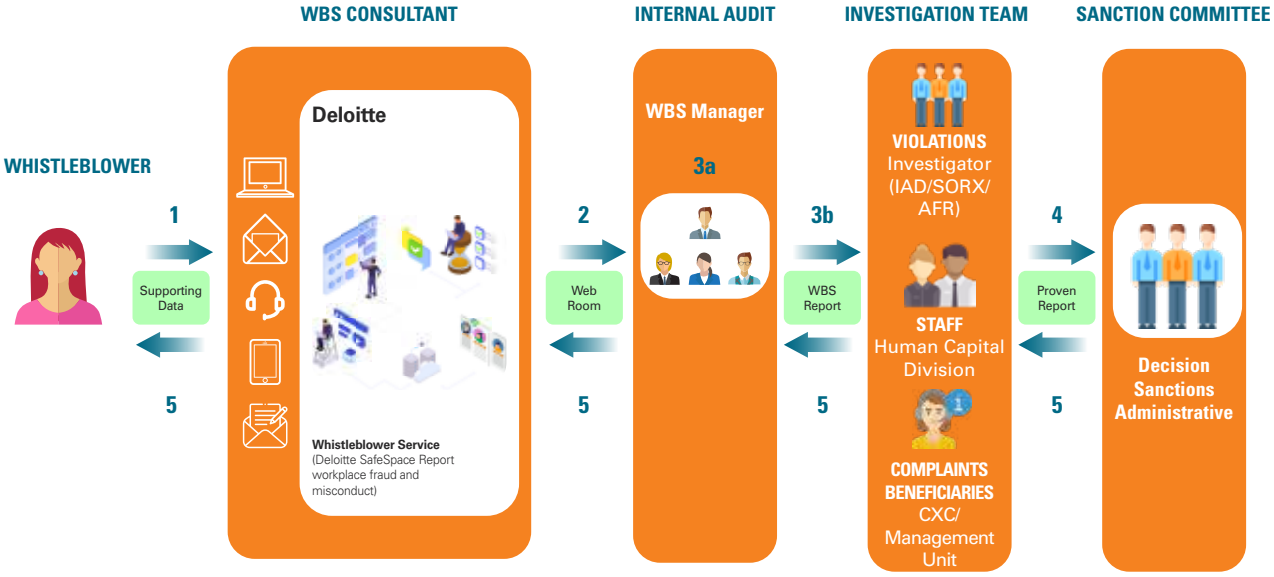
1. Reporters who are willing to reveal their identity to the recipient of the report to the WBS Consultant Team and BNI WBS officers (Full Disclosure).
2. Reporters who are willing to reveal their identity only to the WBS Consultant Team. In this case, the WBS Consultant Team will not forward the identity of the reporter to BNI (Partial Anonymity).
3. Reporting parties who are not willing to reveal their identity to the WBS and BNI Consultant Team (Anonymous).

Reporting violations via WBS can be carried out by:



BNI can impose sanctions on Internal Reporting Persons/BNI personnel if it is proven that the report submitted is slanderous and is proven to have other purposes that deviate from the aims and objectives of the WBS Policy. The referred sanctions refer to the applicable provision at BNI.

REPORT SUBMISSION MECHANISM



1. The reporter submits the WBS report via telephone, email, letter, website, or SMS/Whatsapp to the Deloitte WBS Consultant.
   a. Deloitte screens WBS reports. WBS reports that do not comply with 4W1H (What, Who, Where, When, How) will be requested for supporting data from the Reporter.
   b. The reporter provides supporting data to Deloitte.
2. Deloitte submits the WBS report to the WBS Manager, namely Internal Audit.
3. Internal Audit analyzes the WBS report (3a) and conducts a direct investigation, and/or forwards it to the Senior Operational Risk Executive (SORX)/Anti-Fraud Unit (AFR) or related Division/Unit/Unit) according to the type of report, (3b), namely
   a. Related violations are forwarded to the Investigator unit
   b. Employees cases are forwarded to the Human Capital Division
   c. Customer complaints are forwarded to the Customer Experience Center Division/Management Unit
4. Results of follow-up WBS reports that are proven to violate provisions will be given administrative sanctions in accordance with applicable regulations.
5. Each unit/division that follows up on the WBS report, submits the results of the follow-up to Internal Audit and then be submitted to Deloitte to be informed to the Reporter.

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. BNI Providing protection with due observance of the principle of confidentiality and related applicable provisions.

COMPLAINT HANDLING

The handling of reporting complaints through WBS, namely:

1. The WBS Consultant Team will send an email to the appointed BNI WBS Manager and/or Officer regarding the new complaint report. Regarding any new complaint reports entered into Conduct Watch;
2. The time period to provide a response regarding the follow-up of the complaint report is as follows:
   a. First response: no later than 14 (fourteen) working days after the complaint report is entered into Conduct Watch;
   b. Subsequent responses: at the end of each month following the first response.
3. In order to maintain independence, if there is a report of misconduct that mentions the name of or involves one of the WBS officers, the officer will not be able to access Conduct Watch.

TYPES OF REPORTABLE VIOLATIONS

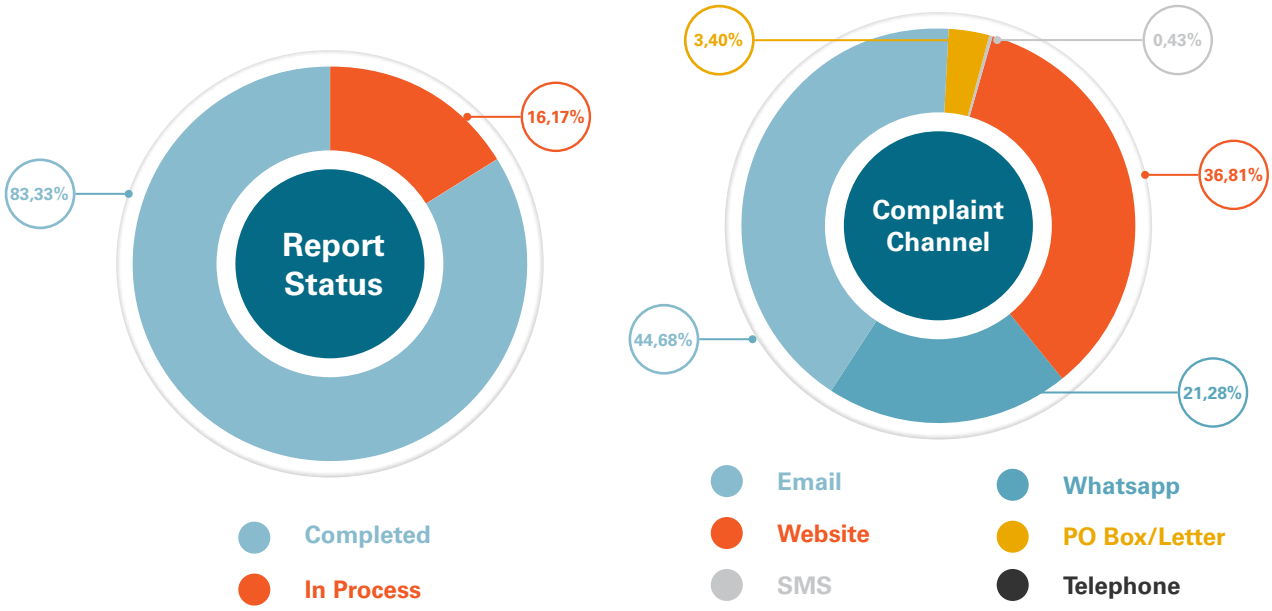
Reports submitted through the WBS are reports of violations related to the following:

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/outsourcing employees (BNI Personnel) 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/extortion (extortion)
   Receiving something in any form, and regardless of the amount/value, from other parties related to their position/ authority/responsibility at BNI.
5. Violation of the Code of Ethics/Unethical Conduct
   Acts or actions taken by BNI Personnel that cannot be justified ethically, such as violations of the BNI Code of Conduct.

RESULTS OF HANDLING COMPLAINTS

NUMBER OF COMPLAINTS ENTERED AND PROCESSED IN THE FISCAL YEAR

There were 235 reports of alleged violations received via the WBS channel.



1. The reporter chose the email complaint channel (44.68%) as the highest means of receiving complaints, followed by the website (26.81%) and WhatsApp (21.28%).
2. From total 83.83% of complaints (197 reports) received during 2023, 48 reports were proven and 149 reports were not proven.

FOLLOW UP ON COMPLAINTS IN 2023

Every WBS report that after investigation is proven to violate the provisions, will be given sanctions according to BNI regulations. During 2023, BNI has given sanctions to 14 employees, including termination of employment for 4 employees who were proven to have committed violations.

Anti Corruption Policy

ANTI CORRUPTION POLICY

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.

As part of its anti-corruption commitment, every year the Board of Commissioners, Board of Directors and all BNI employees sign an Integrity Pact. 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).

Furthermore, BNI has outlined anti-corruption policies 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 CORRUPTION PRACTICES, FRAUD, BRIBERY, GRATIFICATION AND/OR RETURN

1. 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.
2. Determination of severe sanctions (PHK) for actions that fall into the category of bribery and fraud.
3. 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.
4. Appreciation to employees who contribute to fraud prevention efforts.

ANTI-CORRUPTION TRAINING/ SOCIALIZATION TO EMPLOYEES

BNI always involves its employees in training. The training/ certification that was attended was Anti-Corruption Counselor (PAKSI) training, SMAP ISO 37001:2016 certification, webinars, E-Learning, Daily Exercise Employee Program (DEEP46) as well as outreach related to gratification control and anti-bribery to prevent the corruption in BNI during 2023.

Internal Deviations

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 2023 can be seen in the table as follows:

Internal Fraud in 1 Year	Number of Cases Performed by					
	Members of the Board of Directors and Members of the Board of Commissioners		Permanent Employee		Non-Permanent Employees and Outsourced Workers	
	2023	2022	2023	2022	2023	2022
Total Fraud	0	0	11 Fraud	14 Fraud	0	7 Fraud
It has been resolved	0	0	9	10	0	2
On Bank Internal Settlement Process	0	0	2	4	0	5
No solution has been attempted yet	0	0	0	0	0	0
Has been followed up through the legal process	0	0	3	2	0	1

Information:
Loss > 100 Million

Provision of Funds For Related Parties and Large Exposure

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 provision 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. IAD 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, enterprise, 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 Capital Adequacy Ratio (CAR) 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 by BNI has been carried out in accordance with applicable regulations. The amount of funds available to related parties and large customers can be seen in the table below:

Funds Available	Total	
	Debtor	Nominal (IDR-million)
To Related Parties	319	1.837.129
To Individual Debtors Group	20	213.772.386

Providing Loans To Related Parties

Based on the Republic of Indonesia FSA 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/409/ PGV/005 dated August 16, 2019, 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/step/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 2023 was Rp135,958 billion.

Procurement of Goods and/or Services

THE BANK'S PROCUREMENT OF GOODS AND/OR SERVICES BASIC PRINCIPLES ARE AS FOLLOWS:

BNI'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: a. Written notification to the association of providers of goods/services/principals; b. Sending Tender invitations to partners who potentially meet the requirements. 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. 5. For certain needs, more than 1 (one) vendor of goods and/or services may be appointed.

Limited Tender	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.
Direct Appointment	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. Direct Procurement of goods and/or services with a certain value can be carried out 4. Procurement Method if it fulfills one of the following conditions: a. Items are specially designed/created/made by a certain party or have artistic value/art work, including sculptures, paintings, handicrafts; or b. Subscription goods (subscription/membership) based on the result sof studies that can be accounted for, including gardner, forrester; or c. Procurement is carried out based on widely published public tariffs, including electricity, telephone/ communication, clean water, fuel oil, gas fuel; or d. Procurements carried out in accordance with established business practices, including: hotel fees, transportation tickets.
Self-Management	1. Renovation work of buildings/offices, repairs/maintenance of equipment/ furniture. 2. Self-Management 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 Self-Management must obtain prior approval from the Head of the implementing unit. 4. Type of Self-Management: a. All activities carried out by BNI employees; or b. Some work can be done through piece rate, daily/weekly; or c. Some work can be assisted by individual experts (consultants). 5. To meet the need for materials, tools and/or experts that are not available at BNI, the procurement process continues to refer to the procurement method in accordance with the provisions stipulated in the direct appointment procurement method, limited tender, tender and direct procurement.. 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.	1. Improving the quality of management 2. Sharpening specifications 3. Packaging based on work/type of goods 4. Selective acquisition of vendors 5. Enhancing E-Procurement	Separation of functions between procurement processing units by: 1. Units requiring procurement 2. Vendor Management Units selecting partners and recommending a list of partners 3. Units preparing their own approximate prices 4. Units preparing the contracts 5. Units making payments 6. 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

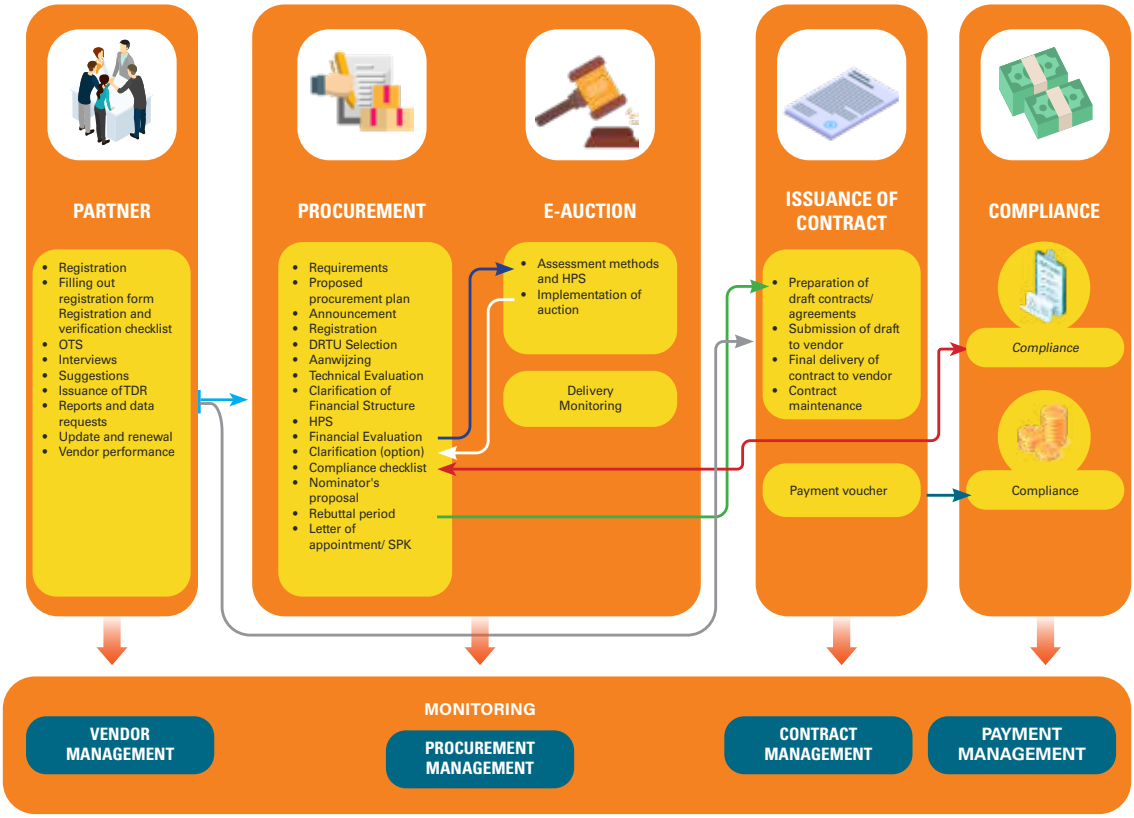
PROCUREMENT THROUGH ELECTRONIC PROCUREMENT (E-PROC) APPLICATION

One of the efforts to support BNI's strategy to transform into digital banking in order to face business competition, increase stakeholder satisfaction and GCG principles, BNI uses the Electronic Procurement (e-Proc) application to digitize the goods and services procurement process in the form of Procurement Management, Vendor Management and Contract modules Management.

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 starting from partner registration, starting with partner registration, procurement process, Compliance test, contracts and payments. By using the e-Proc application, it is hoped that the procurement process will become more efficient, effective, competitive, transparent, fair and reasonable, open, accountable, with maintained governance.

Since 2018, the e-Procurement application has been available at the Head Office and beyond 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 will be rolled out in stages to all BNI Regional Offices starting in 2023.

PROCUREMENT PROCESS THROUGH ELECTRONIC PROCUREMENT (E-PROC) APPLICATION



CERTIFICATION RELATED TO GOODS AND/OR SERVICES MANAGEMENT

ISO 37001:2016 ANTI-BRIBERY MANAGEMENT SYSTEM


TÜVNORD

Sertifikat

Anti-Bribery Management System as per SNI ISO 37001 : 2016

TÜVNORD SNI ISO 37001

PT BANK NEGARA INDONESIA (Persero) Tbk
Grha BNI, Jl. Jend Sudirman Kav.1, Jakarta Pusat - Indonesia
Plaza BNI, Jl. Pahlawan Seribu Kav. Sunburst Lot 1 – 5,
Lengkong Gudang, BSD City, Tangerang Selatan, Banten, Indonesia

Penerapan Sistem Manajemen Anti Penyuapan dalam Proses Pengadaan Barang & Jasa, Segmen Kredit Korporasi, dan Dana Pensiun

KAN
TÜVNORDGROUP

To implement the Anti-Bribery Management System, PT Bank Negara Indonesia (Persero), Tbk (BNI) obtained SNI ISO 37001:2016 Certification (Anti-Bribery Management System) within the scope of Procurement of Goods and Services obtained on August 11 2020. The certificate has been renewed as of January 1 2024 and is valid for the next 3 (three) years with scope in the Goods & Services Procurement Process, Credit Segment Corporations, and Pension Funds.

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 2023, a recertification audit was carried out on the goods and/or services procurement process carried out at BNI and succeeded in maintaining the Anti-Bribery Management System Certification.

ISO 9001:2015 QUALITY MANAGEMENT SYSTEM IN HPS PARTS (SELF ESTIMATED PRICE)


Certificate of Approval

PT. Bank Negara Indonesia (Persero) Tbk. - Unit Management Vendor Divisi PFA

In order to improve the quality of Self Estimated Price management according to international standards, BNI has received ISO 9001:2015 certification in the field of Quality Management Systems in the field of Self Estimated Price management. The certification in question shows that BNI is committed to being a service provider that customers can rely on by providing reasonable prices, on time, complying with applicable rules and regulations and striving to make continuous improvements to improve service quality in accordance with internationally accepted standards and practices.

In 2023, BNI has successfully maintained the third year Surveillance Audit of ISO 9001:2015 Quality Management System certification in the field of Vendor Management.

ISO 9001:2015 QUALITY MANAGEMENT SYSTEM IN THE VENDOR MANAGEMENT SECTION


Certificate of Approval

PT. Bank Negara Indonesia (Persero) Tbk. - Unit Management Vendor Divisi PFA

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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 leading 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. Furthermore, in 2023 BNI entered into the best in class capability phase which focuses on implementing improvements to new ways of working, digitizing business processes and implementing several strategic initiatives in the BNI Corporate Transformation program

BNI STRATEGIC POLICY 2023

Based on the Vision, Mission, Company Policy Direction and BNI Corporate Plan 2021-2025, BNI has set the company's aspirations, namely "To become one of the most profitable financial institutions in Indonesia". The BNI strategic policies for 2023 that have been determined are as follows:

1. Develop transaction & ecosystem solutions to meet customer needs.
2. Develop technology infrastructure and digital innovation through driven data based on analytics, customer experience and expanding partnerships.
3. Focus on increasing sustainable CASA and FBI.
4. Increase the business expansion in the corporate top tier as well as priority sectors, value chains and cross selling by prioritizing risk culture.
5. Continuing the Transformation of Human Capital, 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 synergies in strengthening the position of Subsidiaries.

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).

After BNI strengthened its business foundation in 2021-2022, BNI is currently entering into the Best in Class Capability phase (2023 – 2024). 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, until Branch Offices. The strategic transformation initiatives focused on 5 (five) business focuses, namely:

1. In line with the transformation carried out by BNI, a number of subsidiaries are also carrying out transformations, one of which is PT BNI Multifinance ("BNI Finance"). BNI Finance resegmented the business that had previously been run, namely the commercial segment, to focus on the consumer segment specifically through providing motor vehicle financing.

   In order to support BNI Finance's transformation plan, in 2023, BNI has paid additional capital to BNI Finance amounting to IDR 800,000,000,000 (eight hundred billion rupiah) which will be used for company expansion including but not limited to business, infrastructure IT, branch operations and HR.

   In addition, in 2023, re-branding had been carried out on one of the Subsidiary which was effectively acquired by BNI last year, namely PT Bank Mayora ("Bank Mayora"). This re-branding implementation is intended to be in line with the implementation of the acquisition of Bank Mayora which will be transformed into a Digital Bank with a focus on the main MSME segment.

The name change was carried out from Bank Mayora to PT Bank Hibank Indonesia ("hibank"), the main aim was to increase awareness among the general public that Hibank is part of the BNI Group and to give a new minimalist and simple nuance and an impression that shows that Hibank is a fresh digital bank , easy to access and focuses on customers, especially the MSME segment.

The choice of the name Hibank represents an identity that is in line with the vision and mission promoted and describes the character of a gracious digital bank, simple, friendly and reliable for MSMEs. By changing the company name and logo to Hibank as a digital bank that becomes an orchestrator for MSMEs in Indonesia by providing easy access to banking in one destination.

2. Selection of top tier customers in the Commercial & Retail Productive segment
   In 2022, BNI will focus on increasing cross selling by providing banking solutions for top tier corporate and institutional customers. With the increase in the portfolio and business volume of top tier customers in this segment, in 2023 BNI will also select top tier customers in the commercial & retail productive segment. Through this initiative, BNI can manage selected top tier customers more optimally and the quality of the resulting business will also be better.

3. Increasing transactions through optimizing customer value chain businesses
   In maintaining business continuity amidst increasingly fierce competition, BNI focuses on value chain-based solutions. Starting with determining top tier customers from the Corporate to Retail Productive segments, BNI collaborates between units to manage customers by offering cross-selling business solutions. Not only limited to offering business solutions owned by banks, but also by optimizing Subsidiary Company products & services.

4. Continuous digitalization of business processes to support business growth
   The impact of the COVID-19 pandemic on economic conditions has resulted in a decline in credit quality. To overcome this challenge, the BNI Corporate Transformation Program began by developing end-to-end Credit Process and Loan at Risk (LaR) Management initiatives to improve credit quality, discipline the credit process and increase awareness of risk culture. After developing the end-to-end credit process, the BNI Corporate Transformation Program then focused on business process digitalization initiatives to support business growth through providing the CONNECT tool which is used by all Relationship Managers (RM) in the Corporate, Enterprise, Commercial and Retail Productive; and branch transformation as a customer touch point to improve customer digital experience (new outlet format, Biometric, SPRINT, DigiCS, ATM & CRM).

5. Increasing productivity through new, more flexible ways of working and leaner organizational adjustments

   In order to strengthen and sharpen the organizational side and to support an increasingly rapid business development process, BNI increases employee productivity by adopting a more agile way of working through the New Way of Working (NWOW) initiative, adapting a leaner organization, improving performance management (channel , product, & segment) in increasing performance awareness, as well as carrying out enhancements to develop leadership capabilities across all lines.

Reporting Transparency

To fulfill the principle of information disclosure that is important to the public as a consideration for making investment decisions, then the Company submits and reports its disclosure of material information or facts to FSA, and announces the disclosure of material information or facts to the public.

Regarding the delivery of information to the public through the Company's website, the Integrated Electronic Reporting Facility for Issuers and Public Companies IDX and FSA, as well as the mass media.

Report	Report Submission Date	Submission of Reports				Reference
		FSA	IDX	Website	Massa	
Monthly Securities Holder Registration Report	January 09, 2023	v	v			Indonesian Stock Exchange Regulation No. I-E regarding the Obligation to Submit Information
Submission of Annual Financial Reports	January 24, 2023	v	v	v		FSA Regulation no. 37/POJK.03/2019 concerning Transparency and Publication of Bank Reports, Republic of Indonesia Financial Services Authority Regulation No. 14/ POJK.04/2022 concerning Submission of Periodic Financial Reports of Issuers or Public Companies, as well as other related regulations
Material Information or Facts Report: Performance Presentation by Listed Companies to Certain Parties (Analyst Meeting)	January 24, 2023	v	v	v	v	FSA Regulation no. 31/POJK.04/2015 concerning Disclosure of Information or Material Facts by Issuers or Public Companies, Regulation no. I-E Attachment to Decision of the Directors of PT Bursa Efek Indonesia No. Kep-00015/BEI/01-2021 dated 29 January 2021 concerning Obligations to Submit Information, and Other Related Regulations
Submission of Proof of Advertisement of Annual Financial Report Information	January 24, 2023	v	v	v		FSA Regulation no. 37/POJK.03/2019 concerning Transparency and Publication of Bank Reports, Republic of Indonesia Financial Services Authority Regulation No. 14/ POJK.04/2022 Concerning Submission of Periodic Financial Reports for Issuers or Public Companies, as well as Other Related Regulations
Information Report or Material Facts Issuance of PT BNI Capital Ventura or BNI Ventures Business License from FSA	January 31, 2023	v	v	v		FSA Regulation no. 31/POJK.04/2015 concerning Disclosure of Information or Material Facts by Issuers or Public Companies and other relevant Financial Services Authority Regulations including but not limited to FSA Regulation no. 37/POJK.03/2019 concerning Transparency and Publication of Bank Reports, FSA Regulation no. 42/POJK.04/2020 concerning Affiliate Transactions and Conflict of Interest Transactions
Notification of Plans for the Annual General Meeting of Shareholders	February 06, 2023	v	v			FSA Regulation no. 15/POJK.04/2020 concerning Plans and Organizing General Meetings of Shareholders of Public Companies
Material Information or Facts Report on Share Buyback Plan issued by a Public Company	February 06, 2023	v	v			FSA Regulation no. 30/POJK.04/2017 concerning Share Buybacks issued by Public Companies and FSA Regulation no. 37/POJK.03/2019 concerning Transparency and Publication of Bank Reports
Monthly Securities Holder Registration Report	February 06, 2023	v	v			Peraturan Bursa Efek Indonesia No. I-E tentang Kewajiban Penyampaian Informasi Indonesian Stock Exchange Regulation No. I-E regarding the Obligation to Submit Information
Submission of Advertisement Proof for GMS Notification	February 06, 2023	v	V			FSA Regulation no. 15/POJK.04/2020 concerning Planning and Implementation of Public Company GMS and refers to the provisions of the Company's Articles of Association

Report	Report Submission Date	Submission of Reports				Reference
		FSA	IDX	Website	Massa	
Notification of Planned Annual General Meeting of Shareholders (CORRECTION)	February 06, 2023		v	v		FSA Regulation no. 15/POJK.04/2020 concerning Plans and Organizing General Meetings of Shareholders of Public Companies
Invitation to the Annual General Meeting of Shareholders	February 21, 2023		v	v	v	FSA Regulation no. 15/POJK.04/2020 concerning Plans and Organizing General Meetings of Shareholders of Public Companies
Submission of Annual Report	February 21, 2023		v	v	v	FSA Regulation no. 29/POJK.04/2016 concerning Annual Reports of Issuers or Public Companies Jo. FSA Regulation no. 37/POJK.03/2019 concerning Transparency and Publication of Bank Reports.
Submission of Sustainability Reports	February 21, 2023		v	v	v	FSA Regulation no. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers and Public Companies
Submission of Advertisement Proof for GMS Invitation	February 21, 2023		v	v		FSA Regulation no. 15/POJK.04/2020 concerning Planning and Implementation of Public Company GMS and refers to the provisions of the Company's Articles of Association
Monthly Securities Holder Registration Report	March 09, 2023		v	v		Indonesian Stock Exchange Regulation No. I-E regarding the Obligation to Submit Information
Material Information or Fact Reports Additional Information on Disclosure of Information on Share Buyback Plans issued by Public Companies	March 10, 2023		v	v	v	FSA Regulation no. 30/POJK.04/2017 concerning Share Buybacks issued by Public Companies and FSA Regulation no. 37/ POJK.03/2019 concerning Transparency and Publication of Bank Reports, and Other Related Regulations
Annual Ranking Results Report	March 13, 2023		v	v		Article 5 FSA Regulation no. 49/POJK.04/2020 concerning Rating of Debt Securities and/or Sukuk
Summary of Minutes of the Annual General Meeting of Shareholders	March 16, 2023		v	v		FSA Regulation no. 15/POJK.04/2020 concerning Planning and Implementation of Public Company GMS and refers to the provisions of the Company's Articles of Association
Summary of Minutes of the Annual General Meeting of Shareholders	March 16, 2023		v	v		FSA Regulation no. 15/POJK.04/2020 concerning Planning and Implementation of Public Company GMS and refers to the provisions of the Company's Articles of Association
Disclosure of Information related to Corporate Actions – Cash Dividends	March 16, 2023		v	v	v	FSA Regulation no. 15/POJK.04/2020 concerning Planning and Implementation of Public Company GMS
Submission of Advertisement Proof of GMS Results	March 17, 2023		v	v		FSA Regulation no. 15/POJK.04/2020 concerning Plans and Implementation of Public Company GMS and refers to the provisions Company Articles of Association
Appointment/Change of Public Accounting Firm and/or Public Accountant	March 21, 2023		v	v		In order to comply with Article 2 paragraph (3) letter e FSA Regulation no. 7/OJK.04/2018 concerning Submission of Reports Through the Electronic Reporting System for Issuers or Public Companies
Monthly Securities Holder Registration Report	April 06, 2023		v	v		Peraturan Bursa Efek Indonesia No. I-E tentang Kewajiban Penyampaian Informasi Indonesian Stock Exchange Regulation No. I-E regarding the Obligation to Submit Information
Penyampaian Laporan Keuangan Interim yang Tidak Diaudit Submission of Unaudited Interim Financial Reports	April 18, 2023		v	v		Complies with Republic of Indonesia FSA Regulation No. 14/POJK.04/2022 concerning Submission of Periodic Financial Reports of Issuers or Public Companies
Information Report or Material Facts Report Information or Material Facts The Company held a Performance Analyst Meeting March 2023 (Unaudited)	April 18, 2023		v	v	v	In order to comply with FSA Regulation no. 31/ POJK.04/2015 concerning Disclosure of Information or Material Facts by Issuers or Public Companies and Regulation no. I-E Attachment to Decision of the Directors of PT Bursa Efek Indonesia No. Kep-00015/BEI/01-2021 dated 29 January 2021 concerning Obligations to Submit Information
Submission of Advertisement Proof of Interim Financial Report Information	April 18, 2023		v	v		Republic of Indonesia FSA Regulation No. 14/POJK.04/2022 concerning Submission of Periodic Financial Reports for Issuers or Public Companies

Report	Report Submission Date	Submission of Reports				Reference
		FSA	IDX	Website	Massa	
Monthly Securities Holder Registration Report	May 08, 2023	v	v			Indonesian Stock Exchange Regulation No. I-E regarding the Obligation to Submit Information
Affiliate Transactions	June 05, 2023	v	v			FSA Regulation no. 42/POJK.04/2020 concerning Affiliate Transactions and Conflict of Interest Transactions
Material Information or Fact Report Repayment of Scriptless Deposit Certificates: BNI Rupiah Negotiable Certificate of Deposit (NCD) 2022 Series A and BNI US Dollar Negotiable Certificate of Deposit (NCD) 2022	June 08, 2023	v	v			FSA Regulation no. 31/POJK,04/2015 concerning Disclosure of Information or Material Facts by Issuers or Public Companies and Other Related Regulations
Monthly Securities Holder Registration Report	July 10, 2023	v	v			Indonesian Stock Exchange Regulation No. I-E regarding the Obligation to Submit Information
Information Report or Material Facts Conveying Fund Readiness for Repayment of Debt Securities of PT Bank Negara Indonesia (Persero) Tbk	July 20, 2023	v	v			Decree of the Board of Directors of the Indonesian Stock Exchange (BEI) No. KEP-00015/BEI/01-2021 dated 29 January 2021 No. IV.2.11 BEI Regulation No. I-F concerning the Obligation to Submit Reports for Listed Companies that Issue Debt and/or Tribe Securities
Submission of Unaudited Interim Financial Reports	July 25, 2023	v	v			Complies with Republic of Indonesia FSA Regulation No. 14/POJK.0412022 concerning Submission of Periodic Financial Reports of Erniten or Public Companies
Material Information or Fact Report Information Report or Material Fact Presentation of Performance by the Listed Company to Certain Parties (Analyst Meeting)	July 25, 2023	v	v	v	v	In order to comply with FSA Regulation no. 31/ POJK.04/2015 concerning Disclosure of Information or Material Facts by Issuers or Public Companies and Regulation no. I—E Attachment to Decision of the Directors of PT Bursa Efek Indonesia No. Kep-00015/BEI/01-2021 dated 29 January 2021 concerning Obligations to Submit Information
Submission of Proof of Advertisement of Interim Financial Report Information	July 25, 2023	v	v			Republic of Indonesia FSA Regulation No. 14/POJK.04/2022 Regarding the Submission of Periodic Financial Reports for Issuers or Public Companies
Monthly Securities Holder Registration Report	August 08, 2023	v	v			Indonesian Stock Exchange Regulation No. I-E regarding the Obligation to Submit Information
Information Report or Material Facts Repayment/Payment of the 20th (twenty)th Principal and Interest on BNI Subordinated MTN I 2018	August 10, 2023	v	v	v		FSA Regulation no. 311P0JK.04/2015 concerning Disclosure of Information or Material Facts by Issuers or Public Companies and Other Related Regulations
Notification of Plans for Extraordinary General Meeting of Shareholders	August 11, 2023	v	v			FSA Regulation no. 15/POJK.04/2020 concerning Planning and Implementation of Public Company GMS
Submission of Advertisement Proof for GMS Notification	August 11, 2023	v	v			FSA Regulation no. 15/POJK.04/2020 concerning Planning and Implementation of Public Company GMS
Disclosure of Information related to Corporate Actions – Stock Split	August 11, 2023	v	v	v		FSA Regulation no. 15/POJK.0412022 concerning Stock Splits and Stock Mergers by Public Companies,
Ownership Report or Any Changes in Ownership of Public Company Shares	August 18, 2023	v	v			OJK Regulation no. 11/POJK,04/2017 concerning Ownership Reports or Any Changes in Ownership of Public Company Shares
Ownership Report or Any Changes in Ownership of Public Company Shares	August 18, 2023	v	v			OJK Regulation no. 11/POJK,04/2017 concerning Ownership Reports or Any Changes in Ownership of Public Company Shares

Report	Report Submission Date	Submission of Reports				Reference
		FSA	IDX	Website	Massa	
Ownership Report or Any Changes in Ownership of Public Company Shares	August 18, 2023		v	v		OJK Regulation no. 11/POJK,04/2017 concerning Ownership Reports or Any Changes in Ownership of Public Company Shares
Ownership Report or Any Changes in Ownership of Public Company Shares	August 18, 2023		v	v		OJK Regulation no. 11/POJK,04/2017 concerning Ownership Reports or Any Changes in Ownership of Public Company Shares
Ownership Report or Any Changes in Ownership of Public Company Shares	August 18, 2023		v	v		OJK Regulation no. 11/POJK,04/2017 concerning Ownership Reports or Any Changes in Ownership of Public Company Shares
Ownership Report or Any Changes in Ownership of Public Company Shares	August 18, 2023		v	v		OJK Regulation no. 11/POJK,04/2017 concerning Ownership Reports or Any Changes in Ownership of Public Company Shares
Ownership Report or Any Changes in Ownership of Public Company Shares	August 18, 2023		v	v		OJK Regulation no. 11/POJK,04/2017 concerning Ownership Reports or Any Changes in Ownership of Public Company Shares
Ownership Report or Any Changes in Ownership of Public Company Shares	August 18, 2023		v	v		OJK Regulation no. 11/POJK,04/2017 concerning Ownership Reports or Any Changes in Ownership of Public Company Shares
Ownership Report or Any Changes in Ownership of Public Company Shares	August 18, 2023		v	v		OJK Regulation no. 11/POJK,04/2017 concerning Ownership Reports or Any Changes in Ownership of Public Company Shares
Laporan Kepemilikan atau Setiap Perubahan Kepemilikan Saham Perusahaan Terbuka Ownership Report or Any Changes in Ownership of Public Company Shares	August 18, 2023		v	v		OJK Regulation no. 11/POJK,04/2017 concerning Ownership Reports or Any Changes in Ownership of Public Company Shares
Laporan Kepemilikan atau Setiap Perubahan Kepemilikan Saham Perusahaan Terbuka Ownership Report or Any Changes in Ownership of Public Company Shares	August 18, 2023		v	v		OJK Regulation no. 11/POJK,04/2017 concerning Ownership Reports or Any Changes in Ownership of Public Company Shares
Laporan Kepemilikan atau Setiap Perubahan Kepemilikan Saham Perusahaan Terbuka Ownership Report or Any Changes in Ownership of Public Company Shares	August 18, 2023		v	v		OJK Regulation no. 11/POJK,04/2017 concerning Ownership Reports or Any Changes in Ownership of Public Company Shares
Ownership Report or Any Changes in Ownership of Public Company Shares	August 18, 2023		v	v		FSA Regulation no. 11/POJK,04/2017 concerning Ownership Reports or Any Changes in Ownership of Public Company Shares
Ownership Report or Any Changes in Ownership of Public Company Shares	August 18, 2023		v	v		FSA Regulation no. 11/POJK,04/2017 concerning Ownership Reports or Any Changes in Ownership of Public Company Shares
Ownership Report or Any Changes in Ownership of Public Company Shares	August 18, 2023		v	v		FSA Regulation no. 11/POJK,04/2017 concerning Ownership Reports or Any Changes in Ownership of Public Company Shares
Information Reports or Material Facts Submission of Reports/Information related to the Implementation of Capital Increases by the Company to PT BNI Multifinance which is an Affiliated Party of the Company	August 23 2023		v	v	v	v	FSA Regulation no. 31/POJK/04/2015 concerning Disclosure of Information or Material Facts by Issuers or Public Companies and Other relevant Financial Services Authority Regulations including but not limited to Regulations FSA No. 42/POJK.04/2020 concerning Affiliate Transactions and Conflict of Interest Transactions and FSA Regulation no. 37/POJK.03/2019 concerning Transparency and Publication of Bank Reports
Invitation to the Extraordinary General Meeting of Shareholders	August 28, 2023		v	v	v		Financial Services Authority Regulation no. 15/ POJK.04/2020 concerning Planning and Implementation of Public Company GMS
Submission of Advertisement Proof for GMS Invitation	August 28, 2023		v	v			Peraturan OJK No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan RUPS Perusahaan Terbuka serta mengacu pada ketentuan Anggaran Dasar Perseroan FSA Regulation no. 15/POJK.04/2020 concerning Planning and Implementation of Public Company GMS and refers to the provisions of the Company's Articles of Association
Monthly Securities Holder Registration Report	September 06, 2023		v	v			Indonesian Stock Exchange Regulation No. I-E regarding the Obligation to Submit Information
Information Report or Material Facts Repayment of Scriptless Deposit Certificates: Negotiable Certificate of Deposit (NCD) Rupiah Year 2022 Series B	September 06, 2023		v	v			FSA Regulation no. 31/POJK.04/2015 concerning Disclosure of Information or Material Facts by Issuers or Public Companies and regulations other related

Report	Report Submission Date	Submission of Reports				Reference
		FSA	IDX	Website	Massa	
Explanation of Mass Media Reporting	September 07, 2023		v	v		Following up on the Indonesian Stock Exchange PT Letter No. S-07555/BEI.PP3/09-2023 dated 6 September 2023
Summary of Minutes of the Extraordinary General Meeting of Shareholders	September 20, 2023		v	v		FSA Regulation no. 15/POJK.04/2020 concerning Planning and Implementation of Public Company GMS and refers to the provisions of the Company's Articles of Association
Submission of Advertisement Proof for GMS Results	September 20, 2023		v	v		FSA Regulation no. 15/POJK.04/2020 concerning Planning and Implementation of Public Company GMS and refers to the provisions of the Company's Articles of Association
Disclosure of Information related to Corporate Actions – Stock Split	September 29, 2023		v	v	v	Article 24 paragraph (1) OJK Regulation no. 15/ POJK.04/2022 concerning Stock Splits and Stock Mergers by Public Companies
Disclosure of Information related to Corporate Actions – Stock Split (CORRECTION)	October 02, 2023		v	v	v	Article 24 paragraph (1) OJK Regulation no. 15/ POJK.04/2022 concerning Stock Splits and Stock Mergers by Public Companies
Monthly Securities Holder Registration Report	October 10, 2023		v	v		Indonesian Stock Exchange Regulation No. I-E regarding the Obligation to Submit Information
Submission of Unaudited Interim Financial Reports	October 31, 2023		v	v		Republic of Indonesia FSA Regulation No. 14/POJK.04/2022 concerning Submission of Periodic Financial Reports of Issuers or Public Companies, as well as other related regulations
Information Report or Material Facts Other Material Information or Facts: The Company held a Performance Analyst Meeting September 2023 (Unaudited)	October 31, 2023		v	v	v	v	Regulation Number I-E Attachment to Decision of the Directors of PT Bursa Efek Indonesia No. Kep-00015/BEI/01-2021 dated 29 January 2021 concerning Obligations to Submit Information, and Other Related Regulations
Submission of Advertisement Proof for Interim Financial Report Information	October 31, 2023		v	v		Republic of Indonesia FSA Regulation No. 14/POJK.04/2022 concerning Submission of Periodic Financial Reports of Issuers or Public Companies, as well as other related regulations
Monthly Securities Holder Registration Report	November 09, 2023		v	v		Indonesian Stock Exchange Regulation No. I-E regarding the Obligation to Submit Information
Plan for Organizing Public Expose - Annually	November 13, 2023		v	v	v	v	Indonesian Securities No. I-E regarding the Obligation to Submit Information
Submission of Public Expose Material - Annually	November 22, 2023		v	v	v	v	Indonesian Securities No. I-E regarding the Obligation to Submit Information
Public Expose Results Report - Annually	November 30, 2023		v	v	v	v	Indonesian Securities No. I-E regarding the Obligation to Submit Information
Monthly Securities Holder Registration Report	December 08, 2023		v	v		Indonesian Stock Exchange Regulation No. I-E regarding the Obligation to Submit Information
Information Report or Material Facts Repayment of Scriptless Deposit Certificates: Negotiable Certificate of Deposit (NCD) Rupiah 2022 Series C	December 11, 2023		v	v		Republic of Indonesia FSA Regulation No. 31/POJK.04/2015 concerning Disclosure of Information or Material Facts by Issuers or Public Companies and Other relevant Financial Services Authority Regulations including but not limited to FSA Regulations of the Republic of Indonesia No. 41/ POJK.04/2020 concerning Affiliate Transactions and Conflict of Interest Transactions and FSA Regulations of the Republic of Indonesia No. 37/POJK.03/2019 concerning Transparency and Publication of Bank Reports and other related regulations
Information Report or Material Facts on the Implementation of Capital Increases by the Company to PT BNI Multifinance which is an Affiliated Party of the Company	December 14, 2023		v	v	v	Republic of Indonesia FSA Regulation No. 31/POJK.04/2015 concerning Disclosure of Information or Material Facts by Issuers or Public Companies and Other relevant Financial Services Authority Regulations including but not limited to FSA Regulations of the Republic of Indonesia No. 41/ POJK.04/2020 concerning Affiliate Transactions and Conflict of Interest Transactions and FSA Regulations of the Republic of Indonesia No. 37/POJK.03/2019 concerning Transparency and Publication of Bank Reports and other related regulations
Ownership Report or Any Changes in Ownership of Public Company Shares	December 28, 2023		v	v		Article 2 Republic of Indonesia FSA Regulation No. 11/ OJK.04/2017 concerning Ownership Reports 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:

1. Prioritize the interests of the Company, through:
   a. An obligation to serve all of the Company's stakeholders as well as possible according to their respective duties and responsibilities;
   b. 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;
   c. Prohibited from including elements of personal interest when making decisions or actions that may affect the quality of the decisions/actions;
   d. Prohibited from giving special treatment to certain parties by ignoring the applicable procedures or provisions;
   e. Prohibited from seeking or receiving improper benefits so as to affect the performance of their duties;
   f. 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.
2. Creating transparency when handling Conflicts of Interest:
   a. Handling conflict of interest requires transparency from BNI people so that the conflict of interests that occur can be controlled and handled adequately;
   b. 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.
3. Encouraging individual responsibilities and role models
   a. All BNI people must be able to maintain their credibility and integrity in order to be an example for other BNI people;
   b. 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;
   c. 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.
4. Creating a culture of anti conflict of interest
   a. 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;
   b. 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.
5. 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.

BNI has also 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, the Company does not use information for the personal interests of employees and management (insiders) during 2023.

Shares And Bonds
Buyback

Throughout 2022, the Composite Stock Price Index ("IHSG") moved quite fluctuating, influenced by geopolitical conditions, commodity prices and the monetary policy of world central banks in making rate adjustments. However, as the Company's financial performance continues to improve, the Company's share price at the end of 2022 was recorded at IDR9,225 or an increase of 36.7% YoY.

At the beginning of 2023, the JCI fluctuated, influenced, among other things, by sentiment from the Fed which was still hinting at more interest rate increases, the ongoing geopolitical impact, as well as the normalization of pandemic policies in China which caused foreign outflow to the Chinese market after 3 years of lockdown. Fluctuations in the market and selling pressure are expected to continue until Semester I 2023. For this reason, Buyback is intended to help offset selling pressure in the market when the JCI was fluctuating. The Company's share price as of February 3, 2023 was recorded at IDR 9,300 (+0.8% YtD), with a Price to Book Value ("PBV") of 1.27x. This PBV value was still below the 10 year average of 1.42x. On March 15, 2023, the Company received approval from the Annual GMS to carry out a Buyback of Company Shares ("Buyback") with reference to Financial Services Authority Regulation No. 30/POJK.04/2017 concerning Buyback of Shares Issued by Public Companies. The number of shares to be repurchased by the Company was estimated to be IDR905,000,000,000 (nine hundred and five billion Rupiah) or 10% of the total paid-up capital.

In accordance with Article 8 of FSA Regulation No. 30/POJK.04/2017 concerning the Buyback of Shares issued by Public Companies, the Buyback of Shares (buyback) is carried out and must be completed no later than 18 (eighteen) months after the date of the GMS which approves the Buyback of Shares (buyback), so that in the event The Company can carry out a Share Buyback for 18 (eighteen) months from the date of the decision of the 2022 Annual GMS which will be held on March 15, 2023 or at the latest it must be completed on September 15, 2024.

Buyback Timeline

No.	Activity	Date
1.	Announcement of information on share buyback plans and Announcement of the Annual GMS for the 2022 Fiscal Year	February 6, 2023
2.	Date of Approval of Annual GMS for Fiscal Year 2022	March 15, 2023
3.	Buyback Period	March 16 – September 15, 2024

As of December 31, 2023, the Company has carried out a buyback of IDR179,959,897,500 (one hundred seventy-nine billion nine hundred fifty-nine million eight hundred ninety-seven thousand five hundred rupiah) or the equivalent of 20,257,300 (twenty million two hundred fifty seven thousand three hundred) shares.

Management Of State Officials' Assets Reports (LHKPN)

LHKPN POLICY

BNI 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. Senior Executive Vice President (SEVP);
4. Division/Unit Head or equivalent;
5. Regional Head;
6. General Manger (GM) Head of Overseas Branch; And
7. Board of Commissioners/Directors of Consolidated Subsidiaries/Affiliated Companies.

LHKPN MANAGEMENT

The LHKPN reporting manager consists of the LHKPN Management Coordinator, Application Admin, and LHKPN Work Unit Admin with the following details:

1. The LHKPN Management Coordinator is the unit that oversees the Human Capital Services function with the following scope of 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. LHKPN Application Admin is an official who oversees the Human Capital Services function in the field of industrial relations with the following scope of duties:
   a. Submit data regarding changes in positions of State Administrators to the Corruption Eradication Commission;
   b. Coordinate with the KPK in managing LHKPN..
3. LHKPN Work Unit Admin is an official who monitors and coordinates with the LHKPN Application Admin. There are 3 Admin Work Units at BNI, namely:
   a. Corporate Secretary Division;
   b. Subsidiaries Management Division;
   c. International Banking & Financial Institutions Division.

2023 LHKPN REPORT

As of the end of the 2023, out of 122 persons required to report, 122 or 100% fulfilled their LHKPN reporting obligations.

Transparency Of Financial and Non-Financial Conditions

Based on Financial Services Authority Regulation (FSAR) Number 14/POJK.04/2022 concerning Submission of Periodic Financial Reports for Issuers or Public Company, article 20 chapter Media and Broadcasting, it is stated that listed issuers or Public Company are required to publish Periodic Financial Reports only through the Stock Exchange website (paragraph 1) and through the issuer's or public company's website (paragraph 3). Prior to the issuance of the POJK on August 22 2022, the Bank strives to fulfill its financial and non-financial transparency and publication obligations in accordance with applicable regulations. The delivery and publication of information is carried out both through print and on the Bank's website as follows:

1. Monthly Financial Reports to regulators, which are also published through the FSA reporting system and the BNI website;
2. Quarterly Financial Reports to regulators, which are also published through the FSA reporting system and the BNI website;
3. Annual Financial Report to the regulator, which is also published through the FSA reporting system, the BNI website, and the issuer or public company reporting system;
4. BNI Annual Report submitted to regulators, rating agencies, banking development institutions, research institutions/ institutions and published via the BNI website;
5. Periodic and incidental reports in order to comply with regulations in the Capital Market sector, published on the Company's website and the Indonesian Stock Exchange, and reported to the FSA, Indonesian Stock Exchange, Ministry of BUMN, and related regulators;
6. Corporate Governance Information, which includes the Annual Corporate Governance Report, Vision, Mission, Company Values, Code of Ethics, Composition and Profile of the Board of Commissioners and Directors, as well as internal provisions related to governance starting from the Articles of Association to the Corporate Charter which are also published via the BNI website;
7. Information on Company Products and Services including its office network is published through the Annual Report and BNI website, so that customers, investors and the wider public can easily access information on BNI products and services;
8. Information on Procedures for Submitting Complaints, BNI Safe Tips for Customers to maintain data confidentiality when using banking services, which are published on the BNI website for the implementation of consumer protection provisions;
9. Other information aimed at supporting information disclosure, financial education and services to the community.

Transparency Of Customer Complaints Procedures And Customer Dispute Settlement

EASE OF SERVICE ACCESS

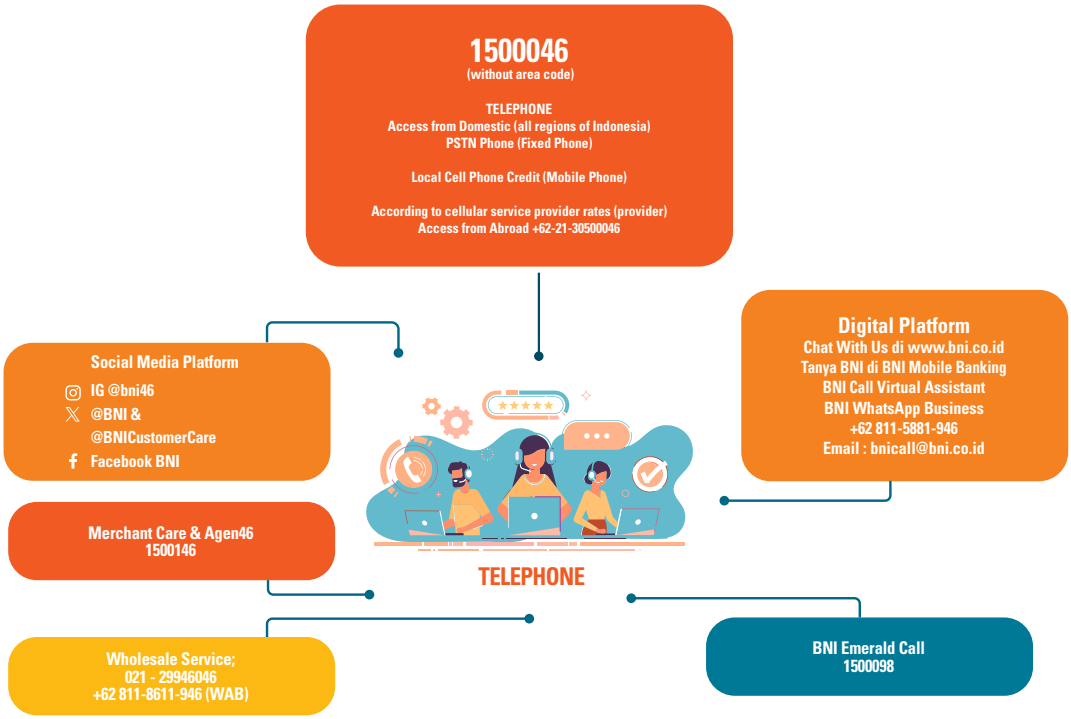
CUSTOMER EXPERIENCE CENTER AS BNI TOUCH POINTI

In line with one of BNI's missions, namely providing excellent service and digital solutions to all customers as the main choice of business partner, the Customer Experience Center, as one of BNI's touch points, continues to strive to provide the best service for BNI customers.

The availability of call services 24/7 via BNI Call 1500046 (domestic) or +62-21-30500046 (overseas) makes it easy for customers to interact with BNI anytime and anywhere. With a focus on services that are easier, faster and more economical for customers, the Customer Experience Center is shifting call services to digital services by providing official BNI social media services on Facebook, Instagram, and X (Twitter), as well as services, Live Chat services on the BNI website, Ask BNI on BNI Mobile Banking, WhatsApp Business and the BNI Call Virtual Assistant application which can be downloaded via Playstore and Appstore. Apart from that, customers can send complaints to BNI via email bnicall@bni.co.id.

The Customer Experience Center is determined to consistently improve the quality of service to BNI customers. This effort is reflected in standardizing the quality of service processes by obtaining ISO 9001:2015 since 2016 and continuing to renew certification (resertification) every 3 years.

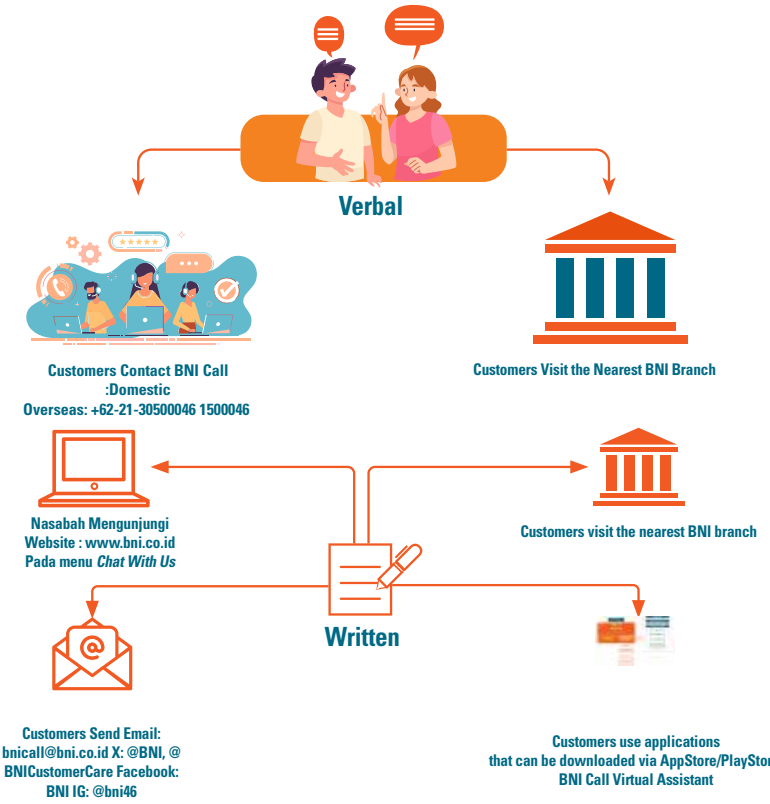
Always supporting BNI Go Global, the Customer Experience Center also has Trade & Remittance and Wholesale Services which provide support for the BNI Xpora program and BNI Direct customers. With this service, both domestic and foreign customers (individuals and corporations) will be assisted in carrying out import-export transactions. BNI also has BNI Emerald Call Service 1500098 to serve BNI priority customers and Merchant Care Service 1500146 to serve BNI and Agen46 merchant customers. To provide convenience and comfort for customers in obtaining information and submitting requests and complaints, all of the above services can be accessed 24 hours a day.



BNI CUSTOMER SERVICE AND COMPLAINT RESOLUTION PROCEDURES

As one of BNI's front line in providing services to customers, CXC is committed to providing the best service, including resolving every customer complaint for banking, credit card, merchant, trade & remittance and wholesale services. BNI customers are given easy access to complaint services with various media options, both verbal and written.

Instagram, and X (Twitter), as well as services, Live Chat

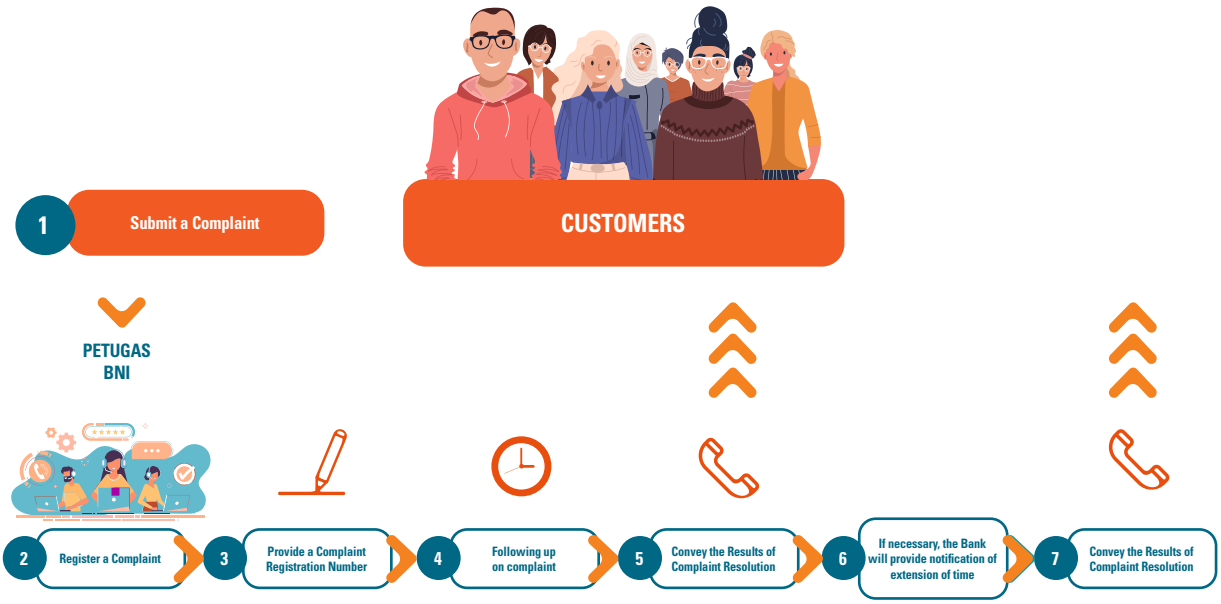


BNI provides solutions for resolving customer complaints submitted verbally within a maximum of 5 (five) working days, while resolving written complaints takes a maximum of 20 (twenty) working days. If supporting documents are required for a customer complaint submitted verbally, BNI will ask the customer to submit the complaint in writing. In this regard, customers can complete documents regarding complaints submitted within 20 (twenty) working days and can be extended within 20 (twenty) working days.

Under certain conditions, the resolution of written complaints can be extended within the next 20 (twenty) working days in accordance with POJK No. 1/POJK.07/2013 which has been updated through POJK No. 6/POJK.07/2022 concerning Consumer and Public 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 time for resolving complaints is notified in writing to customers via telephone, e-mail, letter or WhatsApp.

Starting December 22, 2023, BNI implemented the written complaint resolution for a maximum of 10 (ten) working days and can be extended within a period of 10 (ten) working days in accordance with POJK No. 22 of 2023. This regulation also states that customers can complete documents regarding complaints submitted within 10 (ten) working days and can be extended within 10 (ten) working days.

Complaint Submission and Resolution Flow



If the customer feels that the resolution solution provided by BNI does not meet expectations, then the customer can continue the complaint resolution process through an Alternative Dispute Resolution Institution in accordance with POJK Number 6/POJK.07/2022 concerning Consumer and Community Protection in the Financial Services Sector, it is regulated that in terms of complaint services If an agreement is not reached by the PUJK, the consumer can resolve the dispute outside of court or through court. Dispute resolution in the financial services sector outside of court is carried out through the Alternative Financial Services Sector Dispute Resolution Institution (LAPS SJK).

Bad Corporate Governance Practices

The Company understands that bad corporate governance practices can disrupt the implementation of Good Corporate Governance (GCG). Therefore, throughout 2023, BNI is determined not to carry out actions and policies related to the practices shown in the following table:

Information	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 an effort to ensure transparency in the implementation of Integrated Governance in the BNI Financial Conglomerate, as well as as a follow-up to the provisions contained in Financial Services Authority Regulation No. 18/POJK.03/2014 dated November 18, 2014 concerning the Implementation of Integrated Governance for Financial Conglomerates and Financial Services Authority 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 for the BNI Financial Conglomerate in 2023 consists of:

1. Self-Assessment Report on the Implementation of Integrated Governance during 2023;
2. BNI Financial Conglomerate Structure;
3. Share ownership structure in the BNI Financial Conglomerate until December 2023;
4. BNI Financial Conglomerate Management Structure;
5. Basic Principles of Integrated Governance of the BNI Financial Conglomerate;
6. Intra-Group Transaction Policy in the BNI Financial Conglomerate.

The following is the implementation of BNI's Good Corporate Governance as the Main Entity in the BNI Financial Conglomerate.

SELF-ASSESSMENT REPORT ON IMPLEMENTATION OF INTEGRATED GOVERNANCE DURING 2023

Financial Services Authority Regulation No.18/POJK.03/2014 dated November 18, 2014 concerning the Implementation of Integrated Governance for Financial Conglomerates and Financial Services Authority Circular Letter No. 15/SEOJK.03/2015 dated May 25, 2015 concerning the Implementation of Integrated Governance for Financial Conglomerates, among other things, requires Financial Conglomerates to prepare Integrated Governance Self Assessment reports periodically (June and December) to the Financial Services Authority and submitted no later than the 15th of the second month after the end of the reporting month in question (August 15 and February 15).

Self Assessment of the implementation of Integrated Governance principles in the BNI Financial Conglomerate is carried out on 3 (three) aspects of Governance, namely Structure, Process and Results (Outcome) Self Assessment, at least must be realized and focused on 7 (seven) factors for assessing the implementation of Governance Integrated Management consisting of:

Assessment Factors

No.	Assessment Factors
1.	Implementation of Duties and Responsibilities of Main Entity Board of Directors
2.	Implementation of Duties and Responsibilities of Main Entity Board of Commissioners
3.	Duties and Responsibilities of the Integrated Governance Committee
4.	Duties and Responsibilities of Integrated Compliance Work Unit
5.	Duties and Responsibilities of Integrated Internal Audit Work Unit
6.	Implementation of Integrated Risk Management
7.	Preparation and Implementation of Integrated Governance Guidelines

In 2023 period, BNI has prepared its own assessment regarding the implementation of Integrated Governance of the BNI Financial Conglomerate as follows:

Results of Self-Assessment of Integrated Governance Implementation

June 2023	December 2023	Rating Definition
2	2	The Financial Conglomerate is considered to have implemented Integrated Governance which is generally good. This is reflected in adequate fulfillment of the implementation of Integrated Governance principles. If there are weaknesses in the implementation of Integrated Governance, in general they can be resolved using normal actions by the Main Entity and/or Financial Services Institution.

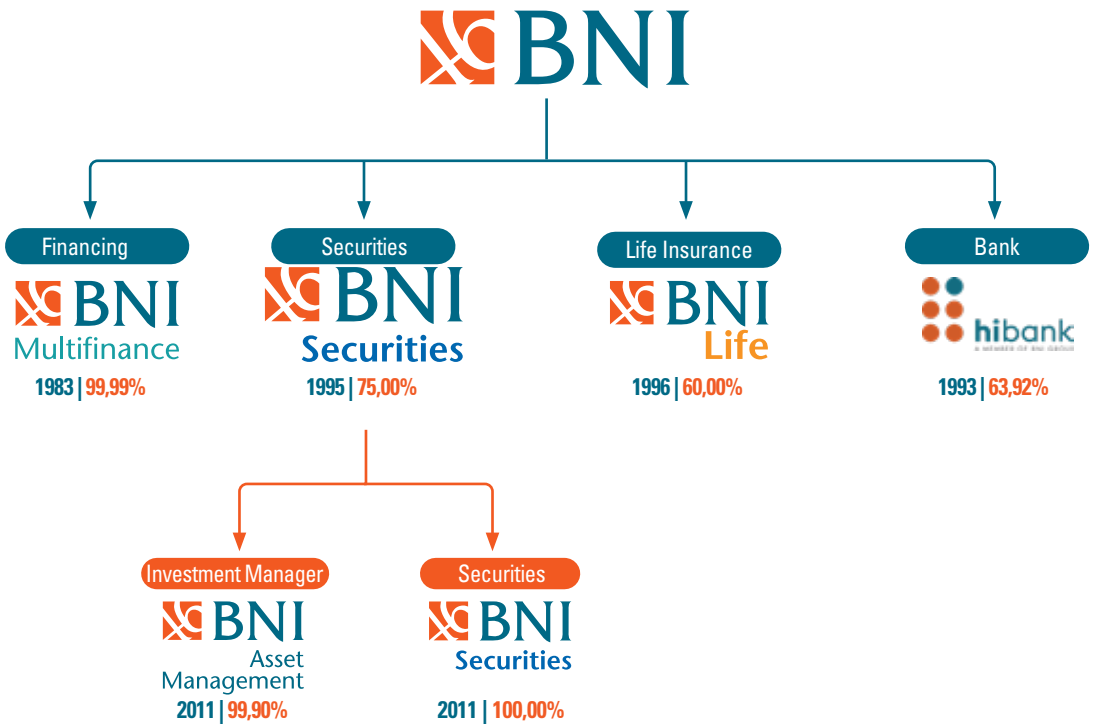
Based on the results of the Self Assessment of 7 (seven) Integrated Governance Implementation Assessment factors for 2023, we can conclude as follows:

1. Board of Directors of Main Entity
   a. All BNI Board of Directors have met the qualifications stipulated by applicable legislation. The number of Directors is 12 (twelve) people and all of them have fulfilled the requirements for integrity, competence and financial reputation as required by the Financial Services Authority (FSA);
   b. All members of the Board of Directors have adequate and relevant competencies for their position to carry out their duties and responsibilities and are able to implement their competencies in carrying out their duties and responsibilities;
   c. In the Integrated Governance process, the duties and responsibilities of the BNI Board of Directors related to the Integrated Governance process have been carried out and followed up in accordance with the direction of the BNI Board of Commissioners;
   d. The BNI Board of Directors has followed up on input from the BNI Board of Commissioners regarding the evaluation of the Integrated Governance Guidelines, as well as ensuring that audit findings from both internal and external sources have been followed up properly.
2. Board of Commissioners of Main Entity
   a. In the Integrated Governance structure, the entire BNI Board of Commissioners has met the qualifications stipulated by applicable legislation. The Board of Commissioners consists of 11 (eleven) people, 7 (seven) of whom are Independent Commissioners. 9 (Nine) Commissioners have obtained fit and proper test approval from the Financial Services Authority (FSA) and 2 (two) Commissioners are awaiting FSA approval.
   b. In the Integrated Governance process, the BNI Board of Commissioners has carried out its duties and responsibilities, including: holding regular meetings; supervising the implementation of the duties and responsibilities of the Main Entity Board of Directors as well as supervising the implementation of TKT; and provide input and direction as well as evaluation of audit findings, both internal and external, for follow-up by the Board of Directors; as well as providing input to the BNI Board of Directors in order to improve the Integrated Governance Guidelines;
   c. Minutes of Main Entity Board of Commissioners Meetings as well as recommendations from the supervision of the Main Entity Board of Commissioners related to the implementation of the duties and responsibilities of the BNI Board of Directors have been well documented.
3. Integrated Governance Committee
   a. The Integrated Governance Committee has been formed in accordance with applicable regulations;
   b. The TKT Committee has evaluated the implementation of TKT, at least through assessing the adequacy of internal control, implementation of integrated risk management and compliance functions;
   c. During 2023, the TKT Committee has held 9 (nine) TKT Committee Meetings to provide input regarding the implementation of Governance in the BNI Financial Conglomerate.
4. Integrated Compliance Work Unit
   a. The Compliance Division as an Integrated Compliance Work Unit (SKKT) is independent in accordance with applicable regulations;
   b. SKKT has carried out monitoring and evaluation through LJK Compliance Reports, meetings between SKKT and each Subsidiary which is an LJK in the BNI Financial Conglomerate which are held quarterly through one on one meetings and monitoring LJK business conduct every month.
   c. SKKT has submitted the results of monitoring, evaluation and suggestions for improving the implementation of the compliance function in each LJK periodically, namely quarterly, to the Director in charge of the Compliance function and semi-annually to the President Director and the Board of Commissioners.
5. Integrated Internal Audit Work Unit
   a. The Internal Audit Unit as the Integrated Internal Audit Work Unit (SKAIT) is independent in accordance with applicable regulations;
   b. SKAIT monitors the implementation of internal audits including:
      i) Implementation of integrated audits for each LJK with audit mechanisms carried out individually, joint audits and SKAI LJK submitting implementation reports and the main points of audit results to SAI have been carried out by SKAI LJK.
      ii) Evaluation of the implementation of the internal audit function in each LJK.
      iii) Coordination with the LJK Internal Audit Work Unit (SKAI) LJK on a quarterly basis, with material discussing the Audit Work Plan, Principal Audit Results, and Follow-up to the Internal and External Audit Results of each LJK.
   c. SKAIT acts objectively in carrying out its duties and responsibilities, and submits reports on the implementation of its duties and responsibilities to the President Director and Board of Commissioners of the Main Entity with a copy to the Director in charge of the Compliance Function of the Main Entity.
6. Implementation of Integrated Risk Management
   a. Enterprise Risk Management Division as an independent Integrated Risk Management Work Unit (SKMRT) in accordance with applicable regulations;
   b. SKMRT has established and updated policies and determined risk limits that apply to all LJKs;
   c. The implementation of Integrated Risk Management has accommodated 4 (four) pillars of Risk Management implementation in accordance with Financial Services Authority Regulations.

7. Integrated Governance Guidelines
   a. The BNI Financial Conglomerate Integrated Governance Guidelines have been prepared, reviewed and implemented in accordance with Financial Services Authority Regulation No. 18/POJK/POJK.03/2014 as regulated in the respective letters of the Board of Directors and The respective Board of Commissioners No. DIR/1106 dated 15 December 2023 and No. DK/193 dated December 28, 2023;
   b. The Integrated Governance Guidelines for the BNI Financial Conglomerate 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 Directors' Letter No. DIR/401 dated 02 June 2022 BNI Financial Conglomerate has reported changes to the structure of the BNI Financial Conglomerate to be as follows:



The BNI Financial Conglomerate has fulfilled the administrative requirements and has been recorded in the supervisory administration of the Financial Services Authority based on FSA Letter No. S-88/PB.31/2022 dated June 9 2022 with the joining of PT Bank Hibank Indonesia (hibank) to become a member of the BNI Financial Conglomerate, becoming a member of the BNI Financial Conglomerate, apart from that the BNI Financial Conglomerate also has an Integrated Governance Committee (TKT) as following

Position	Name
Chairman	Pradjoto (BNI)*
Member	Askolani (BNI) Susyanto (BNI) Robertus Bilitea (BNI) Parikesit Suprapto (BNI Life) Siti Haniatunnisa (BNI Life/Dewan Pengawas Syariah/Sharia Supervisory Board) Riswinandi (BNI Sekuritas) Eko Priyo Pratomo (BNI Asset Management) Rufina Tinawati Marianto (hibank) Nurani Raswindriati (Independent Party)

Description:
*) Waiting for the results of the fit and proper test from FSA

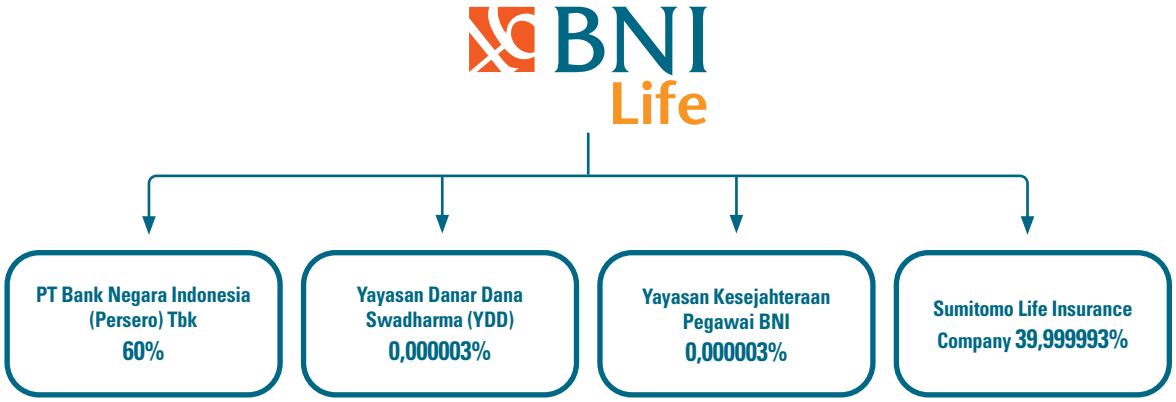
SHARE OWNERSHIP STRUCTURE IN THE BNI FINANCIAL CONGLOMERATE

PT Bank Negara Indonesia (Persero) Tbk as the Main Entity of the BNI Financial Conglomerate.



Share Ownership Structure of Financial Services Institutions within the BNI Financial Conglomerate, namely:

PT BNI Life Insurance



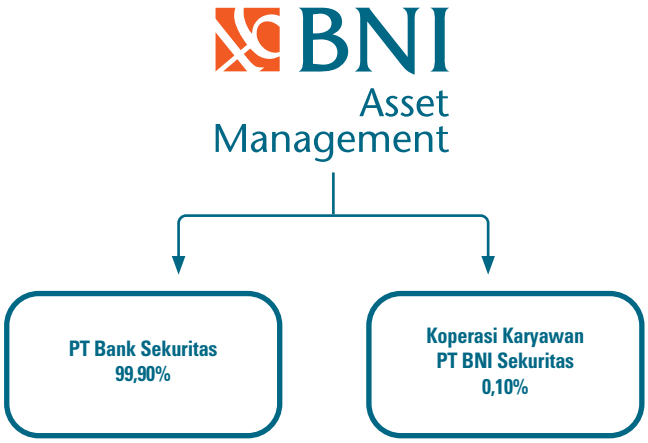
PT BNI Multifinance



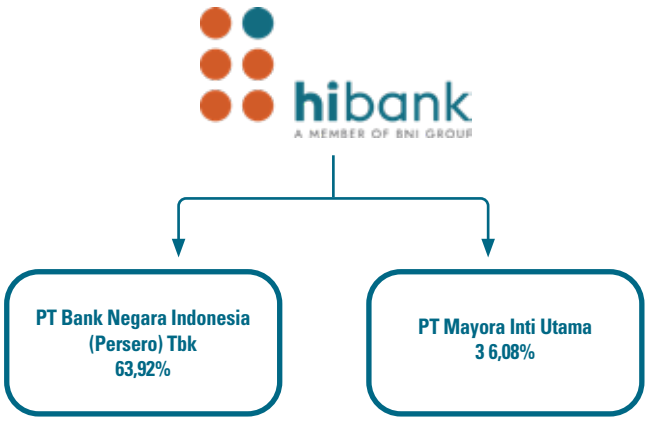
PT BNI Sekuritas



PT BNI Asset Management



PT Bank Hibank Indonesia



BNI Securities Pte, Ltd



BNI FINANCIAL CONGLOMERATE MANAGEMENT STRUCTURE

BOARD OF COMMISSIONERS' STRUCTURE

Name	Position
Agus Dermawan Wintarto Martowardojo*)	President Commissioner / Independent Commissioner
Pradjoto**)	President Commissioner / Independent Commissioner
Pahala Nugraha Mansury***)	Vice President Commissioner / Independent Commissioner
Sigit Widyawan	Independent Commissioner
Askolani	Commissioner
Asmawi Syam	Independent Commissioner
Susyanto	Commissioner
Iman Sugema	Independent Commissioner
Septian Hario Seto	Independent Commissioner
Erwin Rijanto Slamet	Independent Commissioner
Fadlansyah Lubis	Commissioner
Robertus Billitea	Commissioner

*) Ceased serving as President Commissioner/Independent Commissioner of BNI as of September 19 2023
**) Transfer of assignment from Vice President Commissioner/Independent Commissioner to President Commissioner/Independent Commissioner as of September 19 2023 and was currently still awaiting FSA approval for the fit and proper test
***) Served as Vice President Commissioner since September 19 2023 and currently still awaiting FSA approval for the fit and proper test

BOARD OF DIRECTORS' STRUCTURE

Name	Position
Royke Tumilaar	President Director
Adi Sulistyowati	Vice President Director
Novita Widya Anggraini	Finance Director
Corina Leyla Karnalies	Digital and Integrated Transaction Banking Director
Sis Apik Wijayanto	Enterprise & Commercial Banking Director
David Pirzada	Risk Management Director
Silvano Winston Rumantir	Wholesale and International Banking Director
Ronny Venir	Network & Services Director
Muhammad Iqbal	Institutional Banking Director
Putratama Wahju Setyawan	Retail Banking Director
Mucharom	Human Capital & Compliance Director
Toto Prasetio	Technology & Operations Director

PT BNI LIFE INSURANCE

BOARD OF COMMISSIONERS' STRUCTURE

Name	Position
Parikesit Suprapto	President Commissioner/Independent Commissioner
Alwi Abdurrahman Shihab	Independent Commissioner
Henry Cratein Suryanaga	Independent Commissioner
Muneo Sasagawa	Commissioner
Sri Indira	Commissioner

BOARD OF DIRECTORS STRUCTURE

Name	Position
Shadiq Akasya*	President Director
Eben Eser Nainggolan	Acting President Director/Director
Neny Asriany	Director
Masaaki Fuse	Director
Motohari Nijima	Director

*) Ceased serving as President Director of PT BNI Life Insurance as of June 5, 2023

SHARIA SUPERVISORY BOARD' STRUCTURE

Name	Position
Agus Haryadi	Chairman
Utang Ranuwijaya	Member
Siti Haniatunnisa	Member

PT BNI MULTIFINANCE

BOARD OF COMMISSIONERS' STRUCTURE

Name	Position
Suhartono	President Commissioner/Independent Commissioner
Agung Turanto Sutarno	Commissioner
Hari Satriyono	Commissioner

BOARD OF DIRECTORS' STRUCTURE

Name	Position
Yenanto Siem	President Director
Albertus Henditrianto	Director
Legendariah	Director

PT BNI SEKURITAS

BOARD OF COMMISSIONERS' STRUCTURE

Name	Jabatan
Riswinandi	President Commissioner/Independent Commissioner
Yoshihiro Ishiwata	Commissioner
I Made Sukajaya	Commissioner

BOARD OF DIRECTORS' STRUCTURE

Nama	Jabatan
Agung Prabowo	President Director
Nieko Kusuma	Director
Vera Ongyono	Director

Nama	Jabatan
Yoga Mulia	Director
Teddy Wishadi*)	Director

*) Still waiting for the Fit & Proper Test by FSA

PT BNI ASSET MANAGEMENT

BOARD OF COMMISSIONERS' STRUCTURE

Name	Position
Eko Priyo Pratomo	President Commissioner/Independent Commissioner
Efrizal	Commissioner

BOARD OF DIRECTORS' STRUCTURE

Name	Position
Putut Endro Andanawarih*)	President Director
Putut Endro Andanawarih*)	Director
Donny Susantio Adjie	Director (Acting President Director)
Ade Yusriansyah	Director

*Ceased serving as President Director and was reappointed as Director of the Company as of July 3 2023.

PT BANK HIBANK INDONESIA

BOARD OF COMMISSIONERS' STRUCTURE

Name	Position
Hussein Paolo Kartadjoemena	President 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
Prihadiyanto	Director
Andi M. Andries	Director

BNI SECURITIES PTE. LTD

Name	Position
Chew Wen Yu, Edwin	Executive Director
Ujuan Marihot H.P	Non Executive Director

BASIC PRINCIPLES OF INTEGRATED GOVERNANCE OF THE BNI FINANCIAL CONGLOMERATE

In order to support the business and operations of the BNI Financial Conglomerate, basic principles of Integrated Governance are needed which refer to the GCG Roadmap published by the Financial Services Authority and the ASEAN Corporate Governance Scorecard which is a reference for the implementation of GCG.

In accordance with this, the basic principles of Integrated Governance of the BNI Financial Conglomerate are as follows:

1. Implementation of Integrated Governance of the BNI Financial Conglomerate aims to create superior performance and add economic value for shareholders and other stakeholders, as well as ensuring that the operations of the BNI Financial Conglomerate comply with applicable laws and regulations, business ethics and Governance principles. Manage a Good Company;
2. Referring to the applicable statutory provisions, Financial Services Institutions (LJK) members of the Financial Conglomerate (KK) are separate legal entities from BNI and therefore have their own duties and responsibilities in managing the company;

3. KK Member of LJK is a legal entity in accordance with applicable statutory provisions, where in its management BNI is the Controlling Shareholder in the BNI financial Conglomerate;
4. Integrated Governance principles apply to KK Member LJKs as long as they are not regulated differently according to applicable laws and regulations. Articles of Association of KK Member LJKs that are not yet in compliance must be adjusted while taking into account the provisions that apply to KK Member LJKs.

INTRA-GROUP TRANSACTION POLICY IN THE BNI FINANCIAL CONGLOMERATE UNDERSTANDING INTRA-GROUP TRANSACTION RISK

UNDERSTANDING INTRA-GROUP TRANSACTION RISK

Ownership and/or control relationships in various financial services sectors will affect the business continuity of Financial Services Institutions (LJK) due to risk exposures that arise either directly or indirectly from the business activities of entities that are members of a Financial Conglomerate. Therefore, the Financial Services Authority (FSA) 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 of Financial Conglomerates to manage intra-group transaction risks.

Intra-group transaction risk is the risk that arises as a result of an entity's dependence, either directly or indirectly, on other entities within a Financial Conglomerate in order to fulfill written and unwritten agreement obligations which are followed by the transfer of funds and/or are not followed by the transfer of funds.

PURPOSE OF INTRA-GROUP TRANSACTION RISK MANAGEMENT

The implementation of intra-group transaction risk management in the BNI Financial Conglomerate aims to:

1. Regulate and supervise the risks of intra-group transactions of the Financial Conglomerate based on the principle of prudence;

2. Ensure that the integrated risk management process can minimize the possibility of negative impacts resulting from the dependence of an LJK either directly or indirectly on other LJKs within a Financial Conglomerate, as well as negative impacts on the business conditions of the BNI Financial Conglomerate as a whole.

INTRA-GROUP TRANSACTION RISK MANAGEMENT PRINCIPLES

There are several things that need to be done by BNI as the main entity in implementing intra-group transaction Risk Management in the BNI Financial Conglomerate, including:

1. Have an adequate intra-group transaction risk management process for the Financial Conglomerate as a whole;
2. Monitor intra-group transactions within the Financial Conglomerate and prepare regular reports;
3. Encourage public disclosure regarding intra-group transactions;
4. Consider the impact of intra-group transactions on the performance of LJK members of the Financial Conglomerate directly and on the BNI Financial Conglomerate as a whole.

TYPES OF TRANSACTIONS THAT MIGHT POSE INTRA-GROUP TRANSACTION RISKS

Types of transactions that might pose risk to intra-group transaction in the BNI Financial Conglomerate include the following, but are not limited to:

1. Cross ownership between LJKs in Financial Conglomerates;
2. Centralization of short-term liquidity management in Financial Conglomerates;
3. Guarantees, loans and commitments given or obtained by an LJK from other LJKs in the Financial Conglomerate;
4. Exposure to controlling shareholders, including loan and off-balance sheet exposure such as guarantees and commitments;
5. Purchase or sale of assets from one LJK to another LJK in a Financial Conglomerate;
6. Risk transfer through reinsurance; And
7. Transactions to divert third party risk exposure between FSIs in the Financial Conglomerate.

ADEQUACY OF RISK IDENTIFICATION, MEASUREMENT, MONITORING AND CONTROL PROCESSES AND INTRA-GROUP TRANSACTION RISK MANAGEMENT INFORMATION SYSTEMS

Implementing intra-group transaction risk management, BNI as the Main Entity carries out the process of identifying, measuring, monitoring and controlling risks for all material risk factors in an integrated manner, and supported by an adequate intra-group transaction risk management information system.

1. Identify Intra-Group Transaction Risks
   Identification of intra-group transaction risks is carried out by analyzing the types of products and/or transactions between LJKs in the BNI Financial Conglomerate which could give rise to intra-group transaction risks in the BNI Financial Conglomerate.

2. Measurement of Intra-Group Transaction Risk
   The aim of measuring intra-group transaction risk is to obtain a ranking of the level of risk of the Financial Conglomerate's intra-group transactions. Things that need to be done by BNI as the main entity in measuring intra-group transaction risk is to develop a methodology for

measuring intra-group transaction risk and evaluate the suitability of assumptions, data sources and procedures used to measure intra-group transaction risk.

3. Intra-Group Transaction Risk Monitoring
   Intra-group transaction risk monitoring is carried out by evaluating the exposure to Intra-group Transaction Risk which is material or which has an impact on the capital condition of the Financial Conglomerate; as well as improving the reporting process and coverage, among other things, if there are material changes in business activities, products, transactions and risk factors.

   To assess material intra-group financial relationships between LJKs in the BNI Financial Conglomerate, it is measured based on the value of BNI's financial transactions with LJK members of the BNI Financial Conglomerate, as well as between fellow LJKs in the BNI Financial Conglomerate.

4. Intra-Group Transaction Risk Control
   order to implement risk control, BNI as the Main Entity ensures that the BNI Financial Conglomerate has control methods for intra-group transaction risks that could endanger the continuity of the Financial Conglomerate's business.

   Intra-group transaction risk control in the BNI Financial Conglomerate is carried out by paying attention to:
   a. Composition of inherent risk parameters of intra-group transactions in the integrated risk profile assessment;
   b. Fulfillment of the arm's length principle (transaction fairness) regarding intra-group transactions;
   c. Availability and completeness of intra-group transaction documentation; And
   d. Fulfillment of applicable legal/regulatory provisions for each intra-group transaction.

5. The intra-group transaction risk management information system includes:
   a. Intra-group transaction risk profile report which is part of the integrated risk profile report;
   b. Intra-group transaction report, containing:
      i) Recapitulation of transactions with related parties;
      ii) Important agreements with related parties.

BNI as the Main Entity prepares and submits intra-group transaction risk profile reports as part of the integrated risk profile report and intra-group transaction reports to the Financial Services Authority on a semi-annual basis for June and December reporting positions.

As of December 31, 2023, all intra-group transactions have been carried out fairly (meeting the arm's length principle).

Corporate Governance Aspects And Principles Implementation In Accordance With Financial Services Authority Regulations

BNI always strives to implement the principles of Good Corporate Governance in every aspect of its business by referring to applicable laws and regulations as regulated in POJK No. 21/POJK.04/2015 concerning Implementation of Public Company Governance Guidelines and SEOJK No. 32/SEOJK.04/2015 concerning Public Company Governance Guidelines, there are 5 (five) aspects, 8 (eight) principles and 25 (twenty five) recommendations for implementing aspects and principles of good corporate governance. Recommendations for implementing aspects and principles of good corporate governance in the Governance Guidelines are standards for implementing aspects and principles of good corporate governance that must be implemented by the Bank to implement governance principles. BNI implements these aspects, principles and recommendations based on the "comply or explain" approach in 2023 as follows:

No.	Principle	Recommendation	Statement of Financial Services Authority Recommendations	Explanation of Implementation at BNI
I	Aspect 1: Public Company Relationship with Shareholders in Ensuring Shareholder Rights			
	Principle 1 Increasing the Value of Holding GMS	Public Company have technical methods or procedures for collecting votes (voting) both openly and privately that prioritize independence, and shareholder interests.	Each share with voting rights issued has one voting right (one share one vote). Shareholders can use their voting rights when making decisions, especially when making decisions by collecting votes. However, the decision-making mechanism by means of voting, both openly and privately, has not been regulated in detail. Public Company are recommended to have voting procedures in making decisions on a GMS agenda. The voting procedures must maintain the independence or freedom of Shareholders. For example, voting is done openly by raising hands in accordance with the choice instructions offered by the chairman of the GMS. Meanwhile, closed voting is carried out on decisions that require confidentiality or at the request of Shareholders, by using voting cards or by using electronic voting.	Voting procedures in making decisions on a Company's GMS agenda are carried out by voting both openly and closed in accordance with the 2022 Annual GMS and 2023 Extraordinary GMS rules, namely by the Shareholders or their Proxies raising their hands and handing over their voting cards to the officers. and for shareholders or their proxies who do not raise their hands, they are deemed to have agreed to the proposal submitted in connection with the Meeting Agenda being discussed. Apart from that, voting was also carried out using electronic voting provided by eASY.KSEI. Procedures and procedures for calculating the quorum, questions and answers and meeting decision-making mechanisms have been outlined in the GMS Rules and Regulations which refer to Financial Services Authority Regulation No. 15/POJK.04/2020 concerning Planning and Organizing General Meetings of Shareholders of Public Company as well as Financial Services Authority Regulation no. 16/POJK.04/2020 concerning Implementation of Electronic General Meetings of Shareholders of Public Company. Description: Comply

No.	Principle	Recommendation	Statement of Financial Services Authority Recommendations	Explanation of Implementation at BNI
		All members of the Board of Directors and members of the Board of Commissioners of Public Company are present at the Annual GMS.	The presence of all members of the Board of Directors and members of the Board of Commissioners of Public Company aims to ensure that each member of the Board of Directors and members of the Board of Commissioners can pay attention to, explain and answer directly problems that occur or questions raised by Shareholders regarding the agenda at the GMS.	The Company has submitted a Publication of the Summary of Minutes of the 2022 BNI Annual GMS to the FSA via Letter Number CSE/7/1681 dated March 16 2023. In accordance with the publication of the Summary of Minutes of the 2022 Annual GMS, all members of the Board of Commissioners and Directors were present at the 2022 Annual GMS and were able to interact well in responding to and answering questions from shareholders. Description: Comply
		A summary of the GMS minutes is available on the Public Company Website for at least 1 (one) year.	Public Company are required to prepare a summary of the minutes of the GMS in Indonesian and a foreign language (at least in English), and announce it 2 (two) working days after the GMS is held to the public, one of which is via the Public Company Website. The availability of a summary of the GMS minutes on the Public Company Website provides an opportunity for Shareholders who are not present to obtain important information in holding the GMS easily and quickly. Therefore, the provisions regarding the minimum period for the availability of a summary of the GMS minutes on the Website are intended to provide sufficient time for Shareholders to obtain this information.	The Company has submitted a Publication of the Summary of Minutes of the 2022 BNI Annual GMS to the FSA via Letter Number CSE/7/1681 dated March 16 2023. In addition, the Company has submitted a Publication of the Summary of Minutes of the 2023 BNI Extraordinary GMS to FSA via Letter Number CSE/7/6030 dated 20 September 2023. Publication of the Summary of Minutes of the 2022 Annual GMS and 2023 Extraordinary GMS is also delivered through: • Indonesian Central Securities Depository ("KSEI") website (www.ksei.co.id); • Indonesian Stock Exchange website (www.idx.co.id); • The Company's website is www.bni.co.id. Description: Comply
	Principle 2 Improving the Quality of Public Company Communication with Shareholders or Investors.	Public Company have a communication policy with shareholders or investors	The existence of communication between Public Company and Shareholders or investors is intended to ensure that Shareholders or investors gain a clearer understanding of information that has been published to the public, such as periodic reports, information disclosure, business conditions or prospects and performance, as well as the Implementation of Public Company Governance. Apart from that, 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 Public Company's commitment to implementing communication with Shareholders or investors. This policy may include strategies, programs and timing for implementing communications, as well as guidelines that support Shareholders or investors in participating in such communications.	The communication policy with Shareholders or investors is contained in the Investor Relations company guideline 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 exposes and roadshows. The Company has held analyst meetings, annual reports and public exposes and has published them on the PT Bursa Efek Indonesia website, the Company's website. This policy includes strategies, programs and timing for implementing 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 the Company as a Public Company is committed to implementing communication with Shareholders or investors. Description: Comply

No.	Principle	Recommendation	Statement of Financial Services Authority Recommendations	Explanation of Implementation at BNI
		The Public Company discloses the Public Company's communication policy with shareholders or investors on the Website	Disclosure of communication policies is a form of transparency regarding the Public Company's commitment to providing equality to all Shareholders or investors regarding the implementation of communications. Disclosure of this information also aims to increase the participation and role of Shareholders or investors in implementing Public Company communication programs	Disclosure of communication policies and communication agendas with Shareholders or investors have been uploaded to the Investor Relations website. Description: Comply
II	Aspect 2: Functions and Roles of the Board of Commissioners			
	Principle 3 Strengthening the Membership and Composition of the Board of Commissioners	Determining 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 influence the effectiveness of the implementation of the duties of the Board of Commissioners. Determining the number of members of a Public Company's Board of Commissioners must refer to the provisions of applicable laws and regulations, which is at least consisting of 2 (two) people based on the provisions of the Financial Services Authority regulations regarding the Board of Directors and Board of Commissioners of Issuers or Public Company. Apart from that, it is also necessary to consider the conditions of Public Company, which include, among other things, characteristics, capacity and size, as well as achieving goals and meeting different business needs among Public Company. However, the number of members of the Board of Commissioners that is too large has the potential to disrupt the effectiveness of the implementation of the Board of Commissioners' functions.	The number of members of the Board of Commissioners at BNI as of December 31 2023 is 11 (eleven) people taking into account the diversity of composition, this number is deemed sufficient and in accordance with BNI's conditions and adjusted to the provisions of Financial Services Authority Regulation No. 33/ POJK.04/2014. Description: Comply
		Determining the composition of members of the Board of Commissioners takes into account the diversity of skills, 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 individual members of the Board of Commissioners, in accordance with the needs of the Public Company.These characteristics can be reflected in determining the skills, knowledge and experience required in carrying out supervisory duties and providing advice by the Board of Commissioners of a Public Company. A composition that takes into account the needs of Public Company is a positive thing, especially regarding decision making in the context of implementing the supervisory function which is carried out by considering various broader aspects.	The current composition of the Board of Commissioners meets the elements of diversity, namely a combination of independence, expertise/education, work experience, age, taking into account the needs and complexity of BNI. This has been explained in the Sub-Chapter on Diversity in the Composition of the Board of Commissioners in this Governance Report. Description: Comply
	Principle 4 Improving the Quality of Implementation of Duties and Responsibilities of 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 the collegial performance assessment of the Board of Commissioners. Self Assessment or self-assessment is carried out by each member to assess the implementation of the performance of the Board of Commissioners in a collegial manner, and not to assess the individual performance of each member of the Board of Commissioners. With this Self Assessment, it is hoped 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 the assessment activities carried out along with their aims and objectives, the timing of their implementation on a regular basis, and the benchmarks or assessment criteria used in accordance with the recommendations provided by the nomination and remuneration function of the Public Company, where the existence of this function is required in the Regulations. Financial Services Authority regarding the Nomination and Remuneration Committee of Issuers or Public Company.	The Self Assessment policy is to assess the performance of the Board of Commissioners based on the achievement of the realization of the Board of Commissioners' work program in accordance with the Board of Commissioners' Work Plan and Budget (RKA) and through a GCG Self Assessment which includes indicators of the duties and responsibilities of the Board of Commissioners. The Self Assessment policy to assess the performance of the Board of Commissioners based on the achievement of the realization of the Board of Commissioners' work program in accordance with the Board of Commissioners' Work Plan and Budget (RKA) is described through advisory indicators on performance, strengthening executive functions and monitoring compliance. Meanwhile, the assessments contained in the GCG Self Assessment are divided into 3 (three) benchmarks, namely Governance Process and Governance Outcome. Governance structure consists of 14 (fourteen) indicators, governance process consists of 17 (seventeen) indicators while governance outcomes consist of 6 (six) indicators. Description: Comply

No.	Principle	Recommendation	Statement of Financial Services Authority Recommendations	Explanation of Implementation at BNI
		The self-assessment policy for assessing the performance of the Board of Commissioners is disclosed in the Public Company's Annual Report.	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 their duties, but also, to provide confidence, especially to Shareholders or investors regarding the efforts that need to be made to improve the performance of the Board of Commissioners. With this disclosure, Shareholders or investors know the check and balance mechanism for the performance of the Board of Commissioners.	Disclosure of the Self Assessment policy on the performance of the Board of Commissioners. The self-assessment policy contained in the RKA is conveyed through the Public Company's Annual Report, while the results of the GCG Self Assessment on the duties and responsibilities of the Board of Commissioners are submitted to the regulator. Description: Comply
		The Board of Commissioners has a policy regarding the resignation of members of the Board of Commissioners if they are involved in financial crimes.	The policy of resigning members of the Board of Commissioners who are involved in financial crimes is a policy that can increase stakeholders' trust in Public Company, so that the company's integrity will be maintained. This policy is needed to help the legal process run smoothly and so that the legal process does not interfere with the running of business activities. Apart from that, from a morality perspective, this policy builds an ethical culture within the Public Company environment. These policies 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 existence of a convicted member of the Board of Commissioners from the competent authority. Financial crimes include manipulation and various forms of embezzlement in financial services activities as well as criminal acts of money laundering as intended in Law no. 8 of 2010 concerning Prevention and Eradication of Money Laundering.	The resignation policy of the Board of Commissioners is contained in the Articles of Association, namely Article 14 paragraph 16 c and f which states that the dismissal of members of the Board of Commissioners, among other things, if they are involved in actions that are detrimental to the Company and/or the State, Article 14 paragraph 18 which states that the decision to dismiss is for this reason taken after the person concerned is given the opportunity to defend themselves at 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 they no longer fulfill the requirements as a member of the Board of Commissioners based on these Articles of Association and statutory regulations. Description: Comply
		The Board of Commissioners or the Committee that carry 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 Nomination and Remuneration Committees for Issuers or Public Company, the committee carrying out the nomination function has the task of formulating the policies and criteria required in the nomination process for prospective members of the Board of Directors. One policy that can support the nomination process as intended is the succession policy for members of the Board of Directors. The policy regarding succession aims to maintain the continuity of the leadership regeneration or cadre process at BNI in order to maintain business continuity and BNI's long-term goals.	One of the organs of the Board of Commissioners is the Nomination and Remuneration Committee which carries out nomination functions, 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 material, guided by BUMN regulation No. Per-3/MBU/03/2023 2023. Description: Comply
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 by considering the condition of BNI Open and effectiveness in decision making.	As a company organ with authority to manage BNI, determining the number of Directors greatly influences the performance of a 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 applicable Laws and Regulations, which based on the Financial Services Authority Regulations concerning the Board of Directors and Board of Commissioners of Issuers or Public Company consists of at least 2 (two) people. In addition, determining the number of Board 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 effective the Board of Directors' decision making is achieved.	The number and capacity of members of the Board of Directors are based on the provisions of Financial Services Authority Regulation No. 33/POJK.04/2014. The number of members of the Board of Directors as of December 31 2022 is 12 (twelve) people. Description: Comply

No.	Principle	Recommendation	Statement of Financial Services Authority Recommendations	Explanation of Implementation at BNI
		Determining the composition of members of the Board of Directors takes into account the diversity of skills, knowledge and experience required	As with the Board of Commissioners, diversity in the composition of members of the Board of Directors is a combination of desirable characteristics both in terms of the Board of Directors and individual members of the Board of Directors, in accordance with the needs of the Public Company. This combination is determined by taking into account the appropriate skills, knowledge and experience in the division of duties and functions of the Board of Directors in achieving the goals of the Public Company. Thus, consideration of the combination of characteristics referred to will have an impact on the accuracy of the process of nominating and appointing individual members of the Board of Directors or collegial Directors.	The current composition of BNI's Board of Directors meets the elements of diversity, namely a combination of independence, expertise/education, work experience, age and gender by taking into account BNI's needs and complexity. This has been explained in the Sub-Chapter on Diversity of Directors' Composition in this Governance Report. Description: Comply
		Members of the Board of Directors who are in charge of accounting or finance have expertise and/or knowledge in accounting.	Members of the Board of Directors who are in charge of accounting or finance have expertise and/or knowledge in accounting.	The Finance Director, Novita Widya Anggraini, has an educational background in accounting economics and throughout 2023 will increase her competency in this field. For further information, see the Company Profile Chapter, Directors Profile Sub-chapter, Page 94 Description: Comply
	Principle 6 Improving the Quality of Implementation of Directors' Duties and Responsibilities.	The Board of Directors has a self-assessment policy to assess the performance of the Board of Directors.	As with the Board of Commissioners, the Board of Directors' Self Assessment policy is a guideline used as a form of accountability for the collegial assessment of the Directors' performance. Self-assessment or self-assessment is carried out by each member of the Board of Directors to assess the implementation of the performance of the Board of Directors in a collegial manner, 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. This policy may include assessment activities carried out along with their aims and objectives, the timing of their implementation on a regular basis, and the benchmarks or assessment criteria used in accordance with the recommendations provided by the nomination and remuneration function of the Public Company, where the establishment of this function has been required in the Regulations. Financial Services Authority regarding the Nomination and Remuneration Committee of Issuers or Public Company.	The Board of Directors' performance assessment policy is contained in the BOD's Guiding Principle Key Performance Indicator (KPI). The performance measurement of the Board of Directors consists of several KPIs which are measured collegially among all Directors and are both quantitative and qualitative in nature. This policy includes assessment activities carried out on several factors, namely market capitalization, profit, market share and leadership. The Remuneration and Nomination Committee has evaluated and prepared and provided recommendations to the Board of Commissioners regarding the nomination and remuneration system/ policy for Board of Commissioners, Board of Directors, executive officers and employees as a whole. Description: Comply
		The self-assessment policy for assessing the performance of the Board of Directors is disclosed in the Public Company's annual report. The Self-Assessment policy for assessing the performance of the Board of Directors is disclosed in the Public Company's annual report.	Disclosure of the Self Assessment policy 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 regarding improvement efforts in the management of Public Company. This information is very useful in providing confidence to Shareholders or investors that there is certainty that company management will continue to be carried out in a better direction. With this disclosure, Shareholders or investors know the check and balance mechanism for the performance of the Board of Directors.	Every year, the Board of Directors' Performance Assessment is disclosed in the Annual Report which can be accessed by Shareholders/investors and other stakeholders via the BNI website so that this information is very useful in providing confidence to Shareholders or investors that there is certainty that the company's management will continue to be carried out in a better direction. Description: Comply

No.	Principle	Recommendation	Statement of Financial Services Authority Recommendations	Explanation of Implementation at BNI
		The Board of Directors has a policy regarding the resignation of members of the Board of Directors if they are involved in financial crimes.	The policy of resigning members of the Board of Directors who are involved in financial crimes is a policy that can increase stakeholders' trust in Public Company, so that the integrity of the company will be maintained. This policy is needed to help the legal process run smoothly and so that the legal process does not interfere with the running of business activities. Apart from that, from a morality perspective, this policy will build an ethical culture within the Public Company environment. These policies 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 that a member of the Board of Directors has a convicted status from the authorized party. Financial crimes include manipulation and various forms of embezzlement in financial services activities as well as criminal acts of money laundering as intended in Law Number 8 of 2010 concerning Prevention and Eradication of Money Laundering Crimes.	The Company will act actively if a financial crime occurs, as stated in the Articles of Association, namely Article 11 paragraph 13 paragraph 23 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 are detrimental to the Company and/or State, Article 11 paragraph 15 states that the decision to dismiss for this reason is taken after the person concerned has been given the opportunity to defend himself at the GMS, and Article 11 paragraph 24 f which states that the position of a member of the Board of Directors automatically ends if they no longer fulfill the requirements as a member of the Board of Directors based on these Articles of Association and statutory regulations. Apart from that, the Articles of Association also state that members of the Board of Directors can be temporarily dismissed by the Board of Commissioners by stating the reasons if the person concerned acts contrary to the Articles of Association or there are indications of causing losses to the Company or neglecting their obligations or there are urgent reasons for the Company. The Company has a BNI Anti-Money Laundering and Countering Financing ofTerrorism (AML & CFT) Policy Statement in the context of enforcing Law no. 8 of 2010 concerning Prevention and Eradication of Money Laundering. Description: Comply
IV	Aspect 4: Stakeholder Participation			
	Principle 7 Improving Corporate Governance Aspects through Stakeholder Participation.	Public Company have policies to prevent insider trading	A person who has insider information is prohibited from carrying out securities transactions using inside information as intended in the Law on Capital Markets. Public Company can minimize the occurrence of insider trading through prevention policies, for example by strictly separating confidential data and/or information from public ones, as well as dividing duties and responsibilities for managing the information in question proportionally and efficiently.	BNI has a policy regarding insider information to prevent insider trading. This policy is outlined in the Company Guidelines (e-PP). Description: Comply
		Public Company have anti-corruption and anti-fraud policies.	Anti-corruption policies are useful for ensuring that Public Company business activities are carried out legally, prudently and in accordance with the principles of good governance. This policy can be part of a code of ethics, or in its own form. This policy may include, among other things, programs and procedures carried out to overcome corrupt practices, kickbacks, fraud, bribery and/or gratification in Public Company. The scope of the policy must describe the Public Company's prevention of all corrupt practices whether giving or receiving from other parties.	In order to comply with FSA regulations no. 39/POJK.03/2019 concerning Implementation of Anti-Fraud Strategies for Commercial Banks SEBI No. 13/28/DPNP dated 9 December 2011 concerning the Implementation of an Anti-Fraud Strategy to grow 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 implemented through the Implementation of an Anti-Fraud Strategy. To measure the realization of a culture of compliance, the Compliance Division has developed a tool called Compliance Index (CIX). Meanwhile, anti-corruption policies have been regulated in the code of ethics, Gratification Guidelines and BNI Whistleblowing System that can be accessed by all employees and stakeholders via the BNI website. Description: Comply

No.	Principle	Recommendation	Statement of Financial Services Authority Recommendations	Explanation of Implementation at BNI
		Public Company have policies regarding the selection and improvement of supplier or vendor capabilities.	Policies regarding supplier or vendor selection are useful for ensuring that Public Company obtain the required goods or services at competitive prices and good quality. Meanwhile, the policy of increasing supplier or vendor capabilities is useful for ensuring that the supply chain runs efficiently and effectively. The ability of suppliers or vendors to supply/fulfill the goods or services needed by the company will affect the quality of the company's output. Implementation of these policies can guarantee continuity of supply, both in terms of quantity and quality required by Public Company. The scope of this policy includes criteria for selecting suppliers or vendors, transparent procurement mechanisms, efforts to increase the capabilities of suppliers or vendors, and fulfillment of rights related to suppliers or vendors.	The Company has a policy for selecting and improving the capabilities of suppliers or vendors which is outlined in the form of Company Guidelines (e-PP) for Procurement No. IN/156/PGV/017. The policy also regulates Procurement Procedures including the methods and process flow. The implementation of this policy is always implemented in the process of Procurement of Goods and/or Services and is guided by all employees. Providers of goods and/or services required by BNI must be registered in the manual system or in the e-Procurement application system. Notification of winners for procurement of goods and/or services is also carried out transparently. Description: Comply
		Public Company have policies regarding fulfilling creditor rights.	Policies regarding the fulfillment of creditors' rights are used as guidelines in making loans to creditors. The aim of the policy in question is to ensure the fulfillment of rights and maintain creditors' trust in Public Company. This policy includes considerations in entering into agreements, as well as follow-up actions in fulfilling the Public Company's obligations to creditors.	Policies regarding creditor rights have been stated in the agreement in the event that BNI enters into a loan agreement with creditors. In the agreement, the rights and obligations of the parties are stated, related to creditor rights, for example providing transparent, accurate and timely information both at the time of request and use of a loan, maintaining appropriate financial ratios (Current Ratio, DeR, Debt to Service Ratio). with the ratio agreed with creditors, submit annual audited financial reports within the time period agreed with creditors, and so on. Description: Comply
		Public Company have a whistleblowing system policy.	A well-drafted whistleblowing system policy will provide certainty of protection for witnesses or whistleblowers regarding indications of violations committed by employees or management of a Public Company. Implementation of these system policies will have an impact on the formation of a good corporate governance culture. The whistleblowing system policy includes, among other things, the types of violations that can be reported through the whistleblowing system, how to make complaints, protection and guarantee of confidentiality of the reporter, handling of complaints, parties who manage complaints, and the results of handling and follow-up on complaints.	Management of the Whistleblowing System (WBS) at BNI under the name "WBS to CEO". WBS is a commitment to creating a clean work environment with integrity in the form of active participation by BNI Hi-Movers to report violations that occur within BNI. You can report violations via WBS carried out by telephone, email, letter or website. Description: Comply

No.	Principle	Recommendation	Statement of Financial Services Authority Recommendations	Explanation of Implementation at BNI
		Public Company have a policy of providing long-term incentives to Board of Directors and employees	Long-term incentives are incentives that are based on long-term performance achievements. Long-term incentive plans are based on the premise that the company's long-term performance is reflected by the growth in the value of shares or other long-term company targets. Long-term incentives are useful in maintaining loyalty and providing motivation to Directors and employees to improve their performance or productivity which will have an impact on improving company 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 providing long-term incentives to the Board of Directors and Employees with terms, procedures and forms that are adapted to the long-term goals of the Public Company. The policy in question may include, among other things: the aims and objectives of providing long-term incentives, conditions and procedures for providing incentives, as well as conditions and risks that Public Company must pay attention to when providing incentives. The policy may also be included in the Public Company's existing remuneration policy.	In order to comply with article 23 of FSA Regulation No 45/POJK.03/2015 concerning the Implementation of Governance in Providing Remuneration for Commercial Banks, for the 2022 Performance which is paid in 2023, 10% (ten percent) of the total Tantiem, will be paid as Variable remuneration is deferred for 3 years to the Board of Directors and Board of Commissioners, as an implementation of Long Term Incentives. Tantiem in the form of deferred variable remuneration to non-independent members of the Board of Directors and Board of Commissioners is given in the form of Company shares, while to members of the Independent Board of Commissioners it is given in the form of cash kept in the form of deposits. The Company can postpone the payment of deferred Variable Remuneration (Malus) or withdraw Variable Remuneration that has been paid (clawback) to parties who are Material Risk Takers under certain conditions. This deferred Variable Remuneration payment policy is BNI's commitment which is adjusted to the Company's long-term goals and statutory provisions. Description: Comply
V	Aspect 5: Information Disclosure			
	Principle 8 Improving the Implementation of Information Disclosure.	Public Company make wider use of information technology apart from Websites as a medium for information disclosure	The use of information technology can be useful as a medium for information disclosure. The information disclosure carried out is not only information disclosure that has been regulated in statutory regulations, but also other information related to Public Company which is felt to be useful for Shareholders or investors to know. By utilizing information technology more widely apart from websites, it is hoped that companies can increase the effectiveness of disseminating company information. However, the use of information technology still takes into account the company's benefits and costs.	Apart from the website, BNI also utilizes other information technology such as BNI Greeting email, X, Instagram, and TikTok (@BNI46) as a means of communication and a medium for information disclosure. Information disclosure carried out is not only disclosure of information regulated in statutory regulations but also other information related to Public Company which is felt to be useful for Shareholders/investors to know. Description: Comply
		The Annual Report of a Public Company discloses the ultimate beneficial owner in Public Company share ownership of at least 5% (five percent), in addition to disclosure of the ultimate beneficial owner in Public Company share ownership through the main and controlling shareholders.	Legislation in the Capital Market sector which regulates the submission of annual reports of Public Company has regulated the obligation to disclose information regarding Shareholders who own 5% (five percent) or more of the shares of a Public Company as well as the obligation to disclose information regarding the main and controlling Shareholders of Public Company either directly or indirectly up to the last beneficial owner in ownership of the shares. In these Governance Guidelines it is recommended to disclose the ultimate beneficial owner of Public Company share ownership of at least 5% (five percent), in addition to disclosing the ultimate beneficial owner of share ownership by the main and controlling Shareholders	The final beneficial owner of Public Company share ownership 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 Indonesian Corporate Governance General Guidelines (PUGKI)

The Company applies the principles and recommendations of PUGKI 2021 based on an "comply/explain" approach with implementation details as follows:

Principle			Recommendation		Implementation
Principle 1: Roles and Responsibilities of the Board of Directors and Board of Commissioners	1.1.	Roles and Responsibilities of the Board of Directors	1.1.1	To achieve sustainable value creation, the Board of Directors carried out the leadership role and strives to achieve the following governance results: a. competitive and focused on long-term performance; b. ethical and responsible in running business; c. contribute positively to society and the environment; d. as well as ability to survive and grow (corporate resilience)	**Comply** In carrying out its duties and functions, the Board of Directors focuses on long-term performance, upholds business ethics, is responsible for the environment and society, and consistently makes improvements for sustainable growth.
			1.1.2.	The Board of Directors must ensure that the corporation's mission, vision, goals, objectives, strategies and annual and medium-term plans are consistent with long-term goals, by effectively utilizing innovation and technology.	**Comply** The Board of Directors focuses on developing technology infrastructure and digital innovation. This is done to support the achievement of the Company's vision, mission, goals, objectives, strategies and short and long term plans.
			1.1.3	.The Board of Directors ensures that the corporation implements appropriate and effective risk management and internal control systems that are in line with the corporate vision, mission, goals, objectives and strategies and comply with applicable laws and regulations and standards.	**Comply** The Board of Directors implements risk management and internal control systems effectively, proactively, forward looking, and in line with applicable laws and regulations and standards. This aims to support sustainable performance achievement and growth and increase the Company's competitiveness.
			1.1.4.	The Board of Directors ensures the integrity of the corporation's accounting and financial reporting systems and the timely and accurate disclosure of all material information regarding the corporation.	**Comply** The Board of Directors ensures the integrity of the corporate accounting and financial reporting system and timely and accurate disclosure of all material information regarding the corporation. This is part of the Company's risk management implementation.
			1.1.5	The Board of Directors ensures that sustainability reporting has been prepared appropriately.	**Comply** The Board of Directors implements sustainability principles and ensures that sustainability reports are prepared in accordance with applicable laws and regulations and standards.
			1.1.6.	The Board of Directors establish a framework for corporate information technology (IT) governance that is aligned with corporate business needs and priorities, encourages business opportunities and performance, strengthens risk management, and supports corporate goals and strategies.	**Comply** The Board of Directors has developed and consistently updated the corporate Information Technology ("IT") governance framework to align with the Company's business needs and priorities. The implementation of technological governance is carried out through aligning the Company's IT Strategic Plan with the Company's business strategy, optimizing resources, utilizing IT, measuring performance, and implementing effective risk management while still complying with applicable laws and regulations.
			1.1.7.	For corporate that carry out business activities based on Sharia principles, the Board of Directors needs to ensure the authority and availability of adequate supporting equipment so that the Sharia Supervisory Board can carry out its role effectively.	In 2023, the Company did not carry out business activities based on sharia principles.
			1.1.8.	The Board of Directors' Charter is periodically reviewed. The Charter includes, among other things, the division of roles of individual Directors which can be regulated in the Board of Directors' Charter or by Board of Directors' Decree.	**Comply** The Board of Directors' Charter as stated in the Board of Directors' Guidelines and Work Rules is reviewed periodically. This guideline regulates the division of duties and authority of each member of the Board of Directors.
			1.1.9.	The Board of Directors has a policy regarding the resignation of members of the Board of Directors if they are involved in financial crimes and are proven to have made a mistake.	**Will Be Complied** The Company will update the Board of Directors' Charter/ Guidelines and Directors' Work Rules which contain this policy.
	1.2.	Performance Assessment – Directors and Members	1.2.1.	The Board of Commissioners conducts annual formal evaluations objectively and independently to determine the effectiveness of the Board of Directors and each individual director.	**Applied** The Board of Commissioners , taking into account the KNR (Nomination and Remuneration Committee), evaluates the effectiveness of the Board of Directors and each individual Director.
			1.2.2.	The Board of Commissioners, with the consideration of the Nomination and Remuneration Committee, is responsible for determining performance evaluation criteria and assessing the performance of the President Director and other members of the Board of Directors.	**Applied** The Board of Commissioners, taking into account the KNR, determines evaluation criteria and assesses the performance of the President Director and other members of the Board of Directors based on directions from Shareholders (KBUMN)

Principle		Recommendation		Implementation
	1.3. Roles and Responsibilities of the Board of Commissioners	1.3.1.	The Board of Commissioners reviews the corporate strategy at least annually and approves the mission, vision and corporate strategy formulated by the Board of Directors. The Board of Commissioners also reviews, provides advice and approves business plans and long-term financial plans and short-term financial plans of the corporation. The Board of Commissioners provides advice and monitors the Board of Directors regarding implementation management. The Board of Directors and Board of Commissioners are involved in very important decisions for the corporation, regulated in the corporation's articles of association.	**Applied** The Board of Commissioners has reviewed the corporate strategy at least annually by providing approval for the Bank Business Plan (RBB) and Company Budget Work Plan (RKAP) documents, as well as RBB and RKAP Revisions. The Board of Commissioners has also provided advice and monitored the Board of Directors regarding implementation management through Board of Commissioners Meetings inviting the Board of Directors every quarter to review the Company's performance. The Board of Commissioners also prepares an RBB Monitoring Report which is submitted to the competent authority every semester.
		1.3.2.	The types of decisions that require approval from the Board of Commissioners must be disclosed in the annual report	**Applied,** Based on BNI's Articles of Association, it is stipulated that the Board of Commissioners has obligations, one of which is to provide written approval for legal actions carried out by the Board of Directors as required in BNI's Articles of Association, taking into account the laws and regulations and provisions in the Capital Market sector, namely as follows: a. Releasing/transferring and/or pledging Company assets with criteria and value exceeding a certain amount determined by the Board of Commissioners, except for assets recorded as inventory, taking into account provisions in the capital market and banking sector; b. Cooperating 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 (Build, Transfer). and Operate/BTO), Build, Operate and Own/BOO, and other agreements of the same nature whose term or value exceeds that determined by the Board of Commissioners; c. Determine and change the Company's logo; d. Establish an organizational structure 1 (one) level below the Board of Directors; e. Make capital investments, release capital investments, including changes to the capital structure with a certain amount determined by the Board of Commissioners in other companies, subsidiaries and joint venture companies that are not in the context of saving receivables by taking into account provisions in the Capital Market sector; f. Establish a subsidiary and/or joint venture company with a certain value determined by the Board of Commissioners by taking into account provisions in the Capital Market sector; g. Proposing representatives of the Company to become candidates for members of the Board of Directors and Board of Commissioners in subsidiaries that make significant contributions to the Company and/or have strategic value as determined by the Board of Commissioners; h. Carry out mergers, consolidations, takeovers, separations and dissolution of subsidiaries and joint ventures with certain values determined by the Board of Commissioners taking into account provisions in the Capital Market sector; i. Carry out actions which are included in material transactions as determined by statutory regulations in the capital markets sector with a certain value determined by the Board of Commissioners, unless such actions are included in material transactions which are excluded by the applicable Legislative Regulations in the Capital Markets sector; j. Actions that have not been specified in the RKAP; k. Actions to transfer include selling, relinquishing the right to collect and/or no longer collecting: i. Bad principal receivables that have been written off in the context of credit settlement, either in part or in whole; And ii. The difference between the value of bad debts that have 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 within the amount of the ceiling (limit) for write-offs that has been determined by the GMS which will remain in effect until a new ceiling (limit) is determined by the GMS. Approval of the Board of Commissioners regarding poin a, b, e, f, g, and h above with certain limitations and/or criteria, determined in accordance with the limitations and/or criteria that have received approval from the Series A Dwiwarna Shareholders. Determination of limits and/or criteria by the Board of Commissioners for the matters referred to poin a, b, e, f, g, and h above have also been determined by the Board of Commissioners in accordance with certain limits and/or criteria that have received approval from Dwiwarna Series A Shareholders above, and stated in the Decree of the Board of Commissioners.

Principle		Recommendation	Implementation
	1.3.3.	By taking into account the recommendations of the Nomination and Remuneration Committee, the Board of Commissioners proposes to, and is decided by, the GMS the appointment and/or dismissal of members of the Board of Directors and members of the Board of Commissioners. In proposing the above, the Board of Commissioners pays attention to diversity, non-discriminatory elements and provides equal opportunities without distinction between ethnicity, religion, race, group and gender. The Board of Commissioners ensures that the nomination and election process for members of the Board of Directors and members of the Board of Commissioners is formal and transparent.	**Applied,** Prior to the implementation of the GMS, an agenda for the Nomination and Remuneration Committee meeting was carried out.
	1.3.4.	The Board of Commissioners or the Committee that carries out the nomination function prepares a succession policy in the nomination process for members of the Board of Directors. Every year, the Board of Commissioners reviews reports on the implementation of development and succession plans submitted by the President Director.	**Applied,** The Board of Commissioners, through the Nomination and Remuneration Committee, is scheduled to discuss the development and succession of the Board of Directors
	1.3.5.	Board of Commissioners a. submit to the GMS, which may be preceded by a proposal from the Committee carrying out the remuneration function, the amount of remuneration for members of the Board of Directors and members of the Board of Commissioners that is in line with sustainable corporate development and the long-term interests of the corporation and shareholders; b. periodically review the remuneration system for the Board of Directors and Board of Commissioners.	**Applied,** The Nomination and Remuneration Committee conducts discussions and proposals for remuneration. The Nomination and Remuneration Committee conducts studies and reviews of Remuneration
	1.3.6.	The Board of Commissioners supervised the effectiveness of corporate governance policies and their implementation and proposes changes if necessary.	**Applied,** The Board of Commissioners, also with the support of the Integrated Governance Committee as one of the organs of the Board of Commissioners, has carried out its supervisory function regarding through discussions with the Board of Directors regarding the implementation of the Company's Corporate Governance, as well as supervision of the Governance of Subsidiaries which are members of the BNI Financial Conglomerate in accordance with the concept Integrated Governance which is mandatory according to OJK Regulations.
	1.3.7.	The Board of Commissioners supervises and directs the corporation to implement appropriate and effective risk management and internal control systems that are in line with corporate goals, objectives and strategies and comply with applicable laws and regulations, codes of conduct and standards.	**Applied,** The Board of Commissioners has carried out monitoring and supervision, including providing suggestions and advice to the Board of Directors, through a series of meetings between the Board of Commissioners and the Board of Directors, to discuss the implementation of Risk Management in the Company, and the implementation of the Internal Control System.
	1.3.8.	The Board of Commissioners supervises and directs the achievement of the integrity of the corporate accounting and financial reporting system, as well as the independence of the internal and external audit functions.	**Applied,** The Board of Commissioners has discussed with the Board of Directors regarding the Determination of an External KAP for the Audit of BNI's Annual Financial Report and Other Reports for the Fiscal Year, as well as discussions on the Company's Annual Audit and Consultation Plan in order to achieve the integrity of the corporate accounting and financial reporting system, as well as the independence of the internal and external audit functions.
	1.3.9.	The Board of Commissioners supervises, reviews and approves the Corporation's annual reports and sustainability reports and ensures their integrity, as well as oversees the corporate disclosure and communication process.	**Applied,** The Board of Commissioners has monitored and reviewed the annual report prepared by the Company, including making sure to include information regarding the Board of Commissioners that must be included in the Annual Report, so that disclosure of the Company's governance from the Annual Report is ensured to have been carried out.
	1.3.10.	The Board of Commissioners Charter is periodically reviewed.	**Applied,** The Board of Commissioners has guidelines and work rules for the Board of Commissioners and Rules for Meetings of the Board of Commissioners and Meetings of the Board of Commissioners with the Board of Directors, which serve as guidelines in carrying out its duties and functions. Each Committee of the Board of Commissioners, as a form of Organ of the Board of Commissioners, specifically also has guidelines stated in the Committee Charter, which are updated periodically and approved by the Board of Commissioners.

Principle		Recommendation		Implementation
		1.3.11.	The Board of Commissioners has a policy regarding the resignation of members of the Board of Commissioners if they are involved in financial crimes and are proven to have made a mistake.	**Applied** The Board of Commissioners has guidelines and work rules for the Board of Commissioners which regulate the dismissal of the Board of Commissioners. In accordance with the Articles of Association, the Rules and Regulations stipulate that members of the Board of Commissioners can be dismissed at any time based on a GMS decision, among other things, if they violate the provisions of the Articles of Association and/or statutory regulations; involved in actions that are detrimental to the Company and/or the state; carry out actions that violate the ethics and/or propriety that should be respected as a member of the Board of Commissioners; or declared guilty by a court decision that has permanent legal force.
		1.3.12.	Independent commissioners are highly expected to be able to contribute to honest, objective, active and constructive discussions at Board of Commissioners meetings.	**Applied,** All Independent Commissioners have no financial, management, share ownership and/or family relationships with members of the Board of Directors, other members of the Board of Commissioners and/or controlling shareholders, or relationships with the Bank that could affect their ability to act independently. This independence shows the objectivity of the Independent Commissioner in carrying out his duties, to play an active, objective and constructive role in carrying out his functions.
		1.3.13.	President Commissioner acts as coordinator of the Board of Commissioners and ensures its effectiveness. The Chief Commissioner encourages a culture of openness and constructive dialogue that allows a variety of views to be expressed, including coordinating the setting of appropriate board meeting agendas and ensuring sufficient time is available to discuss all agenda items. Apart from that, there must also be an opportunity for the Board of Commissioners to meet with the Board of Directors and senior management.	**Applied,** The President Commissioner has carried out his functions optimally, both in his role as coordinator of the Board of Commissioners in ensuring the effectiveness of the duties and responsibilities of the Board of Commissioners, including in carrying out his duties as Chair of the Integrated Governance Committee and the Nomination and Remuneration Committee, in accordance with his duties and functions. The President Commissioner's active role is demonstrated in leading the Board of Commissioners Meetings according to the agendas that must be discussed, and making collegial decisions.
1.4.	Committee Formation	1.4.1.	The Corporation has committees under the Board of Commissioners consisting of at least: Audit Committee, Nomination and Remuneration Committee, and Risk Management Monitoring Committee.	**Applied,** The Board of Commissioners has formed committees under the Board of Commissioners consisting of the Nomination and Remuneration Committee, Integrated Governance Committee, Risk Monitoring Committee and Audit Committee.
		1.4.2.	The Board of Commissioners ensures that all members of the Audit Committee are independent and that the majority of other committees formed by the Board of Commissioners are independent, and that all committee members are competent, committed and have sufficient authority to carry out their roles effectively and independently.	**Applied,** The Board of Commissioners has ensured that all members of the Audit Committee are independent parties, including Independent Commissioners and Independent Parties (Non-Commissioners) whose competencies and capabilities are in accordance with the needs of the Audit Committee's duties, and ensure that the duties are carried out effectively and independently.
		1.4.3.	To ensure that monitoring of the implementation of the Audit Committee's duties is objective and independent, President Commissioner may not be chairman of the Audit Committee, except in extraordinary circumstances which must be explained in the annual report.	**Applied,** The Board of Commissioners has confirmed that the Company's President Commissioner does not hold the position of Chair of the Audit Committee, and has also confirmed that the Chair of the Audit Committee is held by an Independent Commissioner.
1.5.	Performance Assessment - Board of Commissioners and Members	1.5.1.	The Board of Commissioners conducts an annual formal evaluation objectively to determine the effectiveness of the Board, its committees and each individual commissioner.	**Applied,** The Performance Assessment of the Board of Commissioners has been carried out collegially and reported to Shareholders at the Annual General Meeting of Shareholders (GMS) through the presentation of the Board of Commissioners' performance as contained in the Board of Commissioners' Supervision Report. The Board of Commissioners also periodically evaluates the committees under its authority, including the Audit Committee, Risk Monitoring Committee, Nomination and Remuneration Committee, Risk Monitoring Committee and Integrated Governance Committee.
1.6.	Conflict of Interest	1.6.1.	Members of the Board of Directors who hold concurrent positions outside the corporation must obtain approval from the Board of Commissioners. A Commissioner notifies the Board of Commissioners and the chair of the committee performing the nominating function, before accepting a new appointment as director or commissioner of a publicly traded corporation, other directorship or other position with a significant time commitment.	There are no Directors who have concurrent positions.
		1.6.2.	The Board of Commissioners monitors and manages potential conflicts of interest of management, members of the Board of Directors, Board of Commissioners and shareholders, including misuse of corporate assets and misuse in related party transactions. Commissioners who have a conflict of interest do not participate in monitoring and making decisions regarding potential conflicts of interest involving the Commissioner or affiliates of the Commissioner concerned.	**Applied,** The Board of Commissioners objectively continues to carry out its supervisory function over the Company's performance through meetings of the Board of Commissioners and Directors which, among other things, discuss the Company's performance, which of course ensures achievement of targets and is in line with the direction and objectives of the Company.

Principle			Recommendation		Implementation
	1.7	Increasing the Competency of Members of the Board of Directors and Board of Commissioners	1.7.1.	The Board of Commissioners ensures that members of the Board of Directors and Board of Commissioners understand their roles and responsibilities, corporate characteristics and operations, relevant laws and regulations and standards as well as other applicable obligations. The Board of Directors through the corporate secretary supports all members of the Board of Directors and Board of Commissioners in updating and refreshing their skills and knowledge necessary to carry out their roles on the Board.	**Applied,** Before carrying out their duties and functions as Commissioners / Directors, the Board of Commissioners and Directors have participated in a series of induction activities to ensure understanding of their respective duties and responsibilities in accordance with regulations. Periodically, the Board of Commissioners and Directors also participate in competency development activities that support the implementation of their duties and responsibilities in updating and refreshing their skills and knowledge needed to carry out their respective roles.
Principle 2: Composition and Remuneration of the Board of Directors and Board of Commissioners	2.1.	Composition of the Board of Directors	2.1.1.	In determining prospective director candidates, the Board of Commissioners through the Nomination and Remuneration Committee does not only rely on recommendations from the Board of Commissioners, management or majority shareholders.The Board of Commissioners through the Nomination and Remuneration Committee can use independent sources to determine candidates who meet the requirements.	**Applied,** Candidates for director nominee have the results of assessments from independent parties TB
			2.1.2	.The Board of Commissioners ensures that the criteria for selecting members of the Board of Directors include at least the knowledge, abilities and skills required to appropriately fulfill the role of the Board of Directors and pay attention to the fulfillment of the diversity of the Board of Directors.	**Applied,** Through KNR, Board of Commissioners screen the candidates according to the criteria
			2.1.3.	Corporate policies regarding diversity among the Board of Directors and Board of Commissioners are disclosed in the Annual Report.	The corporate policy regarding diversity on the Board of Commissioners has been disclosed in the Company's Annual Report.
			2.1.4.	The Board of Commissioners ensures that the policies and procedures for the selection and nomination of Commissioners are clear and transparent so as to produce the desired Board composition.The Board of Commissioners uses independent sources to determine qualified candidates.	**Applied,** Transparent and uses independent consultants
			2.1.5.	The Board of Commissioners/Committee which carries out the nomination function determines nomination procedures and criteria that are consistent with the Board of Commissioners' skills matrix which has been approved by the Board of Commissioners and ensures that the candidate profile meets the requirements set out in the skills matrix and nomination criteria.	**Applied,** Determination of nomination procedures and criteria consistent with the Board of Commissioners' expertise matrix
			2.1.6.	The composition of the Board of Commissioners must be formed in such a way that its members as a group reflect the diversity in terms of abilities, skills, knowledge, experience, age, cultural background and gender required to appropriately fulfill the role of the Board of Commissioners.	**Applied,** The diversity in the composition of BNI's Board of Commissioners implemented is in line with the mandate of the Financial Services Authority as stated in the Financial Services Authority's recommendation that provisions regarding diversity in the composition of the Board of Commissioners and Directors have been included in the Attachment to Financial Services Authority Circular Letter No. 32/SEOJK.04/2015 dated 27 November 2015 concerning Public Company Governance Guidelines, which regulates the composition of the Board of Commissioners as a combination of characteristics both in terms of the organs of the Board of Commissioners and individual members of the Board of Commissioners, in accordance with the needs of the Public Company. These characteristics can be reflected in determining the skills, knowledge and experience required in carrying out supervisory duties and providing advice by the Board of Commissioners of a Public Company. A composition that takes into account the needs of Public Companies is a positive thing, especially regarding decision making in the context of implementing the supervisory function which is carried out by considering various broader aspects.
			2.1.7.	To enable the Board of Commissioners to provide independent advice and supervision to the Board of Directors and for roles where there is a potential conflict of interest, the Board of Commissioners consists of a sufficient number of Independent Commissioners, with limited terms of office and disclosure of the term of membership of the Board of Commissioners and their independence. from a corporate perspective.	**Applied,** The Board of Commissioners has a number of Independent Commissioners that is in accordance with applicable laws and regulations, including ensuring that the terms of office of Independent Commissioners are also limited, with terms of office that have been published in the Company's Annual Report.
			2.1.8.	To facilitate the effective functioning of the Board of Directors and Board of Commissioners and to increase investor and stakeholder confidence, the Nomination and Remuneration Committee ensures that there is a formal, strict and transparent process for the appointment and appointment of members of the Board of Directors and Board of Commissioners	**Applied,** Through the General Meeting of Shareholders (GMS) process TB

Principle			Recommendation		Implementation
	2.2.	Remuneration of Directors and Board of Commissioners	2.2.1.	The remuneration policy for members of the Board of Directors consists of a remuneration structure that is oriented towards sustainable corporate development and encourages the achievement of long-term goals. Directors' remuneration must be proposed, possibly through the Nomination and Remuneration Committee, by the Board of Commissioners to be decided by the GMS. The amount of remuneration proposed to the GMS is determined by considering the role of each member of the Board of Directors and the economic situation and corporate performance.	**Comply** As disclosed in this Annual Report, the remuneration structure of the Board of Directors and Board of Commissioners is prepared by taking into account the principle of prudent risk taking, to encourage the maintenance of the Company's business continuity. As an implementation, in 2023 there will be a suspension of variable components of the remuneration of the Board of Directors and Board of Commissioners, for a certain period of time. In accordance with the Nomination and Remuneration Committee Charter published on the Company's website, the functions of the Nomination and Remuneration Committee include preparing and providing recommendations to the Board of Commissioners regarding the structure, policies and amount of remuneration. As stated in this Annual Report, at the Company's Annual GMS held on March 15 2023 there was an agenda item discussing the determination of remuneration (salary/honorarium, facilities and allowances) for 2023 as well as bonuses for the 2022 Financial Year for the Company's Board of Directors and Board of Commissioners.
			2.2.2.	The remuneration policy for members of the Board of Commissioners consists of a remuneration structure that is oriented towards sustainable corporate development and encourages the achievement of long-term goals. The amount of remuneration proposed by the Board of Commissioners to the GMS is determined by considering the role of each member of the Board of Commissioners and the economic situation and corporate performance. Apart from that, consideration must also be given to his position as President Commissioner and chairman as well as his membership in committees.	
			2.2.3.	To ensure that remuneration packages are determined based on the achievements, qualifications and competencies of directors and commissioners by taking into account corporate operational performance, individual performance and market conditions, the Nomination and Remuneration Committee ensures that there are fair and transparent procedures for determining remuneration policies for members of the Board of Directors and Board of Commissioners.	
Principle 3: Working Relationship between the Board of Directors and the Board of Commissioners	3.1.	Nature of Employment Relationships	3.1.1.	There are open discussions between the Board of Directors and the Board of Commissioners as well as between members of the Board of Directors and members of the Board of Commissioners. However, it is still important to maintain the confidentiality of information to prevent leaks of confidential information.	**Comply** The Company's Directors and Board of Commissioners synergistically work together in formulating the corporate vision, mission and strategy through forums of Board of Commissioners and Board of Directors meetings, Board of Directors and Board of Commissioners meetings, Board of Commissioners meetings inviting relevant Directors, as well as other forums and meetings. Mr. Okki Rushartomo as Corporate Secretary has a strategic role in supporting the effectiveness of the working relationship between the Board of Directors and the Board of Commissioners, as well as actively encouraging the implementation of good corporate governance practices, including communication with shareholders and other stakeholders.
			3.1.2.	In accordance with their respective duties and roles, the Board of Directors collaborates with the Board of Commissioners in formulating the corporate mission, vision and strategy and regularly discusses their implementation.	
			3.1.3.	The Corporate Secretary has an important role in supporting the effectiveness of the working relationship between the Board of Directors and the Board of Commissioners, encouraging the implementation of good corporate governance practices, including effective communication with shareholders and other stakeholders.	
	3.2.	Access to Information on the Board of Commissioners	3.2.1.	The Board of Directors is responsible for ensuring that the Board of Commissioners has access to accurate, relevant and timely information. The Board of Commissioners itself ensures that it obtains adequate information. The Board of Directors provides information to the Board of Commissioners regularly, without delay and comprehensively on all issues relevant to the corporation. The Board of Commissioners may at any time ask the Board of Directors to provide additional information.	**Comply** To ensure that the supervisory function of the Board of Commissioners can run effectively, the Board of Directors ensures that the Board of Commissioners has access to information that is accurate, relevant and timely. The Company's Articles of Association and internal policies ensure the availability of information for the Board of Commissioners, including the authority of the Board of Commissioners to at any time request the Board of Directors to provide additional information.
	3.3.	Responsibility of the Board of Directors and Board of Commissioners for the Impact of Ownership Structure on the Corporation	3.3.1.	The impact of ownership structure on corporations. The Board of Directors and Board of Commissioners consider their responsibilities in the context of the share ownership structure and relationships between corporate shareholders that may have an impact on the management and operations of the corporation.	**Comply** The Company's Board of Directors and Board of Commissioners carry out their duties and responsibilities objectively and independently.

Principle			Recommendation		Implementation
Principle 4: Ethical and Responsible Behavior	4.1.	Code of Ethics and Conduct	4.1.1.	This statement is outlined in the Code of Business Conduct and Ethics which must clearly express the corporation's expectations that each member of the Board of Directors and Board of Commissioners as well as employees will: • Acting in the best interests of the corporation; • Act honestly and with high standards of integrity; • Be independent and act based on complete information, in good faith, with due diligence and care; • Comply with the laws and regulations that apply to the corporation and its operations; • Avoid actions that violate laws and regulations or unethical actions based on corporate ethical guidelines; • Not be involved or participate in any activity that will create a conflict of interest with the best interests of the corporation or that will have a negative impact on the corporation's reputation; • Do not take advantage of property or information owned by the corporation, ownership of other assets or its customers for personal gain or which causes losses to the corporation and its customers; • Not taking advantage of his position or the opportunities resulting from his position for personal gain; • Avoid the act of requesting or receiving from a third party payments, gratuities or other benefits for oneself or for another person which creates a conflict of interest/provides benefits to a third party in violation of statutory regulations; • Respect differences of opinion and the rights of every member of the Board of Directors, Board of Commissioners and employees. • Ensure complete, fair, accurate, timely and understandable disclosure in reports and documents submitted by the corporation to regulators and in other public communications.	**Comply** The Company has a Code of Ethics document which is an internal company guideline containing a system of values, business ethics, work ethics, commitment, and enforcement of company regulations for every Company employee in carrying out business and other activities, as well as in interacting with stakeholders. The Board of Directors has established policies and practices for anti-money laundering and terrorism financing, anti-bribery, anti-corruption, anti-fraud, involvement in politics as outlined in the Company's Anti-Money Laundering and Prevention ofTerrorism Financing (APU-PPT) Guidelines, which have been outlined in the Company's Guidelines Online (e-PP) No. IN/12/KPN/002 dated January, 3 2023, Anti-Fraud Strategy Company Guidelines, which have been outlined in Online Company Guidelines (e-PP) No. IN/0/SAF/002 dated July, 18 2023; Anti-Bribery Management System Company Guidelines, which have been outlined in Online Company Guidelines (e-PP) No. IN/004/CMP/004 dated November 15, 2023; and Company Guidelines for Gratification Control, which have been outlined in Online Company Guidelines (e-PP) No. IN/726/KPN/002 dated September, 24 2021;
			4.1.2	The Board of Directors establishes policies and anti-money laundering and terrorism financing terrorism, anti-bribery, anti-corruption, anti-fraud, political involvement with (antifraud), involvement in politics by referring to national or international standards on anti-money laundering, anti-bribery, anti-corruption, anti-fraud or other relevant standards. other relevant standards.	
	4.2.	Organizational Values and Culture	4.2.1.	Corporations articulate, grow and express corporate culture and values	**Comply** The Company determines and enforces "AKHLAK" which consists ofTrustworthy, Competent, Harmonious, Loyal, Adaptive, Collaborative as the main values that must be implemented by all Company personnel in carrying out/carrying out their daily tasks. The implementation of AKHLAK in the Company is supported and accelerated by the transformation of work culture which aims to align BNI's values.The Core Values AKHLAK (Trustworthy, Competent, Harmonious, Loyal, Adaptive and Collaborative) are implemented simultaneously with strengthening PRINCIPLE 46 as BNI's Belief.The process of internalizing the AKHLAK core values has been carried out for three years and will continue to be carried out through various activities and methods which are constantly evaluated so that the implementation of these values can run optimally.
	4.3	Communication and Code of Ethics Enforcement, Values, and Culture	4.3.1.	The corporate code of conduct and ethics are communicated effectively to the Board of Directors, Board of Commissioners and all employees, integrated into corporate strategy and operations including the risk management system and remuneration structure, and enforced.	**Comply** The Board of Directors consistently internalizes Corporate Culture to shape the attitude and character of every person in the Company. Internalization is integrated into the Company's strategy and operations, including the risk management system and remuneration structure which is prepared based on prudent risk taking.
Principle 5: Risk Management, Internal Control, and Compliance	5.1.	Internal Control and Compliance	5.1.1.	The Board of Directors carries out regular reviews of the accuracy of the design and operational effectiveness of the governance system, risk management, internal control and corporate compliance and reports the implementation and results of the review to shareholders through the Corporation's annual report.	**Comply** The Board of Directors implements, reviews and updates the Company's governance, risk management, internal control and Company compliance, and reports them in this Annual Report as a form of reporting to shareholders and stakeholders, which will then be reported at the GMS.

Principle			Recommendation		Implementation
	5.2.	Risk Management	5.2.1.	Strategy and risk are one unit, disclosed transparently, included in the implementation of the duties and responsibilities of the Board of Directors and Board of Commissioners, as well as in discussions at meetings of the Board of Commissioners and Board of Directors.	
			5.2.2.	The Risk Management Monitoring Committee assists the implementation of the duties of the Board of Commissioners by creating a transparent, focused and independent mechanism for supervising corporate risk management.	**Applied,** The Risk Monitoring Committee as one of the Organs of the Board of Commissioners has assisted the implementation of the Board of Commissioners' duties by creating a transparent, focused and independent mechanism for supervising corporate risk management, guided by the Risk Monitoring Committee Charter.
	5.3.	Integration of Governance, Risk Management and Compliance	5.3.1.	The Board of Directors has built an integrated governance, risk management and compliance (GRC) system, by handling various uncertainties in an integrated manner and with high integrity, to ensure that the corporation can achieve its goals.	**Comply** The Board of Directors has built an integrated governance, risk management and compliance (GRC) system, by handling various uncertainties in an integrated manner and with high integrity, to ensure that the corporation can achieve its goals.The Board of Directors ensures that the department in charge of the compliance function does not concurrently carry out functions that have the potential to cause a conflict of interest.
			5.3.2.	The Board of Directors ensures that the department in charge of the compliance function does not concurrently carry out functions that have the potential to cause a conflict of interest.	
	5.4.	Internal Audit	5.4.1.	The Board of Commissioners, through the Audit Committee, monitors and ensures that the internal audit function helps the corporation to achieve its goals by bringing an objective and disciplined approach to evaluating and improving the effectiveness of risk management, internal control and corporate governance.	**Applied,** The Board of Commissioners, through the Audit Committee, has monitored that the Company's internal audit function has been implemented according to needs, with strategic and measurable objectives and goals.
Principle 6: Disclosure and Transparency	6.1.	Disclosure Policy	6.1.1.	The corporation has disclosure and transparency policies and procedures that ensure disclosure of material information and safeguard sensitive information and corporate secrets.	**Comply** The corporation has disclosure policies and procedures that ensure the disclosure of material information, corporate secrets, and ensure the rights of shareholders to obtain material information about the Company regularly and in a timely manner, which is carried out by the Corporate Secretary Division as stated in Company Guidelines No. IN/511/REN/001 dated June 27, 2023.
			6.1.2.	Shareholders' rights to obtain regularly and in a timely manner regarding relevant material information about the corporation must be fulfilled	
	6.2.	Financial and Sustainability Reports	6.2.1.	The Corporation discloses systems and procedures to ensure that interim financial reports that have not been audited or reviewed by an external auditor are materially accurate, complete, and provide investors with appropriate information to make informed investment decisions.	**Comply** The Company has an internal policy, including through the function of the Audit Committee, to review financial information that the Company will release to the public and/or authorities, including financial reports, projections and other reports related to financial information. The duties and responsibilities of the Audit Committee include evaluating the implementation of audit services for annual historical financial information by Public Accountants and/or Public Accounting Firms. The Sustainability Report as published on the Company's website has been prepared with accurate data disclosure, and prepared according to the framework set out in statutory regulations and best practices both domestic and international. This Annual Report integrates historical performance into context and describes the Company's risks, opportunities and prospects in the future, so that it is hoped that it can help shareholders and stakeholders understand the Company's strategic objectives and its progress in creating sustainable value.
			6.2.2.	The Audit Committee ensures the quality of financial report audits carried out by external auditors. These activities include recommending the appointment, reappointment and, if necessary, dismissal and remuneration of external auditors.	
			6.2.3.	Sustainability reports must be prepared and disclosed accurately and prepared in accordance with national or international sustainability reporting frameworks.	
			6.2.4.	Corporations publish integrated annual reports that put historical performance into context and describe the corporation's risks, opportunities and future prospects, thereby helping shareholders and stakeholders understand the corporation's strategic objectives and its progress in creating sustainable value	
	6.3.	Information Dissemination	6.3.1.	Information dissemination channels should provide equal, timely and relatively inexpensive access to relevant information for users.	To ensure that information is available to shareholders and all stakeholders in an equitable, timely, relatively inexpensive and relevant manner, the Company provides various access to information, namely: - GMS - Print media - Electronic Media - Social Media (X, Facebook, Youtube, Instagram, and Tiktok) - Website (Company, IDX, and KSEI). This Annual Report contains an annual statement regarding the implementation of the General Guidelines for Indonesian Corporate Governance.
			6.3.2.	The Corporation ensures that an annual statement regarding the implementation of the General Guidelines for Indonesian Corporate Governance, including an explanation of the implementation of each Recommendation and Guide is available on the website for a minimum period of five years.	
			6.3.3.	For corporations registered on the capital market in jurisdictions other than the home jurisdiction, the applicable corporate governance laws and regulations must be clearly disclosed. In the case of cross listing, cross listing criteria and procedures, criteria and procedures for recognizing listing requirements for the main listing must be transparent and documented.	

Principle			Recommendation		Implementation
Principle 7: Protection of Shareholder Rights	7.1.	Shareholder Rights	7.1.1	The corporation has a communications policy that facilitates and encourages shareholder or investor participation	**Comply** The Company has a communication policy that facilitates and encourages shareholder or investor participation as stated in Company Guidelines No. IN/794/KMP/001 dated December 23, 2014, Company Guidelines for Investor Relations Activities No. IN/41/KMP/001 dated 26 January 2015, and Company Guidelines No. IN/511/REN/001 dated June 27, 2023. The company is the parent entity that ensures corporate governance policies apply to the BNI financial conglomerate.
			7.1.2.	The corporation, which is the parent entity, ensures that its corporate governance policies apply to subsidiaries and entities under common control in which the corporation's investment is significant.	
			7.1.3.	Corporations have rules and procedures governing acquisitions, takeovers and extraordinary transactions such as mergers and sales of substantial corporate assets to ensure transactions occur transparently and under fair conditions and protect the rights of all shareholders according to their class.	
	7.2.	Fair Treatment of Shareholders	7.2.1.	Corporations have rules and procedures that ensure a). all shareholders of the same series in one class of shares must be treated equally, b). disclosure of such rules and procedures as well as disclosure of capital structures and arrangements that allow certain shareholders to obtain influence or control that is disproportionate to their share ownership.	**Comply** All shareholders of the Company, both minority and majority, both domestic and non-domestic, are treated equally. Information that is relevant to shareholders is published to the public through media that is easily accessible to shareholders (the Company's website, IDX and KSEI) in Indonesian and English. In this Annual Report it is also stated that the Company ensures that related party transactions are carried out in accordance with applicable laws and regulations and that conflicts of interest are managed appropriately to protect the interests of the Company and shareholders. The Company has a policy to prevent insider trading through Company Guidelines for Prohibited and Not Prohibited Securities Transactions for Insiders No. IN/500/KMP/001 dated September 23, 2019.
			7.2.3.	Corporations have rules and procedures that ensure related party transactions are approved and implemented in a manner that ensures that conflicts of interest are managed appropriately, and protects the interests of the corporation and shareholders.	
			7.2.3.	Corporations have and disclose policies to prevent insider trading. Corporations have clear rules regarding any trading in corporate shares carried out by directors, commissioners and insiders to ensure that anyone cannot profit directly or indirectly from information that is not/ not yet available on the market.	
	7.3.	General Meeting of Shareholders	7.3.1.	The corporation invitation for a GMS with the GMS agenda and materials as complete and as early as possible (no later than 28 days before the GMS) to provide sufficient time and materials for shareholders to properly study the meeting agenda. Meeting invitations and all GMS information are disclosed via electronic means such as through the corporate website	**Comply** The Company invitation for a GMS as early as possible by paying attention to statutory regulations, as well as providing space and responses to shareholders who require additional information regarding the implementation and agenda of the GMS. Invitations to the GMS are expressed via electronic means, namely the Company's website, IDX and KSEI. At each GMS, the Company publishes Meeting Rules and Regulations which accommodate information regarding facilities for shareholders to participate and vote effectively at the GMS. At the GMS with the agenda of changing the composition of the Company's Management, Shareholders are given the opportunity to ask questions and/or responses, as well as express their votes. In the GMS with the agenda for determining the Public Accounting Firm (KAP) and/or Public Accountant (AP), the Company provides an explanation regarding the KAP and/or AP proposed at the Meeting. The Company publishes the voting results and a complete summary of the GMS minutes is announced to the public on the following working day.
			7.3.2.	The corporation has and discloses rules and procedures that facilitate shareholders in participating and voting effectively at the GMS. 7.3.3. Shareholders participate effectively in determining the appointment of members of the Board of Directors and Board of Commissioners.	
			7.3.4.	The corporation ensures transparency and accountability of external auditors at the GMS.	
			7.3.5.	Submission of voting results and a complete summary of the minutes of the GMS will be announced to the public on the following working day.	
Principle 8: Other Stakeholders	8.1.	Key Stakeholder Engagement (Stakeholder Engagement)	8.1.1.	The Corporation, through the Corporate Secretary, carries out regular, transparent and effective communication with key stakeholders and involves them to understand their hopes and complaints as well as the impact of the corporation on them.	**Applied** The Company, through the Corporate Secretary, carries out regular, transparent and effective communication with key stakeholders and involves them to understand their hopes and complaints as well as the impact of the corporation on them.
	8.2.	Integration of Sustainability in Business Models	8.2.1.	The Board of Commissioners together with the Board of Directors are responsible, accountable and transparent for sustainability governance, including determining corporate sustainability strategies, priorities and targets. The Board of Directors and Board of Commissioners include sustainability considerations when carrying out their roles, including, among others, in the development and implementation of corporate strategy, business plans, main action plans and risk management.	**Comply** The Board of Commissioners together with the Board of Directors are responsible, accountable and transparent for sustainability governance, including determining corporate sustainability strategies, priorities and targets. The Board of Directors and Board of Commissioners include sustainability considerations when carrying out their roles, including, among others, in the development and implementation of corporate strategy, business plans, main action plans and risk management.
	8.3.	Protection of Stakeholders	8.3.1.	The Board of Directors ensures and discloses that corporate operations reflect the application of high standards of ethics, social and environmental responsibility throughout the corporation and ensure that appropriate policies and procedures are implemented to respect and comply with stakeholder rights.	**Comply** The Board of Directors ensures and discloses that the Company's operations reflect the implementation of high standards of ethics, social and environmental responsibility throughout the corporation and ensure that appropriate policies and procedures are implemented to respect and comply with the rights of stakeholders. The Board of Directors consistently communicates the Company's Vision which is oriented towards sustainable performance to employees.
			8.3.2.	The Board of Directors encourages employees to work for the long-term interests of the corporation and prioritizes sustainability.	

Implementation Of The Asean Corporate Governance Scorecard

As explained in the Governance Assessment section through an independent party assessment based on the parameters of the ASEAN Corporate Governance Scorecard, BNI received the title "Leadership in Corporate Governance" with a score of 108.39, which is an increase compared to the previous year which got a score of 106.02. This assessment is carried out based on BNI's open information which can be accessed by all stakeholders regarding the parameters of the ASEAN Corporate Governance Scorecard. The availability of information based on the ASEAN Corporate Governance Scorecard parameters can be described as follows:

ASEAN Corporate Governance

LEVEL 1

RIGHTS AND EQUITABLE TREATMENT OF SHAREHOLDERS

No	Parameter	Guiding Reference	Implementation Description
A.1	**Basic Shareholder 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 general meetings for final dividends? In case the company has offered Scrip dividend, did the company paid the dividend within 60 days.	G20/OECD Principles of Corporate Governance (2023): II.A. Basic shareholder rights should include the right to: 6) share in the profits of the corporation.	Yes In accordance with the implementation of Annual GMS held on March 15, 2023 as per the Minutes Summary GMS published on the Company's website
A.2	**Right to participate effectively in and vote in general shareholder meetings and should be informed of the rules, including voting procedures, that govern general shareholder meetings.**		
A.2.1	Do shareholders have the opportunity, evidenced by an agenda item, to approve remuneration (fees, allowances, benefit-in-kind and other emoluments) or any increases in remuneration for the non-executive directors/commissioners?	G20/OECD Principles of Corporate Governance (2023): II.C.5. Effective shareholder participation in key corporate governance decisions, such as the nomination and election of board members, should be facilitated. Shareholders should be able to make their views known, including through votes at shareholder meetings, on the remuneration of board members and/or key executives, as applicable. The equity component of compensation schemes for board members and employees should be subject to shareholder approval.	Yes As stated in the Invitation to the Annual GMS and implementation of the Annual GMS held on March 15, 2023 as well as the Minutes Summary of GMS published on the Company's website.
A.2.2	Does the company provide non-controlling 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, 2023 and contained in the Minutes Summary of GMS published on March 16, 2023 on the Company's website.
A.2.3	Does the company allow shareholders to elect directors/commissioners individually?		Yes In accordance with the implementation of the Annual GMS and Extraordinary GMS which were held on March 15, 2023 and September 19, 2023, and contained in the Minutes Summary of the Annual GMS and Extraordinary GMS published on March 16, 2023 and September 20, 2023 on the Company's website.

No	Parameter	Guiding Reference	Implementation Description
A.2.4	Does the company disclose the voting procedures used before the start of meeting?	G20/OECD Principles of Corporate Governance (2023): II.C. Shareholders should have the opportunity to participate effectively and vote in general shareholder meetings, and should be informed of the rules, including voting procedures, that govern general shareholder meetings. ICGN (2021) PRINCIPLE 10: 10.4 Meeting procedures Companies should publish meeting procedures (either in person, by proxy or by virtual electronic means) alongside the publication of the AGM Notice. This should include information on the meeting format, registration, access, participant identification, shareholding verification, voting options and the approach to asking/ answering questions. All matters on the ballot should be voted by poll and voting by a 'show of hands' should not be permitted.	Yes As stated in the GMS rules and regulations published on the Company's website 21 days before the GMS held.
A.2.5	Do the minutes of the most recent AGM record that the shareholders were given the opportunity to ask questions and the questions raised by shareholders and answers given recorded?	G20/OECD Principles of Corporate Governance (2023): II.C.4. Shareholders should have the opportunity to ask questions to the board, including on the annual external audit, to place items on the agenda of general meetings, and to propose resolutions, subject to reasonable limitations.	Yes In accordance with the implementation of the Annual GMS held on March 15, 2023 and contained in the Minutes Summary of GMS published on March 16, 2023 on the Company's website
A.2.6	Does the company disclose the voting results including approving, dissenting, and abstaining votes for all resolutions/each agenda item for the most recent AGM?	ICGN (2021) PRINCIPLE 10: 10.10 Vote disclosure The board should ensure that equal effect is given to votes whether cast in person or in absentia and all votes should be properly counted and recorded via ballot. The outcome of the vote, the vote instruction (reported separately for, against or abstain) and voting levels for each resolution should be published promptly after the meeting on the company website. If a board-endorsed resolution has been opposed by a significant proportion of votes (e.g., 20% or more), the company should explain subsequently what actions were taken to understand and respond to the concerns that led shareholders to vote against the board's recommendation. At the following AGM, the board should report how the views from shareholders were considered to address the concern and any actions taken.	Yes In accordance with the implementation of the Annual GMS held on March 15, 2023 and contained in the Minutes Summary of GMS published on March 16, 2023 on the Company's website.
A.2.7	Does the company disclose the list of board members who attended the most recent AGM?	G20/OECD Principles of Corporate Governance (2023): II.C.4. Shareholders should have the opportunity to ask questions to the board, including on the annual external audit, to place items on the agenda of general meetings, and to propose resolutions, subject to reasonable limitations.	Yes In accordance with the implementation of the Annual GMS held on March 15, 2023 and contained in the Minutes Summary of GMS published on March 16, 2023 on the Company's website.
A.2.8	Does the company disclose that all board members and the CEO (if he is not a board member) attended the most recent AGM?		Yes In accordance with the implementation of the Annual GMS held on March 15, 2023 and contained in the Minutes Summary of GMS published on March 16, 2023 on the Company's website.
A.2.9	Does the company allow voting in absentia?	G20/OECD Principles of Corporate Governance (2023): II.C.6. Shareholders should be able to vote in person or in absentia, and equal effect should be given to votes whether cast in person or in absentia.	Yes As stated in the GMS rules and regulations published on the Company's website 21 days before the GMS held.

No	Parameter	Guiding Reference	Implementation Description
A.2.10	Did the company vote by poll (as opposed to by show of hands) for all resolutions at the most recent AGM?	ICGN (2021) PRINCIPLE 10: 10.9 Vote execution The board should clearly publicise a date by which shareholders should cast their voting instructions. The practice of share blocking or requirements for lengthy shareholdings should be discontinued. Companies should ensure accuracy of tracking and reconciling any advance votes received pre-AGM with any live votes cast during the AGM itself.	Yes As stated in the GMS rules and regulations published on the Company's website 21 days before the GMS and in accordance with the implementation in the Annual GMS held on March 15, 2023 and contained in the Minutes Summary of GMS published on March 16, 2023 on the Company's website.
A.2.11	Does the company disclose that it has appointed an independent party (scrutineers/ inspectors) to count and/or validate the votes at the AGM?		Yes As stated in the GMS rules and regulations published on the Company's website 21 days before the GMS and in accordance with the implementation in the Annual GMS held on March 15, 2023 and contained in the Minutes Summary of GMS published on March 16, 2023 on the Company's website.
A.2.12	Does the company make publicly available by the next working day the result of the votes taken during the most recent AGM/EGM for all resolutions?	G20/OECD Principles of Corporate Governance (2023): II.C.1. Shareholders should be furnished with sufficient and timely information concerning the date, format, location and agenda of general meetings, as well as fully detailed and timely information regarding the issues to be decided at the meeting.	Yes In accordance with the implementation of the Annual GMS and Extraordinary GMS held on March 15, 2023 and September 19, 2023, and contained in the Minutes Summary of the Annual GMS and Extraordinary GMS published on 16 March 2023 and 20 September 2023 on the Company's website.
A.2.13	Does the company provide at least 21 days notice for all AGMs and EGMs?		Yes As stated in the Announcement of the Annual GMS and Extraordinary GMS on February 6, 2023 and August 11, 2023 as well as the Publication of the Invitation to the Annual GMS and Extraordinary GMS on February 21, 2023 and August 28, 2023 on the Company's website.
A.2.14	Does the company provide the rationale and explanation for each agenda item which require shareholders' approval in the notice of AGM/circulars and/or the accompanying statement?		Yes As stated in the Invitation to the Annual GMS and Extraordinary GMS on February 21, 2023 and 28 August 2023 on the Company's website.
A.2.15	Does the company give the opportunity for shareholders to place item/s on the agenda of general meetings and/or to request for general meetings subject to a certain percentage?	G20/OECD Principles of Corporate Governance (2023): II.C.4. Shareholders should have the opportunity to ask questions to the board, including on the annual external audit, to place items on the agenda of general meetings, and to propose resolutions, subject to reasonable limitations.	Yes As stated in the Announcement of the Annual GMS on August 11, 2023 on the Company's website.
A.3	**Markets for corporate control should be allowed to function in an efficient and transparent manner.**		
A.3.1	In cases of mergers, acquisitions and/or takeovers requiring shareholders' approval, does the board of directors/commissioners of the company appoint an independent party to evaluate the fairness of the transaction price?	G20/OECD Principles of Corporate Governance (2023): II.H.1. The rules and procedures governing the acquisition of corporate control in capital markets, extraordinary transactions such as mergers, and sales of substantial portions of corporate assets, should be clearly articulated and disclosed so that investors understand their rights and recourse. Transactions should occur at transparent prices and under fair conditions that protect the rights of all shareholders according to their class.	In the 2023 fiscal year, there were no mergers, acquisitions and/or takeovers that require shareholder approval

No	Parameter	Guiding Reference	Implementation Description
A.4	**The exercise of ownership rights by all shareholders, including institutional investors, should be facilitated.**		
A.4.1	Does the company disclose its practices to encourage shareholders to engage with the company beyond general meetings?	G20/OECD Principles of Corporate Governance (2023): II.D. Shareholders, including institutional shareholders, should be allowed to consult with each other on issues concerning their basic shareholder rights as defined in the Principles, subject to exceptions to prevent abuse. ICGN (2021) PRINCIPLE 1: 1.4 Dialogue The board, particularly the chair, lead (or senior) independent director and committee chairs, should constructively engage with shareholders and relevant stakeholders (particularly the workforce) for meaningful dialogue. This infers two-way communication between companies and shareholders/ stakeholders and not a unilateral presentation from just one party. Such dialogue should encompass all matters of material relevance to a company's governance, strategy, innovation, risk management and performance as well as environmental and social policies and practices.	Yes In accordance with the implementation of the Annual GMS and Extraordinary GMS held on March 15 2023 and September 19, 2023, and contained in the Minutes Summary of the Annual GMS and Extraordinary GMS published on March 16 2023 and September 20, 2023 on the Company's website.
A.5	**Shares and voting rights**		
A.5.1	Where the company has more than one class of shares, does the company publicise the voting rights attached to each class of shares (e.g. through the company website / reports/ the stock exchange/ the regulator's website)?	G20/OECD Principles of Corporate Governance (2023): II.E. All shareholders of the same series of a class should be treated equally. All investors should be able to obtain information about the rights attached to all series and classes of shares before they purchase. Any changes in economic or voting rights should be subject to approval by those classes of shares which are negatively affected. ICGN (2021) PRINCIPLE 9: 9.1. Share classes Ordinary or common shares should feature one vote for each share. Divergence from a 'one-share, one-vote' standard which gives certain shareholders power or control disproportionate to their economic interests should be avoided or in the event of the existence of such classes, they should be disclosed and explained and sunset mechanisms should be put into place. Dual class share structures should be discouraged, and where they are in place kept under review and should be accompanied by commensurate extra protections for minority shareholders, particularly in the event of a takeover bid. The board should disclose sufficient information about the material attributes of all of the company's classes and series of shares on a timely basis.	Yes As stated in the Company's Articles of Association

No	Parameter	Guiding Reference	Implementation Description
A.6.1	Does each of the resolutions tabled at the most recent annual general meeting deal with only one item, i.e., there is no bundling of several items into the same resolution?	II.C. Shareholders should have the opportunity to participate effectively and vote in general shareholder meetings, and should be informed of the rules, including voting procedures, that govern general shareholder meetings. II.C.1. Shareholders should be furnished with sufficient and timely information concerning the date, format, location and agenda of general meetings, as well as fully detailed and timely information regarding the issues to be decided at the meeting. II.C.2. Processes, format and procedures for general shareholder meetings should allow for equitable treatment of all shareholders. Company procedures should not make it unduly difficult or expensive to cast votes. II.C.5. Effective shareholder participation in key corporate governance decisions, such as the nomination and election of board members, should be facilitated. II.C.6. Shareholders should be able to vote in person or in absentia, and equal effect should be given to votes whether cast in person or in absentia. ICGN (2021) PRINCIPLE 3: Composition and appointment The Board should comprise a sufficient mix of directors with relevant knowledge, independence, competence, industry experience and diversity of perspectives to generate effective challenge, discussion and objective decision-making in alignment with the company's purpose, long-term strategy and relevant stakeholders. 3.7 Director election process Directors should be elected to the board preferably on an annual basis, or stand for election once every three years, and be accountable to shareholders by approval of a majority of shares voted in favour on each resolution. Boards should disclose the process for director election / re-election along with information about board candidates which includes: • board member identities and rationale for appointment; • core competencies, qualifications, and professional background; • recent and current board and management mandates at other companies, as well as significant roles on non-profit/charitable organisations; • factors affecting independence, including relationship/s with controlling shareholders; • length of tenure; • any shareholdings in the company. 9.2 Major decisions The board should ensure that shareholders have the right to vote on major decisions which may change the nature of the company in which they have invested. Such rights should be clearly described in the company's governing documents and include: a) appoint or remove a director, with or without cause, by a majority of votes cast;	Yes As stated in the Minutes Summary of the Annual GMS published on March 16, 2023 on the Company's website
A.6.2	Are the company's notice of the most recent AGM/circulars fully translated into English and published on the same date as the local-language version?		Yes As published in the Invitation to the Annual GMS on the Company's website: https://www.bni.co.id/portals/1/bni/usaha/docs/Invitation-RUPS-Annual-Tahun- Buku-2023-EN.pdf IDX: file:///C:/Users/59768/Downloads/20230221_BBNI_ Summons%20RUPS_31258105_ lamp3.pdf
	Does the notice of AGM/circulars have the following details:		
A.6.3	Are the profiles of directors/commissioners (at least age, academic qualification, date of first appointment, experience, and directorships in other listed companies) in seeking election/re-election included?		No Company Explanation: Article 38 paragraph (7) BUMN Ministerial Regulation No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises regulates that for public BUMNs, the curriculum vitae of prospective members of the Board of Commissioners/Directors of BUMNs who will be proposed for appointment at the GMS, must be available and announced at the time of the GMS prior to making a decision regarding the appointment. concerned as a member of the Board of Commissioners/Directors. Considering that the Company is a publicly state-owned company, the Company is subject to these provisions.
A.6.4	Are the auditors seeking appointment/re-appointment clearly identified?		No
A.6.5	Were the proxy documents made easily available?		Yes As in the publication of the Power of Attorney for the Annual GMS and EGMS on the Company's website: https://www.bni.co.id/id-id/perseroan/ tata-kelola/rups

No	Parameter	Guiding Reference	Implementation Description
A.7	**Insider trading and abusive self-dealing should be prohibited.**		
A.7.1	Are the directors / commissioners required to report their dealings in company shares within 3 business days?	G20/OECD Principles of Corporate Governance (2023): III.E. Insider trading and market manipulation should be prohibited and the applicable rules enforced. ICGN (2021) PRINCIPLE 4: 4.4 Employee share dealing The board should develop clear rules regarding any trading by directors and employees in the company's own securities. Individuals should not benefit directly or indirectly from knowledge which is not generally available to the market	Yes The Company has these provisions contained in the provisions of the Company Guidelines for Prohibited and Not Prohibited Transactions for Insiders reported in the 2023 Fiscal Year Annual Report regarding Governance Principles to Improve Aspects of Corporate Governance through Stakeholder Participation
A.8	**Related party transactions by directors and key executives.**		
A.8.1	Does the company have a policy requiring a committee of independent directors/ commissioners to review material RPTs to determine whether they are in the best interests of the company and shareholders?	G20/OECD Principles of Corporate Governance (2023): II.F. Related party transactions should be approved and conducted in a manner that ensures proper management of conflicts of interest and protects the interests of the company and its shareholders. II.F.1. Conflicts of interest inherent in related party transactions should be addressed. II.F.2. Members of the board and key executives should be required to disclose to the board whether they, directly, indirectly or on behalf of third parties, have a material interest in any transaction or matter directly affecting the corporation. ICGN (2021) PRINCIPLE 9: 9.3 Conflicts of interest The board should ensure that policies and procedures on conflicts of interest are established, understood and implemented by directors, management, workers and other relevant parties, including members of related business groups. If a director has an interest in a matter under consideration by the board, then the director should promptly declare such an interest and be precluded from voting on the subject or exerting influence. The use of relationship agreements with controlling shareholders are encouraged to ensure that real or potential conflicts of interest are avoided or mitigated and should confirm that transactions involving conflicted parties will be based on customary market terms. 9.4 Related party transactions The board should develop, adopt and disclose a related party transactions (RPT) Policy and have a robust process for approving, reviewing and monitoring RPTs and any inherent conflicts of interest. This includes establishing a committee of independent directors, either as a separate committee, or an existing committee comprised of independent directors, for example the audit committee. The committee should review significant related party transactions to determine whether they are in the best interests of the company and, if so, to determine what terms are fair and reasonable. The conclusion of committee deliberations on significant related party transactions should be disclosed in the company's annual report to shareholders	Yes As stated in the Board of Directors' Work Guidelines and Rules and Board of Commissioners' Work Guidelines and Rules
A.8.2	Does the company have a policy requiring board members (directors/commissioners) to abstain from participating in the board discussion on a particular agenda when they are conflicted?		Yes As stated in the Board of Directors' Work Guidelines and Rules and Board of Commissioners' Work Guidelines and Rules
A.8.3	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?		Yes As stated in the Board of Directors' Work Guidelines and Rules and Board of Commissioners' Work Guidelines and Rules.

No	Parameter	Guiding Reference	Implementation Description
A.9	**Protecting minority shareholders from abusive actions**		
A.9.1	Does the company disclose that RPTs are conducted in such a way to ensure that they are fair and at arms' length?	G20/OECD Principles of Corporate Governance (2023): II.E. All shareholders of the same series of a class should be treated equally. All investors should be able to obtain information about the rights attached to all series and classes of shares before they purchase. Any changes in economic or voting rights should be subject to approval by those classes of shares which are negatively affected. II.F. Related party transactions should be approved and conducted in a manner that ensures proper management of conflicts of interest and protects the interests of the company and its shareholders. II.G. Minority shareholders should be protected from abusive actions by, or in the interest of, controlling shareholders acting either directly or indirectly, and should have effective means of redress. Abusive self-dealing should be prohibited. ICGN (2021) PRINCIPLE 9: 9.3 Conflicts of interest The board should ensure that policies and procedures on conflicts of interest are established, understood and implemented by directors, management, workers and other relevant parties, including members of related business groups. If a director has an interest in a matter under consideration by the board, then the director should promptly declare such an interest and be precluded from voting on the subject or exerting influence. The use of relationship agreements with controlling shareholders are encouraged to ensure that real or potential conflicts of interest are avoided or mitigated and should confirm that transactions involving conflicted parties will be based on customary market terms. 9.4 Related party transactions The board should develop, adopt and disclose a related party transactions (RPT) Policy and have a robust process for approving, reviewing and monitoring RPTs and any inherent conflicts of interest. This includes establishing a committee of independent directors, either as a separate committee, or an existing committee comprised of independent directors, for example the audit committee. The committee should review significant related party transactions to determine whether they are in the best interests of the company and, if so, to determine what terms are fair and reasonable. The conclusion of committee deliberations on significant related party transactions should be disclosed in the company's annual report to shareholders.	Yes As stated in this Annual Report

No	Parameter	Guiding Reference	Implementation Description
A.9.2	In case of related party transactions requiring shareholders' approval, is the decision made by disinterested shareholders?	G20/OECD Principles of Corporate Governance (2023): II.G. Minority shareholders should be protected from abusive actions by, or in the interest of, controlling shareholders acting either directly or indirectly, and should have effective means of redress. Abusive self-dealing should be prohibited. ICGN (2021) PRINCIPLE 9: 9.5 Shareholder approval of RPTs Shareholders should have the right to approve significant RPTs above an appropriate materiality threshold, and this should be based on the approval of a majority of disinterested shareholders. 9.7 Equality and redress The board should ensure that shareholders of the same series or class are treated equally and afforded protection against misuse or misappropriation of the capital they provide due to conduct by the company's board, its management or controlling shareholder, including market manipulation, false or misleading information, material omissions and insider trading. Minority shareholders should be protected from abusive actions by, or in the interest of, controlling shareholders acting either directly or indirectly, and should have effective means of redress. Proper remedies and procedural rules should be put in place to make the protection effective and affordable. Where national legal remedies are not afforded the board is encouraged to ensure that sufficient shareholder protections are provided in the company's bylaws.	Yes

C. SUSITAINABILITY AND RESILIENCE

No	Parameter	Reference Guide	Implementation Description
C.1	**Sustainability-related disclosures must be consistent, comparable and reliable, and include material retrospective and forward-looking information that investors consider important in making investment or voting decisions.**		
	Material Sustainability-related information should be specified		
C.1.1	Does the company identify/report ESG topics that are material to the organization's strategy?	Corporate Governance (2023): VI.A.1. Sustainability-related information could be considered material if it can reasonably be expected to influence an investor's assessment of a company's value, investment or voting decisions. ICGN (2021) PRINCIPLE 7: 7.7 Materiality and sustainability Sustainability disclosures should focus on materially relevant factors, with many environmental and social factors being sector specific, linked to the company's management of its natural and human capital. Where possible, sustainability related reporting should also seek to address "double materiality", for reporting on the company's external impacts on society and the environment, as well as internal impacts on the company's own financial performance. Moreover, boards should build an awareness of "dynamic materiality", recognising that materiality evolves over time alongside factors including emerging technology, product innovation and regulatory developments.	Yes As stated in the 2023 Annual Report for the ESG Commitment section

No	Parameter	Reference Guide	Implementation Description
C.1.2	Does the company identify climate change as an issue?	G20/OECD Principles of Corporate Governance (2023): VI.A. Investors are increasingly considering disclosures about how companies assess, identify and manage material climate change and other sustainability risks and opportunities, including for human capital management. ICGN (2021) PRINCIPLE 7: 7.5 Climate change The board should assess the impact of climate change on the company business model and how it will be adapted to meet the needs of a net zero economy as part of a long-term strategy. This includes setting and disclosing targets to reduce carbon emissions and a period for achievement. Where climate change risks, whether physical or transitional, are identified as material and relevant, reporting should include discussion of the diligence process, strategy, metrics, targets and initiatives used to manage the risks. Disclosure around these actions would help investors understand the resilience of companies facing climate change risks and to assess progress towards achieving net zero targets.	Yes As stated in the 2023 Annual Report for the ESG Commitment section.
C.1.3	Does the company adopt an internationally recognized reporting framework or standard for sustainability (i.e. GRI, Integrated Reporting, SASB, IFRS Sustainability Disclosure Standards)?	G20/OECD Principles of Corporate Governance (2023): VI.A.3. Corporate disclosure frameworks, including financial reporting standards and regulatory filing requirements (e.g. public offering prospectuses), should have the same goal of providing information that a reasonable investor would consider important in making an investment and voting decision. It follows that information understood as material in a sustainability-related report should also be considered and assessed in the preparation and presentation of the financial statements. The same level of rigour applied to the measurement and reporting of financial information should be applied to the measurement and reporting of sustainability-related information.	Yes As stated in Annual Report for Financial Year 2023.
	If a company publicly sets a sustainability-related goal or target, the disclosure framework should provide that reliable metrics are regularly disclosed in an easily accessible form		
C.1.4	Does the company disclose quantitative sustainability target?	G20/OECD Principles of Corporate Governance (2023): VI.A.4. If a company publicly sets a sustainability-related goal or target, the disclosure framework should ensure that verifiable metrics are disclosed to allow investors to assess the credibility and progress toward meeting the announced goal or target.	Yes As stated in the Annual Report and Sustainability Report for the 2023 Financial Year.

No	Parameter	Reference Guide	Implementation Description
C.1.5	Does the company disclose sustainability-related performance progress in relation to its previously set targets?	G20/OECD Principles of Corporate Governance (2023): VI.A.4. If a company publicly sets a sustainability-related goal or target, the disclosure framework should ensure that verifiable metrics are disclosed to allow investors to assess the credibility and progress toward meeting the announced goal or target. ICGN (2021) PRINCIPLE 7: 7.4 Sustainability reports The board should provide sustainability reporting to reflect the complexities inherent in a contemporary business by blending financial, human and natural capital considerations in the context of a company's current and future strategic direction. Such disclosures should: b. put historical performance into context, and portray the risks, opportunities and prospects for the company in the future; d. explain key performance indicators to measure progress towards achieving sustainability related targets;	Yes As stated in the Annual Report and Sustainability Report for the 2023 Financial Year.
C.1.6	Does the company confirm that its Sustainability Report / Reporting is reviewed and /or approved by the Board or Board Committee?	G20/OECD Principles of Corporate Governance (2023): VI.A.3. Disclosure of sustainability matters, financial reporting and other information should be connected. Corporate disclosure frameworks, including financial reporting standards and regulatory filing requirements (e.g. public offering prospectuses), should have the same goal of providing information that a reasonable investor would consider important in making an investment and voting decision. It follows that information understood as material in a sustainability-related report should also be considered and assessed in the preparation and presentation of the financial statements. The same level of rigour applied to the measurement and reporting of financial information should be applied to the measurement and reporting of sustainability-related information.	Yes As stated in the 2023 Fiscal Year Sustainability Report
C.2	**Corporate governance frameworks should allow for dialogue between a company, its shareholders and stakeholders to exchange views on sustainability matters**		
C.2.1	Does the company engage internal stakeholders to exchange views and gather feedback on sustainability matters that are material to the business of the company?	G20/OECD Principles of Corporate Governance (2023): VI.A.1: The determination of which information is material may vary over time, and according to the local context, company-specific circumstances, and jurisdictional requirements. The assessment of material information may also consider sustainability matters that are critical to a company's workforce and other key stakeholders. G20/OECD Principles of Corporate Governance (2023): VI.B: Corporate governance frameworks should allow for dialogue between a company, its shareholders and stakeholders to exchange views on sustainability matters as relevant for the company's business strategy and its assessment of what matters ought to be considered material.	Yes As stated in the Annual Report and Sustainability Report for the 2023 Fiscal Year.

No	Parameter	Reference Guide	Implementation Description
C.2.2	Does the company engage external stakeholders to exchange views and gather feedback on sustainability matters that are material to the business of the company?	G20/OECD Principles of Corporate Governance (2023): VI.A.1: Sustainability-related information could be considered material if it can reasonably be expected to influence an investor's assessment of a company's value, investment or voting decisions. The determination of which information is material may vary over time, and according to the local context, company-specific circumstances, and jurisdictional requirements. The assessment of material information may also consider sustainability matters that are critical to a company's workforce and other key stakeholders. G20/OECD Principles of Corporate Governance (2023): VI.B: Corporate governance frameworks should allow for dialogue between a company, its shareholders and stakeholders to exchange views on sustainability matters as relevant for the company's business strategy and its assessment of what matters ought to be considered material.	Yes As stated in the Annual Report and Sustainability Report for the 2023 Fiscal Year.
C.3	**The corporate governance framework should ensure that boards adequately consider material sustainability risks and opportunities when fulfilling their key functions in reviewing, monitoring and guiding governance practices, disclosure, strategy, risk management and internal control systems, including with respect to climate-related physical and transition risks**		
Boards should assess whether the company's capital structure is compatible with its strategic goals and its associated risk appetite to ensure it is resilient to different scenarios			
C.3.1	Does the company disclose that the board reviews on an annual basis that the company's capital and debt structure is compatible with its strategic goals and its associated risk appetite?	G20/OECD Principles of Corporate Governance (2023): VI.C.2: Boards should assess whether the company's capital structure is compatible with its strategic goals and its associated risk appetite to ensure it is resilient to different scenarios. The management and board members are best placed to decide if the capital structure of a company is compatible with the strategic goals and its associated risk appetite, within existing restrictions established by shareholders. In order to ensure the company's financial soundness, the board should monitor the capital structure and capital sufficiency with due consideration to different scenarios, including those with low probability but high impact.	Yes As stated in the Annual Report for Fiscal Year 2023
C.4	**The corporate governance framework should recognise the rights of stakeholders established by law or through mutual agreements and encourage active co- operation between corporations and stakeholders in creating wealth, jobs, and the sustainability of financially sound enterprises.**		
Does the company disclose a policy and practices that address :			
C.4.1	The existence and scope of the company's efforts to address customers' welfare?	G20/OECD Principles of Corporate Governance (2023): VI.D.1: The rights of stakeholders are to a large extent established by law (e.g. labour, business, commercial, environmental, and insolvency laws) or by contractual relations that companies must respect. In some	Yes As outlined in the 2023 Fiscal Year Annual Report in the Social Responsibility section –Corporate Social Responsibility is Related to Responsibility to Consumers.
C.4.2	Supplier/contractor selection procedures?		Yes As published in the Procurement Auction section on the Company's website http://bni.co.id/id-id/beranda/berita/lelangpengadaan

No	Parameter	Reference Guide	Implementation Description
C.4.3	The company's efforts to ensure that its value chain is environmentally friendly or is consistent with promoting sustainable development?		Yes As stated in the Annual Report for the 2023 Fiscal Year in the Social Responsibility section and in the Sustainability Report for the 2023 Fiscal Year.
C.4.4	The company's efforts to interact with the communities in which they operate?	jurisdictions, it is mandatory for companies to carry out human rights and environmental due diligence. Nevertheless, even in areas where stakeholder interests are not legislated or established by contract, many companies make additional commitments to stakeholders, given that concern over corporate reputation and corporate performance often requires the recognition of broader interests. This may in some jurisdictions be achieved by companies using the OECD Guidelines for Multinational Enterprises for risk-based due diligence to identify, prevent and mitigate actual and potential adverse impacts of their businesses, and account for how these impacts are addressed.	Yes As stated in the Annual Report for the 2023 Fiscal Year in the Social Responsibility section and in the Sustainability Report for the 2023 Fiscal Year.
C.4.5	The company's anti-corruption programmes and procedures?		Yes As stated in the Annual Report for Fiscal Year 2023 in the Corporate Social Responsibility section related to Fair Operations.
C.4.6	How creditors' rights are safeguarded?		Yes As stated in several sections in the Annual Report for the 2023 Financial Year, including the section on Implementation of Aspects of Corporate Governance Principles in accordance with the provisions of the Financial Services Authority.
C.4.7	Does the company have a separate report/section that discusses its efforts on environment/economy and social issues?		Yes As stated in the Annual Report for Fiscal Year 2023.
C.5 **Where stakeholder interests are protected by law, stakeholders should have the opportunity to obtain effective redress for violation of their rights.**			
C.5.1	Does the company provide contact details via the company's website or Annual Report which stakeholders (e.g. customers, suppliers, general public etc.) can use to voice their concerns and/or complaints for possible violation of their rights?	G20/OECD Principles of Corporate Governance (2023): VI.D.2: The legal framework and process should be transparent and not impede the ability of stakeholders to communicate and to obtain redress for the violation of rights at a reasonable cost and without excessive delay.	Yes The Company published the Sustainability Report for the 2023 Fiscal Year and can be accessed via the Company's website: https://bni.co.id/id-id/kerja/investor/reportpresentasi

No	Parameter	Reference Guide	Implementation Description
C.6	**Mechanisms for employee participation should be permitted to develop.**		
C.6.1	Does the company explicitly disclose the policies and practices on health, safety and welfare for its employees?	G20/OECD Principles of Corporate Governance (2023): VI.D.3: The degree to which employees participate in corporate governance depends on national laws and practices, and may vary from company to company as well. In the context of corporate governance, mechanisms for participation may benefit companies directly as well as indirectly through the readiness by employees to invest in firm specific skills. Examples of mechanisms for employee participation include employee representation on boards and governance processes such as works councils that consider employee viewpoints in certain key decisions. International conventions and national norms also recognise the rights of employees to information, consultation and negotiation. With respect to performance enhancing mechanisms, employee stock ownership plans or other profit sharing mechanisms can be found in many jurisdictions. Pension commitments are also often an element of the relationship between the company and its past and present employees. Where such commitments involve establishing an independent fund, its trustees should be independent of the company's management and manage the fund in the interest of all beneficiaries.	Yes As stated in the Annual Report for Fiscal Year 2023
C.6.2	Does the company explicitly disclose the policies and practices on training and development programmes for its employees?		Yes As stated in the Annual Report for Fiscal Year 2023
C.6.3	Does the company have a reward/compensation policy that accounts for the performance of the company beyond short-term financial measures?		Yes As stated in the Annual Report for Fiscal Year 2023
C.7	**Stakeholders including individual employee and their representative bodies, should be able to freely communicate their concerns about illegal or unethical practices to the board and their rights should not be compromised for doing this.**		
C.7.1	Does the company have a whistle blowing policy which includes procedures for complaints by employees and other stakeholders concerning alleged illegal and unethical behaviour and provide contact details via the company's website or annual report?	G20/OECD Principles of Corporate Governance (2023): VI.D.5. Unethical and illegal practices by corporate officers may not only violate the rights of stakeholders but also be detrimental to the company in terms of reputational effects. It is therefore important for companies to establish a confidential whistleblowing policy with procedures and safe-harbours for complaints by workers, either personally or through their representative bodies, and others outside the company, concerning illegal and unethical behaviour. The board should be encouraged to protect these individuals and representative bodies and to give them confidential direct access to someone independent on the board, often a member of an audit or an ethics committee.	Yes The Company announces the Company's contact details in the Annual Report for Fiscal Year 2023 and the Company's website: https://bni.co.id/id-id/kontak/kontakbni/produkikami
C.7.2	Does the company have a policy or procedures to protect an employee/person who reveals alleged illegal/unethical behaviour from retaliation?		Yes As stated in the Annual Report for Fiscal Year 2023.

DISCLOSURE AND TRANSPARENCY

No	Parameter	Availability	Implementation Description
D.1	**Transparent ownership structure**	**Guiding Reference**	
D.1.1	Does the information on shareholdings reveal the identity of beneficial owners, holding 5% shareholding or more?	G20/OECD Principles of Corporate Governance (2023): IV.A. Disclosure should include, but not be limited to, material information on: IV.4. Major share ownership, including beneficial owners, and voting rights. One of the basic rights of investors is to be informed about the ownership structure of the company and their rights vis-a-vis the rights of other owners. The right to such information should also extend to information about the structure of a group of companies and intra-group relations. Such disclosures should make the objectives, nature and structure of the group transparent. Disclosure of ownership data should be provided once certain thresholds of ownership are passed. In equity markets characterised by dispersed ownership structures where small shareholdings may assure significant influence over a company, these thresholds could be set lower. Such disclosure might include data on major shareholders and others that, directly or indirectly, may significantly influence or control the company through, for example, special voting rights, shareholder agreements, the ownership of controlling or large blocks of shares, the use of holding company structures involving layering of companies or significant cross-shareholding relationships and cross guarantees. It is also required or considered good practice in some jurisdictions to disclose shareholdings of directors, including non-executives, and it is good practice that such disclosure is made on an ongoing basis. For enforcement purposes in particular, and to identify potential conflicts of interest, related party transactions and insider trading, information about record ownership needs to be complemented with current information about beneficial ownership. An increasing number of jurisdictions use a centralised national registry while others may require a company-level registry to facilitate access to up-to-date and accurate information on beneficial ownership. In cases where such registries are not available, information about the beneficial owners should be obtainable at least by regulatory and enforcement agencies and/or through the judicial process. In addition, guidance issued by the Financial Action Task Force and the IMF that advocates a multi-pronged approach to ensure availability of information on beneficial ownership can be useful in this regard.	Yes As stated in the 2023 Financial Year Annual Report in the Main and Controlling Shareholder Information section.
D.1.2	Does the company disclose the direct and indirect (deemed) shareholdings of major and/or substantial shareholders?		Yes As stated in the 2023 Financial Year Annual Report in the Main and Controlling Shareholder Information section.
D.1.3	Does the company disclose the direct and indirect (deemed) shareholdings of directors (commissioners)?		Yes As stated in the 2023 Financial Year Annual Report in the Main and Controlling Shareholder Information section.
D.1.4	Does the company disclose the direct and indirect (deemed) shareholdings of senior management?		Yes As stated in the 2023 Fiscal Year Annual Report in the Main and Controlling Shareholder Information section.
D.1.5	Does the company disclose details of the parent/holding company, subsidiaries, associates, joint ventures and special purpose enterprises/ vehicles (SPEs)/ (SPVs)?		Yes As stated in the Annual Report for Fiscal Year 2023 in the Name and Address of Subsidiaries, Associated Entities section.

No	Parameter	Availability	Implementation Description
D.2	**Quality of Annual Report**		
	Does the company's annual report disclose the following items:		
D.2.1	Corporate objectives	G20/OECD Principles of Corporate Governance (2023): IV.A. Disclosure should include, but not be limited to, material information on: IV.A.1. The financial and operating results of the company. IV.A.2. Company objectives and sustainability-related information. IV.A.5. Information about the composition of the board and its members, including their qualifications, the selection process, other company directorships and whether they are regarded as independent by the board. IV.A.6. Remuneration of members of the board and key executives. IV.A.7. Foreseeable risk factors. IV.A.10. Debt contracts, including the risk of non-compliance with covenants.	Yes As stated in the Annual Report of 2023 Fiscal Year in the Vision, Mission, and Corporate Culture section.
D.2.2	Financial performance indicators		Yes As stated in several sections in the Annual Report of 2023 Fiscal Year, including the Financial Highlights and Management Report sections
D.2.3	Non-financial performance indicators		Yes As stated in several sections in the Annual Report of 2023 Fiscal Year, including the Operational Highlights and Management Report sections.
D.2.4	Dividend policy		Yes As stated in the Annual Report of 2023 Fiscal Year in the Dividend Policy section.
D.2.5	Biographical details (at least age, academic qualifications, date of first appointment, relevant experience, and any other directorships of listed companies) of all directors/ commissioners	ICGN (2021) PRINCIPLE 2: Leadership and independence ICGN (2021) PRINCIPLE 3: Composition and appointment ICGN (2021) PRINCIPLE 5: Remuneration	Yes As stated in the Annual Report of 2023 Fiscal Year in the Board of Directors' Profile and Board of Commissioners' Profile sections.
	Corporate Governance Confirmation Statement		
D.2.6	Does the Annual Report contain a statement confirming the company's full compliance with the code of corporate governance and where there is non-compliance, identify and explain reasons for each such issue?	G20/OECD Principles of Corporate Governance (2023): IV.A. Disclosure should include, but not limited to, material information on: IV.A.9. Governance structures and policies, including the extent of compliance with national corporate governance codes or policies and the process by which they are implemented	Yes As stated in the Annual Report of 2023 Fiscal Year in the Management Report and Implementation of Corporate Governance Aspects and Principles sections in accordance with Financial Services Authority Regulations, as well as Bad Corporate Governance Practices.
D.3	**Remuneration of Members of the Board and Key Executives**		
D.3.1	Is there disclosure of the fee structure for non-executive directors/commissioners?	ICGN (2021) PRINCIPLE 5: 5.9. Non-executive director remuneration The board, or shareholders as required by law in some jurisdictions, should determine levels of pay for non- executive directors and the non-executive chair and ensure that it is structured in a way which ensures independence, objectivity and alignment with the long- term interests of the company and all its shareholders. Remuneration paid to non-executive directors should be publicly disclosed. Performance-based pay or share options should not be granted to non-executive directors and non- executive chairs.	Yes As stated in the Annual Report for Fiscal Year 2023

No	Parameter	Availability	Implementation Description
D.3.2	Does the company publicly disclose [i.e. annual report or other publicly disclosed documents] details of remuneration of each non-executive director/ commissioner?	G20/OECD Principles of Corporate Governance (2023): IV.A. Disclosure should include, but not be limited to, material information on: IV.A.6 Remuneration of members of the board and key executives Disclosure on an individual basis (including termination and retirement provisions) is increasingly regarded as good practice and is now required or recommended in most jurisdictions. Some of these jurisdictions call for remuneration of a certain number of the highest paid executives to be disclosed, while in others it is confined to specified positions.	No
D.3.3	Does the company disclose its remuneration (fees, allowances, benefit-in-kind and other emoluments) policy/ practices (i.e. the use of short term and long term incentives and performance measures) for its executive directors and CEO?	V.D. The board should fulfil certain key functions, including: V.D.5 Aligning key executive and board remuneration with the longer term interests of the company and its shareholders. It is regarded as good practice for boards to develop and disclose a remuneration policy statement covering board members and key executives, as well as to disclose their remuneration levels set pursuant to this policy. Such policy statements may specify, especially with respect to executives, the relationship between remuneration and performance with ex-ante criteria linked to performance, and include measurable standards that emphasise the long-term interests of the company and the shareholders over short-term considerations. Such measurable standards among others may relate to total shareholder return and appropriate sustainability goals and metrics. Policy statements generally tend to set conditions for payments to board members for extra-board activities, such as consulting. They also often specify terms to be observed by board members and key executives about holding and trading the stock of the company, and the procedures to be followed in granting and re-pricing options. In some jurisdictions, policy statements also provide guidance on the payments to be made when hiring and/or terminating the contract of an executive. The board may also monitor the implementation of the policy statement on remuneration.	Yes As stated in the Annual Report for Fiscal Year 2023.
D.3.4	Does the company publicly disclose [i.e. annual report or other publicly disclosed documents] the details of remuneration of each of the executive directors and CEO [if he/she is not a member of the Board]?	G20/OECD Principles of Corporate Governance (2023): IV.A.6. Disclosure on an individual basis (including termination and retirement provisions) is increasingly regarded as good practice and is now required or recommended in most jurisdictions. Some of these jurisdictions call for remuneration of a certain number of the highest paid executives to be disclosed, while in others it is confined to specified positions.	No

No	Parameter	Availability	Implementation Description
D.4	**Disclosure of related party transactions (RPT)**		
D.4.1	Does the company disclose its policy covering the review and approval of material RPTs?	G20/OECD Principles of Corporate Governance (2023): IV.A. Disclosure should include, but not limited to, material information on: IV.A.7. Related party transactions. ICGN (2021) PRINCIPLE 9: 9.4 Related party transactions The board should develop, adopt and disclose a related party transactions (RPT) Policy and have a robust process for approving, reviewing and monitoring RPTs and any inherent conflicts of interest. This includes establishing a committee of independent directors, either as a separate committee, or an existing committee comprised of independent directors, for example the audit committee. The committee should review significant related party transactions to determine whether they are in the best interests of the company and, if so, to determine what terms are fair and reasonable. The conclusion of committee deliberations on significant related party transactions should be disclosed in the company's annual report to shareholders.	Yes As stated in the 2023 Fiscal Year Annual Report in the Transactions with Related Parties and Prohibitions, Limitations and/or Significant Obstacles section for Transferring Funds between Banks and Other Entities in One Business Group.
D.4.2	Does the company disclose the name, relationship, nature and value for each material RPTs?		Yes As stated in the 2023 Fiscal Year Annual Report in the Transactions with Related Parties and Prohibitions, Limitations and/or Significant Obstacles section for Transferring Funds between Banks and Other Entities in One Business Group.
D.5	**Directors and commissioners dealings in shares of the company**		
D.5.1	G20/OECD Principles of Corporate Governance (2023): V.D. The board should fulfil certain key functions, including:	G20/OECD Principles of Corporate Governance (2023): IV.A. Disclosure should include, but not be limited to, material information on: IV.A.4. Major share ownership, including beneficial owners, and voting rights. ICGN (2021) PRINCIPLE 4: 4.4 Employee share dealing The Board should develop clear rules regarding any trading by directors and employees in the company's own securities. Individuals should not benefit directly or indirectly from knowledge which is not generally available to the market. ICGN (2021) PRINCIPLE 5: 5.5 Share ownership The board should disclose the company policy concerning ownership of shares of the company by the CEO, non-executive directors and executives. This should include the company policy as to how share ownership requirements are to be achieved and for how long they are to be retained. While CEO and executive share ownership is encouraged, the use of derivatives or other structures that enable the hedging of an individual's exposure to the company's shares should be prohibited.	As stated in the 2023 Fiscal Year Annual Report in the Ownership Report/Changes in Share Ownership Report section for the Board of Commissioners and Directors.

No	Parameter	Availability	Implementation Description
D.6	**External auditor and Auditor Report**		
	Where the same audit firm is engaged for both audit and non-audit services		
D.6.1	Are the audit and non-audit fees disclosed?	G20/OECD Principles of Corporate Governance (2023): IV.C. An annual external audit should be conducted by an independent, competent and qualified auditor in accordance with internationally recognised auditing, ethical and independence standards in order to provide reasonable assurance to the board and shareholders on whether the financial statements are prepared, in all material aspects, in accordance with an applicable financial reporting framework. G20/OECD Principles of Corporate Governance (2023): IV.D. External auditors should be accountable to the shareholders and owe a duty to the company to exercise due professional care in the conduct of the audit in the public interest. ICGN (2021) PRINCIPLE 8: 8.3 Audit Committee The terms of reference for the committee should be publicly disclosed and include: f) Recommending the appointment, reappointment and, if necessary, the removal of the external auditor, as well as approving audit fees. Any non-audit fees should normally be less than the audit fee and, if not, there should be a clear explanation as to why it was necessary for the auditor to provide these services and how the independence and objectivity of the audit was assured.	As stated in the 2023 Financial Year Annual Report in the Independent External Auditor section.
D.6.2	Does the non-audit fee exceed the audit fees?	ICGN (2021) PRINCIPLE 8: 8.3 Audit Committee The terms of reference for the committee should be publicly disclosed and include: f) Recommending the appointment, reappointment and, if necessary, the removal of the external auditor, as well as approving audit fees. Any non-audit fees should normally be less than the audit fee and, if not, there should be a clear explanation as to why it was necessary for the auditor to provide these services and how the independence and objectivity of the audit was assured.	No

RESPONSIBILITIES OF THE BOARD

No	Parameter	Guide	Implementation Description
E.1	**Board Duties and Responsibilities**		
Clearly defined board responsibilities and corporate governance policy			
E.1.1	Does the company disclose its corporate governance policy / board charter?	G20/OECD Principles of Corporate Governance (2023): IV. Disclosure and transparency IV.A. Disclosure should include, but not be limited to, material information on: 9. Governance structures and policies, including the extent of compliance with national corporate governance codes or policies and the process by which they are implemented.	Yes The Board of Directors and Board of Commissioners' Work Guidelines and Regulations are published on the Company's website. http://bni.co.id/id-id/corporate/tatakelola/pedomandantatatertib As also stated in the 2023 Fiscal Year Annual Report in the section on Implementation of the Principles of Good Corporate Governance, Board of Commissioners' Work Guidelines and Regulations and Board of Directors Work Guidelines and Regulations

No	Parameter	Guide	Implementation Description
E.1.2	Are the types of decisions requiring board of directors/ commissioners' approval disclosed ?	G20/OECD Principles of Corporate Governance (2023): V. The responsibilities of the board V.D. The board should fulfil certain key functions, including: 1. Reviewing and guiding corporate strategy, major plans of action, annual budgets and business plans; setting performance objectives; monitoring implementation and corporate performance; and overseeing major capital expenditures, acquisitions and divestitures. 2. Reviewing and assessing risk management policies and procedures. 3. Monitoring the effectiveness of the company's governance practices and making changes as needed. 4. Selecting, overseeing and monitoring the performance of key executives, and, when necessary, replacing them and overseeing succession planning. 5. Aligning key executive and board remuneration with the longer term interests of the company and its shareholders. 6. Ensuring a formal and transparent board nomination and election process. 7. Monitoring and managing potential conflicts of interest of management, board members and shareholders, including misuse of corporate assets and abuse in related party transactions. 8. Ensuring the integrity of the corporation's accounting and reporting systems for disclosure, including the independent audit, and that appropriate systems of control are in place, in compliance with the law and relevant standards. 9. Overseeing the process of disclosure and communications.	Yes, Published in the Company's Articles of Association. http://bni.co.id/Portals/1/BNI/Company/TaKelola/Docs/GCG/072018_resize_ AD%20BNI%20 2018%20(and%20 AHU).pdf As also stated in the Annual Report for Fiscal Year 2023 in the Board of Commissioners' Decisions and Board of Directors' Decisions 2023/2023 section
E.1.3	Are the roles and responsibilities of the board of directors/commissioners clearly stated ?		Yes, Published on Board of Directors and Board of Commissioners' Work Guidelines and Regulations and the Company's Articles of Association. http://bni.co.id/id-id/ company/tatakelola/Ponseldantatatertib As also stated in the 2023 Fiscal Year Annual Report in the Duties and Responsibilities of the Board of Commissioners and Duties and Responsibilities of the Board of Directors.
Corporate Vision/Mission			
E.1.4	Does the company have an updated vision and mission statement?	G20/OECD Principles of Corporate Governance (2023): V. The responsibilities of the board V.D. The board should fulfil certain key functions, including: 1. Reviewing and guiding corporate strategy, major plans of action, annual budgets and business plans; setting performance objectives; monitoring implementation and corporate performance; and overseeing major capital expenditures, acquisitions and divestitures.	Yes As stated in the 2023 Fiscal Year Annual Report in Section of Vision, Mission and Company Culture
E.1.5	Does the board of directors play a leading role in the process of developing and reviewing the company's strategy at least annually?		Yes As stated in the 2023 Financial Year 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 oversee the implementation of the corporate strategy?	ICGN (2021) PRINCIPLE 1: Board role and responsibilities 1.1 Responsibilities The board is accountable to shareholders and relevant stakeholders for preserving and enhancing sustainable value over the long-term in alignment with a company's purpose and long-term strategy. G20/OECD Principles of Corporate Governance (2023): V: The responsibilities of the board V.D. The board should fulfil certain key functions, including: 1. Reviewing and guiding corporate strategy, major plans of action, annual budgets and business plans; setting performance objectives; monitoring implementation and corporate performance; and overseeing major capital expenditures, acquisitions and divestitures.	Yes As stated in the 2023 Fiscal Year Annual Report in the Management Report and Business Development Strategy section.

No	Parameter	Guide	Implementation Description
E.2	**Board structure**	**Guiding Reference**	
Code of Ethics or Conduct			
E.2.1	Are the details of the code of ethics or conduct disclosed?	G20/OECD Principles of Corporate Governance (2023): V: The responsibilities of the board V.C. The board should apply high ethical standards. The board has a key role in setting the ethical tone of a company, not only through its own actions, but also in appointing and overseeing key executives and consequently the management in general. High ethical standards are in the long-term interests of the company as a means to make it credible and trustworthy, not only in day-to-day operations, but also with respect to longer term commitments. To make the objectives of the board clear and operational, many companies have found it useful to develop company codes of conduct based on, among others, professional standards and sometimes broader codes of behaviour, and to communicate them throughout the organisation. This may include a commitment by the company (including its subsidiaries) to comply with the OECD Guidelines for Multinational Enterprises and associated due diligence standards. Similarly, jurisdictions are increasingly demanding that boards oversee the lobbying, finance and tax planning strategies, thus providing authorities with timely and targeted information and discouraging practices, for example the pursuit of aggressive tax planning schemes, that do not contribute to the long-term interests of the company and its shareholders, and can cause legal and reputational risks. Company-wide codes serve as a standard for conduct by both the board and key executives, setting the framework for the exercise of judgement in dealing with varying and often conflicting constituencies. At a minimum, the code of ethics should set clear limits on the pursuit of private interests, including dealings in the shares of the company. An overall framework for ethical conduct goes beyond compliance with the law, which should always be a fundamental requirement	Yes Yes, it is regulated in the Work Guidelines and Regulations for the Board of Directors and Board of Commissioners which are published on the Company's website http://bni.co.id/id-id/ company/tatakelola/ produkdantatatertib As also stated in the Annual Report for Financial Year 2023 in the Code of Ethics section Company.
E.2.2	Are all directors/commissioners, senior management and employees required to comply with the code/s?		Yes As stated in the Annual Report 2023 Books section Compliance with the Code of Ethics
E.2.3	Does the company have a process to implement and monitor compliance with the code/s of ethics or conduct?		Yes As stated in the 2023 Fiscal Year Annual Report section on Efforts to Implement and Enforce the Code of Ethics
Board Structure & Composition			
E.2.4	Do independent directors/ commissioners make up at least 50% of the board of directors/ commissioners?	G20/OECD Principles of Corporate Governance (2023): V: The responsibilities of the board V.E. The board should be able to exercise objective independent judgement on corporate affairs.	Yes As published in the 2023 Annual Report and Company website https://bni.co.id/ id/company/aboutbni/commissioner

No	Parameter	Guide	Implementation Description
E.2.5	Does the company have a term limit of nine years or less or 2 terms of five years1 each for its independent directors/ commissioners? 1 The five years term must be required by legislation which pre-existed the introduction of the ASEAN Corporate Governance Scorecard in 2011	G20/OECD Principles of Corporate Governance (2023): V: The responsibilities of the board V.E. The board should be able to exercise objective independent judgement on corporate affairs. While national approaches to defining independence vary, a range of criteria are used, such as the absence of relationships with the company, its group and its management, the external auditor of the company and substantial shareholders, as well as the absence of remuneration, directly or indirectly, from the company or its group other than directorship fees. The board may also be required to make an affirmative finding that a director is independent of the company because they have no material relationship with the company or that the director has no relationship which would interfere with the exercise of independent judgement in carrying out the responsibilities of a director. Many jurisdictions also set a maximum tenure for directors to be considered independent.) ICGN (2021) PRINCIPLE 3: Composition and appointment 3.4 Tenure Independent non-executive directors should serve for an appropriate length of time to ensure they contribute an impartial perspective to board discussion and decision-making. Term limits, where they exist, and the identity of directors who have exceeded such limits (and thus no longer deemed independent) should be disclosed. Director tenure should be reviewed by the Nomination Committee annually and director re-election contingent on a satisfactory evaluation of his or her contribution to the board.	Yes It has been regulated in the Work Guidelines and Regulations for the Board of Directors/Board of Commissioners in the Tenure of Directors/Board of Commissioners section http://bni.co.id/id-id/ company/tatakelola/ guidelines and rules
E.2.6	Has the company set a limit of five board seats that an individual independent/ non-executive director/ commissioner may hold simultaneously?	G20/OECD Principles of Corporate Governance (2023): V: The responsibilities of the board V.E. The board should be able to exercise objective independent judgement on corporate affairs. V.E.3 Board members should be able to commit themselves effectively to their responsibilities. Service on too many boards or committees can interfere with the performance of board members. Some jurisdictions have limited the number of board positions that can be held. Specific limitations may be less important than ensuring that members of the board enjoy legitimacy and confidence in the eyes of shareholders. Disclosure about other board and committee memberships and chair responsibilities to shareholders is therefore a key instrument to improve board and committee nominations. Achieving legitimacy would also be facilitated by the publication of attendance records for individual board members (e.g. whether they have missed a significant number of meetings) and any other work undertaken on behalf of the board and the associated remuneration.	Yes It has been regulated in the Work Guidelines and Regulations for the Board of Directors/Board of Commissioners in the Tenure of Directors/Board of Commissioners section http://bni.co.id/id-id/ company/tatakelola/ guidelines and rules
E.2.7	Does the company have any executive directors who serve on more than two boards of listed companies outside of the group?		No

No	Parameter	Guide	Implementation Description
Nominating Committee			
	Does the company have a Nominating Committee?	G20/OECD Principles of Corporate Governance (2023): II: The rights and equitable treatment of shareholders and key ownership functions II.C.5 Effective shareholder participation in key corporate governance decisions, such as the nomination and election of board members, should be facilitated. Shareholders should be able to make their views known, including through votes at shareholder meetings, on the remuneration of board members and/or key executives, as applicable. The equity component of compensation schemes for board members and employees should be subject to shareholder approval. With respect to nomination of candidates, boards in many companies have established nomination committees to ensure proper compliance and transparency with established nomination procedures and to facilitate and co-ordinate the search for a balanced, diverse and qualified board. It is regarded as good practice for independent board members to have a key role on this committee. To further improve the selection process, the Principles also call for full and timely disclosure of the experience and background of candidates for the board and the nomination process, which will allow an informed assessment of the abilities and suitability of each candidate. It is required or considered good practice in some jurisdictions to also disclose information about any other board positions or committee memberships that nominees hold, and in some jurisdictions also positions that they are nominated for. G20/OECD Principles of Corporate Governance (2023): V: The responsibilities of the board V.E.1 Boards should consider assigning a sufficient number of independent board members capable of exercising independent judgement to tasks where there is a potential for conflicts of interest. Examples of such key responsibilities are ensuring the integrity of financial and other corporate reporting, the review of related party transactions, and nomination and remuneration of board members and key executives.	Yes The Company has a Nomination and Remuneration Committee http://bni.co.id/id-id/ company/tatakelola/ board of commissioners committee
E.2.9	Is the Nominating Committee comprised of a majority of independent directors/ commissioners?		Yes As stated in the 2023 Fiscal Year Annual Report in the Nomination and Remuneration Committee section.
E.2.8 E.2.10	Is the chairman of the Nominating Committee an independent director/ commissioner?		Yes As per the Annual Report 2023 Fiscal Year, Chairman of the Nomination and Remuneration Committee served by Agus Dermawan Wintarto Martowardojo, President Commissioner/Independent Commissioner. Then at the 2023 Extraordinary GMS held on September 19 2023, the GMS transferred Mr Pradjoto as President Commissioner/Independent Commissioner and become the Nomination and Remuneration Committee.
E.2.11	Does the company disclose the terms of reference/ governance structure/charter of the Nominating Committee?	G20/OECD Principles of Corporate Governance (2023): V: The responsibilities of the board V.E The board should be able to exercise objective independent judgement on corporate affairs. V.E.2. Boards should consider setting up specialised committees to support the full board in performing its functions, in particular the audit committee – or equivalent body – for overseeing disclosure, internal controls and audit-related matters. Other committees, such as remuneration, nomination or risk management, may provide support to the board depending upon the company's size, structure, complexity and risk profile. Their mandate, composition and working procedures should be well defined and disclosed by the board which retains full responsibility for the decisions taken. Where justified in terms of the size, structure, sector or level of development of the company as well as the board's needs and the profile of its members, the use of committees may improve the work of the board and allow for a deeper focus on specific areas. In order to evaluate the merits of board committees, it is important that the market receives a full and clear picture of their mandate, scope, working procedures and composition. Such information is particularly important in the many jurisdictions where boards are required to establish independent audit committees with powers to oversee the relationship with the external auditor.	Yes As published on the Company's website. https://bni.co.id/id-id/ company/tatakelola/ board of commissioners committee
E.2.12	Is the meeting attendance of the Nominating Committee disclosed and if so, did the Nominating Committee meet at least twice during the year?		Yes Annual Report for Fiscal Year 2023, section of Nomination and Remuneration Committee Meeting Agenda, as well as Frequency and Attendance Level of Nomination and Remuneration Committee Meetings.

No	Parameter	Guide	Implementation Description
Remuneration Committee / Compensation Committee			
E.2.13	Does the company have a Remuneration Committee?	G20/OECD Principles of Corporate Governance (2023): V: The responsibilities of the board V.D. The board should fulfil certain key functions, including: V.D.5 Aligning key executive and board remuneration with the longer term interests of the company and its shareholders. It is regarded as good practice for boards to develop and disclose a remuneration policy statement covering board members and key executives, as well as to disclose their remuneration levels set pursuant to this policy. Such policy statements may specify, especially with respect to executives, the relationship between remuneration and performance with ex ante criteria linked to performance, and include measurable standards that emphasise the long-term interests of the company and the shareholders over short-term considerations. Such measurable standards among others may relate to total shareholder return and appropriate sustainability goals and metrics. Policy statements generally tend to set conditions for payments to board members for extra-board activities, such as consulting. They also often specify terms to be observed by board members and key executives about holding and trading the stock of the company, and the procedures to be followed in granting and re-pricing options. In some jurisdictions, policy statements also provide guidance on the payments to be made when hiring and/or terminating the contract of an executive. The board may also monitor the implementation of the policy statement on remuneration. Many jurisdictions recommend or require that remuneration policy and contracts for board members and key executives be handled by a special committee of the board comprising either wholly or a majority of independent directors and excluding executives that serve on each other's remuneration committees, which could lead to conflicts of interest. The introduction of malus and claw-back provisions is considered good practice. They grant the company the right to withhold and recover compensation from executives in cases of managerial fraud and other circumstances, for example when the company is required to restate its financial statements due to material noncompliance with financial reporting requirements.	Yes The Company has a Nomination and Remuneration Committee http://bni.co.id/id-id/ company/tatakelola/ board of commissioners committee
E.2.14	Is the Remuneration Committee comprised entirely of non-executive directors/ commissioners with a majority of independent directors/ commissioners ?		Yes As stated in the 2023 Fiscal Year Annual Report in the Nomination Committee section and Remuneration and information on the Company's website. http://bni.co.id/id-id/ company/governance/board of commissioners committee
E.2.15	Is the chairman of the Remuneration Committee an independent director/ commissioner?		Yes As per the Annual Report for Fiscal Year 2023 , Chairman of the Nomination and Remuneration Committee served by Agus Dermawan Wintarto Martowardojo, President Commissioner/Independent Commissioner. Then at the 2023 Extraordinary GMS held on September 19 2023, the GMS transferred Mr Pradjoto as President Commissioner/Independent Commissioner and become Chair of the Nomination and Remuneration Committee.

No	Parameter	Guide	Implementation Description
E.2.16	Does the company disclose the terms of reference/ governance structure/ charter of the Remuneration Committee?	G20/OECD Principles of Corporate Governance (2023): V. The responsibilities of the board V.E. The board should be able to exercise objective independent judgement on corporate affairs. V.E.2. Boards should consider setting up specialised committees to support the full board in performing its functions, in particular the audit committee – or equivalent body – for overseeing disclosure, internal controls and audit-related matters. Other committees, such as remuneration, nomination or risk management, may provide support to the board depending upon the company's size, structure, complexity and risk profile. Their mandate, composition and working procedures should be well defined and disclosed by the board which retains full responsibility for the decisions taken. Where justified in terms of the size and structure of the company and its board, as well as the company's sector or level of development, the use of committees may improve the work of the board. In order to evaluate the merits of board committees it is important that the market receives a full and clear picture of their purpose, duties and composition. Such information is particularly important in the many jurisdictions where boards are required to establish independent audit committees with powers to oversee the relationship with the external auditor. Audit committees should also be able to oversee the effectiveness and integrity of the internal control system.	Yes As published on the Company's website. https://bni.co.id/id-id/ company/tatakelola/ committeedewankomisaris
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 Annual Report for Fiscal Year 2023, section of Nomination and Remuneration Committee Meeting Agenda, as well as Frequency and Attendance Level of Nomination and Remuneration Committee Meetings.
Audit Committee			
E.2.18	Does the company have an Audit Committee?	G20/OECD Principles of Corporate Governance (2023): V: The responsibilities of the board V.E. The board should be able to exercise objective independent judgement on corporate affairs. V.E.1 Boards should consider assigning a sufficient number of independent board members capable of exercising independent judgement to tasks where there is a potential for conflicts of interest. Examples of such key responsibilities are ensuring the integrity of financial and other corporate reporting, the review of related party transactions, and nomination and remuneration of board members and key executives.	Yes The Company has an Audit Committee http://bni.co.id/id-id/ company/tatakelola/ committeedewankomisaris
E.2.19	Is the Audit Committee comprised entirely of non-executive directors/ commissioners with a majority of independent directors/ commissioners?	G20/OECD Principles of Corporate Governance (2023): V: The responsibilities of the board V.E. The board should be able to exercise objective independent judgement on corporate affairs. V.E.1 Boards should consider assigning a sufficient number of independent board members capable of exercising independent judgement to tasks where there is a potential for conflicts of interest. Examples of such key responsibilities are ensuring the integrity of financial and other corporate reporting, the review of related party transactions, and nomination and remuneration of board members and key executives. ICGN (2021) PRINCIPLE 8: Internal and external audit 8.3. Audit committee The board should establish an audit committee comprised entirely of independent non-executive directors. At least one member of the audit committee should have recent and relevant financial expertise and all audit committee members should be financially literate, including a basic understanding of accounting. Audit committees should also have a clear understanding of how sustainability factors can impact the company's financial statements.	Yes As stated in the 2023 Fiscal Year Annual Report in the Audit Committee section and information on the Company's website. http://bni.co.id/id-id/ company/tatakelola/ committeedewankomisaris
E.2.20	Is the chairman of the Audit Committee an independent director/commissioner?		Yes As stated in the 2023 Annual Report for the Audit Committee section and on the Company's website. https://bni.co.id/id-id/ company/tatakelola/ board of commissioners committee
E.2.21	Does the company disclose the terms of reference/governance structure/charter of the Audit Committee?		Yes As published in Company website. https://bni.co.id/ id-id/ company/tatakelola/ board of commissioners committee

No	Parameter	Guide	Implementation Description
E.2.22	Does at least one of the independent directors/ commissioners of the committee have accounting expertise (accounting qualification or experience)?	ICGN (2021) PRINCIPLE 8: Internal and external audit 8.3. Audit committee The board should establish an audit committee comprised entirely of independent non-executive directors. At least one member of the audit committee should have recent and relevant financial expertise and all audit committee members should be financially literate, including a basic understanding of accounting. Audit committees should also have a clear understanding of how sustainability factors can impact the company's financial statements.	Yes As stated in the Annual Report for Fiscal Year 2023 in Audit Committee Structure, Membership and Expertise section.
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 Annual Report for the 2023 Fiscal Year section of the Nomination and Remuneration Committee Meeting Agenda, as well as the Frequency and Attendance Level of Audit Committee Meetings.
E.2.24	Does the Audit Committee have primary responsibility for recommendation on the appointment, and removal of the external auditor?	ICGN (2021) PRINCIPLE 8: Internal and external audit 8.3 Audit committee The board should establish an audit committee comprised entirely of independent non-executive directors. At least one member of the audit committee should have recent and relevant financial expertise and all audit committee members should be financially literate, including a basic understanding of accounting. Audit committees should also have a clear understanding of how sustainability factors can impact the company's financial statements. The terms of reference for the committee should be publicly disclosed and include: (f) recommending the appointment, reappointment and, if necessary, the removal of the external auditor, as well as the approving audit fees. Any non-audit fees should normally be less than the audit fee and, if not, there should be a clear explanation as to why it was necessary for the auditor to provide these services and how the independence and objectivity of the audit was assured;	No
E.3	**Board Processes**		
Board meetings and attendance			
E.3.1	Are the board of directors meeting scheduled before the start of financial year?	Scheduling board meetings before or at the beginning of the year would allow directors to plan ahead to attend such meetings, thereby helping to maximise participation, especially as non-executive directors often have other commitments. Additional ad hoc meetings can always be scheduled if and when necessary. It is common practice for boards in developed markets to schedule meetings in this way.	Yes As stated in the 2023 Fiscal Year Annual Report in the Board of Directors' Meetings section
E.3.2	Does the board of directors/ commissioners meet at least six times during the year?	G20/OECD Principles of Corporate Governance (2023): V. The responsibilities of the board V.E.3 Board members should be able to commit themselves effectively to their responsibilities. "Achieving legitimacy would also be facilitated by the publication of attendance records for individual board members (e.g. whether they have missed a significant number of meetings) and any other work undertaken on behalf of the board and the associated remuneration." ICGN (2021) PRINCIPLE 1: Board role and responsibilities 1.5 Commitment The board should meet regularly to discharge its duties and directors should commit adequate time to board meeting preparation and attendance.	Yes As stated in the Annual Report for Fiscal Year 2023

No	Parameter	Guide	Implementation Description
E.3.3	Has each of the directors/ commissioners attended at least 75% of all the board meetings held during the year?	G20/OECD Principles of Corporate Governance (2023): V: The responsibilities of the board V.E. The board should be able to exercise objective independent judgement on corporate affairs. V.E.3 Board members should be able to commit themselves effectively to their responsibilities. Service on too many boards or committees can interfere with the performance of board members. Some jurisdictions have limited the number of board positions that can be held. Specific limitations may be less important than ensuring that members of the board enjoy legitimacy and confidence in the eyes of shareholders. Disclosure about other board and committee memberships and chair responsibilities to shareholders is therefore a key instrument to improve board and committee nominations. Achieving legitimacy would also be facilitated by the publication of attendance records for individual board members (e.g. whether they have missed a significant number of meetings) and any other work undertaken on behalfof the board and the associated remuneration.	Yes As stated in the 2023 Fiscal Year Annual Report in the Board of Commissioners and Board of Directors Meetings section.
E.3.4	Does the company require a minimum quorum of at least 2/3 for board decisions?		No As regulated in the Company's Articles of Association https://bni.co.id/id-id/company/tatakelola/ bni's articles of association
E.3.5	Did the non-executive directors/ commissioners of the company meet separately at least once during the year without any executives present?	G20/OECD Principles of Corporate Governance (2023): V. The responsibilities of the board V.E. The board should be able to exercise objective independent judgement on corporate affairs. "... Independent board members can contribute significantly to the decision making of the board. They can bring an objective view to the evaluation of the performance of the board and management. In addition, they can play an important role in areas where the interests of management, the company and its shareholders may diverge such as executive remuneration, succession planning, changes of corporate control, take-over defences, large acquisitions and the audit function. In order for them to play this key role, it is desirable that boards declare who they consider to be independent and the criterion for this judgement. Some jurisdictions also require separate meetings of independent directors on a periodic basis." ICGN (2021) PRINCIPLE 2: Leadership and independence 2.7. Independent meetings The chair should regularly hold meetings with the non-executive directors without executive directors present. In addition, the non-executive directors (led by the LID) should meet at least annually, without the chair present, to appraise the chair's performance or as appropriate.	Yes As stated in the Annual Report for 2023 Fiscal Year in the Board of Commissioners and Board of Directors Meetings section.

No	Parameter	Guide	Implementation Description
Access to information			
E.3.6	Are board papers for board of directors/commissioners meetings provided to the board at least five business days in advance of the board meeting?	G20/OECD Principles of Corporate Governance (2023): V. The responsibilities of the board V.F. In order to fulfil their responsibilities, board members should have access to accurate, relevant and timely information. Board members require relevant information on a timely basis in order to support their decision-making. Non-executive board members do not typically have the same access to information as key managers within the company. The contributions of non-executive board members to the company can be enhanced by providing access to certain key managers within the company such as, for example, the company secretary, the internal auditor, and the head of risk management or chief risk officer, and recourse to independent external advice at the expense of the company. In order to fulfil their responsibilities, board members should have access to and ensure that they obtain accurate, relevant and timely information. In cases when a publicly traded company is a part of a group, the regulatory framework should also ensure board members' access to key information about the activities of its subsidiaries to manage group-wide risks and implement group-wide objectives. At the same time, the regulatory framework should maintain safeguards to ensure that insiders will not use such information for their personal gain or of others. Where companies rely on complex risk management models, board members should be made aware of the possible shortcomings of such models.	Yes As stated in Annual Report for Fiscal Year 2023
E.3.7	Does the company secretary play a significant role in supporting the board in discharging its responsibilities?	G20/OECD Principles of Corporate Governance (2023): V: The responsibilities of the board V.F. In order to fulfil their responsibilities, board members should have access to accurate, relevant and timely information. Board members require relevant information on a timely basis in order to support their decision-making. Non-executive board members do not typically have the same access to information as key managers within the company. The contributions of non-executive board members to the company can be enhanced by providing access to certain key managers within the company such as, for example, the company secretary, the internal auditor, and the head of risk management or chief risk officer, and recourse to independent external advice at the expense of the company.	Yes As stated in Annual Report for Fiscal Year 2023 on Corporate Secretary section.
E.3.8	Is the company secretary trained in legal, accountancy or company secretarial practices and has kept abreast on relevant developments?	ICGN (2021) PRINCIPLE 1: Board role and responsibilities 1.8. Advice The board should have adequate resources to fulfil its responsibilities efficiently and effectively under relevant law and regulation. The board should have access to advice from a company secretary (or general counsel) and/or independent advice as appropriate at the company's expense.	Yes As stated in Annual Report for Fiscal Year 2023 on Corporate Secretary section.

No	Parameter	Guide	Implementation Description
Board Appointments and Re-Election			
E.3.9	Does the company disclose the criteria used in selecting new directors/commissioners?	G20/OECD Principles of Corporate Governance (2023): II. The rights and equitable treatment of shareholders and key ownership functions II.C.5 Effective shareholder participation in key corporate governance decisions, such as the nomination and election of board members, should be facilitated. Shareholders should be able to make their views known, including through votes at shareholder meetings, on the remuneration of board members and/or key executives, as applicable. The equity component of compensation schemes for board members and employees should be subject to shareholder approval. Electing the members of the board is a basic shareholder right. For the election process to be effective, shareholders should be able to participate in the nomination of board members and vote on individual nominees or on different lists of them. To this end, shareholders have access in a number of countries to the company's voting materials which are made available to shareholders, subject to conditions to prevent abuse. With respect to nomination of candidates, boards in many companies have established nomination committees to ensure proper compliance and transparency with established nomination procedures and to facilitate and co-ordinate the search for a balanced, diverse and qualified board. It is regarded as good practice for independent board members to have a key role on this committee. To further improve the selection process, the Principles also call for full and timely disclosure of the experience and background of candidates for the board and the nomination process, which will allow an informed assessment of the abilities and suitability of each candidate. It is required or considered good practice in some jurisdictions to also disclose information about any other board positions that nominees hold, and in some jurisdictions also positions that they are nominated for.	Yes As stated in Annual Report for Fiscal Year 2023.
E.3.10	Did the company describe the process followed in appointing new directors/commissioners?	G20/OECD Principles of Corporate Governance (2023): V: The responsibilities of the board V.D. The board should fulfil certain key functions, including: V.D.6 Ensuring a formal and transparent board nomination and election process. The Principles promote an active role for shareholders in the nomination and election of board members. The board, with the support of a nomination committee if established, has an essential role to play in ensuring that the nomination and election processes are respected. First, while actual procedures for nomination may differ among countries, the board has the responsibility to make sure that established procedures are transparent and respected. Second, the board has a key role in defining the general or individual profile of board members that the company may need at any given time, considering the appropriate knowledge, competencies and expertise to complement the existing skills of the board. Third, the board or nomination committee has the responsibility to identify potential candidates to meet desired profiles and propose them to shareholders, and/or consider those candidates advanced by shareholders. The board's engagement and dialogue with shareholders is considered good practice in this process, provided that the board ensures transparency, equal treatment and that inside and business sensitive information is not disclosed. It is considered good practice to conduct open search processes extending to a broad range of backgrounds to respond to diversity objectives and the evolving nature of risks.	Yes As stated in Annual Report for Fiscal Year 2023.

No	Parameter	Guide	Implementation Description
E.3.11	Are all directors/commissioners subject to re-election every 3 years; or 5 years for listed companies in countries whose legislation prescribes a term of 5 years2 each? 2The five years term must be required by legislation which pre-existed the introduction of the ASEAN Corporate Governance Scorecard in 2011	ICGS (2021) PRINCIPLE 3: Composition and appointment 3.7 Director election process Directors should be elected to the board preferably on an annual basis, or stand for election once every three years, and be accountable to shareholders by approval of a majority of shares voted in favour on each resolution.	Yes As stated in the Company's Articles of Association and Annual Report for Fiscal Year 2023.
Remuneration Matters			
E.3.12	Do the shareholders or the Board of Directors approve the remuneration of the executive directors and/or the senior executives?	G20/OECD Principles of Corporate Governance (2023): V: The responsibilities of the board V.D. The board should fulfil certain key functions, including: V.D.5. Aligning key executive and board remuneration with the longer term interests of the company and its shareholders. ICGN (2021) PRINCIPLE 5: Remuneration Remuneration should be designed to equitably and effectively align the interests of the CEO, executive officers and workforce with a company's strategy and purpose to help ensure long-term sustainable value preservation and creation. Aggregate remuneration should be appropriately balanced with the payment of dividends to shareholders and retention of capital for future investment and the level of quantum should be defendable relative to social considerations relating to income inequality.	Yes As stated in the 2023 Annual Report on the section of Remuneration for the Board of Directors and Board of Commissioners.
E.3.13	Does the company have measurable standards to align the performance-based remuneration of the executive directors and senior executives with long-term interests of the company, such as claw back provision and deferred bonuses?	G20/OECD Principles of Corporate Governance (2023): V. The responsibilities of the board V.D. The board should fulfil certain key functions, including: V.D.5 Aligning key executive and board remuneration with the longer term interests of the company and its shareholders. Many jurisdictions recommend or require that remuneration policy and contracts for board members and key executives be handled by a special committee of the board comprising either wholly or a majority of independent directors and excluding executives that serve on each other's remuneration committees, which could lead to conflicts of interest. The introduction of malus and claw-back provisions is considered good practice. They grant the company the right to withhold and recover compensation from executives in cases of managerial fraud and other circumstances, for example when the company is required to restate its financial statements due to material noncompliance with financial reporting requirements. ICGN (2021) PRINCIPLE 5: Remuneration 5.4 Malus and clawback Companies should include provisions in their incentive plans that enable the company to withhold the payment of any sum ('malus'), or recover sums paid ('clawback'), in the event of serious misconduct or a material misstatement in the company's financial statements.	No

No	Parameter	Guide	Implementation Description
Internal Audit			
E.3.14	Does the company have a separate internal audit function?	G20/OECD Principles of Corporate Governance (2023): V. The responsibilities of the board V.D. The board should fulfil certain key functions, including: V.D.8. Ensuring the integrity of the corporation's accounting and reporting systems for disclosure, including the independent audit, and that appropriate systems of control are in place, in compliance with the law and relevant standards. The board should demonstrate a leadership role to ensure that an effective means of risk oversight is in place. Ensuring the integrity of the essential reporting and monitoring systems will require that the board sets and enforces clear lines of responsibility and accountability throughout the organisation. The board will also need to ensure that there is appropriate oversight by senior management. Normally, this includes the establishment of an internal audit function. This function can play a critical role in providing ongoing support to the audit committee of the board or an equivalent body of its comprehensive oversight of the internal controls and operations of the company. The role and functions of internal audit vary across jurisdictions, but they can include assessment and evaluation of governance, risk management, and internal control processes.	Yes As stated in the 2023 Annual Report for the Internal Audit Unit section.
E.3.15	Is the head of internal audit identified or, if outsourced, is the name of the external firm disclosed?	Companies often disclose that they have an internal audit but, in practice, it is not uncommon for it to exist more in form than in substance. For example, the in-house internal audit may be assigned to someone with other operational responsibilities. As internal audit is unregulated, unlike external audit, there are firms providing outsourced internal audit services which are not properly qualified to do so. Making the identity of the head of internal audit or the external service provider public would provide some level of safeguard that the internal audit is substantive.	Yes As stated in the 2023 Annual Report for the Internal Audit Unit section.
E.3.16	Does the appointment and removal of the internal auditor require the approval of the Audit Committee?	G20/OECD Principles of Corporate Governance (2023): V: The responsibilities of the board V.D. The board should fulfil certain key functions, including: V.D.8. Ensuring the integrity of the corporation's accounting and reporting systems for disclosure, including the independent audit, and that appropriate systems of control are in place, in compliance with the law and relevant standards. It is considered good practice for the internal auditors to report to an independent audit committee of the board or an equivalent body which is also responsible for managing the relationship with the external auditor, thereby allowing a co-ordinated response by the board.	Yes As stated in the 2023 Annual Report for the Internal Audit Unit section.

No	Parameter	Guide	Implementation Description
Risk Oversight			
E.3.17	Does the company establish a sound internal control procedures/risk management framework and periodically review the effectiveness of that framework?	G20/OECD Principles of Corporate Governance (2023): V: The responsibilities of the board V.D. The board should fulfil certain key functions, including: V.D.2. Reviewing and assessing risk management policies and procedures. V.D.8. Ensuring the integrity of the corporation's accounting and reporting systems for disclosure, including the independent audit, and that appropriate systems of control are in place, in compliance with the law and relevant standards. ICGN (2021) PRINCIPLE 6: Risk oversight The board should proactively oversee the assessment and disclosure of the company's key risks and approve the approach to risk management and internal controls regularly with any significant business change and satisfy itself that the approach is functioning effectively.	Yes As stated in the 2023 Financial Year Annual Report in the Risk Management section.
E.3.18	Does the Annual Report/ Annual CG Report disclose that the board of directors/ commissioners has conducted a review of the company's material controls (including operational, financial and compliance controls) and risk management systems?	ICGN (2021) PRINCIPLE 6: Risk oversight The board should proactively oversee the assessment and disclosure of the company's key risks and approve the approach to risk management and internal controls regularly with any significant business change and satisfy itself that the approach is functioning effectively.	Yes As stated in the 2023 Fiscal Year Annual Report in the Risk Management section.
E.3.19	Does the company disclose the key risks to which the company is materially exposed to (i.e. financial, operational including IT, environmental, social, economic)?	G20/OECD Principles of Corporate Governance (2023): IV: Disclosure and Transparency IV.A Disclosure should include, but not be limited to, material information on: IV.A.8 Foreseeable risk factors Users of financial information and market participants need information on reasonably foreseeable material risks that may include: risks that are specific to the industry or the geographical areas in which the company operates; dependence on commodities and value chains; financial market risks including interest rate or currency risk; risks related to derivatives and off-balance sheet transactions; business conduct risks; digital security risks; and sustainability risks, notably climate-related risks. The Principles envision the disclosure of sufficient and comprehensive information to fully inform investors and other users of the material and foreseeable risks of the company. Disclosure of risk is most effective when it is tailored to the particular company and industry in question. Disclosure about the system for monitoring and managing risk is increasingly regarded as good practice, including the nature and effectiveness of related due diligence processes.	Yes As stated in the 2023 Financial Year Annual Report in the Risk Management section.
E.3.20	Does the Annual Report/ Annual CG Report contain a statement from the board of directors/commissioners or Audit Committee commenting on the adequacy of the company's internal controls/risk management systems?	G20/OECD Principles of Corporate Governance (2023): V. The responsibilities of the board V.D. The board should fulfil certain key functions, including: V.D.8 Ensuring the integrity of the corporation's accounting and reporting systems for disclosure, including the independent audit, and that appropriate systems of control are in place, in compliance with the law and relevant standards. It is considered good practice for the internal auditors to report to an independent audit committee of the board or an equivalent body which is also responsible for managing the relationship with the external auditor, thereby allowing a co-ordinated response by the board. Both internal and external audit functions should be clearly articulated so that the board can maximise the quality of assurance it receives. It should also be regarded as good practice for the audit committee, or equivalent body, to review and report to the board the most critical policies which are the basis for financial and other corporate reports. However, the board should retain final responsibility for oversight of the company's risk management system and for ensuring the integrity of the reporting systems. Some jurisdictions have provided for the chair of the board to report on the internal control process.	Yes As stated in the Annual Report for Fiscal Year 2023

No	Parameter	Guide	Implementation Description
E.4	**People on the Board**		
Board Chairman			
E.4.1	Do different persons assume the roles of chairman and CEO?	G20/OECD Principles of Corporate Governance (2023): V. The responsibilities of the board V.E. The board should be able to exercise objective independent judgement on corporate affairs. In jurisdictions with single tier board systems, the objectivity of the board and its independence from management may be strengthened by the separation of the role of chief executive and Cchair. Separation of the two posts is generally regarded as good practice, as it can help to achieve an appropriate balance of power, increase accountability and improve the board's capacity for decision making independent of management. The designation of a lead director who is independent of management is also regarded as a good practice alternative in some jurisdictions if that role is defined with sufficient authority to lead the board in cases where management has clear conflicts. Such mechanisms can also help to ensure high quality governance of the company and the effective functioning of the board. The chair or lead independent director may, in some jurisdictions, be supported by a company secretary.	Yes As stated in Annual Report for Fiscal Year 2023 section: Distribution of Supervisory Roles and Responsibilities for Each Member of the Board of Commissioners.
E.4.2	Is the chairman an independent director/commissioner?	ICGN (2021) PRINCIPLE 2: Leadership and independence 2.1 Independent leadership There should be a clear division of responsibilities between the role of the chair of the board and the CEO to avoid unfettered powers of decision-making in any one individual. This is particularly relevant in controlled companies when either the chair or CEO are significant shareholders. The Board should be chaired by an independent director who should be independent on the date of appointment. Should the role of the chair and CEO be combined, the board should explain the reasons why this is in the best interests of the company in the annual report and keep the structure under review. The responsibilities of the chair, CEO, lead independent director and committee chairs should be clearly described and publicly disclosed.	Yes, as stated in Annual Report for Fiscal Year 2023 in the Independent Commissioner section.

No	Parameter	Guide	Implementation Description
E.4.3	Is any of the directors a former CEO of the company in the past 2 years?	ICGN (2021) PRINCIPLE 2: Leadership and independence 2.5 CEO succession to Chair The practice of a company's retiring CEO remaining on the board as a director should be discouraged, regardless of any cooling off period, or in the event this practice does take place, the retiring CEO should not serve on board committees that require independent representation. If, exceptionally, the board decides that a retiring CEO should succeed to become chair, the board should consult with shareholders in advance setting out a convincing rationale and provide detailed explanation in the annual report. Unless there are extraordinary circumstances, there should be a break in service between the roles (e.g., a period of two years)	No
E.4.4	Are the roles and responsibilities of the chairman disclosed?	ICGN (2021) PRINCIPLE 2: Leadership and independence 2.3 Role of the Chair The chair should lead the board and ensure its effectiveness while inspiring a shared commitment among directors to the company's purpose and long-term strategy. This includes encouraging a culture of openness to allow a range of views to be expressed and adequate time for discussion of all agenda items. The chair should set the meeting agenda, ensuring that board members have sufficient and timely information to constructively challenge and debate managerial proposal.	Yes As stated in Annual Report for Fiscal Year 2023 section: Distribution of Supervisory Roles and Responsibilities for Each Member of the Board of Commissioners.
Lead Independent Director			
E.4.5	If the Chairman is not independent, has the Board appointed a Lead/Senior Independent Director and has his/her role been defined?	ICGN (2021) PRINCIPLE 2: Leadership and independence 2.4 Lead independent director The Board should appoint a Lead Independent Director (LID) even when the chair is independent. The LID provides shareholders, relevant stakeholders and directors with a valuable channel of communication to discuss matters that may involve a conflict of interest for the board chair which may include significant shareholders if there is a connection between them. The LID should not have directorship tenure in the company that raises questions as to the LID's independence as set out in Guidance 2.6.h. In a two-tier board the LID role could be assumed by a vice chair.	No
Skills and Competencies			
E.4.6	Does at least one non-executive director/commissioner have prior working experience in the major sector that the company is operating in?	ICGN (2021) PRINCIPLE 3: Composition and appointment The Board should comprise a sufficient mix of directors with relevant knowledge, independence, competence, industry experience and diversity of perspectives to generate effective challenge, discussion and objective decision-making in alignment with the company's purpose, long-term strategy and relevant stakeholders.	Yes As stated in Annual Report for Fiscal Year 2023, Board of Commissioners Profile section

LEVEL 2

BONUS ITEMS

No	Parameter	Availability	Implementation Description
(B)A.	**Rights of shareholders**		
(B)A.1	Right to participate effectively in and vote in general shareholders meeting and should be informed of the rules, including voting procedures, that govern general shareholders meeting.		
(B)A.1.1	Does the company practice real time secure electronic voting in absentia at general meetings of shareholders?	G20/OECD Principles of Corporate Governance (2023): II.C.6. The objective of facilitating shareholder participation suggests that jurisdictions and/or companies promote the enlarged use of information technology in voting, including secure electronic voting in all listed companies. The principles recommend that voting by proxy be generally accepted. Indeed, it is important to the promotion and protection of shareholders rights that investors can place reliance upon directed proxy voting	Yes As stated in the Annual Report for Fiscal Year 2023.
(B)B.	**Equitable treatment of shareholders**		
(B)B.1	Notice of AGM		
(B)B.1.1	Does the company release its notice of AGM (with detailed agendas and explanatory circulars), as announced to the Exchange, at least 28 days before the date of the meeting?	G20/OECD Principles of Corporate Governance (2023): II.C.1. Shareholders should be furnished with sufficient and timely information concerning the date, location and agenda of general meetings, as well as full and timely information regarding the issues to be decided at the meeting. II.C.5 Effective shareholder participation in key corporate governance decisions, such as the nomination and election of board members ICGN (2021) PRINCIPLE 10: 10.3 Meeting Notice The board should ensure that the meeting agenda is posted on the company's website at least one month prior to the meeting taking place.	No
(B)C.	**Sustainability and Resilience**		
(B)C.1			
(B).C.1.1	Does the company disclose how it manages climate-related risks and opportunities?	G20/OECD Principles of Corporate Governance (2023): VI.A.4. If a company publicly sets a sustainability-related goal or target, the disclosure framework should ensure that verifiable metrics are disclosed to allow investors to assess the credibility and progress toward meeting the announced goal or target. ICGN (2021) PRINCIPLE 7: 7.5 Climate change The board should assess the impact of climate change on the company business model and how it will be adapted to meet the needs of a net zero economy as part of a long-term strategy. This includes setting and disclosing targets to reduce carbon emissions and a period for achievement. Where climate change risks, whether physical or transitional, are identified as material and relevant, reporting should include discussion of the diligence process, strategy, metrics, targets and initiatives used to manage the risks. TCFD, Metrics and Targets a. Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with strategy and risk management process b. Disclose Scope 1, Scope 2, and if appropriate, Scope 3 GHG emissions and related risks c. Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets TCFD, Metrik dan Target	Yes As stated in the Annual Report for Fiscal Year 2023.

No	Parameter	Availability	Implementation Description
(B).C.1.2	Does the company disclose that its Sustainability Report / Sustainability Reporting is externally assured?	G20/OECD Principles of Corporate Governance (2023) VI.A.5. Phasing in of requirements should be considered for annual assurance attestations by an independent, competent and qualified assurance service provider in accordance with high quality international assurance standards in order to provide an external and objective assessment of a company's sustainability-related disclosure. ICGN (2021) PRINCIPLE 7: 7.4 Sustainability reports The board should provide sustainability reporting to reflect the complexities inherent in a contemporary business by blending financial, human and natural capital considerations in the context of a company's current and future strategic direction. Such disclosures should: f. be strengthened where possible by audit or independent assurance that is carried out annually having regard to established disclosure standards. GRI 2-5 External assurance The organization shall: describe its policy and practice for seeking external assurance, including whether and how the highest governance body and senior executives are involved; If the organization's sustainability reporting has been externally assured: i. provide a link or reference to the external assurance report(s) or assurance statement(s); ii. describe what has been assured and on what basis, including the assurance standards used, the level of assurance obtained, and any limitations of the assurance process; iii. describe the relationship between the organization and the assurance provider.	Yes As stated in the 2023 Fiscal Year Sustainability Report
(B).C.1.3	Does the company disclose the engagement channel with stakeholder groups and how the company responds to stakeholders' ESG concerns?	G20/OECD Principles of Corporate Governance (2023) VI.B. Corporate governance frameworks should allow for dialogue between a company, its shareholders and stakeholders to exchange views on sustainability matters as relevant for the company's business strategy and its assessment of what matters ought to be considered material. GRI 2-29 Approach to stakeholder engagement The organization shall describe its approach to engaging with stakeholders, including: 1. the categories of stakeholders it engages with, and how they are identified; 2. the purpose of the stakeholder engagement; 3. ihow the organization seeks to ensure meaningful engagement with stakeholders	Yes As stated in the 2023 Fiscal Year Sustainability Report.

No	Parameter	Availability	Implementation Description
(B).C.1.4	Does the company have a unit / division / committee who is specifically responsible to manage the sustainability matters?	G20/OECD Principles of Corporate Governance (2023): VI.C. The corporate governance framework should ensure that boards adequately consider material sustainability risks and opportunities when fulfilling their key functions in reviewing, monitoring and guiding governance practices, disclosure, strategy, risk management and internal control systems, including with respect to climate-related physical and transition risks. When fulfilling their key functions, boards are increasingly ensuring that material sustainability matters are also considered. For instance, boards may assess if and how sustainability matters affect companies' risk profiles. Such assessments may also relate to key executive remuneration and nomination (e.g. whether targets integrated into executives' compensation plans would be quantifiable, linked to financially material risks and incentivise a long-term view) or whether a board committee on sustainability would be useful. ICGN (2021) PRINCIPLE 1: 1.1 Responsibilities e. accountability for the governance of sustainability ensuring the integration of human capital (particularly the workforce) and natural capital management in strategy, innovation and risk;	Yes As stated in the Annual Report for Fiscal Year 2023.
(B).C.1.5	Does the company disclose board of directors/ commissioners' oversight of sustainability-related risks and opportunities?	G20/OECD Principles of Corporate Governance (2023) VI.C. The corporate governance framework should ensure that boards adequately consider material sustainability risks and opportunities when fulfilling their key functions in reviewing, monitoring and guiding governance practices, disclosure, strategy, risk management and internal control systems, including with respect to climate-related physical and transition risks. ICGN (2021) PRINCIPLE 1: 1.1 Responsibilities f. overseeing the company's risk assessment and management (including relevant systemic risks such as climate change, ecological degradation, social inequality and digital transformation) that affect sustainable value creation and preservation and reviewing policies annually, or with any significant business change; TCFD, Governance. a. Describe the board's oversight of climate-related risks and opportunities.	Yes As stated in the Annual Report for Fiscal Year 2023.

No	Parameter	Availability	Implementation Description
(B).C.1.6	Does the company disclose the linkage between executive directors and senior management remuneration and sustainability performance for the previous year?	G20/OECD Principles of Corporate Governance (2023): VI.C. When fulfilling their key functions, boards are increasingly ensuring that material sustainability matters are also considered. For instance, boards may assess if and how sustainability matters affect companies' risk profiles. Such assessments may also relate to key executive remuneration and nomination (e.g. whether targets integrated into executives' compensation plans would be quantifiable, linked to financially material risks and incentivise a long-term view) or how sustainability is approached by the board and its committees ICGN (2021) PRINCIPLE 5: 5.3 Performance measures In addition to financial performance metrics, quantifiable indicators that are material to the company's sustainable value creation and preservation, such as human capital and natural capital should be considered. Metrics guiding performance grants should be based on audited financial data, and, where possible, assured sustainability indicators. GRI 2-19 Remuneration Policies The organization shall describe how the remuneration policies for members of the highest governance body and senior executives relate to their objectives and performance in relation to the management of the organization's impacts on the economy, environment, and people.	Yes As stated in the Annual Report for Fiscal Year 2023.
(B).C.1.7	Is the company's Whistle Blowing System managed by independent parties / institutions?	ICGN (2021) PRINCIPLE 4: Corporate culture 4.2 Whistleblowing The board should ensure that the company has in place an independent, confidential mechanism whereby a worker, supplier, shareholder, or relevant stakeholder can (without fear of retribution) raise issues of particular concern with regard to potential or suspected breaches of a company's code of ethics or local law.	Yes As stated in the Annual Report for Fiscal Year 2023.
(B)D.	**Disclosure and transparency**		
(B)D.1	Quality of Annual Report		
(B)D.1.1	Are the audited annual financial report / statement released within 60 days from the financial year end?	G20/OECD Principles of Corporate Governance (2023): IV.A. IV.A.1. The financial and operating results of the company. Audited financial statements showing the financial performance and the financial situation of the company (most typically including the balance sheet, the profit and loss statement, the cash flow statement)	Yes As stated in the Annual Report for Fiscal Year 2023.
(B)E.	**Responsibilities of the Board**	**In this section, independent directors / commissioners, who have served for more than nine years or two terms of five years each (whichever is higher) in the same capacity, from their date of first appointment, will not be considered independent even if they are deemed to be as such in their respective jurisdictions.**	
(B)E.1	Board Competencies and Diversity		
(B)E.1.1	Does the company have at least one female independent director/ commissioner?	G20/OECD Principles of Corporate Governance (2023): V.E. V.E.4. Jurisdictions and companies should also consider additional and complementary measures to strengthen the female talent pipeline throughout the company and reinforce other policy measures aimed at enhancing board and management diversity.	Yes As stated in the Annual Report for Fiscal Year 2023, the Company has 3 Women Directors.
(B)E.1.2	Does the company have a policy and disclose measurable objectives for implementing its board diversity and report on progress in achieving its objectives?		Yes As stated in the Annual Report for Fiscal Year 2023

No	Parameter	Availability	Implementation Description
(B)E.2	Board Structure		
(B)E.2.1	Is the Nominating Committee comprise entirely of independent directors/ commissioners?	ICGN (2021) PRINCIPLE 2: 2.2 Independence levels The board should comprise a majority of independent non-executive directors as a general standard. This should be regarded as best practice not only for companies with widely-held share ownership, but also for companies with concentrated share ownership and Subsidiaries. At a minimum, controlled companies should seek to link board independence levels to the economic stake held by minority shareholders.	No
(B)E.2.2	Does the Nominating Committee undertake the process of identifying the quality of directors aligned with the company's strategic directions?	G20/OECD Principles of Corporate Governance (2023) V.D.6. Ensuring a formal and transparent board nomination and election process. The board, with the support of a nomination committee if established, has an essential role to play in ensuring that the nomination and election processes are respected. First, while actual procedures for nomination differ among jurisdictions, the board has the responsibility to make sure that established procedures are transparent and respected. Second, the board has a key role in defining the collective or individual profile of board members that the company may need at any given time, considering the appropriate knowledge, competencies and expertise to complement the existing skills of the board. Third, the board or nomination committee has the responsibility to identify potential candidates to meet desired profiles and propose them to shareholders, and/or consider those candidates advanced by shareholders.	Yes As stated in the Annual Report for Fiscal Year 2023
(B)E.3	Board Appointments and Re-Election		
(B)E.3.1	Does the company use professional search firms or other external sources of candidates (such as director databases set up by director or shareholder bodies) when searching for candidates to the board of directors/ commissioners?	G20/OECD Principles of Corporate Governance (2023): V.D.6. The board or nomination committee has the responsibility to identify potential candidates to meet desired profiles and propose them to shareholders, and/or consider those candidates advanced by shareholders.	No
(B)E.4	Board Structure & Composition		
(B)E.4.1	Do independent non-executive directors/ commissioners make up more than 50% of the board of directors/ commissioners for a company with independent chairman?	G20/OECD Principles of Corporate Governance (2023): V.E.1. Boards should consider assigning a sufficient number of independent board members capable of exercising independent judgement to tasks where there is a potential for conflicts of interest. Examples of such key responsibilities are ensuring the integrity of financial and other corporate reporting, the review of related party transactions, and nomination and remuneration of board members and key executives	Yes As stated in the Annual Report for Fiscal Year 2023

No	Parameter	Availability	Implementation Description
(B)E.5	Risk Oversight		
(B)E.5.1	Does the company disclose that its Board identified key risk in relation to information technology including disruption, cyber security, and disaster recovery, to ensure that such risks are managed and integrated into the overall risk management framework?	G20/OECD Principles of Corporate Governance (2023): V.D.2. When fulfilling these key functions, the board should ensure that material sustainability matters are considered. With a view to increasing resilience, boards should also ensure that they have adequate processes in place within their risk management frameworks to deal with significant external company relevant risks, such as health crises, supply chain disruptions and geopolitical tensions. These frameworks should work ex ante (as companies should foster their resilience in the event of a crisis) and ex post (as companies should be able to set up crisis management processes at the onset of a sudden negative event). Of notable importance is the management of digital security risks, which are dynamic and can change rapidly. Risks may relate, among other matters, to data security and privacy, the handling of cloud solutions, authentication methods, and security safeguards for remote personnel working on external networks. As with other risks, these risks should be integrated more broadly within the overall cyclical company risk management framework.	Yes As stated in the Annual Report for Fiscal Year 2023
(B)E.6	Board Performance/Commisioners		
(B)E.6.1	Does the company have a separate board level Risk Committee?	ICGN (2021) PRINCIPLE 6: 6.5 Risk Committee While ultimate responsibility for a company's risk management approach rests with the full board, having a risk committee can be an effective mechanism to bring the transparency, focus and independent judgement needed to oversee the company's approach to risk management and internal controls. A risk committee, and the board more generally, should be informed through the company's enterprise-wide internal control and risk management system.	Yes As stated in the Annual Report for Fiscal Year 2023

LEVEL 2

PENALTY

No.	Parameter	Availability	Implementation Description
(P)A.	**Rights of shareholders**		
(P)A.1	Basic shareholder rights		
(P)A.1.1	Did the company fail or neglect to offer equal treatment for share repurchases to all shareholders?	G20/OECD P rinciples of Corporate Governance (2023): II.A.	No
(P)A.2	Shareholders, including institutional shareholders, should be allowed to consult with each other on issues concerning their basic shareholder rights as defined in the Principles, subject to exceptions to prevent abuse.		
(P)A.2.1	Is there evidence of barriers that prevent shareholders from communicating or consulting with other shareholders?	G20/OECD Principles of Corporate Governance (2023): II.D. Shareholders, including institutional shareholders, should be allowed to consult with each other on issues concerning their basic shareholder rights as defined in the Principles, subject to exceptions to prevent abuse	No
(P)A.3	Right to participate effectively in and vote in general shareholders meeting and should be informed of the rules, including voting procedures, that govern general shareholders meeting.		
(P)A.3.1	Did the company include any additional and unannounced agenda item into the notice of AGM/EGM?	G20/OECD Principles of Corporate Governance (2023): II.C.2	No
(P)A.3.2	Did the company include any additional and unannounced agenda item into the notice of AGM/EGM?	G20/OECD Principles of Corporate Governance (2023): II.C.	No

No.	Parameter	Availability	Implementation Description
(P)A.4	Capital structures and arrangements that enable certain shareholders to obtain a degree of control disproportionate to their equity ownership should be disclosed.		
	Did the company fail to disclose the existence of:		
(P)A.4.1	Shareholders agreement?	G20/OECD Principles of Corporate Governance (2023): II.D.	No
(P)A.4.2	Voting cap?		No
(P)A.4.3	Multiple voting rights?		No
(P)A.5	A.5 Capital structures and arrangements that enable certain shareholders to obtain a degree of control disproportionate to their equity ownership should be disclosed.		
(P)A.5.1	Is a pyramid ownership structure and/ or cross holding structure apparent?	G20/OECD Principles of Corporate Governance (2023): IV.A.3. Some capital structures such as pyramid structures, cross-shareholdings and shares with limited or multiple voting rights allow shareholders to exercise a degree of control over the corporation disproportionate to their equity ownership in the company. Company groups are often complex structures that involve several layers of subsidiaries, including across different sectors and jurisdictions. These structures may limit the ability of non-controlling shareholders of the parent and Subsidiaries to influence corporate policies and understand the risks involved, and may allow controlling shareholders to extract private benefits from group companies Given the potential of these mechanisms to redistribute the influence of shareholders on company policy, and also its relevance for the enforcement of takeover regulation, the disclosure of such capital structures, group structures and their control arrangements should be required. Disclosure about such schemes also allows shareholders, debtholders and potential investors to make better informed decisions.	
(P)B.	**Equitable treatment of shareholders**		
(P)B.1	Insider trading dan transaksi pribadi yang merugikan tidak diperbolehkan		
(P)B.1.1	Has there been any conviction of insider trading involving directors/commissioners, management and employees in the past three years?	G20/OECD Principles of Corporate Governance (2023): III.E. Institutional investors, stock markets, and other intermediaries III.E.3. Insider trading and market manipulation should be prohibited and the applicable rules enforced. ICGN (2021) PRINCIPLE 4: 4.4 Employee share dealing The board should develop clear rules regarding any trading by directors and employees in the company's own securities. Individuals should not benefit directly or indirectly from knowledge which is not generally available to the market.	No

No.	Parameter	Availability	Implementation Description
(P)B.2	Protecting minority shareholders from abusive action		
(P)B.2.1	Has there been any cases of non compliance with the laws, rules and regulations pertaining to material related party transactions in the past three years?	G20/OECD Principles of Corporate Governance (2023): III. Institutional investors, stock markets, and other intermediaries III.E. Insider trading and market manipulation should be prohibited and the applicable rules enforced. ICGN (2021) PRINCIPLE 9: 9.3 Conflicts of interest The board should ensure that policies and procedures on conflicts of interest are established, understood and implemented by directors, management, workers and other relevant parties, including members of related business groups. If a director has an interest in a matter under consideration by the board, then the director should promptly declare such an interest and be precluded from voting on the subject or exerting influence 9.4 Related party transactions The board should develop, adopt and disclose a related party transactions (RPT) Policy and have a robust process for approving, reviewing and monitoring RPTs and any inherent conflicts of interest. This includes establishing a committee of independent directors, either as a separate committee, or an existing committee comprised of independent directors, for example the audit committee.	No
(P)B.2.2	Were there any RPTs that can be classified as financial assistance (i.e not conducted at arms length) to entities other than wholly-owned Subsidiaries?	G20/OECD Principles of Corporate Governance (2023): II.G. Minority shareholders should be protected from abusive actions by, or in the interest of, controlling shareholders acting either directly or indirectly, and should have effective means of redress. Abusive selfdealing should be prohibited.	
(P)C.	**Role of stakeholders**		
(P)C.1	The rights of stakeholders that are established by law or through mutual agreements are to be respected.		
(P)C.1.1	Have there been any violations of any laws pertaining to labour/ employment/ consumer/ insolvency/ commercial/ competition or environmental issues?	G20/OECD Principles of Corporate Governance (2023): IV.D. The rights of stakeholders that are established by law or through mutual agreements are to be respected. (8) Companies are also well advised to establish and ensure the effectiveness of internal controls, ethics, and compliance programmes or measures to comply with applicable laws, regulations and standards, including statutes criminalising the bribery of foreign public officials, as required under the OECD Anti-Bribery Convention, and other forms of bribery and corruption. Moreover, compliance must also relate to other laws and regulations such as those covering securities, taxation, competition, and work and safety conditions.	No
(P)C.2	Where stakeholders participate in the corporate governance process, they should have access to relevant, sufficient and reliable information on a timely and regular basis.		
(P)C.2.1	Has the company faced any sanctions by regulators for failure to make announcements within the requisite time period for matearial events?	G20/OECD Principles of Corporate Governance (2023): IV.D.4. Where stakeholders participate in the corporate governance process, they should have access to relevant, sufficient and reliable information on a timely and regular basis.	No

No.	Parameter	Availability	Implementation Description
		G20/OECD Principles of Corporate Governance (2023): VI.C. Boards should ensure that companies' lobbying activities are coherent with their sustainability-related goals and targets.	
(P).C.2.2	Is there any evidence that the company is engaging in greenwashing activities?	Boards should effectively oversee the lobbying activities management conducts and finances on behalf of the company, in order to ensure that management gives due regard to the long-term strategy for sustainability adopted by the board. For instance, lobbying against any carbon pricing policy may be expected to increase a company's short-term profits but not be in line with the company's goal to make an orderly transition to a low carbon economy.	No
(P)D.	**Disclosure and transparency**		
(P)D.1	Sanctions from regulator on financial reports	Guiding Reference	Implementation Description
(P)D.1.1	Did the company receive a "qualified opinion" in its external audit report?	G20/OECD Principles of Corporate Governance (2023): IV: Disclosure and Transparency IV.B. Information should be prepared and disclosed in accordance with internationally recognised accounting and disclosure standards. IV.C. An annual external audit should be conducted by an independent, competent and qualified auditor in accordance with internationally recognised auditing, ethical and independence standards in order to provide reasonable assurance to the board and shareholders on whether the financial statements are prepared, in all material respects, in accordance with an applicable financial reporting framework.	No
(P)D.1.2	Did the company receive an "adverse opinion" in its external audit report?		No
(P)D.1.3	Did the company receive a "disclaimer opinion" in its external audit report?		No
(P)D.1.4	Has the company in the past year revised its financial statements for reasons other than changes in accounting policies?	ICGN (2021) PRINCIPLE 8: 8.2 External audit The board should establish formal procedures to ensure an effective and independent external audit of the company's financial statements to provide assurance to shareholders and relevant stakeholders around a company's financial position, performance and prospects. The external auditor's direct reporting relationship and accountability should be to the independent audit committee.	No
(P)E.	**Responsibilities of the Board**		
(P)E.1	Compliance with listing rules, regulations and applicable laws		
(P)E.1.1	Is there any evidence that the company has not complied with any listing rules and regulations apart from disclosure rules over the past year?	G20/OECD Principles of Corporate Governance (2023): VI.D.8. Ensuring the integrity of the corporation's accounting and reporting systems for disclosure, including the independent external audit, and that appropriate control systems are in place, in compliance with the law and relevant standards. Companies are also well advised to establish and ensure the effectiveness of internal controls, ethics, and compliance programmes or measures to comply with applicable laws, regulations and standards, including statutes criminalising the bribery of foreign public officials, as required under the OECD Anti-Bribery Convention, and other forms of bribery and corruption. Moreover, compliance must also relate to other laws and regulations such as those covering securities, taxation, competition, and work and safety conditions. Other laws that may be applicable include those relating to human rights, the environment, fraud and money laundering. Such compliance programmes will also underpin the company's code of ethics.	No
(P)E.1.2	Have there been any instances where non-executive directors/ commissioner have resigned and raised any issues of governance-related concerns?	UK CODE (JULY 2018) Provision 8. Where directors have concerns about the operation of the board or the management of the company that cannot be resolved, their concerns should be recorded in the board minutes. On resignation, a non-executive director should provide a written statement to the chair, for circulation to the board, if they have any such concerns.	No

No.	Parameter	Availability	Implementation Description
(P)E.2	Board structure		
(P)E.2.1	Does the Company have any independent directors/ commissioners who have served for more than nine years or two terms of five years each (which ever is higher) in the same capacity? The five years term must be required by legislation which pre-existed before the introduction of the ASEAN Corporate Governance Scorecard in 2011	ICGN (2021) PRINCIPLE 3: 3.4 Tenure Independent non-executive directors should serve for an appropriate length of time to ensure they contribute an impartial perspective to board discussion and decision-making. Term limits, where they exist, and the identity of directors who have exceeded such limits (and thus no longer deemed independent) should be disclosed. Director tenure should be reviewed by the Nomination Committee annually and director reelection contingent on a satisfactory evaluation of his or her contribution to the board.	No
(P)E.2.2	Did the company fail to correctly identify the description of all their directors as independent, non-executive, and executive?	ICGN (2021) PRINCIPLE 2: 2.6 Independence criteria The board should identify in the annual report the names of the directors considered by the board to be independent and who are able to exercise independent judgment free from any external influence.	No
(P)E.2.3	Does the company have any independent directors/nonexecutive/ commissioners who serve on a total of more than five boards of publicly-listed companies?	G20/OECD Principles of Corporate Governance (2023): V.E.3. Board members should be able to commit themseLves effectively to their responsibilities. Service on too many boards or committees can interfere with the performance of board members. Some jurisdictions have limited the number of board positions that can be held. Specific limitations may be less important than ensuring that members of the board enjoy legitimacy and confidence in the eyes of shareholders	No
(P)E.3	External Audit		
(P)E.3.1	Is any of the directors or senior management a former employee or partner of the current external auditor (in the past 2 years)?	G20/OECD Principles of Corporate Governance (2023) IV.C. An annual external audit should be conducted by an independent, competent and qualified auditor in accordance with internationally recognised auditing, ethical and independence standards in order to provide reasonable assurance to the board and shareholders on whether the financial statements are prepared, in all material respects, in accordance with an applicable financial reporting framework. Provision of non-audit services by the external auditor to a company can impair their independence and might involve them auditing their own work or present other threats to independence. To deal with such potential threats, some jurisdictions require the disclosure of payments to external auditors for nonaudit services. Examples of other provisions designed to promote external auditor independence include a ban or severe limitation on the nature of non-audit work which can be undertaken by an auditor for their audit client; periodic communications to the audit committee discussing the nature, timing and fees of the non-audit work (including the approval of such work) as well as relationships that may threaten auditor independence; mandatory rotation of auditors (either partners or in some cases the audit company); a fixed tenure for auditors; joint audits; a temporary ban on the employment of an exauditor by the audited company; and prohibiting auditors or their dependents from having a financial stake or management role in the companies they audit. Some jurisdictions take a more direct regulatory approach and limit the percentage of non-audit income that the auditor can receive from a particular client or limit the total percentage of auditor income that can come from one client.	No

No.	Parameter	Availability	Implementation Description
(P)E.4	Board structure and composition		
(P)E.4.1	Has the chairman been the company CEO in the last three years?	G20/OECD Principles of Corporate Governance (2023): V.E. The board should be able to exercise objective independent judgement on corporate affairs. In jurisdictions with single tier board systems, the objectivity of the board and its independence from management may be strengthened by the separation of the role of chief executive and chair. Separation of the two posts is regarded as good practice, as it can help to achieve an appropriate balance of power, increase accountability and improve the board's capacity for decision-making independent of management. The designation of a lead director who is independent of management is also regarded as a good practice alternative in some jurisdictions if that role is defined with sufficient authority to lead the board in cases where management has clear conflicts ICGN (2021) PRINCIPLE 2: 2.5 CEO succession to Chair The practice of a company's retiring CEO remaining on the board as a director should be discouraged, regardless of any cooling off period, or in the event this practice does take place, the retiring CEO should not serve on board committees that require independent representation. If, exceptionally, the board decides that a retiring CEO should succeed to become chair, the board should consult with shareholders in advance setting out a convincing rationale and provide detailed explanation in the annual report. Unless there are extraordinary circumstances, there should be a break in service between the roles (e.g., a period of two years).	No
(P)E.4.2	Do non-executive directors/ commissioners receive options, performance shares or bonuses?	UK CODE (JULY 2018) Provision 34. Levels of remuneration for the chair and all non-executive directors should reflect the time commitment and responsibilities of the role. Remuneration for all non-executive directors should not include share options or other performance-related elements. ASX CODE (FEB 2019) Box 8.2: Suggested guidelines for Non-executive director remuneration Composition: non-executive directors should be remunerated by way of cash fees, superannuation contributions and non-cash benefits in lieu of fees (such as salary sacrifice into superannuation or equity). Fixed remuneration: levels of fixed remuneration for non-executive directors should reflect the time commitment and responsibilities of the role. Performance-based remuneration: nonexecutive directors should not receive performance-based remuneration as it may lead to bias in their decision-making and compromise their objectivity Equity-based remuneration: it is generally acceptable for non-executive directors to receive securities as part of their remuneration to align their interests with the interests of other security holders.80 However, nonexecutive directors generally should not receive options with performance hurdles attached or performance rights as part of their remuneration as it may lead to bias in their decision-making and compromise their objectivity Termination payments: non-executive directors should not be provided with retirement benefits other than superannuation.	Yes, Board of Directors receive share options

APPENDIX

No	Parameter	Ketersediaan	Implementation Description
	Do shareholders have the right to participate in:		
A.2.1	Amendments to the company's constitution?	G20/OECD (2015) Principle II (B) Shareholders should be sufficiently informed about, and have the right to approve or participate in, decisions concerning fundamental corporate changes such as: (1) amendments to the statutes, or articles of incorporation or similar governing documents of the company.	Yes As stated in Article 28 of the Company's Articles of Association.
A.2.2	The authorisation of additional shares?	G20/OECD (2015) Principle II (B): (2) the authorisation of additional shares.	Yes As stated in Article 4 paragraph (5) of the Company's Articles of Association, Yes, as stated.
A.2.3	The transfer of all or substantially all assets, which in effect results in the sale of the company?	G20/OECD (2015) Principle II (B): (3) extraordinary transactions, including the transfer of all or substantially all assets, that in effect result in the sale of the company G20/OECD (2015) Prinsip II	Yes As stated in Article 12 paragraph (7) of the Company's Articles of Association.
B.1.1	Does the company's ordinary or common shares have one vote for one share?	OECD Principle II E. All shareholders of the same series of a class should be treated equally. Capital structures and arrangements that enable certain shareholders to obtain a degree of influence or control disproportionate to their equity ownership should be disclosed. 1. Within any series of a class, all shares should carry the same rights. All investors should be able to obtain information about the rights attached to all series and classes of shares before they purchase. Any changes in economic or voting rights should be subject to approval by those classes of shares which are negatively affected. ICGN Principle 9.1 Share classes Sufficient information about the material attributes of all of the company's classes and series of shares should be disclosed on a timely basis. Ordinary or common shares should feature one vote for each share. Divergence from a 'one-share, one-vote' standard which gives certain shareholders power disproportionate to their economic interests should be disclosed and explained. Dual class share structures should be kept under review and should be accompanied by commensurate extra protections for minority shareholders, particularly in the event of a takeover bid.	Yes As stated in the rules of the Annual GMS and Extraordinary GMS and Annual Report for Fiscal Year 2023 in the General Meeting of Shareholders and have been published on the Company's website.
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?	OECD Principle III E. Insider trading and market manipulation should be prohibited and the applicable rules enforced. ICGN Principle 4. Corporate Culture 4.5 Employee share dealing There should be clear rules regarding any trading by directors and employees in the company's own securities. Individuals should not benefit directly or indirectly from knowledge which is not generally available to the market.	Yes As stated in the Annual Report for Fiscal Year 2023

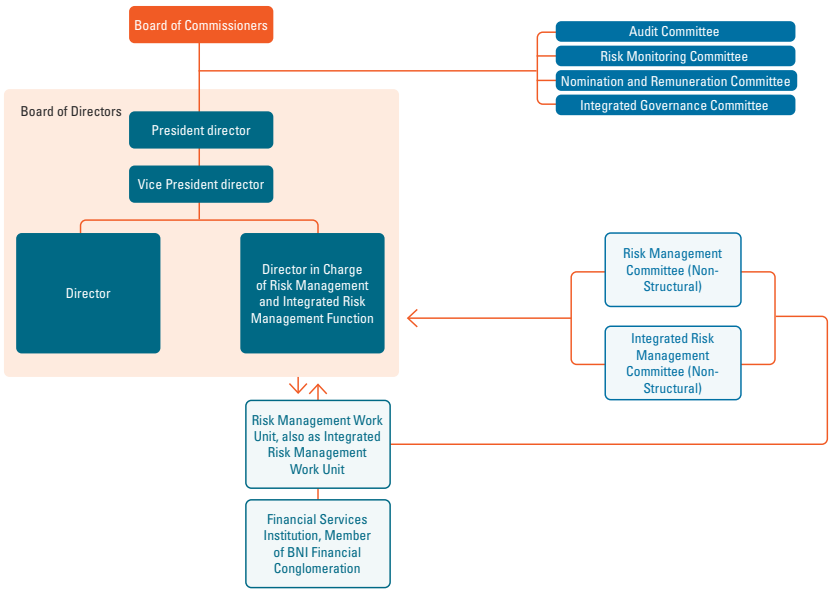
APPENDIX

No	Parameter	Ketersediaan	Implementation Description
B.4.1	Does the company have a policy requiring directors / commissioners to disclose their interest in transactions and any other conflicts of interest?	OECD Principle II F. Related-party transactions should be approved and conducted in a manner that ensures proper management of conflict of interest and protects the interest of the company and its shareholders. 1. Conflicts of interest inherent in related-party transactions should be addressed. 2. Members of the board and key executives should be required to disclose to the board whether they, directly, indirectly or on behalf of third parties, have a material interest in any transaction or matter directly affecting the corporation. ICGN Principle 9.3 Conflicts of interest Policies and procedures on conflicts of interest should be established, understood and implemented by directors, management, employees and other relevant parties. If a director has an interest in a matter under consideration by the board, then the director should promptly declare such an interest and be precluded from voting on the subject or exerting influence. 9.4 Related party transactionsThe process for reviewing and monitoring related party transactions should be disclosed. For significant transactions, a committee of independent directors should be established to vet and approve the transaction.	Yes As stated in the Annual Report for Fiscal Year 2023.
D.2.6	Attendance details of each director/ commissioner in all directors/commissoners meetings held during the year	G20/OECD PRINCIPLE VI: Responsibilities of the Board (E)The board should be able to exercise objective independent judgement on corporate affairs. 3. Board members should be able to commit themselves effectively to their responsibilities. Service on too many boards can interfere with the performance of board members. Some countries have limited the number of board positions that can be held. Specific limitations may be less important than ensuring that members of the board enjoy legitimacy and confidence in the eyes of shareholders. Disclosure about other board memberships to shareholders is therefore a key instrument to improve board nominations. Achieving legitimacy would also be facilitated by the publication of attendance records for individual board members (e.g. whether they have missed a significant number of meetings) and any other work undertaken on behalf of the board and the associated remuneration.	Yes As stated in the Annual Report for Fiscal Year 2023.

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 2 Board of Commissioners Qualifications and Composition	Members of the Board of Commissioners be qualified in accordance with their duties and responsibilities, both individually and collegially. The Board of Commissioners must understand its role in supervising and implementing corporate governance, and being able to carry out sound and objective decision making	Each member of the BNI Board of Commissioners is qualified according to their duties and responsibilities, both individually and collegially as stipulated in the Company's Articles of Association, which states that the requirements for members of the Board of Commissioners must comply with the provisions of the Law on Limited Liability Companies, laws and regulations in the Capital Market sector, and other applicable laws and regulations related to the Company's business activities
Principle 3 Board of Commissioners Structure and Mechanism	The Board of Commissioners must establish appropriate governance structures and practices for carrying out their duties, and periodically review their effectiveness.	In the BNI Governance Structure, the duties and responsibilities of the Board of Commissioners is supported by Board of Commissioners' Supporting Organs consisting of the Secretary to the Board of Commissioners, the Audit, Remuneration and Nomination Committee, the Risk Monitoring Committee, and the Integrated Governance Committee. Supporting Organs of the Board of Commissioners are appointed and responsible to the Board of Commissioners. The Board of Commissioners regularly/periodically reviews and evaluates the effectiveness of the Board of Commissioners supporting organs.
Principle 4 Board of Directors	Under the direction and supervision of the Board of Commissioners, the Board of Directors manages the Bank's activities in accordance with the business strategy, risk appetite, remuneration policies and other policies that have been approved by the Board of Commissioners.	Good corporate governance mechanisms at BNI have been running well and effectively and are in accordance with laws and regulations and the best standards for implementing governance that apply nationally and globally, where the Board of Commissioners functions to supervise the management of the Company by the Board of Directors and the Board of Directors has the duty of managing the company in accordance with the principles of good corporate governance. All policies underlying BNI's operational activities must obtain approval from the Board of Commissioners. The governance mechanism effectiveness has had a positive impact on achieving targets and improving the Bank's performance

Principle	Explanation	Implementation at BNI
Principle 5 Business Group Governance Structure	Within a business group, the Board of Commissioners of the Parent Company has overall responsibility for the Business Group and for ensuring the establishment and implementation of clean governance practices related to the structure, business and risks of business groups and entities. The Board of Commissioners and Board of Directors must understand the organizational structure of the Business Group and the risks it faces.	As a Holding Company with 6 (six) subsidiary companies, BNI implements Integrated Governance, Integrated Risk Management, and Integrated Minimum Capital Requirements. The BNI Board of Commissioners has also formed an Integrated Governance Committee that consists of representatives from all member entities of the Financial Conglomerate. BNI as the Holding Company also issues Integrated Governance Guidelines, Integrated Risk Management Policies and frameworks, Integrated Compliance Guidelines and Internal Audit, and other related policies. These policies are applied to all member companies of the BNI Financial Conglomerate as long as they do not conflict with regulations that govern each company more specifically.
Principle 6 Risk Management Function	The Bank must have a qualified risk management function, that is independent, has quality resources and has access to the Board of Commissioners.	BNI's risk management strategy 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. BNI has a Risk Management Organ Structure which is presented as follows:  The Enterprise Risk Management (ERM) Division acts as a Risk Management Work Unit (SKMR) and Integrated Risk Management Work Unit (SKMRT). Based on its organizational structure, the Enterprise Risk Management Division is under and directly responsible to the Director of Risk Management who oversees the Risk Management function and the Integrated Risk Management function. In carrying out its functions, the Risk Management Work Unit can escalate problems that occur to the Risk Management & Anti-Fraud Committee, Risk Management Sub-Committee (KRA-RMC) or the Director in charge of the Risk Management function. Meanwhile, the Integrated Risk Management Work Unit escalates problems to the Integrated Risk Management Committee or the Director in charge of the Integrated Risk Management function.

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 implements a risk management process including 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 of possibility of risk arising, and the impact experienced by the company. The things to pay attention to in the risk identification process are: 1. Identification of all risks is carried out periodically; 2. Have a method or system to identify risks for all BNI products and business activities; 3. Specifically identify risks for new products and activities, before new products/activities are introduced or implemented. The risk measurement process is carried out to determine the magnitude of risk exposure as a reference in 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 methods that have not been specifically determined. Risk measurement at BNI is also equipped with 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 have been managed properly, including through monitoring the mitigation and risk limits that have been set. Risk monitoring is carried out both by the Operational Work Unit (Risk Taking Unit) as the risk owner and by the Risk Management Work Unit as the Risk Control Unit. The risk control process carried out by BNI aims to manage risks that could disrupt the continuity of the company's business. The risk control strategy carried out by BNI is reducing risk (risk mitigation), accepting risk (risk acceptance), avoiding risk (risk avoidance), and transferring risk (risk transfer). In addition, BNI has also developed a Risk Management Information System to support the implementation of risk identification, measurement, monitoring and control processes, and ensure the availability of accurate, complete, informative, timely and reliable information so that it can be used in the decision-making process by Management to anticipate changes in the Bank's risk profile, industry practices and external risk conditions.
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.	In implementing risk management in the company, BNI considers the need for alignment between strategy and business objectives with risk management strategy and risk appetite. The risk management strategy consists of 4 (four) main components, namely: 1. The level of risk to be taken (risk appetite) and risk tolerance (risk tolerance); 2. Risk management principles and policies; 3. Risk governance; 4. Type of risk exposure and market conditions. The governance for determining risk management strategies consists of: 1. The risk management strategy is one of the bases (references) in determining the business strategy outlined in the BNI Bank Business Plan (RBB) which is determined annually and submitted to the Regulator; 2. The risk management strategy is prepared and prepared by the Risk Management Work Unit, decided by the Board of Directors through the Risk Management & Anti-Fraud Committee Meeting for Risk Management and approval is sought from the Board of Commissioners. The risk management strategy is communicated by the Board of Directors to Divisions/Work Units and 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.

Principle	Explanation	Implementation at BNI
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.	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 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 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.


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SERVING THE COUNTRY, PRIDE OF THE NATION

2023 Annual Report

08

Social & Environmental Responsibility

1072 Social and Environmental Responsibility Commitment and Policies

1087 Special Assignment

PT Bank Negara Indonesia (Persero) Tbk

Social and Environmental Responsibility Commitment and Policies

As a state-owned enterprises (SOEs) playing a role as a development agent, PT Bank Negara Indonesia (Persero) Tbk, or BNI, is committed to consistently contribute to facilitating the economy and accelerating the achievement of Sustainable Development Goals (SDGs), which have become a worldwide concern and also the agenda of Indonesian Government, one of which is through the implementation of Social and Environmental Responsibility (SER) programs and activities.

State-owned Enterprise's Social and Environmental Responsibility Program, also known as SOEs SER Program, is an activity that represent SOEs' commitment and dedication to sustainable development by providing economic, social, environmental, legal, and governance benefits based on more integrated, directed, measurable, and accountable are part of the company's business strategy, inline with Minister of SOEs Regulation No. PER-1/MBU/03/2023 concerning Special Assignments also Social and Environmental Responsibility Programs for SOEs.

BNI's SER Program is created in accordance with the Bank's Mission and Environmental, Social, and Governance (ESG) components, guided by applicable laws and regulations, namely:

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-1/MBU/03/2023 dated March 03, 2023 concerning Special Assignments and Social and Environmental Responsibility Programs for State-Owned Enterprises.
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.

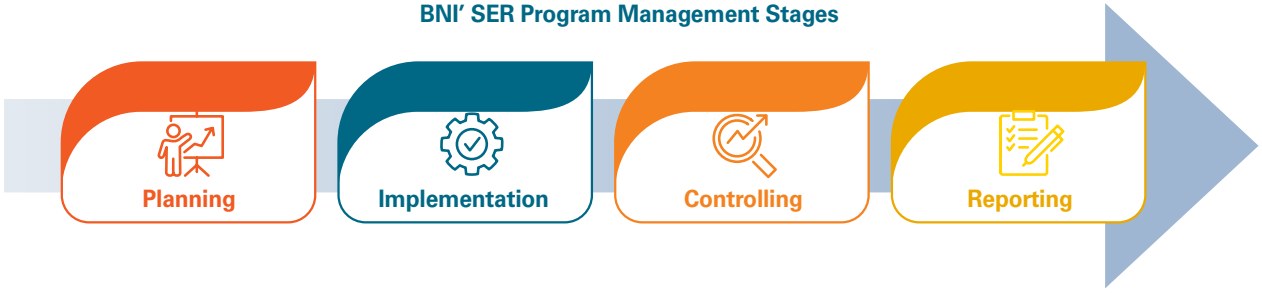
Following relevant laws and regulations, BNI has estabilised policies used as basis for implementing compliance with information disclosure on the impact of Bank's business decision and activities on society and the environment via transparent and ethical behaviour. BNI's SER Program policies include:



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.

The BNI's SER Program is carried out systematically and in an integrated manner to ensure the implementation, achievement of success, and impact management in accordance with Program priorities and/or objectives. Thus, BNI manages SER Program through the following stages:
1. Planning;
2. Implementation;
3. Controlling; dan
4. Reporting.

BNI' SER Program Management Stages



BNI's SER Program Objectives

According to the Minister of State-Owned Enterprises of the Republic of Indonesia Regulation No. PER-1/MBU/03/2023 dated March 03, 2023 concerning Special Assignments and Social and Environmental Responsibility Programs for State-Owned Enterprises, BNI's SER Program objectives are:
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 integrated, targeted, measurable, and accountable principles;
3. Fostering micro and small businesses to be more resilient and independent, as well as the communities around the company.

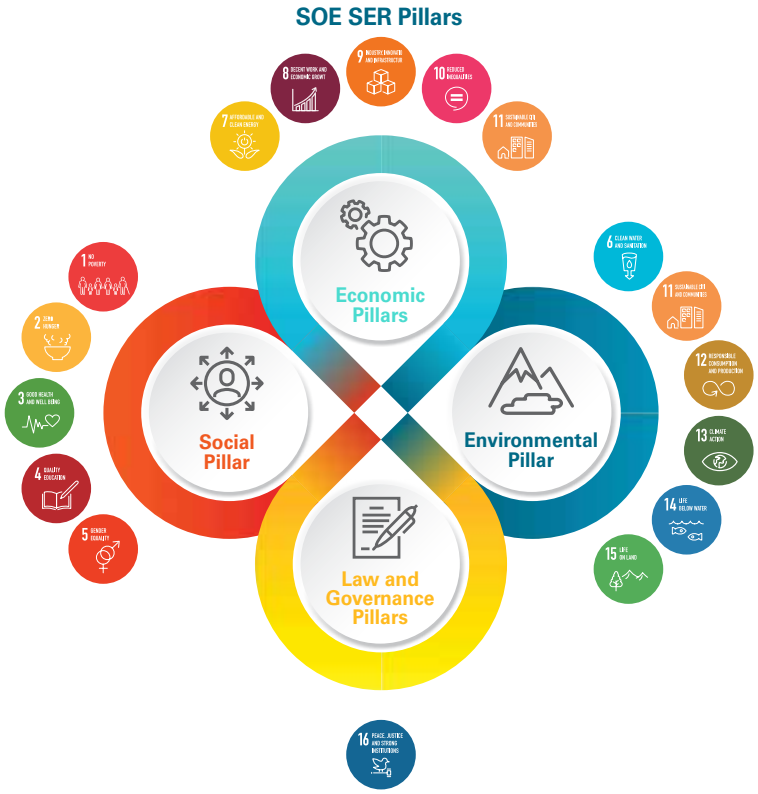
BNI's SER Program Principles

BNI's SER Program is carried out by applying the following principles:
1. Integrated, namely based on risk analysis and business processes related to stakeholders;
2. Targeted, namely having clear direction to achieve corporate goals;
3. Measurable, namely making contributions and providing benefits that generate changes or added value for stakeholders and the Company; and
4. Accountability, namely being accountable and thereby avoiding the potential for misuse and deviations.

BNI's SER Main Pillars

BNI's SER program is also carried out with reference to 4 (four) main pillars:
1. Social, to achieve fair and equal fulfilment of essential human rights in order to increase welfare for the entire community;
2. Environment, for sustainable management of natural resources, and the environment as a support for all life;
3. Economy, to achieve quality economic growth through sustained employment and business opportunities, innovation, inclusive industry, adequate infrastructure, affordable clean energy, and supported by partnerships; and
4. Law and governance: to provide legal certainty and effective, transparent, accountable, and participatory government in order to ensure security stability and a law-based state.

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 PROGRAM MAIN FOCUS, AND COMPANY SUPPORT FOR SUSTAINABLE DEVELOPMENT GOALS

BNI has the 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) Pillars of BNI Sustainability

BNI FOR INDONESIA

Running the Company's business by integrating economic, social andenvironmental interests and governance.

BNI FOR THE EMPLOYEES

Creating the best conditions for employees as a place of pride to work and achieve.

BNI FOR CUSTOMERS

Providing excellent service, digital solutions, security and privacy protection for all customers.

PILLARS OF SUSTAINABILITY

BNI
Melayani Negeri, Kebanggaan Bangsa

BNI FOR THE COMMUNITY

Increasing awareness and responsibility at all levels of society in line with business development.

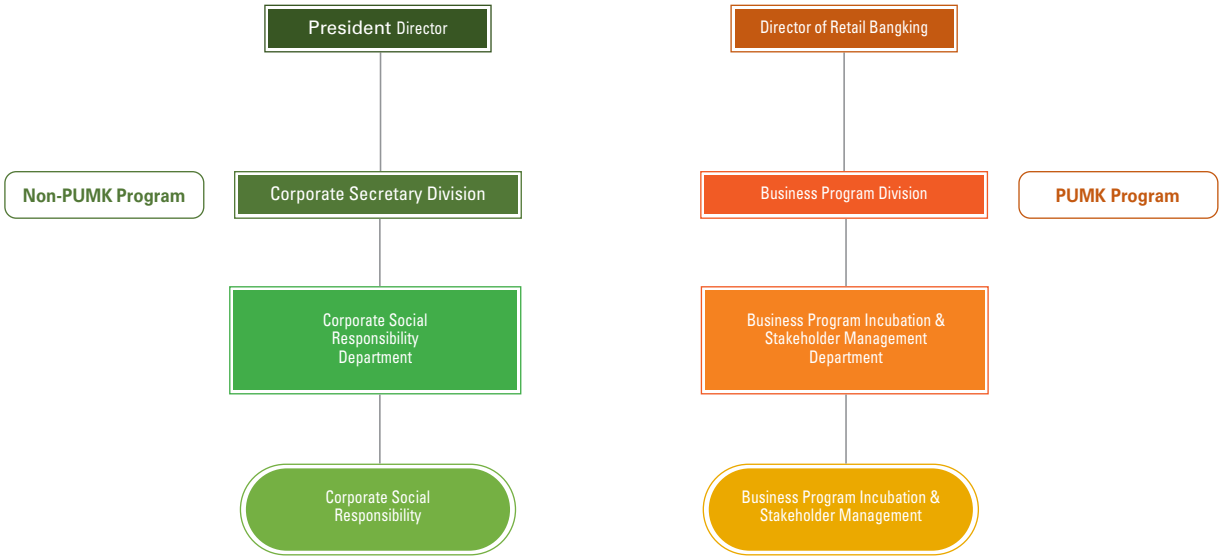
BNI FOR THE ENVIRONMENT

Improving the environment's quality in line with business development.

SOCIAL AND ENVIRONMENTAL RESPONSIBILITY PROGRAM MANAGER

In order for all SER programs within BNI to be effectively implemented, the overall program execution is divided across several divisions, each with responsibilities corresponding to program categories. BNI's SER program management is currently under the Corporate Secretary Division (CSE) and the Business Program Division (SBP), both reporting directly to the President Director, as attached below.

SER Program Management Organizational Structure



SOCIAL AND ENVIRONMENTAL RESPONSIBILITY IMPLEMENTATION STRATEGY AND PROGRAM BASED ON THE CONCEPT OF SUSTAINABLE FINANCE

In developing strategies and implementing its SER programs, BNI adheres to the concept of sustainable finance. BNI seeks to exert a positive influence and contribute to the social well-being of communities and broader society connected to BNI, through proper and long-lasting impact of SER programs implementation.

The strategies and programs for implementing SER programs are also designed to consistently value and consider stakeholders' expectations, comply with applicable laws, and align with internationally behavioural norms.

In addition, BNI also avoids SER program with sole objective of improving BNI's image in the eyes of the public and the business environment. Understanding the SER program objectives being implemented and 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 as BNI's foundation in 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 FSA'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 behaviour in all parts of the organization.

In this regard, BNI's management including the Board of Commissioners and Board of Directors provide their 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 Decree No. KMP/4/2602 dated 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 the Board of Directors Decree No. KP/484/DIR/R dated October 26, 2021. Furthermore, BNI has a special work unit, namely the Environment Social Governance (ESG) Management Department, based on Board of Directors' Decree No. KP/218/DIR/R dated 17 June 2022. The ESG Management Department is part of the Enterprise Risk Management (ERM) Division. The ESG Subcommittee and the ESG Management Department of the ERM Division have the same authority to report sustainability performance to management.

In addition, the substance of SER program implementation as interpreted by BNI is to fulfil POJK 51 Sustainable Finance, which has led to BNI Sustainability Pillar 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 followings:

1. Micro and Small Business Funding Program (PUMK))
   a. Focusing on clustering disbursement by establishing synergistic cooperation with SOEs/ROEs/Local Governments to manage fostered partners or MSMEs;
   b. Collaborating with Community Empowerment Institutions (LPM) that foster 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 fostered partners 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 Program
   Activity based on BNI thematic initiatives related to the SDGs (Sustainability Development Goals) 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
   Program that is carried out in collaboration with various parties to create a wider and more sustainable program impact.
3. National Support
   Activity based on the initiative of the Government as the primary stakeholder, and other community stakeholders.

SOCIAL AND ENVIRONMENTAL RESPONSIBILITY PROGRAM FINANCING BUDGET AND REALIZATION IN 2023

In determining the budget for implementing the TJSL program, the approach taken by BNI until 31 December 2023 refers to the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-6/MBU/09/2022 of 2022 concerning Amendments to the Regulation of the Minister of State-Owned Enterprises No.PER-05/MBU/04/2021 concerning the Social and Environmental Responsibility Program of State-Owned Enterprises. As mandated in this regulation, BNI has set a budget for implementing the TJSL (Non-PUMK) program as of December 31 2023. Until the end of 2023, the realization of the TJSL program was IDR135.958 billion.

According to Letter of the Minister of SOE No. S-721/MBU/11/2022 dated November 10, 2022, there are direction regarding the optimization of PUMK funds, namely the appointment of PT. Bank Rakyat Indonesia Persero Tbk (BRI) as manager of the PUMK Cooperation Program. On this basis, the Cooperation Agreement No. B.21/MBD/12/2022 and No. SBP/1/018 was signed on December 13, 2022 between BNI and BRI as manager of the PUMK Cooperation Programme for a term of 5 (five) years from 2022 to 2027. In accordance with the direction of the Minister of BUMN, PUMK distribution will be focused on BRI as the manager of the PUMK Cooperation Program.

Upon completion of the Cooperation Agreement, BRI will pay BNI the remaining cash amounts from the UMK Funding Program and gradually deposit the PUMK refund monies.

The SER Program Budget, Realization and Absorption is based on 4 (four) main pillars, namely Social, Environmental, Economic and Legal and Governance which the achievement of Program budget absorption was 99.83%. The realization of the TJSL Program based on the Main Pillars and Sustainable Development Goals (TPB) is:

Realization of the SER Program Budget Based on 4 (four) Main Pillars and Sustainable Development Goals (SDGs) as of December 31, 2023

No	Sustainable Development Goals (SDGs)	Realization (IDR)
		(2)
SOCIAL PILLAR		
1	SDG 1 (No Poverty)	830,166,352
2	SDG 2 (No Hunger)	52,046,969,442
3	SDG 3 (Good Health and Well-Being)	22,197,452,699
4	SDG 4 (Quality Education)	22,680,290,922
5	SDG 5 (Gender Equality)	-
	Sub Total	**97,754,879,415**
ECONOMY PILLAR		
1	SDG 7 (Affordable & Clean Energy)	658,939,000
2	SDG 8 (Decent Work & Economic Growth)	1,709,777,338
3	SDG 9 (Industry, Innovation & Infrastructure)	3,975,595,102
4	SDG 10 (Reduced Inequalities)	203,600,000
5	SDG 17 (Partnership for the Goals)	-
	Sub Total	**6,547,911,440**
ENVIRONMENT PILLAR		
1	SDG 6 (Clean Water & Sanitation)	1,271,249,370
2	SDG 11 (Sustainable Cities & Communities)	16,115,822,479
3	SDG 12 (Responsible Consumption and Production)	-
4	SDG 13 (Climate Action)	-
5	SDG 14 (Life Below Water)	43,473,009
6	SDG 15 (Life on Land)	5,233,706,584
	Sub Total	**22,664,251,442**
LEGAL AND GOVERNANCE PILLAR		
1	SDG 16 (Peace, Justice & Strong Institutions)	2,806,206,000
	Sub Total	**2,806,206,000**
Overall Total		**129,773,248,297**

SOCIAL AND ENVIRONMENTAL RESPONSIBILITY PROGRAM PERFORMANCE

BNI CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS

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 (SDGs), one of which is through the implementation of 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 channelling financing to industries that have mutual understanding on the principles of sustainable development in order to create a better future.

The following shows BNI's contribution or support for the Sustainable Development Goals (SDGs) that are appropriate and relevant to BNI's activities and business fields.

Achievements of BNI's TJSL Program Support for Sustainable Development Goals (TPB)

No	Sustainable Development Goals (SDGs)	BNI's Achivement
1	SDG 1 (No Poverty)	• Emergency Response Assistance for Natural Disasters, including Floods, Earthquakes and Volcanic Eruptions in North Sulawesi, Papua and NTB.
2	SDG 2 (No Hunger)	• Food Security Assistance for Communities in need, including in NTT, South Sulawesi and West Java.
3	SDG 3 (Good Health and Well-Being)	• Health Facilities Assistance including Ambulance Vehicles in North Kalimantan, West Kalimantan and Riau.
4	SDG 4 (Quality Education)	• Educational Facilities Assistance including Training, Scholarships and Classrooms in Maluku, Central Java and East Java
5	SDG 5 (Gender Equality)	-
6	SDG 6 (Clean Water & Sanitation)	• Assistance in Providing Clean Water Hydraulic Pumps and Construction of Clean Water Channels in West Sumatra.
7	SDG 7 (Affordable & Clean Energy)	• Assistance in Providing Solar Powered Public Street Lights in South Sulwesi.
8	SDG 8 (Decent Work & Economic Growth)	• Assistance for Agricultural Equipment and Business Facilities in North Sumatra, NTB and South Sulawesi.
9	SDG 9 (Industry, Innovation & Infrastructure)	-
10	SDG 10 (Reduced Inequalities)	-
11	SDG 11 (Sustainable Cities & Communities)	• Assistance for Place of Worship Facilities throughout Indonesia. • BNI participated in providing assistance in the form of mini dump trucks carrying waste in Kab. Cirebon • MSE Culinary Canteen Infrastructure Arrangement Program in the form of construction/revitalization of all selling places in the Grha BNI area, BNI Tower, Bakauheni Harbor City (BHC) area and Pejambon area
12	SDG 12 (Responsible Consumption and Production)	-
13	SDG 13 (Climate Action)	-
14	SDG 14 (Life Below Water)	• Mangrove Forest Rehabilitation Assistance in Bali
15	SDG 15 (Life on Land)	• Assistance for Integrated Waste Management Programs, Tree Nurseries, Tree Planting and Hygiene Facilities in West Java, South Sulawesi and North Sumatra.
16	SDG 16 (Peace, Justice & Strong Institutions)	-
17	SDG 17 (Partnerships for The Goals)	• Halal Certification Program for 422 food MSMEs in DKI Jakarta

SDG Priorities

2023 Achievements	Strategies to Support SDG Achievement
BNI for Indonesia	
• Total MSME loans as of the end of 2023 was IDR113.2 trillion. • KUR realization amounted to IDR17.82 trillion.	• Running MSME Go Productive, Go Digital, and Go Global. programs.
• 25,643 employees or 93.0% of the total employees have received sustainable finance awareness and/or competency development. • Determined an ESG Framework & Roadmap, and a Net Zero Emission (NZE) target. • Carried out the initial phase of Climate Risk Stress Test (CRST) Phase 1 in several sectors, such as coal, palm oil plantations, pulp & paper. • Total GHG emission reduction of 233,748.99 ton CO2 eq from green bonds. • Realized Sustainability Linked Loan (SLL) distribution of IDR4.6 trillion.	• Includied sustainability topics in the mandatory e-learning that all employees must attend once a year. • Distributed green bonds in accordance with sector targets in the Green Bond Framework • Developed governance for SLL distribution. • Improved the scope and methodology for calculating financing emissions.
BNI for Customers	
• Did not receive any complaints cases related to data leaks. • 2,723 ATM units are disability friendly. • Increased the number of BNI Mobile Banking users by 19.4%.	• Instigated data security policies and improved the BNI applications and systems security. • Expanded the distribution of disability friendly ATMs in several cities/districts that have yet been reached. • Provided Tips & Education for transaction security.
BNI for the Environment	
• Energy intensity of 14.8 GJ/IDR. • Emission intensity for scopes 1, 2, & 3 was 0.00000045579 tons CO2eq/IDR.	• Implemented energy efficiency in all BNI offices. • Use solar panels for lighting emergency stairs at Plaza BNI. • Determined operational NZE targets in 2028. • Strengthened BNI's operational emissions data infrastructure.
• Planted 88,023 trees. • 2 orangutan conservation programs. • Conservation program for 79 rhinos in Ujung Kulon National Park (TNUK)	• Expanded the coverage areas for tree planting. • Conserved orangutans and rhinos in the critically endangered status.
BNI for the Community	
• Realized SER funds of IDR129.8 billion. • 8,201 Rumah BUMN fostered partners.	• Collaborated with professional and competent partners to organize the programs community empowerment. • Collaborated with communities (community development) to improve the program quality. • Increased the capacity and capability of fostered partners through education, training, apprenticeships, marketing and other forms of assistance.
• 778 scholarship recipients accumulated by the end of 2023. • Carried out infrastructure development for 99 schools or educational institutions as well as providing facilities and infrastructure in BNI areas.	
BNI for Employees	
• 52.2% of the total employees are female. • Women occupy 30.8% of the positions above manager.	• Provided equal opportunities for men and women to occupy the same positions. • The performance assessment mechanism pays attention to achieving the key performance indicators (KPI) for all employees.

BNI'S SER PROGRAM IMPLEMENTATION

CREATE SHARE VALUE PROGRAM (CSV)

One of the implementation of SER programs carried out by BNI is applying the Creating Shared Value (CSV) approach as part of BNI's strategy to increase its competitive value and support its business processes that simultaneously provide social and economic benefits for the communities and the environment.

Creating Shared Value (CSV) is a concept introduced by Porter and Kramer in 2011. Shared values are policies and practices that improve a company's competitiveness and communities condition where the company operates. CSV aims to identify, integrate, and expand the link between social and economic issues. According to Porter and Kramer's paper Creating Shared Value as Business Strategy, CSV is a development of Corporate Social Responsibility (CSR), which does not only address social concerns in society but also creates economic value. Companies can create their economic value by creating social and environmental value. This can be accomplished in three ways: by reconceiving products and markets, redefining productivity in value chain, and enabling local cluster industries that support the company's location.

As of December 31, 2023, BNI implemented SER programs using the Creating Shared Value (CSV) approach, with details in the table below.

CSV Program Commitment, Realization and Generated Benefit as of December 31, 2023

Program	Benefit Value for the Company
KAWAN Program (Local Tourism Area)	1. The CSV program aligns with the company's business strategy by cross-selling banking products. 2. Supporting SDGs - Decent Work and Economic Growth, or Economic Pillar 3. Strengthening the local economy to attract future BNI clients.

BNI KAWAN Program

BNI strives to encourage Indonesian tourism ecosystems and sustainable economy development, especially in Indonesian tourism destination. Through Local Tourism Area (KAWAN) program, BNI KAWAN focuses on three locations: Cunca Wulang Village (Labuan Bajo), Kuta Village (Lombok) and Marinsow Village (Likupang).

BNI also focuses on building infrastructure facilities and developing Human Resources (HR). Human resource development is carried out for Village-Owned Enterprises (BUMDes), Tourism Awareness Groups (Pokdarwis), and other tourism-related entities. Human resource development is held regularly to have a direct impact on the establishment of governance and management of tourism in the village, as the main foundation for managing tourism villages. Furthermore, the assistance provided through BNI KAWAN program is expected to increase the attraction of both local and international tourists, which will have direct impact on increasing the number of tourists and forming a tourism ecosystem that carries the concept of interaction between nature, culture and local communities with good governance. This effort begins with community development (people) to village attractions (products), impacting the appeal and economic performance of the community in KAWAN BNI location.

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 positive impact on society and the environment. The following explains the flagship programs carried out by BNI in 2023.

BNI Undergraduate Scholarship Program

To carry out the Social and Environmental Responsibility Program for SOEs, BNI initiated a scholarship program. The target is to give equal opportunities for all levels of society to gain higher education at university level,

in line with Sustainability Development Goal (SDGs) no. 4, Quality Education. This program is also a form of appreciation for TAD (Outsourced Personnel) employees who have worked and served BNI, such as waiters, drivers, security guards and cleaning services.

MSME Certification

BNI is committed to implementing a long-term program for developing MSMEs through the MSME halal certification, with a target of 1,000 MSMEs. The MSME halal certification covers Pre-Audit or Certification Preparation, Product Halal Inspection, and Halal Certification Application.

MSME Structuring Program

To support the Government's community economic empowerment program, especially for MSEs, BNI participates by implementing Social and Environmental Responsibility programs, especially in the BNI work areas, by structuring MSE Culinary Canteens, and infrastructure in the form of construction/revitalization of all selling places in the BNI Grha area, BNI Tower, Bakauheni Harbor City (BHC) area, and Pejambon Jl. Merdeka Timur area, where the aim of this program is to organize the location of MSE traders so they become better in terms of infrastructure and beauty, in line with urban and sustainable development.

Critical Land Rehabilitation Program

To support the Indonesian Government's commitment to maintaining climate resilience, BNI through the BNI Sharing Program carries out seeding, planting and maintenance activities on land that has been rehabilitated using an agroforestry strategy by involving the role of the community to produce non-timber and wood products, which will have an impact on improving environmental quality and the economy of the surrounding community. Environmental impacts include improving land and air quality, as well as mitigating the prevention of disasters, both landslides and floods, as well as supporting BNI's Net Zero Emission Program from an operational perspective. The economic impact is gained from the harvest of vegetables and seasonal crops as well as in the long term wood products. BNI is gradually distributing productive tree plants which are expected to have a positive impact on the economic, social and environmental aspects. This program is a form of BNI's effort to increase customer awareness of climate change.

Endangered Wildlife Conservation Program

Banking activities may not directly impact environmental conservation or biodiversity. However, BNI remains committed to supporting the conservation of rare fauna in Indonesia. Preserving biodiversity plays a significant role in supporting environmental ecosystems and reducing emissions produced.

BNI plays a role in the Conservation Program for protected Endangered Animals as stipulated in Law Number 5 of 1990 concerning Conservation of Biological Natural Resources and Their Ecosystems, as well as the Minister of Environment and Forestry Regulation Number P.106 of 2018 concerning the Second Amendment to the Amendment to the Minister of Environment and Forestry Regulation No. P.20/MENLHK/SETJEN/KUM.1/6/2018 concerning Protected Plant and Animal Types, including the Javan Rhinoceros (Rhinoceros sondaicus) and the Kalimantan Orangutan (Pongo pygmaeus).

Javan Rhinoceros Conservation

The Javan Rhinoceros, scientifically named Rhinoceros sondaicus, is a priority species for conservation efforts. The Javan Rhinoceros is one of only two rhinoceros species whose habitat is exclusively found in Indonesia, with current population limited to the southwest peninsula of Java, within the Ujung Kulon National Park (TNUK) area. This single-horned rhinoceros is also one of only five rhinoceros species remaining worldwide, and it stands as one of the rarest large mammal species globally. According to the Red List Data Book by IUCN, the Javan Rhinoceros is classified as Critically Endangered due to its narrow population distribution, small population size, and the level of risk to its habitat and population.

BNI maintains consistency in preserving Indonesia's biodiversity, particularly the Javan Rhinoceros, as done in previous years. At the end of 2023, BNI continues its support for Javan Rhinoceros conservation in collaboration with the Ministry of Environment, Ujung Kulon National Park Authority, and Integrated Forest Conservation Alliance (ALeRT). This support includes the establishment of a Buffalo Livestock Management Field School (SLPTK) and continuation of Individual Javan Rhinoceros Genetic Mapping. Both activities are crucial for the sustainability of the Javan Rhinoceros in Ujung Kulon National Park (TNUK). The purpose of creating the SLPTK is to ensure that buffalo do not enter the Javan Rhino area considering that rhinos are a species that spend more time alone, and to ensure that the buffalo around the TNUK are healthy and eliminate the possibility of disease transmission to the Javan Rhino. Meanwhile, genetic mapping is aimed at knowing the genetics of each individual which is used to determine the level of genetic health of the Javan Rhinoceros.

BNI's Support for Javan Rhinoceros (Rhinoceros Sondaicus) conservation contributes to the achievement of Sustainable Development Goals (SDGs), particularly Goal 15, which focuses on preserving life on land. This effort aligns with BNI's fifth mission, which is to enhance awareness and responsibility towards environment and community. In 2023, there were 81 Javan Rhinos in Ujung Kulon National Park.

Conservation of Kalimantan Orangutans

The richness of the tropical rainforest ecosystem on Kalimantan Island is very high compared to other ecosystems in the world, as it has extensive tropical rainforests with very diverse biodiversity. The Kalimantan orangutan (Pongo pygmaeus) is one of the most valuable biodiversity treasures and needs to be protected, considering that in 2016 the IUCN (International Union for Conservation of Nature and Natural Resources) determined that the Kalimantan orangutan had CE (Critically Endangered) status on the Red List Data Book, where the status of the Bornean Orangutan (Pongo Pymgaeus) is one step closer to extinction.

BNI has strengthened its commitment to preserve the Kalimantan orangutan in Indonesia since 2016 and in 2023 together with the Ministry of Environment and Forestry (KLHK), where BNI and the Borneo Orangutan Survival Foundation (BOSF) work together to preserve the Kalimantan Orangutan (Pongo Pymgaeus) at the Orangutan Rehabilitation Center Samboja Lestari in Kutai Kartanegera Regency, East Kalimantan.

BNI's support for the Kalimantan orangutan rehabilitation program goes beyond an adoption program for financing the needs of two individual Kalimantan orangutans during their stay at rehabilitation centre, but also supports the rehabilitation of a critical land area spanning 4 (four) hectares. This rehabilitation area is planted with endemic Kalimantan plants, comprising fruit plants (40%) and timber plants (60%) totaling 1,600 trees. BNI hopes this area will serve as a food source for orangutans, function as a Forest School location within the BOS Foundation's rehabilitation program, or serve as a sanctuary for orangutans that cannot be released back into their natural habitat in the wild. This land rehabilitation program has the potential to absorb biomass of up to 117 tons/hectare and carbon uptake can reach 58 tons of carbon/hectare. BNI, through its BNI GoGreen Program, supports the Indonesian Government's efforts to ensure that Kalimantan orangutans remain sustainable and protected in the wild. The critical land rehabilitation and maintenance program over five years is expected to support BNI's Net Zero Emission plan and achieve the Sustainable Development Goals (SDGs), especially Goal No. 15 to protect land ecosystems. This is in line with BNI's 5th mission, namely increasing awareness and responsibility for the environment and society.

Food Security Program

During the impact of El Nino in Indonesia, BNI is increasingly committed to solving the problems of food security and hunger that occur in society. El Nino is a climate phenomenon characterized by periodic warming of sea surface temperatures in the central and eastern tropical Pacific Ocean, which has an impact on Indonesia, leading to drought, lack of clean water, crop failure, forest and land fires, etc.

To implement food security, BNI distributes food packages through two special programs, namely the food security program in the context of Religious Holidays (Jump Higher Carving Goodness Program, Jump Higher Gapai Tri Hita Kirana Saka New Year 1945 Program, and Christmas Joy To The World Program) and food security programs in the context of handling the impact of El Nino in Indonesia. This program involves regularly distributing food packages to the communities in all BNI work areas every year through a series of religious holiday celebrations.

In 2023, BNI distributed 476,287 food packages, with the number of food packages distributed being 114,850 food packages divided into the distribution of religious holiday programs, and 361,437 packages for dealing with the impact of El Nino and other initiation assistance.

Food packages are delivered through agencies or institutions that coordinate with the local government in collecting data on poor and deserving communities to receive food package assistance. The impact of the food security program includes sharing happiness, helping to ease the burden on the communities, especially underprivileged communities affected by El Nino in Indonesia, and improving community welfare.

All food package distribution activities carried out by BNI pay attention to the principle of caution in distribution so as not to duplicate assistance for basic food assistance provided by the Government.

Cataract Surgery Health Program







PT Bank Negara Indonesia (Persero) Tbk (BNI) assists in providing cataract surgery for residents in Eastern Indonesia. This social service activity is expected to help the communities in preventing blindness. The first operations began in Sumbawa Regency, West Nusa Tenggara, the second took place at Bhayangkara Hospital, Jayapura City. And, the third took place on Buru Island, Maluku.

Cataract Surgery Program

Cataracts are the one of the main preventable causes of blindness worldwide. The estimated incidence of cataracts is 0.1% per year among 1,000 people who are new cataract sufferers. Based on data from 2014 to 2016 collected by Perdami (Indonesian Association of Ophthalmologists), and the Health Research and Development Agency of the Ministry of Health through the Rapid Assessment of Avoidable Blindness (RAAB) document, it shows that the blindness rate in Indonesia reached 3% with up to 81% caused by cataracts. In addition, in an effort to reduce the prevalence of visual impairment nationally, one of the Government's program efforts as stated in the document "Visual Impairment Control Program in Indonesia 2017 - 2030 Roadmap" is to reduce the prevalence of visual impairment due to cataracts, while continuing to make efforts to overcome visual impairment by other causes.

To pay close attention to the data on cataract sufferers above, it is the responsibility of many parties to jointly prevent blindness due to cataracts together with the Government. BNI is aware that cataracts are an eye disorder that can affect people's performance. Even though surgery can be done, not everyone has access to good health facilities. Therefore, BNI collaborated with the Pundi Amal Peduli Kasih Foundation (YPP) SCTV Indosiar by holding the BNI Sharing Program for cataract surgery at four locations in Eastern Indonesia with a target of 450 eyes.

The BNI Sharing Program presents Cataract Operation activities as a concrete manifestation of the Company's commitment to improving the quality of public health and efforts to reduce the rate of blindness due to cataracts in Indonesia. BNI consistently strives to contribute to reducing the amount of blindness due to cataracts in Indonesia so that it can decrease over time.

Waste Management Program

Waste management, especially household waste and industrial waste, is still a problem that needs attention. Based on this phenomenon, BNI participates by providing assistance in the form of mini dump trucks carrying waste in Kab. Cirebon – West Java.

The distance between Final Disposal Sites (TPA) and the absence of an adequate number of waste transport vehicles makes it increasingly difficult for people to manage waste, so people still throw rubbish at Temporary Waste Disposal Sites (TPS) and this results in a lot of rubbish strewn all over the roads which creates problems, and has a negative impact on public health and the surrounding environment.

BNI's assistance has had an impact on +6,000 people in the Cirebon district – West Java by participating in increasing the role of the communities in the Clean and Healthy Living Behavior Program (PHBS).

Provision of Clean Water and Sanitation Facilities

Clean water and sanitation are basic human needs. Due to climate change, in 2023, several regions in Indonesia

faced a clean water crisis due to extreme drought. BNI committed itself to supporting the provision of clean water and sanitation.

In 2023, BNI helped provide water tank trucks with a maximum capacity of 4,000 liters in the Sikka District, East Nusa Tenggara. Water tank trucks were a major necessity for the communities due to water shortages. To date, the community had relied on water from the Wair Puan spring, but as the water level was decreasing, coupled with the effects of a long drought, the spring was unable to meet the communities' water needs.

With the help of water tank vehicles provided by BNI, it is hoped that they will provide benefits and fulfill the communities' water needs and be able to overcome the shortage or lack of supply of water received from the Wair Puan spring.

BNI also provided assistance in the form of clean water and sanitation across West Sumatra, Bengkulu, D.I. Yogyakarta, West Java, Central Java, Bali, South Sulawesi and North Kalimantan through assistance for repairing water channels, building water storage tanks and installations. pipes, etc.

Ambulance Health Facilities

In 2023, BNI distributes assistance in the form of 1 water ambulance in Bulungan District, North Kalimantan. The condition of health services in Bulungan District, North Kalimantan is inadequate due to the geographical conditions in the area such as small islands and rivers so that the mobilization of patients in emergency situations is hampered in reaching more representative health facilities.

The water ambulance assistance provided is intended primarily for the Tanjung Buka Transmigration Settlement Central area SP 1 – 10 and Peso Subdistrict, Bulungan District, North Kaimantan as this area is difficult to reach by land, so it requires the assistance of a water ambulance.

This assistance is intended primarily for underprivileged communities, the majority of which are middle to lower class people whose livelihoods are in agriculture, fishermen and transmigrants, and is free for receiving first aid in the water ambulance before getting more complete help at the nearest hospital.

BNI also distributed 66 ambulance units across throughout Indonesia. BNI's ambulance assistance is in collaboration with agencies that have permits to operate in the social and health sectors so that they can operate on target. Ambulance vehicles supported by BNI are used free of charge, especially for poor people.

Places of Worship

To create a nation with character and to implement sustainable environmental development, BNI helps build and/or renovate infrastructure for religious facilities across various religions throughout BNI's working areas. BNI provides assistance for places of worship facilities in the form of infrastructure and supporting facilities, or the infrastructure for places of worship facilities.

In 2023, BNI has assisted 120 places of worship from different religions, spread throughout BNI's working areas, including West Sumatra, Bengkulu, Java Island, Bali, Maluku, and others. The real impact of this program is to create sustainable cities and communities, improve and repair religious facilities, and increase BNI's awareness and responsibility for its surrounding communities. The assistance provided for religious facilities contributes to providing comfort and security for the congregations in carrying out their worship activities.

Education Facilities

In 2023, BNI participated in efforts to create high-quality education through assistance to 99 schools or educational institutions in the BNI Working Areas, including building school buildings, building/renovating classrooms, training, providing Information and Communication Technology (ICT) infrastructure, providing learning support infrastructure, and providing educational teaching aids, etc.

The BNI assistance is spread throughout Indonesia, including West Java, Central Java, East Java, Bali, Riau, North Sumatra and Maluku. It is hoped that the assistance provided can increase comfort for students and teaching staff in carrying out teaching and learning activities to create superior students in the future.

SME Certification

BNI continues to demonstrate its commitment to supporting the development of Micro, Small and Medium Enterprises (MSMEs) in Indonesia. One of BNI's real efforts to improve the quality of MSMEs is through the BNI Sharing program by providing assistance with halal certification training and onboarding training as well as marketplace optimization.

This assistance program was provided to 422 food MSMEs, including customers, debtors and potential debtors. This halal certification assistance training and onboarding training was held in December 2023, at DPP Hidayatullah, Jatinegara, East Jakarta.

Halal certification not only provides a guarantee of product halalness, but also increases consumer confidence. With halal certification, MSMEs can reach a wider market and

even go global, especially among consumers who pay attention to the halal aspects of their products.

Online on boarding training assistance and marketplace optimization is also aimed at expanding the marketing reach of MSMEs, so that sustainable economic growth can be achieved.

In the later training, participants will receive several materials including training on halal certification (function, objectives, procedures for obtaining halal certification), assistance in preparing documents as certification requirements and assistance in inputting data through the application. In addition, there is also material on assistance with certification audits, providing certificates and onboarding training (online) as well as marketplace optimization.

MICRO AND SMALL ENTERPRISES FUNDING AND DEVELOPMENT PROGRAM

Micro and Small Business Funding Program

The PUMK program is an SER activity that is more directed at improving the life quality of surrounding communities by fostering micro and small businesses formed with 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.

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, and the Ministry of SOEs Amendment 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 channelled in the form of:

1. Loans to finance working capital and or purchase of fixed assets in order to increase production and sales;
2. Special loans to finance the business activities of fostered partners in the form of additional and short-term loans to fulfil orders from their customers;
3. Development Expenses:
   a. Expenses for education, training, apprenticeships, marketing, promotion, and other activities related to increase the productivity of fostered partners and for conducting the assessments/research related to the Small Business and Micro Business Funding Program (PUMK);
   b. Development program expenses in the form of grants with a maximum amount of 20% of the Partnership Program funds disbursed in the current year;
   c. Development Program expenses can only be given to or for the benefit of fostered partners.

In accordance with the assignment from the Ministry of SOEs in Letter No. S-721/MBU/11/2022 dated November 10, 2022, regarding PUMK Program Collaboration by appointing BRI as manager of PUMK Program Collaboration and the signing of Cooperation Agreement (PKS) between BNI and BRI regarding the implementation of PUMK Program Collaboration for 5 (five) years from 2022 to 2027. In accordance with the Minister of SOEs directive, distribution is focused on BRI as the manager of the PUMK Cooperation Program.

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 in real sector economy and micro and small business segment has been proven to be 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 consistently provides guidance to its fostered micro and small business partners, so they can improve the management of their business towards better governance and generate increased benefits. This is intended to empower BNI's fostered partners who are micro and small business actors, to 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 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. Development expenses are directed at increasing the capacity of fostered partners.

Information on the Financial Statements of Micro and Small Business Funding Program (PUMK)

Referring to Article 33 Paragraph 2 of the Republic of Indonesia Minister of SOEs Regulation No. Per-1/MBU/03/2023 concerning Special Assignments and Social and Environmental Responsibility Programs, the annual financial statements of MSME Funding Program must be audited by a public accounting firm. BNI arranged an audit of the PUMK Program Financial Report for the fiscal year ending December 31, 2023, which was carried out by Public Accounting Firm Tanudiredja, Wibisana, Rintis & Partners (Pricewaterhouse Coopers).

AWARDS FOR THE 2023 SOCIAL AND ENVIRONMENTAL RESPONSIBILITY PROGRAM

The following awards were received by BNI in 2023 for its Social and Environmental Responsibility program

Awards for the 2023 Social and Environmental Responsibility Program

Award Event	Category	Awarded by
B Universe CSR Award 2023	The Financial Sector Category through the Corporate Social Responsibility (CSR) initiative of the National Children's Tourism Area (Kawan BNI).	B Universe
Asia Sustainability Reporting Awards 2022	Gold Rank	National Center for Sustainability Reporting (NCSR)
National Center for Sustainability Reporting (NCSR)	Tourism Development Category through the KAWAN BNI Program	Republika

BNI 2023 SER Program Gallery



Donation of 1,000 tree seedlings for orangutan conservation. It is hoped that by conserving tree seedlings, orangutans can easily find food sources for their livelihood.



By distributing tree seedlings, it is hoped that the community can participate in preserving nature.



Teacher certification is expected to increase the competence in improving the quality of education.



BNI is strongly committed to supporting the Government programs for assisting and improving the quality of MSMEs so that they advance in class, while being able to become pioneers in implementing sustainable economic principles



In synergy with other stakeholders, BNI is committed to preserving the Kalimantan orangutan (Pongo pymgaeus) at the Nyaru Menteng Orangutan Rehabilitation Center, Central Kalimantan



BNI continues its support for Javan Rhino conservation together with the Ministry of Environment and the Ujung Kulon National Park Center as well as the Integrated Forest Sustainable Alliance (ALeRT) by creating a Buffalo Management Field School (SLPTK) and continuing Genetic Mapping of the Javan Rhino Individuals.

Special Assignment

In accordance with the Republic of Indonesia Minister of SOEs directive in Regulation No. PER-1/MBU/03/2023 dated March 3, 2023, concerning Special Assignments and Social and Environmental Responsibility Program for SOEs, it is stipulated that an SOE may receive Special Assignments from the Central Government to carry out functions for public benefit as well as national research and innovation. Special Assignments are specific tasks assigned by the Central Government to SOEs to perform functions for public benefit and national research and innovation. The special assignments for BNI are as follows:

BANKING SERVICES (FINANCING, TRANSACTIONS, AND AGENCY) IN COFFEE PLANTATION ECOSYSTEM IN COFFEE NUSANTARA PMO ECOSYSTEM





Indonesia is one of the largest coffee producing countries in the world, ranking fourth after Brazil, Vietnam and Colombia. Indonesia's potential to become the largest coffee producing country is very open, but there are several challenges, including low productivity, low processing quality, no value added and low use of appropriate land.

BNI Jejak Kopi Khatulistiwa (JKK) can answer this challenge through the development of social forestry in the form of community economic empowerment through the formation of a green economic financing ecosystem for coffee farmers and coffee farming stakeholders by forming a close loop financial ecosystem. To form a close loop financial ecosystem for coffee farming stakeholders, BNI JKK includes 3 processes:

1. Digitalization of on farm, off farm and online market processes to create go digital MSMEs;
2. On-farm and off-farm development so that environmentally friendly processes occur to realize go ESG;
3. Grading to connect with international markets to realize go global MSMEs, by assessing coffee specifications including aroma, flavour, aftertaste, acidity and other characteristics with the following results:
   a. Garut District: Final Score 84.25 (Excellent)
   b. Rejang Lebong District: Final Score 81.5 (Excellent)
   c. Temanggung District: Final Score 84.13 (Excellent)
   d. Jember District: Final Score 78.5 (Very Good)

The BNI Jejak Kopi Khatulistiwa Coffee Trail operates in 5 locations, Garut District (West Java Province), Rejang Lebong District (Bengkulu Province), Temanggung (Central Java Province), Jember District (East Java Province) and Humbang Hasundutan District (North Sumatra Province).

BNI has joined the PMO Kopi Nusantara together with SOEs and related stakeholders in the Indonesian coffee commodity, as contained to letter DPS/X/1566/2023 dated May 23, 2023. This program is a development of the Social Forestry Program initiated by BNI since 2017.

This Jejak Kopi Khatulistiwa is considered to be in line with environmental aspects, appropriate use of forest land, financial inclusion, and with coffee products and their unique taste they can unlock the potential of Go Global MSMEs. Through the synergy of this program, increased coffee productivity will be realized that will have an impact on the welfare of stakeholders in the Indonesian coffee ecosystem.

By the end of 2023, the total People's Business Credit (KUR) distributed under the Jejak Kopi Khatulistiwa program amounted to IDR6.81 billion for 197 farmers. The KUR distributed for Jejak Kopi Khatulistiwa forms part of BNI's Social Forestry KUR. As of December 31, 2023, the total distributed was IDR181 billion to 9,993 social forest farmers.

PROVISION OF FINANCING TO MSMES THROUGH THE PROVISION OF FUNDS WITH LOW INTEREST RATES

In order to provide support for MSMEs development, the Indonesian government collaborates with BNI to channel People's Business Credit (KUR). For the fiscal year 2023, BNI has been allocated a target disbursement of KUR amounting to IDR36.5 trillion according to the Letter from Indonesian Coordinating Ministry for Economic Affairs No. B/KUR/326/D.I.M.EKON/12/2022 dated December 28, 2023.

To optimize KUR National ceiling absorption and considering the achievement performance of BNI's KUR disbursement, it has been decided to set the target for BNI's KUR disbursement at IDR18 trillion, in accordance with the Letter from the Coordinating Ministry for Economic Affairs of the Republic of Indonesia No. B/PK.KUR/153/D.I.M.EKON/09/2023 dated September 25, 2023.

KUR disbursement aims to assist small entrepreneurs with access to capital and business development. By the end of 2023, BNI has provided KUR financing amounting to IDR17.82 trillion, achieving 98.99% of the Indonesian Government's contribution target.

Disbursement of KUR Based on Types of KUR as of December 31, 2023

Type of KUR	Number of Debtors	Maximum Credit (IDR Billion)	Target (IDR Billion)	Achievement
Supermicro	703	5.46	10.00	54.6%
Micro	51,234	2,193.34	2,300.00	95.4%
Small	58,741	15,595.28	15,650.00	99.7%
PMI	983	24.73	40.00	61.8%
Total	**111,661**	**17,818.81**	**18,000.00**	**99.0%**

Disbursement of KUR Based on Economic Sectors as of December 31, 2023

Economic Sector	Number of Debtors	Maximum Credit (IDR Billion)
Processing Industry	3,787	869.90
Business Services	1,068	280.84
Social and Community Services	6,693	1,263.80
Construction	723	213.87
Transportation, Warehousing, & Communication	625	167.75
Trade, Restaurants, & Hotels	49,985	11,077.18
Agriculture, Hunting, & Agricultural Facilities	48,780	3,945.46
Total	**111,661**	**17,818.80**

BANKING SUPPORT IN NIB REGISTRATION FOR MSME AND BANKING SERVICE SUPPORT FOR MSME





The government encourages business permit registration through online single submission (OSS) in order to help MSME proceed to the next level of business efficiency. To support this, BNI collaborates with the Investment Coordinating Board (BKPM) to conduct socialization and guidance through webinars to expedite business permit registration. With more MSME having a Business Identification Number (NIB), BNI hopes that micro businesses can develop more quickly and move up to export class (go global). By the end of 2023, efforts to accelerate the issuance of NIBs for BNI small segment debtors was carried out for 11,387 debtors, or 3% of the total 380,078 small segment debtors, so that the YoY growth of MSMEs that already have NIBs has reached 465%.

TEAM FOR INCREASING THE USE OF DOMESTIC PRODUCTS

Indonesian President Joko Widodo (Jokowi) has issued Presidential Instruction No. 2 dated 2022 regarding Acceleration of Increasing the Use of Domestic Products and Micro, Small, and Cooperative Business Products to support the success of the National Movement Proud of Indonesian Products (Gernas BBI) in the Implementation of Government Procurement of Goods/Services.

To implement this Presidential Instruction, the Team for Increasing Domestic Products Usage (Team P3DN) was formed, aiming to optimize domestic products usage. BNI plays a role in assisting and mentoring MSMEs, including coordination, supervision, monitoring, and evaluation of implementation the use of domestic products and/or MSME products, including procurement through the MSME Digital Market (PaDi UMKM). Additionally, for MSME empowerment, BNI provides various facilities such as:

1. Financing for MSMEs as working capital in producing domestic products;
2. Assisting & Mentoring MSMEs on the financing facilities obtained;
3. Education & Coaching as BNI Partners through PaDi UMKM;
4. CSR, which is the implementation of CSR for business capacity improvement;
5. Others, referring to other actions related to MSME empowerment

To support the #BelaPemadaan and #ProudofMakingIndonesia programs, BNI actively participates in the Ministry of SOEs platform, called "PaDi UMKM". By the end of 2023, 867 BNI-assisted MSMEs have been on-boarded onto the PaDi MSME platform as sellers, with 140 MSMEs of them being BNI debtors. Realization of BNI purchasing-procurement transactions on the PaDi UMKM platform amounted to IDR39.81 billion with a total transaction volume of 9,011.

SOCIAL ASSISTANCE DISTRIBUTION

Legal Basis	Commencement Year of Assignment	Government Assignment	Compensation	Realization as of December 31, 2023
• Presidential Regulation No. 63 of 2017 • Minister of Finance Regulation No. 228/ PMK.05/2016 • Cooperation Agreement No. INB1/006/PKS/2023 (Family Hope Program/ PKH) • Cooperation Agreement No. INB1/007/PKS/2023 (Social Basic Food Program)	2016	Family Hope Program (PKH) of Ministry of Social Affairs Republic of Indonesia	Disbursement of allocated assistance funds from the State Budget (APBN) to the recipients' accounts.	Number of Recipients: 3.1 million Nominal : IDR8.59T
	2017	Distribution of Rice Assistance for the Poor Program (Sembako/BPNT) of Ministry of Social Affairs Republic of Indonesia		Number of Recipients: 6 million Nominal : IDR14.17T
• Law No. 7 of 1992 • Minister of Finance Regulation No. 254/ PMK.05/2015 • Minister of Finance Regulation No. 228/ PMK.05/2016 • Presidential Regulation No. 63 of 2017 • Financial Services Authority Circular Letter No. S-15/ PP.1/2017 dated June 7, 2017 • Minister of Education Regulation No. 10 of 2020 • Ministry of Education and Culture Regulation No. 14 of 2022 • Cooperation Agreement No. HLB-2/017/PKS/2022 dated August 8, 2022 • Addendum II to the Cooperation Agreement between the Ministry of Education and Culture and BNI No. 0449/J5/01.02/2023 Number BNI: No.INB2/011/ PKS/2023 Law No. 4 of 2023	2015	Distribution of Social Assistance Smart Indonesia Program (PIP) of Ministry of Education and Culture Republic of Indonesia		Jumlah Penerima : 2.7 million Nominal : IDR2.25T
	2019	Penyaluran Bantuan Sosial Kartu Indonesia Pintar-Kuliah (KIP-K) Kemendikbud Ristek RI	Disbursement of allocated assistance funds from the State Budget (APBN) to the recipients' accounts.	Jumlah Penerima : 2.8 million Nominal : IDR2.51T

FLPP HOME OWNERSHIP LOAN (SUBSIDIZED MORTGAGE)

BNI and the State Ministry of Public Housing have signed a Joint Agreement (MOU) No.02/SKB/DP/2010-DIR/071 and Operational Work Agreement (PKO) No.27/SM.6/HK.02.04/10/2010 DIR/ 072 dated 25 October 2010 concerning Distribution of Funds for Housing Financing Liquidity Facilities (FLPP). Through this cooperation agreement, BNI carries out the task of providing housing credit facilities for Low Income Communities (MBR) supported by Housing Financing Liquidity Facility (FLPP) funds from the Government, namely KPR BNI Griya FLPP.

BNI Griya FLPP Home commitment to supporting government programs in the field of providing housing needs for low-income people (MBR). Until the end of 2023, BNI has realized the distribution of the BNI Griya FLPP KPR budget of IDR 2,177,441,108,000. The strategies implemented to support the expansion of Griya FLPP Home until the end of 2023 include:

1. BNI providing appreciation/rewards to subsidized developers;
2. To encourage the absorption of BNI Griya FLPP, BNI collaborates with the Developer Association, subsidized developers, and conducts socialization in various regions involving external and internal stakeholders.



SERVING THE COUNTRY, PRIDE OF THE NATION

2023 Annual Report

09

ESG Commitment

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PT Bank Negara Indonesia (Persero) Tbk

BNI 2023 Environment, Social, and Governance (ESG) Performance Highlights

RATING ESG

MSCI

(A)

Sustainalytics

(21.4 (Medium Risk))

Sri Kehati

(Period: December 1, 2023 – May 31, 2024)

ESG Sectors Leaders IDX Kehati

Period:
December 1, 2023 - May 31, 2024

AWARDS

The 14th IICD Corporate Governance Award 2023



The Best Overall in Category
Big Cap Public Listed Company

ESG Disclosure Transparency Award 2023



Management Predicate BB

CNBC Indonesian Awards 2023



Best Bank with ESG-Driven GCG Commitment

Asia Sustainability Report Rating (ASRRAT) 2023



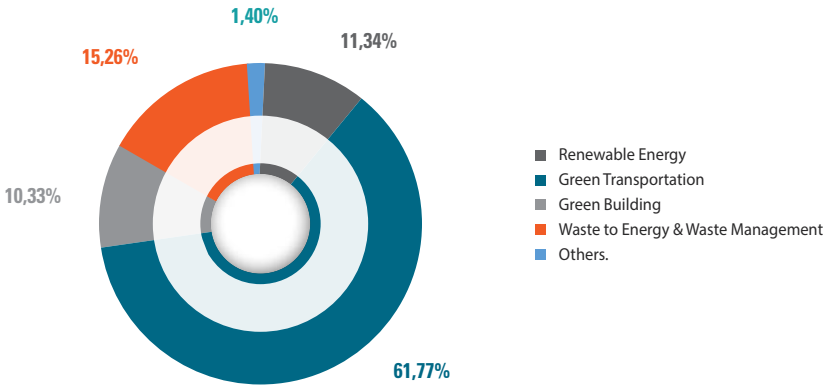
Gold Rank

BNI 2023 ESG Development Expectation Setting Meeting (ESM)

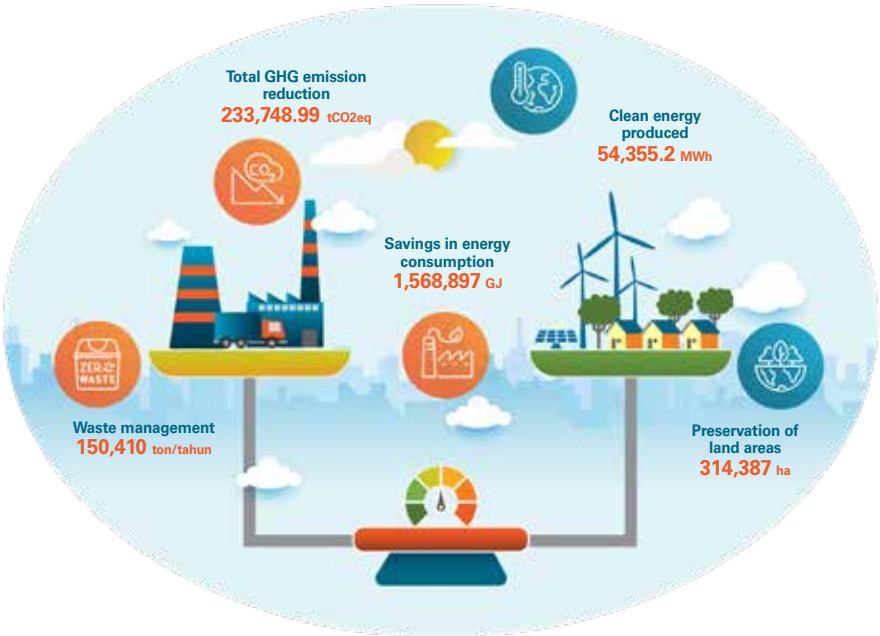
ENVIRONMENTAL ASPECT

a. Financing:
   1. BNI's green financing (KUBL) distribution reached Rp67.89 trillion or 9.87% of total loans (bank only), a growth of 13.6% (YoY)
   2. Sustainability Linked Loans (SLL) distribution reached Rp4.6 trillion
   3. BNI distributed funds from green bonds for green projects that meet the requirements for funding and have obtained opinions from Environmental Experts as a second party (second party opinion/SPO) provided by Sustainalytics regarding the positive contribution of the project to the environment.

Allocation Portion



The remaining 22.94% of the green bond distribution was allocated to other KUBLs in accordance with POJK 60/2017. The positive impact on the environment from the use of green bond funds by debtors is shown below:



Further information regarding projects funded by the BNI Green Bond and the reported impacts is presented in the 2023 BNI Green Bond Report which is available on the BNI website on the Environment, Social and Governance page: https://www.bni.co. id/en-us/company/bni-esg.

4. Establishing Operational NZE Roadmap for 2028 & Financing NZE for 2060
5. Implementing the initial phase of Climate Risk Stress Test (CRST) Phase I
6. Strengthening Risk Acceptance Criteria (RAC) for 18 Sectors with ESG Aspects
7. Special Renewable Energy Sector Financing Unit that supports:
   i. Supporting energy transition financing by replacing PLTU projects to PLTG/GU.
   ii. Supporting financing for PLTGas, to reduce fuel use by increasing the use of gas as a cleaner energy source.
   iii. Supporting the development of NRE production and optimizing BBN (Biodiesel or biohydrocarbon) production, including PLTSa as a by-product of waste management
   iv. Supporting financing for PLTS, PLTA, PLTGeothermal and other NRE as energy transition source programs.

b. Operational:
   1. Developing Emission Data Management Infrastructure
   2. Calculating carbon emissions including Scope 1, Scope 2, and Scope 3 (Operations and Financing Emissions)
   3. Two BNI Head Office Buildings have received Green Building certification, namely Menara Pejompongan BNI with Gold Certification and BNI Plaza with Platinum Certification
   4. Installation of solar panels with a capacity of 2,200 watts for lighting at the emergency stairs of Plaza BNI, BSD.
   5. Reducing light usage through electrical efficiency at Grha BNI, Plaza BNI, Gedoeng BNI, and Menara BNI
   6. BNI becoming the first bank in Indonesia to use the Public Electric Vehicle Charging Station (SPKLU) Partnership Investor Own Investor Operate (IO2) cooperation scheme from PLN.

SOCIAL ASPECT

a. Human Capital (HC):
   1. Employee Engagement reached 96%
   2. Employee Satisfaction level reached 92%
   3. Preparation and approval of the Respectful Workplace Policy.

b. Access to Finance:
   1. BNI had 185,697 BNI Agen46
   2. Let's Save with Waste Program
   3. MSME empowerment programs through the BNI MSME Environmentally Friendly (BUMI), the Khatulistiwa Coffee Trail (JKK), Millennial Smartfarming, Fisheries Cultivation Villages programs, etc.

c. Privacy & Data Security
   1. BNI has a CISO Division whose duties include maintaining information and improving cyber security
   2. Implementing Data Loss Prevention (DLP) mechanisms
   3. Implementing Threat Hunting
   4. Adopting international security frameworks and standards such as ISO 27001 and the National Institute of Standards and Technology (NIST)
   5. BNI has a Digital Risk Framework adopted from the best practice framework
   6. In connection with RI Law No. 27 of 2022 concerning Personal Data Protection (PDP), BNI has instigated the related procedures, assessment and mitigation/prevention, management of infrastructure, applications and IT systems as well as security implementation.
   7. Implemented a masking process for sensitive data
   8. Implemented an Incident Handling Maturity Level Measurement (IHMLM), a tool for mapping the level of organizational readiness for handling and recovering cyber security incidents, including detecting and responding if there is an incident of personal data leakage due to system security gaps
   9. Conducted a Cyber Security Maturity (CSM) assessment, an instrument from BSSN to assess the level of cyber security maturity of an organization, including assessing the maturity of managing and protecting the confidentiality of personal data (data privacy).
   10. Implemented third party risk assessments including vendor security assessments in the Technology, Information and Cyber aspects.

11. BNI requires a Non-Disclosure Agreement (NDA) from third parties if there is collaboration in the use of customer data, and only sends customer data according to the customer's approval.
12. BNI subsidiaries carry out reporting related to data management issues and discussion topics, including data privacy and security as a data harmonization process in Subsidiaries.
13. Conducted regular security awareness to educate employees and customers on the importance of maintaining the confidentiality and security of personal data

d. Consumer Financial Protection
   1. Customer satisfaction score or Customer Satisfaction Survey (CSS) in 2023: 4.26
   2. Percentage of customer complaint resolution in 2023: 99.99%
   3. Providing training on consumer financial protection

GOVERNANCE ASPECT

1. BNI has an ESG Sub Committee under the Risk Management & Anti Fraud Committee.
2. BNI has a special work unit, the Environment, Social & Governance (ESG) Management Department under the Enterprise Risk Management (ERM) Division.
3. BNI ESG Policies:
   a. BNI ESG Framework and Roadmap
   b. Determination of the Net Zero Emission Roadmap
   c. Green Load Incentive Terms.
   d. Emission Data Technical Instructions
   e. Technical Instructions for Environmentally Friendly Business Activities (KUBL)
   f. Sustainability Linked Loan (SLL) SOP
4. The Board of Directors has KPIs for ESG performance, which are then handed down to Work Units (Green Loan and ESG Rating)

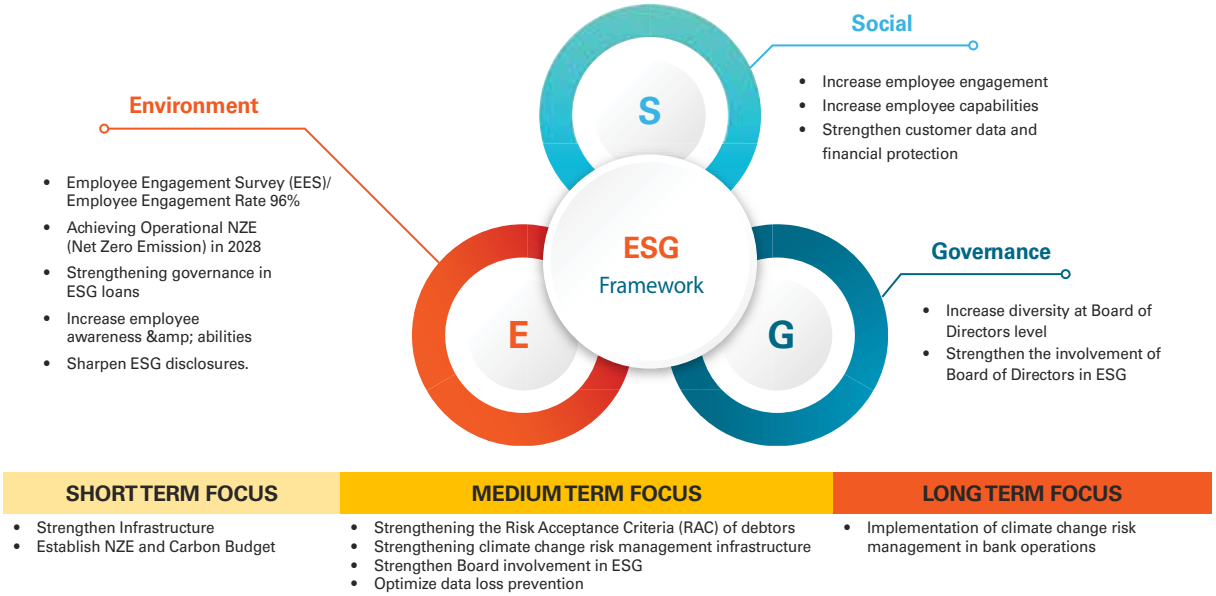
ESG Implementation Commitment

ELEVATING IMPACT, EMPOWERING SUSTAINABILITY

BNI supports the achievement of the Sustainable Development Goals (SDGs) very seriously as this has become a global issue and a key focus of the Indonesian Government. BNI prioritizes the application of sustainability principles including the environmental, social and governance (ESG) aspects in all areas of its business.

BNI believes that sustainability will have a positive impact on all stakeholders, which will leave a beneficial legacy for future generations. As a business entity whose shares are mostly owned by the State, BNI continues to move forward to become a leading transformation agent in implementing the environmental, social and governance principles.

BNI ESG FRAMEWORK & ESG ROADMAP



SHORT TERM FOCUS	MEDIUM TERM FOCUS	LONG TERM FOCUS
• Strengthen Infrastructure • Establish NZE and Carbon Budget	• Strengthening the Risk Acceptance Criteria (RAC) of debtors • Strengthening climate change risk management infrastructure • Strengthen Board involvement in ESG • Optimize data loss prevention	• Implementation of climate change risk management in bank operations

ESG TARGET FOR BNI NET ZERO EMISSION (NZE)

BNI is committed to achieving Operational Net Zero Emission (NZE) in 2028 and Financing NZE in 2060. The strategies used to achieve this target includes:

1. Sustainable product development, such as:
   a. Launching of Sustainability Linked Loan to encourage debtors to implement ESG and have a transition map towards green.
   b. Providing green loan incentives to encourage green portfolio growth.
   c. Distributing green bonds for green projects is currently being carried out in 5 sectors, namely Renewable Energy, Environmentally Friendly Transportation, Environmentally Friendly Buildings, Waste to Energy Management and Waste Management, and Sustainable Use of Natural Resources and Land Use.
   d. Developing financing schemes to support and develop an environmentally oriented MSME ecosystem, such as the Khatulistiwa Coffee Trail - Social Forestry and the BNI Environmentally Friendly MSME (BUMI) program.
   e. Financing in the energy transition sector to encourage the transition to clean energy.
   f. Evaluating the possibility of issuing other sustainability-oriented bonds.
   g. Collaborating with strategic partners to issue sustainable products for individuals, such as environmentally friendly credit cards in collaboration with WWF, and issuing credit cards using recyclable raw materials in collaboration with AMEX.
   h. Optimizing the saving with waste program to increase student awareness in managing plastic waste.
2. Energy efficiency
   c. Using electricity saving technology.
   d. Arranging and optimizing the use of air conditioners and lights in office buildings.
   e. Using renewable energy in Gedung Plaza BNI.
   f. Owning green building certified buildings: Gedung Plaza BNI and Menara BNI.
   g. Developing a waste management program to increase avoidable emissions.
   h. Optimizing online media for meetings.
3. Nature-based solution program
   d. up to 2023, BNI has carried out a tree planting program covering an area of 229 ha. This program will continue to be developed as one of BNI's emission reduction programs.
   e. BNI coordinates with its Subsidiaries to align the implementation of the ESG Framework and Net Zero Roadmap in its Subsidiaries.

BNI ESG Risk Management

ESG-BASED PIPELINE MANAGEMENT

BNI adheres firmly to the policies of the Financial Services Authority (OJK) as the Central Bank in paying attention to the environmental and climate change 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 deforestation, flooding, deforestation, loss of biodiversity, environmental pollution and drought. 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.

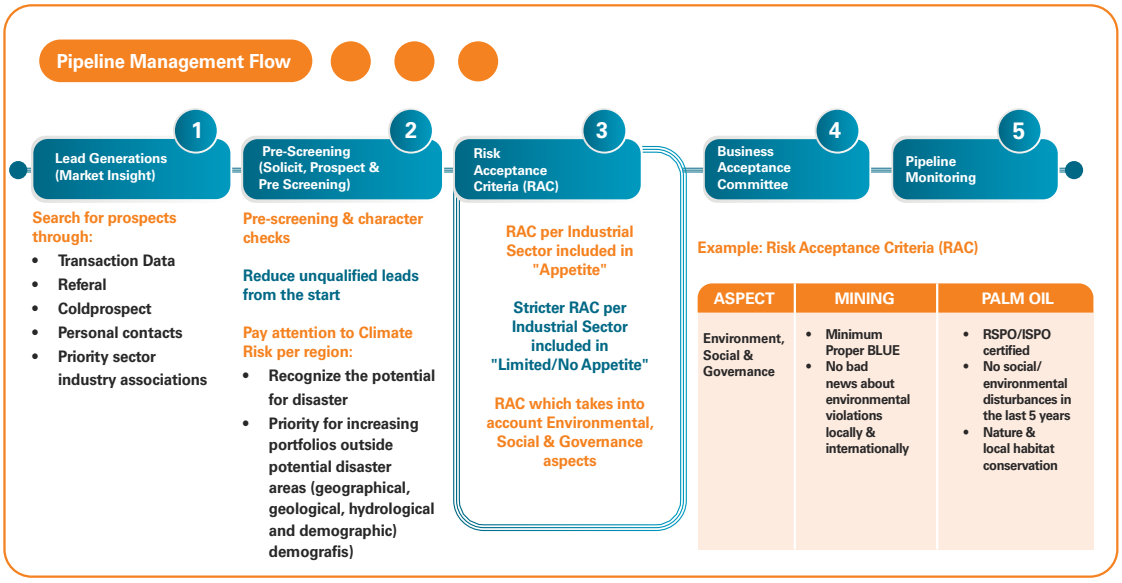
Therefore, BNI is very careful to not finance business sectors that have a potential risk of damaging the environment or have the potential to increase global warming/climate change.

BNI has instigated an ESG-oriented credit policy, as well as mapped the banking activities to start mitigating and adapting to climate change.

This process is consistently carried out by the Corporate Banking Division 1, 2, 3 and 4, International Division, Enterprise Banking Division, Commercial Banking Division 1 and 2, Institutional Banking Division 1 & 2, Syndication & Structured Finance Division, Retail Productive Banking Division, Small Business & Program Division, Corporate & Enterprise Credit Risk Division, as well as the Commercial Credit Risk Division.

The BNI ESG risk management flow can be seen in the following chart:

Pipeline Management Flowchart by considering ESG



ESG-BASED PIPELINE MANAGEMENT MECHANISM

1. In determining industrial sectors aimed at increasing the portfolio, BNI carries out reviews through discussions between business units, risk units and risk management. BNI uses Industry Risk Appetite (IRA) in determining industrial sectors that have considered the Industry Risk Rating (IRR), prospect factors for leading industrial sectors/regional/regional advantages, and opinions on business considerations and pipelines.

   The initial screening process focuses on efforts to identify potential prospects in each region who meet BNI's sustainability requirements, such as climate risk and potential natural disasters. These steps also aim to ensure that the businesses are not involved in exposures prohibited by the Government, such as violations of local community rights, forced labor, child exploitation, human rights, and other Government regulations.

   In addition, BNI is also oriented towards selecting business actors in sectors that have implemented sustainable finance principles or that have prioritized ESG factors in company operations, although this implementation process is still being improved gradually and continuously. Based on these factors, BNI classifies the industrial sector into three categories, namely Appetite, Limited Appetite, and No Appetite.

2. To support pipeline management, BNI has strengthened its Risk Acceptance Criteria (RAC) to include 18 (eighteen) industrial sectors in the corporate segment, 11 (eleven) industrial sectors in the medium segment and 10 (ten) industry sectors for the retail productive segment, among other.

   The 18 (eighteen) industrial sectors in the corporate segment include:
   1. Recurring Real Estate;
   2. Non-Recurring Real Estate;
   3. Pharmaceutical Industry
   4. Fast Moving Consumer Goods (FMCG);
   5. Electricity;
   6. Metal and Metal Ore Trading (Trader);
   7. Base Metal Industry (Smelter Refiner);
   8. Metal Ore Mining;
   9. Chemical Industry;
   10. Construction;
   11. Toll Road Building Construction;
   12. Telecommunications Contractors;
   13. Telecommunications and Data Center Operators;
   14. Cement Industry;
   15. Hospitals;
   16. Palm Oil Plantations (including Palm Oil Mills (PKS);
   17. Palm Oil Processing Industry;
   18. Metal Goods Industry (Fabricators).

   The 11 (eleven) industrial sectors in the middle segment include:
   1. Generic (sub sector that has not set/does not have a specific RAC);
   2. Domestic Wholesale Trade;
   3. Palm Oil Plantations;
   4. Processing Industry;
   5. Chemical, Rubber and Plastic Industries;
   6. Provision of accommodation;
   7. Rental Business Services;
   8. Health Services and Social Activities;
   9. Construction;
   10. Transportation;
   11. Import Export Trade.

   The 10 (ten) industrial sectors for the small segment include:
   1. Generic (sub sector that has not set/does not have a specific RAC);
   2. Domestic Large Trade (wholesale);
   3. Retail Trade;
   4. Processing Industry;
   5. Palm Oil Plantations;
   6. Chemical Industry;
   7. Import Export Trade;
   8. Public Transportation;
   9. Construction;
   10. Accommodation Provider.

   The RAC for the industrial sector are prepared with an emphasis on implementing ESG based on the characteristics of the industrial sector. In 2023, BNI strengthened RAC in 4 main sectors, Palm Oil Plantations (Upstream and Midstream), Mining (Mine Operators, Smelter Refiners, Fabricators, Traders), Construction (Contractors and Toll Road Contractors) and Electricity/ Energy.
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 ensure that the loans disbursed are used to support businesses that are productive, responsible and do not damage the environment. Routinely, the Business Unit monitors using a watchlist system and assesses the debtors' ratings. The results of the watchlist system will be reported every three months to the Corporate & Enterprise Credit Risk (CER) Division and the Commercial Credit Risk (CMR) Division. In addition, each responsible unit is also required to carry out assessments of a sample of debtors as part of the monitoring process.

If violations of environmental, social and governance (ESG) aspects are detected, BNI will verify with relevant parties and potentially downgrade if it is proven that the debtor does not comply with ESG regulations.

In 2023, the Bank mapped the fulfillment of ESG aspects in portfolios with a high impact on the environment to support ESG implementation, including:

- 49 debtor companies have RSPO/ISPO certificates, while 9 other companies are in the process of obtaining RSPO/ISPO certificates.
- Debtors operating in the Cement Industry, have received the GREEN and BLUE Rating Assessment Program (PROPER) BLUE and GOLD;
- Debtors in the mining industry (Mine Operator) have partially received BLUE, GREEN and GOLD PROPER Rating Program;
- In this area, BNI continues to encourage debtors in the palm oil sector to obtain ISPO and RSPO certification, and fulfill their certification in accordance with each industrial sector.

IMPROVEMENTS IN ESG RISK MANAGEMENT

BNI adheres firmly to its role as an agent of change by applying the ESG principles. In 2023, BNI improved and refined Risk Management in the ESG aspect, starting by strengthening policies related to ESG, developing tools & guidance related to ESG aspects, and setting Net Zero Emission (NZE) targets for both operations and financing.

1. Strengthening Policy
   a. In line with BNI's commitment to applying ESG, in 2023 BNI collaborated with consultants to strengthen its ESG policies, which included preparing an ESG framework and re-sharpening policies related to the environment, social and governance as well as establishing BNI's short, medium and long-term roadmap towards Net Zero Emissions.
   b. Has set an operational NZE target by 2028 and a financing NZE target by 2060.
2. BNI strengthened tools and guidance related to ESG, including:
   a. Established an emissions data infrastructure to obtain operational emissions data from BNI regional and branch offices by the end of 2023 so that emissions developments can be monitored periodically.
   b. BNI identified the sectors with high emissions in the Corporate and Medium segment credit portfolio. For these high emission sectors, BNI regulates the portfolios through Loan Exposure Limits (LEL) in each of these industries.
   c. Strengthened the Risk Acceptance Criteria for 18 sectors in the corporate segment, 11 sectors in the medium segment and 10 sectors in the small segment by 2023.
3. In June 2023, the initial phase Climate Risk Stress Test (CRST) for the Coal sector (including PLTU), Palm Oil Plantations and Pulp & Paper was carried out. CRST will be carried out again in 2024 to cover a minimum of 50% of the loan portfolio covering the sectors required by OJK.

Persons Responsible for ESG Implementation 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/745/DIR/R dated October 26, 2021. The ESG Sub-Committee is under a Board of Directors' Committee, namely the Risk Management & Anti-Fraud Committee.

The 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)	1. Finance Director 2. Wholesale & International Banking Director 3. Institutional Banking Director 4. Enterprise & Commercial Banking Director 5. Retail Banking Director 6. Network & Services Director 7. Technology & Operations Director 8. SEVP Treasury
Permanent Members at the Board of Directors level (Non-Voting Members)	Human Capital & Compliance Director*
Permanent Members at the Division/Unit Level (Non-Voting Members)	1. Head of Corporate Secretary Division 2. Head of Policy Governance Division 3. Head of Investor Relations Division 4. Head of Corporate Planning Accounting Division 5. Head of International Banking Financial Institutional Division 6. Head of Subsidiaries Management Division 7. Head of Procurement Fixed Assets Division 8. Head of Treasury Division 9. Head of Compliance Division 10. Head of BNI University Division 11. Head of Human Capital Strategy Division 12. Head of Human Capital Services Division 13. Head of Corporate Banking Division 1 14. Head of Corporate Banking Division 2 15. Head of Corporate Banking Division 3 16. Head of Corporate Banking Division 4 17. Head of Syndication Structured Finance Division 18. Head of Enterprise Banking Division 19. Head of Commercial Banking Division 1 20. Head of Commercial Banking Division 2 21. Head of Operational Risk Management Division 22. Head of Corporate & Enterprise Credit Risk Division 23. Head of Corporate Enterprise Credit Risk Division 24. Head of Consumer Product Division 25. Head of Retail Productive Banking Division 26. Head of Business Program Division 27. Head of Card Business Division 28. Head of Agen46 Division
Non-Voting Members	Director/SEVP/Division Head related to the topic of discussion.

Note:

*) Specifically, the Director of Human Capital & Compliance has special duties and responsibilities as regulated in the Committee's Work Guidelines

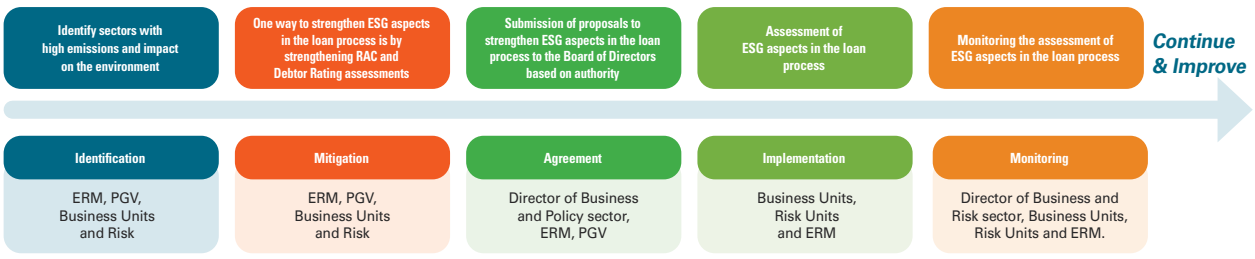
The ESG Sub Committee's duties and responsibilities include:
1. Developing Enviromental, Social & Governance (ESG) management policies and strategies and their changes;
2. Identifying potential ESG risks that have an impact on both BNI and BNI stakeholders;
3. Monitoring the implementation of the sustainable 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 the responsibility of all work units, under the supervision of the Board of Commissioners and Board of Directors. To ensure the application of sustainability governance, and to monitor the application of Sustainable Finance, BNI has a special work unit, called the Environmental Social & Governance Management (ESM) Department, a Department in the Enterprise Risk Management (ERM) Division.

The Environmental Social & Governance Management (ESM) Department main duties include:
1. Developing an ESG framework & roadmap as a guide for the Bank in implementing ESG principles
2. Developing, reviewing and monitoring the Net Zero Emission Bank roadmap
3. Developing a framework to manage and monitor climate change risks
4. Coordinating the application of ESG principles and climate change risks across all Bank business lines, including Subsidiaries
5. Acting as a liaison with external parties related to ESG implementation
6. Carrying out activities as coordinator of the Supporting Staff Group (SSG) of the ESG Sub-Committee
7. Monitoring and managing the realization of ESG implementation based on a bankwide roadmap
8. Coordinating the preparation and monitoring of the Sustainable Financial Action Plan (RAKB) and/or Corporate Plan related to ESG
9. Monitoring exposure and reporting to regulators/other external parties regarding ESG (Green portfolio, Green Bond and other ESG-oriented bonds, Indonesian Green Taxonomy (THI), Sustainability Report (sustainable governance, sustainable financing and carbon emissions data).

BNI's ESG Implementation Supervision and Evaluation

BNI's ESG Monitoring and evaluation can be summarized as follows:



Senior management consisting of BNI's Board of Directors and Board of Commissioners play a role in supervising the application of good governance principles by all work units to ensure responsible business practices, as well as to

encourage using the prudential principle when managing risks.The Bank continues to maintain the highest ethical behavior standards through accountable, accurate and transparent operations and reporting, as well as maintains compliance with prevailing laws and regulations.

The governance structure, policies and operational processes implemented are directed at identifying and managing environmental, social and governance (ESG) risks throughout the BNI value chain.

Implementation of Sustainable Finance In Subsidiary Companies

The implementation of sustainable finance in subsidiaries has been carried out by preparing and submitting Sustainable Finance Action Plan (RAKB) documents to OJK:

- PT BNI Multifinance;
- PT BNI Sekuritas;
- PT BNI Life Insurance;
- PT Bank Hibank Indonesia.

PT BNI Multifinance

1. Developing financing for battery-powered electric motorized vehicles;
2. Developing the company's internal capacity for the introduction/socialization of RAKB;
3. Implementing social activities for the environment and society including blood donations, caring for the environment, providing social assistance, minimizing the use of plastic containers and energy saving movements;
4. Preparing sustainable financial guidelines by considering the social and environmental aspects.

PT BNI Sekuritas

1. Developing sustainable financial products and/or services by conducting socialization and identification of business products/financial services related to sustainable financial activities as well as environmental, social and governance to the business department at BNI Sekuritas;
2. Developing Internal capacity through training related to sustainable financial activities as well as environment, social and governance;
3. Implementing sustainable financial activity policies as well as environmental, social and governance in BNI Sekuritas business activities;
4. Assessing & controlling environmental, social and governance risks related to BNI Sekuritas business activities;
5. Adjusting the Corporate Social Responsibility program to the concept of sustainable financial activities;
6. Implementing a Green Office at BNI Sekuritas.

PT BNI Life Insurance

1. Implementing a sustainable finance training program;
2. Implementing social, environmental and literacy responsibility programs;
3. Implementing a productive credit life insurance marketing program for MSMEs;
4. Implementing efficiency programs to reduce plastic waste, paper use and electricity & water consumption;
5. Applying finetuning to the organization by reviewing business processes and increasing digitalization of sustainable financial activities.

PT Bank Hibank Indonesia

1. Increasing the financing portfolio for debtors included in the sustainable business activity category;
2. Increasing the sustainable mutual funds category portfolio;
3. Carrying out efficiencies for irreplaceable resources such as the use of paper, electrical energy and water resources;
4. Installing separate organic and non-organic waste bins at the Head Office;
5. Implementing social, environmental and literacy responsibility programs for the community.

ESG Index: BNI Sustainability Practice Summary

ENVIRONMENTAL

Environmental

COMPANY PRACTICE	PAGE
Environmental Impact Financing	
Scope of management systems to assess ESG risks in financing activities	
• BNI has implemented a management system to assess ESG risk for all loan and investment banking operations. • 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 2023.	Sustainability Report page 97-99
Environmental loan policy	
• BNI has participated in the development of sustainable agricultural ecosystems through the Millennial Smart Farming program.	Sustainability Report page 69
BNI has developed its Risk Acceptance Criteria (RAC) in 18 (eighteen) industry sectors for corporate segment, 11 (eleven) industry sectors for medium segment and 10 (ten) industry sectors for small segment: The 18 (eighteen) industrial sectors in the corporate segment include: • Recurring Real Estate; • Non-Recurring Real Estate; • Pharmaceutical Industry • Fast Moving Consumer Goods (FMCG); • Electricity; • Metal and Metal Ore Trading (Trader); • Base Metal Industry (Smelter Refiner); • Metal Ore Mining; • Chemical Industry; • Construction; • Toll Road Building Construction; • Telecommunications Contractors; • Telecommunications and Data Center Operators; • Cement Industry; • Hospitals; • Palm Oil Plantations (including Palm Oil Mills (PKS)); • Palm Oil Processing Industry; • Metal Goods Industry (Fabricators) The 11 (eleven) industrial sectors in the middle segment include: • Generic (sub sector that has not set/does not have a specific RAC); • Domestic Wholesale Trade; • Palm Oil Plantations; • Processing Industry; • Chemical, Rubber and Plastic Industries; • Provision of accommodation; • Rental Business Services; • Health Services and Social Activities; • Construction; • Transportation; • Import Export Trade. The 10 (ten) industrial sectors for the small segment include: • Generic (sub sector that has not set/does not have a specific RAC); • Domestic Large Trade (wholesale); • Retail Trade; • Processing Industry; • Palm Oil Plantations; • Chemical Industry; • Import Export Trade; • Public Transportation; • Construction; • Accommodation Provider.	Sustainability Report page 35-38

Environmental

COMPANY PRACTICE	PAGE
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 page 71
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 page35-38
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.	Sustainability Report page 94
All BNI staff are trained on ESG risks and procedures, evidenced by the valid ESG training program provided.	Sustainability Report page 87
ESG Risk Management Supervision	
• 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. • To strengthen supervision in terms of policy determination and Environmental, Social & Governance (ESG) management, BNI established an ESG sub-committee in the Risk Management & Anti-Fraud Committee, chaired by the Vice President Director and the Risk Management Director as vice chairman.	Annual Report page 874
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: • 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	Sustainability Report page 95
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: • Industry Risk Rating • Prospective Sector • Industry Risk Appetite • Risk Acceptance Criteria	Sustainability Report page 34
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 page 3
• 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 page 31-32
BNI's total financing portfolio in the Sustainable Business Activities (KKUB) category amounts to Rp181,1 trillion, mainly in the form of financing to the MSME segment, sustainable natural resource management, energy efficiency and renewable energy.	Sustainability Report page 26-27

SOCIAL

Social

COMPANY PRACTICE	PAGE
Consumer Financial Protection	
Practice	

Social

COMPANY PRACTICE	PAGE
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: a. Prevention of conflicts of interest b. Prohibition of giving, accepting gifts or souvenirs c. Provisions for prohibition of abuse of office and accepting gratification d. To realize good corporate governance, BNI has a Whistleblowing System (WBS). e. Customer protection policies and provision of Information/Data/ Documents to external parties f. Policy on fulfillment of creditor rights g. Anti-corruption and anti-fraud policies	Annual Report page 950-952 (AML-CTF) Annual Report page 953 (Protection of Creditors' Rights) Annual Report page 966 (Anti-Corruption Policy) Annual Report page 953-955 (Anti-Gratification and Anti-Bribery Policy) Annual Report page 963-965 (Whistleblowing System) Annual Report page 984 (Conflict of Interest) Sustainability Report page 47 (Customer Data Protection Policy)
The Board of Directors is highly involved in product supervision through the Business Committee sub Product Committee, whose duties and responsibilities including: 1. Determining the size and business development strategy through BNI products/activities; 2. 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; 3. Monitoring BNI products/activities and making decisions on the products/activities sustainability based on recommendations from the Supporting Staff Group/product owner; 4. Acting as an arbitration institution in cross-sectoral issues related to the new products/activities.	Annual Report page 831
BNI carries out marketing communications transparently based on OJK regulations and in accordance with company internal policies.	Sustainability Report page 56
BNI has an independent customer ombudsman & internal complaint review body with clear procedures and/ or targets.	Annual Report page 963
BNI has an independent settlement system to provide protection for reporting parties and special training on internal and external protection programs	Annual Report page 963
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 328-329
BNI runs BNICorpuTV 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 390
The BNI Board of Commissioners' level committees supervise the complaints.	Annual Report page 148 Sustainability Report page 56-57
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 2023, BNI provided training and development programs organized by the Bank internally, and external parties, to 27.216 employees or 98,72%, with an average for each employee receiving training of 8,6 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 148 Sustainability Report page 86-87

Social

COMPANY PRACTICE	PAGE
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 963
BNI carries out employee satisfaction surveys along with employee engagement. In 2023, the level of employee satisfaction/satisfaction will be 92%.	Sustainability Report page 91
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 2023, BNI strengthened the 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. In addition to the Bina internship program, BNI also has an internship program for students. Through the BNI Digital Talent Internship program, the Ministry of SOEs Certified Student Internship Program from FHCI, the Digital Talent Scholarship (DTS) 2020 Kominfo, Independent Campus Internship Program from the Ministry of Education, Culture, Research and Technology (Kemendikbudristek). BNI Digital Bootcamp Malang Internship Program, and Individual Internship Program.	Annual Report page 383-394
BNI's Bina Apprenticeship Program is organized to provide job training and guidance to the inexperienced workforce by providing the knowledge, skills and abilities needed to be able to compete in the world of work. The number of Bina BNI internship participants in 2023 was 4,539 participants spread across all BNI operational areas	Annual Report page 383-394
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 383-394
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 2022 annual GMS held on March 15, 2023. The Company's management share ownership program commenced on August 14, 2023.	Annual Report page 906-908
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 takes into account the employees' talent classification. The employee remuneration components consist of fixed remuneration that is differentiated based on position and person value weighting. While, Variable remuneration is based on performance based on the Bank's performance, unit performance, and individual employee performance.	Annual Report page 906-908
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. The Education and Training Costs in 2023 amounted to IDR346,2 billion with the number of training participation decreasing from 27,676 (in 2022) to 27,216 (in 2023). please adjust the wording or make it 27,216 participants.	Annual Report page 148-151
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 page 67-61
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 2023 reached ... million.	Annual Report page 264-266
To expand its reach, BNI has more than 185 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 268-269 Sustainability Report page 67-61 72
Advanced innovations in branchless alternative distribution channels targeting underserved demographics through Digital and Agen46 services.	Annual Report page 268-269 Sustainability Report page 72
Privacy & Data Security	

Social

COMPANY PRACTICE	PAGE
Practice - Operations	
• BNI guarantees that customers can update data, change, access and update data changes through BNICall and Customer Service. • BNI has a data protection and information security policy that regulates all related business lines/ subsidiaries. • 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.	Sustainability Report page 45-46 Sustainability Report page 47 Sustainability Report page 366
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 327
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.	Sustainability Report page 49
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 (KAMI Index).	Sustainability Report page 49
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 834
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. 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.	Sustainability Report page 49 Annual Report page 403

GOVERNANCE

Governance

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Ownership Structure • Controlling Shareholders • Controlling Shareholders Requiring Attention	Annual Report page 615
One Share One Vote • Multiple Equity Classes with Different Voting Rights • Government Intervention Requiring Attention	Annual Report page 619
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BOARD OF DIRECTORS' INDEPENDENCE • Executive Officers on the Board of Directors • Transactions with Related Parties	Annual Report page 92-104
BOARD OF DIRECTORS' EXPERTISE & DIVERSITY • There are 30% female directors	Annual Report page 737
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GOVERNANCE

Governance

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Accountancy	
ACCOUNTING RISK • Expenditure Recognition	Annual Report page 310-311
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 828
BNI has a detailed formal policy on bribery and anti-corruption.	Annual Report page 953-955 Annual Report page 966
BNI audits all operations at least once every three years.	Annual Report page 871
BNI has a formal anonymous reporting system with legal protection for whistleblowers through the Whistleblowing System (WBS) that is managed by an external party, Deloitte.	Annual Report page 963
BNI has an ethical standard training program covering all employees (including part-time employees) and contractors	Annual Report page 904
All BNI suppliers are required to have a mandatory anti-corruption policy and program for compliance verification.	Annual Report page 972
BNI already has an Anti-Money Laundering Policy. The policy and implementation strategy is explained	Annual Report page 950-952
Tax Transparency	
The implementation of tax transparency refers to the Government regulations or policies.	Annual Report page 1111


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SERVING THE COUNTRY, PRIDE OF THE NATION

2023 Annual Report

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Financial Statements

1113 Financial Report

1414 Attachment of Republic of Indonesia Financial Services Authority Circular Letter No. 9/ SEOJK.03/2020 Concerning Transparency and Publication of Conventional Commercial Bank Reports

1418 Cross-Reference No. 16/SEOJK.04/2021: Format and Completing the Annual Report of Issuers or Public Companies

PT Bank Negara Indonesia (Persero) Tbk

PT BANK NEGARA INDONESIA (PERSERO) Tbk
DAN ENTITAS ANAK/*AND SUBSIDIARIES*

LAPORAN KEUANGAN KONSOLIDASIAN/
CONSOLIDATED FINANCIAL STATEMENTS

31 DESEMBER 2023 DAN 2022/
31 DECEMBER 2023 AND 2022

Direksi

PT BANK NEGARA INDONESIA (PERSERO) Tbk
DAN ENTITAS ANAK

SURAT PERNYATAAN DIREKSI
TENTANG TANGGUNG JAWAB ATAS
LAPORAN KEUANGAN KONSOLIDASIAN
PADA TANGGAL 31 DESEMBER 2023 DAN 2022
SERTA UNTUK TAHUN YANG BERAKHIR
31 DESEMBER 2023 DAN 2022

No. DIR/ 066

Kami yang bertanda tangan di bawah ini:

1. Nama : Royke Tumilaar
   Alamat Kantor : Jl. Jenderal Sudirman Kav. 1, Jakarta 10220, Indonesia
   Alamat Domisili : Komp.Billy & Moon Blok L5/10 RT.007 RW.010 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 Domisili : GR.BJ FEDORA Blok J-20/10 RT.006 RW.015 Serpong 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 dimuat 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.

PT BANK NEGARA INDONESIA (PERSERO) Tbk
AND SUBSIDIARIES

DIRECTORS' STATEMENT
REGARDING THE RESPONSIBILITY FOR
THE CONSOLIDATED FINANCIAL STATEMENTS
AS OF 31 DECEMBER 2023 AND 2022
AND FOR THE YEARS ENDED
31 DECEMBER 2023 AND 2022

No. DIR/ 066

We, the undersigned:

1. *Name* : *Royke Tumilaar*
   Office address : *Jl. Jenderal Sudirman Kav. 1, Jakarta 10220, Indonesia*
   Residential Address : *Komp.Billy & Moon Blok L5/10 RT.007 RW.010 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 Serpong 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.

Atas nama dan mewakili Direksi/*For and on behalf of the Directors*

Jakarta, 25 JAN 2024

Royke Tumilaar
Direktur Utama/
President Director

Novita Widya Anggraini
Direktur Finance/
Managing Director – Finance

PT Bank Negara Indonesia (Persero) Tbk
Kantor Pusat
Jl. Jenderal Sudirman Kav. 1
Jakarta 10220, Indonesia
www.bni.co.id

U-23-FJCM-08-20

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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 2023, 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 informasi kebijakan akuntansi material.

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian Grup tanggal 31 Desember 2023, 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 2023, 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 material accounting policy information.

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 2023, 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.

Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis & Rekan
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Nomor Izin Usaha: KEP-241/KM.1/2015

00019/2.1025/AU.1/07/0222-2/1//2024

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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 12, Pinjaman yang diberikan, atas laporan keuangan konsolidasian pada tanggal 31 Desember 2023, cadangan kerugian penurunan nilai atas pinjaman yang diberikan Grup adalah sebesar Rp 47.158.131 juta.

   Cadangan kerugian penurunan nilai atas pinjaman yang diberikan ditentukan oleh Grup berdasarkan kerangka KKE sesuai dengan PSAK 71: "Instrumen Keuangan", seperti yang dijelaskan dalam Catatan 2c.(x), Cadangan kerugian penurunan nilai atas aset keuangan.

   Kami memberikan fokus pada area ini karena nilai tercatat atas pinjaman yang diberikan mewakili 64% dari total aset Grup pada tanggal 31 Desember 2023 dan besarnya nilai cadangan kerugian penurunan nilai yang dibentuk atas pinjaman tersebut nilainya signifikan terhadap laporan keuangan konsolidasian Grup. Lebih lanjut, perhitungan cadangan kerugian penurunan nilai melibatkan pertimbangan manajemen yang subjektif dan penggunaan estimasi dengan tingkat ketidakpastian yang tinggi.

   Untuk pinjaman yang diberikan dimana Grup menghitung KKE secara individual, Grup menggunakan estimasi arus kas ekspektasian dari pinjaman yang diberikan, yang membutuhkan pertimbangan signifikan dalam mengestimasi probabilitas rata-rata tertimbang kerugian kredit, serta estimasi waktu dan jumlah pembayaran dari pinjaman yang diberikan.

   Untuk pinjaman yang diberikan dimana Grup menghitung KKE secara kolektif, Grup menggunakan model KKE dengan beberapa asumsi utama, antara lain, probabilitas rata-rata tertimbang dari *probability of default*, *loss given default* dan *exposure at default*, setelah memperhitungkan faktor perkiraan masa depan dan informasi eksternal lainnya termasuk proses identifikasi atas pinjaman yang diberikan yang mengalami peningkatan risiko kredit secara signifikan.

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 12, Loans, to the consolidated financial statements, as at 31 December 2023, the allowance for impairment losses of loans of the Group was Rp 47,158,131 million.

   The allowance for impairment losses of loans was determined by the Group based on the ECL framework under SFAS 71: "Financial Instruments", as described in Note 2c.(x), Allowance for impairment losses on financial assets.

   We focused on this area as the carrying value of loans represented 64% of the total assets of the Group as at 31 December 2023 and the allowance for impairment losses provided against the loans were significant to the Group's consolidated financial statements. Furthermore, the calculation of the allowance for impairment losses involves subjective management judgement and is subject to a high degree of estimation uncertainty.

   For loans where the Group assessed ECL individually, the Group used the estimated cash flows which are expected to be obtained from the loans, which requires significant judgement in estimating the weighted average probability of credit losses, and the timing and amount of the repayments against the loans.

   For loans where the Group assessed ECL collectively, the Group used an ECL model that incorporates key assumptions, such as, the weighted average probability of default, loss given default and exposure at default, after considering forward looking factors and other external information including the identification process over loans that have experienced a significant increase in credit risk.

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Bagaimana audit kami merespons hal audit utama

Kami melakukan prosedur-prosedur audit berikut untuk merespons hal audit utama ini:

- Kami memperoleh pemahaman atas pendekatan Grup dalam mengidentifikasi aset keuangan yang mengalami peningkatan risiko kredit secara signifikan atau bukti objektif penurunan nilai, dan melakukan pengujian atas pengendalian proses penetapan *rating* internal berdasarkan uji petik.
- Kami menguji keakurasian dari klasifikasi kualitas pinjaman yang diberikan berdasarkan uji petik dengan menelaah dokumen kredit dari debitur-debitur yang menjadi sampel.
- Ketika bukti objektif penurunan nilai diidentifikasi oleh Grup dan kerugian penurunan nilai dihitung secara individual, kami menguji, berdasarkan uji petik, kecukupan cadangan kerugian penurunan nilai yang disiapkan oleh manajemen dengan membandingkan baik jumlah dan waktu dari arus kas masa depan yang digunakan oleh Grup dalam perhitungan kerugian penurunan nilai dengan jadwal pembayaran kembali yang tercantum dalam perjanjian pinjaman yang diberikan dan menguji probabilitas rata-rata tertimbang yang digunakan dalam menyusun arus kas.
- Kami menilai metodologi dan menguji asumsi pemodelan signifikan yang digunakan dalam model KKE, dengan bantuan pakar pemodelan kredit kami. Kami menguji *probability of default*, *loss given default* dan *exposure at default*, yang mencakup (i) evaluasi perkiraan makroekonomi Indonesia dengan membandingkan perkiraan dengan informasi yang tersedia untuk umum tentang prospek makroekonomi Indonesia; dan (ii) menguji kelengkapan dan keakuratan data yang digunakan dalam model dengan data aktual yang tersedia di Grup dengan melibatkan spesialis Teknologi Informasi ("TI") kami.
- Kami melakukan perhitungan ulang untuk KKE yang dinilai secara kolektif dan menguji akurasi perhitungan KKE yang dinilai secara individual berdasarkan uji petik.

How our audit addressed the key audit matter

We performed the following audit procedures to address this key audit matter:

- *We understood the Group's approach over the identification of financial assets that have experienced a significant increase in credit risk or objective evidence of impairment, and tested the controls over the internal rating process on a sample basis.*
- *We tested the accuracy of the credit quality classification of a sample of loans by reviewing the credit files of those sampled debtors.*
- *When objective evidence of impairment was identified by the Group and impairment losses were individually calculated, we tested, on a sample basis, the adequacy of the allowance for impairment losses determined by management by comparing the quantum and timing of future cash flows used by the Group in the impairment loss calculation with the repayment schedule in the loan agreement and tested the probability-weighted outcomes used in preparing the cash flows.*
- *We assessed the methodologies applied and tested the significant modelling assumptions used in the ECL models, with assistance from our credit modelling expert. We tested the probability of default, loss given default and exposure at default, which included (i) evaluating the forecasts of Indonesia macroeconomics by comparing forecasts with publicly available information on the Indonesia macroeconomic outlook; and (ii) 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.*
- *We recalculated the collective ECL and tested the accuracy of the individual ECL calculation on a sample basis.*

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2. **Estimasi atas utang ke pemegang polis**

Seperti yang dijelaskan dalam Catatan 28, Liabilitas lain-lain, atas laporan keuangan konsolidasian, pada tanggal 31 Desember 2023, utang ke pemegang polis adalah sebesar Rp 17.010.970 juta.

Estimasi atas utang ke pemegang polis ditentukan oleh Grup sesuai dengan PSAK 62, "Kontrak Asuransi" ("PSAK 62") seperti yang dijelaskan dalam Catatan 2y, Kontrak asuransi.

Kami memberikan fokus pada area ini karena estimasi atas utang ke pemegang polis melibatkan pertimbangan manajemen yang subjektif dan penggunaan estimasi dengan tingkat ketidakpastian yang tinggi yang melibatkan penilaian yang kompleks dan subjektif terhadap kejadian yang akan datang, dimana adanya perubahan asumsi dapat memberikan dampak yang material terhadap estimasi atas kewajiban tersebut. Manajemen dibantu oleh pakar aktuaris untuk melakukan perhitungan utang tersebut.

Asumsi-asumsi aktuaria yang digunakan dalam perhitungan estimasi atas utang ke pemegang polis meliputi tingkat suku bunga, tingkat mortalitas, tingkat morbiditas, tingkat *lapse*, inflasi dan asumsi biaya.

Bagaimana audit kami merespons hal audit utama

Kami melakukan prosedur-prosedur audit berikut untuk merespons hal audit utama ini:

- Kami memperoleh pemahaman dan menilai metodologi yang digunakan untuk perhitungan estimasi atas utang ke pemegang polis, dengan bantuan pakar aktuaris kami.
- Kami menilai kompetensi, kapabilitas, dan objektivitas pakar aktuaris manajemen yang membantu manajemen untuk melakukan perhitungan estimasi atas utang ke pemegang polis.
- Dengan bantuan pakar aktuaris kami, kami melakukan perhitungan ulang, secara uji petik, atas liabilitas manfaat polis masa depan, estimasi atas klaim yang telah terjadi namun belum dilaporkan ("IBNR") dan mengevaluasi Pengujian Kecukupan Liabilitas ("LAT").
- Kami melakukan perhitungan ulang, secara uji petik, atas cadangan atas premi yang belum merupakan pendapatan.

2. ***Estimation of the obligation to policyholders***

As described in Note 28, Other liabilities, to the consolidated financial statements, as at 31 December 2023, the obligation to policyholders was Rp 17,010,970 million.

Estimation of the obligation to policyholders is determined by the Group based on SFAS 62, "Insurance Contract" ("SFAS 62") as described in Note 2y, Insurance contract.

We focused on this area as the estimation of the obligation to policyholders involves subjective management judgement and is subject to a high degree of estimation uncertainty as it involves a complex and subjective valuation of future events, where a change in assumptions could have a material impact to the estimation of the obligation. Management was assisted by an actuarial expert in its calculation of the obligation.

The actuarial assumptions used to calculate the estimation of the obligation to policyholders, included the interest rate, mortality rate, morbidity rate, lapse rate, inflation and expense assumption.

How our audit addressed the key audit matter

We performed the following audit procedures to address this key audit matter:

- *We understood and assessed the methodology used to calculate the estimation of the obligation to policyholders, with assistance from our actuarial expert.*
- *We assessed the competency, capability and the objectivity of the management's actuarial expert who assisted management in the calculation of the estimation of the obligation to policyholders.*
- *With assistance from our actuarial expert, we recalculated, on a sample basis, the liabilities for future policy benefits, the estimate of claims Incurred But Not yet Reported ("IBNR"), and evaluated the Liability Adequacy Testing ("LAT").*
- *We recalculated, on a sample basis, the unearned premium reserves.*

- Kami menguji kelengkapan data yang digunakan dalam perhitungan utang ke pemegang polis dengan melakukan *Computer Assisted Audit Technique ("CAATs")*, dengan bantuan spesialis TI kami. Kami juga menguji akurasi data yang digunakan dengan memeriksa dokumen-dokumen pendukung, seperti dokumen polis dan klaim, berdasarkan uji petik.

- *We tested the completeness of the data used for the calculation of the obligation to policyholders by performing Computer Assisted Audit Technique ("CAATs"), with assistance from our IT specialists. We also tested the accuracy of the data, by inspecting supporting documents, such as policy and claim documents, on a sample basis.*

3. **Sistem dan pengendalian Teknologi Informasi ("TI") yang berdampak pada pelaporan keuangan**

3. ***Information Technology ("IT") systems and controls that impact financial reporting***

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 antarmuka sistem. Oleh karena itu, kami menganggap pengoperasian pengendalian teknologi informasi Grup sebagai hal audit utama.

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 interfaces. Therefore, we consider the operation of the Group's information technology controls to be a key audit matter.

Bagaimana audit kami merespons hal audit utama

How our audit addressed the key audit matter

Kami melakukan prosedur-prosedur audit berikut untuk merespons hal audit utama ini:

We performed the following audit procedures to address this key audit matter.

- Kami melibatkan spesialis TI untuk mengevaluasi risiko yang terkait dengan lingkungan TI Grup, sehubungan dengan proses pelaporan keuangan.

- *We involved IT specialists in evaluating the risks associated with the Group's IT environment in respect of its financial reporting processes.*

- Kami memperoleh pemahaman tentang sistem TI dan pengendalian yang mendukung proses pelaporan keuangan dan menilai efektivitas rancangan, implementasi dan pengoperasian dari pengendalian utama yang dirancang untuk mempertahankan integritas dari sistem utama pelaporan keuangan. Penilaian ini termasuk evaluasi atas:
  i. Pengendalian atas manajemen perubahan: Proses dan pengendalian untuk mengembangkan, menguji dan melakukan otorisasi 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;
  iii. Pengendalian atas operasional TI: Pengendalian atas operasi digunakan untuk memastikan bahwa setiap masalah yang muncul dikelola dengan tepat; dan

- *We understood the IT systems and controls that support the financial reporting process and 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 included evaluating:*
  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;
  iii. IT operation related controls: The controls over operations used to check that any issues that arise are managed appropriately; and

iv. Pengendalian pengembangan sistem: Pengendalian atas pengembangan, konfigurasi dan implementasi dari sistem baru atau yang sudah ada.

- Kami menguji pengendalian TI Grup atas sistem yang relevan dengan audit kami dan pengendalian utama yang bergantung pada TI yang mendukung proses pelaporan keuangan, seperti penghitungan otomatis sistem, pemrosesan transaksi, pembuatan laporan dan perpindahan data antar sistem. Pengujian kami mencakup pemeriksaan konfigurasi sistem yang relevan dan pengujian keluaran sistem, berdasarkan uji petik.

iv. System development controls: The controls relating to the development, configuration and implementation of new or existing systems.

- *We tested the Group's IT controls over systems that were relevant to our audit and the key IT dependent controls supporting the financial reporting process, such as the automated system calculations, transaction processing, generation of reports and data interfaces between systems. Our testing included the inspection of relevant system configurations and testing system outputs, on a sample basis.*

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.

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.

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.

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 menglikuidasi Grup atau menghentikan operasi, atau tidak memiliki alternatif yang realistis selain melaksanakannya.

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.

Pihak yang bertanggung jawab atas tata kelola bertanggung jawab untuk mengawasi proses pelaporan keuangan Grup.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian

Auditors' responsibilities for the audit of the consolidated financial statements

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.

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:

As part of an audit in accordance with Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- 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.

- *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.*

- 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 keefektivitasan 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.

- 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 mencapai penyajian wajar.

- Memperoleh bukti audit yang cukup dan tepat terkait informasi keuangan entitas atau aktivitas bisnis dalam Grup untuk menyatakan opini atas laporan keuangan konsolidasian. Kami bertanggung jawab atas arahan, supervisi dan pelaksanaan audit grup. Kami tetap bertanggung jawab sepenuhnya atas opini audit kami.

Kami mengomunikasikan kepada pihak yang bertanggung jawab atas tata kelola mengenai, antara lain, ruang lingkup dan saat yang direncanakan atas audit serta temuan audit signifikan, termasuk setiap defisiensi signifikan dalam pengendalian internal yang teridentifikasi oleh kami selama audit.

- *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.*

- *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.

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Kami juga memberikan suatu pernyataan kepada pihak yang bertanggung jawab atas tata kelola bahwa kami telah mematuhi ketentuan etika yang relevan mengenai independensi, dan mengomunikasikan seluruh hubungan serta hal-hal lain yang dianggap secara wajar berpengaruh terhadap independensi kami, dan jika relevan, pengamanan terkait.

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.

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 kini dan oleh karenanya menjadi hal audit utama. Kami menguraikan hal audit utama dalam laporan auditor kami kecuali peraturan perundang-undangan melarang pengungkapan publik tentang hal tersebut atau ketika, dalam kondisi yang sangat jarang terjadi, kami menentukan bahwa suatu hal tidak boleh dikomunikasikan dalam laporan kami karena konsekuensi merugikan dari mengomunikasikan hal tersebut akan diekspektasikan secara wajar melebihi manfaat kepentingan publik atas komunikasi tersebut.

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 when, 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.

JAKARTA,
25 Januari/*January* 2024

Drs. M. Josuf Wibisana, M.Ec., CPA
Izin Akuntan Publik/*Public Accountant License* No. AP.0222

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PT BANK NEGARA INDONESIA (PERSERO) Tbk
DAN ENTITAS ANAK/*AND SUBSIDIARIES*

LAPORAN KEUANGAN KONSOLIDASIAN
31 DESEMBER 2023 DAN 2022
DAN UNTUK TAHUN-TAHUN YANG BERAKHIR PADA
31 DESEMBER 2023 DAN 2022

CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2023 AND 2022
AND FOR THE YEARS THEN ENDED
31 DECEMBER 2023 AND 2022

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LAPORAN POSISI KEUANGAN KONSOLIDASIAN
31 DESEMBER 2023 DAN 2022
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
31 DECEMBER 2023 AND 2022
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	2023	2022	
ASET				***ASSETS***
Kas	4	11,207,201	13,448,092	*Cash*
Giro pada Bank Indonesia	5	65,256,432	82,921,989	*Current accounts with Bank Indonesia*
Giro pada bank lain	6,46b			*Current accounts with other banks*
- Pihak berelasi		52,254	113,602	*Related parties* -
- Pihak ketiga		34,970,515	15,808,274	*Third parties* -
Total giro pada bank lain		35,022,769	15,921,876	*Total current accounts with other banks*
Dikurangi: Cadangan kerugian penurunan nilai		(7)	(8)	*Less: Allowance for impairment losses*
		35,022,762	15,921,868	
Penempatan pada bank lain dan Bank Indonesia	7,46c			*Placements with other banks and Bank Indonesia*
- Pihak berelasi		1,210,621	705,107	*Related parties* -
- Pihak ketiga		42,583,643	50,864,235	*Third parties* -
Total penempatan pada bank lain dan Bank Indonesia		43,794,264	51,569,342	*Total placements with other banks and Bank Indonesia*
Dikurangi: Cadangan kerugian penurunan nilai		(98)	(26)	*Less: Allowance for impairment losses*
		43,794,166	51,569,316	
Efek-efek	8,46d			*Marketable securities*
- Pihak berelasi		11,427,357	7,795,611	*Related parties* -
- Pihak ketiga		25,980,323	21,007,140	*Third parties* -
Total efek-efek		37,407,680	28,802,751	*Total marketable securities*
Dikurangi: Cadangan kerugian penurunan nilai		(242,941)	(246,668)	*Less: Allowance for impairment losses*
		37,164,739	28,556,083	
Efek-efek yang dibeli dengan janji dijual kembali	14	13,951,344	16,631,271	*Securities purchased under agreements to resell*
Wesel ekspor dan tagihan lainnya	9,46f			*Bills and other receivables*
- Pihak berelasi		10,085,240	10,326,392	*Related parties* -
- Pihak ketiga		9,192,255	10,575,737	*Third parties* -
Total wesel ekspor dan tagihan lainnya		19,277,495	20,902,129	*Total bills and other receivables*
Dikurangi: Cadangan kerugian penurunan nilai		(278,501)	(172,909)	*Less: Allowance for impairment losses*
		18,998,994	20,729,220	

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 POSISI KEUANGAN KONSOLIDASIAN
31 DESEMBER 2023 DAN 2022
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
31 DECEMBER 2023 AND 2022
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	2023	2022	
ASET (lanjutan)				***ASSETS** (continued)*
Tagihan akseptasi	10,46g			*Acceptance receivables*
- Pihak berelasi		3,158,955	4,665,596	*Related parties -*
- Pihak ketiga		14,409,720	15,348,632	*Third parties -*
Total tagihan akseptasi		17,568,675	20,014,228	*Total acceptance receivables*
Dikurangi: Cadangan kerugian penurunan nilai		(477,481)	(1,102,385)	*Less: Allowance for impairment losses*
		17,091,194	18,911,843	
Tagihan derivatif	11,46h			*Derivative receivables*
- Pihak berelasi		37,939	4,189	*Related parties -*
- Pihak ketiga		957,738	681,048	*Third parties -*
Total tagihan derivatif		995,677	685,237	*Total derivative receivables*
Pinjaman yang diberikan	12,46i			*Loans*
- Pihak berelasi		126,359,320	104,726,161	*Related parties -*
- Pihak ketiga		568,725,449	541,462,152	*Third parties -*
Total pinjaman yang diberikan		695,084,769	646,188,313	*Total loans*
Dikurangi: Cadangan kerugian penurunan nilai		(47,158,131)	(50,333,988)	*Less: Allowance for impairment losses*
		647,926,638	595,854,325	
Obligasi Pemerintah setelah penyesuaian amortisasi diskonto dan premi	13,46e	127,100,369	121,292,258	*Government Bonds adjusted for amortization of discount and premium*
Dikurangi: Cadangan kerugian penurunan nilai		(1,504)	(1,391)	*Less: Allowance for impairment losses*
		127,098,865	121,290,867	
Pajak dibayar di muka	29a	643,384	643,563	*Prepaid taxes*
Beban dibayar di muka	15	2,743,330	3,243,620	*Prepaid expenses*
Investasi pada entitas asosiasi	16,46j	11,283,466	10,048,975	*Investment in associates*
Penyertaan saham - bersih	17,46j	563,700	608,797	*Equity investments - net*
Aset lain-lain - bersih	18	16,972,197	13,856,114	*Other assets - net*
Aset tetap dan aset hak-guna	19	44,687,850	41,755,458	*Fixed assets and right-of-use assets*
Dikurangi: Akumulasi penyusutan		(16,922,994)	(15,206,565)	*Less: Accumulated depreciation*
		27,764,856	26,548,893	
Aset takberwujud	20	744,423	752,311	*Intangible assets*
Aset pajak tangguhan - bersih	29d	7,440,618	7,614,484	*Deferred tax assets - net*
TOTAL ASET		**1,086,663,986**	**1,029,836,868**	***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.

LAPORAN POSISI KEUANGAN KONSOLIDASIAN
31 DESEMBER 2023 DAN 2022
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
31 DECEMBER 2023 AND 2022
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	2023	2022	
LIABILITAS DAN EKUITAS				***LIABILITIES AND EQUITY***
LIABILITAS				***LIABILITIES***
Liabilitas segera	21	5,294,952	4,686,360	*Obligations due immediately*
Simpanan nasabah	22,46k			*Deposits from customers*
- Pihak berelasi		152,080,390	154,808,263	*Related parties* -
- Pihak ketiga		658,649,953	614,460,728	*Third parties* -
Total simpanan nasabah		810,730,343	769,268,991	*Total deposits from customers*
Simpanan dari bank lain	23,46l			*Deposits from other banks*
- Pihak berelasi		2,705,107	3,190,421	*Related parties* -
- Pihak ketiga		9,188,881	12,054,133	*Third parties* -
Total simpanan dari bank lain		11,893,988	15,244,554	*Total deposits from other banks*
Liabilitas derivatif	11,46p			*Derivative payables*
- Pihak berelasi		136,138	118,439	*Related parties* -
- Pihak ketiga		674,324	656,692	*Third parties* -
Total liabilitas derivatif		810,462	775,131	*Total derivative payables*
Efek-efek yang dijual dengan janji dibeli kembali	24	6,891,177	2,885,286	*Securities sold under agreements to repurchase*
Liabilitas akseptasi	25,46q			*Acceptance payables*
- Pihak berelasi		1,070,600	988,843	*Related parties* -
- Pihak ketiga		4,677,947	4,312,400	*Third parties* -
Total liabilitas akseptasi		5,748,547	5,301,243	*Total acceptance payables*
Beban yang masih harus dibayar	26	1,663,865	1,440,670	*Accrued expenses*
Utang pajak	29b			*Taxes payable*
- Pajak penghasilan badan		701,920	1,391,695	*Corporate income tax* -
- Pajak lainnya		121,053	159,351	*Other taxes* -
Total utang pajak		822,973	1,551,046	*Total taxes payable*
Imbalan kerja	41	7,005,834	6,879,968	*Employee benefits*
Penyisihan	27	2,172,732	2,712,346	*Provisions*
Liabilitas lain-lain	28	26,124,897	21,129,380	*Other liabilities*
Efek-efek yang diterbitkan	30,46m	4,893,357	4,896,875	*Securities issued*
Pinjaman yang diterima	31,46n	30,949,608	35,654,206	*Borrowings*
Efek-efek subordinasi	32,46o	16,928,731	17,213,150	*Subordinated securities*
TOTAL LIABILITAS		**931,931,466**	**889,639,206**	***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.

LAPORAN POSISI KEUANGAN KONSOLIDASIAN
31 DESEMBER 2023 DAN 2022
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
31 DECEMBER 2023 AND 2022
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	2023	2022	
EKUITAS				***EQUITY***
Ekuitas diatribusikan kepada pemilik entitas induk				*Equity attributable to equity holders of the parent entity*
Modal saham:				*Share capital:*
- Seri A Dwiwarna - nilai nominal Rp3.750 per saham (dalam Rupiah penuh)				*Class A Dwiwarna - Rp3,750 par value per share (in full Rupiah amount)*
- Seri B - nilai nominal Rp3.750 per saham (dalam Rupiah penuh)				*Class B - Rp3,750 par value per share (in full Rupiah amount)*
- Seri C - nilai nominal Rp187,5 per saham (dalam Rupiah penuh)				*Class C - Rp187.5 par value per share (in full Rupiah amount)*
Modal dasar:				*Share capital - Authorized:*
- Seri A Dwiwarna - 1 saham				*Class A Dwiwarna - 1 share*
- Seri B - 578.683.733 saham				*Class B - 578,683,733 shares*
- Seri C - 68.426.325.320 saham				*Class C - 68,426,325,320 shares*
Modal ditempatkan dan disetor penuh:				*Issued and fully paid:*
- Seri A Dwiwarna - 1 saham				*Class A Dwiwarna - 1 share*
- Seri B - 578.683.733 saham				*Class B - 578,683,733 shares*
- Seri C - 36.678.114.582 saham	33	9,054,807	9,054,807	*Class C -36,678,114,582 shares*
Tambahan modal disetor	33	17,010,254	17,010,254	*Additional paid-in capital*
Cadangan pembayaran berbasis saham	44	260,116	-	*Share-based payment reserve*
Transaksi dengan kepentingan nonpengendali	1i	2,256,999	2,256,999	*Transactions with non-controlling interests*
Cadangan revaluasi aset	19	15,447,829	15,441,439	*Asset revaluation reserve*
Kerugian yang belum direalisasi atas efek-efek dan Obligasi Pemerintah yang diukur pada nilai wajar melalui penghasilan komprehensif lain, setelah pajak	8,13	(896,178)	(1,971,154)	*Unrealized loss on marketable securities and Government Bonds at fair value through other comprehensive income, net of tax*
Selisih kurs karena penjabaran laporan keuangan dalam mata uang asing		(58,367)	(36,370)	*Exchange difference on translation of foreign currency financial statements*
Saldo laba				*Retained earnings*
Sudah ditentukan penggunaannya				*Appropriated*
Cadangan umum dan wajib	35	2,778,412	2,778,412	*General and legal reserves*
Cadangan khusus	36	-	-	*Specific reserves*
Tidak ditentukan penggunaannya		104,457,102	91,281,328	*Unappropriated*
Total saldo laba		107,235,514	94,059,740	*Total retained earnings*
Saham treasuri		(179,960)	-	*Treasury shares*
Total ekuitas yang dapat diatribusikan kepada pemilik entitas induk		**150,131,014**	**135,815,715**	***Total equity attributable to equity holders of the parent entity***
Kepentingan non-pengendali		**4,601,506**	**4,381,947**	***Non-controlling interests***
TOTAL EKUITAS		**154,732,520**	**140,197,662**	***TOTAL EQUITY***
TOTAL LIABILITAS DAN EKUITAS		**1,086,663,986**	**1,029,836,868**	***TOTAL LIABILITIES AND EQUITY***

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

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LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN UNTUK TAHUN-TAHUN YANG BERAKHIR 31 DESEMBER 2023 DAN 2022
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

CONSOLIDATED STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEARS ENDED 31 DECEMBER 2023 AND 2022
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	2023	2022	
PENDAPATAN BUNGA	37	61,471,696	54,658,681	***INTEREST INCOME***
BEBAN BUNGA	38	(20,196,023)	(13,337,989)	***INTEREST EXPENSE***
PENDAPATAN BUNGA - BERSIH		**41,275,673**	**41,320,692**	***INTEREST INCOME - NET***
Pendapatan premi dan hasil investasi		6,853,074	6,221,661	*Premium income and investment return*
Beban klaim		(5,193,773)	(4,670,128)	*Claims expense*
PENDAPATAN PREMI DAN HASIL INVESTASI - BERSIH		**1,659,301**	**1,551,533**	***PREMIUM INCOME AND INVESTMENTS RETURN - NET***
PENDAPATAN OPERASIONAL LAINNYA				***OTHER OPERATING INCOME***
Provisi dan komisi lainnya		10,120,172	9,738,240	*Other fee and commission*
Laba dari entitas asosiasi		1,327,868	1,083,052	*Income from investment in associates*
Penerimaan kembali aset yang telah dihapusbukukan		5,029,766	3,780,086	*Recovery of assets written off*
Keuntungan yang belum direalisasi dari perubahan nilai wajar aset keuangan yang diukur pada nilai wajar melalui laba rugi		73,552	15,544	*Unrealized gain 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		1,179,693	1,331,839	*Gain on sale of financial assets at fair value through other comprehensive income and fair value through profit or loss*
Laba selisih kurs - bersih		1,019,050	1,596,936	*Foreign exchange gains - net*
Lain-lain		1,062,328	1,053,974	*Others*
TOTAL PENDAPATAN OPERASIONAL LAINNYA		**19,812,429**	**18,599,671**	***TOTAL OTHER OPERATING INCOME***
PEMBENTUKAN CADANGAN KERUGIAN PENURUNAN NILAI		**(9,196,402)**	**(11,513,892)**	***ALLOWANCE FOR IMPAIRMENT LOSSES***
BEBAN OPERASIONAL LAINNYA				***OTHER OPERATING EXPENSES***
Gaji dan tunjangan	39,46u	(12,833,769)	(12,456,022)	*Salaries and employees' benefits*
Umum dan administrasi	40	(9,193,199)	(8,791,956)	*General and administrative*
Premi penjaminan simpanan		(1,476,244)	(1,411,806)	*Deposit guarantee premium*
Beban promosi		(1,066,423)	(1,116,323)	*Promotion expense*
Lain-lain		(3,208,030)	(3,283,042)	*Others*
TOTAL BEBAN OPERASIONAL LAINNYA		**(27,777,665)**	**(27,059,149)**	***TOTAL OTHER OPERATING EXPENSES***
LABA OPERASIONAL		**25,773,336**	**22,898,855**	***OPERATING INCOME***

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

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LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN UNTUK TAHUN-TAHUN YANG BERAKHIR 31 DESEMBER 2023 DAN 2022
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

CONSOLIDATED STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEARS ENDED 31 DECEMBER 2023 AND 2022
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	2023	2022	
BEBAN BUKAN OPERASIONAL - BERSIH		**(133,598)**	**(212,147)**	***NON-OPERATING EXPENSE - NET***
LABA SEBELUM BEBAN PAJAK		**25,639,738**	**22,686,708**	***INCOME BEFORE TAX EXPENSES***
BEBAN PAJAK				***TAX EXPENSES***
Kini		(4,462,052)	(5,041,267)	*Current*
Tangguhan		(71,458)	836,339	*Deferred*
TOTAL BEBAN PAJAK	29c	(4,533,510)	(4,204,928)	***TOTAL TAX EXPENSES***
LABA BERSIH		**21,106,228**	**18,481,780**	***NET INCOME***
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/(kerugian) yang berasal dari revaluasi aset tetap		9,998	(977)	*Gain/(loss) from revaluation of fixed assets*
Pengukuran kembali liabilitas imbalan kerja		(505,219)	285,365	*Remeasurement of post employment benefit*
Pajak penghasilan terkait		96,005	(54,554)	*Related income tax*
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		(21,997)	(19,270)	*Translation adjustment of foreign currency financial statements*
Keuntungan/(kerugian) dari perubahan nilai aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain		1,444,294	(4,627,413)	*Gain/(loss) on changes in value of financial assets at fair value through other comprehensive income*
Pajak penghasilan terkait		(349,786)	591,165	*Related income tax*
LABA/(RUGI) KOMPREHENSIF LAIN TAHUN BERJALAN SETELAH PAJAK		**673,295**	**(3,825,684)**	***OTHER COMPREHENSIVE INCOME/(LOSS) FOR THE YEAR AFTER TAXES***
TOTAL LABA KOMPREHENSIF TAHUN BERJALAN		**21,779,523**	**14,656,096**	***TOTAL COMPREHENSIVE INCOME FOR THE YEAR***
LABA TAHUN BERJALAN DIATRIBUSIKAN KEPADA:				***INCOME FOR THE YEAR ATTRIBUTABLE TO:***
Pemilik entitas induk		20,909,476	18,312,054	*Equity holders of the parent entity*
Kepentingan non-pengendali		196,752	169,726	*Non-controlling interest*
TOTAL		**21,106,228**	**18,481,780**	***TOTAL***

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

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LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN UNTUK TAHUN-TAHUN YANG BERAKHIR 31 DESEMBER 2023 DAN 2022
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

CONSOLIDATED STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEARS ENDED 31 DECEMBER 2023 AND 2022
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	2023	2022	
LABA KOMPREHENSIF TAHUN BERJALAN DIATRIBUSIKAN KEPADA:				***TOTAL COMPREHENSIVE INCOME FOR THE YEAR ATTRIBUTABLE TO:***
Pemilik entitas induk		21,559,964	14,594,497	*Equity holders of the parent entity*
Kepentingan nonpengendali		219,559	61,599	*Non-controlling interest*
TOTAL		**21,779,523**	**14,656,096**	***TOTAL***
LABA PER SAHAM DASAR/DILUSIAN DIATRIBUSIKAN KEPADA PEMILIK ENTITAS INDUK (DALAM RUPIAH PENUH)	42	**561**	**983**	***BASIC/DILUTED EARNINGS PER SHARE ATTRIBUTABLE TO EQUITY HOLDERS OF THE PARENT ENTITY (IN FULL RUPIAH AMOUNT)***

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

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LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN
UNTUK TAHUN-TAHUN YANG BERAKHIR 31 DESEMBER 2023 DAN 2022
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY
FOR THE YEARS ENDED 31 DECEMBER 2023 AND 2022
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	Modal ditempatkan dan disetor penuh/ *Issued and fully paid-up capital*	Tambahan modal disetor/ *Additional paid-in capital*	Transaksi dengan kepentingan nonpengendali/ *Transactions with non-controlling interest*	Kerugian yang belum direalisasi atas efek-efek dan Obligasi Pemerintah yang diukur pada nilai wajar melalui penghasilan komprehensif lain setelah pajak/ *Unrealized losses on marketable securities and Government Bonds at fair value through other comprehensive income - net of tax*	Selisih kurs karena penjabaran laporan keuangan dalam mata uang asing/ *Exchange difference on translation of foreign currency financial statements*	Cadangan revaluasi aset/ *Asset revaluation reserve*	Saldo laba/*Retained earnings*		Saham treasuri/ *Treasury shares*	Cadangan pembayaran berbasis saham/ *Share-based payment reserve*	Total ekuitas pemilik entitas induk/*Total equity owners of parent*	Kepentingan nonpengendali/ *Non-controlling interest*	Total ekuitas/ *Total equity*	
								Dicadangkan/ *Appropriated*							
								Cadangan umum dan wajib/ *General and legal reserves*	Tidak dicadangkan/ *Unappropriated*)*						
Saldo pada tanggal 31 Desember 2022		**9,054,807**	**17,010,254**	**2,256,999**	**(1,971,154)**	**(36,370)**	**15,441,439**	**2,778,412**	**91,281,328**	**-**	**-**	**135,815,715**	**4,381,947**	**140,197,662**	***Balance as of 31 December 2022***
Laba komprehensif untuk tahun berjalan	8,13	-	-	-	1,074,976	(21,997)	6,390	-	20,500,595	-	-	21,559,964	219,559	21,779,523	*Comprehensive income for the year*
Pembagian dividen	34	-	-	-	-	-	-	-	(7,324,821)	-	-	(7,324,821)	-	(7,324,821)	*Distribution of dividends*
Saham treasuri	33	-	-	-	-	-	-	-	-	(179,960)	-	(179,960)	-	(179,960)	*Treasury shares*
Penambahan cadangan pembayaran berbasis saham	44	-	-	-	-	-	-	-	-	-	260,116	260,116	-	260,116	*Additional of share-based payment reserve*
Saldo pada tanggal 31 Desember 2023		**9,054,807**	**17,010,254**	**2,256,999**	**(896,178)**	**(58,367)**	**15,447,829**	**2,778,412**	**104,457,102**	**(179,960)**	**260,116**	**150,131,014**	**4,601,506**	**154,732,520**	***Balance as of 31 December 2023***

*) Termasuk di dalam saldo laba tidak dicadangkan adalah pengukuran kembali liabilitas imbalan kerja.

*) *Included in unappropriated retained earnings is the remeasurement of post employment benefit.*

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

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PT BANK NEGARA INDONESIA (PERSERO) Tbk
DAN ENTITAS ANAK/*AND SUBSIDIARIES*

LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN
UNTUK TAHUN-TAHUN YANG BERAKHIR 31 DESEMBER 2023 DAN 2022
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY
FOR THE YEARS ENDED 31 DECEMBER 2023 AND 2022
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	Modal ditempatkan dan disetor penuh/ *Issued and fully paid-up capital*	Tambahan modal disetor/ *Additional paid-in capital*	Transaksi dengan kepentingan nonpengendali/ *Transactions with non-controlling interest*	(Kerugian)/ keuntungan yang belum direalisasi atas efek-efek dan Obligasi Pemerintah yang diukur pada nilai wajar melalui penghasilan komprehensif lain setelah pajak/ *Unrealized Gains/(losses) on marketable securities and Government Bonds at fair value through other comprehensive income - net of tax*	Selisih kurs karena penjabaran laporan keuangan dalam mata uang asing/ *Exchange difference on translation of foreign currency financial statements*	Cadangan revaluasi aset/ *Asset revaluation reserve*	Saldo laba/*Retained earnings*		Saham treasuri/ *Treasury shares*	Cadangan pembayaran berbasis saham/ *Share-based payment reserve*	Total ekuitas pemilik entitas induk/*Total equity owners of parent*	Kepentingan nonpengendali/ *Non-controlling interest*	Total ekuitas/ *Total equity*	
								Dicadangkan/ *Appropriated*							
								Cadangan umum dan wajib/ *General and legal reserves*	Tidak dicadangkan/ *Unappropriated*)*						
Saldo pada tanggal 31 Desember 2021		**9,054,807**	**17,010,254**	**2,256,999**	**1,948,658**	**(17,100)**	**15,442,025**	**2,778,412**	**75,471,792**	**(207,475)**	**-**	**123,738,372**	**2,781,605**	**126,519,977**	***Balance as of 31 December 2021***
Laba komprehensif untuk tahun berjalan	8,13	-	-	-	(3,919,812)	(19,270)	(586)	-	18,534,165	-	-	14,594,497	61,599	14,656,096	*Comprehensive income for the year*
Pembagian dividen	34	-	-	-	-	-	-	-	(2,724,629)	-	-	(2,724,629)	-	(2,724,629)	*Distribution of dividends*
Kepentingan nonpengendali yang diperoleh dari kombinasi bisnis	43	-	-	-	-	-	-	-	-	-	-	-	1,538,743	1,538,743	*Non controlling interest arising on business combination*
Alokasi saham treasuri untuk pembayaran berbasis saham	33	-	-	-	-	-	-	-	-	207,475	(207,475)	-	-	-	*Allocation of treasury shares for share-based payment reserve*
Penambahan cadangan pembayaran berbasis saham	44	-	-	-	-	-	-	-	-	-	207,475	207,475	-	207,475	*Additional of share-based payment reserve*
Saldo pada tanggal 31 Desember 2022		**9,054,807**	**17,010,254**	**2,256,999**	**(1,971,154)**	**(36,370)**	**15,441,439**	**2,778,412**	**91,281,328**	**-**	**-**	**135,815,715**	**4,381,947**	**140,197,662**	***Balance as of 31 December 2022***

*) Termasuk di dalam saldo laba tidak dicadangkan adalah pengukuran kembali liabilitas imbalan kerja.

**) Included in unappropriated retained earnings is the remeasurement of post employment benefit.*

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

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LAPORAN ARUS KAS KONSOLIDASIAN
UNTUK TAHUN-TAHUN YANG BERAKHIR
31 DESEMBER 2023 DAN 2022
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

CONSOLIDATED STATEMENTS OF
CASH FLOWS FOR THE YEARS ENDED
31 DECEMBER 2023 AND 2022
(Expressed in millions of Rupiah,
unless otherwise stated)

	Catatan/ *Notes*	2023	2022	
ARUS KAS DARI AKTIVITAS OPERASI				***CASH FLOWS FROM OPERATING ACTIVITIES***
Penerimaan pendapatan bunga		60,989,587	53,867,559	*Receipts from interest income*
Pembayaran beban bunga		(19,944,410)	(12,982,903)	*Payments of interest expense*
Pendapatan premi dan hasil investasi		6,853,074	6,221,661	*Premium and investment income*
Beban klaim		(5,193,773)	(4,670,128)	*Claims expense*
Pendapatan operasional lainnya		16,949,163	29,188,180	*Other operating income*
Beban operasional lainnya		(23,283,035)	(19,243,701)	*Other operating expenses*
Beban bukan operasional - bersih		(133,598)	(212,151)	*Non-operating expenses - net*
Pembayaran pajak penghasilan		(5,151,648)	(4,452,098)	*Payment of income tax*
Arus kas sebelum perubahan dalam aset dan liabilitas operasi		**31,085,360**	**47,716,419**	***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:				*(Increase)/decrease in operating assets:*
Penempatan pada Bank Indonesia dan bank lain		(440,595)	924,885	*Placements with Bank Indonesia and other banks*
Efek-efek dan Obligasi Pemerintah yang diukur pada nilai wajar melalui laba rugi		(5,027,231)	4,774,591	*Marketable securities and Government Bonds at fair value through profit or loss*
Efek-efek yang dibeli dengan janji dijual kembali	14	2,679,927	6,910,457	*Securities purchased under agreements to resell*
Wesel ekspor dan tagihan lainnya		1,624,634	(936,193)	*Bills and other receivables*
Pinjaman yang diberikan		(63,286,794)	(71,597,247)	*Loans*
Tagihan akseptasi		2,445,553	1,625,087	*Acceptance receivables*
Beban dibayar di muka	15	500,290	(128,492)	*Prepaid expenses*
Penempatan *term deposit* valas devisa hasil ekspor		(2,540,505)	-	*Foreign exchange term deposit from export activities*
Aset lain-lain		(93,469)	(1,086,042)	*Other assets*
(Penurunan)/kenaikan liabilitas operasi:				*(Decrease)/increase in operating liabilities:*
Liabilitas segera	21	608,592	129,115	*Obligations due immediately*
Simpanan nasabah	22	41,461,352	32,009,728	*Deposits from customers*
Simpanan dari bank lain	23	(3,350,566)	766,330	*Deposits from other banks*
Kewajiban atas penempatan *term deposit* valas devisa hasil ekspor		2,540,505	-	*Liabilities related to foreign exchange term deposit from export activities*
Beban yang masih harus dibayar	26	223,195	198,540	*Accrued expenses*
Imbalan kerja	41	701,494	(252,786)	*Employee benefits*
Liabilitas akseptasi	25	447,304	(368,701)	*Acceptance payables*
Utang pajak		(38,297)	83,617	*Taxes payable*
Liabilitas lain-lain	28	852,115	(816,473)	*Other liabilities*
Kas bersih diperoleh dari aktivitas operasi		**10,392,864**	**19,952,835**	***Net cash provided from operating activities***

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

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LAPORAN ARUS KAS KONSOLIDASIAN
UNTUK TAHUN-TAHUN YANG BERAKHIR
31 DESEMBER 2023 DAN 2022
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

CONSOLIDATED STATEMENTS OF CASH FLOWS FOR THE YEARS ENDED 31 DECEMBER 2023 AND 2022
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	2023	2022	
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		55,841,139	143,833,511	*Proceed from marketable securities measured at fair value through other comprehensive income and amortized cost*
Pembelian efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lain dan biaya perolehan yang diamortisasi		(58,100,935)	(154,549,209)	*Placement from marketable securities measured at fair value through other comprehensive income and amortized cost*
Penjualan dari Obligasi Pemerintah yang diukur pada nilai wajar melalui penghasilan komprehensif lain dan biaya perolehan yang diamortisasi		55,658,940	55,920,426	*Proceed of Government Bonds at fair value through other comprehensive income and amortized cost*
Pembelian dari Obligasi Pemerintah yang diukur pada nilai wajar melalui penghasilan komprehensif lain dan biaya perolehan yang diamortisasi		(61,028,460)	(78,352,075)	*Placement of Government Bonds at fair value through other comprehensive income and amortized cost*
Pembelian aset tetap	19	(2,355,060)	(2,441,525)	*Acquisition of fixed assets*
Hasil penjualan aset tetap		13,119	952,777	*Proceeds from sale of fixed assets*
Akuisisi Entitas Anak	43	-	(3,500,000)	*Acquisition of Subsidiary*
Penyertaan pada Entitas anak		(800,000)	(500,000)	*Capital injection in Subsidiary*
Penyertaan modal di investasi asosiasi		-	(425,756)	*Capital injection in investment associate*
Kas yang diperoleh dari akuisisi Entitas Anak	43	-	6,828,697	*Cash receipts from acquisition of Subsidiary*
Kas bersih digunakan dari aktivitas investasi		**(10,771,257)**	**(32,233,154)**	***Net cash used in investing activities***
ARUS KAS DARI AKTIVITAS PENDANAAN				***CASH FLOWS FROM FINANCING ACTIVITIES***
Penerimaan pinjaman yang diterima		15,899,532	13,668,405	*Receipt from borrowings*
Pembayaran pinjaman yang diterima		(20,658,021)	(10,919,385)	*Payment for borrowings*
Penerimaan efek-efek yang dijual dengan janji dibeli kembali	24	4,011,546	1,042,592	*Receipt in securities sold under agreements to repurchase*
Pembayaran atas efek-efek yang diterbitkan		-	(3,000,000)	*Securities issued*
Penerimaan atas efek-efek yang diterbitkan		-	5,000,000	*Receipt from securities issued*
Saham treasuri		(179,960)	-	*Treasury shares*
Pembayaran liabilitas sewa		(240,769)	(341,741)	*Payment of lease liability*
Pembayaran dividen		(7,324,821)	(2,724,629)	*Payment of dividends*
Kas bersih (digunakan untuk)/ diperoleh dari aktivitas pendanaan		**(8,492,493)**	**2,725,242**	***Net cash (used in)/ provided from financing activities***
PENURUNAN BERSIH KAS DAN SETARA KAS		**(8,870,886)**	**(9,555,077)**	***NET DECREASE IN CASH AND CASH EQUIVALENTS***
KAS DAN SETARA KAS PADA AWAL TAHUN		**163,900,321**	**173,340,293**	***CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR***
Pengaruh perubahan kurs mata uang asing		(150,342)	115,105	*Effect of foreign currency exchange rate changes*
KAS DAN SETARA KAS PADA AKHIR TAHUN		**154,879,093**	**163,900,321**	***CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR***

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 ARUS KAS KONSOLIDASIAN
UNTUK TAHUN-TAHUN YANG BERAKHIR
31 DESEMBER 2023 DAN 2022
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

CONSOLIDATED STATEMENTS OF CASH FLOWS FOR THE YEARS ENDED 31 DECEMBER 2023 AND 2022
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	2023	2022	
KAS DAN SETARA KAS TERDIRI DARI:				***CASH AND CASH EQUIVALENTS CONSIST OF:***
Kas	4	11,207,201	13,448,092	*Cash*
Giro pada Bank Indonesia	5	65,256,432	82,921,989	*Current accounts with Bank Indonesia*
Giro pada bank lain	6	35,022,769	15,921,876	*Current accounts with other banks*
Penempatan pada Bank Indonesia dan bank lain - jangka waktu jatuh tempo tiga bulan atau kurang sejak tanggal perolehan		43,392,691	51,608,364	*Placements with Bank Indonesia and other banks - maturing within three months of acquisition date*
Total kas dan setara kas		**154,879,093**	**163,900,321**	***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.

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.

Anggaran Dasar BNI sebagaimana termaktub dalam Akta Pernyataan Keputusan RUPS Tahunan Nomor 23 tanggal 20 April 2021 Notaris Fathiah Helmi yang telah mendapatkan persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Nomor AHU-0076627.AH.01.11 tanggal 26 April 2021 dan telah diubah berdasarkan Akta Pernyataan Keputusan RUPS Luar Biasa Nomor 18 tanggal 19 September 2023 oleh Notaris Ashoya Ratam, S.H., M.Kn. yang telah diterima dan dicatat oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Nomor AHU-AH.01.03-0119983 tanggal 19 September 2023.

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.

BNI's Articles of Association as stated 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 has been amended as stated in the Notarial Deed of Extraordinary General Shareholders' Meeting No. 18 dated 19 September 2023 by Notary Ashoya Ratam, SH, M.Kn., which has been approved by the Minister of Law and Human Rights of the Republic of Indonesia in its decision letter No. AHU-AH.01.03-0119983 dated 19 September 2023.

1. INFORMASI UMUM (lanjutan)

a. Pendirian Bank (lanjutan)

Berdasarkan Pasal 3 Anggaran Dasar BNI, ruang lingkup kegiatan BNI adalah melakukan usaha di bidang perbankan umum.

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.

***1. GENERAL INFORMATION** (continued)*

***a. Establishment of the Bank** (continued)*

According to Article 3 of BNI's Articles of Association, BNI's scope of activity is to engage in general banking services.

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.

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)	*Accumulated losses*
Cadangan umum dan wajib	432,952	*General and legal reserve*
Cadangan khusus	382,541	*Specific reserve*
Selisih penilaian kembali aktiva tetap	1,190,598	*Fixed assets revaluation reserve*
Laba yang belum direalisasi atas efek-efek dalam kelompok tersedia untuk dijual	58,660	*Unrealized gain on available for sale securities*
Kenaikan penilaian kembali nilai wajar aktiva bersih	2,472,634	*Revaluation uplift in the fair value of net assets*
Tambahan modal disetor	54,367,847	*Additional paid-in capital*
	-	

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.

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:

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 Minister 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).

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. Pemecahan nilai nominal saham BNI

Berdasarkan keputusan RUPSLB tanggal 19 September 2023 yang dituangkan dalam Akta No. 18, tanggal 19 September 2023, yang dibuat dihadapan Ashoya Ratam SH, M.kn, pemegang saham BNI antara lain menyetujui pemecahan nilai nominal saham *(stock split)* Bank dengan rasio 1:2 yang berlaku efektif pada tanggal 10 Oktober 2023 (lihat Catatan 33).

***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 (LPO III) with pre-emptive right 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. Stock split of BNI

Based on the decision of the Extraordinary General Meeting of Shareholders (RUPSLB) dated 19 September 2023, as stated in Deed No. 18 dated 19 September 2023, as recorded in the Notarial Deed of Ashoya Ratam, SH, M.Kn., the shareholders of BNI, among others, approved the nominal value split (stock split) of the bank with a ratio of 1:2, effective from 10 October 2023 (see Note 33).

CATATAN ATAS LAPORAN KEUANGAN KONSOLIDASIAN
31 DESEMBER 2023 DAN 2022
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2023 AND 2022
(Expressed in millions of Rupiah, unless otherwise stated)

1. INFORMASI UMUM (lanjutan)

1. GENERAL INFORMATION (continued)

i. Organisasi dan Struktur Manajemen

Susunan Dewan Komisaris dan Direksi BNI pada tanggal 31 Desember 2023 dan 31 Desember 2022 yang ditetapkan masing-masing berdasarkan RUPS Luar Biasa BNI tanggal 19 September 2023 yang dinyatakan dengan Akta Notaris No. 18 tanggal 19 September 2023 dan RUPS Tahunan BNI tanggal 15 Maret 2023 yang dinyatakan dengan Akta Notaris No. 17 adalah sebagai berikut:

i. Organizational and Management Structure

The composition of the Boards of Commissioners and Directors of BNI as of 31 December 2023 and 31 December 2022 based on BNI's Extraordinary Shareholders' General Meeting held on 19 September 2023 as stated under the Notarial Deed No. 18 dated 19 September 2023 and BNI's Annual Shareholders' General Meeting held on 15 March 2023 as stated on Notarial Deed No. 17, respectively, are as follows:

31 Desember/*December* 2023

Dewan Komisaris		***Board of Commissioners***
Komisaris Utama/ Komisaris Independen	Pradjoto[1)]	*President Commissioner/ Independent Commissioner*
Wakil Komisaris Utama/ Komisaris Independen	Pahala Nugraha Mansury[2)]	*Vice President Commissioner/ Independent Commissioner*
Komisaris Independen	Sigit Widyawan	*Independent Commissioner*
Komisaris Independen	Asmawi Syam	*Independent Commissioner*
Komisaris Independen	Septian Hario Seto	*Independent Commissioner*
Komisaris Independen	Iman Sugema	*Independent Commissioner*
Komisaris Independen	Erwin Rijanto Slamet	*Independent Commissioner*
Komisaris	Askolani	*Commissioner*
Komisaris	Susyanto	*Commissioner*
Komisaris	Fadlansyah Lubis	*Commissioner*
Komisaris	Robertus Billitea[3)]	*Commissioner*

31 Desember/*December* 2023

Direksi		***Board of Directors***
Direktur Utama	Royke Tumilaar	*President Director (CEO)*
Wakil Direktur Utama	Adi Sulistyowati	*Vice President Director*
Direktur *Finance*	Novita Widya Anggraini	*Managing Director - Finance (CFO)*
Direktur *Wholesale & International Banking*	Silvano Winston Rumantir	*Managing Director - Wholesale & International Banking*
Direktur *Enterprise & Commercial Banking*	Sis Apik Wijayanto	*Managing Director - Enterprise & Commercial Banking*
Direktur *Risk Management*	David Pirzada	*Managing Director - Risk Management*
Direktur *Institutional Banking*	Muhammad Iqbal	*Managing Director - Institutional Banking*
Direktur *Network & Services*	Ronny Venir	*Managing Director - Network & Services*
Direktur *Digital & Integrated Transaction Banking*	Corina Leyla Karnalies	*Managing Director - Digital & Integrated Transaction Banking*
Direktur *Retail Banking*	Putrama Wahju Setyawan	*Managing Director - Retail Banking*
Direktur *Technology & Operations*	Toto Prasetio	*Managing Director - Technology & Operation*
Direktur *Human Capital & Compliance*	Mucharom	*Managing Director - Human Capital & Compliance*

31 Desember/*December* 2023

Komite Audit*)		***Audit Committee*)**
Ketua	Asmawi Syam	*Chairman*
Anggota	Sigit Widyawan	*Member*
Anggota	Iman Sugema	*Member*
Anggota	Human Brillianto	*Member*
Anggota	Suhendi Muharam	*Member*

1. Efektif setelah mendapatkan persetujuan dari Otoritas Jasa Keuangan (OJK)
2. Efektif setelah mendapatkan persetujuan dari Otoritas Jasa Keuangan (OJK)
3. Efektif bergabung sejak 11 September 2023

*) Pembentukan Komite Audit Bank telah dilakukan sesuai dengan peraturan OJK No. 55/POJK.04/2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit.

1. *Effectively after the issuance of approval from Financial Service Authority*
2. *Effectively after the issuance of approval from Financial Service Authority*
3. *Effectively joined since 11 September 2023*

*) *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.*

1. INFORMASI UMUM (lanjutan)

i. Organisasi dan Struktur Manajemen (lanjutan)

1. *GENERAL INFORMATION* *(continued)*

i. Organizational and Management Structure *(continued)*

31 Desember/*December* 2022

Dewan Komisaris		***Board of Commissioners***
Komisaris Utama/ Komisaris Independen	Agus Dermawan Wintarto Martowardojo[1)]	*President Commissioner/ Independent Commissioner*
Wakil Komisaris Utama		*Vice President*
Komisaris	Pradjoto	*Commissioner*
Komisaris Independen	Sigit Widyawan	*Independent Commissioner*
Komisaris Independen	Asmawi Syam	*Independent Commissioner*
Komisaris Independen	Septian Hario Seto	*Independent Commissioner*
Komisaris Independen	Iman Sugema	*Independent Commissioner*
Komisaris Independen	Erwin Rijanto Slamet	*Independent Commissioner*
Komisaris	Askolani	*Commissioner*
Komisaris	Susyanto	*Commissioner*
Komisaris	Fadlansyah Lubis	*Commissioner*

31 Desember/*December* 2022

Direksi		***Board of Directors***
Direktur Utama	Royke Tumilaar	*President Director (CEO)*
Wakil Direktur Utama	Adi Sulistyowati	*Vice President Director*
Direktur *Finance*	Novita Widya Anggraini	*Managing Director - Finance (CFO)*
Direktur *Corporate & International Banking*	Silvano Winston Rumantir	*Managing Director - Corporate & International Banking*
Direktur *Institutional Banking*	Sis Apik Wijayanto	*Managing Director - Institutional Banking*
Direktur *Risk Management*	David Pirzada	*Managing Director - Risk Management*
Direktur *Enterprise & Commercial Banking*	Muhammad Iqbal	*Managing Director - Enterprise & Commercial Banking*
Direktur *Network & Services*	Ronny Venir	*Managing Director - Network & Services*
Direktur *Consumer Banking*	Corina Leyla Karnalies	*Managing Director - Consumer Banking*
Direktur *Treasury*	Putrama Wahju Setyawan	*Managing Director - Treasury*
Direktur *Technology & Operation*	Toto Prasetio	*Managing Director - Technology & Operation*
Direktur *Human Capital & Compliance*	Mucharom	*Managing Director - Human Capital & Compliance*

31 Desember/*December* 2022

Komite Audit*)		***Audit Committee*)**
Ketua	Asmawi Syam	*Chairman*
Anggota	Sigit Widyawan	*Member*
Anggota	Iman Sugema	*Member*
Anggota	Human Brilianto	*Member*
Anggota	Suhendi Muharam	*Member*

1. Masa jabatan berakhir pada 19 September 2023

*) 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 term of office ended on 19 September 2023

**) 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.*

Pada tanggal 31 Desember 2023 dan 2022, Sekretaris Perusahaan BNI adalah Okki Rushartomo Budiprabowo.

As of 31 December 2023 and 2022, BNI's Corporate Secretary is Okki Rushartomo Budiprabowo.

1. INFORMASI UMUM (lanjutan)

i. Organisasi dan Struktur Manajemen (lanjutan)

Jumlah pegawai BNI adalah sebagai berikut (tidak diaudit):

	Tetap/ *Permanent*	Tidak tetap/ *Non-permanent*	Total	
31 Desember 2023	25,460	2,110	27,570	*31 December 2023*
31 Desember 2022	25,334	1,836	27,170	*31 December 2022*

Kantor pusat BNI berlokasi di Jl. Jend. Sudirman Kav. 1, Jakarta. Pada tanggal 31 Desember 2023, BNI memiliki 17 kantor wilayah, 195 kantor cabang, 1.090 kantor layanan serta 820 outlet lainnya (31 Desember 2022: 17 kantor wilayah, 195 kantor cabang, 1.094 kantor layanan serta 843 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 *Limited Purpose Branch* di Singapura.

1. *GENERAL INFORMATION (continued)*

i. Organizational and Management Structure (continued)

The number of employees of BNI is as follows (unaudited):

BNI's head office is located at Jl. Jend. Sudirman Kav. 1, Jakarta. As of 31 December 2023, BNI has 17 regional offices, 195 domestic branches, 1,090 sub-branches and 820 other outlets (31 December 2022: 17 regional offices, 195 domestic branches, 1,094 sub-branches and 843 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.

j. Entitas Anak

BNI mempunyai kepemilikan langsung pada Entitas Anak berikut:

j. 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* 2023	31 Desember/ *December* 2022	31 Desember / *December* 2023	31 Desember/ *December* 2022
PT BNI Life Insurance	Asuransi jiwa/ *Life insurance*	1997	60.00%	60.00%	24,972,042	23,322,020
PT BNI Multifinance	Pembiayaan/ *Financing*	1983	99.99%	99.99%	3,788,690	1,028,686
PT BNI Sekuritas dan Entitas Anak/*and Subsidiaries*	Sekuritas/*Securities*	1995	75.00%	75.00%	2,383,585	1,634,408
BNI Remittance Ltd.	Jasa keuangan/ *Financial services*	1998	100.00%	100.00%	11,537	18,193
PT Bank Hibank	Perbankan/*Banking*	1993	63.92%	63.92%	14,615,844	11,611,753
PT BNI Modal Ventura	Permodalan ventura/ *Venture capital*	2022	99.98%	99.98%	511,415	505,111

Semua Entitas Anak BNI berkedudukan di Jakarta, kecuali BNI Remittance Ltd. berkedudukan di Hong Kong.

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 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.

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.

1. INFORMASI UMUM (lanjutan)

j. 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 2023, BNI Life memiliki 14 kantor pemasaran dan 5 kantor pemasaran mandiri (31 Desember 2022: 12 kantor pemasaran dan 10 kantor pemasaran mandiri) yang tersebar di beberapa kota di Indonesia (tidak diaudit) dan memiliki karyawan sebanyak 722 orang pada tanggal 31 Desember 2023 (31 Desember 2022: 733 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.

Anggaran Dasar BNI Multifinance telah mengalami beberapa kali perubahan. Perubahan terakhir Anggaran Dasar PT BNI Multifinance dilakukan antara lain tentang perubahan tempat kedudukan sesuai dengan Akta Notaris No. 31 tanggal 18 Agustus 2023 dari Notaris I Gede Buda Gunamanta, S.H., dan telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia, dengan Surat Keputusan No. AHU-0048768.AH.01.02 tanggal 19 Desember 2023.

Kantor pusat BNI Multifinance berlokasi di Gedung Graha Binakarsa, lantai 11 Lot. E-F dan lantai 12, Jl. HR Rasuna Said, Kav C-18 Kuningan, Jakarta Selatan 12940. Pada tanggal 31 Desember 2023, BNI Multifinance memiliki 17 outlet cabang dan 33 cabang pembantu (31 Desember 2022: 9 outlet cabang) tersebar di beberapa kota di Indonesia (tidak diaudit) dan memiliki 522 dan 243 karyawan masing-masing pada tanggal 31 Desember 2023 (tidak diaudit) dan 31 Desember 2022 (diaudit).

***1. GENERAL INFORMATION** (continued)*

***j. 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 Minister 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 2023, BNI Life has 14 marketing offices and 5 personal marketing offices (31 December 2022: 12 marketing offices and 10 personal marketing offices) located in various cities in Indonesia (unaudited) and has 722 employees as of 31 December 2023 (31 December 2022: 733 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.

BNI Multfifinance's Articles of Association has been amended several times. The latest amendment of PT BNI Multifinance's Articles of Association was made regarding domicile changes based on Notarial Deed No. 31 dated 18 August 2023 of Notary I Gede Buda Gunamanta, 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-0048768.AH.01.02 dated 19 December 2023.

BNI Multifinance head office is located in Gedung Graha Binakarsa, 11th Lot E-F and 12th floor, Jl. HR Rasuna Said, Kav C-18 Kuningan, South Jakarta 12940. As of 31 December 2023, BNI Multifinance has 17 branches and 33 sub-branches (31 December 2022: 9 branches) located in various cities in Indonesia (unaudited) and had 522 and 243 employees as of 31 December 2023 (unaudited) and 31 December 2022 (audited).

1. INFORMASI UMUM (lanjutan)

j. 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.

BNI Sekuritas memiliki 100.00% dari jumlah saham BNI Securities Pte. Ltd. ("BSPL") yang didirikan pada tanggal 22 Maret 2021 dan telah mendapat izin dari *Monetary Authority Singapore* (MAS) pada tanggal 8 September 2021.

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 2023, Perusahaan memiliki 19 outlet cabang yang tersebar di beberapa kota di Indonesia (2022: 24 outlet cabang) (tidak diaudit). Perusahaan memiliki karyawan tetap sebanyak 286 dan 269 orang masing-masing pada tanggal 31 Desember 2023 dan 2022 (tidak diaudit).

1. GENERAL INFORMATION *(continued)*

j. 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 Minister 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 owns 100,00% of the total share capital of BNI Securities Pte. Ltd. ("BSPL") which was established on 22 March 2021 and had obtained licensed issued by Monetary Authority Singapore (MAS) on 8 September 2021.

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 2023, the Company has 19 outlets located in various cities in Indonesia (2022: 24 outlets) (unaudited). The Company has 286 and 269 permanent employees as of 31 December 2023 and 2022, respectively (unaudited).

1. INFORMASI UMUM (lanjutan)

j. Entitas Anak (lanjutan)

BNI Remittance Ltd. (dahulu BNI Nakertrans)

BNI Remittance Ltd. 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 6 orang pada tanggal 31 Desember 2023 dan 31 Desember 2022 (tidak diaudit).

PT Bank Hibank Indonesia (dahulu 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 PT Bank Mayora telah mengalami beberapa kali perubahan. Perubahan terakhir Anggaran Dasar PT Bank Mayora dilakukan antara lain tentang perubahan penamaan perseroan menjadi PT Bank Hibank Indonesia sesuai dengan Akta Notaris No. 42 tanggal 11 April 2023 dari Jose Dima Satria, SH., M.KN. dan telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia, dengan Surat Keputusan No. AHU-0022392.AH.01.02 tanggal 14 April 2023.

PT Bank Hibank Indonesia 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.

Sesuai dengan Surat Keputusan Bank Indonesia No.15/5/KEP.DpG/2013 tanggal 7 Mei 2013, Bank memperoleh peningkatan status menjadi Bank Devisa.

***1. GENERAL INFORMATION** (continued)*

***j. Subsidiaries** (continued)*

BNI Remittance Ltd. (formerly BNI Nakertrans)

On 11 June 2009, BNI Remittance Ltd. 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 6 employees as of 31 December 2023 and 31 December 2022, respectively (unaudited).

PT Bank Hibank Indonesia (formerly 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. Bank Mayora's Articles of Association has been amended several times. The latest amendment of PT Bank Mayora's Articles of Association was made regarding change its name to PT Bank Hibank Indonesia based on Notarial Deed No. 42 dated 11 April 2023 of Notary Jose Dima Satria, SH., M.KN. and has been approved by the Minister of Laws and Human Rights of the Republic of Indonesia, in its Decision Letter No. AHU-0022392.AH.01.02 dated 14 April 2023.

PT Bank Hibank Indonesia 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.

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.

1. INFORMASI UMUM (lanjutan)

j. Entitas Anak (lanjutan)

PT Bank Hibank Indonesia (dahulu PT Bank Mayora) (lanjutan)

Kantor pusat PT Bank Hibank Indonesia berlokasi di Jakarta dengan alamat di Jalan Tomang Raya Kav. 21-23, Jakarta Barat. Pada tanggal 31 Desember 2023 dan 2022, Hibank memiliki 3 kantor cabang, 28 kantor cabang pembantu dan 1 KP non operasional (tidak diaudit) (31 Desember 2022: 3 kantor cabang, 25 kantor cabang pembantu, dan 8 kantor kas) serta memiliki karyawan sebanyak 676 orang pada tanggal 31 Desember 2023 (31 Desember 2022: 621 orang) (tidak diaudit).

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). BNI Ventures telah mendapatkan izin usaha dari OJK pada tanggal 27 Januari 2023.

***1. GENERAL INFORMATION** (continued)*

***j. Subsidiaries** (continued)*

***PT Bank Hibank Indonesia (formerly PT Bank Mayora)** (continued)*

PT Bank Hibank Indonesia head office is located in Jakarta, Jalan Tomang Raya Kav. 21-23, Jakarta Barat. As of 31 December 2023 and 2022, Hibank has 3 branches, 28 sub-branches and 1 other outlets (unaudited) (31 December 2022: 3 branches, 25 sub-branches, 8 other outlets) and has 676 employees as of 31 December 2023 (31 December 2022: 621 employees) (unaudited).

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 has obtained a business license from OJK on 27 January 2023.

1. INFORMASI UMUM (lanjutan)

j. Entitas Anak (lanjutan)

PT BNI Modal Ventura (''BNI Ventures'') (lanjutan)

Kantor pusat BNI Ventures berlokasi di Jakarta dengan alamat di Menara BNI Lt. 2, Jl. Pejompongan Raya No.7, Tanah Abang, Jakarta Pusat. BNI Ventures memiliki karyawan sebanyak 12 orang dan 5 orang masing-masing pada tanggal 31 Desember 2023 dan 2022 (tidak diaudit).

k. Entitas Asosiasi

PT Bank Syariah Indonesia Tbk

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.

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.

Sejak 1 Februari 2021, Penyertaan BNI terhadap Bank Syariah Indonesia dianggap sebagai penyertaan terhadap perusahaan asosiasi dengan pengaruh signifikan yang dicatat menggunakan metode ekuitas.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL

Laporan keuangan konsolidasian BNI dan Entitas Anak (“Grup”) ini diselesaikan dan diotorisasi untuk terbit oleh Direksi pada tanggal 25 Januari 2024.

Kebijakan akuntansi material yang diterapkan dalam penyusunan laporan keuangan konsolidasian BNI dan Entitas Anak (“Grup”) adalah seperti dijabarkan dibawah ini:

***1. GENERAL INFORMATION** (continued)*

***j. Subsidiaries** (continued)*

***PT BNI Modal Ventura (''BNI Ventures'')** (continued)*

BNI Ventures head office is located in Jakarta, at Menara BNI Lt. 2, Jl. Pejompongan Raya No.7, Tanah Abang, Central Jakarta. BNI Ventures had 12 employees and 5 employees as of 31 December 2023 and 2022 (unaudited).

k. Associates

PT Bank Syariah Indonesia Tbk

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.

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.

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.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES

The consolidated financial statements of BNI and its Subsidiaries (“Group”) were completed and authorized for issuance by the Board of Directors on 25 January 2024.

The material accounting policies adopted in preparing the consolidated financial statements of BNI and Subsidiaries (“Group”) are set out below:

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

a. Dasar penyusunan laporan keuangan konsolidasian

Berikut ini adalah ikhtisar kebijakan akuntansi material 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.

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.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES** (continued)*

a. Basis of preparation of the consolidated financial statements

Presented below are the summary of material 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.

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.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

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 2023.

- Amendemen PSAK 1: "Penyajian laporan keuangan tentang pengungkapan kebijakan akuntansi";
- Amendemen PSAK 16: "Aset tetap tentang hasil sebelum penggunaan yang diintensikan";
- Amendemen PSAK 25: "Kebijakan akuntansi, perubahan estimasi akuntansi dan kesalahan tentang definisi estimasi akuntansi";
- Amendemen PSAK 46: "Pajak penghasilan tentang reformasi pajak internasional ketentuan model pilar dua";dan
- Amendemen PSAK 73 "Sewa" - Liabilitas Sewa pada Transaksi Jual dan Sewa Balik.

Berikut ini adalah standar akuntansi keuangan, perubahan dan interpretasi standar akuntansi keuangan yang berlaku efektif sejak 1 Januari 2024.

- Amendemen PSAK 1 "Penyajian Laporan Keuangan" - Klasifikasi liabilitas lancar atau tidak lancar;
- Amendemen PSAK 1 "Penyajian Laporan Keuangan" - Liabilitas Jangka Panjang dengan Kovenan; dan
- Amendemen PSAK 73: "Sewa" - Liabilitas Sewa pada Transaksi Jual dan Sewa Balik.

PSAK 74: Kontrak Asuransi

PSAK 74 mengatur relaksasi beberapa ketentuan antara lain berupa penambahan pengecualian ruang lingkup, penyesuaian penyajian laporan keuangan, penerapan opsi mitigasi risiko dan beberapa modifikasi pada ketentuan transisi. PSAK 74 juga mensyaratkan pemisahan yang jelas antara pendapatan yang dihasilkan dari bisnis asuransi dengan yang berasal dari kegiatan investasi.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES** (continued)*

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 2023.

- *Amendment to SFAS 1: "Presentation of financial statements on disclosure of accounting policies";*
- *Amendment to SFAS 16: "Fixed assets on proceeds before intended use";*
- *Amendment to SFAS 25: "Accounting policy, changes in accounting estimates and errors in the definition of accounting estimates";*
- *Amendment to SFAS 46: "Income taxes regarding international tax reform - pillar two model rules";and*
- *Amendment of SFAS 73 "Leases" - lease liability in a Sale and Leaseback.*

The followings are financial accounting standard, amendments and interpretation of financial accounting standard which become effective starting 1 January 2024.

- *Amendment to SFAS 1: "Presentation of financial statements" - Classification of Liabilities as Current or Noncurrent;*
- *Amendment to SFAS 1: "Presentation of financial statement" - Non-current Liabilities with Covenants; and*
- *Amendment to SFAS 73: "Leases" - Lease Liability in a Sale and Leaseback.*

SFAS 74 "Insurance Contract"

PSAK 74 regulates the relaxation of several provisions, including the addition of scope exceptions, adjustments to the presentation of financial statements, application of risk mitigation options and some modifications to transitional provisions. PSAK 74 also requires a clear separation between income generated from the insurance business and from investment activities.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

b. Perubahan Pernyataan Standar Akuntansi Keuangan dan Interpretasi Standar Akuntansi Keuangan (lanjutan)

PSAK 74: Kontrak Asuransi (lanjutan)

Tanggal efektif penerapan PSAK 74: Kontrak Asuransi di Indonesia akan berlaku pada 1 Januari 2025 dengan penerapan dini diperkenankan. BNI Life, saat ini sudah menyelesaikan tahapan penyusunan *Technical Position Paper* sebagai rujukan pelaksanaan PSAK 74 yang sesuai dengan standar. Proses pemilihan konsultan *engine* perhitungan *Contractual Service Margin ("CSM")* juga sudah dilakukan. Di 2024, BNI Life Insurance berencana untuk melakukan proses paralel run untuk output *CSM* sesuai standard PSAK 74.

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. Mulai dari 1 Januari 2024, referensi terhadap masing-masing PSAK dan ISAK akan diubah sesuai dengan penerbitan oleh DSAK-IAI.

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, saat terjadinya perubahan kebijakan akuntansi tersebut.

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.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES *(continued)*

b. Changes to Statements of Financial Accounting Standards and Interpretations of Statements of Financial Accounting Standards *(continued)*

SFAS 74 "Insurance Contract" (continued)

The effective date for implementing PSAK 74: Insurance Contracts in Indonesia will take effect on January 1 2025 with early implementation permitted. BNI Life has currently completed the stages of formulating the Technical Position Paper as a reference for the implementation of PSAK 74 in accordance with the Standard. BNI Life has also completed the process of selecting consultant for Contractual Service Margin ("CSM") calculations engine. In 2024, BNI Life plans to conduct a parallel run process for CSM outputs in accordance with PSAK 74 standards.

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. Beginning 1 January 2024, references to the individual PSAKs and ISAKs will be changed as published by DSAK-IAI.

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, at the time the change in accounting policy happened.

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.*

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

c. Aset dan liabilitas keuangan (lanjutan)

(i) Klasifikasi (lanjutan)

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;
- 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*").

2. SUMMARY OF MATERIAL 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:
- *financial assets are managed in a business model that aims to have financial assets in order to obtain contractual cash flow;*
- *the contractual terms of the financial assets 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").

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

c. Aset dan liabilitas keuangan (lanjutan)

(i) Klasifikasi (lanjutan)

Penilaian model bisnis

Model bisnis ditentukan pada level yang mencerminkan bagaimana kelompok aset keuangan dikelola bersama-sama untuk mencapai tujuan bisnis tertentu.

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.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES *(continued)*

c. Financial assets and liabilities *(continued)*

(i) Classification (continued)

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.

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.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (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 ke dalam 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.

2. SUMMARY OF MATERIAL 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.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

c. Aset dan liabilitas keuangan (lanjutan)

(i) Klasifikasi (lanjutan)

2. SUMMARY OF MATERIAL 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/*Marketable securities*	
		Obligasi Pemerintah/*Government Bonds*	
		Tagihan derivatif - tidak terkait lindung nilai/*Derivative receivables - non hedging related*	
		Penyertaan saham/*Equity Investment*	
	Aset keuangan yang diukur pada biaya perolehan yang diamortisasi/*Financial assets at amortized cost*	Kas/*Cash*	Kas pada *vendor*/*Cash in vendor*
		Giro pada Bank Indonesia/*Current accounts with Bank Indonesia*	
		Giro pada bank lain/*Current accounts with other banks*	
		Penempatan pada bank lain dan Bank Indonesia/*Placements with other banks and Bank Indonesia*	
		Efek-efek yang dibeli dengan janji dijual kembali/*Securities purchased under agreements to resell*	
		Wesel ekspor dan tagihan lainnya/*Bills and other receivables*	
		Tagihan akseptasi/*Acceptance receivables*	
		Pinjaman yang diberikan/*Loans*	
		Aset lain-lain/*Other assets*	Piutang lain-lain/*Other receivables*
			Piutang bunga/*Interest receivables*
			Lain-lain/*Others*
			Piutang terkait transaksi ATM/ *Receivables related to ATM transactions*
			Piutang premi asuransi/ *Insurance premium receivables*
		Efek-efek/*Marketable securities*	
		Obligasi Pemerintah/*Government Bonds*	
	Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain/*Financial assets at fair value through other comprehensive income*	Efek-efek/*Marketable securities*	
		Obligasi Pemerintah/*Government Bonds*	
		Penyertaan saham/*Equity investments*	

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

c. Aset dan liabilitas keuangan (lanjutan)

(i) Klasifikasi (lanjutan)

2. SUMMARY OF MATERIAL 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***
Liabilitas keuangan/ *Financial liabilities*	Liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi/*Financial liabilities at fair value through profit or loss*	Liabilitas derivatif - tidak terkait lindung nilai/*Derivative payables - non hedging related*	
	Liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi/ *Financial liabilities at amortized cost*	Liabilitas segera/*Obligation due immediately*	
		Simpanan nasabah/*Deposits from customers*	
		Simpanan dari bank lain/*Deposits from other banks*	
		Efek-efek yang dijual dengan janji dibeli kembali/*Securities sold under agreements to repurchase*	
		Liabilitas akseptasi/*Acceptance payables*	
		Beban yang masih harus dibayar/*Accrued expenses*	
		Liabilitas lain-lain/*Other liabilities*	Setoran jaminan/*Security deposit*
			Utang bunga/*Interest payable*
			Utang nasabah/*Payable to customers*
			Utang ke pemegang polis/ *Obligation to policyholders*
			Utang reasuransi dan komisi/ *Reinsurance payable and commission*
			Lain-lain/*Others*
		Efek-efek yang diterbitkan/*Securities issued*	
		Efek-efek subordinasi/*Subordinated securities*	
		Pinjaman yang diterima/*Borrowings*	
Komitmen pinjaman dan kontrak jaminan keuangan/ *Loan commitment and financial guarantee contract*	Fasilitas kredit yang belum digunakan/*Unused loan facilities (committed)*		
	Letters of credit yang tidak dapat dibatalkan/*Irrevocable letters of credit*		
	Garansi bank yang diberikan/*Bank Guarantees issued*		
	Standby letters of credit		

(ii) Pengakuan awal

a. 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.

b. 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.

(ii) Initial recognition

a. 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.

b. 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.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

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 ketetapan 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

a. 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 MATERIAL 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

a. 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.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

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.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES *(continued)*

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.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

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.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES *(continued)*

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.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

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 kontinjen 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.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES *(continued)*

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.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

c. Aset dan liabilitas keuangan (lanjutan)

(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.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES *(continued)*

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.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

c. Aset dan liabilitas keuangan (lanjutan)

(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.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES *(continued)*

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 inactive.

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.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

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 ekskpektasian 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*.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES *(continued)*

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 definition of investment grade.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

c. Aset dan liabilitas keuangan (lanjutan)

(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 Kerugian Kredit Ekspektasian

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.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES *(continued)*

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.*

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

c. Aset dan liabilitas keuangan (lanjutan)

(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 renegosiasi 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 renegosiasi 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 ke dalam pembentukan cadangan kerugian penurunan nilai.
- Apabila syarat-syarat tersebut tidak berbeda secara substansial, renegosiasi 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.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES *(continued)*

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.*

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

c. Aset dan liabilitas keuangan (lanjutan)

(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;
- hilangnya pasar aktif dari aset keuangan akibat kesulitan keuangan; atau
- pembelian atau penerbitan aset keuangan dengan diskon sangat besar yang mencerminkan kerugian kredit yang terjadi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES *(continued)*

c. Financial assets and liabilities *(continued)*

(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;*
- *loss of an active market for financial assets due to financial difficulties; or*
- *purchase or issuance of financial asset at significant discount which reflect the credit loss that occurs.*

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

c. Aset dan liabilitas keuangan (lanjutan)

(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.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES *(continued)*

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.*

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

c. Aset dan liabilitas keuangan (lanjutan)

(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.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES *(continued)*

c. Financial assets and liabilities *(continued)*

(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.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

c. Aset dan liabilitas keuangan (lanjutan)

(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.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES *(continued)*

c. Financial assets and liabilities *(continued)*

(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.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (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:

i) Pengaturan kontraktual dengan pemilik hak suara lainnya dari Entitas Anak,
ii) Hak yang timbul atas pengaturan kontraktual lain, dan
iii) 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.

***2. SUMMARY OF MATERIAL 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:

i) The contractual arrangement with the other vote holders of the Subsidiary,
ii) Rights arising from other contractual arrangements, and
iii) 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.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (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.

2. SUMMARY OF MATERIAL 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.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (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.

2. SUMMARY OF MATERIAL 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.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (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.

2. SUMMARY OF MATERIAL 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.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

e. Transaksi dalam mata uang asing dan penjabaran (lanjutan)

Penjabaran aset dan liabilitas dalam mata uang asing (lanjutan)

Pada tanggal 31 Desember 2023 dan 2022, kurs mata uang asing yang digunakan untuk penjabaran mata uang asing terhadap Rupiah adalah sebagai berikut (dalam Rupiah penuh):

	2023	2022	
1 Pound Sterling Inggris	19,627	18,786	*Great Britain Pound Sterling 1*
1 Euro Eropa	17,038	16,582	*European Euro 1*
1 Dolar Amerika Serikat	15,397	15,568	*United States Dollar 1*
1 Dolar Singapura	11,676	11,593	*Singapore Dollar 1*
1 Dolar Australia	10,521	10,558	*Australian Dollar 1*
1 Dolar Hong Kong	1,971	1,997	*Hong Kong Dollar 1*
1 Yen Jepang	109	118	*Japanese Yen 1*

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".

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES** (continued)*

***e. Foreign currency transactions and translations** (continued)*

Translation of assets and liabilities denominated in foreign currencies (continued)

As of 31 December 2023 and 2022, the foreign currency exchange rates used for translation of foreign currencies to Rupiah are as follows (amounts in full Rupiah):

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".*

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (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.

***2. SUMMARY OF MATERIAL 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.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (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.

2. SUMMARY OF MATERIAL 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. Whereas 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.*

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (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.

j. Wesel ekspor dan tagihan lainnya

Wesel ekspor dan tagihan lainnya terdiri atas tagihan dari *Letters of Credit* dan Surat Kredit Berdokumen Dalam Negeri (SKBDN) kepada eksportir.

Wesel ekspor dan tagihan lainnya diklasifikasikan sebagai biaya perolehan yang diamortisasi.

Wesel ekspor dan tagihan lainnya dicatat pada biaya perolehan diamortisasi setelah dikurangi cadangan kerugian penurunan nilai.

Lihat Catatan 2c untuk kebijakan akuntansi atas aset dan liabilitas keuangan.

***2. SUMMARY OF MATERIAL 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.

j. Bills and other receivables

Bills and other receivables consists of receivables from Letters of Credit and Domestic Documentary Letters of Credit to exporters.

Bills and other receivables are classified as amortized cost.

Bills and other receivables are stated at amortized cost less allowance for impairment losses.

Refer to Note 2c for the accounting policies of financial assets and liabilities.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

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.

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.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES** (continued)*

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.

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 thereof, 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.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

l. Pinjaman yang diberikan (lanjutan)

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.

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.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES *(continued)*

l. Loans *(continued)*

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.

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 guarantees 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.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

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.

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 takberwujud

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.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES** (continued)*

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.

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.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

p. Aset tetap, aset hak-guna, liabilitas sewa dan aset takberwujud (lanjutan)

Aset tetap (lanjutan)

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.

Jika nilai wajar dari aset yang direvaluasi mengalami perubahan yang signifikan, maka perlu direvaluasi secara tahunan, sedangkan jika nilai wajar dari aset yang direvaluasi tidak mengalami perubahan yang signifikan, 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.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES *(continued)*

p. Fixed assets, right-of-use assets, lease liabilities and intangible assets *(continued)*

Fixed assets *(continued)*

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.

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.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

p. Aset tetap, aset hak-guna, liabilitas sewa dan aset takberwujud (lanjutan)

Aset tetap (lanjutan)

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.

Semua aset tetap kecuali tanah, disusutkan berdasarkan metode garis lurus selama estimasi masa manfaat aset tersebut sebagai berikut:

	Tarif Penyusutan/ *Depreciation Rate*	**Tahun/*Years***	
Bangunan	6.67%	15	*Buildings*
Perlengkapan kantor dan kendaraan bermotor	20.00%	5	*Office equipment and motor vehicles*

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.

2. *SUMMARY OF MATERIAL ACCOUNTING POLICIES* *(continued)*

p. Fixed assets, right-of-use assets, lease liabilities and intangible assets *(continued)*

Fixed assets *(continued)*

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.

All fixed assets, except land, are depreciated using the straight-line method over their expected useful lives as follows:

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.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

p. Aset tetap, aset hak-guna, liabilitas sewa dan aset takberwujud (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.

2. SUMMARY OF MATERIAL 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 assets 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.*

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

p. Aset tetap, aset hak-guna, liabilitas sewa dan aset takberwujud (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 akhir umur manfaat aset pendasar. Jika tidak, 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.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES *(continued)*

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 assets and a leases liability at the leases commencement date. The right-of-use assets 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 assets 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 assets 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 assets from the commencement date to the earlier of the end of the useful life of the right-of-use assets or the end of the leases term.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

p. Aset tetap, aset hak-guna, liabilitas sewa dan aset takberwujud (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 takberwujud

Aset takberwujud 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 takberwujud 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.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES *(continued)*

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.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

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.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES** (continued)*

***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.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

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.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES *(continued)*

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.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

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 beban bunga

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*).

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES *(continued)*

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 interest 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.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

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.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES *(continued)*

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.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (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:

2. SUMMARY OF MATERIAL 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:

Tipe polis/ ***Policy type***	**Deskripsi manfaat/** ***Description of benefits***
1) Asuransi jiwa tradisional *non-participating*/*traditional non-participating life insurance*	Produk *non-participating* 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./*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.*
2) Produk asuransi *unit link*/ *Unit-linked insurance products*	*Unit link* adalah produk asuransi dengan pembayaran premi tunggal maupun regular yang dikaitkan dengan investasi yang memberikan kombinasi manfaat proteksi dan manfaat investasi./*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.* 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./*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.* Nilai dana investasi akan dihitung berdasarkan tingkat pengembalian investasi yang didapat dari *fund* tergantung dari tipe *fund* yang dipilih oleh pemegang polis berdasarkan profil risiko investasi./*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.*

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

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.*

Pengujian 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 takberwujud 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 aktuaria berdasarkan estimasi terbaik terkini yang ditetapkan oleh aktuaris Perusahaan, termasuk asumsi tingkat bunga, mortalitas/morbiditas, *lapse*, asumsi biaya dan inflasi tanpa margin atas risiko pemburukan (dan tanpa *flooring* atas cadangan untuk bisnis Konvensional).

2. SUMMARY OF MATERIAL 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 interest 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).

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

y. Kontrak asuransi (lanjutan)

Pengujian kecukupan liabilitas (lanjutan)

Grup menerapkan metode *Gross Premium Reserve* dalam perhitungan liabilitas kepada pemegang polis dengan menggunakan asumsi aktuaria berdasarkan asumsi estimasi terbaik dan margin atas risiko pemburukan, kecuali untuk asumsi biaya (untuk bisnis Konvensional) dan asumsi tingkat bunga, sehingga tes kecukupan liabilitas perlu dilakukan. Berdasarkan hasil uji, estimasi liabilitas lebih tinggi dari estimasi arus kas yang memenuhi persyaratan minimum yang menunjukan 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.

2. SUMMARY OF MATERIAL ACCOUNTING 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 interest 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.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

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.

2. SUMMARY OF MATERIAL 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.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

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 lain-lain. Perubahan dalam estimasi 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.

2. SUMMARY OF MATERIAL ACCOUNTING 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.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

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.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES** (continued)*

***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.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

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 ataupun berbeda dan adanya niat untuk melakukan penyelesaian saldo-saldo tersebut secara neto.

***2. SUMMARY OF MATERIAL 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 realised 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 utilised.

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.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (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.

***2. SUMMARY OF MATERIAL 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.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (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.

2. SUMMARY OF MATERIAL 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.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (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.

2. SUMMARY OF MATERIAL 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.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (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 mengidentifikasikan segmen operasi sebagai suatu komponen dari entitas:

a) 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);
b) 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
c) 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 2022, 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.

Di tahun 2023, Grup menerapkan perubahan terhadap pengelompokkan segmen operasi yang berdasarkan hasil Rapat Umum Pemegang Saham yang digunakan dalam laporan kinerja manajemen internal. Grup mengungkapkan segmen operasionalnya berdasarkan segmen usaha sebagai berikut: *Wholesale & International Banking, Institutional Banking, Enterprises & Commercial Banking, Retail Banking, Treasury*, Kantor Pusat dan Entitas Anak dengan terdapat reklasifikasi di masing-masing bisnis segmen sesuai dengan organisasi direksi dan pembidangan yang baru.

2. SUMMARY OF MATERIAL 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:

a) 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);

b) 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

c) 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 2022, the Group discloses its operating segments defined based on business segments as follows: Corporate & International Banking, Institutional Banking, Enterprises & Commercial Banking, Consumer Banking, Treasury, Head Office and Subsidiaries.

In 2023, the Group implements some changes in disclosing its operational segments based on General Annual Meeting of Shareholder for the internal management performance report. The new operating segments are defined based on business segments as follows: Wholesale & International Banking, Institutional Banking, Enterprises & Commercial Banking, Retail Banking, Treasury, Head Office and Subsidiaries with some reclassification for each business segments referring to the new organizational of board of directors.

2. IKHTISAR KEBIJAKAN AKUNTANSI YANG MATERIAL (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 treasuri

Ketika entitas Grup membeli modal saham ekuitas entitas (saham treasuri), 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.

ai. Tanggung Jawab Sosial dan Lingkungan

Berdasarkan PER-05/MBU/04/2021 tentang Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara tanggal 20 April 2021 sebagaimana diubah terakhir dengan PER1/MBU/03/2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara tanggal 24 Maret 2023, istilah PKBL (Program Kemitraan dan Bina Lingkungan) tidak digunakan lagi dan diganti menjadi TJSL (Tanggung Jawab Sosial & Lingkungan). Alokasi dana tidak dialokasikan dari saldo laba berdasarkan hasil keputusan Rapat Umum Pemegang Saham (RUPS) akan tetapi diakui dan dibebankan ke laporan laba rugi dan penghasilan komprehensif lain konsolidasian tahun berjalan.

***2. SUMMARY OF MATERIAL 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.

ai. Social and Environmental Responsibility

Based on PER-05/MBU/04/2021 concerning Social and Environmental Responsibility Programs for State-Owned Enterprises dated 20 April 2021, as last amended by PER 1/MBU/03/2023 concerning Special Assignments and Social and Environmental Responsibility Programs for Owned Enterprises, 24 March 2023, the term PKBL (Partnership and Community Development Program) is no longer used and replaced with TJSL (Social and Environmental Responsibility). Allocation of funds is not made from retained earnings based on resolutions of the General Meeting of Shareholders (GMS), but is recognized and charged to the consolidated statement of profit or loss and other comprehensive income for the current year.

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.

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, baik dari waktu dan jumlah. Dalam mengestimasi arus kas tersebut, manajemen membuat pertimbangan tentang situasi keuangan *counterparty* dan nilai realisasi bersih dari setiap agunan, serta probabilitas rata-rata tertimbang kerugian kredit. Setiap aset yang mengalami penurunan nilai dinilai sesuai dengan manfaat yang ada, dan strategi penyelesaian serta estimasi arus kas yang diperkirakan dapat diterima.

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.

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, including both timing and amount. In estimating these cash flows, management makes judgements about the counterparty's financial situation and the net realizable value of any underlying collateral, including weighted average probability of credit losses. Each impaired asset is assessed on its merits, and the workout strategy and estimated cash flows considered recoverable.

3. PENGGUNAAN ESTIMASI DAN PERTIMBANGAN AKUNTANSI YANG PENTING

Sumber utama ketidakpastian estimasi: (lanjutan)

a. Cadangan kerugian penurunan nilai aset keuangan (lanjutan)

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, termasuk probabilitas rata-rata tertimbang kerugian kredit, *loss given default* dan *exposure of default,* 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.

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.

b. Menentukan nilai wajar instrumen keuangan

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.

3. USE OF CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS

Key sources of estimation uncertainty: (continued)

***a. Allowances for impairment losses of financial assets** (continued)*

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, which include weighted average probability of default, loss given default and exposure at default, 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.

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.

b. Determining fair values of financial instruments

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.

3. PENGGUNAAN ESTIMASI DAN PERTIMBANGAN AKUNTANSI YANG PENTING (lanjutan)

Sumber utama ketidakpastian estimasi: (lanjutan)

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.

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.

3. USE OF CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS *(continued)*

Key sources of estimation uncertainty: (continued)

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.

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.

3. PENGGUNAAN ESTIMASI DAN PERTIMBANGAN AKUNTANSI YANG PENTING (lanjutan)

Sumber utama ketidakpastian estimasi: (lanjutan)

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.

3. USE OF CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS *(continued)*

Key sources of estimation uncertainty: (continued)

e. Insurance liabilities on insurance contracts and reissuance 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.

3. PENGGUNAAN ESTIMASI DAN PERTIMBANGAN AKUNTANSI YANG PENTING (lanjutan)

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 apapun 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.

***3. USE OF CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS** (continued)*

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.

3. PENGGUNAAN ESTIMASI DAN PERTIMBANGAN 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:

a) performa yang tidak tercapai secara signifikan terhadap ekspektasi historis atau proyeksi hasil operasi di masa yang akan datang;
b) perubahan yang signifikan dalam cara penggunaan aset atau strategi bisnis secara keseluruhan; dan
c) 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.

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:

a) significant underperformance relative to expected historical or projected future operating results;

b) significant changes in the manner of use of the acquired assets or the strategy for overall business; and
c) 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.

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.

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.

4. KAS / *4. CASH*

Kas terdiri dari: / *Cash consists of the following:*

	2023	2022	
Rupiah	10,389,188	12,689,627	*Rupiah*
Mata uang asing			*Foreign currencies*
Dolar Amerika Serikat	415,467	378,491	*United States Dollar*
Dolar Singapura	206,643	191,113	*Singapore Dollar*
Euro Eropa	59,168	73,736	*European Euro*
Dolar Australia	39,827	48,572	*Australian Dollar*
Pound Sterling Inggris	37,973	16,531	*Great Britain Pound Sterling*
Franc Swiss	12,709	2,224	*Swiss Franc*
Dolar Hong Kong	12,288	14,855	*Hong Kong Dollar*
Yen Jepang	9,546	10,066	*Japanese Yen*
Real Arab Saudi	6,232	11,030	*Saudi Arabian Real*
Dolar Kanada	4,299	1,133	*Canadian Dollar*
Dirham Uni Emirat Arab	4,241	2,671	*United Arab Emirates Dirham*
Dolar Brunei	3,073	1,749	*Brunei Dollar*
Yuan China	3,025	989	*Chinese Yuan*
Dolar Selandia Baru	1,157	603	*New Zealand Dollar*
Ringgit Malaysia	1,135	2,486	*Malaysian Ringgit*
Won Korea Selatan	498	1,096	*South Korean Won*
Dolar Taiwan	322	359	*Taiwan Dollar*
Baht Thailand	242	761	*Thailand Baht*
Kroner Norwegia	168	-	*Norwegia Kroner*
	818,013	758,465	
	11,207,201	**13,448,092**	

Saldo dalam mata uang Rupiah termasuk uang pada mesin ATM (Anjungan Tunai Mandiri) sejumlah Rp5.276.292 dan Rp5.088.052 masing masing pada tanggal 31 Desember 2023 dan 2022.

The Rupiah balance includes cash in ATMs (Automatic Teller Machines) of Rp5,276,292 and Rp5,088,052 as of 31 December 2023 and 2022, respectively.

5. GIRO PADA BANK INDONESIA / *5. CURRENT ACCOUNTS WITH BANK INDONESIA*

	2023	2022	
Rupiah	57,794,759	76,036,584	*Rupiah*
Dolar Amerika Serikat	7,461,673	6,885,405	*United States Dollar*
	65,256,432	**82,921,989**	

Bank BNI / *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.

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.

5. GIRO PADA BANK INDONESIA (lanjutan)

Bank BNI (lanjutan)

Pada tanggal 31 Desember 2023 dan 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, yang masing-masing sebesar:

	2023	2022	
Rupiah			*Rupiah*
- GWM Primer	6.80%	7.90%	*Primary Minimum Statutory Reserve -*
Harian*)	0.00%	0.00%	*Daily*)*
Rata-rata*)	6.80%	7.90%	*Average*)*
- PLM**)	5.00%	6.00%	*PLM**) -*
Mata uang asing***)	4.00%	4.00%	*Foreign Currencies***)*

*) 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 31 Desember 2023 sebesar 2,20%. GWM dalam Rupiah yang harus dipenuhi Bank pada 31 Desember 2023 yang seharusnya sebesar 9,00% dengan ketentuan harian 0,00% dan rata-rata 9.00% menjadi sebesar 6,80% dengan ketentuan harian 0.00% dan rata-rata 6,80%.

**) Berdasarkan PADG Nomor 18 Tahun 2023 tanggal 29 November 2023 tentang kewajiban pemenuhan Penyangga Likuiditas Makroprudensial (PLM) ditetapkan perubahan menjadi 5%.

***) 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%.

5. CURRENT ACCOUNTS WITH BANK INDONESIA (continued)

***Bank BNI** (continued)*

As of 31 December 2023 and 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, which are as follows:

*) *Effective from 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 31 December 2023 amounting to 2,20%. Statutory Reserves in Rupiah that must be fulfilled by the Bank on 31 December 2023 which should be 9,00% with daily provisions of 0,00% and an average of 9,00% become 6,80% with daily provisions of 0,00% and an average of 6,80%.*

**) *Based on PADG No. 18 / 2023 dated 29 November 2023 regarding fulfillment of Macroprudential Liquidity Buffer (PLM) with changes to 5%.*

***) *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%.

5. GIRO PADA BANK INDONESIA (lanjutan)

5. *CURRENT ACCOUNTS WITH BANK INDONESIA (continued)*

Rasio Giro Wajib Minimum untuk rekening Rupiah dan mata uang asing pada tanggal 31 Desember 2023 dan 2022 masing-masing sebesar:

The ratio of the Minimum Statutory Reserve requirement for its Rupiah and foreign currencies accounts as 31 December 2023 and 2022, are as follows:

	2023	2022	
Rupiah			*Rupiah*
- GWM Primer	9.53%	11.88%	*Primary Minimum Statutory Reserve -*
Harian	0.00%	0.09%	*Daily*
Rata-rata	9.53%	11.79%	*Average*
- PLM	15.05%	13.66%	*PLM -*
Mata uang asing	4.01%	4.01%	*Foreign currencies*

BNI telah memenuhi ketentuan Bank Indonesia tentang Giro Wajib Minimum pada tanggal 31 Desember 2023 dan 2022.

BNI has complied with the Bank Indonesia regulations regarding the Minimum Statutory Reserve as of 31 December 2023 and 2022.

6. GIRO PADA BANK LAIN

6. *CURRENT ACCOUNTS WITH OTHER BANKS*

a. Berdasarkan mata uang

a. *By currency*

	2023	2022	
Rupiah	602,104	384,661	***Rupiah***
Mata uang asing			***Foreign currencies***
Dolar Amerika Serikat	23,651,471	8,205,920	*United States Dollar*
Yen Jepang	7,805,246	2,711,194	*Japanese Yen*
Yuan China	1,139,216	757,596	*Chinese Yuan*
Dolar Singapura	692,266	1,152,366	*Singapore Dollar*
Euro Eropa	675,304	1,807,823	*European Euro*
Won Korea Selatan	142,170	482,121	*South Korean Won*
Pound Sterling Inggris	88,676	67,935	*Great Britain Pound Sterling*
Franc Swiss	62,049	142,502	*Swiss Franc*
Real Arab Saudi	55,006	10,200	*Saudi Arabian Real*
Dolar Hong Kong	27,931	70,468	*Hong Kong Dollar*
Dirham Uni Emirat Arab	24,758	20,445	*United Arab Emirates Dirham*
Dolar Australia	15,940	39,372	*Australian Dollar*
Dolar Kanada	14,723	36,534	*Canadian Dollar*
Ringgit Malaysia	10,948	17,829	*Malaysian Ringgit*
Dolar Selandia Baru	7,593	13,237	*New Zealand Dollar*
Baht Thailand	7,368	1,673	*Thailand Baht*
	34,420,665	15,537,215	
Total	35,022,769	15,921,876	*Total*
Cadangan kerugian penurunan nilai	(7)	(8)	*Allowance for impairment losses*
	35,022,762	**15,921,868**	

b. Berdasarkan hubungan

b. *By relationship*

	2023	2022	
Pihak berelasi			***Related parties***
Rupiah	34,202	24,334	*Rupiah*
Mata uang asing	18,052	89,268	*Foreign currencies*
Total pihak berelasi	52,254	113,602	*Total related parties*

6. GIRO PADA BANK LAIN (lanjutan) / *6. CURRENT ACCOUNTS WITH OTHER BANKS (continued)*

b. Berdasarkan hubungan (lanjutan) / *b. By relationship (continued)*

	2023	2022	
Pihak ketiga			***Third parties***
Rupiah	567,902	360,327	*Rupiah*
Mata uang asing	34,402,613	15,447,947	*Foreign currencies*
Total pihak ketiga	34,970,515	15,808,274	*Total third parties*
Total	35,022,769	15,921,876	*Total*
Cadangan kerugian penurunan nilai	(7)	(8)	*Allowance for impairment losses*
	35,022,762	**15,921,868**	

c. Berdasarkan kolektibilitas sesuai Peraturan OJK / *c. By Financial Service Authority Rule collectibility*

Seluruh giro pada bank lain pada tanggal-tanggal 31 Desember 2023 dan 2022 diklasifikasikan lancar.

All current accounts with other banks as of 31 December 2023 and 2022 are classified as current.

d. Nilai tercatat bruto dan cadangan kerugian penurunan nilai / *d. Gross carrying amount and allowance for impairment losses*

Perubahan nilai tercatat bruto adalah sebagai berikut:

Movements in the gross carrying amount are as follows:

	2023				
	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					***Current accounts with other banks***
Saldo awal	15,921,876	-	-	15,921,876	*Beginning balance*
Pengukuran kembali bersih*)	104,944,568	-	-	104,944,568	*Net remeasurement*)*
Aset keuangan baru yang diterbitkan atau dibeli	19,969,895	-	-	19,969,895	*New financial assets originated or purchased*
Pembayaran penuh	(103,860,855)	-	-	(103,860,855)	*Fully repayment*
Valuta asing dan perubahan lain	(1,952,715)	-	-	(1,952,715)	*Foreign exchange and other movements*
	35,022,769	**-**	**-**	**35,022,769**	

*) Termasuk di dalam pengukuran kembali bersih adalah pembayaran kembali

*Including in the net remeasurement is repayment *)*

	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					***Current accounts with other banks***
Saldo awal	19,569,897	-	-	19,569,897	*Beginning balance*
Pengukuran kembali bersih*)	38,134,575	-	-	38,134,575	*Net remeasurement*)*
Aset keuangan baru yang diterbitkan atau dibeli	25,986,266	-	-	25,986,266	*New financial assets originated or purchased*
Pembayaran penuh	(69,145,912)	-	-	(69,145,912)	*Fully repayment*
Valuta asing dan perubahan lain	1,377,050	-	-	1,377,050	*Foreign exchange and other movements*
	15,921,876	**-**	**-**	**15,921,876**	

*) Termasuk di dalam pengukuran kembali bersih adalah pembayaran kembali dan dampak akuisisi

Including in the net remeasurement is repayment and impact of acquisition)*

6. GIRO PADA BANK LAIN (lanjutan) / *6. CURRENT ACCOUNTS WITH OTHER BANKS (continued)*

d. Nilai tercatat bruto dan cadangan kerugian penurunan nilai (lanjutan) / *d. Gross carrying amount and allowance for impairment losses (continued)*

Perubahan cadangan kerugian penurunan nilai adalah sebagai berikut:

The movements in the allowance for impairment losses are as follows:

	2023				
	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					***Current accounts with other banks***
Saldo awal	8	-	-	8	*Beginning balance*
Pengukuran kembali bersih penyisihan kerugian	8	-	-	8	*Net remeasurement of loss allowance*
Pembayaran penuh	(11)	-	-	(11)	*Fully repayment*
Aset keuangan baru yang diterbitkan atau dibeli	2	-	-	2	*New financial assets originated or purchased*
	7	**-**	**-**	**7**	

	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					***Current accounts with other banks***
Saldo awal	6	-	-	6	*Beginning balance*
Pengukuran kembali bersih penyisihan kerugian*)	19	-	-	19	*Net remeasurement of loss allowance*)*
Pembayaran penuh	(19)	-	-	(19)	*Fully repayment*
Aset keuangan baru yang diterbitkan atau dibeli	2	-	-	2	*New financial assets originated or purchased*
	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)*

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 / *e. Annual interest rates*

	Dolar Amerika Serikat/ *United States Dollar* %	Yuan China/ *Chinese Yuan* %	
2023	0.00 - 5.40	0.00 - 0.25	*2023*
2022	0.00 - 4.40	0.05 - 1.00	*2022*

Giro pada bank lain selain dalam mata uang Dolar Amerika Serikat dan Yuan China tidak mendapat bunga.

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

7. *PLACEMENTS WITH OTHER BANKS AND BANK INDONESIA*

a. Berdasarkan jenis dan mata uang

a. *By type and currency*

	2023	2022	
Rupiah			***Rupiah***
Bank Indonesia - *Deposit Facility*	10,667,072	8,349,649	*Bank Indonesia - Deposit Facility*
Call Money			*Call Money*
PT Bank Mega Tbk	150,000	7,850	*PT Bank Mega Tbk*
PT Bank Pembangunan Daerah Jawa Timur Tbk	140,000	-	*PT Bank Pembangunan Daerah Jawa Timur Tbk*
Standard Chartered Indonesia	140,000	-	*Standard Chartered Indonesia*
PT Bank OCBC NISP Tbk	140,000	-	*PT Bank OCBC NISP Tbk*
PT Bank Pembangunan Daerah Sulawesi Selatan & Sulawesi Barat	100,000	-	*PT Bank Pembangunan Daerah Sulawesi Selatan & Sulawesi Barat*
Deutsche Bank Indonesia	89,873	-	*Deutsche Bank Indonesia*
PT Bank Victoria International Tbk	30,000	-	*PT Bank Victoria International Tbk*
PT Bank DKI	10,000	150,000	*PT Bank DKI*
PT Bank KB Bukopin Tbk	6,000	6,000	*PT Bank KB Bukopin Tbk*
PT Bank Syariah Indonesia Tbk	-	200,000	*PT Bank Syariah Indonesia Tbk*
PT Bank Pembangunan Daerah Jawa Tengah	-	100,000	*PT Bank Pembangunan Daerah Jawa Tengah*
PT Bank Mayapada Internasional Tbk	-	100,000	*PT Bank Mayapada Internasional Tbk*
Lainnya	-	33,800	*Others*
Subtotal	805,873	597,650	*Subtotal*
Negotiable Certificate of Deposit			*Negotiable Certificate of Deposit*
PT Bank Tabungan Negara (Persero) Tbk	37,987	-	*PT Bank Tabungan Negara (Persero) Tbk*
Deposito berjangka	1,406,876	817,441	*Time deposits*
	12,917,808	9,764,740	
Mata uang asing			***Foreign currencies***
Bank Indonesia - *Deposit Facility*	28,761,719	41,039,795	*Bank Indonesia - Deposit Facility*
Call Money			*Call Money*
Wachovia Bank	270,217	158,010	*Wachovia Bank*
Bank of New York Mellon	130,105	72,389	*Bank of New York Mellon*
JP Morgan Chase	96,273	82,885	*JP Morgan Chase*
PT Bank IBK Indonesia Tbk	61,588	-	*PT Bank IBK Indonesia Tbk*
Subtotal	558,183	313,284	*Subtotal*
Deposito berjangka			*Time deposits*
Woori Bank Seoul	527,096	-	*Woori Bank Seoul*
BRI New York	384,925	-	*BRI New York*
Standard Chartered Indonesia	181,498	-	*Standard Chartered Indonesia*
The San-In Godo Bank	153,970	-	*The San-In Godo Bank*
The Chugoku Bank Limited, Hong Kong	153,970	77,838	*The Chugoku Bank Limited, Hong Kong*
PT Bank IBK Indonesia Tbk	76,985	-	*PT Bank IBK Indonesia Tbk*
Sumitomo Mitsui Banking Corp	76,985	-	*Sumitomo Mitsui Banking Corp*
PT Bank DBS Indonesia	1,125	-	*PT Bank DBS Indonesia*
PT Bank Pembangunan Daerah Jawa Barat Tbk	-	23,000	*PT Bank Pembangunan Daerah Jawa Barat Tbk*
DZ Bank AG, Singapore	-	108,973	*DZ Bank AG, Singapore*
BNP Paribas	-	65,074	*BNP Paribas*
KEB Hana Bank, Seoul	-	98,800	*KEB Hana Bank, Seoul*
Industrial Bank of Korea	-	77,838	*Industrial Bank of Korea*
Subtotal	1,556,554	451,523	*Subtotal*
	30,876,456	41,804,602	
Total	43,794,264	51,569,342	*Total*
Cadangan kerugian penurunan nilai	(98)	(26)	*Allowance for impairment losses*
	43,794,166	**51,569,316**	

7. PENEMPATAN PADA BANK LAIN DAN BANK INDONESIA (lanjutan)

7. *PLACEMENTS WITH OTHER BANKS AND BANK INDONESIA (continued)*

a. Berdasarkan jenis dan mata uang (lanjutan)

a. *By type and currency (continued)*

Perincian penempatan pada bank lain dan Bank Indonesia berdasarkan mata uang adalah sebagai berikut:

Placements with other banks and Bank Indonesia based on currencies are as follows:

	2023	2022	
Rupiah	12,917,808	9,764,740	***Rupiah***
Mata uang asing			***Foreign currencies***
Dolar Amerika Serikat	30,472,536	41,705,802	*United States Dollar*
Won Korea Selatan	403,920	98,800	*South Korean Won*
	30,876,456	41,804,602	
Total	43,794,264	51,569,342	*Total*
Cadangan kerugian penurunan nilai	(98)	(26)	*Allowance for impairment losses*
	43,794,166	**51,569,316**	

b. Berdasarkan hubungan

b. *By relationship*

	2023	2022	
Pihak berelasi			***Related parties***
Rupiah			***Rupiah***
Deposito berjangka	787,709	505,107	*Time deposits*
Negotiable Certificate Deposit	37,987	-	*Negotiable Certificate Deposit*
Call Money	-	200,000	*Call Money*
	825,696	705,107	
Mata uang asing			***Foreign currencies***
Deposito berjangka	384,925	-	*Time deposits*
Total pihak berelasi	1,210,621	705,107	*Total related parties*
Pihak ketiga			***Third parties***
Rupiah			***Rupiah***
Bank Indonesia - *Deposit Facility*	10,667,072	8,349,649	*Bank Indonesia - Deposit Facility*
Call Money	805,873	397,650	*Call Money*
Deposito berjangka	619,167	312,334	*Time deposits*
	12,092,112	9,059,633	
Mata uang asing			***Foreign currencies***
Bank Indonesia - *Deposit Facility*	28,761,719	41,039,795	*Bank Indonesia - Deposit Facility*
Deposito berjangka	1,171,629	451,523	*Time deposits*
Call Money	558,183	313,284	*Call Money*
	30,491,531	41,804,602	
Total pihak ketiga	42,583,643	50,864,235	*Total third parties*
Total	43,794,264	51,569,342	*Total*
Cadangan kerugian penurunan nilai	(98)	(26)	*Allowance for impairment losses*
	43,794,166	**51,569,316**	

7. PENEMPATAN PADA BANK LAIN DAN BANK INDONESIA (lanjutan)

c. Berdasarkan kolektibilitas sesuai Peraturan OJK

Seluruh penempatan pada bank lain dan Bank Indonesia pada tanggal-tanggal 31 Desember 2023 dan 2022 diklasifikasikan sebagai lancar.

d. Nilai tercatat bruto dan cadangan kerugian penurunan nilai

Perubahan nilai tercatat bruto adalah sebagai berikut:

***7. PLACEMENTS WITH OTHER BANKS AND BANK INDONESIA** (continued)*

c. By Financial Service Authority Rule collectibility

All placements with other banks and Bank Indonesia as of 31 December 2023 and 2022 are classified as current.

d. Gross carrying amount and allowance for impairment losses

Movements in the gross carrying amount are as follows:

	2023				
	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					***Placements with other banks and Bank Indonesia***
Saldo awal	51,569,342	-	-	51,569,342	*Beginning balance*
Pengukuran kembali bersih*)	(421,698,466)	-	-	(421,698,466)	*Net remeasurement*)*
Aset keuangan baru yang diterbitkan atau dibeli	413,896,608	-	-	413,896,608	*New financial assets originated or purchased*
Valuta asing dan perubahan lain	26,780	-	-	26,780	*Foreign exchange and other movements*
	43,794,264	**-**	**-**	**43,794,264**	

*) Termasuk di dalam pengukuran kembali bersih adalah pembayaran kembali.

*Including in the net remeasurement is repayment *)*

	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					***Placements with other banks and Bank Indonesia***
Saldo awal	92,290,230	-	-	92,290,230	*Beginning balance*
Pengukuran kembali bersih*)	(594,877,463)	(72,485)	-	(594,949,948)	*Net remeasurement*)*
Aset keuangan baru yang diterbitkan atau dibeli	554,100,570	72,485	-	554,173,055	*New financial assets originated or purchased*
Valuta asing dan perubahan lain	56,005	-	-	56,005	*Foreign exchange and other movements*
	51,569,342	**-**	**-**	**51,569,342**	

*) Termasuk di dalam pengukuran kembali bersih adalah pembayaran kembali dan dampak akuisisi

Including in the net remeasurement is repayment and impact of acquisition)*

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:

7. PLACEMENTS WITH OTHER BANKS AND BANK INDONESIA *(continued)*

d. Gross carrying amount and allowance for impairment losses *(continued)*

The movements in the allowance for impairment losses are as follows:

	2023				
	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					***Placement with other banks and Bank Indonesia***
Saldo awal	26	-	-	26	*Beginning balance*
Pengukuran kembali bersih penyisihan kerugian	(31)	-	-	(31)	*Net remeasurement of loss allowance*
Aset keuangan baru yang diterbitkan atau dibeli	103	-	-	103	*New financial assets originated or purchased*
	98	**-**	**-**	**98**	

	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					***Placement with other banks and Bank Indonesia***
Saldo awal	110	-	-	110	*Beginning balance*
Pengukuran kembali bersih penyisihan kerugian*)	(472)	(5)	-	(477)	*Net remeasurement of loss allowance*)*
Aset keuangan baru yang diterbitkan atau dibeli	388	5	-	393	*New financial assets originated or purchased*
	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)*

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 dan Bank Indonesia yang digunakan sebagai jaminan

Tidak terdapat penempatan pada bank lain dan Bank Indonesia yang digunakan sebagai jaminan pada tanggal 31 Desember 2023 dan 2022.

e. Placements with other banks and Bank Indonesia pledged as collateral

There were no placements with other banks dan Bank Indonesia pledged as collateral as of 31 December 2023 and 2022.

7. PENEMPATAN PADA BANK LAIN DAN BANK INDONESIA (lanjutan)

7. *PLACEMENTS WITH OTHER BANKS AND BANK INDONESIA (continued)*

f. Tingkat suku bunga per tahun

f. Annual interest rates

	Rupiah %	Dolar Amerika Serikat/ *United States Dollar* %	Won Korea/ *Korean Won* %	
2023	0.00 - 7.25	0.00 - 5.75	3.10 - 3.55	*2023*
2022	0.00 - 6.00	0.01 - 4.75	1.35 - 3.30	*2022*

Penempatan pada bank lain dan Bank Indonesia dalam mata uang selain Rupiah, Dolar Amerika Serikat, dan Won Korea, tidak mendapat bunga.

Placements with other bank and Bank Indonesia and other banks stated in currency other than Rupiah, United States Dollar, and Korean Won, do not earn interest.

8. EFEK-EFEK

8. *MARKETABLE SECURITIES*

a. Berdasarkan jenis dan mata uang

a. By type and currency

	2023		2022		
	Nilai nominal/ *Nominal value*	Nilai tercatat/ *Carrying Value*	Nilai nominal/ *Nominal value*	Nilai tercatat/ *Carrying value*	
Nilai wajar melalui laba rugi					***Fair value through profit or loss***
Rupiah					***Rupiah***
Reksadana	4,370,420	4,705,367	4,007,955	5,374,735	*Mutual funds*
Sekuritas Rupiah Bank Indonesia (SRBI)	2,606,364	2,548,772	-	-	*Issuing Bank Indonesia Rupiah Securities (SRBI)*
Obligasi	627,942	642,116	1,031	1,029	*Bonds*
Obligasi subordinasi	263,300	268,932	6,000	6,109	*Subordinated bonds*
Efek lainnya	724	725	1,742,286	1,742,286	*Other securities*
	7,868,750	8,165,912	5,757,272	7,124,159	
Mata uang asing					***Foreign currencies***
Sekuritas Valas Bank Indonesia (SVBI)	76,985	76,348	-	-	*Issuing Bank Indonesia Valas Securities (SVBI)*
Reksadana	31,756	39,562	38,347	50,126	*Mutual funds*
Obligasi	-	-	1,557	1,589	*Bonds*
	108,741	115,910	39,904	51,715	
Total nilai wajar melalui laba rugi	**7,977,491**	**8,281,822**	**5,797,176**	**7,175,874**	***Total fair value through profit or loss***
Nilai wajar melalui penghasilan komprehensif lain					***Fair value through other comprehensive income***
Rupiah					***Rupiah***
Reksadana	18,449,995	18,673,630	13,160,390	13,137,516	*Mutual funds*
Obligasi	5,317,136	5,373,190	5,449,910	5,577,050	*Bonds*
Sekuritas Rupiah Bank Indonesia (SRBI)	1,189,390	1,150,731	-	-	*Issuing Bank Indonesia Rupiah Securities (SRBI)*
Obligasi subordinasi	336,500	338,136	581,800	597,465	*Subordinated bonds*
Efek lainnya	1,453,926	1,477,442	-	-	*Other securities*
	26,746,947	27,013,129	19,192,100	19,312,031	
Mata uang asing					***Foreign currencies***
Reksadana	769,850	780,243	778,375	788,105	*Mutual funds*
Obligasi	779,088	728,171	787,716	726,398	*Bonds*
Sertifikat Bank Indonesia	-	-	77,838	77,838	*Certificate of Bank Indonesia*
	1,548,938	1,508,414	1,643,929	1,592,341	
Total nilai wajar melalui penghasilan komprehensif lain	**28,295,885**	**28,521,543**	**20,836,029**	**20,904,372**	***Total fair value through other comprehensive income***
Biaya perolehan diamortisasi					***Amortized cost***
Rupiah					***Rupiah***
Obligasi	600,000	542,790	601,000	547,493	*Bonds*
Efek lainnya	-	-	7,448	7,448	*Other securities*
	600,000	542,790	608,448	554,941	
Mata uang asing					***Foreign currencies***
Obligasi	61,588	61,525	167,568	167,564	*Bonds*
Total biaya perolehan diamortisasi	**661,588**	**604,315**	**776,016**	**722,505**	***Total amortized cost***
Total efek-efek		**37,407,680**		**28,802,751**	***Total marketable securities***
Cadangan kerugian penurunan nilai		(242,941)		(246,668)	*Allowance for impairment losses*
		37,164,739		**28,556,083**	

8. EFEK-EFEK (lanjutan) / *MARKETABLE SECURITIES (continued)*

a. Berdasarkan jenis dan mata uang (lanjutan) / *By type and currency (continued)*

Perincian efek-efek berdasarkan mata uang adalah sebagai berikut:

Marketable securities based on currencies are as follow:

	2023	2022	
Rupiah	35,721,831	26,991,131	***Rupiah***
Mata uang asing			***Foreign currency***
Dolar Amerika Serikat	1,685,849	1,811,620	*United States Dollar*
Total	37,407,680	28,802,751	*Total*
Cadangan kerugian penurunan nilai	(242,941)	(246,668)	*Allowance for impairment losses*
	37,164,739	**28,556,083**	

b. Berdasarkan hubungan / *By relationship*

	2023	2022	
Pihak berelasi			***Related parties***
Rupiah	11,064,596	7,497,961	*Rupiah*
Mata uang asing	362,761	297,650	*Foreign currencies*
Total pihak berelasi	11,427,357	7,795,611	*Total related parties*
Pihak ketiga			***Third parties***
Rupiah	24,657,235	19,493,170	*Rupiah*
Mata uang asing	1,323,088	1,513,970	*Foreign currencies*
Total pihak ketiga	25,980,323	21,007,140	*Total third parties*
Total	37,407,680	28,802,751	*Total*
Cadangan kerugian penurunan nilai	(242,941)	(246,668)	*Allowance for impairment losses*
	37,164,739	**28,556,083**	

c. Berdasarkan penerbit / *By issuer*

	2023	2022	
Korporasi	30,645,586	25,352,334	*Corporates*
Bank Indonesia	3,775,851	77,837	*Bank Indonesia*
Bank	2,986,243	3,372,580	*Banks*
Total	37,407,680	28,802,751	*Total*
Cadangan kerugian penurunan nilai	(242,941)	(246,668)	*Allowance for impairment losses*
	37,164,739	**28,556,083**	

8. EFEK-EFEK (lanjutan) / *8. MARKETABLE SECURITIES (continued)*

d. Berdasarkan peringkat / *d. By rating*

	2023			
	Pemeringkat/ *Agencies*	**Peringkat/ *Rating***	**Nilai tercatat/ *Carrying value***	
Nilai wajar melalui laba rugi				***Fair value through profit or loss***
Rupiah				***Rupiah***
Reksadana	-	-	4,705,367	*Mutual funds*
Sekuritas Rupiah Bank Indonesia (SRBI)	-	-	2,548,772	*Issuing Bank Indonesia Rupiah Securities (SRBI)*
Obligasi	Beragam/*Various*	Beragam/*Various*	642,116	*Bonds*
Obligasi subordinasi	Beragam/*Various*	Beragam/*Various*	268,932	*Subordinated bonds*
Efek lainnya	Beragam/*Various*	Beragam/*Various*	725	*Other securities*
			8,165,912	
Mata uang asing				***Foreign currencies***
Sekuritas Valas Bank Indonesia (SVBI)	-	-	76,348	*Issuing Bank Indonesia Valas Securities (SVBI)*
Reksadana	-	-	39,562	*Mutual funds*
			115,910	
Total nilai wajar melalui laba rugi			**8,281,822**	***Total fair value through profit or loss***
Nilai wajar melalui penghasilan komprehensif lain				***Fair value through other comprehensive income***
Rupiah				***Rupiah***
Reksadana	-	-	18,673,630	*Mutual funds*
Sekuritas Rupiah Bank Indonesia (SRBI)	-	-	1,150,731	*Issuing Bank Indonesia Rupiah Securities (SRBI)*
Efek lainnya	Beragam/*Various*	Beragam/*Various*	1,477,442	*Other securities*
Obligasi subordinasi				*Subordinated bonds*
PT Bank Pan Indonesia Tbk	Pefindo	idAA - idA+	196,203	*PT Bank Pan Indonesia Tbk*
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	Pefindo	idAA	74,707	*PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk*
PT Bank UOB Indonesia	Fitch	AAA(idn)	67,226	*PT Bank UOB Indonesia*
Subtotal			338,136	*Subtotal*
Obligasi				*Bonds*
PT Sarana Multigriya Finansial (Persero)	Pefindo	idAAA	790,249	*PT Sarana Multigriya Finansial (Persero)*
PT Perusahaan Listrik Negara (Persero)	Pefindo	idAAA	608,522	*PT Perusahaan Listrik Negara (Persero)*
PT Bank Mandiri (Persero)Tbk	Pefindo	idAAA	412,450	*PT Bank Mandiri (Persero) Tbk*
PT Hutama Karya (Persero)	Pefindo	idAA-	391,263	*PT Hutama Karya (Persero)*
PT Telkom Indonesia Tbk	Pefindo	idAAA	327,050	*PT Telkom Indonesia Tbk*
PT Semen Indonesia (Persero) Tbk	Pefindo	idAA+	251,933	*PT Semen Indonesia (Persero) Tbk*
PT Bank Maybank Indonesia Tbk	Pefindo	idAAA	236,198	*PT Bank Maybank Indonesia Tbk*
PT Bank Tabungan Negara (Persero) Tbk	Pefindo	idAAA	229,848	*PT Bank Tabungan Negara (Persero) Tbk*
PT Indosat Tbk	Pefindo	idAAA	222,130	*PT Indosat Tbk*
PT Chandra Asri Petrochemical Tbk	Pefindo	idAA-	221,625	*PT Chandra Asri Petrochemical Tbk*
PT Permodalan Nasional Madani	Pefindo	idAA+	200,567	*PT Permodalan Nasional Madani*
PT Adira Dinamika Multi Finance Tbk	Pefindo	idAAA	159,090	*PT Adira Dinamika Multi Finance Tbk*
PT Sarana Multi Infrastruktur (Persero)	Pefindo	idAAA	120,814	*PT Sarana Multi Infrastruktur (Persero)*
PT Bank Rakyat Indonesia (Persero) Tbk	Pefindo	idAAA	119,290	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT XL Axiata Tbk	Fitch	AAA(idn)	108,530	*PT XL Axiata Tbk*
PT Mandiri Tunas Finance	Pefindo	idAAA	102,058	*PT Mandiri Tunas Finance*
PT Jasa Marga (Persero) Tbk	Pefindo	idAA	100,899	*PT Jasa Marga (Persero) Tbk*
PT Bank KB Bukopin Tbk	Pefindo	idAA	89,600	*PT Bank KB Bukopin Tbk*
PT Pegadaian	Pefindo	idAAA	89,200	*PT Pegadaian*
PT Pupuk Indonesia (Persero)	Fitch	AAA(idn)	76,002	*PT Pupuk Indonesia (Persero)*
PT Mora Telematika Indonesia Tbk	Pefindo	idA	58,140	*PT Mora Telematika Indonesia Tbk*
PT Adhi Karya (Persero) Tbk	Pefindo	idA-	50,574	*PT Adhi Karya (Persero) Tbk*
PT Bank Mandiri Taspen	Pefindo	idAAA	43,012	*PT Bank Mandiri Taspen*
PT Indonesia Infrastructure Finance	Pefindo	idAAA	14,819	*PT Indonesia Infrastructure Finance*
PT BRI Multifinance Indonesia	Pefindo	idAA	12,418	*PT BRI Multifinance Indonesia*
PT Bank CIMB Niaga Tbk	Pefindo	idAA	10,081	*PT Bank CIMB Niaga Tbk*

8. EFEK-EFEK (lanjutan) / *8. MARKETABLE SECURITIES (continued)*

d. Berdasarkan peringkat (lanjutan) / *d. By rating (continued)*

	2023			
	Pemeringkat/ *Agencies*	**Peringkat/ *Rating***	**Nilai tercatat/ *Carrying value***	
Nilai wajar melalui penghasilan komprehensif lain (lanjutan)				***Fair value through other comprehensive income** (continued)*
Rupiah (lanjutan)				***Rupiah** (continued)*
Obligasi (lanjutan)				*Bonds (continued)*
PT Kereta Api Indonesia (Persero)	Pefindo	idAAA	9,943	*PT Kereta Api Indonesia (Persero)*
PT Bank Pembangunan Daerah Sulawesi Selatan dan Sulawesi Barat	Pefindo	idA+	4,750	*PT Bank Pembangunan Daerah Sulawesi Selatan dan Sulawesi Barat*
Lainnya	Beragam/*various*	Beragam/*various*	312,135	*Others*
Subtotal			5,373,190	*Subtotal*
			27,013,129	
Mata uang asing				***Foreign currencies***
Reksadana	-	-	780,243	*Mutual funds*
Obligasi				*Bonds*
PT Perusahaan Listrik Negara (Persero)	Pefindo	idAAA	97,688	*PT Perusahaan Listrik Negara (Persero)*
PT Bank Rakyat Indonesia (Persero) Tbk	Pefindo	idAAA	76,664	*PT Bank Rakyat Indonesia (Persero) Tbk*
Bank of America	Fitch	AA	75,970	*Bank of America*
Wells Fargo	Fitch	AA-	73,260	*Wells Fargo*
Suntrust Bank	Fitch	BBB	72,577	*Suntrust Bank*
JP Morgan Chase Bank, N.A.	Fitch	AA	69,517	*JPMorgan Chase Bank, N.A.*
M&T Bank Corporation	Fitch	A	68,357	*M&T Bank Corporation*
The Huntington National Bank	Fitch	A-	67,254	*The Huntington National Bank*
PT Pertamina (Persero)	Fitch	BBB	64,829	*PT Pertamina (Persero)*
PT Pelabuhan Indonesia (Persero)	Fitch	BBB	62,055	*PT Pelabuhan Indonesia (Persero)*
Subtotal			728,171	*Subtotal*
			1,508,414	
Total nilai wajar pada penghasilan komprehensif lain			**28,521,543**	***Total fair value through other comprehensive income***
Biaya perolehan diamortisasi				***Amortised cost***
Rupiah				***Rupiah***
Obligasi				*Bonds*
Intan Baruprana Finance	-	-	242,790	*Intan Baruprana Finance*
PT Sarana Multi Infrastruktur (Persero)	Pefindo	idAAA	200,000	*PT Sarana Multi Infrastruktur (Persero)*
PT Semen Indonesia (Persero) Tbk	Pefindo	idAA+	100,000	*PT Semen Indonesia (Persero) Tbk*
Subtotal			542,790	*Subtotal*
Mata uang asing				***Foreign currencies***
Obligasi				*Bonds*
PT Bank Mandiri (Persero)Tbk	Pefindo	idAAA	61,525	*PT Bank Mandiri (Persero) Tbk*
Subtotal			61,525	*Subtotal*
Total biaya perolehan diamortisasi			**604,315**	***Total amortised cost***
Total efek-efek			**37,407,680**	***Total marketable securities***
Cadangan kerugian penurunan nilai			(242,941)	*Allowance for impairment losses*
Efek-efek - bersih			**37,164,739**	***Marketable securities - net***

8. EFEK-EFEK (lanjutan) / *8. MARKETABLE SECURITIES (continued)*

d. Berdasarkan peringkat (lanjutan) / *d. By rating (continued)*

	2022			
	Pemeringkat/ *Agencies*	**Peringkat/ *Rating***	**Nilai tercatat/ *Carrying value***	
Nilai wajar melalui laba rugi				***Fair value through profit or loss***
Rupiah				***Rupiah***
Reksadana	-	-	5,374,735	*Mutual funds*
Obligasi	Pefindo	idAA - idAAA	1,029	*Bonds*
Obligasi subordinasi	Beragam/*Various*	Beragam/*Various*	6,109	*Subordinated bonds*
Efek lainnya	Pefindo	idAA+ - idAAA	1,742,286	*Other securities*
			7,124,159	
Mata uang asing				***Foreign currencies***
Reksadana	-	-	50,126	*Mutual funds*
Obligasi	-	-	1,589	*Bonds*
			51,715	
Total nilai wajar melalui laba rugi			**7,175,874**	***Total fair value through profit or loss***
Nilai wajar melalui penghasilan komprehensif lain				***Fair value through other comprehensive income***
Rupiah				***Rupiah***
Reksadana	-	-	13,137,516	*Mutual funds*
Obligasi subordinasi				*Subordinated bonds*
PT Bank Pan Indonesia Tbk	Pefindo	idA+	243,595	*PT Bank Pan Indonesia Tbk*
PT Bank UOB Indonesia	Fitch	AA(idn)	206,468	*PT Bank UOB Indonesia*
PT Bank Mandiri (Persero)Tbk	Pefindo	idAA	76,222	*PT Bank Mandiri (Persero) Tbk*
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	Pefindo	idAAA	66,101	*PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk*
PT Bank Maybank Indonesia Tbk	Pefindo	idAA	5,079	*PT Bank Maybank Indonesia Tbk*
Subtotal			597,465	*Subtotal*
Obligasi				*Bonds*
PT Perusahaan Listrik Negara (Persero)	Pefindo	idAAA	820,293	*PT Perusahaan Listrik Negara (Persero)*
PT Sarana Multigriya Finansial (Persero)	Fitch	AAA(idn)	414,498	*PT Sarana Multigriya Finansial (Persero)*
PT Hutama Karya (Persero)	Pefindo	idAA-	397,662	*PT Hutama Karya (Persero)*
PT Bank Mandiri (Persero)Tbk	Pefindo	idAAA	340,301	*PT Bank Mandiri (Persero) Tbk*
PT Adira Dinamika Multi Finance Tbk	Pefindo	idAAA	327,789	*PT Adira Dinamika Multi Finance Tbk*
PT Bank Rakyat Indonesia (Persero) Tbk	Pefindo	idAAA	298,785	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT Permodalan Nasional Madani	Pefindo	idAA	269,163	*PT Permodalan Nasional Madani*
PT Bank Maybank Indonesia Tbk	Pefindo	idAAA	267,815	*PT Bank Maybank Indonesia Tbk*
PT Bank Tabungan Negara (Persero) Tbk	Pefindo	idAA+	264,387	*PT Bank Tabungan Negara (Persero) Tbk*
PT Semen Indonesia (Persero) Tbk	Pefindo	idAA+	260,800	*PT Semen Indonesia (Persero) Tbk*
PT Indosat Tbk	Pefindo	idAAA	227,470	*PT Indosat Tbk*
PT Chandra Asri Petrochemical Tbk	Pefindo	idAA-	224,032	*PT Chandra Asri Petrochemical Tbk*
PT Sarana Multi Infrastruktur (Persero)	Pefindo	idAAA	150,872	*PT Sarana Multi Infrastruktur (Persero)*
PT Bank Pan Indonesia Tbk	Pefindo	idA+	120,351	*PT Bank Pan Indonesia Tbk*
PT XL Axiata Tbk	Fitch	AAA(idn)	106,462	*PT XL Axiata Tbk*
PT Jasa Marga (Persero) Tbk	Pefindo	idAA	103,102	*PT Jasa Marga (Persero) Tbk*
PT Pegadaian	Pefindo	idAAA	95,593	*PT Pegadaian*
PT Bank KB Bukopin Tbk	Pefindo	idAAA	90,059	*PT Bank KB Bukopin Tbk*
PT Kereta Api Indonesia (Persero)	Pefindo	idAA+	81,256	*PT Kereta Api Indonesia (Persero)*
PT Pupuk Indonesia (Persero)	Fitch	AAA(idn)	76,134	*PT Pupuk Indonesia (Persero)*
PT Astra Sedaya Finance	Pefindo	idAAA	70,490	*PT Astra Sedaya Finance*
PT Maybank Indonesia Finance	Fitch	AA+(idn)	70,100	*PT Maybank Indonesia Finance*
PT Mora Telematika Indonesia Tbk	Pefindo	idA+	52,411	*PT Mora Telematika Indonesia Tbk*
PT Adhi Karya (Persero) Tbk	Pefindo	idA-	49,308	*PT Adhi Karya (Persero) Tbk*
PT Bank Mandiri Taspen	Pefindo	idAA+	42,762	*PT Bank Mandiri Taspen*
PT Bank CIMB Niaga Tbk	Pefindo	idAAA	20,532	*PT Bank CIMB Niaga Tbk*
PT Telkom Indonesia (Persero) Tbk	Pefindo	idAAA	13,222	*PT Telkom Indonesia (Persero) Tbk*
PT BRI Multifinance Indonesia	Pefindo	idAA	12,345	*PT BRI Multifinance Indonesia*
Lembaga Pembiayaan Ekspor Indonesia	Pefindo	idAAA	7,205	*Lembaga Pembiayaan Ekspor Indonesia*

8. EFEK-EFEK (lanjutan) / *8. MARKETABLE SECURITIES (continued)*

d. Berdasarkan peringkat (lanjutan) / *d. By rating (continued)*

	2022			
	Pemeringkat/ *Agencies*	**Peringkat/ *Rating***	**Nilai tercatat/ *Carrying value***	
Nilai wajar melalui penghasilan komprehensif lain (lanjutan)				***Fair value through other comprehensive income** (continued)*
Rupiah (lanjutan)				***Rupiah (continued)***
PT Bank Pembangunan Daerah Sulawesi Selatan dan Sulawesi Barat	Pefindo	idA+	4,746	*PT Bank Pembangunan Daerah Sulawesi Selatan dan Sulawesi Barat*
Lainnya	Beragam/*various*	Beragam/*various*	297,105	*Others*
Subtotal			5,577,050	*Subtotal*
			19,312,031	
Mata uang asing				***Foreign currencies***
Reksadana	-	-	788,105	*Mutual funds*
Sertifikat Bank Indonesia	-	-	77,838	*Certificate of Bank Indonesia*
Obligasi				*Bonds*
PT Perusahaan Listrik Negara (Persero)	Pefindo	idAAA	96,130	*PT Perusahaan Listrik Negara (Persero)*
PT Bank Rakyat Indonesia (Persero) Tbk	Pefindo	idAAA	76,474	*PT Bank Rakyat Indonesia (Persero) Tbk*
JPMorgan Chase Bank, N.A.	Fitch	BBB	75,210	*JPMorgan Chase Bank, N.A.*
Suntrust Bank	S&P	BB+	73,158	*Suntrust Bank*
Bank of America	Fitch	BBB+	71,951	*Bank of America*
The Huntington National Bank	Fitch	BB+	70,800	*The Huntington National Bank*
M&T Bank Corporation	S&P	BBB+	70,288	*M&T Bank Corporation*
Wells Fargo	Fitch	BBB	67,341	*Wells Fargo*
PT Pertamina (Persero)	S&P	BBB	63,308	*PT Pertamina (Persero)*
PT Pelabuhan Indonesia (Persero)	S&P	BBB	61,738	*PT Pelabuhan Indonesia (Persero)*
Subtotal			1,592,341	*Subtotal*
Total nilai wajar pada penghasilan komprehensif lain			**20,904,372**	***Total fair value through other comprehensive income***
Biaya perolehan diamortisasi				***Amortised cost***
Rupiah				***Rupiah***
Obligasi				*Bonds*
Intan Baruprana Finance	-	-	246,493	*Intan Baruprana Finance*
PT Sarana Multi Infrastruktur (Persero)	Pefindo	idAAA	200,000	*PT Sarana Multi Infrastruktur (Persero)*
PT Semen Indonesia (Persero) Tbk	Pefindo	idAA+	100,000	*PT Semen Indonesia (Persero) Tbk*
PT Bank Syariah Indonesia Tbk	Pefindo	idAAA	1,000	*PT Bank Syariah Indonesia Tbk*
Efek lainnya	Beragam/*Various*	Beragam/*Various*	7,448	*Other securities*
Subtotal			554,941	*Subtotal*
Mata uang asing				***Foreign currencies***
Obligasi				*Bonds*
PT Bank KEB Hana Indonesia	Fitch	AAA	31,131	*PT Bank KEB Hana Indonesia*
Efek lainnya	Beragam/*Various*	Beragam/*Various*	136,433	*Other securities*
Subtotal			167,564	*Subtotal*
Total biaya perolehan diamortisasi			**722,505**	***Total amortised cost***
Total efek-efek			**28,802,751**	***Total marketable securities***
Cadangan kerugian penurunan nilai			(246,668)	*Allowance for impairment losses*
Efek-efek - bersih			**28,556,083**	***Marketable securities - net***

8. EFEK-EFEK (lanjutan)

8. *MARKETABLE SECURITIES (continued)*

e. Berdasarkan kolektibilitas sesuai Peraturan OJK

e. *By Financial Service Authority Rule collectibility*

	2023		2022		
	Pokok/ *Principal*	Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	Pokok/ *Principal*	Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	
Lancar	36,873,566	(151)	28,268,598	(175)	*Current*
Kurang lancar*)	291,324	-	287,660	-	*Substandard*)*
Macet	242,790	(242,790)	246,493	(246,493)	*Loss*
	37,407,680	**(242,941)**	**28,802,751**	**(246,668)**	

*) 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.*

f. Nilai tercatat bruto dan cadangan kerugian penurunan nilai

Perubahan nilai tercatat bruto adalah sebagai berikut:

f. *Gross carrying amount and allowance for impairment losses*

Movements in the gross carrying amount are as follows:

	2023				
	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					***Marketable securities at amortised cost***
Saldo awal	476,012	-	246,493	722,505	*Beginning balance*
Aset keuangan baru yang diterbitkan atau dibeli	131,384	-	(7,404)	123,980	*New financial assets originated or purchased*
Pembayaran penuh	(245,872)	-	3,702	(242,170)	*Full repayment*
	361,524	**-**	**242,791**	**604,315**	

	2023				
	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					***Marketable securities at fair value through other comprehensive income***
Saldo awal	20,592,749	311,623	-	20,904,372	*Beginning balance*
Pengukuran kembali bersih*)	7,587,526	(9)	-	7,587,517	*Net remeasurement*)*
Aset keuangan baru yang diterbitkan atau dibeli	31,471	-	-	31,471	*New financial assets originated or purchased*
Valuta asing dan perubahan lain	(656)	(1,161)	-	(1,817)	*Foreign exchange and other movements*
	28,211,090	**310,453**	**-**	**28,521,543**	

*) Termasuk di dalam pengukuran kembali bersih adalah penjualan efek-efek

*Including in the net measurement is sales of marketable securities *)*

8. EFEK-EFEK (lanjutan)

f. Nilai tercatat bruto dan cadangan kerugian penurunan nilai (lanjutan)

Perubahan nilai tercatat bruto adalah sebagai berikut: (lanjutan)

***8. MARKETABLE SECURITIES** (continued)*

***f. Gross carrying amount and allowance for impairment losses** (continued)*

Movements in the gross carrying amount 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***	
Efek-efek yang diukur pada biaya perolehan diamortisasi					***Marketable securities at amortised cost***
Saldo awal	6,004	-	250,048	256,052	*Beginning balance*
Aset keuangan baru yang diterbitkan atau dibeli	470,008	-	-	470,008	*New financial assets originated or purchased*
Pembayaran penuh	-	-	(3,555)	(3,555)	*Full repayment*
	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					***Marketable securities at fair value through other comprehensive income***
Saldo awal	15,939,415	285,315	-	16,224,730	*Beginning balance*
Pengukuran kembali bersih*)	2,887,136	(16)	-	2,887,120	*Net remeasurement*)*
Aset keuangan baru yang diterbitkan atau dibeli	2,339,323	-	-	2,339,323	*New financial assets originated or purchased*
Pembayaran penuh	(624,666)	-	-	(624,666)	*Full repayment*
Valuta asing dan perubahan lain	51,541	26,324	-	77,865	*Foreign exchange and other movements*
	20,592,749	**311,623**	**-**	**20,904,372**	

*) Termasuk di dalam pengukuran kembali bersih adalah penjualan efek-efek

*Including in the net measurement is sales of marketable securities *)*

Perubahan cadangan kerugian penurunan nilai adalah sebagai berikut:

Movements in the allowance for impairment losses are as follows:

	2023				
	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					***Marketable securities at amortised cost***
Saldo awal	175	-	246,493	246,668	*Beginning balance*
Aset keuangan baru yang diterbitkan atau dibeli	151	-	-	151	*New financial assets originated or purchased*
Pembayaran penuh	(175)	-	(3,703)	(3,878)	*Full repayment*
	151	**-**	**242,790**	**242,941**	

8. EFEK-EFEK (lanjutan)

f. Nilai tercatat bruto dan cadangan kerugian penurunan nilai (lanjutan)

Perubahan cadangan kerugian penurunan nilai adalah sebagai berikut: (lanjutan)

***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)

	2023				
	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					***Marketable securities at fair value through other comprehensive income***
Saldo awal	2,852	3,258	-	6,110	*Beginning balance*
Pengukuran kembali bersih penyisihan kerugian**	(756)	(709)	-	(1,465)	*Net remeasurement of loss allowance***
Aset keuangan baru yang diterbitkan atau dibeli	(203)	-	-	(203)	*New financial assets originated or purchased*
Valuta asing dan perubahan lain	(2)	(11)	-	(13)	*Foreign exchange and other movements*
	1,891	**2,538**	**-**	**4,429**	

* 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

* *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.*

	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					***Marketable securities at amortised cost***
Saldo awal	-	-	250,048	250,048	*Beginning balance*
Aset keuangan baru yang diterbitkan atau dibeli	175	-	-	175	*New financial assets originated or purchased*
Pembayaran penuh	-	-	(3,555)	(3,555)	*Full repayment*
	175	**-**	**246,493**	**246,668**	

	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					***Marketable securities at fair value through other comprehensive income***
Saldo awal	6,870	4,357	-	11,227	*Beginning balance*
Pengukuran kembali bersih penyisihan kerugian**	(6,380)	(1,435)	-	(7,815)	*Net remeasurement of loss allowance***
Aset keuangan baru yang diterbitkan atau dibeli	3,993	-	-	3,993	*New financial assets originated or purchased*
Pembayaran penuh	(1,672)	-	-	(1,672)	*Full repayment*
Valuta asing dan perubahan lain	41	336	-	377	*Foreign exchange and other movements*
	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

* *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.*

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.

***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. Tingkat suku bunga per tahun / ***g. Annual interest rates***

	Rupiah %	Dolar Amerika Serikat/ *United States Dollar* %	
Suku Bunga :			*Interest Rate:*
2023	5.35 - 11.25	2.30 - 7.16	*2023*
2022	4.00 - 11.25	0.50 - 6.50	*2022*

9. WESEL EKSPOR DAN TAGIHAN LAINNYA / ***9. BILLS AND OTHER RECEIVABLES***

a. Berdasarkan jenis dan mata uang / ***a. By type and currency***

	2023	2022	
Rupiah			***Rupiah***
Surat Keterangan Berdokumen Dalam Negeri (SKBDN)	3,688,683	2,902,559	*Domestic Documentary Letters of Credit*
Wesel Ekspor	182,530	529,043	*Export Bills*
Tagihan lainnya:			*Other receivables:*
- *Open account financing* dan *Supply chain financing*	8,832,690	11,207,612	*Open account financing and - Supply chain financing*
	12,703,903	14,639,214	
Mata uang asing			***Foreign currencies***
Wesel Ekspor	5,428,141	4,941,865	*Export Bills*
Surat Keterangan Berdokumen Dalam Negeri (SKBDN)	81,085	-	*Domestic Documentary Letters of Credit*
Tagihan lainnya:			*Other receivables:*
- *Open account financing* dan *Supply chain financing*	799,271	771,519	*Open account financing and - Supply chain financing*
- Tagihan transaksi *L/C Sight*	265,095	549,531	*L/C Sight receivables -*
	6,573,592	6,262,915	
Total	19,277,495	20,902,129	*Total*
Cadangan kerugian penurunan nilai	(278,501)	(172,909)	*Allowance for impairment losses*
	18,998,994	**20,729,220**	

9. WESEL EKSPOR DAN TAGIHAN LAINNYA (lanjutan) / *BILLS AND OTHER RECEIVABLES (continued)*

a. Berdasarkan jenis dan mata uang (lanjutan) / *By type and currency (continued)*

Perincian wesel ekspor dan tagihan lainnya berdasarkan mata uang adalah sebagai berikut:

Bills and other receivables based on currencies are as follows:

	2023	2022	
Rupiah	12,703,903	14,639,214	***Rupiah***
Mata uang asing			***Foreign currencies***
Dolar Amerika Serikat	5,599,710	5,759,400	*United States Dollar*
Yuan China	973,882	465,615	*Chinese Yuan*
Euro Eropa	-	37,900	*European Euro*
	6,573,592	6,262,915	
Total	19,277,495	20,902,129	*Total*
Cadangan kerugian penurunan nilai	(278,501)	(172,909)	*Allowance for impairment losses*
	18,998,994	**20,729,220**	

b. Berdasarkan hubungan / *By relationship*

	2023	2022	
Pihak berelasi			***Related parties***
Rupiah	10,004,155	10,326,392	*Rupiah*
Mata uang asing	81,085	-	*Foreign currencies*
Total pihak berelasi	10,085,240	10,326,392	*Total related parties*
Pihak ketiga			***Third parties***
Mata uang asing	6,492,507	6,262,915	*Foreign currencies*
Rupiah	2,699,748	4,312,822	*Rupiah*
Total pihak ketiga	9,192,255	10,575,737	*Total third parties*
Total	19,277,495	20,902,129	*Total*
Cadangan kerugian penurunan nilai	(278,501)	(172,909)	*Allowance for impairment losses*
	18,998,994	**20,729,220**	

c. Berdasarkan kolektibilitas sesuai Peraturan OJK / *By Financial Service Authority collectibility*

	2023		2022		
	Pokok/ *Principal*	**Cadangan kerugian penurunan nilai/ *Allowance for impairment losses***	**Pokok/ *Principal***	**Cadangan kerugian penurunan nilai/ *Allowance for impairment losses***	
Lancar	19,277,495	(278,501)	20,848,683	(119,463)	*Current*
Macet	-	-	53,446	(53,446)	*Loss*
	19,277,495	**(278,501)**	**20,902,129**	**(172,909)**	

9. WESEL EKSPOR DAN TAGIHAN LAINNYA (lanjutan)

d. Nilai tercatat bruto dan cadangan kerugian penurunan nilai

Perubahan nilai tercatat bruto adalah sebagai berikut:

9. BILLS AND OTHER RECEIVABLES *(continued)*

d. Gross carrying amount and allowance for impairment losses

Movements in the gross carrying amount are as follows:

	2023				
	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					***Bill and other receivables***
Saldo awal	20,102,299	746,384	53,446	20,902,129	*Beginning balance*
Pengalihan dari					*Transfer from:*
- Kerugian kredit ekspektasian 12 bulan	(7,246,852)	7,246,852	-	-	*12-month ECL-*
- Kerugian kredit ekspektasian sepanjang umurnya - tidak mengalami penurunan nilai	3,360,633	(3,360,633)	-	-	*Lifetime ECL not credit -impaired*
Pengukuran kembali bersih*)	15,597,649	(382,101)	-	15,215,548	*Net remeasurement*)*
Aset keuangan baru yang diterbitkan atau dibeli	4,973,517	-	-	4,973,517	*New financial assets originated or purchased*
Pembayaran penuh	(20,045,174)	(1,714,325)	-	(21,759,499)	*Fully repayment*
Hapus Buku	-	-	(53,446)	(53,446)	*Write-offs*
Valuta asing dan perubahan lain	264,238	(264,992)	-	(754)	*Foreign exchange and other movements*
	17,006,310	**2,271,185**	**-**	**19,277,495**	

*) Termasuk di dalam pengukuran kembali bersih adalah pembayaran kembali

Including in the net remeasurement is repayment)*

	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					***Bill and other receivables***
Saldo awal	15,120,415	4,792,075	53,446	19,965,936	*Beginning balance*
Pengalihan dari					*Transfer from:*
- Kerugian kredit ekspektasian 12 bulan	(195,638)	195,638	-	-	*12-month ECL-*
- Kerugian kredit ekspektasian sepanjang umurnya – tidak mengalami penurunan nilai	4,825,611	(4,825,611)	-	-	*Lifetime ECL not credit -impaired*
Pengukuran kembali bersih*)	19,441,781	2,239,990	-	21,681,771	*Net remeasurement*)*
Aset keuangan baru yang diterbitkan atau dibeli	7,064,582	68,623	-	7,133,205	*New financial assets originated or purchased*
Pembayaran penuh	(27,107,118)	(1,736,634)	-	(28,843,752)	*Fully repayment*
Valuta asing dan perubahan lain	952,666	12,303	-	964,969	*Foreign exchange and other movements*
	20,102,299	**746,384**	**53,446**	**20,902,129**	

*) Termasuk di dalam pengukuran kembali bersih adalah pembayaran kembali dan dampak akuisisi

Including in the net remeasurement is repayment and impact of acquisition)*

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:

9. BILLS AND OTHER RECEIVABLES *(continued)*

d. Gross carrying amount and allowance for impairment losses *(continued)*

Movements in the allowance for impairment losses are as follows:

	2023				
	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					***Bill and other receivables***
Saldo awal	108,650	10,813	53,446	172,909	*Beginning balance*
Pengalihan dari					*Transfer from:*
- Kerugian kredit ekspektasian 12 bulan	(16,990)	16,990	-	-	*12-month ECL-*
- Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk	213,559	(213,559)	-	-	*Lifetime ECL not credit - -impaired*
Pengukuran kembali bersih penyisihan kerugian	(118,791)	420,407	-	301,616	*Net remeasurement of loss allowance*
Aset keuangan baru yang diterbitkan atau dibeli	32,619	-	-	32,619	*New financial assets originated or purchased*
Pembayaran penuh	(132,823)	(42,702)	-	(175,525)	*Fully repayment*
Hapus buku	-	-	(53,446)	(53,446)	*Write-off*
Valuta asing dan perubahan lain	900	(572)	-	328	*Foreign exchange and other movements*
	87,124	**191,377**	**-**	**278,501**	

	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					***Bill and other receivables***
Saldo awal	103,823	245,349	53,446	402,618	*Beginning balance*
Pengalihan dari					*Transfer from:*
- Kerugian kredit ekspektasian 12 bulan	(1,688)	1,688	-	-	*12-month ECL-*
- Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk	301,888	(301,888)	-	-	*Lifetime ECL not credit - -impaired*
Pengukuran kembali bersih penyisihan kerugian*)	(192,491)	135,767	-	(56,724)	*Net remeasurement of loss allowance*)
Aset keuangan baru yang diterbitkan atau dibeli	56,707	786	-	57,493	*New financial assets originated or purchased*
Pembayaran penuh	(148,554)	(88,117)	-	(236,671)	*Fully repayment*
Valuta asing dan perubahan lain	(11,035)	17,228	-	6,193	*Foreign exchange and other movements*
	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)*

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.

e. Tingkat suku bunga per tahun

9. BILLS AND OTHER RECEIVABLES *(continued)*

d. Gross carrying amount and allowance for impairment losses *(continued)*

Management believes that the above allowance for impairment losses is adequate.

e. Annual interest rates

	Rupiah %	Dolar Amerika Serikat/ *United States Dollar* %	Euro Eropa/ *European Euro* %	Yuan China/ *Chinese Yuan* %	
Bunga kontrak					*Contractual rates*
2023	0.00 - 11.25	0.00 - 8.41	-	0.00	*2023*
2022	4.13 - 10.00	1.00 - 8.90	2.65 - 3.75	2.08 - 3.50	*2022*

10. TAGIHAN AKSEPTASI

a. Berdasarkan pihak dan mata uang

10. ACCEPTANCE RECEIVABLES

a. By party and currency

	2023	2022	
Rupiah			***Rupiah***
Debitur non-bank	9,444,839	11,357,348	*Non-bank debtors*
Bank	158,993	161,579	*Banks*
	9,603,832	11,518,927	
Mata uang asing			***Foreign currencies***
Debitur non-bank	7,906,334	8,412,891	*Non-bank debtors*
Bank	58,509	82,410	*Banks*
	7,964,843	8,495,301	
Total	17,568,675	20,014,228	*Total*
Cadangan kerugian penurunan nilai	(477,481)	(1,102,385)	*Allowance for impairment losses*
	17,091,194	**18,911,843**	

Perincian tagihan akseptasi berdasarkan mata uang adalah sebagai berikut:

Acceptance receivables based on currencies are as follows:

	2023	2022	
Rupiah	9,603,832	11,518,927	***Rupiah***
Mata uang asing			***Foreign currencies***
Dolar Amerika Serikat	7,789,126	8,064,042	*United States Dollar*
Euro Eropa	68,878	288,198	*European Euro*
Pound Sterling Inggris	41,205	58,873	*Great Britain Pound Sterling*
Yuan China	39,610	27,797	*Chinese Yuan*
Yen Jepang	19,698	23,488	*Japanese Yen*
Dolar Singapura	4,259	23,484	*Singapore Dollar*
Dolar Australia	1,729	6,660	*Australian Dollar*
Franc Swiss	338	2,759	*Swiss Franc*
	7,964,843	8,495,301	
Total	17,568,675	20,014,228	*Total*
Cadangan kerugian penurunan nilai	(477,481)	(1,102,385)	*Allowance for impairment losses*
	17,091,194	**18,911,843**	

10. TAGIHAN AKSEPTASI (lanjutan) / *ACCEPTANCE RECEIVABLES (continued)*

b. Berdasarkan hubungan / *By relationship*

	2023	2022	
Pihak berelasi			***Related parties***
Rupiah	2,949,903	2,386,383	*Rupiah*
Mata uang asing	209,052	2,279,213	*Foreign currencies*
Total pihak berelasi	3,158,955	4,665,596	*Total related parties*
Pihak ketiga			***Third parties***
Rupiah	6,653,929	9,132,544	*Rupiah*
Mata uang asing	7,755,791	6,216,088	*Foreign currencies*
Total pihak ketiga	14,409,720	15,348,632	*Total third parties*
Total	17,568,675	20,014,228	*Total*
Cadangan kerugian penurunan nilai	(477,481)	(1,102,385)	*Allowance for impairment losses*
	17,091,194	**18,911,843**	

c. Berdasarkan kolektibilitas sesuai Peraturan OJK / *By Financial Service Authority Rule collectibility*

	2023		2022		
	Pokok/ *Principal*	Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	Pokok/ *Principal*	Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	
Lancar	17,568,675	(477,481)	19,461,562	(600,251)	*Current*
Dalam perhatian khusus	-	-	552,666	(502,134)	*Special mention*
	17,568,675	**(477,481)**	**20,014,228**	**(1,102,385)**	

d. Nilai tercatat bruto dan cadangan kerugian penurunan nilai / *Gross carrying amount and allowance for impairment losses*

Perubahan nilai tercatat bruto adalah sebagai berikut:

Movements in the gross carrying amount are as follows:

	2023				
	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*	
Tagihan akseptasi					***Acceptance receivables***
Saldo awal	13,461,588	6,014,626	538,014	20,014,228	*Beginning balance*
Pengalihan dari:					*Transfer from:*
- Kerugian kredit ekspektasian 12 bulan	(781,385)	781,385	-	-	*12-month ECL -*
- Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk	529,257	(529,257)	-	-	*Lifetime ECL not credit impaired*
Pengalihan dari/ke kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk - bersih	-	(14,652)	14,652	-	*Transfer from/to Lifetime ECL credit - - impaired - net*
Pengukuran kembali bersih*)	17,824,338	2,469,141	35,348	20,328,827	*Net remeasurement*)*
Aset keuangan baru yang diterbitkan atau dibeli	1,440,364	15,656	-	1,456,020	*New financial assets originated or purchased*
Pembayaran penuh	(19,449,990)	(4,174,991)	(576,434)	(24,201,415)	*Fully repayment*
Valuta asing dan perubahan lain	(26,667)	9,262	(11,580)	(28,985)	*Foreign exchange and other movements*
	12,997,505	**4,571,170**	**-**	**17,568,675**	

*) Termasuk di dalam pengukuran kembali adalah pembayaran kembali.

*Including in the net remeasurement is repayment *)*

10. TAGIHAN AKSEPTASI (lanjutan) / *ACCEPTANCE RECEIVABLES (continued)*

d. Nilai tercatat bruto dan cadangan kerugian penurunan nilai (lanjutan) / *Gross carrying amount and allowance for impairment losses (continued)*

Perubahan nilai tercatat bruto adalah sebagai berikut: (lanjutan)

Movements in the gross carrying amount 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*	
Tagihan akseptasi					***Acceptance receivables***
Saldo awal	12,446,412	7,934,724	1,176,304	21,557,440	*Beginning balance*
Pengalihan dari:					*Transfer from:*
- Kerugian kredit ekspektasian 12 bulan	(1,765,540)	1,765,540	-	-	*12-month ECL -*
- Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk	1,204,784	(1,204,784)	-	-	*Lifetime ECL not credit impaired*
Pengalihan dari/ke kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk - bersih	-	(171,260)	171,260	-	*Transfer from/to Lifetime ECL credit - - impaired - net*
Pengukuran kembali bersih*)	15,209,779	3,686,572	943,709	19,840,060	*Net remeasurement*)*
Aset keuangan baru yang diterbitkan atau dibeli	7,995,865	174,892	-	8,170,757	*New financial assets originated or purchased*
Pembayaran penuh	(22,173,594)	(6,220,193)	(1,796,975)	(30,190,762)	*Fully repayment*
Valuta asing dan perubahan lain	543,882	49,135	43,716	636,733	*Foreign exchange and other movements*
	13,461,588	**6,014,626**	**538,014**	**20,014,228**	

*) Termasuk di dalam pengukuran kembali bersih adalah pembayaran kembali dan dampak akuisisi

Including in the net remeasurement is repayment and impact of acquisition)*

Perubahan cadangan kerugian penurunan nilai adalah sebagai berikut:

The movements in the allowance for impairment losses are as follows:

	2023				
	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*	
Tagihan akseptasi					***Acceptance receivables***
Saldo awal	37,193	566,623	498,569	1,102,385	*Beginning balance*
Pengalihan dari:					*Transfer to:*
- Kerugian kredit ekspektasian 12 bulan	(3,815)	3,815	-	-	*12-month ECL-*
- Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk	15,155	(15,155)	-	-	*Lifetime ECL not-credit impaired*
Pengalihan dari/ke Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk	-	(3,297)	3,297	-	*Transfer from/to lifetime ECL credit-impaired*
Pengukuran kembali bersih penyisihan kerugian	52,628	293,976	17,379	363,983	*Net remeasurement of loss allowance*
Aset keuangan baru yang diterbitkan atau dibeli	3,903	592	-	4,495	*New financial assets originated or purchased*
Pembayaran penuh	(63,201)	(406,827)	(507,665)	(977,693)	*Fully repayment*
Valuta asing dan perubahan lain	(314)	(3,795)	(11,580)	(15,689)	*Foreign exchange and other movements*
	41,549	**435,932**	**-**	**477,481**	

10. TAGIHAN AKSEPTASI (lanjutan) / *ACCEPTANCE RECEIVABLES (continued)*

d. Nilai tercatat bruto dan cadangan kerugian penurunan nilai (lanjutan) / *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)

	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*	
Tagihan akseptasi					***Acceptance receivables***
Saldo awal	38,123	753,472	223,078	1,014,673	*Beginning balance*
Pengalihan dari:					*Transfer to:*
- Kerugian kredit ekspektasian 12 bulan	(7,838)	7,838	-	-	*12-month ECL-*
- Kerugian kredit ekspektasian sepanjang umurnya – kredit tidak memburuk	47,140	(47,140)	-	-	*Lifetime ECL credit - -not impaired*
Pengalihan dari/ke Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk	-	(136,495)	136,495	-	*Transfer from/to lifetime ECL credit-impaired*
Pengukuran kembali bersih penyisihan kerugian*)	7,703	1,177,451	571,703	1,756,857	*Net remeasurement of loss allowance*)*
Aset keuangan baru yang diterbitkan atau dibeli	9,560	31,445	-	41,005	*New financial assets originated or purchased*
Pembayaran penuh	(58,620)	(1,226,061)	(452,002)	(1,736,683)	*Fully repayment*
Valuta asing dan perubahan lain	1,125	6,113	19,295	26,533	*Foreign exchange and other movements*
	37,193	**566,623**	**498,569**	**1,102,385**	

*) Termasuk di dalam pengukuran kembali bersih penyisihan kerugian, adalah dampak akuisisi

Including in the net remeasurement of loss allowance is impact of acquisition)*

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 / *Annual interest rates*

	Dolar Singapura/ *Singapore Dollar* %	Dolar Amerika Serikat/ *United States Dollar* %	*Yuan China/ Chinese Yuan* %	
Suku Bunga :				*Interest Rate:*
2023	-	0.00 - 8.41	-	*2023*
2022	0.00 - 2.75	0.00 - 7.34	0.00 - 3.82	*2022*

11. TAGIHAN DAN LIABILITAS DERIVATIF / *11. DERIVATIVE RECEIVABLES AND PAYABLES*

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*

Instrumen / *Instruments*	2023			
	Jumlah nosional mata uang asing (jumlah penuh)/ *Notional amount in foreign currency (full amount)*	Nilai wajar/*Fair values*		
		Tagihan derivatif/ *Derivative receivables*	Liabilitas derivatif/ *Derivative payables*	
Terkait Nilai Tukar				***Exchange Rate Related***
Kontrak berjangka - beli				*Forward contract - buy*
CNY	416,972,397	7,084	-	*CNY*
USD	543,853,761	3,039	(78,127)	*USD*
Kontrak berjangka - jual				*Forward contract - sell*
CNY	102,000,000	19	-	*CNY*
EUR	4,000,000	-	(988)	*EUR*
USD	246,529,197	38,242	(7,255)	USD
Swap mata uang asing - beli				*Foreign currency swaps - buy*
EUR	46,764	18	-	*EUR*
JPY	27,529,802,340	72,213	(929)	*JPY*
SGD	15,000,000	969	-	*SGD*
USD	968,073,582	11,349	(198,979)	*USD*
Swap mata uang asing - jual				*Foreign currency swaps - sell*
AUD	11,000,000	270	(50)	*AUD*
EUR	85,959,000	1,228	(16,180)	*EUR*
GBP	15,000,000	294	(1,447)	*GBP*
SGD	88,844,400	8,123	(238)	*SGD*
USD	1,328,878,993	300,017	(6,393)	*USD*
Spot mata uang asing - beli				*Foreign currency spots - buy*
AUD	40,800,000	-	(825)	*AUD*
EUR	16,500,000	-	(783)	*EUR*
GBP	3,250,000	-	(281)	*GBP*
USD	198,539,729	956	(4,759)	*USD*
Spot mata uang asing - jual				*Foreign currency spots - sell*
AUD	35,064,185	482	(40)	*AUD*
EUR	9,900,000	337	-	*EUR*
USD	197,070,000	3,871	(834)	*USD*
Terkait Nilai Tukar dan Suku Bunga				***Exchange and Interest Rate Related***
Swap atas suku bunga				*Interest rate swap*
USD	530,138,055	356,400	(321,987)	*USD*
Swap mata uang asing dan suku bunga				*Cross currency swaps and interest rate*
USD	776,376,200	157,150	(109,419)	*USD*
Risk Free Rate				*Risk Free Rate*
IDR	1,000,000,000,000	11,408	(4,080)	*IDR*
USD	350,398,400	22,208	(56,868)	*USD*
		995,677	**(810,462)**	

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	2022			*Instruments*
	Jumlah nosional mata uang asing (jumlah penuh)/ *Notional amount in foreign currency (full amount)*	Nilai wajar/*Fair values*		
		Tagihan derivatif/ *Derivative receivables*	Liabilitas derivatif/ *Derivative payables*	
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)**	

b. Berdasarkan hubungan / *b. By relationship*

	2023	2022	
Tagihan derivatif			***Derivatives receivables***
Pihak berelasi			***Related parties***
Mata uang asing	37,939	4,189	*Foreign currencies*
Pihak ketiga			***Third parties***
Rupiah	11,407	-	*Rupiah*
Mata uang asing	946,331	681,048	*Foreign currencies*
Total	**995,677**	**685,237**	***Total***
Liabilitas derivatif			***Derivatives payables***
Pihak berelasi			***Related parties***
Mata uang asing	(136,138)	(118,439)	*Foreign currencies*
Pihak ketiga			***Third parties***
Rupiah	(4,080)	-	*Rupiah*
Mata uang asing	(670,244)	(656,692)	*Foreign currencies*
Total	**(810,462)**	**(775,131)**	***Total***

Berdasarkan hasil penelaahan dan evaluasi manajemen Bank, seluruh tagihan derivatif pada tanggal 31 Desember 2023 dan 2022 digolongkan lancar.

Based on the Bank's management review and evaluation, all derivative receivables as of 31 December 2023 and 2022 are classified as current.

12. PINJAMAN YANG DIBERIKAN / *12. LOANS*

Informasi mengenai pinjaman yang diberikan kepada pihak-pihak berelasi diungkapkan pada Catatan 46i.

Information related to loans to related parties are disclosed in Note 46i.

a. Berdasarkan jenis dan mata uang / *a. By type and currency*

	2023	2022	
Rupiah			***Rupiah***
Modal kerja	287,568,933	271,030,818	*Working capital*
Konsumen	123,294,534	106,182,759	*Consumer*
Investasi	92,160,057	109,402,254	*Investment*
Sindikasi	55,902,345	26,753,804	*Syndicated*
Karyawan	3,633,329	4,148,178	*Employee*
Program pemerintah	31,380	69,576	*Government programs*
	562,590,578	517,587,389	
Mata uang asing			***Foreign currencies***
Modal kerja	65,317,028	79,593,302	*Working capital*
Sindikasi	41,697,818	21,325,289	*Syndicated*
Investasi	25,455,452	27,657,249	*Investment*
Konsumen	22,480	21,876	*Consumer*
Karyawan	1,413	3,208	*Employee*
	132,494,191	128,600,924	
Total	695,084,769	646,188,313	*Total*
Cadangan kerugian penurunan nilai	(47,158,131)	(50,333,988)	*Allowance for impairment losses*
	647,926,638	**595,854,325**	

Perincian pinjaman yang diberikan berdasarkan mata uang adalah sebagai berikut:

Loans based on currencies are as follows:

	2023	2022	
Rupiah	562,590,578	517,587,389	***Rupiah***
Mata uang asing			***Foreign currencies***
Dolar Amerika Serikat	129,252,588	125,582,725	*United States Dollar*
Dolar Singapura	1,057,784	1,064,568	*Singapore Dollar*
Yen Jepang	985,505	871,699	*Japanese Yen*
Euro Eropa	580,870	375,844	*European Euro*
Won Korea Selatan	362,538	383,459	*South Korean Won*
Dolar Hong Kong	229,647	240,859	*Hong Kong Dollar*
Yuan China	16,794	80,328	*Chinese Yuan*
Pound Sterling Inggris	8,465	1,442	*Great Britain Pound Sterling*
	132,494,191	128,600,924	
Total	695,084,769	646,188,313	*Total*
Cadangan kerugian penurunan nilai	(47,158,131)	(50,333,988)	*Allowance for impairment losses*
	647,926,638	**595,854,325**	

12. PINJAMAN YANG DIBERIKAN (lanjutan) / *LOANS (continued)*

b. Berdasarkan hubungan / *By relationship*

	2023	2022	
Pihak berelasi			***Related parties***
Rupiah			***Rupiah***
Modal kerja	65,634,971	54,430,750	*Working capital*
Sindikasi	33,020,748	21,368,528	*Syndicated*
Investasi	7,524,152	12,117,953	*Investment*
Karyawan	156,873	95,832	*Employee*
Konsumen	77,226	99,266	*Consumer*
	106,413,970	88,112,329	
Mata uang asing			***Foreign currencies***
Modal kerja	15,286,941	13,554,527	*Working capital*
Sindikasi	4,514,580	2,829,526	*Syndicated*
Investasi	143,829	229,779	*Investment*
	19,945,350	16,613,832	
Total pihak berelasi	126,359,320	104,726,161	*Total related parties*
Pihak ketiga			***Third parties***
Rupiah			***Rupiah***
Modal kerja	221,933,962	216,600,068	*Working capital*
Konsumen	123,217,308	106,083,493	*Consumer*
Investasi	84,635,905	97,284,301	*Investment*
Sindikasi	22,881,597	5,385,276	*Syndicated*
Karyawan	3,476,456	4,052,346	*Employee*
Program pemerintah	31,380	69,576	*Government programs*
	456,176,608	429,475,060	
Mata uang asing			***Foreign currencies***
Modal kerja	50,030,087	66,038,775	*Working capital*
Sindikasi	37,183,238	18,495,763	*Syndicated*
Investasi	25,311,623	27,427,470	*Investment*
Konsumen	22,480	21,876	*Consumer*
Karyawan	1,413	3,208	*Employee*
	112,548,841	111,987,092	
Total pihak ketiga	568,725,449	541,462,152	*Total third parties*
Total	695,084,769	646,188,313	*Total*
Cadangan kerugian penurunan nilai	(47,158,131)	(50,333,988)	*Allowance for impairment losses*
	647,926,638	595,854,325	

c. Berdasarkan sektor ekonomi / *By economic sector*

	2023	2022	
Rupiah			***Rupiah***
Perdagangan, restoran dan hotel	121,206,489	104,637,587	*Trading, restaurants and hotels*
Perindustrian	81,766,078	81,954,469	*Manufacturing*
Konstruksi	54,008,973	55,478,551	*Construction*
Pertanian	53,853,092	54,047,523	*Agriculture*
Jasa dunia usaha	42,996,948	38,243,520	*Business services*
Pengangkutan, pergudangan dan komunikasi	36,666,225	32,305,905	*Transportation, warehousing and communications*
Pertambangan	18,543,179	12,306,796	*Mining*
Jasa pelayanan sosial	11,769,861	20,884,627	*Social services*
Listrik, gas dan air	10,031,119	6,566,661	*Electricity, gas and water*
Lain-lain	131,748,614	111,161,750	*Others*
	562,590,578	517,587,389	

12. PINJAMAN YANG DIBERIKAN (lanjutan) / *LOANS (continued)*

c. Berdasarkan sektor ekonomi (lanjutan) / *By economic sector (continued)*

	2023	2022	
Mata uang asing			***Foreign currencies***
Perindustrian	55,895,697	51,941,051	*Manufacturing*
Pertambangan	30,399,528	26,755,968	*Mining*
Pengangkutan, pergudangan dan komunikasi	12,605,182	12,656,468	*Transportation, warehousing and communications*
Listrik, gas dan air	11,509,631	15,506,567	*Electricity, gas and water*
Perdagangan, restoran dan hotel	9,220,949	5,115,132	*Trading, restaurants and hotels*
Jasa dunia usaha	4,191,627	8,909,291	*Business services*
Jasa pelayanan sosial	2,660,966	2,354,880	*Social services*
Pertanian	2,585,254	3,083,110	*Agriculture*
Konstruksi	435,206	386,260	*Construction*
Lain-lain	2,990,151	1,892,197	*Others*
	132,494,191	128,600,924	
Total	695,084,769	646,188,313	*Total*
Cadangan kerugian penurunan nilai	(47,158,131)	(50,333,988)	*Allowance for impairment losses*
	647,926,638	**595,854,325**	

d. Berdasarkan penilaian secara kolektif dan individual / *By assessment as collective and individual*

	2023	2022	
Pokok			***Principal***
Individual	77,708,689	78,111,198	*Individual*
Kolektif	617,376,080	568,077,115	*Collective*
	695,084,769	646,188,313	
Cadangan kerugian penurunan nilai			***Allowance for impairment losses***
Individual	(36,820,861)	(40,865,811)	*Individual*
Kolektif	(10,337,270)	(9,468,177)	*Collective*
	(47,158,131)	(50,333,988)	
	647,926,638	**595,854,325**	

e. Berdasarkan kolektibilitas sesuai Peraturan OJK / *By Financial Service Authority Rule collectibility*

	2023		2022		
	Pokok/ *Principal*	Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	Pokok/ *Principal*	Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	
Lancar	646,348,458	(15,011,241)	605,231,569	(20,266,721)	*Current*
Dalam perhatian khusus	33,900,760	(21,536,797)	22,795,246	(15,101,672)	*Special mention*
Kurang lancar	2,954,368	(1,989,252)	3,123,399	(2,687,594)	*Substandard*
Diragukan	2,822,349	(1,994,520)	1,470,672	(1,004,969)	*Doubtful*
Macet	9,058,834	(6,626,321)	13,567,427	(11,273,032)	*Loss*
	695,084,769	**(47,158,131)**	**646,188,313**	**(50,333,988)**	

12. PINJAMAN YANG DIBERIKAN (lanjutan) / *LOANS (continued)*

f. Pinjaman bermasalah dan cadangan kerugian penurunan nilai berdasarkan sektor ekonomi / *Non-performing loans and allowance for impairment losses by economic sector*

	2023		2022		
	Pokok/ *Principal*	Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	Pokok/ *Principal*	Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	
Perdagangan, restoran dan hotel	3,764,179	(2,467,235)	5,264,399	(4,176,031)	*Trading, restaurants and hotels*
Perindustrian	3,489,493	(2,548,143)	5,184,920	(4,697,358)	*Manufacturing*
Jasa dunia usaha	1,711,936	(1,438,661)	1,331,615	(1,193,454)	*Business services*
Konstruksi	853,233	(614,290)	2,004,663	(1,629,482)	*Construction*
Pertanian	852,957	(485,270)	702,214	(540,248)	*Agriculture*
Pertambangan	785,105	(674,164)	525,029	(458,641)	*Mining*
Pengangkutan, pergudangan dan komunikasi	656,816	(507,106)	690,864	(547,576)	*Transportation, warehousing and communications*
Jasa pelayanan sosial	286,902	(158,832)	292,448	(183,871)	*Social services*
Listrik, gas dan air	236,446	(227,038)	240,675	(239,757)	*Electricity, gas and water*
Lain-lain	2,198,484	(1,489,354)	1,924,671	(1,299,177)	*Others*
	14,835,551	**(10,610,093)**	**18,161,498**	**(14,965,595)**	

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 2023 dan 2022 masing-masing sebesar 2,13% dan 2,81% (rasio untuk BNI saja 2,14% dan 2,81% masing-masing pada tanggal 31 Desember 2023 dan 2022), sedangkan rasio kredit bermasalah BNI dan Entitas Anak secara neto pada tanggal 31 Desember 2023 dan 2022 masing-masing sebesar 0,61% dan 0,49% (rasio untuk BNI saja 0,61% dan 0,49% masing-masing pada tanggal 31 Desember 2023 dan 2022).

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 2023 and 2022 were 2.13% and 2.81%, respectively (the ratios for BNI only were 2.14% and 2.81% as of 31 December 2023 and 2022, respectively), while the non-performing loans ratio of BNI and Subsidiaries on a net basis as of 31 December 2023 and 2022 were 0.61% and 0.49%, respectively (the ratios for BNI only were 0.61% and 0.49% as of 31 December 2023 and 2022, respectively).

g. Tingkat suku bunga per tahun / *Annual interest rates*

	Rupiah*) %	Dolar Amerika Serikat/ *United States Dollar* %	Yuan Cina/ *Chinese Yuan* %	Yen Jepang/ *Japanese Yen* %	
Bunga kontrak					*Contractual rates*
2023	0.00 - 26.62	0.00 - 11.18	6.00 - 6.00	0.50 - 3.51	*2023*
2022	0.10 - 26.62	0.10 - 13.13	4.75 - 6.50	0.50 - 5.00	*2022*
Bunga efektif					*Effective interest rate*
2023	0.00 - 27.00	0.10 - 11.18	5.00 - 6.00	0.50 - 4.37	*2023*
2022	0.00 - 27.00	0.10 - 15.00	4.75 - 6.50	0.50 - 5.00	*2022*

*) Tidak termasuk dalam tingkat suku bunga kontrak dan suku bunga efektif diatas adalah suku bunga dari transaksi *Paylater* untuk tanggal 31 Desember 2023 dan 2022, keduanya sebesar 17,98% - 51,48%.

*) *Not included in the contractual interest rates and effective interest rate above are the interest rate from Paylater transactions as of 31 December 2023 and 2022, both are 17.98% - 51.48%.*

12. PINJAMAN YANG DIBERIKAN (lanjutan)

h. Pinjaman yang direstrukturisasi

Berikut ini adalah jenis dan jumlah kredit yang telah direstrukturisasi per 31 Desember 2023 dan 2022:

	2023	2022	
Perpanjangan jangka waktu	25,939,841	26,100,325	*Extension of loan maturity dates*
Penurunan suku bunga kredit	23,729,178	27,824,140	*Reduction of interest rates*
Lainnya*)	26,121,994	38,134,764	*Others*)*
	75,791,013	**92,059,229**	

*) 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 2023 dan 2022 adalah masing-masing sebesar Rp5.428.100 dan Rp10.192.217.

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, dimana peraturan tersebut diperpanjang sampai dengan 31 Maret 2024 melalui Siaran Pers OJK No. SP 85/DHMS/OJK/XI/2022 tanggal 28 November 2022 tentang Perpanjangan Kebijakan Restrukturisasi Kredit dan Pembiayaan secara Targeted dan Sektoral Atasi Dampak Lanjutan Pandemi Covid-19.

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 Rp97.600.163 dan Rp48.079.093 masing-masing pada tanggal 31 Desember 2023 dan 2022.

***12. LOANS** (continued)*

h. Restructured loans

Below are the types and amounts of restructured loans as of 31 December 2023 and 2022:

*) *Other restructuring schemes mainly includes additions of loan facilities, debt settlement agreements (PPH) and Interest Balloon Payments (IBP).*

The total of restructured loans that are categorised as non-performing loan amounted to Rp5,428,100 and Rp10,192,217 as of 31 December 2023 and 2022, respectively.

BNI has undertaken credit restructuring for debtors affected by the Covid-19 pandemic in accordance with Financial Services Authority Regulation No. 17/POJK.03/2021 (POJK 17/2021) on the Second Amendment to Financial Services Authority Regulation No. 11/POJK.03/2020 Concerning National Economic Stimulus as a Countercyclical Policy Impacting the Spread of Covid-19. This regulation has been extended until 31 March 2024, as communicated in the Financial Services Authority Press Release No. SP 85/DHMS/OJK/XI/2022 dated 28 November 2022, regarding the Extension of Credit Restructuring Policies in a Targeted and Sectoral to address ongoing impacts of the Covid-19 pandemic.

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 Rp97,600,163 and Rp48,079,093 as of 31 December 2023 and 2022, respectively.

12. PINJAMAN YANG DIBERIKAN (lanjutan) / *LOANS (continued)*

i. Pinjaman sindikasi (lanjutan) / *Syndicated loans (continued)*

Persentase bagian BNI dalam pinjaman sindikasi, dimana BNI bertindak sebagai pimpinan sindikasi adalah sebagai berikut

BNI's percentage shares in syndicated loans, in which BNI acts as the lead arranger, is as follows:

	2023	2022	
% Partisipasi	5.04% - 100.00%	5.04% - 83.30%	*% Participation*

Keikutsertaan BNI dalam pinjaman sindikasi, dimana BNI bertindak sebagai anggota sindikasi adalah sebagai berikut:

BNI's participation in syndicated loans, in which BNI acts as the syndication member, is as follows:

	2023	2022	
% Partisipasi	0.13% - 50.00%	0.01% - 50.00%	*% Participation*

j. Nilai tercatat bruto dan cadangan kerugian penurunan nilai / *Gross carrying amount and allowance for impairment losses*

Perubahan nilai tercatat bruto adalah sebagai berikut:

Movements in the gross carrying amount are as follows:

	2023				
	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	548,586,079	64,916,819	32,685,415	646,188,313	*Beginning balance*
Pengalihan dari:					*Transfer from:*
- Kerugian kredit ekspektasian 12 bulan	(50,507,361)	50,507,361	-	-	*12-month ECL-*
- Kerugian kredit ekspektasian Sepanjang umurnya - kredit tidak memburuk	27,382,099	(27,382,099)	-	-	*Lifetime ECL not credit - -impaired*
Pengalihan dari/ke kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk - bersih	(379,605)	(14,142,760)	14,522,365	-	*Transfer from/to lifetime ECL credit impaired - net*
Pengukuran kembali bersih*)	(84,580,425)	(29,367,056)	(3,536,324)	(117,483,805)	*Net remeasurement*)*
Aset keuangan baru yang diterbitkan atau dibeli	307,227,911	30,794,438	4,363,091	342,385,440	*New financial assets originated or purchased*
Pembayaran penuh	(154,760,114)	(4,339,928)	(1,831,940)	(160,931,982)	*Fully repayment*
Penghapusbukuan	(8,904)	(108,015)	(14,273,418)	(14,390,337)	*Write-offs*
Valuta asing dan perubahan lain	(709,396)	389,192	(362,656)	(682,860)	*Foreign exchange and other movements*
	592,250,284	**71,267,952**	**31,566,533**	**695,084,769**	

*) Termasuk di dalam pengukuran kembali bersih adalah pembayaran kembali.

*Including in the net remeasurement is repayment *)*

12. PINJAMAN YANG DIBERIKAN (lanjutan) / *LOANS (continued)*

j. Nilai tercatat bruto dan cadangan kerugian penurunan nilai (lanjutan) / *Gross carrying amount and allowance for impairment losses (continued)*

Perubahan nilai tercatat bruto adalah sebagai berikut: (lanjutan) / *Movements in the gross carrying amount 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*	
Pinjaman yang diberikan					***Loans***
Saldo awal	457,917,664	93,256,903	31,261,663	582,436,230	*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*)	(97,065,722)	(15,154,675)	(2,908,989)	(115,129,386)	*Net remeasurement*)*
Aset keuangan baru yang diterbitkan atau dibeli	301,399,637	17,362,538	2,938,469	321,700,644	*New financial assets originated or purchased*
Pembayaran penuh	(132,294,503)	(7,828,708)	(1,095,683)	(141,218,894)	*Fully repayment*
Modifikasi arus kas kontraktual pinjaman yang diberikan	-	-	(2,071,927)	(2,071,927)	*Modification of contractual cash flows of loans*
Penghapusbukuan	(27,004)	(53,295)	(10,803,333)	(10,883,632)	*Write-offs*
Valuta asing dan perubahan lain	8,713,016	2,043,956	598,306	11,355,278	*Foreign exchange and other movements*
	548,586,079	**64,916,819**	**32,685,415**	**646,188,313**	

*) Termasuk di dalam pengukuran kembali bersih adalah pembayaran kembali dan dampak akuisisi

Including in the net remeasurement is repayment and impact of acquisition)*

Perubahan cadangan kerugian penurunan nilai adalah sebagai berikut: / *The movements in the allowance for impairment losses are as follows:*

	2023				
	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	4,126,973	19,560,944	26,646,071	50,333,988	*Beginning balance*
Pengalihan dari:					*Transfer from:*
- Kerugian kredit ekspektasian 12 bulan	(1,521,043)	1,521,043	-	-	*12-month ECL-*
- Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk	3,096,988	(3,096,988)	-	-	*Lifetime ECL not credit - -impaired*
Pengalihan dari/ke kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk - bersih	589,319	(5,046,193)	4,456,874	-	*Transfer from/to: Lifetime ECL credit-impaired -*
Pengukuran kembali bersih penyisihan kerugian*)	(2,551,411)	2,233,912	6,524,986	6,207,487	*Net remeasurement of loss allowance*)*
Aset keuangan baru yang diterbitkan atau dibeli	1,455,725	5,529,000	2,494,908	9,479,633	*New financial assets originated or purchased*
Pembayaran penuh	(1,062,757)	(1,605,474)	(1,672,425)	(4,340,656)	*Fully repayment*
Penghapusbukuan	(8,904)	(108,015)	(14,273,418)	(14,390,337)	*Write-offs*
Valuta asing dan perubahan lain	(8,034)	90,294	(214,244)	(131,984)	*Foreign exchange and other movements*
	4,116,856	**19,078,523**	**23,962,752**	**47,158,131**	

*) Termasuk di dalam pengukuran kembali bersih penyisihan kerugian, adalah pembayaran kembali.

*Including in the net remeasurement of loss allowance is repayment *)*

12. PINJAMAN YANG DIBERIKAN (lanjutan)

j. Nilai tercatat bruto dan cadangan kerugian penurunan nilai (lanjutan)

Perubahan cadangan kerugian penurunan nilai adalah sebagai berikut: (lanjutan)

***12. LOANS** (continued)*

***j. 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*	
Pinjaman yang diberikan					***Loans***
Saldo awal	4,139,156	22,193,319	23,962,411	50,294,886	*Beginning balance*
Pengalihan dari:					*Transfer from:*
- Kerugian kredit ekspektasian 12 bulan	(1,166,868)	1,166,868	-	-	*12-month ECL-*
- Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk	6,300,543	(6,300,543)	-	-	*Lifetime ECL not credit - -impaired*
Pengalihan dari/ke kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk - bersih	668,840	(7,647,936)	6,979,096	-	*Transfer from/to: Lifetime ECL credit-impaired -*
Pengukuran kembali bersih penyisihan kerugian*)	(6,121,523)	4,971,009	3,977,082	2,826,568	*Net remeasurement of loss allowance*)*
Aset keuangan baru yang diterbitkan atau dibeli	1,938,095	5,549,696	2,536,244	10,024,035	*New financial assets originated or purchased*
Pembayaran penuh	(1,641,601)	(915,350)	(450,888)	(3,007,839)	*Fully repayment*
Penghapusbukuan	(27,004)	(53,295)	(10,803,333)	(10,883,632)	*Write-offs*
Penerimaan kembali aset keuangan yang telah dihapusbukukan	-	-	677,678	677,678	*Recoveries of amounts previously written off*
Valuta asing dan perubahan lain	37,335	597,176	(232,219)	402,292	*Foreign exchange and other movements*
	4,126,973	**19,560,944**	**26,646,071**	**50,333,988**	

*) 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)*

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 Rp2.798.494 dan Rp2.473.242 masing-masing pada tanggal 31 Desember 2023 dan 2022.

l. Financing arrangements with multi-finance companies

BNI has financing arrangements with several multi-finance companies with respect to motor vehicles financing amounting to Rp2,798,494 and Rp2,473,242 as of 31 December 2023 and 2022, respectively.

12. PINJAMAN YANG DIBERIKAN (lanjutan)

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.

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.

Pada tanggal 31 Desember 2023 dan 2022, tidak terdapat pelanggaran maupun pelampauan Batas Maksimum Pemberian Kredit (BMPK) kepada pihak berelasi dan pihak ketiga sesuai dengan peraturan yang ditetapkan Otoritas Jasa Keuangan.

12. LOANS (continued)

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.

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.

As of 31 December 2023 and 2022, 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.

13. OBLIGASI PEMERINTAH

Informasi mengenai Obligasi Pemerintah diungkapkan pada Catatan 46e.

a. Berdasarkan jenis dan mata uang

13. GOVERNMENT BONDS

Information related to Government Bonds are disclosed in Note 46e.

a. By type and currency

	2023		2022		
	Nilai Nominal/ *Nominal Value*	Nilai Tercatat/ *Carrying Value*	Nilai Nominal/ *Nominal Value*	Nilai Tercatat/ *Carrying Value*	
Nilai wajar melalui laba rugi					***Fair value through profit or loss***
Rupiah					***Rupiah***
Tingkat bunga tetap	3,917,793	4,013,012	1,787,247	1,768,312	*Fixed rate*
Mata uang asing					***Foreign currencies***
Tingkat bunga tetap	176,681	174,760	7,395	6,741	*Fixed rate*
Total nilai wajar melalui laba rugi	**4,094,474**	**4,187,772**	**1,794,642**	**1,775,053**	***Total fair value through profit or loss***
Nilai wajar melalui penghasilan komprehensif lain					***Fair value through other comprehensive income***
Rupiah					***Rupiah***
Tingkat bunga tetap	66,611,736	67,784,249	62,445,623	63,188,504	*Fixed rate*
Tingkat bunga mengambang	100,000	99,957	100,000	99,907	*Floating rate*
	66,711,736	67,884,206	62,545,623	63,288,411	
Mata uang asing					***Foreign currencies***
Tingkat bunga tetap	19,643,203	18,665,126	20,239,117	19,039,776	*Fixed rate*
Total nilai wajar melalui penghasilan komprehensif lain	**86,354,939**	**86,549,332**	**82,784,740**	**82,328,187**	***Total fair value through other comprehensive income***

13. OBLIGASI PEMERINTAH (lanjutan) / *13. GOVERNMENT BONDS (continued)*

a. Berdasarkan jenis dan mata uang (lanjutan) / *a. By type and currency (continued)*

	2023		2022		
	Nilai Nominal/ *Nominal Value*	Nilai Tercatat/ *Carrying Value*	Nilai Nominal/ *Nominal Value*	Nilai Tercatat/ *Carrying Value*	
Biaya perolehan diamortisasi					***Amortised cost***
Rupiah					***Rupiah***
Tingkat bunga tetap, setelah diskonto/premi yang belum diamortisasi, sebesar Rp2.150.144 per 31 Desember 2023 dan Rp1.931.399 per 31 Desember 2022	21,255,598	23,405,742	21,615,806	23,547,205	*Fixed rate, net of unamortized discount/premium of Rp2,150,144 as of 31 December 2023 and Rp1,931,399 as of 31 December 2022*
Mata uang asing					***Foreign currencies***
Tingkat bunga tetap, setelah diskonto/premi yang belum diamortisasi sebesar Rp81.819 per 31 Desember 2023 dan Rp155.101 per 31 Desember 2022	12,875,704	12,957,523	13,499,701	13,641,813	*Fixed rate, net of unamortized discount/ premium of Rp81,819 as of 31 December 2023 and Rp155,101 as of 31 December 2022*
Total biaya perolehan diamortisasi	**34,131,302**	**36,363,265**	**35,115,507**	**37,189,018**	***Total amortised cost***
Total Obligasi Pemerintah		**127,100,369**		**121,292,258**	***Total Government Bonds***
Cadangan kerugian penurunan nilai		(1,504)		(1,391)	*Allowance for impairment losses*
Obligasi Pemerintah - bersih		**127,098,865**		**121,290,867**	***Government Bonds - net***

Jumlah nominal Obligasi Pemerintah yang diterima BNI dari program rekapitalisasi masing-masing sebesar Rp100.000 pada tanggal 31 Desember 2023 dan 2022.

The total outstanding nominal amount of Government Bonds received by BNI from the recapitalization program amounted to Rp100,000 as of 31 December 2023 and 2022, respectively.

Jumlah Obligasi Pemerintah yang dikelompokkan sebagai nilai wajar melalui penghasilan komprehensif lain yang dijual selama tahun berjalan adalah sebagai berikut:

The total Government Bonds at fair value through other comprehensive income sold during the current year are as follows:

	Total dijual/ *Sold*	Kepada pihak ketiga/ *To third parties*		
	Nilai nominal/ *Nominal value*	Nilai nominal/ *Nominal value*	Harga jual/ *Selling price*	
2023	12,601,328	7,818,999	8,111,514	*2023*
2022	26,304,779	18,501,068	19,668,485	*2022*

Jumlah nilai nominal Obligasi Pemerintah yang telah jatuh tempo pada 31 Desember 2023 dan 2022 masing-masing adalah sebesar Rp10.467.207 dan Rp4.493.351.

Total nominal amount of Government Bonds which have matured amounted to Rp10,467,207 and Rp4,493,351 as of 31 December 2023 and 2022, respectively.

Untuk tingkat bunga tetap, harga pasar Obligasi Pemerintah berkisar antara 73,91% sampai dengan 132,33% dan antara 71,90% sampai dengan 130,68% masing-masing pada tanggal 31 Desember 2023 dan 2022.

For fixed interest rate bonds, the market price of Government Bonds ranged from 73.91% to 132.33% and from 71.90% to 130.68% as of 31 December 2023 and 2022, respectively.

Untuk obligasi tingkat bunga mengambang, harga pasar Obligasi Pemerintah adalah 99,96% pada tanggal 31 Desember 2023 dan 99,91% pada tanggal 31 Desember 2022 dari nilai nominal.

For floating interest rate bonds, the market price of Government Bonds is 99.96% as of 31 December 2023 and 99.91% as of 31 December 2022 of the nominal amounts.

13. OBLIGASI PEMERINTAH (lanjutan) / *13. GOVERNMENT BONDS (continued)*

a. Berdasarkan jenis dan mata uang (lanjutan) / *a. By type and currency (continued)*

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 Rp742.928 (laba) dan Rp3.561.533 (rugi) masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022 yang dicatat pada bagian ekuitas laporan posisi keuangan konsolidasian.

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 Rp742,928 (gain) and Rp3,561,533 (loss) for the year ended 31 December 2023 and 2022, respectively, both recorded in the equity section of the consolidated statement of financial position.

Pada 31 Desember 2023 dan 2022, Obligasi Pemerintah dengan tingkat bunga tetap dengan jumlah nominal Rp7.691.569 dan Rp3.331.098 telah dijual dengan janji dibeli kembali hingga jatuh tempo (lihat Catatan 24).

As of 31 December 2023 and 2022, the fixed rate government bonds have been sold under agreements to repurchase at maturity with nominal amount of Rp7,691,569 and Rp3,331,098, respectively (refer to Note 24).

b. Berdasarkan kisaran tanggal jatuh tempo dan jenis bunga / *b. Based on maturity date and type of interest rate*

	2023	
Nilai wajar melalui laba rugi		*Fair value through profit of loss*
Obligasi tingkat bunga tetap	04/01/2024 - 12/03/2071	*Fixed rate bonds*
Nilai wajar melalui penghasilan komprehensif lain		*Fair value through other comprehensive income*
Obligasi tingkat bunga tetap	15/01/2024 - 15/08/2051	*Fixed rate bonds*
Obligasi tingkat bunga mengambang	25/04/2025	*Floating rate bonds*
Biaya perolehan diamortisasi		*Amortized cost*
Obligasi tingkat bunga tetap	05/01/2024 - 15/05/2048	*Fixed rate bonds*

	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*

c. Nilai tercatat bruto dan cadangan kerugian penurunan nilai / *c. Gross carrying amount and allowance for impairment losses*

Perubahan nilai tercatat bruto adalah sebagai berikut:

Movements in the gross carrying amount are as follows:

	2023				
	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					***Government Bond at amortized cost***
Saldo awal	37,189,018	-	-	37,189,018	*Beginning balance*
Pengukuran kembali bersih*)	(2,061,543)	-	-	(2,061,543)	*Net remeasurement*)*
Aset keuangan baru yang diterbitkan atau dibeli	1,382,109	-	-	1,382,109	*New financial assets originated or purchased*
Valuta asing dan perubahan lain	(146,319)	-	-	(146,319)	*Foreign exchange and other movements*
	36,363,265	**-**	**-**	**36,363,265**	

*) Termasuk di dalam pengukuran kembali bersih adalah penjualan Obligasi Pemerintah

*Including in the net measurement is sales of Government Bonds *)*

13. OBLIGASI PEMERINTAH (lanjutan) / *13. GOVERNMENT BONDS (continued)*

c. Nilai tercatat bruto dan cadangan kerugian penurunan nilai (lanjutan) / *c. Gross carrying amount and allowance for impairment losses (continued)*

Perubahan nilai tercatat bruto adalah sebagai berikut: (lanjutan) / *Movements in the gross carrying amount are as follows: (continued)*

	2023				
	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					***Government Bond at fair value through other comprehensive income***
Saldo awal	82,328,187	-	-	82,328,187	*Beginning balance*
Pengukuran kembali bersih*)	(18,285,352)	-	-	(18,285,352)	*Net remeasurement*)*
Aset keuangan baru yang diterbitkan atau dibeli	24,012,908	-	-	24,012,908	*New financial assets originated or purchased*
Pembayaran penuh	(1,065,523)	-	-	(1,065,523)	*Fully repayment*
Valuta asing dan perubahan lain	(440,888)	-	-	(440,888)	*Foreign exchange and other movements*
	86,549,332	**-**	**-**	**86,549,332**	

*) Termasuk di dalam pengukuran kembali bersih adalah penjualan Obligasi Pemerintah

Including in the net measurement is sales of Government Bonds)*

	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					***Government Bond at amortized cost***
Saldo awal	22,120,716	-	-	22,120,716	*Beginning balance*
Pengukuran kembali bersih*)	(408,317)	-	-	(408,317)	*Net remeasurement*)*
Aset keuangan baru yang diterbitkan atau dibeli	14,445,001	-	-	14,445,001	*New financial assets originated or purchased*
Valuta asing dan perubahan lain	1,031,618	-	-	1,031,618	*Foreign exchange and other movements*
	37,189,018	**-**	**-**	**37,189,018**	

*) Termasuk di dalam pengukuran kembali bersih adalah penjualan Obligasi Pemerintah

*Including in the net measurement is sales of Government Bonds *)*

13. OBLIGASI PEMERINTAH (lanjutan) / *13. GOVERNMENT BONDS (continued)*

c. Nilai tercatat bruto dan cadangan kerugian penurunan nilai (lanjutan) / *c. Gross carrying amount and allowance for impairment losses (continued)*

Perubahan nilai tercatat bruto adalah sebagai berikut: (lanjutan)

Movements in the gross carrying amount 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*	
Obligasi Pemerintah yang diukur pada nilai wajar melalui penghasilan komprehensif lain					***Government Bond at fair value through other comprehensive income***
Saldo awal	85,197,658	-	-	85,197,658	*Beginning balance*
Pengukuran kembali bersih*)	(30,192,129)	-	-	(30,192,129)	*Net remeasurement*)*
Aset keuangan baru yang diterbitkan atau dibeli	26,794,116	-	-	26,794,116	*New financial assets originated or purchased*
Pembayaran penuh	(1,152,099)	-	-	(1,152,099)	*Fully repayment*
Valuta asing dan perubahan lain	1,680,641	-	-	1,680,641	*Foreign exchange and other movements*
	82,328,187	**-**	**-**	**82,328,187**	

*) Termasuk di dalam pengukuran kembali bersih adalah penjualan Obligasi Pemerintah

Including in the net measurement is sales of Government Bonds)*

Perubahan cadangan kerugian penurunan nilai adalah sebagai berikut:

The movements in the allowance for impairment losses are as follows:

	2023				
	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					***Government Bond at amortized cost***
Saldo awal	1,391	-	-	1,391	*Beginning balance*
Pengukuran kembali bersih penyisihan kerugian	(172)	-	-	(172)	*Net remeasurement of loss allowances*
Aset keuangan baru yang diterbitkan atau dibeli	293	-	-	293	*New financial assets originated or purchased*
Valuta asing dan perubahan lain	(8)	-	-	(8)	*Foreign exchange and other movements*
	1,504	**-**	**-**	**1,504**	

13. OBLIGASI PEMERINTAH (lanjutan)

c. Nilai tercatat bruto dan cadangan kerugian penurunan nilai (lanjutan)

Perubahan cadangan kerugian penurunan nilai adalah sebagai berikut: (lanjutan)

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)

	2023				
	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					***Government Bond at fair value through other comprehensive income***
Saldo awal	2,558	-	-	2,558	*Beginning balance*
Pengukuran kembali bersih penyisihan kerugian	(545)	-	-	(545)	*Net remeasurement of loss allowances*
Aset keuangan baru yang diterbitkan atau dibeli	-	-	-	-	*New financial assets originated or purchased*
Pembayaran penuh	-	-	-	-	*Fully repayment*
Valuta asing dan perubahan lain	(33)	-	-	(33)	*Foreign exchange and other movements*
	1,980	**-**	**-**	**1,980**	

*) 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.

*) *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.*

	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					***Government Bond at amortized cost***
Saldo awal	1,649	-	-	1,649	*Beginning balance*
Pengukuran kembali bersih penyisihan kerugian	(1,314)	-	-	(1,314)	*Net remeasurement of loss allowances*
Aset keuangan baru yang diterbitkan atau dibeli	874	-	-	874	*New financial assets originated or purchased*
Valuta asing dan perubahan lain	182	-	-	182	*Foreign exchange and other movements*
	1,391	**-**	**-**	**1,391**	

13. OBLIGASI PEMERINTAH (lanjutan) / *13. GOVERNMENT BONDS (continued)*

c. Nilai tercatat bruto dan cadangan kerugian penurunan nilai (lanjutan) / *c. 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)

	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					***Government Bond at fair value through other comprehensive income***
Saldo awal	3,432	-	-	3,432	*Beginning balance*
Pengukuran kembali bersih penyisihan kerugian	(1,422)	-	-	(1,422)	*Net remeasurement of loss allowances*
Aset keuangan baru yang diterbitkan atau dibeli	239	-	-	239	*New financial assets originated or purchased*
Pembayaran penuh	(5)	-	-	(5)	*Fully repayment*
Valuta asing dan perubahan lain	314	-	-	314	*Foreign exchange and other movements*
	2,558	**-**	**-**	**2,558**	

*) 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.

**) 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 / *d. Annual fixed interest rates*

	Rupiah %	Dolar Amerika Serikat/ *United States Dollar* %	Dolar Singapura/ *Singapore Dollar* %	Euro Eropa/ *European Euro* %	Yen Jepang/ *Japanese Yen* %	
Suku bunga:						*Interest rate:*
2023	3.88 - 12.00	0.50 - 7.75	0.50 - 1.25	0.90 - 1.75	0.57 - 3.00	*2023*
2022	4.00 - 12.00	0.13 - 7.75	1.25	0.90 - 1.75	0.57 - 3.00	*2022*

e. Tingkat suku bunga mengambang tahunan / *e. Annual floating interest rates*

	Tingkat suku bunga per tahun/ *Annual interest rates*	
2023	4.54	*2023*
2022	3.45 - 4.33	*2022*

14. EFEK-EFEK YANG DIBELI DENGAN JANJI DIJUAL KEMBALI / *SECURITIES PURCHASED UNDER AGREEMENTS TO RESELL*

Efek-efek yang dibeli dengan janji dijual kembali pada tanggal 31 Desember 2023 dan 2022 terdiri dari:

Securities purchased under agreements to resell as of 31 December 2023 and 2022 are as follows:

2023

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/ *Unrealised Interest*	Nilai Tercatat/ *Carrying Value*
Pihak ketiga/*Third parties*							
Bank Indonesia	OBN	3,000,000	29/12/2023	05/01/2024	2,850,197	2,847	2,847,350
Bank Indonesia	OBN	2,000,000	29/12/2023	05/01/2024	1,905,534	1,904	1,903,630
Bank Indonesia	OBN	1,662,000	29/12/2023	05/01/2024	1,583,499	1,582	1,581,917
Bank Indonesia	OBN	1,338,000	29/12/2023	05/01/2024	1,271,188	1,270	1,269,918
Bank Indonesia	OBN	1,000,000	29/12/2023	05/01/2024	959,212	1,118	958,094
Bank Indonesia	OBN	800,000	28/12/2023	04/01/2024	771,114	898	770,216
Bank Indonesia	OBN	800,000	27/12/2023	03/01/2024	766,999	894	766,105
Bank Indonesia	OBN	700,000	03/03/2023	01/03/2024	691,222	7,449	683,773
Bank Indonesia	OBN	500,000	17/02/2023	16/02/2024	498,290	4,169	494,121
Bank Indonesia	OBN	300,000	28/12/2023	04/01/2024	288,369	239	288,130
Bank Indonesia	OBN	300,000	27/12/2023	03/01/2024	287,625	192	287,433
Bank Indonesia	OBN	250,000	24/02/2023	23/02/2024	249,505	15,830	233,675
PT Bank CIMB Niaga Tbk	OBN	200,000	12/10/2023	11/01/2024	197,501	418	197,083
HSBC Ltd	OBN	148,372	26/12/2023	25/01/2024	149,034	88	148,946
DBS Bank Ltd	OBN	147,965	22/12/2023	05/01/2024	148,272	529	147,743
PT Bank CIMB Niaga Tbk	OBN	100,000	12/10/2023	11/01/2024	98,751	209	98,542
Bank Indonesia	OBN	100,000	23/06/2023	21/06/2024	102,715	6,243	96,472
Bank Indonesia	OBN	100,000	18/08/2023	16/08/2024	102,305	6,227	96,078
Bank Indonesia	OBN	100,000	21/07/2023	19/07/2024	101,746	6,193	95,553
Bank Indonesia	OBN	100,000	17/02/2023	16/02/2024	99,370	6,305	93,065
Bank Indonesia	OBN	50,000	18/08/2023	17/05/2024	50,559	2,340	48,219
Bank Indonesia	OBN	50,000	04/08/2023	03/05/2024	50,428	2,334	48,094
Bank Indonesia	OBN	50,000	04/08/2023	02/08/2024	50,848	3,095	47,753
Bank Indonesia	OBN	50,000	10/02/2023	09/02/2024	50,946	3,232	47,714
Bank Indonesia	OBN	50,000	18/08/2023	16/02/2024	49,157	1,518	47,639
Bank Indonesia	OBN	50,000	07/07/2023	05/07/2024	50,565	3,073	47,492
Bank Indonesia	OBN	50,000	09/06/2023	07/06/2024	49,837	2,984	46,853
Bank Indonesia	OBN	50,000	04/08/2023	02/02/2024	48,343	1,499	46,844
Bank Indonesia	OBN	50,000	28/04/2023	26/01/2024	49,129	2,308	46,821
Bank Indonesia	OBN	50,000	09/06/2023	08/03/2024	48,971	2,233	46,738
Bank Indonesia	OBN	50,000	14/07/2023	12/04/2024	48,842	2,260	46,582
Bank Indonesia	OBN	50,000	31/03/2023	01/04/2024	49,597	3,077	46,520
Bank Indonesia	OBN	50,000	21/07/2023	19/01/2024	47,858	1,487	46,371
Bank Indonesia	OBN	50,000	21/07/2023	19/04/2024	48,622	2,251	46,371
Bank Indonesia	OBN	50,000	14/07/2023	12/07/2024	49,304	2,997	46,307
Bank Indonesia	OBN	30,000	25/10/2023	24/01/2024	29,143	464	28,679
Bank Indonesia	OBN	30,000	19/05/2023	17/05/2024	29,839	1,840	27,999
Bank Indonesia	OBN	30,000	14/04/2023	12/04/2024	29,825	1,831	27,994
Bank Indonesia	OBN	30,000	14/04/2023	12/01/2024	29,340	1,379	27,961
Bank Indonesia	OBN	30,000	05/05/2023	03/05/2024	29,749	1,835	27,914
Bank Indonesia	OBN	30,000	28/04/2023	26/04/2024	29,693	1,828	27,865
Bank Indonesia	OBN	20,000	12/05/2023	10/05/2024	20,003	1,233	18,770
		14,596,337			**14,063,046**	**111,702**	**13,951,344**

14. EFEK-EFEK YANG DIBELI DENGAN JANJI DIJUAL KEMBALI (lanjutan)

Efek-efek yang dibeli dengan janji dijual kembali pada tanggal 31 Desember 2023 dan 2022 terdiri dari: (lanjutan)

14. SECURITIES PURCHASED UNDER AGREEMENTS TO RESELL (continued)

Securities purchased under agreements to resell as of 31 December 2023 and 2022 are as follows: (continued)

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/ *Unrealised 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**

14. EFEK-EFEK YANG DIBELI DENGAN JANJI DIJUAL KEMBALI (lanjutan) / *SECURITIES PURCHASED UNDER AGREEMENTS TO RESELL (continued)*

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 %	Dolar Amerika Serikat/ *United States Dollar* %	
Suku bunga kontrak:			*Contractual interest rate:*
2023	6.00 - 6.70	5.33 - 5.35	*2023*
2022	5.05 - 6.43	-	*2022*

15. BEBAN DIBAYAR DI MUKA / *PREPAID EXPENSES*

Beban dibayar di muka terdiri dari:

Prepaid expenses consist of:

	2023	2022	
Asuransi	1,806,064	2,083,359	*Insurance*
Sewa dibayar di muka	330,586	509,603	*Prepaid rent*
Perbaikan dan pemeliharaan	316,947	333,638	*Service and maintenance*
Promosi	64,462	102,316	*Promotion*
Biaya tangguhan	55,510	49,602	*Deferred expenses*
Lainnya	169,761	165,102	*Others*
	2,743,330	**3,243,620**	

16. INVESTASI PADA ENTITAS ASOSIASI / *INVESTMENTS IN ASSOCIATE*

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.

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.

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.

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.

16. INVESTASI PADA ENTITAS ASOSIASI (lanjutan) / *16. INVESTMENT IN ASSOCIATES (continued)*

Pada tanggal 31 Desember 2023 dan 2022, entitas asosiasi yang dimiliki oleh Grup adalah sebagai berikut:

As of 31 December 2023 and 2022, the associate of the Group was as follow:

Nama Perusahaan	Kegiatan Usaha/ *Business Activity*	Persentase Kepemilikan/ *Percentage of Ownership* 2023	Nilai tercatat/ *Carrying Value*	*Company Name*
PT Bank Syariah Indonesia Tbk	Perbankan/*Banking*	23.24%	11,283,466	*PT Bank Syariah Indonesia Tbk*

Nama Perusahaan	Kegiatan Usaha/ *Business Activity*	Persentase Kepemilikan/ *Percentage of Ownership* 2022	Nilai tercatat/ *Carrying Value*	*Company Name*
PT Bank Syariah Indonesia Tbk	Perbankan/*Banking*	23.24%	10,048,975	*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 2023 dan 2022, dan untuk tahun yang berakhir pada tanggal-tanggal tersebut, yang dicatat dengan menggunakan metode ekuitas.

The following table is the summarised financial information for PT Bank Syariah Indonesia Tbk used for equity method accounting as of 31 December 2023 and 2022, and for the years then ended, which are accounted for using the equity method.

	2023	2022	
Aset	353,624,125	305,727,438	*Assets*
Liabilitas	314,806,601	272,221,828	*Liabilities*
Aset bersih	38,817,524	33,505,610	*Net assets*
Pendapatan	22,251,743	19,622,865	*Revenue*
Laba bersih periode berjalan	5,703,743	4,260,182	*Net income for the periods*
Penghasilan komprehensif lain setelah pajak	34,189	50,894	*Other comprehensive income after tax*
Jumlah penghasilan komprehensif tahun berjalan	5,737,932	4,311,076	*Total comprehensive income for the year*

Jumlah bagian Grup atas penghasilan komprehensif dan jumlah tercatat pada entitas asosiasi adalah sebagai berikut:

Total Group's share of comprehensive income and carrying value of associates are as follows:

	2023	2022	
Saldo awal	10,048,975	8,688,406	*Beginning balance*
Bagian atas laba bersih	1,325,550	990,066	*Share of net income*
Bagian atas laba komprehensif lain	7,946	11,829	*Share of other comprehensive gain*
Jumlah bagian atas penghasilan komprehensif	1,333,496	1,001,895	*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	(99,005)	(188,120)	*Dividend received*
Jumlah tercatat	11,283,466	10,048,975	*Carrying value*

16. INVESTASI PADA ENTITAS ASOSIASI (lanjutan)

16. *INVESTMENT IN ASSOCIATES (continued)*

Rekonsiliasi atas ringkasan informasi keuangan yang disajikan terhadap nilai buku dari kepentingan entitas asosiasi adalah sebagai berikut:

Reconciliation of the summarised financial information presented to the carrying amount of its interest in associate is as follows:

	2023	2022	
Pengakuan awal aset bersih	33,505,610	25,076,755	*Net asset initial recognition*
Laba bersih periode berjalan	5,703,743	4,260,182	*Net income for the year*
Penghasilan komprehensif lain setelah pajak	34,189	50,894	*Other comprehensive income after tax*
Pembayaran dividen	(426,018)	(757,051)	*Dividend payment*
Tambahan modal disetor	-	4,937,652	*Additional paid-in-capital*
Lain-lain	-	(62,822)	*Others*
	38,817,524	33,505,610	
Persentase kepemilikan efektif	23.24%	23.24%	*Percentage of effective ownership*
	9,021,195	7,786,704	
Goodwill	2,262,271	2,262,271	*Goodwill*
Nilai tercatat	11,283,466	10,048,975	*Carrying value*

17. PENYERTAAN SAHAM - BERSIH

17. *EQUITY INVESTMENTS - NET*

Penyertaan jangka panjang

Long-term equity investments

	Nilai Wajar/ *Fair Value*		
	2023	2022	
Klasifikasi nilai wajar melalui penghasilan komprehensif lain	563,700	608,797	*Classified as fair value through other comprehensive income*

Penyertaan jangka panjang berdasarkan kolektibilitas sesuai Peraturan OJK adalah:

The classification of long-term equity investments based on Financial Service Authority Rule collectibility are as follows:

	2023	2022	
Lancar	563,700	608,797	*Current*
Kurang lancar	-	-	*Substandard*
Diragukan	-	-	*Doubtful*
Total	563,700	608,797	*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.

17. PENYERTAAN SAHAM - BERSIH (lanjutan) / *EQUITY INVESTMENTS - NET (continued)*

Penyertaan saham terdiri dari: / *Equity investment consist of:*

Nama Perusahaan/*Company Name*	2023 Persentase Kepemilikan/ *Percentage of Ownership*	2022 Persentase Kepemilikan/ *Percentage of Ownership*	2023 Biaya perolehan/ *Acquisition cost*	2023 Nilai wajar/ *Fair value*	2022 Biaya perolehan/ *Acquisition cost*	2022 Nilai wajar/ *Fair value*
Nilai wajar melalui penghasilan komprehensif lain/*fair value through other comprehensive income*						
PT Fintek Karya Nusantara	9.82%	9.28%	200,000	377,547	200,000	472,138
PT Bank Mizuho Indonesia	1.00%	1.00%	75,375	75,375	75,375	75,375
PT Bank BTPN Tbk	0.15%	0.15%	31,579	31,579	37,342	37,342
PT Penyelesaian Transaksi Elektronik Nasional (PTEN)	17.50%	17.50%	3,500	23,288	3,500	9,277
PT Kustodian Sentral Efek Indonesia	2.50%	2.50%	7,500	7,500	7,500	7,500
PT Pemeringkat Efek Indonesia	0.16%	0.64%	158	158	158	158
PT Bursa Efek Indonesia	1.20%	1.20%	7,500	7,500	135	135
Lain-lain	99.99%	0.00%	9,236	9,236	6,872	6,872
			334,848	532,183	330,882	608,797
Nilai wajar melalui laba rugi/ *fair value through profit or loss*						
PT PANN Pembiayaan Maritim	48.40%	48.40%	-	-	724,338	-
Rukita	2.50%	2.50%	31,517	31,517	-	-
			366,365	563,700	1,055,220	608,797

18. ASET LAIN-LAIN - BERSIH / *OTHER ASSETS - NET*

Aset lain-lain - bersih terdiri dari: / *Other assets - net consist of:*

	2023	2022	
Piutang bunga	4,331,026	3,848,918	*Interest receivables*
Piutang terkait transaksi ATM dan kartu kredit	3,662,144	2,577,566	*Receivables from transactions related to ATM and credit card*
Piutang lain-lain-bersih	2,679,406	3,959,580	*Other receivables-net*
Term Deposit Valas Devisa Hasil Ekspor	2,540,505	-	*Foreign Exchange Term Deposit from Export Activities*
Agunan yang diambil alih setelah dikurangi cadangan kerugian penurunan nilai sebesar Rp788.713 pada tanggal 31 Desember 2023 dan Rp806.914 pada tanggal 31 Desember 2022	897,057	1,150,179	*Foreclosed collaterals, net of allowance for impairment losses of Rp788,713 as of 31 December 2023 and Rp806,914 as of 31 December 2022*
Piutang nasabah - Entitas Anak	371,927	259,560	*Receivables from customers - Subsidiary*
Persediaan kantor	228,388	178,593	*Office supplies*
Beban komisi ditangguhkan	53,845	64,444	*Deferred commission expenses*
Lain-lain setelah dikurangi cadangan kerugian penurunan nilai sebesar Rp27.408 pada tanggal 31 Desember 2023 dan Rp27.880 pada tanggal 31 Desember 2022	2,207,899	1,817,274	*Others, net of allowance for impairment losses of Rp27,408 as of 31 December 2023 and Rp27,880 as of 31 December 2022*
	16,972,197	**13,856,114**	

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.

Term Deposit Valas Devisa Hasil Ekspor merupakan suatu instrumen dimana dana devisa hasil ekspor dari rekening khusus eksportir ditempatkan pada Bank Indonesia melalui rekening Bank sesuai mekanisme pasar.

Term Deposits of Foreign Exchange from Export Proceeds is an instrument where foreign exchange from export proceeds from exporters' special account are placed in Bank Indonesia through Bank's accounts in accordance with market mechanisms.

18. ASET LAIN-LAIN - BERSIH (lanjutan)

Pada tanggal 31 Desember 2023, piutang bunga sebagian besar merupakan bunga yang berasal dari pinjaman yang diberikan dan Obligasi Pemerintah masing-masing sebesar Rp1.885.321 dan Rp1.798.596 (31 Desember 2022: Rp1.591.451 dan Rp1.639.814).

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 Rp2.734 setelah dikurangi cadangan kerugian penurunan nilai sebesar Rp27.260 dan akumulasi penyusutan properti terbengkalai sebesar Rp1.995 pada tanggal 31 Desember 2023 dan sebesar RpNihil setelah dikurangi cadangan kerugian penurunan nilai sebesar Rp27.260 dan akumulasi penyusutan properti terbengkalai sebesar Rp1.726 pada tanggal 31 Desember 2022.

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 2023, interest receivables are mostly comprised of interest from loans and Government Bonds amounting to Rp1,885,321 and Rp1,798,596, respectively (31 December 2022: Rp1,591,451 and Rp1,639,814).

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 Rp2,734, net of allowance for impairment losses of Rp27,260 and accumulated depreciation of Rp1,995, as of 31 December 2023 and amounting to RpNil, net of allowance for impairment losses of Rp27,260 and accumulated depreciation of abandoned property amounting to Rp1,726, as of 31 December 2022.

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:

19. FIXED ASSETS AND RIGHT-OF-USE OF ASSETS

Direct ownership of fixed assets:

	2023						
	Saldo awal/ *Beginning balance*	**Penambahan/ *Additions***	**Pengurangan/ *Disposals***	**Reklasifikasi/ *Reclassification***	**Revaluasi/ *Revaluation*)***	**Saldo akhir/ *Ending balance***	
Biaya perolehan							*Acquisition cost*
Tanah	16,023,337	215,683	(3,282)	119,116	9,515	16,364,369	*Land*
Bangunan	8,723,683	318,036	(11,688)	214,792	482	9,245,305	*Buildings*
Perlengkapan kantor dan kendaraan bermotor	13,958,270	1,104,159	(198,916)	323,352	-	15,186,865	*Office equipment and motor vehicles*
	38,705,290	1,637,878	(213,886)	657,260	9,997	40,796,539	
Aset dalam penyelesaian	707,409	1,192,915	(3,767)	(657,260)	-	1,239,297	*Construction in progress*
Aset hak guna	2,342,759	705,655	(396,400)	-	-	2,652,014	*Right of use of assets*
	41,755,458	3,536,448	(614,053)	-	9,997	44,687,850	
Akumulasi penyusutan							*Accumulated depreciation*
Bangunan	2,813,741	559,294	(7,154)	-	-	3,365,881	*Buildings*
Perlengkapan kantor dan kendaraan bermotor	11,345,144	1,159,922	(187,810)	-	-	12,317,256	*Office equipment and motor vehicles*
	14,158,885	1,719,216	(194,964)	-	-	15,683,137	
Aset hak guna	1,047,680	585,308	(393,131)	-	-	1,239,857	*Right of use of assets*
	15,206,565	2,304,524	(588,095)	-	-	16,922,994	
Nilai buku bersih	**26,548,893**					**27,764,856**	***Net book value***

*) Nilai revaluasi aset tetap merupakan hasil penilaian kembali aset tetap Entitas Anak.

*The revaluation value of fixed assets is the result of re-appraisal of the Subsidiary fixed assets *)*

19. ASET TETAP DAN ASET HAK-GUNA (lanjutan)

19. *FIXED ASSETS AND RIGHT-OF-USE OF ASSETS (continued)*

Aset tetap kepemilikan langsung: (lanjutan)

Direct ownership of fixed assets: (continued)

	2022							
	Saldo awal/ *Beginning balance*	Penambahan/ *Additions*	Pengurangan/ *Disposals*	Reklasifikasi/ *Reclassification*	Revaluasi/ *Revaluation*	Dampak Akuisisi/ *Acquisition impact*	Saldo akhir/ *Ending balance*	
Biaya perolehan								*Acquisition cost*
Tanah	15,968,903	47,028	(6,002)	-	-	13,408	16,023,337	*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								*Accumulated depreciation*
Bangunan	2,249,706	565,823	(1,788)	-	-	-	2,813,741	*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***

Pada tanggal 31 Desember 2023 dan 2022, 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.

As of 31 December 2023 and 2022, 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.

Beban penyusutan untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022 masing-masing sebesar Rp1.719.216 dan Rp2.359.225 dicatat pada beban umum dan administrasi pada laporan laba rugi.

Depreciation expense for the year ended 31 December 2023 and 2022 amounted to Rp1,719,216 and Rp2,359,225 are recorded on general and administrative expense in the statement of profit or loss.

Aset tetap yang telah terdepresiasi penuh namun masih digunakan oleh Grup sebesar Rp9.616.323 dan Rp8.676.026 masing-masing pada tanggal 31 Desember 2023 dan 2022, antara lain berupa perlengkapan kantor dan kendaraan bermotor.

The fixed assets that have been fully depreciated but still in use by the Group amounted to Rp9,616,323 and Rp8,676,026 as of 31 December 2023 and 2022, respectively, including, among others, office equipment and motor vehicles.

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.

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.

Aset tetap Bank pada tanggal 31 Desember 2023 dan 2022 diasuransikan terhadap risiko kebakaran dan pencurian dengan nilai pertanggungan sebesar Rp18.714.609 (31 Desember 2022: Rp18.694.506). Manajemen berpendapat bahwa nilai pertanggungan tersebut cukup untuk menutupi kemungkinan kerugian atas aset tersebut.

As of 31 December 2023 and 2022, the fixed assets of the Bank were insured against risk of fire and theft with sum insured amounting to Rp18,714,609 (31 December 2022: Rp18,694,506). Management believes that the sum insured is adequate to cover possible losses on the assets insured.

19. ASET TETAP DAN ASET HAK-GUNA (lanjutan)

19. *FIXED ASSETS AND RIGHT-OF-USE OF ASSETS* *(continued)*

Aset dalam penyelesaian pada tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut:

Construction in progress as of 31 December 2023 and 2022 are as follows:

	2023	2022	
Tanah	-	119,121	*Land*
Bangunan	450,350	262,613	*Buildings*
Peralatan kantor	788,947	325,675	*Office equipment*
	1,239,297	707,409	

Estimasi persentase tingkat penyelesaian aset dalam penyelesaian pada tanggal 31 Desember 2023 adalah berkisar antara 89% - 97% dan 31 Desember 2022: 86% - 95%. Aset dalam penyelesaian pada tanggal 31 Desember 2023 tersebut diperkirakan akan selesai pada tahun 2024.

The estimated percentage of completion of construction in progress as of 31 December 2023 is between 89% - 97% and 31 December 2022: 86% - 95%. Those construction in progress as of 31 December 2023 are estimated to be completed in 2024.

Nilai wajar tanah dan bangunan yang dimiliki Grup pada tanggal 31 Desember 2023 dan 2022 tidak berbeda jauh dengan nilai tercatat karena Grup melakukan penilaian pada tanah dan bangunan pada tanggal 30 September 2021. Pada tahun 2023, PT Bank Hibank Indonesia melakukan perubahan pencatatan pada tanah dan bangunan mengikuti kebijakan Grup dengan menggunakan metode revaluasi. PT Bank Hibank Indonesia telah menugaskan jasa penilai terdaftar untuk melakukan penilaian (revaluasi) aset tetap (tanah dan bangunan) pada tanggal 19 Desember 2023.

There is no significant difference between fair value and carrying value of land and building owned by the Group as of 31 December 2023 and 2022 because the Group performed revaluation over land and buildings on 30 September 2021. In 2023, PT Bank Hibank Indonesia change the recording of its land and buildings following the Group policy which using revaluation method. PT Bank Hibank Indonesia has assigned registered independent appraisers to appraise (revaluate) its fixed assets (land and buildings) dated 19 December 2023.

Tidak ada aset tetap yang dijaminkan.

There were no fixed assets pledged as collateral.

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.

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 (revaluate) 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.

Penilaian atas tanah dan bangunan dilakukan oleh penilai independen eksternal sebagai berikut:
a) KJPP Toha Okky Heru & Rekan
b) KJPP Rengganis Hamid & Rekan
c) KJPP Toto Suharto & Rekan
d) KJPP Abdullah Fitriantoro & Rekan

The valuations of land and buildings are performed by the following external independent appraisers:
a) KJPP Toha Okky Heru & Rekan
b) KJPP Rengganis Hamid & Rekan
c) KJPP Toto Suharto & Rekan
d) KJPP Abdullah Fitriantoro & Rekan

Penilaian atas tanah dan bangunan dilakukan oleh penilai independen eksternal KJPP Ova Mustopa Soleh & Rekan untuk PT Bank Hibank Indonesia.

The valuations of land and buildings are performed by KJPP Ova Mustopa Soleh & Rekan external independent appraisers:

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:

a) Jenis dan hak yang melekat pada properti
b) Kondisi pasar
c) Lokasi
d) Karakteristik fisik
e) Karakteristik dalam menghasilkan pendapatan
f) 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:

***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:

a) Types and rights attached to the property
b) Market condition
c) Location
d) Physical characteristics
e) Income producing characteristics
f) Land characteristics

Information on revaluation of land and buildings of the Group on 31 December 2021 located in Indonesia and overseas are as follows:

	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.

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.

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.

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.

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.

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.

Informasi mengenai penilaian kembali aset tetap pada tanggal 31 Desember 2023 untuk kelompok aset tanah dan bangunan PT Bank Hibank di Indonesia adalah sebagai berikut:

Information on revaluation of land and buildings of the PT Bank Hibank Indonesia on 31 December 2023 located in Indonesia are as follows:

	Nilai Buku sebelum Revaluasi/ *Carrying Amount Before Revaluation*	Nilai Buku Setelah Revaluasi/ *Carrying Amount after Revaluation*	Keuntungan Revaluasi bersih/ *Net gain revaluation*	
Tanah	13,408	22,923	9,515	*Land*
Bangunan	288	770	482	*Buildings*
Jumlah	**13,696**	**23,693**	**9,997**	***Total***

19. ASET TETAP DAN ASET HAK-GUNA (lanjutan)

***19. FIXED ASSETS AND RIGHT-OF-USE OF ASSETS** (continued)*

Penilaian kembali yang dilakukan atas tanah dan bangunan PT Bank Hibank Indonesia menghasilkan jumlah kenaikan nilai tercatat sebesar Rp9.997 yang terdiri dari kenaikan nilai tanah yang dicatat sebagai "Penghasilan Komprehensif Lain".

The revaluation of land and building of PT Bank Hibank Indonesia resulted in an increase in the carrying amount of land and building amounting to Rp9,997 which consists of the increase in the carrying amount of land recognized as "Other Comprehensive Income".

Jika tanah dan bangunan dicatat sebesar harga perolehan, maka dicatat dalam jumlah sebagai berikut:

If land and buildings were recorded using historical cost basis, the amount would be as follows:

	2023	2022	
Tanah	1,773,261	1,774,041	*Land*
Bangunan			*Buildings*
Harga perolehan	2,972,139	2,941,815	*Cost*
Akumulasi penyusutan	(2,859,396)	(2,850,634)	*Accumulated depreciation*
Nilai buku bangunan	112,743	91,181	*Net book amount*
Jumlah nilai buku bersih	1,886,004	1,865,222	*Total net book value*

Perubahan cadangan revaluasi aset bersih setelah pajak adalah sebagai berikut:

The movements in the asset revaluation reserve net of tax are as follows:

	Cadangan revaluasi aset, bersih setelah pajak/ *Asset revaluation reserve, net of tax*	
Saldo per 31 Desember 2022	15,441,439	*Balance as of 31 December 2022*
Realisasi surplus revaluasi akibat dampak kehilangan pengendalian	6,390	*Revaluation surplus realization due to impact of loss of control*
Saldo per 31 Desember 2023	15,447,829	*Balance as of 31 December 2023*

	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*

Pada tanggal 31 Desember 2023 dan 2022, selain tanah dan bangunan, tidak terdapat perbedaan yang signifikan antara nilai wajar aset tetap dengan nilai tercatatnya.

As of 31 December 2023 and 2022, there is no significant difference between the fair value and carrying value of fixed assets other than land and buildings.

19. ASET TETAP DAN ASET HAK-GUNA (lanjutan) / *FIXED ASSETS AND RIGHT-OF-USE OF ASSETS (continued)*

Perhitungan keuntungan/(kerugian) penjualan dan penghapusan aset tetap sebagai berikut:

Calculation of gain/(loss) on sale and write-off of fixed assets as follows:

	2023	2022	
Harga perolehan	30,670	1,566,175	*Acquisition cost*
Akumulasi penyusutan	(25,967)	(608,148)	*Accumulated depreciation*
Nilai buku aset tetap yang dijual dan dihapus	4,703	958,027	*Book value of disposed fixed assets*
Hasil penjualan dan penghapusan aset tetap	13,119	952,777	*Proceeds from disposal of fixed assets*
Keuntungan/(kerugian) dari penjualan dan penghapusan aset tetap	8,416	(5,250)	*Gain/(loss) on sale and write-off of fixed assets*

Aset hak-guna pada 31 Desember 2023 dan 2022 adalah sebagai berikut:

Right-of-use of assets as of 31 December 2023 and 2022 as follows:

2023

	Saldo awal/ *Beginning balance*	*Penambahan/ Additions*	*Pengurangan/ Disposals*	Reklasifikasi/ *Reclassification*	Saldo akhir/ *Ending balance*	
Biaya perolehan						*Cost*
Tanah dan bangunan	2,268,006	691,141	(373,838)	-	2,585,309	*Land and buildings*
Perlengkapan kantor dan kendaraan bermotor	74,753	14,514	(22,562)	-	66,705	*Office equipment and motor vehicles*
	2,342,759	705,655	(396,400)	-	2,652,014	
Akumulasi penyusutan						*Accumulated depreciation*
Tanah dan bangunan	1,011,761	551,497	(374,353)	-	1,188,905	*Land and buildings*
Perlengkapan kantor dan kendaraan bermotor	35,919	33,811	(18,778)	-	50,952	*Office equipment and motor vehicles*
	1,047,680	585,308	(393,131)	-	1,239,857	
Nilai buku bersih	**1,295,079**				**1,412,157**	***Net book value***

2022

	Saldo awal/ *Beginning balance*	*Penambahan/ Additions*	*Pengurangan/ Disposals*	Reklasifikasi/ *Reclassification*	Dampak Akuisisi/ *Impact from acquisition*	Saldo akhir/ *Ending balance*	
Biaya perolehan							*Cost*
Tanah dan bangunan	2,105,361	503,323	(366,597)	-	25,919	2,268,006	*Land and buildings*
Perlengkapan kantor dan kendaraan bermotor	104,863	10,706	(56,562)	-	15,746	74,753	*Office equipment and motor vehicles*
	2,210,224	514,029	(423,159)	-	41,665	2,342,759	
Akumulasi penyusutan							*Accumulated depreciation*
Tanah dan bangunan	742,393	466,074	(196,706)	-	-	1,011,761	*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***

Grup menyewa beberapa aset termasuk rumah dinas, gedung kantor, ruang ATM, kendaraan dan lain-lain. Rata-rata masa sewa adalah 5 (lima) tahun.

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.

19. ASET TETAP DAN ASET HAK-GUNA (lanjutan)

Jumlah pengeluaran kas untuk sewa selama tahun yang berakhir pada 31 Desember 2023 adalah Rp240.769 (31 Desember 2022: Rp341.741).

Beban penyusutan untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022 masing-masing sebesar Rp585.308 dan Rp503.906 dicatat pada beban umum dan administrasi pada laporan laba rugi.

***19. FIXED ASSETS AND RIGHT-OF-USE OF ASSETS** (continued)*

The total cash outflow for leases for the years ended 31 December 2023 is amounting to Rp240,769 (31 December 2022: Rp341,741).

Depreciation expense for the years ended 31 December 2023 and 2022 amounted to Rp585,308 and Rp503,906 are recorded on general and administrative expense in the statement of profit or loss.

20. ASET TAKBERWUJUD

Aset takberwujud terdiri dari:

20. INTANGIBLE ASSETS

Intangible assets consist of the following:

	2023	2022	
Goodwill	727,786	727,786	*Goodwill*
Hubungan pelanggan	16,637	13,966	*Customer relationships*
Merek dagang	-	10,559	*Trademarks*
	744,423	**752,311**	

Pada bulan Mei 2022, Grup telah mengakuisisi PT Bank Hibank Indonesia. Atas transaksi ini, Grup memperoleh *goodwill* dan aset takberwujud tertentu berupa kontrak hubungan pelanggan dan merek dagang.

In May 2022, the Group acquired PT Bank Hibank Indonesia. As a result of this acquisition, the Group recognised goodwill and certain intangible assets, such as contractual customer relationships and trademarks.

Penurunan nilai atas *goodwill*

Pengujian penurunan nilai atas *goodwill* yang dilakukan setiap tahun (pada tanggal 31 Desember) dan ketika terdapat suatu indikasi bahwa nilai tercatatnya mengalami penurunan nilai.

Nilai terpulihkan ditentukan berdasarkan perhitungan nilai wajar dikurangi biaya yang menggunakan metode *Discounted Cash Flow* 5 tahun. Grup menentukan unit penghasil kas ("UPK") sejalan dengan Bank Hibank sebagai UPK sendiri. Nilai tersebut dikategorikan berada dalam kategori pengukuran nilai wajar level 3.

Asumsi kunci yang digunakan dalam perhitungan nilai wajar dikurangi biaya untuk menjual pada tanggal 31 Desember 2023 adalah sebagai berikut:

Impairment of goodwill

Goodwill are tested for impairment annually (as at 31 December) and when circumstances indicate that the carrying value may be impaired.

The recoverable amount was determined based on fair value less cost of disposal calculations that uses the 5 years Discounted Cash Flow method. The Group determine the cash generating unit ("CGU") aligned with the Bank Hibank as a separate CGU. The value is within the category of fair value measurement level 3.

Certain key assumptions used in the fair value less cost of disposal calculation at 31 December 2023 are as follows

	31 Desember/ *December* 2023	
Tingkat pertumbuhan	4.94%	*Growth rate*
Tingkat diskonto (WACC)	9.80%	*Discount rate (WACC)*

Tidak ada penurunan nilai *goodwill* yang diidentifikasi.

No impairment of the goodwill was identified.

Lihat Catatan 43 untuk informasi mengenai akuisisi PT Bank Hibank Indonesia.

Refer to Note 43 for details acquisition of PT Bank Hibank Indonesia.

21. LIABILITAS SEGERA / *21. OBLIGATIONS DUE IMMEDIATELY*

	2023	2022	
Rupiah			***Rupiah***
Kewajiban sebagai *issuer* bank (ATM)	2,991,170	2,706,856	*Obligation as issuer bank*
Simpanan sementara yang belum diselesaikan	788,753	925,895	*Temporary deposit transactions not yet settled*
Setoran pajak sebagai bank persepsi	334,092	205,821	*Tax collection received by BNI as collecting bank*
Kerjasama pihak ketiga	306,886	311,503	*Third party agreements*
Dana setoran *smartpay*	224,059	164,667	*Fund deposits for smartpay*
Kiriman uang	135,863	12,790	*Money transfers*
Dana setoran cek	58,307	45,489	*Fund deposits for cheques*
Dana *trust*	26,578	26,619	*Fund deposits for trust*
Lainnya	113,447	22,626	*Others*
	4,979,155	4,422,266	
Mata uang asing			***Foreign currencies***
Dana *trust*	138,534	139,667	*Fund deposits for trust*
Setoran pajak sebagai bank persepsi	77,146	32,475	*Tax collection received by BNI as collecting Bank*
Kerjasama pihak ketiga	50,634	4,310	*Third party agreements*
Kiriman uang	33,682	55,524	*Money transfers*
Simpanan sementara yang belum diselesaikan	14,424	26,182	*Temporary deposit transactions not yet settled*
Lainnya	1,377	5,936	*Others*
	315,797	264,094	
	5,294,952	**4,686,360**	

22. SIMPANAN NASABAH / *22. DEPOSITS FROM CUSTOMERS*

Informasi mengenai simpanan berdasarkan pihak yang berelasi diungkapkan pada Catatan 46k.

Information with respect to transactions with related parties are disclosed in Note 46k.

a. Berdasarkan jenis dan mata uang / *a. By type and currency*

	2023	2022	
Rupiah			***Rupiah***
Tabungan	222,512,910	230,378,383	*Savings accounts*
Deposito berjangka	208,275,592	185,145,882	*Time deposits*
Giro	203,157,259	211,971,828	*Current accounts*
Negotiable Certificate of Deposits	-	1,920,027	*Negotiable Certificate of Deposits*
	633,945,761	629,416,120	
Mata uang asing			***Foreign currencies***
Giro	142,338,909	102,653,306	*Current accounts*
Deposito berjangka	24,389,388	23,651,727	*Time deposits*
Tabungan	9,468,525	12,316,209	*Savings accounts*
Negotiable Certificate of Deposits	587,760	1,231,629	*Negotiable Certificate of Deposits*
	176,784,582	139,852,871	
	810,730,343	**769,268,991**	

22. SIMPANAN NASABAH (lanjutan) / *22. DEPOSITS FROM CUSTOMERS (continued)*

a. Berdasarkan jenis dan mata uang (lanjutan) / *a. By type and currency (continued)*

Perincian simpanan nasabah berdasarkan mata uang adalah sebagai berikut:

Deposits from customers based on currencies are as follows:

	2023	2022	
Rupiah	633,945,761	629,416,120	*Rupiah*
Mata uang asing			***Foreign currencies***
Dolar Amerika Serikat	165,780,761	133,980,970	*United States Dollar*
Yen Jepang	7,554,960	1,163,934	*Japanese Yen*
Yuan China	1,839,058	330,865	*Chinese Yuan*
Dolar Singapura	752,273	779,082	*Singapore Dollar*
Euro Eropa	721,360	3,425,591	*European Euro*
Dolar Hong Kong	50,901	48,120	*Hong Kong Dollar*
Dolar Australia	47,156	59,191	*Australian Dollar*
Pound Sterling Inggris	28,218	53,329	*Great Britain Pound Sterling*
Franc Swiss	4,560	3,476	*Swiss Franc*
Won Korea Selatan	2,253	5,073	*South Korean Won*
Lain-lain	3,082	3,240	*Others*
	176,784,582	139,852,871	
	810,730,343	**769,268,991**	

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.

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.

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.

Pada tanggal 31 Desember 2023 dan 2022, BNI adalah peserta dari program penjaminan tersebut.

As of 31 December 2023 and 2022, BNI was a participant of the above guarantee program.

22. SIMPANAN NASABAH (lanjutan) / *22. DEPOSITS FROM CUSTOMERS (continued)*

b. Berdasarkan hubungan / *b. By relationship*

	2023	2022	
Pihak berelasi			***Related parties***
Rupiah			***Rupiah***
Giro	64,848,639	80,809,404	*Current accounts*
Deposito berjangka	26,986,048	30,400,970	*Time deposits*
Tabungan	146,280	288,465	*Savings accounts*
Negotiable Certificate of Deposits	-	184,958	*Negotiable Certificate of Deposits*
	91,980,967	111,683,797	
Mata uang asing			***Foreign currencies***
Giro	55,991,467	39,682,253	*Current accounts*
Deposito berjangka	4,088,842	3,362,559	*Time deposits*
Tabungan	19,114	79,654	*Saving accounts*
	60,099,423	43,124,466	
Total pihak berelasi	152,080,390	154,808,263	*Total related parties*
Pihak ketiga			***Third parties***
Rupiah			***Rupiah***
Tabungan	222,366,630	230,089,918	*Savings accounts*
Deposito berjangka	181,289,544	154,744,912	*Time deposits*
Giro	138,308,620	131,162,424	*Current accounts*
Negotiable Certificate of Deposits	-	1,735,069	*Negotiable Certificate of Deposits*
	541,964,794	517,732,323	
Mata uang asing			***Foreign currencies***
Giro	86,347,442	62,971,053	*Current accounts*
Deposito berjangka	20,300,546	20,289,168	*Time deposits*
Tabungan	9,449,411	12,236,555	*Savings accounts*
Negotiable Certificate of Deposits	587,760	1,231,629	*Negotiable Certificate of Deposits*
	116,685,159	96,728,405	
Total pihak ketiga	658,649,953	614,460,728	*Total third parties*
	810,730,343	**769,268,991**	

c. Deposito berjangka berdasarkan jangka waktu kontrak / *c. Time deposits by contractual period*

	2023	2022	
<1 bulan	11,607,194	12,818,276	*<1 month*
1 - <3 bulan	80,027,214	65,354,176	*1 - <3 months*
3 - <6 bulan	53,060,549	57,249,871	*3 - <6 months*
6 - 12 bulan	70,166,808	32,190,538	*6 - 12 months*
>12 bulan	17,803,215	41,184,748	*>12 months*
	232,664,980	**208,797,609**	

d. Simpanan yang diblokir dan dijadikan jaminan / *d. Deposits blocked and pledged as collateral*

	2023	2022	
Giro	16,170,794	48,907,452	*Current accounts*
Tabungan	14,832,482	25,863,453	*Savings accounts*
Deposito berjangka	7,253,007	7,142,865	*Time deposits*
Total	**38,256,283**	**81,913,770**	***Total***

22. SIMPANAN NASABAH (lanjutan) / *22. DEPOSITS FROM CUSTOMERS (continued)*

e. Tingkat suku bunga dan bagi hasil per tahun / *e. Annual interest rates and profit sharing*

	Rupiah %	Dolar Amerika Serikat/ *United States Dollar* %	Dolar Singapura/ *Singapore Dollar* %	Euro Eropa/ *European Euro* %	Yen Jepang/ *Japanese Yen* %	
2023	0.00 - 7.50	0.00 - 6.90	0.00 - 1.75	0.00 - 0.10	0.00 - 0.01	*2023*
2022	0.00 - 6.39	0.00 - 4.75	0.00 - 1.33	0.00 - 0.75	0.00 - 0.01	*2022*

23. SIMPANAN DARI BANK LAIN / *23. DEPOSITS FROM OTHER BANKS*

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*

	2023	2022	
Rupiah			***Rupiah***
Giro	1,320,942	1,121,824	*Current accounts*
Pinjaman pasar uang antar bank	625,000	-	*Interbank money market*
Deposito berjangka	63,730	101,455	*Time deposits*
Negotiable Certificate of Deposit	-	477,808	*Negotiable Certificate of Deposits*
Simpanan lainnya	648,514	626,030	*Other deposits*
	2,658,186	2,327,117	
Mata uang asing			***Foreign currencies***
Pinjaman pasar uang antar bank	4,492,755	8,175,341	*Interbank money market*
Giro	3,055,587	3,084,018	*Current accounts*
Deposito berjangka	740,384	801,108	*Time deposits*
Negotiable Certificate of Deposit	515,651	310,304	*Negotiable Certificate of Deposits*
Simpanan lainnya	431,425	546,666	*Other deposits*
	9,235,802	12,917,437	
	11,893,988	**15,244,554**	

Perincian simpanan dari bank lain berdasarkan mata uang adalah sebagai berikut:

Deposits from other banks based on currencies are as follows:

	2023	2022	
Rupiah	2,658,186	2,327,117	***Rupiah***
Mata uang asing			***Foreign currencies***
Dolar Amerika Serikat	5,286,458	9,793,195	*United States Dollar*
Yen Jepang	3,273,087	2,589,026	*Japanese Yen*
Dolar Singapura	566,429	486,481	*Singapore Dollar*
Euro Eropa	66,188	24,287	*European Euro*
Dolar Hong Kong	27,217	12,245	*Hong Kong Dollar*
Pound Sterling Inggris	16,423	12,203	*Great Britain Pound Sterling*
	9,235,802	12,917,437	
	11,893,988	**15,244,554**	

23. SIMPANAN DARI BANK LAIN (lanjutan) / *23. DEPOSITS FROM OTHER BANKS (continued)*

b. Berdasarkan hubungan / *b. By relationship*

	2023	2022	
Pihak berelasi			***Related parties***
Rupiah			***Rupiah***
Giro	14,351	33,041	*Current accounts*
Negotiable Certificate of Deposit	-	156,010	*Negotiable Certificate of Deposit*
Simpanan lainnya	-	4,889	*Other deposits*
	14,351	193,940	
Mata uang asing			***Foreign currencies***
Giro	1,327,918	506,727	*Current accounts*
Pinjaman pasar uang antar bank	1,231,760	2,179,450	*Interbank money market*
Negotiable Certificate of Deposit	-	310,304	*Negotiable Certificate of Deposit*
Simpanan lainnya	131,078	-	*Other deposits*
	2,690,756	2,996,481	
Total pihak berelasi	2,705,107	3,190,421	*Total related parties*
Pihak ketiga			***Third parties***
Rupiah			***Rupiah***
Giro	1,306,591	1,088,783	*Current accounts*
Pinjaman pasar uang antar bank	625,000	-	*Interbank money market*
Negotiable Certificate of Deposit	-	321,798	*Negotiable Certificate of Deposit*
Deposito berjangka	63,730	101,455	*Time deposits*
Simpanan lainnya	648,514	621,141	*Other deposits*
	2,643,835	2,133,177	
Mata uang asing			***Foreign currencies***
Pinjaman pasar uang antar bank	3,260,995	5,995,891	*Interbank money market*
Giro	1,727,669	2,577,291	*Current accounts*
Deposito berjangka	740,384	801,108	*Time deposits*
Negotiable Certificate of Deposit	515,651	-	*Negotiable Certificate of Deposit*
Simpanan lainnya	300,347	546,666	*Other deposits*
	6,545,046	9,920,956	
Total pihak ketiga	9,188,881	12,054,133	*Total third parties*
	11,893,988	**15,244,554**	

23. SIMPANAN DARI BANK LAIN (lanjutan) / *23. DEPOSITS FROM OTHER BANKS (continued)*

c. Berdasarkan tingkat suku bunga dan bagi hasil per tahun / *c. By annual interest rates and profit sharing*

	Rupiah %	Dolar Amerika Serikat/ *United States Dollar* %	Yen Jepang/ *Japanese Yen* %	Dolar Singapura/ *Singapore Dollar* %	
2023	0.00 - 6.70	0.00 - 6.05	0.00 - 0.45	0.00 - 4.20	*2023*
2022	0.00 - 5.83	0.00 - 5.00	0.00 - 0.40	0.00 - 4.05	*2022*

d. Simpanan yang diblokir dan dijadikan jaminan / *d. Deposits blocked and pledged as collateral*

	2023	2022	
Giro	42,553	51,314	*Current accounts*
Deposito berjangka	4,707	5,241	*Time deposits*
Tabungan	3,501	9,046	*Savings accounts*
	50,761	**65,601**	

24. EFEK-EFEK YANG DIJUAL DENGAN JANJI DIBELI KEMBALI / *24. SECURITIES SOLD UNDER AGREEMENTS TO REPURCHASE*

Pihak lawan/ *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*
		2023					
Rupiah/*Rupiah*							
BPD Kalimantan Timur	OBN	200,000	15/12/2023	15/1/2024	199,901	587	199,314
		200,000			**199,901**	**587**	**199,314**
Mata uang asing/*Foreign currencies*							
JP Morgan Chase Bank	OBN	1,219,000	13/4/2023	15/9/2026	1,254,812	156,592	1,098,220
Standard Chartered, Jakarta	OBN	1,000,000	12/4/2023	15/5/2027	1,129,594	176,903	952,691
JP Morgan Chase Bank	OBN	1,070,000	12/4/2023	15/5/2027	1,111,926	174,026	937,900
Deutsche Bank AG.	OBN	1,001,000	12/4/2023	15/5/2027	1,105,434	173,235	932,199
Standard Chartered, Jakarta	OBN	700,000	14/4/2023	15/4/2026	729,641	85,943	643,698
Deutsche Bank AG.	OBN	700,000	14/4/2023	15/4/2026	712,500	83,084	629,416
JP Morgan Chase Bank	OBN	743,675	16/11/2023	16/11/2028	718,734	175,394	543,340
JP Morgan Chase Bank	OBN	523,618	17/9/2021	15/5/2024	525,917	16,990	508,927
JP Morgan Chase Bank	OBN	303,321	16/11/2023	17/4/2028	299,056	66,190	232,866
BNP Paribas	OBN	230,955	12/10/2023	17/1/2024	215,775	3,169	212,606
		7,491,569			**7,803,389**	**1,111,526**	**6,691,863**
		7,691,569			**8,003,290**	**1,112,113**	**6,891,177**

24. EFEK-EFEK YANG DIJUAL DENGAN JANJI DIBELI KEMBALI (lanjutan)

24. SECURITIES SOLD UNDER AGREEMENTS TO REPURCHASE (continued)

Pihak lawan/ *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*
			2022				
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**

Tingkat suku bunga tetap tahunan: *Annual fixed interest rates:*

	Rupiah %	Dolar Amerika Serikat/ *United States Dollar* %	
Suku bunga kontrak:			*Contractual interest rate:*
2023	6.65	1.30 - 6.32	*2023*
2022	5.63 - 8.13	1.50 - 4.75	*2022*

25. LIABILITAS AKSEPTASI

25. ACCEPTANCE PAYABLES

a. Berdasarkan pihak dan mata uang

a. By party and currency

	2023	2022	
Rupiah			***Rupiah***
Bank	1,519,809	1,183,632	*Banks*
Kreditur non-bank	244,375	190,225	*Non-bank creditors*
	1,764,184	1,373,857	
Mata uang asing			***Foreign currencies***
Bank	3,939,319	3,773,041	*Banks*
Kreditur non-bank	45,044	154,345	*Non-bank creditors*
	3,984,363	3,927,386	
	5,748,547	**5,301,243**	

25. LIABILITAS AKSEPTASI (lanjutan) / *ACCEPTANCE PAYABLES (continued)*

Perincian liabilitas akseptasi berdasarkan mata uang adalah sebagai berikut:

Acceptance payables based on currencies are as follows:

a. Berdasarkan pihak dan mata uang (lanjutan) / *By party and currency (continued)*

	2023	2022	
Rupiah	1,764,184	1,373,857	***Rupiah***
Mata uang asing			***Foreign currencies***
Dolar Amerika Serikat	3,897,148	3,844,172	*United States Dollar*
Euro Eropa	66,367	39,870	*European Euro*
Yuan China	15,221	26,880	*Chinese Yuan*
Yen Jepang	5,627	15,421	*Japanese Yen*
Franc Swiss	-	1,043	*Swiss Franc*
	3,984,363	3,927,386	
	5,748,547	**5,301,243**	

b. Berdasarkan hubungan / *By relationship*

	2023	2022	
Pihak berelasi			***Related parties***
Rupiah	1,049,883	836,603	*Rupiah*
Mata uang asing	20,717	152,240	*Foreign currencies*
Total pihak berelasi	1,070,600	988,843	*Total related parties*
Pihak ketiga			***Third parties***
Rupiah	714,301	537,254	*Rupiah*
Mata uang asing	3,963,646	3,775,146	*Foreign currencies*
Total pihak ketiga	4,677,947	4,312,400	*Total third parties*
	5,748,547	**5,301,243**	

26. BEBAN YANG MASIH HARUS DIBAYAR / *ACCRUED EXPENSES*

Beban yang masih harus dibayar terdiri dari:

Accrued expenses consist of the following:

	2023	2022	
Biaya teknologi dan telekomunikasi	558,506	509,481	*Technology and telecommunication expenses*
Biaya kantor	467,642	474,257	*Office expenses*
Kewajiban sebagai Bank penerbit	460,742	307,780	*Issuer Bank liabilities*
Biaya *loyalty*	49,905	47,642	*Loyalty expenses*
Biaya promosi	5,288	6,253	*Sales promotion expenses*
Lain-lain	121,782	95,257	*Others*
	1,663,865	**1,440,670**	

27. PENYISIHAN / *PROVISIONS*

	2023	2022	
Estimasi kerugian atas komitmen dan kontinjensi	2,165,058	2,697,672	*Estimated losses from commitments and contingencies*
Penyisihan atas perkara hukum dan lainnya	7,674	14,674	*Provision for legal cases and others*
	2,172,732	**2,712,346**	

27. PENYISIHAN (lanjutan) / *PROVISIONS (continued)*

a. Perubahan cadangan atas perkara hukum adalah sebagai berikut:

a. The movements of the allowance for legal cases are as follows:

	2023	2022	
Saldo awal	14,674	44,358	*Beginning balance*
Pembalikan selama tahun berjalan	(7,000)	(29,684)	*Reversal during the year*
	7,674	**14,674**	

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.

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.

Jumlah klaim terhadap Bank dan estimasi biaya penyelesaian perkara atas tuntutan hukum yang belum selesai pada tanggal 31 Desember 2023 dan 2022 masing-masing sebesar Rp7.660 dan Rp14.654. Pada tanggal 31 Desember 2023 dan 2022, Manajemen berpendapat bahwa jumlah cadangan atas perkara hukum telah memadai.

The Bank's total potential financial exposure and estimation on settlement of legal cases arising from outstanding lawsuits as of 31 December 2023 and 2022 amounted to Rp7,660 and Rp14,654, respectively. As of 31 December 2023 and 2022, Management believes that the provision for legal cases is adequate.

b. Perubahan nilai tercatat bruto pada komitmen dan kontinjensi adalah sebagai berikut:

b. The movements of gross carrying amount on commitments and contingencies are as follows:

	2023				
	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	56,655,579	5,676,476	776,913	63,108,968	*Beginning balance*
Pengalihan dari:					*Transfer from:*
- Kerugian kredit ekspektasian 12 bulan	(3,852,868)	3,852,868	-	-	*12-month ECL-*
- Kerugian kredit ekspektasian sepanjang umurnya kredit tidak memburuk	1,746,822	(1,746,822)	-	-	*Lifetime ECL not credit -impaired*
- Pengalihan dari/ke kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk - bersih	575	(3,240)	2,665	-	*Transfer from/to lifetime ECL credit-impaired - net*
Pengukuran kembali bersih*)	(21,893,089)	(4,330,468)	(2,172,751)	(28,396,308)	*Net remeasurement*)*
Aset keuangan baru yang diterbitkan atau dibeli	40,524,918	4,016,438	1,966,140	46,507,496	*New financial assets originated or purchased*
Pembayaran penuh	(13,737,880)	(491,034)	(28,139)	(14,257,053)	*Full repayment*
Valuta asing dan perubahan lain	(160,838)	(21,536)	(3,598)	(185,972)	*Foreign exchange and other movements*
	59,283,219	**6,952,682**	**541,230**	**66,777,131**	

*) Termasuk di dalam pengukuran kembali bersih adalah pembayaran kembali

*Including in the net measurement is repayment *)*

27. PENYISIHAN (lanjutan)

***27. PROVISIONS** (continued)*

b. Perubahan nilai tercatat bruto pada komitmen dan kontinjensi adalah sebagai berikut: (lanjutan)

b. The movements of gross carrying amount on commitments and contingencies 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***	
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*)	(17,381,946)	(4,223,183)	(1,445,387)	(23,050,516)	*Net remeasurement*)*
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)	*Full 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 adalah pembayaran kembali dan dampak akuisisi

Including in the net measurement is repayment and impact of acquisition)*

	2023				
	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					***Irrevocable letters of credit***
Saldo awal	15,180,092	585,899	308,204	16,074,195	*Beginning balance*
Pengalihan dari:					*Transfer from:*
- Kerugian kredit ekspektasian 12 bulan	(594,357)	594,357	-	-	*12-month ECL-*
- Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk	192,452	(192,452)	-	-	*Lifetime ECL not credit – -impaired*
Pengukuran kembali bersih*)	15,422,555	(283,956)	(62,969)	15,075,630	*Net remeasurement*)*
Aset keuangan baru yang diterbitkan atau dibeli	14,013,076	343,458	218,181	14,574,715	*New financial assets originated or purchased*
Pembayaran penuh	(27,822,922)	(606,614)	(341,470)	(28,771,006)	*Full repayment*
Valuta asing dan perubahan lain	(96,312)	(7,389)	4,474	(99,227)	*Foreign exchange and other movements*
	16,294,584	**433,303**	**126,420**	**16,854,307**	

*) Termasuk di dalam pengukuran kembali bersih adalah pembayaran kembali.

*Including in the net measurement is repayment *)*

27. PENYISIHAN (lanjutan)

***27. PROVISIONS** (continued)*

b. Perubahan nilai tercatat bruto pada komitmen dan kontinjensi adalah sebagai berikut: (lanjutan)

b. The movements of gross carrying amount on commitments and contingencies 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*	
Irrevocable letters of credit					***Irrevocable letters of credit***
Saldo awal	7,345,355	1,176,122	224,935	8,746,412	*Beginning balance*
Pengalihan dari:					*Transfer from:*
- Kerugian kredit ekspektasian 12 bulan	(988,936)	988,936	-	-	*12-month ECL-*
- Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk	686,639	(686,639)	-	-	*Lifetime ECL not credit -impaired*
Pengalihan dari/ke: kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk - bersih	-	(21,918)	21,918	-	*Transfer from/to lifetime ECL credit-impaired - net*
Pengukuran kembali bersih*)	23,149,390	806,690	(29,382)	23,926,698	*Net remeasurement*)*
Aset keuangan baru yang diterbitkan atau dibeli	16,579,659	234,803	522,170	17,336,632	*New financial assets originated or purchased*
Pembayaran penuh	(32,545,881)	(1,782,816)	(452,759)	(34,781,456)	*Full repayment*
Valuta asing dan perubahan lain	953,866	(129,279)	21,322	845,909	*Foreign exchange and other movements*
	15,180,092	**585,899**	**308,204**	**16,074,195**	

*) Termasuk di dalam pengukuran kembali bersih adalah pembayaran kembali dan dampak akuisisi

Including in the net measurement is repayment and impact of acquisition)*

c. Perubahan estimasi kerugian pada komitmen dan kontinjensi adalah sebagai berikut:

c. The movements of estimated losses on commitments and contingencies are as follows:

	2023				
	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	89,860	1,081,127	771,395	1,942,382	*Beginning balance*
Pengalihan dari:					*Transfer from:*
- Kerugian kredit ekspektasian 12 bulan	(4,467)	4,467	-	-	*12-month ECL-*
- Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk	83,395	(83,395)	-	-	*Lifetime ECL not credit -impaired*
Pengalihan dari/ke kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk - bersih	341	(868)	527	-	*Transfer from/to lifetime ECL credit-impaired - net*
Pengukuran kembali bersih penyisihan kerugian*)	(90,938)	(590,929)	(2,029,163)	(2,711,030)	*Net remeasurement of loss allowance*)*
Aset keuangan baru yang diterbitkan atau dibeli	80,926	886,710	1,768,132	2,735,768	*New financial assets originated or purchased*
Pembayaran penuh	(19,564)	(177,870)	-	(197,434)	*Full repayment*
Valuta asing dan perubahan lain	(2,029)	(3,605)	(2,946)	(8,580)	*Foreign exchange and other movements*
	137,524	**1,115,637**	**507,945**	**1,761,106**	

*) Termasuk di dalam pengukuran kembali bersih penyisihan kerugian adalah pembayaran kembali.

*Including in the net measurement of loss allowance, is repayment *)*

27. PENYISIHAN (lanjutan) / *PROVISIONS (continued)*

c. Perubahan estimasi kerugian pada komitmen dan kontinjensi adalah sebagai berikut: (lanjutan) / *The movements of estimated losses on commitments and contingencies 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*	
Garansi bank yang diterbitkan					***Bank guarantees issued***
Saldo awal	114,009	1,001,838	641,837	1,757,684	*Beginning balance*
Pengalihan dari:					*Transfer from:*
- Kerugian kredit ekspektasian 12 bulan	(1,887)	1,887	-	-	*12-month ECL-*
- Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk	371,694	(371,694)	-	-	*Lifetime ECL not credit - -impaired*
Pengalihan dari/ke kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk - bersih	285	(229,995)	229,710	-	*Transfer from/to lifetime ECL credit-impaired - net*
Pengukuran kembali bersih penyisihan kerugian*)	(433,519)	(409,203)	(1,267,222)	(2,109,944)	*Net remeasurement of loss allowance*)*
Aset keuangan baru yang diterbitkan atau dibeli	59,089	1,141,616	1,159,980	2,360,685	*New financial assets originated or purchased*
Pembayaran penuh	(23,521)	(75,804)	-	(99,325)	*Full repayment*
Valuta asing dan perubahan lain	3,710	22,482	7,090	33,282	*Foreign exchange and other movements*
	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)*

	2023				
	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					***Irrevocable letters of credit***
Saldo awal	30,261	69,624	308,036	407,921	*Beginning balance*
Pengalihan dari:					*Transfer from:*
- Kerugian kredit ekspektasian 12 bulan	(1,751)	1,751	-	-	*12-month ECL-*
- Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk	1,724	(1,724)	-	-	*Lifetime ECL not credit - -impaired*
- Pengalihan dari/ke kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk	-	-	-	-	*Transfer from/to lifetime-ECL credit-impaired -net*
Pengukuran kembali bersih penyisihan kerugian*)	56,746	(29,209)	(323,022)	(295,485)	*Net remeasurement of loss allowance*)*
Aset keuangan baru yang diterbitkan atau dibeli	22,314	118,171	68,193	208,678	*New financial assets originated or purchased*
Pembayaran penuh	(96,766)	(103,971)	(43,021)	(243,758)	*Full repayment*
Valuta asing dan perubahan lain	532	(1,836)	(9,487)	(10,791)	*Foreign exchange and other movements*
	13,060	**52,806**	**699**	**66,565**	

27. PENYISIHAN (lanjutan)

c. Perubahan estimasi kerugian pada komitmen dan kontinjensi adalah sebagai berikut: (lanjutan)

***27. PROVISIONS** (continued)*

c. The movements of estimated losses on commitments and contingencies 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***	
Irrevocable letters of credit					***Irrevocable letters of credit***
Saldo awal	17,439	85,990	10	103,439	*Beginning balance*
Pengalihan dari:					*Transfer from:*
- Kerugian kredit ekspektasian 12 bulan	(3,880)	3,880	-	-	*12-month ECL-*
- Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk	197,255	(197,255)	-	-	*Lifetime ECL not credit -impaired*
- Pengalihan dari/ke kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk	-	(22,156)	22,156	-	*Transfer from/to lifetime-ECL credit-impaired -net*
Pengukuran kembali bersih penyisihan kerugian*)	(162,680)	344,277	347,402	528,999	*Net remeasurement of loss allowance*)*
Aset keuangan baru yang diterbitkan atau dibeli	18,753	77,860	54,084	150,697	*New financial assets originated or purchased*
Pembayaran penuh	(38,604)	(227,397)	(119,114)	(385,115)	*Full repayment*
Valuta asing dan perubahan lain	1,978	4,425	3,498	9,901	*Foreign exchange and other movements*
	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)*

	2023				
	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***	
Fasilitas kredit kepada nasabah yang belum ditarik					***Unused loan facilities to debtors***
Saldo awal	347,373	-	-	347,373	*Beginning balance*
Pengalihan dari:					*Transfer from:*
- Kerugian kredit ekspektasian 12 bulan	(27,489)	27,489	-	-	*12-month ECL-*
- Pengalihan ke:					*Transfer to:*
- Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk	19,600	(19,600)	-	-	*Lifetime ECL not credit -impaired*
- Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk	(1,817)	-	1,817	-	*Lifetime ECL credit-impaired -*
Pengukuran kembali bersih penyisihan kerugian*)	(454,075)	(7,853)	(1,817)	(463,745)	*Net remeasurement of loss allowance*)*
Aset keuangan baru yang diterbitkan atau dibeli	63,636	-	-	63,636	*New financial assets originated or purchased*
Pembayaran penuh	390,823	25	-	390,848	*Full repayment*
Penghapusbukuan	(671)	-	-	(671)	*Write-offs*
Valuta asing dan perubahan lain	(55)	1	-	(54)	*Foreign exchange and other movements*
	337,325	**62**	**-**	**337,387**	

27. PENYISIHAN (lanjutan)

c. Perubahan estimasi kerugian pada komitmen dan kontinjensi adalah sebagai berikut: (lanjutan)

27. *PROVISIONS (continued)*

c. The movements of estimated losses on commitments and contingencies 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***	
Fasilitas kredit kepada nasabah yang belum ditarik					***Unused loan facilities to debtors***
Saldo awal	370,916	-	-	370,916	*Beginning balance*
Pengalihan dari:					*Transfer from:*
- Kerugian kredit ekspektasian 12 bulan	(32,879)	32,879	-	-	*12-month ECL-*
- Pengalihan ke:					*Transfer to:*
- Kerugian kredit ekspektasian sepanjang umurnya - kredit tidak memburuk	7,181	(7,181)	-	-	*Lifetime ECL not credit - impaired*
- Kerugian kredit ekspektasian sepanjang umurnya - kredit memburuk	(96)	(51)	147	-	*Lifetime ECL credit-impaired -*
Pengukuran kembali bersih penyisihan kerugian*)	(446,166)	(25,674)	(147)	(471,987)	*Net remeasurement of loss allowance*)*
Aset keuangan baru yang diterbitkan atau dibeli	68,475	-	-	68,475	*New financial assets originated or purchased*
Pembayaran penuh	381,763	24	-	381,787	*Full repayment*
Penghapusbukuan	(2,512)	-	-	(2,512)	*Write-offs*
Valuta asing dan perubahan lain	691	3	-	694	*Foreign exchange and other movements*
	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)*

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.

28. LIABILITAS LAIN-LAIN

28. *OTHER LIABILITIES*

	2023	**2022**	
Utang ke pemegang polis	17,010,970	15,967,679	*Obligation to policyholders*
Term Deposit Valas Devisa Hasil Ekspor	2,540,505	-	*Foreign Exchange Term Deposit from Export Activities*
Liabilitas sewa	1,287,369	1,146,127	*Lease liabilities*
Utang bunga	1,145,545	893,932	*Interest payable*
Utang nasabah - Entitas anak	753,482	253,890	*Payable to customers - Subsidiary*
Setoran jaminan	509,379	325,915	*Guarantee deposits*
Pendapatan yang belum diakui*)	436,658	537,348	*Unearned income*)*
Kewajiban pada pihak ketiga	225,555	153,272	*Liability to third parties*
Rekening dalam penyelesaian	194,275	241,464	*Unsettled account*
Utang reasuransi dan komisi	44,073	90,328	*Reinsurance payable and commission*
Lain-lain	1,977,086	1,519,425	*Others*
	26,124,897	**21,129,380**	

*) Termasuk di dalam pendapatan yang belum diakui adalah klaim asuransi yang telah diterima oleh Bank atas Kredit Usaha Rakyat (KUR).

*) *Including in unearned income is insurance claim that has been received by the Bank from Kredit Usaha Rakyat (KUR).*

28. LIABILITAS LAIN-LAIN (lanjutan)

Term Deposit Valas Devisa Hasil Ekspor merupakan suatu instrumen dimana dana devisa hasil ekspor dari rekening khusus eksportir ditempatkan pada Bank Indonesia melalui rekening Bank sesuai mekanisme pasar.

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:

	2023	2022	
Utang klaim	1,533	2,865	*Obligation to policyholders*
Cadangan atas premi yang belum mendapatkan pendapatan	134,610	89,490	*Unearned premium reserves estimated claim liabilities*
Estimasi liabilitas klaim	259,964	264,869	*Estimated claim liabilities*
Liabilitas manfaat polis masa depan	10,176,551	9,286,606	*Liabilities for future policy benefits*
Penyisihan manfaat polis masa depan dan kontribusi yang belum menjadi hak	135,181	133,615	*Provision for liabilities for future policy benefits and unearned contributions*
Liabilitas kepada pemegang unit link	6,282,559	6,170,446	*Liabilities to unit linked holders*
Ujrah diterima dimuka	20,572	19,788	*Unearned Ujrah*
	17,010,970	**15,967,679**	

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 2023 dan 2022.

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 aktuaria sebagai berikut:

28. *OTHER LIABILITIES* *(continued)*

Term Deposits of Foreign Exchange from Export Proceeds is an instrument where foreign exchange from export proceeds from exporters' special account are placed in Bank Indonesia through Bank's accounts in accordance with market mechanisms.

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:

The Group recognized liabilities for future policy benefits, unearned contributions provisions, estimated claim liabilities and unearned premiums as of 31 December 2023 and 2022, based on internal actuary's calculations.

a. Liabilities for future policy benefits

Liabilities for future policy benefits represents amount provided for all obligations arising from the terms of the policies in force at the statement of financial position. The computation of liabilities for future policy benefits is based on the following actuarial assumptions:

28. LIABILITAS LAIN-LAIN (lanjutan)

28. *OTHER LIABILITIES* *(continued)*

Utang ke pemegang polis (lanjutan)

Obligation to policyholders (continued)

a. Liabilitas manfaat polis masa depan (lanjutan)

a. *Liabilities for future policy benefits (continued)*

	2023	2022	
Metode aktuaria	*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	6.54% - 7.45%	4.60% - 7.35%	*Rupiah*
Dolar Amerika Serikat	5.40% - 5.86%	3.18% - 4.99%	*US Dollar*

Asumsi lain yang digunakan dalam perhitungan liabilitas manfaat polis masa depan adalah tingkat *lapse*, inflasi dan asumsi biaya.

Other assumptions used in the calculation of liabilities for future policy benefits include lapse rate, inflation and expense assumption.

Perhitungan liabilitas manfaat polis masa depan dan cadangan atas premi yang belum merupakan pendapatan pada tanggal 31 Desember 2023 telah diperiksa oleh aktuaris Grup.

The calculation of the liability for future policy benefits and unearned premium reserves as of 31 December 2023 were reviewed by the Group's actuary.

Rincian liabilitas manfaat polis masa depan adalah sebagai berikut:

Details of liabilities for future policy benefits are as follows:

	2023	2022	
Asuransi jiwa			***Life insurance***
Perorangan	9,186,453	8,243,904	*Individual*
Kumpulan	990,098	1,042,702	*Group*
	10,176,551	9,286,606	
Unit Link			***Unit Link***
Perorangan	2,113,937	2,511,141	*Individual*
Kumpulan	4,168,622	3,659,305	*Group*
	6,282,559	6,170,446	
Syariah			***Sharia***
Perorangan	124,419	124,549	*Individual*
Kumpulan	17	18	*Group*
	124,436	124,567	
	16,583,546	15,581,619	

28. LIABILITAS LAIN-LAIN (lanjutan)

Utang ke pemegang polis (lanjutan)

a. Liabilitas manfaat polis masa depan (lanjutan)

Termasuk dalam liabilitas manfaat polis masa depan adalah saldo dalam mata uang asing sebesar USD5.084.024 (nilai penuh) atau ekuivalen Rp78.375 (2022: USD5.465.902 (nilai penuh)).

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 aktuaria sebagai berikut:

***28. OTHER LIABILITIES** (continued)*

Obligation to policyholders (continued)

a. Liabilities for future policy benefits (continued)

Included in the above liabilities for future policy benefits are balances in foreign currencies amounting to USD5,084,024 (full amount) or equivalent Rp78,375 (2022: USD 5,465,902 (full amount)).

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:

	2023	2022	
Metode aktuaria	*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	6.04% - 6.92%	4.60% - 7.35%	*Annual profit sharing rate only for tabarru' funds Rupiah*

Rincian penyisihan manfaat polis masa depan dan kontribusi yang belum menjadi hak adalah sebagai berikut:

Details of provision for future policy benefits and unearned contributions are as follows:

	2023	2022	
Syariah			***Sharia***
Penyisihan manfaat polis masa depan	124,436	124,565	*Provision for future policy benefit*
Kontribusi yang belum menjadi hak	10,745	9,050	*Unearned contributions*
	135,181	133,615	

28. LIABILITAS LAIN-LAIN (lanjutan)

28. *OTHER LIABILITIES* *(continued)*

Utang ke pemegang polis (lanjutan)

Obligation to policyholders (continued)

c. Premi yang belum merupakan pendapatan

c. *Unearned premium reserves*

Premi yang belum merupakan pendapatan menurut jenis asuransi adalah sebagai berikut:

Unearned premium reserves by type of insurance are as follows:

	2023	2022	
Asuransi jiwa			***Life insurance***
Perorangan			*Individual*
Kecelakaan diri	20,584	21,688	*Personal accident*
Kesehatan	8,491	3,375	*Health*
Ekawarsa	2,712	3,148	*Term life*
Link	2,323	2,788	*Link*
	34,110	30,999	
Kumpulan			*Group*
Kesehatan	93,172	51,259	*Health*
Ekawarsa	4,919	3,892	*Term life*
Kecelakaan diri	2,294	3,218	*Personal accident*
Link	115	122	*Link*
	100,500	58,491	
	134,610	89,490	

d. Estimasi liabilitas klaim

d. *Estimated claim liabilities*

Estimasi liabilitas klaim menurut jenis asuransi adalah sebagai berikut:

Estimated claim liabilities by type of insurance are as follows:

	2023	2022	
Asuransi jiwa			***Life insurance***
Perorangan			*Individual*
Jangkawarsa	72,436	77,496	*Term life*
Kesehatan	13,670	8,337	*Health*
Kecelakaan diri	4,483	2,522	*Personal Accident*
Ekawarsa	514	1,710	*Term life*
Kumpulan			*Group*
Kesehatan	71,227	51,179	*Health*
Seumur hidup	75,023	89,797	*Life time*
	237,353	231,041	
Syariah			***Sharia***
Perorangan			*Individual*
Jangkawarsa	86	5,480	*Term life*
Kumpulan			*Group*
Asuransi jiwa kredit	15,587	23,954	*Credit life*
Kesehatan	5,863	3,338	*Health*
Kecelakaan diri	994	1,056	*Personal accident*
Ekawarsa	81	-	*Term life*
	22,611	33,828	
	259,964	264,869	

28. LIABILITAS LAIN-LAIN (lanjutan) / *28. OTHER LIABILITIES (continued)*

Utang ke pemegang polis (lanjutan) / *Obligation to policyholders (continued)*

e. Utang klaim / *e. Claim payables*

	2023	2022	
Asuransi jiwa			***Life insurance***
Kesehatan	703	1	*Health*
Jatuh tempo	-	178	*Maturities*
Kematian	396	23	*Death*
Penebusan	-	14	*Surrender*
	1,099	216	
Syariah			***Sharia***
Kesehatan	434	409	*Health*
Kematian	-	2,240	*Death*
	434	2,649	
	1,533	2,865	

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 aktuaria (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).

	Persentase perubahan/ *Percentage of change*	Saldo liabilitas asuransi/ *Balance of insurance liabilities* 2023	2022	
Tingkat suku bunga	+1%	16,433,969	15,459,630	*Interest rate*
Tingkat suku bunga	-1%	17,287,845	16,152,383	*Interest rate*
Tingkat mortalitas	+10%	16,905,890	15,857,994	*Mortality rate*
Tingkat mortalitas	-10%	16,758,319	15,701,376	*Mortality rate*

Liabilitas lain-lain / *Other liabilities*

Jumlah beban bunga atas liabilitas sewa sebesar Rp43.171 pada tanggal 31 Desember 2023 dan Rp44.601 pada tanggal 31 Desember 2022.

The balances of interest expense from lease liabilities amounted to Rp43,171 as of 31 December 2023 and Rp44,601 as of 31 December 2022.

Analisis jatuh tempo liabilitas lain-lain terkait sewa adalah sebagai berikut:

The maturity analysis of other liabilities related to lease is as follows:

	2023	2022	
1 tahun	183,518	312,059	*1 year*
2 tahun	310,103	223,400	*2 years*
3 tahun	175,230	181,578	*3 years*
4 tahun	198,461	109,315	*4 years*
5 tahun	420,057	319,775	*5 years*
	1,287,369	**1,146,127**	

29. PERPAJAKAN / *29. TAXATION*

a. Pajak dibayar di muka / *a. Prepaid taxes*

	2023	2022	
Pajak penghasilan badan			*Corporate income tax*
BNI	626,869	626,869	*BNI*
Entitas Anak	16,515	16,694	*Subsidiaries*
	643,384	**643,563**	

b. Utang pajak / *b. Taxes payable*

	2023	2022	
Pajak penghasilan badan			*Corporate income tax*
BNI			*BNI*
Pasal 25	110,481	262,222	*Article 25*
Pasal 29	569,188	1,108,655	*Article 29*
	679,669	1,370,877	
Entitas Anak			*Subsidiaries*
Pasal 25	408	4,977	*Article 25*
Pasal 29	21,843	15,841	*Article 29*
Total pajak penghasilan badan	701,920	1,391,695	*Total corporate income tax*
Pajak lainnya			*Other taxes*
BNI	101,409	149,811	*BNI*
Entitas Anak	19,644	9,540	*Subsidiaries*
Total pajak lainnya	121,053	159,351	*Total other taxes*
	822,973	**1,551,046**	

c. Beban pajak / *c. Tax expense*

	2023	2022	
BNI			*BNI*
Kini	4,386,618	4,997,178	*Current*
Tangguhan	84,783	(817,700)	*Deferred*
Pajak penghasilan - BNI	4,471,401	4,179,478	*Income tax - BNI*
Entitas Anak			*Subsidiaries*
Kini	75,434	44,089	*Current*
Tangguhan	(13,325)	(18,639)	*Deferred*
Pajak penghasilan - Entitas Anak	62,109	25,450	*Income tax - Subsidiaries*
	4,533,510	**4,204,928**	

Rekonsiliasi antara beban pajak penghasilan dengan hasil perkalian laba akuntansi sebelum pajak penghasilan dan tarif pajak yang berlaku adalah sebagai berikut:

The reconciliation between income tax expense and the theoretical tax amount on the profit before income tax is as follows:

	2023	2022	
Laba konsolidasian sebelum pajak penghasilan	25,639,738	22,686,708	*Consolidated income before income tax*
Pajak dihitung dengan tarif pajak yang berlaku	4,883,074	4,309,691	*Tax calculated at applicable tax rates*
Pendapatan yang tidak dapat dikurangkan untuk tujuan perpajakan			*Income not deductible for tax purpose*
BNI	(327,163)	(135,962)	*BNI*
Entitas Anak	(22,401)	31,199	*Subsidiaries*
Total dampak pajak penghasilan	(349,564)	(104,763)	*Total income tax impact*
Beban pajak	**4,533,510**	**4,204,928**	***Tax expense***

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:

***29. TAXATION** (continued)*

***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:

	2023	2022	
Grup			***The Group***
Laba konsolidasian sebelum pajak penghasilan	25,639,738	22,686,708	*Consolidated income before income tax*
Laba sebelum pajak penghasilan dari Entitas Anak, setelah eliminasi	(384,139)	26,130	*Income before income tax of Subsidiaries, after elimination*
Laba sebelum pajak penghasilan - BNI	25,255,599	22,712,838	*Income before income tax - BNI*
Beda waktu			*Timing differences*
- Penyusutan aset tetap	129,640	207,264	*Depreciation of fixed assets* -
- Pencadangan kerugian penurunan nilai aset produktif - pinjaman yang diberikan	284,088	1,882,007	*Provision for impairment losses on earning assets - loans* -
- Pembalikan cadangan hukum, kecurangan *(fraud)* dan lainnya	(7,000)	(29,685)	*Reversal of allowance for legal, fraud and others* -
- Laba yang belum direalisasi atas efek yang diperdagangkan dan transaksi derivatif	(334,840)	471,293	*Unrealized gain on trading securities and derivative transactions* -
- Pembentukan cadangan imbalan kerja	218,287	72,195	*Provision for allowance for employee benefits* -
- Amortisasi aset atas hak guna	28,857	18,420	*Right of use of asset amortization* -
- Penambahan cadangan kerugian penurunan nilai aset produktif selain pinjaman yang diberikan	(719,889)	574,609	*Provision for impairment earning assets - other than loans* -
- Modifikasi arus kas kontraktual pinjaman yang diberikan	(45,370)	2,071,927	*Modification of contractual loans* -
	(446,227)	5,268,030	
Beda tetap			*Permanent differences*
- Kenikmatan karyawan	288,574	668,619	*Employees' fringe benefits* -
- Keuntungan atas reksadana	(797,876)	(978,759)	*Gain on mutual funds* -
- Laba dari cabang luar negeri	(515,555)	(942,624)	*Profit from overseas branch offices* -
- Lain-lain	(697,053)	(427,168)	*Others* -
	(1,721,910)	(1,679,932)	
Penghasilan kena pajak - BNI	23,087,462	26,300,936	*Taxable income - BNI*

29. PERPAJAKAN (lanjutan)

c. Beban pajak (lanjutan)

Beban pajak penghasilan tahun berjalan dan taksiran utang pajak penghasilan BNI adalah sebagai berikut:

***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:

	2023	2022	
Beban pajak penghasilan sesuai tarif pajak yang berlaku			*Income tax based on the applicable tax rates*
19% x Rp23.087.462	4,386,618	-	*19% x Rp23,087,462*
19% x Rp26.300.936	-	4,997,178	*19% x Rp26,300,936*
Beban pajak penghasilan	4,386,618	4,997,178	*Corporate income tax expense*
Pajak dibayar di muka	(3,706,949)	(3,626,301)	*Prepaid tax*
Utang pajak penghasilan - BNI	679,669	1,370,877	*Corporate income tax payable - BNI*

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.

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.

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.

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.

29. PERPAJAKAN (lanjutan)

c. Beban pajak (lanjutan)

Untuk tahun pajak 2023 dan 2022, 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/2024-0032 tanggal 3 Januari 2024 dan Nomor DE/I/2023-0035 tanggal 3 Januari 2023 dari Biro Administrasi Efek, Datindo Entrycom, atas kepemilikan saham BNI masing-masing selama tahun 2023 dan tahun 2022, 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 2023 dan 2022 telah dihitung dengan menggunakan tarif pajak 19%.

***29. TAXATION** (continued)*

***c. Tax expense** (continued)*

For the fiscal year 2023 and 2022, 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/2024-0032 dated 3 January 2024 and Number DE/I/2023-0035 dated 3 January 2023 from the Registrar, Datindo Entrycom, regarding BNI's shares during the year 2023 and year 2022 respectively, 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 2023 and 2022 are calculated using the tax rate of 19%.

29. PERPAJAKAN (lanjutan)

d. Aset pajak tangguhan - bersih

Aset pajak tangguhan pada tanggal 31 Desember 2023 dan 2022 merupakan pengaruh beda pajak dengan rincian sebagai berikut:

29. TAXATION (continued)

d. Deferred tax assets - net

The deferred tax assets as of 31 December 2023 and 2022 represent the tax effects on the following:

	2023				
	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	296,083	-	(222,638)	73,445	*Unrealized loss/(gain) on financial assets at fair value through other comprehensive income*
Cadangan kerugian penurunan nilai aset produktif - pinjaman yang diberikan	5,258,654	53,977	-	5,312,631	*Allowance for impairment losses on earning assets - loans*
Cadangan imbalan kerja	659,464	41,475	97,882	798,821	*Allowance for employee benefits*
Cadangan kerugian penurunan nilai aset produktif - selain pinjaman yang diberikan	958,979	(136,780)	-	822,199	*Allowance for impairment losses on earning assets - other than loans*
Cadangan hukum, kecurangan *(fraud)* dan lainnya	2,788	(1,330)	-	1,458	*Allowance for legal, fraud and others*
(Laba)/rugi yang belum direalisasi atas efek yang diperdagangkan dan transaksi derivatif	(76,971)	(63,620)	-	(140,591)	*Unrealized (gain) loss on trading securities and derivative transactions*
Amortisasi Aset-Hak-Guna	13,875	5,483	-	19,358	*Right-of-Use Assets amortization*
Penyusutan aset tetap	(20,199)	24,632	-	4,433	*Depreciation of fixed assets*
Modifikasi arus kas kontraktual pinjaman yang diberikan	393,666	(8,620)	-	385,046	*Modification of contractual cash flows of loans*
Aset pajak tangguhan BNI - bersih	7,486,339	(84,783)	(124,756)	7,276,800	***Net deferred tax assets - BNI***
Aset pajak tangguhan Entitas Anak - bersih	128,145			163,818	***Net deferred tax assets - Subsidiaries***
Aset pajak tangguhan konsolidasian - bersih	**7,614,484**			**7,440,618**	***Net consolidated deferred tax assets***

29. PERPAJAKAN (lanjutan)

d. Aset pajak tangguhan - bersih (lanjutan)

Aset pajak tangguhan pada tanggal 31 Desember 2023 dan 2022 merupakan pengaruh beda pajak dengan rincian sebagai berikut: (lanjutan)

***29. TAXATION** (continued)*

***d. Deferred tax assets - net** (continued)*

The deferred tax assets as of 31 December 2023 and 2022 represent the tax effects on the following: (continued)

	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 yang belum direalisasi atas efek yang diperdagangkan dan transaksi derivatif	(166,517)	89,546	-	(76,971)	*Unrealized gain 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***

Manajemen berpendapat bahwa aset pajak tangguhan dapat dipulihkan seluruhnya.

Management believes that deferred tax assets are fully realisable.

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 mengurangkan 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 mengurangkan 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.

***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.

30. EFEK-EFEK YANG DITERBITKAN / *30. SECURITIES ISSUED*

a. Berdasarkan jenis / *a. By type*

	2023		2022		
	Saldo/ *Balance*	Peringkat/ *Rating* *)	Saldo/ *Balance*	Peringkat/ *Rating* *)	
Green Bond, setelah dikurangi biaya penerbitan yang belum diamortisasi sebesar Rp1.720 pada tanggal 31 Desember 2023 dan Rp2.802 pada tanggal 31 Desember 2022	4,893,357	idAAA*)	4,896,875	idAAA*)	*Green Bond, net of unamortized issuance cost amounting to Rp1,720 as of 31 December 2023 and Rp2,802 as of 31 December 2022*
*)*Pefindo*					*Pefindo*)*

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:

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:

	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.

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.

Pada tanggal 31 Desember 2023, BNI Green Bond 2022 memiliki nilai bersih sebesar Rp4.893.357 setelah dikurangi biaya penerbitan yang belum diamortisasi sebesar Rp1.720 (31 Desember 2022 memiliki nilai bersih sebesar Rp4.896.875 setelah dikurangi biaya penerbitan yang belum diamortisasi sebesar Rp2.802).

As of 31 December 2023, BI Green Bond 2022 had a net value of Rp4,893,357 after deducting the unamortized issuance fee of Rp1,720 (31 December 2022, BNI Green Bond 2022 had a net value of Rp4,896,875 after deducting the unamortized issuance fee of Rp2,802).

30. EFEK-EFEK YANG DITERBITKAN (lanjutan)

30. SECURITIES ISSUED (continued)

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.

a. By type (continued)

The proceeds from the bond issuance after deducting emission costs will be entirely used by BNI to finance and refinance projects in the Environmental Based Business Activity (hereinafter abbreviated as KUBL or Kegiatan Usaha Berwawasan Lingkungan) category, namely, projects related to renewable energy,energy efficiency, waste processing 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, adaptation to climate change, environmentally sound buildings, and sustainable agriculture, with due observance of OJK Regulation No. 60/POJK.04/2017 concerning the Issuance and Terms of Green Bonds.

BNI has obtained idAAA rating results for Green Bond I 2022 from PT Pemeringkat Efek Indonesia (PEFINDO) and also Second-party Opinion which has given by Sustainalytics.

b. Berdasarkan mata uang

b. By currency

	2023	2022	
Rupiah			***Rupiah***
Green Bond, setelah dikurangi diskonto yang belum diamortisasi sebesar Rp1.720 pada tanggal 31 Desember 2023 dan sebesar Rp2.802 pada tanggal 31 Desember 2022	4,893,357	4,896,875	*Green Bond, net of unamortized discount cost of Rp1,720 as of 31 December 2023 and Rp2,802 as of 31 December 2022*
	4,893,357	**4,896,875**	

c. Berdasarkan hubungan

c. By relationship

	2023	2022	
Pihak berelasi			***Related parties***
Rupiah	1,764,505	1,785,104	*Rupiah*
Pihak ketiga			***Third parties***
Rupiah	3,128,852	3,111,771	*Rupiah*
	4,893,357	**4,896,875**	

Informasi mengenai efek-efek yang diterbitkan kepada pihak-pihak berelasi diungkapkan pada Catatan 46m.

Information related to securities issued to related parties are disclosed in Note 46m.

30. EFEK-EFEK YANG DITERBITKAN (lanjutan) / *30. SECURITIES ISSUED (continued)*

d. Tingkat suku bunga per tahun / *d. Annual interest rates*

	Rupiah %	
2023	6.35 - 6.85	*2023*
2022	6.35 - 6.85	*2022*

31. PINJAMAN YANG DITERIMA / *31. BORROWINGS*

a. Berdasarkan jenis dan mata uang / *a. By type and currency*

	2023	2022	
Rupiah			***Rupiah***
Pinjaman penerusan	53	957	*Two step loans*
Kredit likuiditas untuk kredit koperasi primer kepada anggotanya	914	914	*Liquidity loan for member of primary cooperatives*
Lain-lain	1,031,535	498,288	*Others*
	1,032,502	500,159	
Mata uang asing			***Foreign currencies***
Pinjaman bilateral	21,856,207	28,916,463	*Bilateral loans*
Bankers acceptance	7,767,787	6,066,360	*Bankers acceptance*
Pinjaman penerusan	51,808	55,169	*Two step loans*
Lain-lain	241,304	116,055	*Others*
	29,917,106	35,154,047	
	30,949,608	**35,654,206**	

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 USD700.000.000 (nilai penuh) dengan jangka waktu pinjaman selama 10 tahun serta tingkat suku bunga LIBOR 6 bulan ditambah margin tertentu per tahun dan akan jatuh tempo pada tanggal 16 September 2025. Sehubungan dengan adanya transisi LIBOR, Bank telah melakukan amandemen perjanjian penggunaan *reference rate* dari LIBOR 6 bulan ditambah margin tertentu per tahun menjadi SOFR 6 bulan ditambah margin tertentu per tahun yang telah berlaku. Pada tanggal 31 Desember 2023 dan 2022, saldo pinjaman setelah dikurangi dengan biaya penerbitan yang belum diamortisasi masing-masing sebesar USD186.736.438 (nilai penuh) atau ekuivalen Rp2.875.182 dan USD279.528.131 (nilai penuh) atau ekuivalen Rp4.351.554.

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 USD700,000,000 (full amount) with tenure of 10 years and with interest rate of 6-month LIBOR plus a certain margin per annum and will mature on 16 September 2025. Regarding to the LIBOR transition, the Bank had amended the agreement for the use of reference rate from 6-month LIBOR plus a certain margin per annum to 6-month SOFR plus a certain margin per annum which already applies. As of 31 December 2023 and 2022, outstanding loan less unamortized issuance costs amounted to USD186,736,438 (full amount) or equivalent to Rp2,875,182 and USD279,528,131 (full amount) or equivalent to Rp4,351,554, respectively.

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 (nilai penuh) dengan jangka waktu pinjaman selama 10 tahun serta tingkat suku bunga LIBOR 6 bulan ditambah margin tertentu per tahun dan akan jatuh tempo pada tanggal 16 September 2025. Sehubungan dengan adanya transisi LIBOR, Bank telah melakukan amandemen perjanjian penggunaan *reference rate* dari LIBOR 6 bulan ditambah margin tertentu per tahun menjadi SOFR 6 bulan ditambah margin tertentu per tahun yang telah berlaku. Pada tanggal 31 Desember 2023 dan 2022, saldo pinjaman setelah dikurangi dengan biaya penerbitan yang belum diamortisasi masing-masing sebesar USD75.369.011 (nilai penuh) atau ekuivalen Rp1.160.457 dan USD113.481.875 (nilai penuh) atau ekuivalen Rp1.766.629.

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 USD750.000.000 (nilai penuh) yang terbagi dalam dua *tranche*, yaitu *tranche* A dan *tranche* B. *Tranche* A sebesar USD375.000.000 (nilai penuh) dengan jangka waktu 42 bulan serta tingkat suku bunga LIBOR 3 bulan ditambah margin tertentu per tahun dan telah jatuh tempo pada tanggal 25 Mei 2023, sedangkan *tranche* B sebesar USD375.000.000 (nilai penuh) 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 (full amount) with tenure of 10 years and with interest rate of 6-month LIBOR plus a certain margin per annum and will mature on 16 September 2025. Regarding to the LIBOR transition, the Bank had amended the agreement for the use of reference rate from 6-month LIBOR plus a certain margin per annum to 6-month SOFR plus a certain margin per annum which already applies. As of 31 December 2023 and 2022, outstanding loan less unamortized issuance costs amounted to USD75,369,011 (full amount) or equivalent to Rp1,160,457 and USD113,481,875 (full amount) or equivalent to Rp1,766,629.

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 USD750,000,000 (full amount) which was split into two tranches, tranche A and tranche B. Tranche A amounting to USD375,000,000 (full amount) with tenure of 42 months with interest rate of 3-month LIBOR plus a certain margin per annum has matured on 25 May 2023, while tranche B amounting to USD375,000,000 (full amount) with tenure of 60 months with interest of 3-month LIBOR plus a certain margin per annum will mature on 25 November 2024. Standard Chartered Bank (Hong Kong) Ltd acted as the Agent for this loan facility.

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 USD220.000.000 (nilai penuh) yang terbagi dalam dua tranche, yaitu *tranche* A dan *tranche* B. *Tranche* A mendapat tambahan sebesar USD135.000.000 (nilai penuh) dengan jangka waktu 39 bulan serta tingkat suku bunga LIBOR 3 bulan ditambah margin tertentu per tahun dan telah tempo pada tanggal 25 Mei 2023. Sedangkan *tranche* B sebesar USD85.000.000 (nilai penuh) 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.

Sehubungan dengan adanya transisi LIBOR, Bank telah melakukan amandemen perjanjian penggunaan *reference rate* dari LIBOR 3 bulan ditambah margin tertentu per tahun menjadi SOFR 3 bulan ditambah margin tertentu per tahun yang telah berlaku.

Pada tanggal 31 Desember 2023 dan 2022, saldo pinjaman setelah dikurangi dengan biaya penerbitan yang belum diamortisasi masing-masing sebesar USD457.405.333 (nilai penuh) atau ekuivalen Rp7.042.668 dan USD964.479.213 (nilai penuh) atau ekuivalen Rp15.014.530.

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 USD500.000.000 (nilai penuh) 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 2023 dan 2022, saldo pinjaman fasilitas tersebut setelah dikurangi biaya yang belum diamortisasi masing-masing sebesar USD500.000.000 (nilai penuh) atau ekuivalen Rp7.698.500 dan USD500.000.000 (nilai penuh) atau ekuivalen Rp7.783.750.

***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 USD220,000,000 (full amount) split into two tranches, tranche A and tranche B. Tranche A obtained additional amounting to USD135,000,000 (full amount) with tenure of 39 months with interest of 3 months LIBOR plus a certain margin per annum and has matured on 25 May 2023. While tranche B obtained additional amounting to USD85,000,000 (full amount) with tenure of 57 months with interest rate of 3 months LIBOR plus a certain margin per annum and will mature on 25 November 2024.

Regarding to the LIBOR transition, the Bank had amended the agreement for the use of reference rate from 3-month LIBOR plus a certain margin per annum to 3-month SOFR plus a certain margin per annum which already applies.

As of 31 December 2023 and 2022, outstanding loan less unamortized issuance costs amounted to USD457,405,333 (full amount) or equivalent to Rp7,042,668 and USD964,479,213 (full amount) or equivalent to Rp15,014,530, 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 USD500,000,000 (full amount) 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 2023 and 2022, the outstanding loan balance under this facility amounted to USD500,000,000 (full amount) or equivalent to Rp 7,698,500 and USD500,000,000 (full amount) or equivalent to Rp7,783,750.

31. PINJAMAN YANG DITERIMA (lanjutan)

a. Berdasarkan jenis dan mata uang (lanjutan)

Pinjaman bilateral (lanjutan)

e) Pada tanggal 22 November 2023, BNI memperoleh fasilitas pinjaman bilateral dalam negeri dengan MUFG Bank, Ltd. senilai USD200.000.000 (nilai penuh) dengan jangka waktu 3 tahun. Tingkat suku bunga pinjaman adalah suku bunga tetap 6% per tahun untuk tahun pertama, dan selanjutnya menjadi tingkat suku bunga mengambang dengan menggunakan SOFR 3 bulan ditambah margin tertentu per tahun. Fasilitas ini akan jatuh tempo pada tanggal 20 November 2026. Pada tanggal 31 Desember 2023, saldo pinjaman fasilitas tersebut sebesar USD200.000.000 (nilai penuh) atau ekuivalen Rp3.079.400 (2022: Rpnihil).

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 2023 dan 2022, Bank telah memenuhi persyaratan penting yang dipersyaratkan dalam perjanjian ini.

Pinjaman penerusan

Pinjaman penerusan pada tanggal 31 Desember 2023 dan 2022 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.

***31. BORROWINGS** (continued)*

***a. By type and currency** (continued)*

***Bilateral loans** (continued)*

e) On 22 November 2023, BNI obtained onshore bilateral loan with MUFG Bank, Ltd. amounting to USD200,000,000 (full amount) with a tenure of 3 years. Interest rate of the borrowing is a fixed interest rate of 6% per annum for the first year, and then a floating interest rate using 3-month SOFR plus a certain margin per year. This loan facility will mature on 20 November 2026. As of 31 December 2023, the outstanding loan balance under this facility amounted to USD200,000,000 (full amount) or equivalent to Rp3,079,400 (2022: Rpnil).

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 2023 and 2022, the Bank has fulfilled the terms required set forth in the agreements.

Two step loans

Two step loans as of 31 December 2023 and 2022 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.

31. PINJAMAN YANG DITERIMA (lanjutan)

a. Berdasarkan jenis dan mata uang (lanjutan)

Pinjaman penerusan (lanjutan)

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 EUR9.000.000 (nilai penuh). 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 2023, saldo pinjaman penerusan untuk *Phase* I dan II adalah masing-masing sebesar Rp53 dan EUR3.030.000 (nilai penuh) atau ekuivalen Rp51.808 (2022: EUR3.327.080 (nilai penuh), ekuivalen Rp55.169).

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.

***31. BORROWINGS** (continued)*

***a. By type and currency** (continued)*

***Two step loans** (continued)*

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 EUR9,000,000 (full amount). 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 2023, two step loans for Phase I and II amounted to Rp53 and EUR3,030,000 (full amount) or equivalent Rp51,808, respectively (2022: EUR3,327,080 (full amount), equivalent Rp 55,169).

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.

31. PINJAMAN YANG DITERIMA (lanjutan)

a. Berdasarkan jenis dan mata uang (lanjutan)

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.

31. *BORROWINGS (continued)*

a. *By type and currency (continued)*

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.

	2023	2022	
Emirates, NBD PJSC	3,079,400	1,556,750	*Emirates, NBD PJSC*
CoBank, Singapura	1,924,625	778,375	*CoBank, Singapore*
MUFG BANK HKG	769,850	-	*MUFG BANK HKG*
OCBC *limited Singapore*	769,850	-	*OCBC limited Singapore*
The Korea Development Bank, Singapore Branch	769,850	-	*The Korea Development Bank, Singapore Branch*
Bank of America N.A., Singapura	454,212	-	*Bank of America N.A., Singapura*
CoBank, New York	-	778,375	*CoBank, New York*
Citibank N.A. Singapura	-	233,512	*Citibank N.A. Singapore*
DZ Bank Singapura	-	1,089,725	*DZ Bank Singapore*
Bank of Tokyo Mitsubishi Singapura	-	695,573	*Bank of Tokyo Mitsubishi Singapore*
HSBC Bank Singapura	-	467,025	*HSBC Bank Singapore*
Mitsubishi UFJ Trust and Banking Corporation, Singapura	-	467,025	*Mitsubishi UFJ Trust and Banking Corporation, Singapore*
	7,767,787	**6,066,360**	

Lain-lain

PT BNI Multifinance (BNIMF):

PT Bank Victoria International Tbk

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. Fasilitas pinjaman ini telah jatuh tempo pada 21 Desember 2023 dan diperpanjang sampai dengan 21 Desember 2024.

Pada tanggal 17 Maret 2021, berdasarkan Perjanjian Kredit No. 39, PT Bank Victoria International Tbk setuju untuk memberikan tambahan fasilitas *fixed loan III line limit* sebesar Rp100.000 yang digunakan sebagai tambahan modal kerja pembiayaan, yang berlaku sampai dengan 17 Maret 2024.

Others

PT BNI Multifinance (BNIMF):

PT Bank Victoria International Tbk

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. This facility has been matured on 21 December 2023 and extended until 21 December 2024.

On 17 March 2021, based on the Credit Agreement No. 39, PT Bank Victoria International Tbk agreed to provide additional fixed loan III line limit facility amounting to Rp100,000 which was used as an additional working capital for financing that will mature on 17 March 2024.

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 (lanjutan)

Tingkat suku bunga pinjaman berkisar antara 8,00%-9,50% dan 8,00%-9,00% masing-masing untuk pencairan selama tahun 31 Desember 2023 dan 2022.

Selama periode pinjaman, BNIMF memiliki kewajiban untuk memenuhi ketentuan dalam perjanjian pinjaman diantaranya, menjaga rasio *Non-Performing Finance* ("NPF") maksimal 5,00%.

Pembayaran bunga dan pokok pinjaman telah dibayarkan oleh BNIMF sesuai dengan jadwal.

Pada tanggal 31 Desember 2023 dan 2022, saldo pinjaman fasilitas tersebut masing-masing sebesar Rp50.833 dan Rp166.250.

PT Bank Mega Tbk

Pada tanggal 30 Maret 2021, BNIMF memperoleh fasilitas pinjaman kredit modal kerja dengan PT Bank Mega Tbk dengan maksimum fasilitas sebesar Rp300.000 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 31 Desember 2023 dan 2022.

Pada tanggal 31 Desember 2023 dan 2022, saldo pinjaman fasilitas tersebut masing-masing sebesar Rp30.625 dan Rp71.458.

PT Bank Pembangunan Daerah Daerah Istimewa Yogyakarta

Pada tanggal 4 April 2019, berdasarkan Perjanjian Kredit No. 08, PT Bank Pembangunan Daerah 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 jatuh tempo pada tanggal 4 Oktober 2022. Fasilitas ini telah dilunasi pada saat jatuh tempo dan tidak diperpanjang.

***31. BORROWINGS** (continued)*

***a. By type and currency** (continued)*

***Others** (continued)*

***PT BNI Multifinance (BNIMF):** (continued)*

***PT Bank Victoria International Tbk** (continued)*

Interest rate of the borrowing ranged from 8.00%-9.50% and 8.00%-9.00% for withdrawal during 31 December 2023 and 2022, respectively.

During the loan period, the BNIMF has to comply with the terms of the loan agreement which include, maintaining Non-Performing Finance ("NPF") ratio at a maximum of 5.00%.

Interest and principal have been paid by the BNIMF on schedule.

As of 31 December 2023 and 2022, the outstanding loan balance under this facility amounted to Rp50,833 and Rp166,250, respectively.

PT Bank Mega Tbk

On 30 March 2021, BNIMF obtained working capital loan facility from PT Bank Mega Tbk with maximum facility amounting to Rp300,000 and tenure of 60 months and will mature on 30 March 2026.

Interest rate of the borrowing was 8.75% for withdrawal during 31 December 2023 and 2022, respectively.

As of 31 December 2023 and 2022, the outstanding loan balance under this facility amounted to Rp30,625 and Rp71,458, respectively.

PT Bank Pembangunan Daerah Daerah Istimewa Yogyakarta

On 4 April 2019, based on the Credit Agreement No. 08, PT Bank Pembangunan Daerah 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 has matured on 4 October 2022. This facility had been repaid at maturity date and was not renewed.

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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 Pembangunan Daerah Daerah Istimewa Yogyakarta (lanjutan)

Pada tanggal 10 Maret 2020, BNIMF memperoleh tambahan fasilitas pinjaman kredit modal kerja dengan fasilitas sebesar Rp150.000 yang telah jatuh tempo pada tanggal 13 November 2023. Fasilitas ini telah dilunasi pada saat jatuh tempo dan tidak diperpanjang.

Pada tanggal 18 Oktober 2021, berdasarkan Perjanjian Kredit No. 19, PT Bank Pembangunan Daerah Daerah Istimewa Yogyakarta setuju untuk memberikan tambahan fasilitas pinjaman modal kerja dengan jumlah maksimum dana yang disediakan adalah sebesar Rp50.000 yang berlaku sampai 18 Oktober 2024.

Tingkat suku bunga pinjaman adalah 9,00% masing-masing untuk pencairan selama tahun 2023 dan 2022.

Selama periode pinjaman, BNIMF memiliki kewajiban untuk memenuhi ketentuan dalam perjanjian pinjaman diantaranya:

a. Menjaga *gearing ratio* maksimal 10 kali.

b. Menjaga rasio piutang pembiayaan terhadap total aset minimal 40,00%.
c. Menjaga rasio NPF maksimal 5,00%.

Pembayaran bunga dan pokok pinjaman telah dibayarkan oleh BNIMF sesuai dengan jadwal.

Pada tanggal 31 Desember 2023 dan 2022, saldo pinjaman fasilitas tersebut masing-masing sebesar Rp12.244 dan Rp34.602.

***31. BORROWINGS** (continued)*

***a. By type and currency** (continued)*

***Others** (continued)*

***PT BNI Multifinance (BNIMF):** (continued)*

***PT Bank Pembangunan Daerah Daerah Istimewa Yogyakarta** (continued)*

On 10 March 2020, BNIMF obtained additional working capital facility loan with facility amounting to Rp150,000 that has matured on 13 November 2023. This facility had been repaid at maturity date and was not renewed.

On 18 October 2021, based on the Credit Agreement No. 19, PT Bank Pembangunan Daerah Daerah Istimewa Yogyakarta agreed to provide additional working capital loan facility with a maximum available fund amounting to Rp50,000 that will mature on 18 October 2024.

Interest rate of the borrowing was 9.00% for withdrawals during 2023 and 2022, respectively.

During the loan period, BNIMF has to comply with the terms of the loan agreement which include the following:

a. Maintaining the gearing ratio at a maximum of 10 times.
b. Maintaining the financing to asset ratio at a minimum of 40.00%.
c. Maintaining NPF ratio at a maximum of 5.00%.

Interest and principal have been paid by the BNIMF on schedule.

As of 31 December 2023 and 2022, the outstanding loan balance under this facility amounted to Rp12,244 and Rp34,602, respectively.

31. PINJAMAN YANG DITERIMA (lanjutan)

a. Berdasarkan jenis dan mata uang (lanjutan)

Lain-lain (lanjutan)

PT BNI Multifinance (BNIMF): (lanjutan)

PT Bank Jtrust Indonesia Tbk

Pada tanggal 18 Desember 2020, BNIMF memperoleh fasilitas pinjaman kredit modal kerja dengan PT Bank Jtrust Indonesia Tbk dengan maksimum fasilitas sebesar Rp50.000 dengan jangka waktu pinjaman 12 bulan dan telah jatuh tempo pada tanggal 19 Desember 2021. Pada tanggal 16 Desember 2021, perjanjian ini telah diperpanjang kembali dan telah jatuh tempo pada tanggal 17 Desember 2022. 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 Tbk dengan maksimum fasilitas sebesar Rp50.000 dengan jangka waktu pinjaman 48 bulan hingga 18 Desember 2024.

Pada tanggal 17 Februari 2022, BNIMF memperoleh fasilitas pinjaman kredit modal kerja dengan PT Bank Jtrust Indonesia Tbk dengan maksimum fasilitas sebesar Rp200.000 dengan jangka waktu pinjaman 48 bulan dan akan jatuh tempo pada tanggal 17 Februari 2026.

Tingkat suku bunga pinjaman adalah 9,00%-9,50% dan 8,50% masing-masing untuk pencairan tanggal 31 Desember 2023 dan 2022.

Selama periode pinjaman, BNIMF memiliki kewajiban untuk memenuhi ketentuan dalam perjanjian pinjaman diantaranya:

a. Menjaga *gearing ratio* maksimal 10 kali.

b. Menjaga rasio NPF maksimal 5,00%.

Pembayaran bunga dan pokok pinjaman telah dibayarkan oleh BNIMF sesuai dengan jadwal.

Pada tanggal 31 Desember 2023 dan 2022, saldo pinjaman fasilitas tersebut masing-masing sebesar Rp7.368 dan Rp23.124.

***31. BORROWINGS** (continued)*

***a. By type and currency** (continued)*

***Others** (continued)*

***PT BNI Multifinance (BNIMF):** (continued)*

PT Bank Jtrust Indonesia Tbk

On 18 December 2020, BNIMF obtained working capital loan facility with PT Bank Jtrust Indonesia Tbk with maximum facility amounting to Rp50,000 and tenure of 12 months and has matured on 19 December 2021. On 16 December 2021, the facility has been extended and had matured on 17 December 2022. 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 Tbk with maximum facility amounting to Rp50,000 and tenure of 48 months until 18 December 2024.

On 17 February 2022, BNIMF obtained working capital loan facility with PT Bank Jtrust Indonesia Tbk with maximum facility amounting to Rp200,000 and tenure of 48 months until 17 February 2026.

Interest rate of the borrowing was 9.00%-9.50% and 8.50% for withdrawal during of 31 December 2023 and 2022, respectively.

During the loan period, BNIMF has to comply with the terms of the loan agreement which include the following:

a. Maintaining the gearing ratio at a maximum of 10 times.
b. Maintaining NPF ratio at a maximum of 5.00%.

Interest and principal have been paid by the BNIMF on schedule.

As of 31 December 2023 and 2022, the outstanding loan balance under this facility amounted to Rp7,368 and Rp23,124, respectively.

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 16 Juni 2022, berdasarkan Perjanjian kredit No 48, PT Bank DKI setuju untuk memberikan 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.

Selama periode pinjaman, BNIMF memiliki kewajiban untuk memenuhi ketentuan dalam perjanjian pinjaman diantaranya:

a. Menjaga *current ratio* minimal 1 kali.

b. Menjaga *gearing ratio* maksimal 10 kali.

c. Menjaga rasio piutang pembiayaan terhadap total aset minimal 40,00%.
d. Menjaga rasio NPF maksimal 5,00%.

Tingkat suku bunga pinjaman untuk pencairan selama tahun 2023 dan 2022 adalah 8,00%.

Pembayaran bunga dan pokok pinjaman telah dibayarkan oleh BNIMF sesuai dengan jadwal.

Pada tanggal 31 Desember 2023 dan 2022, saldo pinjaman fasilitas tersebut masing-masing sebesar Rp16.043 dan Rp13.756.

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 telah jatuh tempo pada tanggal 8 April 2023. Fasilitas ini telah dilunasi pada saat jatuh tempo dan tidak diperpanjang.

***31. BORROWINGS** (continued)*

***a. By type and currency** (continued)*

***Others** (continued)*

***PT BNI Multifinance (BNIMF):** (continued)*

PT Bank DKI

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.

During the loan period, BNIMF has to comply with the terms of the loan agreement which include the following:

a. Maintaining the current ratio at a minimum of 1 times.
b. Maintaining the gearing ratio at a maximum of 10 times.
c. Maintaining the financing to asset ratio at a minimum of 40.00%.
d. Maintaining NPF ratio at a maximum of 5.00%.

Interest rate of the borrowing for withdrawal during 2023 and 2022 was 8.00%.

Interest and principal have been paid by the BNIMF on schedule.

As of 31 December 2023 and 2022, the outstanding loan balance under this facility amounted to Rp16,043 and Rp13,756, 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 has matured on 8 April 2023. This facility had been repaid at maturity date and was not renewed.

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 2023 dan 2022.

Selama periode pinjaman, BNIMF memiliki kewajiban untuk memenuhi ketentuan dalam perjanjian pinjaman diantaranya:

a. Menjaga *gearing ratio* maksimal 7 kali.

b. Menjaga rasio NPF maksimal 3,00%.

Pembayaran bunga dan pokok pinjaman telah dibayarkan oleh BNIMF sesuai dengan jadwal.

Pada tanggal 31 Desember 2023 dan 2022 saldo pinjaman fasilitas tersebut masing-masing sebesar Rpnihil dan Rp4.353.

PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk

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 jangka waktu pinjaman selama 42 bulan dan telah jatuh tempo pada tanggal 20 Mei 2023. Fasilitas ini telah dilunasi pada saat jatuh tempo dan tidak diperpanjang.

Tingkat suku bunga pinjaman adalah 9,50% selama tahun 2023 dan 2022.

Pembayaran bunga dan pokok pinjaman telah dibayarkan oleh BNIMF sesuai dengan jadwal.

Selama periode pinjaman, BNIMF memiliki kewajiban untuk memenuhi ketentuan dalam perjanjian pinjaman diantaranya, menjaga rasio NPF maksimal 3,00%.

Pada tanggal 31 Desember 2023 dan 2022, saldo pinjaman fasilitas tersebut masing-masing sebesar Rpnihil dan Rp3.472.

***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 2023 and 2022.

During the loan period, BNIMF has to comply with the terms of the loan agreement which include the following:

a. Maintaining the gearing ratio at a maximum of 7 times.
b. Maintaining NPF ratio at a maximum of 3.00%.

Interest and principal have been paid by the BNIMF on schedule.

As of 31 December 2023 and 2022, the outstanding loan balance under this facility amounted to Rpnil and Rp4,353 respectively.

PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk

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 tenure of 42 months and has matured on 20 May 2023. This facility had been repaid at maturity date and was not renewed.

Interest rate of the borrowing is 9.50% during 2023 and 2022.

Interest and principal have been paid by the BNIMF on schedule.

During the loan period, BNIMF has to comply with the terms of the loan agreement which include, maintaining NPF ratio at a maximum of 3.00%.

As of 31 December 2023 and 2022, the outstanding loan balance under this facility amounted to Rpnil and Rp3,472, respectively.

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

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 telah jatuh tempo pada tanggal 28 Agustus 2023. Fasilitas ini telah dilunasi pada saat jatuh tempo dan tidak diperpanjang.

Pada tanggal 16 September 2019, berdasarkan Perjanjian Kredit No. 18, PT Bank Mandiri (Persero) Tbk 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 dan akan jatuh tempo pada tanggal 20 Februari 2024.

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, Rp35.000, Rp30.000, Rp20.800, Rp 8.500, Rp11.000, Rp 15.000, Rp52.000, 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.

***31. BORROWINGS** (continued)*

***a. By type and currency** (continued)*

***Others** (continued)*

***PT BNI Multifinance (BNIMF):** (continued)*

PT Bank Mandiri (Persero) Tbk

On 28 August 2018, BNIMF obtained working capital facility loan from PT Bank Mandiri (Persero) Tbk with maximum facility amounting to Rp250,000 and tenure of 60 months and has matured on 28 August 2023. This facility had been repaid at maturity date and was not renewed.

On 16 September 2019, based on the Credit Agreement No. 18, PT Bank Mandiri (Persero) Tbk 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 and will mature on 20 February 2024.

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.

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 2021, 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 Rp10.000 pada tanggal 21 September 2021 dan 22 April 2022 masing-masing sebesar Rp5.000.

Fasilitas ini memiliki jatuh tempo maksimal 48 bulan sejak tanggal penarikan masing-masing, yaitu pada tanggal 21 September 2024 dan 22 April 2025.

Pada tanggal 22 Februari 2023, BNIMF memperoleh tambahan fasilitas pinjaman kredit modal kerja dengan PT Bank Mandiri (Persero) Tbk dengan total fasilitas sebesar Rp350.000 untuk jangka waktu pinjaman sampai dengan 60 bulan sejak tanggal penarikan setiap fasilitas, dengan menggunakan skema *revolving*.

BNIMF telah menggunakan fasilitas ini sebesar Rp367.000 pada tanggal 13 Maret 2023, 3 Mei 2023, 16 Mei 2023, 31 Mei 2023, 5 Juni 2023, 21 Juni 2023, 23 Juni 2023, 27 Juni 2023, 3 Juli 2023, 7 Juli 2023, 13 Juli 2023, 20 Juli 2023, 27 Juli 2023, 28 Juli 2023, 2 Agustus 2023, 7 Agustus 2023, 9 Agustus 2023, 14 Agustus 2023, 15 Agustus 2023, dan 16 Agustus 2023 masing-masing sebesar Rp20.000, Rp15.000, Rp35.000, Rp10.000, Rp25.000, Rp10.000, Rp33.000, Rp32.000, Rp35.000, Rp10.000, Rp15.000, Rp12.000, Rp20.000, Rp10.000, Rp10.000, Rp15.000, Rp15.000, Rp15.500, Rp12.500, dan Rp17.000.

***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 2021, 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 used this facility amounting to Rp10,000 on 21 September 2021 and 22 April 2022 which each of the drawdown amounted to Rp5,000.

This facility will mature maximum 48 months from the respective withdrawal date, namely 21 September 2024 and 22 April 2025.

On 22 February 2023, BNIMF obtained additional working capital facility loan from PT Bank Mandiri (Persero) Tbk with total facility amounting to Rp350,000 and tenure of 60 months from the date of withdrawal of each credit facility, using a revolving scheme.

BNIMF has used this facility amounting to Rp367,000 on 13 March 2023, 3 May 2023, 16 May 2023, 31 May 2023, 5 June 2023, 21 June 2023, 23 June 2023, 27 June 2023, 3 July 2023, 7 July 2023 , 13 July 2023, 20 July 2023, 27 July 2023, 28 July 2023, 2 August 2023, 7 August 2023, 9 August 2023, 14 August 2023, 15 August 2023, and 16 August 2023 which each of the drawdown amounted to Rp20,000, Rp15,000, Rp35,000, Rp10,000, Rp25,000, Rp10,000, Rp33,000, Rp32,000, Rp35,000, Rp10,000, Rp15,000, Rp12,000, Rp20,000, Rp10,000, Rp10,000, Rp15,000, Rp15,000, Rp15,500, Rp12,500 and Rp17,000.

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)

Fasilitas ini memiliki jatuh tempo maksimal 60 bulan sejak tanggal penarikan masing-masing, yaitu pada tanggal 13 Maret 2025, 3 Mei 2025, 16 Mei 2025, 31 Mei 2025, 5 Juni 2025, 21 Juni 2025, 23 Juni 2025, 27 Juni 2025, 3 Juli 2026, 7 Juli 2025, 13 Juli 2026, 20 Juli 2026, 27 Juli 2026, 28 Juli 2025, 2 Agustus 2025, 7 Agustus 2026, 9 Agustus 2026, 14 Agustus 2025, 15 Agustus 2025, dan 16 Agustus 2026.

Pada tanggal 22 Februari 2023, BNIMF memperoleh tambahan fasilitas pinjaman kredit jangka pendek dengan PT Bank Mandiri (Persero) Tbk dengan total fasilitas sebesar Rp150.000 dengan skema *revolving* dan jangka waktu pinjaman sampai dengan 12 bulan sejak tanggal penandatanganan perjanjian kredit.

BNIMF telah menggunakan fasilitas ini sebesar Rp275.000 pada tanggal 24 Februari 2023, 30 Maret 2023, 3 Mei 2023, 9 Mei 2023, 25 Mei 2023, 4 Juli 2023, 9 Agustus 2023, 30 Agustus 2023, 29 September 2023 masing-masing sebesar Rp30.000, Rp30.000, Rp10.000, Rp10.000, Rp70.000, Rp10.000, Rp35.000, Rp35.000, Rp45.000 dan telah jatuh tempo pada tanggal 17 Mei 2023, 26 Mei 2023, 15 Mei 2023, 12 Mei 2023, 10 November 2023, 1 September 2023, 6 Oktober 2023, 12 September 2023, dan 10 Oktober 2023.

BNIMF telah melakukan penarikan atas fasilitas pinjaman ini sebesar Rp150.000 pada tanggal 31 Oktober 2023 dan 20 November 2023 masing-masing sebesar Rp80.000 dan Rp70.000 yang akan jatuh tempo pada tanggal 4 Januari 2024 dan 3 Januari 2024.

Pada tanggal 16 Oktober 2023, BNIMF memperoleh tambahan fasilitas pinjaman kredit modal kerja dengan PT Bank Mandiri (Persero) Tbk dengan total fasilitas sebesar Rp500.000 dengan jangka waktu pinjaman sampai dengan 72 bulan sejak tanggal penandatanganan perjanjian kredit dengan skema *revolving*.

***31. BORROWINGS** (continued)*

***a. By type and currency** (continued)*

***Others** (continued)*

***PT BNI Multifinance (BNIMF):** (continued)*

***PT Bank Mandiri (Persero) Tbk** (continued)*

This facility will mature maximum 60 months from the respective withdrawal date, respectively on 13 March 2025, 3 May 2025, 16 May 2025, 31 May 2025, 5 June 2025, 21 June 2025, 23 June 2025, 27 June 2025, 3 July 2026, 7 July 2025, 13 July 2026, 20 July 2026, 27 July 2026, 28 July 2025, 2 August 2025, 7 August 2026, 9 August 2026, 14 August 2025, 15 August 2025, and 16 August 2026.

On 22 February 2023, BNIMF obtained additional short-term credit loan facility from PT Bank Mandiri (Persero) Tbk with total facility amounting to Rp150,000 with a revolving scheme and maximum tenure of 12 months from the date of the signing of credit agreement.

BNIMF has utilised this facility amounted at Rp275,000 on 24 February 2023, 30 March 2023, 3 May 2023, 9 May 2023, 25 May 2023, 4 July 2023, 9 August 2023, 30 August 2023 and 29 September 2023 which each of the drawdown amounted to Rp30,000, Rp30,000, Rp10,000, Rp10,000, Rp70,000, Rp10,000, Rp35,000, Rp35,000, Rp45,000 and has been matured on 17 May 2023, 26 May 2023, 15 May 2023, 12 May 2023, 10 November 2023, 1 September 2023, 6 October 2023, 12 September 2023, and 10 October 2023.

BNIMF has utilised this facility amounted at Rp150,000 on 31 October 2023 and 20 November 2023 which each of the drawdown amounted to Rp80,000 and Rp70,000 which will be mature on 4 January 2024 and 3 January 2024.

On 16 October 2023, BNIMF obtained additional working capital loan facility from PT Bank Mandiri (Persero) Tbk with total facility amounting to Rp500,000 with a maximum tenure of 72 months from the date of the signing of credit agreement with revolving scheme.

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)

BNIMF telah menggunakan fasilitas ini sebesar Rp300.000 pada tanggal 18 Oktober 2023, 27 Oktober 2023, 13 November 2023, 21 November 2023, 30 November 2023, 4 Desember 2023, 22 Desember 2023, dan 28 Desember 2023 masing-masing sebesar Rp60.000, Rp40.000, Rp50.000, Rp25.000, Rp25.000, Rp25.000, Rp46.000 dan Rp29.000.

Fasilitas ini memiliki jatuh tempo maksimal 60 bulan sejak tanggal penarikan masing-masing, yaitu pada tanggal 18 Oktober 2025, 27 Oktober 2026, 13 November 2025, 21 November 2025, 30 November 2025, 4 Desember 2025, 22 Desember 2025, dan 28 Desember 2026.

Selama periode pinjaman, BNIMF memiliki kewajiban untuk memenuhi ketentuan dalam perjanjian pinjaman diantaranya:

a. Menjaga *gearing ratio* maksimal 10 kali.

b. Menjaga rasio NPF maksimal 5,00%.

Tingkat suku bunga pinjaman berkisar antara 7,65%-9,00% dan 8,00% selama tahun 2023 dan 2022.

Selama tahun 2023, BNIMF telah melakukan pembayaran pokok dan bunga atas fasilitas pinjaman dari PT Bank Mandiri (Persero) Tbk sebesar Rp576.810.

Pada tanggal 31 Desember 2023 dan 2022, saldo pinjaman fasilitas tersebut masing-masing sebesar Rp772.307 dan Rp179.048.

Dalam perjanjian-perjanjian fasilitas pinjaman yang disebutkan di atas, BNIMF diharuskan menjaga rasio-rasio keuangan dan memenuhi pembatasan-pembatasan tertentu termasuk tidak melebihi dari batas yang telah ditetapkan, antara lain, dalam hal melakukan pinjaman, pemberian piutang, pemberian jaminan atau ganti rugi, pelepasan aset, perubahan bisnis, akuisisi perusahaan dan bisnis, pengeluaran untuk barang modal, transaksi dengan afiliasi dan penghapusan piutang.

***31. BORROWINGS** (continued)*

***a. By type and currency** (continued)*

***Others** (continued)*

***PT BNI Multifinance (BNIMF):** (continued)*

***PT Bank Mandiri (Persero) Tbk** (continued)*

BNIMF has utilised this facility amounted at Rp300,000 on 18 October 2023, 27 October 2023, 13 November 2023, 21 November 2023, 30 November 2023, 4 December 2023, 22 December 2023, and 28 December 2023, which each of the drawdown amounted to Rp60,000, Rp40,000, Rp50,000, Rp25,000, Rp25,000, Rp25,000, Rp46,000 and Rp29,000.

This facility will mature maximum 60 months from the respective withdrawal date, respectively on 18 October 2025, 27 October 2026, 13 November 2025, 21 November 2025, 30 November 2025, 4 December 2025, 22 December 2025, and 28 December 2026.

During the loan period, BNIMF has to comply with the terms of the loan agreement which include the following:

a. Maintaining the gearing ratio at a maximum of 10 times.
b. Maintaining the NPF ratio at a maximum of 5.00%.

Interest rate of the borrowing ranged from 7.65%-9.00% and 8.00% during 2023 and 2022.

During 2023, the Company has paid interest and principal from loan facilities from PT Bank Mandiri (Persero) Tbk amounted to Rp576,810.

As of 31 December 2023 and 2022, the outstanding loan balance under this facility amounted to Rp772,307 and Rp179,048, respectively.

Under the above-mentioned loans facility agreements, BNIMF is required to maintain certain financial ratios and comply to certain restrictions including not exceeding established limits, such as, in areas of making any loans or granting any credit, giving any guarantee or indemnity, disposal of assets, changes in business, acquisition of other companies or businesses, capital expenditures, transactions with affiliates and write off of receivables.

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)

Tingkat suku bunga pinjaman berkisar antara 7,65%-9,00% selama tahun 2023 (2022: 8,00%).

Pembayaran bunga dan pokok pinjaman telah dibayarkan oleh Perusahaan sesuai dengan jadwal.

Pada tanggal 31 Desember 2023 dan 2022, saldo pinjaman fasilitas tersebut masing-masing sebesar Rp772.307 dan Rp179.048.

Dalam perjanjian-perjanjian fasilitas pinjaman yang disebutkan di atas, BNIMF diharuskan menjaga rasio-rasio keuangan dan memenuhi pembatasan-pembatasan tertentu termasuk tidak melebihi dari batas yang telah ditetapkan, antara lain, dalam hal melakukan pinjaman, pemberian piutang, pemberian jaminan atau ganti rugi, pelepasan aset, perubahan bisnis, akuisisi perusahaan dan bisnis, pengeluaran untuk barang modal, transaksi dengan afiliasi dan penghapusan piutang.

PT Bank Central Asia Tbk

Pada tanggal 22 Agustus 2023, berdasarkan Perjanjian Kredit No. 137, BNIMF memperoleh fasilitas pinjaman kredit *Installment loan* dengan PT Bank Central Asia dengan maksimum fasilitas sebesar Rp105.000 dengan jangka waktu pinjaman 4 tahun sejak tanggal penarikan fasilitas.

BNIMF telah menggunakan fasilitas ini sebesar Rp66.500 pada tanggal 23 Agustus 2023, 31 Agustus 2023, 7 September 2023, 19 September 2023, 26 September 2023, dan 6 Desember 2023 masing-masing sebesar Rp5.000, Rp10.000, Rp23.000, Rp11.500, Rp 7.000 dan Rp10.000.

Fasilitas ini memiliki jatuh tempo maksimal 4 tahun sejak tanggal penarikan masing-masing pinjaman, yaitu pada tanggal 23 Agustus 2026, 21 Agustus 2026, 7 September 2025, 1 September 2025, 20 September 2026, dan 27 November 2026.

***31. BORROWINGS** (continued)*

***a. By type and currency** (continued)*

***Others** (continued)*

***PT BNI Multifinance (BNIMF):** (continued)*

***PT Bank Mandiri (Persero) Tbk** (continued)*

Interest rate of the borrowing ranged from 7.65%-9.00% during 2023 (2022: 8.00%).

Interest and principal have been paid by the Company on schedule.

As of 31 December 2023 and 2022, the outstanding loan balance under this facility amounted to Rp772,307 and Rp179,048, respectively.

Under the above-mentioned loans facility agreements, BNIMF is required to maintain certain financial ratios and comply to certain restrictions including not exceeding established limits, such as, in areas of making any loans or granting any credit, giving any guarantee or indemnity, disposal of assets, changes in business, acquisition of other companies or businesses, capital expenditures, transactions with affiliates and write off of receivables.

PT Bank Central Asia Tbk

On 22 August 2023, based on the credit agreement No. 137, BNIMF obtained Installment loan facility from PT Bank Central Asia with maximum facility amounting to Rp105,000 and tenure of 4 years from the date of withdrawal of each facilities.

BNIMF has utilised this facility amounted at Rp66,500 on 23 August 2023, 31 August 2023, 7 September 2023, 19 September 2023, 26 September 2023, and 6 Desember 2023 which each of the drawdown amounted to Rp5,000, Rp10,000, Rp23,000, Rp11,500, Rp7,000 and Rp10,000.

This facility will mature maximum 4 years after the drawdown date, respectively on 23 August 2026, 21 August 2026, 7 September 2025, 1 September 2025, 20 September 2026, dan 27 November 2026.

31. PINJAMAN YANG DITERIMA (lanjutan)

a. Berdasarkan jenis dan mata uang (lanjutan)

Lain-lain (lanjutan)

PT BNI Multifinance (BNIMF): (lanjutan)

PT Bank Central Asia Tbk (lanjutan)

Tingkat suku bunga pinjaman adalah 7,75% selama tahun 2023.

Pada tanggal 31 Desember 2023 saldo pinjaman fasilitas tersebut sebesar Rp59.938.

PT Bank Digital BCA

Pada tanggal 13 Desember 2023, berdasarkan Perjanjian Kredit No. 60, BNIMF memperoleh fasilitas pinjaman kredit *installment loan* dengan PT Bank Digital BCA dengan maksimum fasilitas sebesar Rp100.000 dengan jangka waktu pinjaman 4 tahun sejak tanggal penarikan fasilitas.

BNIMF telah menggunakan fasilitas ini sebesar Rp4.500 pada tanggal 22 Desember 2023.

Fasilitas ini memiliki jatuh tempo maksimal 4 tahun sejak tanggal penarikan masing-masing pinjaman, yaitu pada tanggal 20 Desember 2027.

Tingkat suku bunga pinjaman adalah 8,00% selama tahun 2023.

Pada tanggal 31 Desember 2023 saldo pinjaman fasilitas tersebut sebesar Rp4.500.

***31. BORROWINGS** (continued)*

***a. By type and currency** (continued)*

***Others** (continued)*

***PT BNI Multifinance (BNIMF):** (continued)*

***PT Bank Central Asia Tbk** (continued)*

Interest rate of the borrowing is 7.75% during 2023.

As of 31 December 2023, the outstanding loan balance under this facility amounted to Rp59,938.

PT Bank Digital BCA

On 13 December 2023, based on the credit agreement No. 60, BNIMF obtained installment loan facility from PT Bank Digital BCA with maximum facility amounting to Rp100,000 and tenure of 4 years from the date of withdrawal of each facilities.

BNIMF has utilised this facility amounted at Rp4,500 on 22 December 2023.

This facility will mature maximum 4 years after the drawdown date, which is on 20 December 2027.

Interest rate of the borrowing is 8.00% during 2023.

As of 31 December 2023, the outstanding loan balance under this facility amounted to Rp4,500.

31. PINJAMAN YANG DITERIMA (lanjutan)

a. Berdasarkan jenis dan mata uang (lanjutan)

Lain-lain (lanjutan)

PT BNI Multifinance (BNIMF): (lanjutan)

PT Bank Panin Tbk

Pada tanggal 13 Oktober 2023, BNIMF memperoleh fasilitas pinjaman kredit modal kerja dengan PT Bank Panin berdasarkan perjanjian kredit No. 47 dengan maksimum fasilitas sebesar Rp100.000 dengan jangka waktu pinjaman 36 bulan atau 48 bulan sejak tanggal penarikan fasilitas.

BNIMF telah menggunakan fasilitas ini sebesar Rp65.000 pada tanggal 23 November 2023, 5 Desember 2023 dan 19 Desember 2023 masing-masing sebesar Rp10.000, Rp25.000 dan Rp 30.000.

Fasilitas ini memiliki jatuh tempo maksimal 36 bulan atau 48 bulan sejak tanggal penarikan masing-masing pinjaman, yaitu pada tanggal 23 November 2027, 4 Desember 2026 dan 18 Desember 2026.

Tingkat suku bunga pinjaman adalah 7,50%-7,75% selama tahun 2023.

Pembayaran bunga dan pokok pinjaman telah dibayarkan oleh BNIMF sesuai dengan jadwal.

Pada tanggal 31 Desember 2023 dan 2022, saldo pinjaman fasilitas tersebut adalah sebesar Rp64.792 dan Rpnihil.

PT Bank CTBC Indonesia

Pada tanggal 9 Oktober 2021, Perusahaan telah mendapatkan modal kerja dari PT Bank CTBC Indonesia dengan total Rp125.000. Pada tanggal 9 Oktober 2023, berdasarkan perjanjian fasilitas kredit No. 355/ADD/X/2023 fasilitas ini diperpanjang hingga 27 Oktober 2024.

Tingkat suku bunga pinjaman adalah 8,00% untuk pencairan selama tahun 2023.

Pada tanggal 31 Desember 2023 saldo pinjaman fasilitas tersebut masing-masing sebesar Rp10.000.

***31. BORROWINGS** (continued)*

***a. By type and currency** (continued)*

***Others** (continued)*

***PT BNI Multifinance (BNIMF):** (continued)*

PT Bank Panin Tbk

On 13 October 2023, BNIMF obtained working capital loan facility from PT Bank Panin based on credit agreement No. 47 with maximum facility amounting to Rp100,000 and tenure of 36 months or 48 months from the date of withdrawal of each facilities.

BNIMF has utilised this facility amounted at Rp65,000 on 23 November 2023, 5 December 2023 and 19 December 2023 which each of the drawdown amounted to Rp10,000, Rp25,000 and Rp30,000.

This facility will mature maximum 36 months or 48 montsh after the drawdown date, respectively on 23 November 2027, 4 December 2026 and 18 December 2026.

Interest rate of the borrowing is 7.50%-7.75% during 2023.

Interest and principal have been paid by the BNIMF on schedule.

As of 31 December 2023 and 2022, the outstanding loan balance under this facility amounted to Rp64,792 and Rpnil.

PT Bank CTBC Indonesia

On 9 October 2021, the Company has obtained a working capital loan facility from PT Bank CTBC Indonesia amounted at Rp125,000. On 9 October 2023, based on the credit facility agreement No. 355/ADD/X/2023 this facility will be matured on 27 October 2024.

Interest rate of the borrowing is 8.00% for withdrawal during the year 2023.

As of 31 December 2023, the outstanding loan balance under this facility amounted to Rp10,000.

31. PINJAMAN YANG DITERIMA (lanjutan)

a. Berdasarkan jenis dan mata uang (lanjutan)

Lain-lain (lanjutan)

PT BNI Sekuritas:

PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk ("Bank BJB")

PT BNI Sekuritas memperoleh fasilitas kredit *Money Market* dengan perjanjian No.7 tanggal 27 Januari 2023 oleh Notaris Emma Ramdaniah, S.H. dengan limit fasilitas Rp100.000 dan jangka waktu penarikan sampai dengan 29 Januari 2024. Tingkat suku bunga akan ditentukan pada saat penarikan, berdasarkan suku bunga pasar. Tidak ada jaminan untuk Pinjaman *Money Market*.

Selama periode pinjaman, PT BNI Sekuritas memiliki kewajiban untuk memenuhi ketentuan dalam perjanjian pinjaman diantaranya menjaga persentase kepemilikan saham PT Bank Negara Indonesia (Persero) Tbk pada Perusahaan minimum 51%.

Pada tanggal 31 Desember 2023, saldo utang bank pada Bank BJB adalah Rpnihil.

PT Bank Jago Tbk

PT BNI sekuritas memperoleh fasilitas kredit Pinjaman Promes Berjangka dengan Addendum II Perjanjian Kredit No. 100/029/B/21032023 tanggal 21 Maret 2023 dengan *limit* fasilitas Rp50.000 dan jangka waktu penarikan sampai dengan 21 Maret 2024. Tingkat suku bunga akan ditentukan pada saat penarikan, berdasarkan suku bunga pasar. Tidak ada jaminan untuk kredit Promes Berjangka.

Pada tanggal 31 Desember 2023, saldo utang bank pada Bank Jago adalah Rpnihil.

***31. BORROWINGS** (continued)*

***a. By type and currency** (continued)*

***Others** (continued)*

PT BNI Sekuritas:

PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk ("Bank BJB")

PT BNI Sekuritas obtained a Money Market credit facility with the agreement No.7 dated 27 January 2023, by Notary Emma Ramdaniah, S.H., with facility limit amounting to Rp100,000 and the period of facility withdrawal maturing on 29 January 2024. Interest rate will be determined at the withdrawal, based on money market rate. There is no guarantee for Money Market.

During the loan period, PT BNI Sekuritas has to comply with the terms of the loan agreement which include to maintain the percentage of ownership of PT Bank Negara Indonesia (Persero) Tbk at the Company are minimum of 51%.

As at 31 December 2023, the outstanding bank loan on Bank BJB is amounting to Rpnil.

PT Bank Jago Tbk

PT BNI Sekuritas obtained a Promes Berjangka credit facility in which the agreement with letter Addendum II No. 100/029B/21032023 dated 21 March 2023, with facility limit amounting to Rp50,000 and the period of facility withdrawal maturing on 21 March 2024. Interest rate will be determined at the withdrawal, based on money market rate. There is no guarantee for Promes Berjangka credit.

As at 31 December 2023, the outstanding bank loan on Bank Jago is amounting to Rpnil.

31. PINJAMAN YANG DITERIMA (lanjutan)

a. Berdasarkan jenis dan mata uang (lanjutan)

Lain-lain (lanjutan)

PT BNI Sekuritas: (lanjutan)

PT Bank KEB Hana Indonesia

PT BNI Sekuritas memperoleh Fasilitas *Money Market Line* dari Hana yang perjanjiannya telah diperpanjang beberapa kali dengan perpanjangan dan penambahan limit fasilitas terakhir dengan surat No.366/PK/2023tanggal 12 Mei 2023 dengan total limit fasilitas sebesar Rp100.000, dan jangka waktu penarikan sampai dengan 30 Mei 2024. Tingkat suku bunga akan ditentukan pada saat penarikan, berdasarkan suku bunga pasar. Tidak ada jaminan untuk fasilitas pinjaman ini.

Selama periode pinjaman, PT BNI Sekuritas memiliki kewajiban untuk memenuhi ketentuan dalam perjanjian pinjaman diantaranya:

a. Menjaga persentase kepemilikan saham PT Bank Negara Indonesia (Persero) Tbk pada Perusahaan minimum 51%;

b. Menjaga saldo pinjaman bank dari setiap bank maksimum 25% dari total modal Perusahaan dan total semua pinjaman bank sebaiknya tidak melebihi total modal PT BNI Sekuritas.

Pada tanggal 31 Desember 2023, saldo utang bank pada Bank KEB Hana Indonesia adalah Rpnihil.

***31. BORROWINGS** (continued)*

***a. By type and currency** (continued)*

***Others** (continued)*

***PT BNI Sekuritas:** (continued)*

PT Bank KEB Hana Indonesia

PT BNI Sekuritas obtained Money Market Line Facility from Hana in which the agreement has been extended several times with the latest extension and additional letter facility limit No. 366/PK/2023 dated 12 Mei 2023, with total facility limit amounting to Rp100,000, and the period of facility withdrawal maturing on 30 May 2024. Interest rate will be determined at the withdrawal, based on money market rate. The loan is unsecured.

During the loan period, PT BNI sekuritas has to comply with the terms of the loan agreement which include the following:

a. Maintain the percentage of ownership of PT Bank Negara Indonesia (Persero) Tbk at the Company at minimum of 51%;

b. Maintain the balance of outstanding bank loan from each bank at a maximum 25% of the Company's total equity, and total all bank loan should not exceed the PT Bank BNI Sekuritas total equity.

As at 31 December 2023, the outstanding bank loan on Bank KEB Hana Indonesia is amounting to Rpnil.

b. Berdasarkan hubungan

b. By relationship

	2023	2022	
Pihak berelasi			***Related parties***
Rupiah	772,360	179,952	*Rupiah*
Mata uang asing	51,808	52,680	*Foreign currencies*
Total pihak berelasi	824,168	232,632	*Total related parties*
Pihak ketiga			***Third parties***
Rupiah	260,142	320,207	*Rupiah*
Mata uang asing	29,865,298	35,101,367	*Foreign currencies*
Total pihak ketiga	30,125,440	35,421,574	*Total third parties*
	30,949,608	**35,654,206**	

31. PINJAMAN YANG DITERIMA (lanjutan) / *31. BORROWINGS (continued)*

c. Tingkat suku bunga per tahun / *c. Annual interest rates*

	Rupiah / *Rupiah* %	Dolar Amerika Serikat/*United States Dollar* %	
2023	7.50 - 9.50	0.90 - 6.54	*2023*
2022	8.00 - 9.75	0.09 - 5.49	*2022*

32. EFEK-EFEK SUBORDINASI / *32. SUBORDINATED SECURITIES*

	2023 Saldo/ *Balance*	2023 Peringkat/ *Rating* *)	2022 Saldo/ *Balance*	2022 Peringkat/ *Rating* *)	
MTN Subordinasi, setelah dikurangi biaya penerbitan yang belum diamortisasi sebesar nihil pada tanggal 31 Desember 2023 dan Rp6 pada tanggal 31 Desember 2022	-	idAA*)	99,994	idAA*)	*Subordinated MTN, net of unamortized issuance cost amounting to nil as of 31 December 2023 and Rp6 as of 31 December 2022*
BNI *Tier 2 Subordinated Notes* setelah dikurangi biaya penerbitan yang belum diamortisasi sebesar Rp2.287 pada tanggal 31 Desember 2023 dan Rp3.405 pada tanggal 31 Desember 2022	7,696,213	Ba2**) BB***)	7,780,345	Ba2**) BB***)	*Subordinated Tier 2, net of unamortized issuance cost amounting to Rp2,287 as of 31 December 2023 and Rp3,405 as of 31 December 2022*
BNI *Additional Tier 1 Capital Securities* setelah dikurangi biaya penerbitan yang belum diamortisasi sebesar Rp5.682 pada tanggal 31 Desember 2023 dan Rp7.689 pada tanggal 31 Desember 2022	9,232,518	Ba3****)	9,332,811	Ba3****)	*Subordinated Additional Tier 1, net of unamortized issuance cost amounting to Rp5,682 as of 31 December 2023 and Rp7,689 as of 31 December 2022*
	16,928,731		**17,213,150**		

*) *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.

Pada tanggal 31 Desember 2023 MTN Subordinasi telah jatuh tempo dan dibayar lunas. MTN Subordinasi BNI memiliki nilai bersih sebesar Rp99.994 setelah dikurangi biaya penerbitan yang belum diamortisasi sebesar Rp6 pada 31 Desember 2022.

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.

As of 31 December 2023 Subordinated MTN has matured and fully repaid The net value of Subordinated MTN BNI was Rp99,994 after deducting unamortized issuance cost amounted Rp6 on 31 December 2022.

32. EFEK-EFEK SUBORDINASI (lanjutan)

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 2023, BNI *Tier 2 Capital Bond* 2021 memiliki nilai bersih sebesar Rp7.696.213 setelah dikurangi biaya penerbitan yang belum diamortisasi sebesar Rp2.287 (31 Desember 2022: Rp7.780.345).

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 2023 dan 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.

32. *SUBORDINATED SECURITIES* *(continued)*

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 2023, the net value of BNI Tier 2 Capital Bond 2021 was Rp7,696,213 after deducting unamortized issuance cost amounted Rp2,287 (31 December 2022: Rp7,780,345).

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 2023 and 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.

32. EFEK-EFEK SUBORDINASI (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 2023, BNI *Additional Tier 1 Capital Bond 2021* memiliki nilai bersih sebesar Rp9.232.518 setelah dikurangi biaya penerbitan yang belum diamortisasi sebesar Rp5.682 (31 Desember 2022: Rp9.332.811).

Pada tanggal 31 Desember 2023 dan 2022, 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.

***32. SUBORDINATED SECURITIES** (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 2023, the net value of BNI Additional Tier 1 Capital Bond 2021 was Rp9,232,518 after deducting unamortized issuance cost amounted Rp5,682 (31 December 2022: Rp9,332,811).

As of 31 December 2023 and 2022, 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.

33. MODAL SAHAM DAN TAMBAHAN MODAL DISETOR

Modal saham

Pada tanggal-tanggal 31 Desember 2023 dan 2022, kepemilikan modal saham BNI adalah sebagai berikut:

33. SHARE CAPITAL AND ADDITIONAL PAID-IN CAPITAL

Share capital

As of 31 December 2023 and 2022, BNI's share capital ownership are as follows:

	2023			
Pemegang saham	**Jumlah lembar saham ditempatkan dan disetor penuh/ *Number of shares issued and fully paid***	**Persentase kepemilikan (%)/ *Percentage of ownership (%)***	**Jumlah/ *Amount***	***Shareholders***
Saham Seri A Dwiwarna				*Class A Dwiwarna share*
Negara Republik Indonesia	1	-	-	*Republic of Indonesia*
Saham Seri B				*Class B shares*
Negara Republik Indonesia	434,012,799	1.16	1,627,548	*Republic of Indonesia*
Masyarakat (kepemilikan masing-masing dibawah 5% untuk setiap pihak)	144,670,934	0.39	542,516	*Public (ownership less than 5% each)*
Total saham Seri B	578,683,733	1.55	2,170,064	*Total Class B shares*
Saham Seri C				*Class C shares*
Negara Republik Indonesia	21,944,374,950	58.90	4,114,570	*Republic of Indonesia*
Perseroan terbatas (kepemilikan masing-masing dibawah 5% untuk setiap pihak)	1,668,794,017	4.48	312,899	*Limited liability company (ownership less than 5% each)*
Badan usaha asing (kepemilikan masing-masing dibawah 5% untuk setiap pihak)	10,119,917,947	27.16	1,897,485	*Foreign investment entities (ownership less than 5% each)*
Putrama Wahju Setyawan (Direktur)	1,686,386	0.00	316	*Putrama Wahju Setyawan (Director)*
Sis Apik Wijayanto (Direktur)	1,579,946	0.00	296	*Sis Apik Wijayanto (Director)*
Adi Sulistyowati (Direktur)	905,706	0.00	170	*Adi Sulistyowati (Director)*
Ronny Venir (Direktur)	1,559,656	0.00	292	*Ronny Venir (Director)*
Corina Leyla Karnalies (Direktur)	1,442,034	0.00	270	*Corina Leyla Karnalies (Director)*
Royke Tumilaar (Direktur)	1,115,346	0.00	209	*Royke Tumilaar (Director)*
Muhammad Iqbal (Direktur)	948,044	0.00	178	*Muhammad Iqbal (Director)*
Novita Widya Anggraini (Direktur)	948,044	0.00	178	*Novita Widya Anggraini (Director)*
Silvano Winston Rumantir (Direktur)	948,044	0.00	178	*Silvano Winston Rumantir (Director)*
David Pirzada (Direktur)	880,044	0.00	165	*David Pirzada (Director)*
Askolani (Komisaris)	809,086	0.00	152	*Askolani (Commissioner)*
Susyanto (Komisaris)	634,594	0.00	119	*Susyanto (Commissioner)*
Mucharom (Direktur)	348,008	0.00	65	*Mucharom (Director)*
Toto Prasetyo (Direktur)	89,856	0.00	17	*Toto Prasetyo (Director)*
Fadlansyah Lubis (Komisaris)	43,484	0.00	8	*Fadlansyah Lubis (Commissioner)*
Robertus Billitea (Komisaris)	42,400	0.00	8	*Robertus Billitea(Commissioner)*
Masyarakat (kepemilikan masing-masing dibawah 5% untuk setiap pihak)	2,931,046,990	7.87	549,571	*Public (ownership less than 5% each)*
Total saham Seri C	36,678,114,582	98.45	6,877,146	*Total Class C shares*
Total	**37,256,798,316**	**100.00**	**9,047,210**	***Total***
Saham treasuri	40,514,600		7,596	*Treasury shares*

33. MODAL SAHAM DAN TAMBAHAN MODAL DISETOR (lanjutan)

33. SHARE CAPITAL AND ADDITIONAL PAID-IN CAPITAL (continued)

Modal saham (lanjutan)

***Share Capital** (continued)*

	2022			
Pemegang saham	**Jumlah lembar saham ditempatkan dan disetor penuh/ *Number of shares issued and fully paid***	**Persentase kepemilikan (%)/ *Percentage of ownership (%)***	**Jumlah/ *Amount***	***Shareholders***
Saham Seri A Dwiwarna				*Class A Dwiwarna share*
Negara Republik Indonesia	1	-	-	*Republic of Indonesia*
Saham Seri B				*Class B shares*
Negara Republik Indonesia	217,006,399	1.16	1,627,548	*Republic of Indonesia*
Masyarakat (kepemilikan masing-masing dibawah 5% untuk setiap pihak)	72,335,467	0.39	542,516	*Public (ownership less than 5% each)*
Total saham Seri B	289,341,866	1.55	2,170,064	*Total Class B shares*
Saham Seri C				*Class C shares*
Negara Republik Indonesia	10,972,187,475	58.84	4,114,570	*Republic of Indonesia*
Perseroan terbatas (kepemilikan masing-masing dibawah 5% untuk setiap pihak)	1,200,494,180	6.44	450,185	*Limited liability company (ownership less than 5% each)*
Badan usaha asing (kepemilikan masing-masing dibawah 5% untuk setiap pihak)	4,607,036,617	24.71	1,727,639	*Foreign investment entities (ownership less than 5% each)*
Adi Sulistyowati (Direktur)	641,532	0.00	241	*Adi Sulistyowati (Director)*
Royke Tumilaar (Direktur)	399,539	0.00	150	*Royke Tumilaar (Director)*
Susyanto (Komisaris)	252,817	0.00	95	*Susyanto (Commissioner)*
Ronny Venir (Direktur)	645,413	0.00	242	*Ronny Venir (Director)*
Sis Apik Wijayanto (Direktur)	655,558	0.00	246	*Sis Apik Wijayanto (Director)*
Putrama Wahju Setyawan (Direktur)	798,265	0.00	299	*Putrama Wahju Setyawan (Direktur)*
Corina Leyla Karnalies (Direktur)	565,602	0.00	212	*Corina Leyla Karnalies (Director)*
David Pirzada (Direktur)	305,607	0.00	115	*David Pirzada (Director)*
Silvano Winston Rumantir (Direktur)	339,607	0.00	127	*Silvano Winston Rumantir (Director)*
Mucharom (Direktur)	129,076	0.00	48	*Mucharom (Director)*
Muhammad Iqbal (Direktur)	339,607	0.00	127	*Muhammad Iqbal (Director)*
Novita Widya Anggraini (Direktur)	339,607	0.00	127	*Novita Widya Anggraini (Director)*
Askolani (Komisaris)	340,063	0.00	128	*Askolani (Commissioner)*
Masyarakat (kepemilikan masing-masing dibawah 5% untuk setiap pihak)	1,573,844,026	8.44	590,192	*Public (ownership less than 5% each)*
Total saham Seri C	18,359,314,591	98.45	6,884,743	*Total Class C shares*
Total	**18,648,656,458**	**100.00**	**9,054,807**	***Total***

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.

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.

Saham Seri B dan Saham Seri C adalah saham biasa atas nama yang memiliki hak yang sama.

Class B and Class C shares are ordinary shares that have the same rights.

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.

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).

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 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 treasuri senilai Rp207.475 sebagai Program Kepemilikan Saham bagi Manajemen dan Pegawai Bank dalam bentuk Saham Bonus (lihat Catatan 44).

Pembelian kembali saham Bank telah dilaksanakan pada tanggal 12 Juli 2023 sampai dengan 1 Agustus 2023. Bank melakukan pembelian kembali Saham sejumlah 202.573 lot atau sebanyak 20.257.300 lembar saham dengan rata-rata biaya perolehan rata-rata sebesar Rp8.883,71 (nilai penuh) per lembar saham.

33. SHARE CAPITAL AND ADDITIONAL PAID-IN 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 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).

The repurchase of shares was executed on 12 July 2023 to 1 August 2023. The Bank repurchased 202,573 lots, or 20,257,300 shares with an average acquisition cost amounting to Rp8,883.71 (full amount) per share.

33. MODAL SAHAM DAN TAMBAHAN MODAL DISETOR (lanjutan)

Pemecahan nilai nominal saham BNI

Berdasarkan keputusan RUPSLB tanggal 19 September 2023 yang dituangkan dalam Akta No. 18, tanggal 19 September 2023, yang dibuat dihadapan Ashoya Ratam SH, M.kn, pemegang saham BNI antara lain menyetujui pemecahan nilai nominal saham *(stock split)* Bank dengan rasio 1:2 yang berlaku efektif pada tanggal 10 Oktober 2023. Sehingga:

a. Nilai nominal per Saham Seri A Dwiwarna dan Seri B dari sebesar Rp7.500 (nilai penuh) menjadi Rp3.750 (nilai penuh) dengan ketentuan:
   i. 1 (satu) saham Seri A Dwiwarna tetap dipertahankan sebagai saham Seri A Dwiwarna milik Negara Republik Indonesia dengan nilai nominal sebesar Rp3.750 (nilai penuh); dan
   ii. 1 (satu) saham Seri A Dwiwarna menjadi 1 (satu) saham saham Seri B milik Negara Republik Indonesia dengan nilai nominal sebesar Rp3.750 (nilai penuh).
b. Nilai nominal per Saham Seri C dari Rp375 (nilai penuh) menjadi Rp187,5 (nilai penuh).

Modal ditempatkan setelah pemecahan nilai nominal saham (*stock split*) berubah menjadi sebagai berikut:
a. Saham Seri A Dwiwarna - 1 lembar saham
b. Saham Seri B - 578.683.733 lembar saham
c. Saham Seri C - 36.678.114.582 lembar saham

33. SHARE CAPITAL AND ADDITIONAL PAID-IN CAPITAL *(continued)*

Stock split of BNI

Based on the decision of the Extraordinary General Meeting of Shareholders (RUPSLB) dated 19 September 2023, as stated in Deed No. 18 dated 19 September 2023, as recorded in the Notarial Deed of Ashoya Ratam, SH, M.Kn., the shareholders of BNI, among others, approved the nominal value split (stock split) of the bank with a ratio of 1:2, effective from 10 October 2023. Therefore:

a. The nominal value per Series A Dwiwarna and Series B shares, originally Rp7,500 (full amount), split to Rp3,750 (full amount), with the following conditions:
   i. 1 (one) Series A Dwiwarna share is retained as a full-nominal value Series A Dwiwarna share owned by the Republic of Indonesia with a nominal value of Rp3,750 (full amount);and
   ii. 1 (one) Series A Dwiwarna share is converted into 1 (one) Series B share owned by the Republic of Indonesia with a nominal value of Rp3,750 (full amount).
b. The nominal value per Series C share is split from Rp375 (full amount) to Rp187.5 (full amount).

The issued capital after the nominal value split (stock split) changed as follows:

a. Series A Dwiwarna shares - 1 share
b. Series B shares - 578,683,733 shares
c. Series C shares - 36,678,114,582 shares.

33. MODAL SAHAM DAN TAMBAHAN MODAL DISETOR (lanjutan)

33. SHARE CAPITAL AND ADDITIONAL PAID-IN CAPITAL (continued)

Tambahan modal disetor

Additional paid in capital

Perubahan tambahan modal disetor adalah sebagai berikut:

The movements in additional paid in capital are as follows:

Saldo pada tanggal 1 Januari 2010	591,156	*Balance as of 1 January 2010*
Tambahan modal disetor akibat Penawaran Umum Saham Terbatas I pada tahun 2000 (lihat Catatan 1c)	56,883,826	*Additional paid in capital due to Right Issue I in 2000 (refer to Note 1c)*
	57,474,982	
Pengurangan tambahan modal disetor akibat pengembalian dana rekapitalisasi kepada pemerintah Indonesia (lihat Catatan 1d)	(581,474)	*Reduction of paid in capital due to refund of excess recapitalization funds to the Government of Indonesia (refer to Note 1d)*
	56,893,508	
Dieliminasi dengan akumulasi kerugian dalam rangka kuasi-reorganisasi per tanggal 30 Juni 2003 (lihat Catatan 1e)	(54,367,847)	*Elimination against accumulated losses in relation to the quasi-reorganization as of 30 June 2003 (refer to Note 1e)*
	2,525,661	
Tambahan modal disetor akibat Penawaran Umum Saham Terbatas II pada tahun 2007 (lihat Catatan 1f)	3,287,218	*Additional paid in capital due to Right Issue II in 2007 (refer to Note 1f)*
Biaya emisi penerbitan saham	(195,280)	*Shares issuance cost*
	5,617,599	
Tambahan modal disetor akibat Penawaran Umum Saham Terbatas III pada tahun 2010 (lihat Catatan 1g)	9,196,100	*Additional paid in capital due to Right Issue III in 2010 (refer to Note 1g)*
Biaya emisi penerbitan saham	(245,231)	*Shares issuance cost*
	14,568,468	
Tambahan modal disetor akibat penyertaan saham pada PT Bank Syariah Indonesia Tbk pada tahun 2021	2,441,786	*Additional paid in capital due to equity investment at PT Bank Syariah Indonesia Tbk in 2021*
	17,010,254	

34. PENGGUNAAN LABA BERSIH

34. APPROPRIATION OF NET INCOME

Berdasarkan keputusan Rapat Umum Pemegang Saham Tahunan tanggal 15 Maret 2023 dan 15 Maret 2022, pengalokasian laba bersih masing-masing untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

In accordance with the resolutions of the Annual General Shareholders' Meetings held on 15 March 2023 and 15 March 2022, the allocation of the net income for the years ended 31 December 2022 and 2021, respectively,are as follows:

	2022	**2021**	
Pembagian dividen	7,324,821	2,724,629	*Distribution of dividends*
Saldo laba	10,987,233	8,173,889	*Retained earnings*
	18,312,054	**10,898,518**	

Rapat Umum Pemegang Saham telah menyetujui pembagian dividen dari laba bersih tahun 2022 dan 2021, sebesar Rp7.324.821 pada tanggal 15 Maret 2023 dan Rp2.724.629 pada tanggal 15 Maret 2022.

General Shareholders' meeting has approved the dividend distribution of Rp7,324,821 and Rp2,724,629 from the 2022 net income on 15 March 2023 and 2021 net income on 15 March 2022.

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.

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 ditahan 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.

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. PENDAPATAN BUNGA

37. INTEREST INCOME

	2023	2022	
Pinjaman yang diberikan	50,752,741	46,101,583	*Loans*
Obligasi Pemerintah	6,343,115	5,375,934	*Government Bonds*
Penempatan pada bank lain dan Bank Indonesia	2,780,518	1,537,454	*Placements with other banks and Bank Indonesia*
Wesel ekspor dan tagihan lainnya	1,090,839	577,344	*Bills and other receivables*
Efek-efek	352,453	700,515	*Marketable securities*
Lain-lain	152,030	365,851	*Others*
	61,471,696	**54,658,681**	

Pada tanggal 31 Desember 2023 dan 2022, termasuk dalam pendapatan bunga di atas adalah pendapatan dari pihak berelasi terkait transaksi Obligasi Pemerintah dan SPN masing-masing sebesar Rp6.308.862 dan Rp5.185.918.

As of 31 December 2023 and 2022, include in interest income is income from related parties related to Government Bonds and SPN transactions amounting to Rp6,308,862 and Rp5,185,918 respectively.

38. BEBAN BUNGA / *38. INTEREST EXPENSE*

	2023	2022	
Simpanan nasabah dan bank lain	16,457,684	10,725,609	*Deposits from customers and other banks*
Pinjaman yang diterima	2,712,942	1,278,993	*Borrowings*
Efek-efek yang diterbitkan	1,014,327	978,930	*Securities issued*
Lain-lain	11,070	354,457	*Others*
	20,196,023	**13,337,989**	

39. BEBAN GAJI DAN TUNJANGAN / *39. SALARIES AND EMPLOYEES' BENEFITS EXPENSE*

	2023	2022	
Gaji, upah dan tunjangan pajak	6,211,889	5,471,375	*Salaries, wages and tax allowance*
Tunjangan hari raya, kesehatan, kesejahteraan dan lainnya	3,572,066	2,971,277	*Yearly allowance, medical, welfare and others*
Bonus, insentif dan tantiem	1,924,715	2,853,363	*Bonus, incentives and tantiem*
Pendidikan dan pelatihan	410,181	285,280	*Training and development*
Lainnya	714,918	874,727	*Others*
	12,833,769	**12,456,022**	

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 2023 dan 2022 adalah sebagai berikut:

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 2023 and 2022 are as follows:

	2023				
	Gaji dan tunjangan/ *Salaries and allowances*	Bonus/tantiem/ *Bonus/tantiem*	Imbalan kerja jangka panjang/ *Long-term employment benefits*	Jumlah/ *Total*	
Dewan Komisaris	29,412	90,700	4,259	124,371	*Board of Commissioners*
Direksi	70,593	224,301	10,794	305,688	*Board of Directors*
Komite Audit	1,430	-	-	1,430	*Audit Committee*
SEVP, EVP dan *SVP*	241,192	48,550	-	289,742	*SEVP, EVP and SVP*
	342,627	**363,551**	**15,053**	**721,231**	

39. BEBAN GAJI DAN TUNJANGAN (lanjutan) / *39. SALARIES AND EMPLOYEES' BENEFITS EXPENSE (continued)*

	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	*Board of Commissioners*
Direksi	65,193	195,819	8,414	269,426	*Board of Directors*
Komite Audit	1,370	-	-	1,370	*Audit Committee*
SEVP, EVP dan *SVP*	182,432	47,598	-	230,030	*SEVP, EVP and SVP*
	274,470	**320,898**	**11,984**	**607,352**	

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.

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.

40. BEBAN UMUM DAN ADMINISTRASI / *40. GENERAL AND ADMINISTRATIVE EXPENSES*

	2023	2022	
Penyusutan (Catatan 19)	2,304,524	2,250,499	*Depreciation (Note 19)*
Beban tenaga alih daya	1,685,406	1,691,617	*Outsourcing expenses*
Komunikasi	1,506,764	1,423,098	*Communications*
Biaya sewa	801,699	805,738	*Rental expenses*
Perlengkapan kantor	798,920	713,050	*Office supplies*
Perbaikan dan pemeliharaan	682,779	656,062	*Repairs and maintenance*
Transportasi	386,900	296,351	*Transportation*
Listrik dan air	313,179	314,115	*Electricity and water*
Jasa profesional	263,534	295,100	*Professional services*
Penelitian dan pengembangan	124,085	68,175	*Research and development*
Teknologi informasi	29,318	20,741	*Information technology*
Beban lain-lain	296,091	257,410	*Other expenses*
	9,193,199	**8,791,956**	

41. IMBALAN KERJA / *41. EMPLOYEE BENEFITS*

	2023	2022	
Imbalan kerja jangka pendek	2,524,538	3,157,084	*Short-term employee benefits*
Imbalan pasca kerja jangka panjang			*Long-term employee benefits*
Program pensiun manfaat pasti	1,852,727	1,398,025	*Defined benefit pension plan*
Imbalan pasca kerja lainnya dan imbalan kerja jangka panjang lainnya	2,628,569	2,324,859	*Post employment benefits and other long-term employee benefits*
	4,481,296	3,722,884	
	7,005,834	**6,879,968**	

41. IMBALAN KERJA (lanjutan)

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 aktuaria atas manfaat pensiun pada tahun yang berakhir tanggal 31 Desember 2023 dan 2022, dilakukan oleh perusahaan konsultan aktuaria terdaftar independen, PT Towers Watson Purbajaga dengan menggunakan metode "*Projected Unit Credit*".

Rekonsiliasi status pembiayaan atas program pensiun berdasarkan laporan aktuaria tanggal 2 Januari 2024 dan 17 Januari 2023 disajikan sebagai berikut:

41. EMPLOYEE BENEFITS (continued)

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 2023 and 2022 are prepared by a registered independent actuarial consulting firm, PT Towers Watson Purbajaga using the "Projected Unit Credit" method.

A reconciliation of the funding status of the pension plan based on the actuarial reports dated 2 January 2024 and dated 17 January 2023 are as follows:

	2023	2022	
Nilai wajar aset dana pensiun	7,022,652	6,908,086	*Fair value of pension plan assets*
Nilai kini liabilitas manfaat pasti yang didanai	(8,875,379)	(8,306,111)	*Present value of funded defined benefit obligation*
Selisih kurang pendanaan	**(1,852,727)**	**(1,398,025)**	*Funding deficit*

Mutasi nilai kini liabilitas manfaat pasti yang didanai selama tahun berjalan adalah sebagai berikut:

The movements in the present value of funded defined benefit obligations for the year are as follows:

	2023	2022	
Pada awal periode	8,306,111	8,370,091	*At beginning of the period*
Biaya jasa kini	250,969	305,380	*Current service cost*
Biaya bunga	463,119	475,518	*Interest cost*
	9,020,199	9,150,989	
Pengukuran kembali:			*Remeasurements:*
Keuntungan aktuarial yang timbul dari perubahan asumsi keuangan	589,020	(191,022)	*Actuarial gains from changes in financial assumption*
Keuntungan aktuarial yang timbul karena penyesuaian atas demografik	(162,935)	-	*Actuarial gains from changes in demographic*
Keuntungan aktuarial yang timbul karena penyesuaian atas pengalaman	(26,705)	(134,881)	*Actuarial gains from changes in experience*
	399,380	(325,903)	
Pembayaran dari program:			*Payments from plan:*
Iuran peserta	24,743	25,286	*Employees' contributions*
Imbalan yang dibayar	(568,943)	(544,261)	*Benefits paid*
	(544,200)	(518,975)	
	8,875,379	**8,306,111**	

41. IMBALAN KERJA (lanjutan) / *EMPLOYEE BENEFITS (continued)*

Program pensiun manfaat pasti (lanjutan) / ***Defined benefit pension plan*** *(continued)*

Rekonsiliasi atas perubahan aset bersih selama tahun yang berakhir 31 Desember 2023 dan 2022 yang diakui di laporan posisi keuangan dana pensiun adalah sebagai berikut:

The reconciliation of the movements of the net assets during the years ended 31 December 2023 and 2022 recognized in the pension fund's statement of financial position is as follows:

	2023	2022	
Kewajiban bersih pada awal periode	1,398,025	1,583,467	*Net liabilities at beginning of period*
Beban tahun berjalan	250,969	305,380	*Current year expenses*
Kontribusi pemberi kerja	(198,454)	(125,065)	*Employer's contributions*
Jumlah yang diakui pada penghasilan komprehensif lain	402,187	(365,757)	*Total amount recognized in other comprehensive income*
	1,852,727	**1,398,025**	

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:

	2023	2022	
Pada awal periode	6,908,086	6,786,624	*At beginning of the period*
Hasil dari aset program	463,119	475,518	*Return on plan assets*
(Kerugian)/keuntungan aktuarial	(2,807)	39,854	*Actuarial (loss)/gains*
Kontribusi pemberi kerja	198,454	125,065	*Employer's contributions*
Kontribusi pekerja	24,743	25,286	*Employees' contributions*
Imbalan yang dibayar dan beban administrasi	(568,943)	(544,261)	*Benefits paid and administrative expenses paid*
	7,022,652	**6,908,086**	

Biaya imbalan pensiun yang dibebankan pada laporan laba rugi adalah sebagai berikut:

Pension expenses recognized in profit or loss, are as follows:

	2023	2022	
Biaya jasa kini	170,009	170,642	*Current service cost*
Biaya jasa lalu	(43,152)	36,988	*Past service cost*
Bunga bersih	124,112	97,750	*Net interest*
Biaya yang dibebankan pada laporan laba rugi	**250,969**	**305,380**	***Expense recognized in profit or loss***
Biaya yang dilaporkan pada laba rugi	250,969	305,380	*Expense recognized in profit or loss*
Pengukuran kembali yang diakui pada penghasilan komprehensif lain	402,187	(365,757)	*Remeasurement effect recognized in other comprehensive income*
Biaya imbalan pasti	**653,156**	**(60,377)**	***Defined benefit cost***

Asumsi-asumsi utama yang digunakan dalam perhitungan di atas adalah:

The key assumptions used in the above calculation are:

	2023	2022	
Asumsi ekonomi:			***Economic assumptions:***
Tingkat diskonto	6.75% - 8.75%	7.25% - 8.75%	*Discount rate*
Tingkat kenaikan gaji	7.00%	7.00%	*Rate of salary increases*
Pendapatan dari dana pensiun iuran pasti	5.50%	5.50%	*Interest credited to defined contribution fund*
Tingkat kenaikan manfaat pensiun	3.00% per tahun/*annually*	3.00% per tahun/*annually*	*Pension increase rate*
Manfaat lain	2,500,000	2,500,000	*Other benefits*

41. IMBALAN KERJA (lanjutan)

41. EMPLOYEE BENEFITS (continued)

Program pensiun manfaat pasti (lanjutan)

***Defined benefit pension plan** (continued)*

Asumsi-asumsi utama yang digunakan dalam perhitungan di atas adalah: (lanjutan)

The key assumptions used in the above calculation are: (continued)

	2023	2022	
Asumsi lainnya:			***Other assumptions:***
Usia pensiun normal	55 tahun/*years*	55 tahun/*years*	*Normal retirement age*
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)*	*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*		
2023	Perubahan asumsi/ *Change in assumption*	Nilai kini kewajiban manfaat pasti/ *Present value of benefit obligation*	***2023***
Tingkat diskonto	Kenaikan/*increase* 1%	(855,197)	*Discount rate*
	Penurunan/*decrease* 1%	1,028,803	
Tingkat kenaikan gaji	Kenaikan/*increase* 1%	176,505	*Salary increase rate*
	Penurunan/*decrease* 1%	(165,617)	

	Dampak terhadap kewajiban manfaat pasti/ *Impact on defined benefit obligation*		
2022	Perubahan asumsi/ *Change in assumption*	Nilai kini kewajiban manfaat pasti/ *Present value of benefit obligation*	***2022***
Tingkat diskonto	Kenaikan/*increase* 1%	(773,833)	*Discount rate*
	Penurunan/*decrease* 1%	925,564	
Tingkat kenaikan gaji	Kenaikan/*increase* 1%	144,082	*Salary increase rate*
	Penurunan/*decrease* 1%	(135,286)	

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 2023 dan 2022, aset program terdiri dari:

***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 2023 and 2022, plan assets comprise the following:

	2023	2022	
Obligasi pemerintah	2,042,937	1,890,122	*Government bonds*
Penempatan langsung	1,677,546	1,663,537	*Direct participation*
Obligasi	1,477,500	1,597,539	*Bonds*
Saham	1,027,890	1,037,753	*Shares*
Properti	315,597	332,755	*Property*
Deposito	278,222	262,929	*Time deposits*
Deposito *on call*	29,230	42,194	*On call deposits*
Reksa Dana	76,138	81,257	*Mutual funds*
Lain-lain	97,592	-	*Others*
	7,022,652	**6,908,086**	

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.

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.

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.

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.

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.

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.

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 aktuaria untuk mengurangi selisih hasil perhitungan atas proyeksi imbalan kerja pasca kerja dengan realisasinya.

Rata-rata durasi kewajiban manfaat pasti pada tanggal 31 Desember 2023 adalah 9,00 tahun (31 Desember 2022: 8,23 tahun).

Analisis jatuh tempo yang diharapkan dari manfaat pensiun yang tidak terdiskonto untuk Entitas Induk adalah sebagai berikut:

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 2023 is 9.00 years (31 December 2022: 8.23 years).

Expected maturity analysis of undiscounted pension benefit for Parent Only is as follows:

	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*	
31 Desember 2023					***31 December 2023***
Pensiun	533,638	2,804,070	21,221,091	24,558,799	*Pension*
Cuti besar	106,013	629,952	2,060,639	2,796,604	*Long leave*
Penghargaan masa kerja	31,959	353,650	1,754,823	2,140,432	*Gratuity*
Total	**671,610**	**3,787,672**	**25,036,553**	**29,495,835**	***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*	
31 Desember 2022					***31 December 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***

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.

Defined contribution pension plan

The Bank also has a defined contribution pension plan for its employees which is managed by Dana Pensiun Lembaga Keuangan PT Bank Negara Indonesia (Persero) Tbk, whereby the contribution of the Bank is 1.5% to 6.5% of the employees' salaries according to the position of each employee, while the contribution of employees is 0.5% of the employees' salaries, determined by the Bank for employees hired before 1 September 2005. For employees hired after 1 September 2005, the Bank and its employees contribute 11.5% and 3.5%, respectively, of the employees' salaries.

Permanent employees who joined the Bank prior to September 2005 are entitled to defined benefits pension plan plus defined contribution pension plan, or the benefits provided for under the Labor Law No. 11 Tahun 2020 and its implementing regulation PP No. 35 Tahun 2021, whichever is higher.

41. IMBALAN KERJA (lanjutan) / *EMPLOYEE BENEFITS (continued)*

Program pensiun iuran pasti (lanjutan) / ***Defined contribution pension plan** (continued)*

Beban pensiun iuran pasti yang telah dibebankan pada laporan laba rugi adalah sebesar Rp246.060 dan Rp223.410 masing-masing untuk periode yang berakhir pada tanggal 31 Desember 2023 dan 2022.

Defined contribution pension expense that was charged to profit or loss amounted to Rp246,060 and Rp223,410 for the period ended 31 December 2023 and 2022, respectively.

Liabilitas atas imbalan pasca kerja meliputi uang jasa, uang pisah dan pesangon sesuai dengan Undang-Undang Cipta Kerja No. 11/2020, PP 35/2021 dan kompensasi lainnya.

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.

Imbalan kerja jangka panjang lainnya / ***Other long-term employee benefits***

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.

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.

Penilaian aktuarial atas imbalan kerja jangka panjang lainnya untuk tahun-tahun yang berakhir tanggal 31 Desember 2023 dan 2022 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 2 Januari 2024 dan 17 Januari 2023.

The actuarial valuation of other long-term employee benefits for the years ended 31 December 2023 and 2022 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 2 January 2024 and 17 January 2023, respectively.

Perubahan liabilitas imbalan kerja yang diakui Bank pada laporan posisi keuangan konsolidasian adalah sebagai berikut:

The movements of the employee benefits liability recognized by the Bank in the consolidated statement of financial position are as follows:

	2023	2022	
Liabilitas bersih pada awal periode	2,324,859	2,325,272	*Net liability at the beginning of the period*
Dampak akuisisi	-	66,930	*Impact of acquisition*
Biaya selama tahun berjalan	600,541	360,615	*Expense recognized during the current year*
Penyesuaian atas perubahan metode atribusi - laba rugi	-	(309,394)	*Adjustment due to change in benefit attribution method*
Jumlah yang diakui pada penghasilan komprehensif lain	112,469	89,867	*Total amount recognized in other comprehensive income*
Penyesuaian atas perubahan metode atribusi	-	(3,227)	*Adjustment due to change in benefit attribution method*
Pembayaran imbalan	(409,300)	(205,204)	*Actual benefit payments*
	2,628,569	**2,324,859**	

Biaya imbalan kerja yang dibebankan Bank pada laporan laba rugi:

Employee benefits expense recognized by Bank in profit or loss:

	2023	2022	
Biaya jasa kini	358,023	226,616	*Current service cost*
Biaya bunga	155,674	160,191	*Interest cost*
Keuntungan aktuaria periode berjalan - bersih	86,844	(26,192)	*Net actuarial gain recognized in current period*
Penyesuaian atas perubahan metode atribusi	-	(309,394)	*Adjustment due to change in benefit attribution period*
Biaya yang dibebankan pada laba rugi	**600,541**	**51,221**	***Expense recognized in profit or loss***

41. IMBALAN KERJA (lanjutan) / *EMPLOYEE BENEFITS (continued)*

Imbalan pasca kerja lainnya dan imbalan kerja jangka panjang lainnya (lanjutan) / ***Post employment benefits and other long-term employee benefits*** *(continued)*

Biaya imbalan kerja yang dibebankan Bank pada laporan laba rugi: (lanjutan) / *Employee benefits expense recognized by Bank in profit or loss: (continued)*

	2023	2022	
Biaya imbalan pasti yang diakui pada laba rugi	600,541	51,221	*Defined benefit cost recognized in profit or loss*
Pengukuran kembali yang diakui pada penghasilan komprehensif lainnya	112,469	89,867	*Remeasurement effect recognized in other comprehensive income*
Penyesuaian atas perubahan metode atribusi	-	(3,227)	*Adjustment due to change in benefit attribution period*
Biaya imbalan pasti	**713,010**	**137,861**	***Defined benefit cost***

Asumsi-asumsi utama yang digunakan dalam perhitungan di atas adalah: / *The key assumptions used in the above calculation are:*

	2023	2022	
Asumsi ekonomi:			***Economic assumptions:***
Tingkat diskonto per tahun	6.75%	7.25%	*Annual 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*
Asumsi lainnya:			***Other assumptions:***
Usia pensiun normal	55 tahun/*years*	55 tahun/*years*	*Normal retirement age*
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)*	*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 imbalan pasca kerja lainnya terhadap perubahan asumsi aktuaria adalah sebagai berikut: / *The sensitivity of other post benefit obligation to changes in the actuarial assumptions is as follows:*

		Dampak imbalan kerja jangka panjang lainnya/ *Impact on other long-term employee benefits*		
2023	**Perubahan Asumsi/ *Change in Assumption***	**Nilai kini kewajiban imbalan kerja/ *Present value of benefit obligation***	**Biaya jasa kini/ *Current service cost***	***2023***
Tingkat diskonto	Kenaikan/*increase* 1%	(145,466)	(5,338)	*Discount rate*
	Penurunan/*decrease* 1%	163,528	6,074	
Tingkat kenaikan gaji	Kenaikan/*increase* 1%	228,078	8,466	*Salary increase rate*
	Penurunan/*decrease* 1%	(191,423)	(6,789)	

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)*

2022	Perubahan Asumsi/ *Change in Assumption*	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*
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)	

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/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/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.

	2023	2022	
Laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk	20,909,476	18,312,054	*Income for the year attributable to owners of the parent entity*
Rata-rata tertimbang jumlah lembar saham biasa yang beredar (dalam nilai penuh)	37,256,798,316	18,638,372,041	*Weighted average number of outstanding ordinary shares (in full amount)*
Laba per saham dasar diatribusikan kepada pemilik entitas induk (dalam Rupiah penuh)	561	983	*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.

43. KOMBINASI BISNIS / *BUSINESS COMBINATION*

Pada bulan Mei 2022, Grup mengakuisisi 63,92% saham PT Bank Hibank Indonesia ("Bank Hibank") dengan total harga perolehan adalah sebesar Rp3.500.000. Bank Hibank merupakan sebuah Bank yang bergerak di bidang perbankan komersial. Bank Hibank merencanakan untuk mengembangkan bisnis Bank Hibank dalam perbankan digital, dan akan melakukan aliansi serta sinergi bisnis dengan kegiatan usaha Grup.

In May 2022, the Group acquired 63.92% of the shares of PT Bank Hibank Indonesia ("Bank Hibank") with a total cost of Rp3,500,000. Bank Hibank is a commercial banking. Bank's Hibank plans to develop business in digital banking, and conduct alliances and business synergise with the Group's business activities.

Anggaran Dasar Bank Hibank telah mengalami beberapa kali perubahan. Perubahan terakhir Anggaran Dasar PT Bank Hibank dilakukan antara lain tentang perubahan penamaan perseroan menjadi PT Bank Hibank Indonesia sesuai dengan Akta Notaris No. 42 tanggal 11 April 2023 dari Jose Dima Satria, SH., M.KN. dan telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia, dengan Surat Keputusan No. AHU-0022392.AH.01.02 tanggal 14 April 2023.

Bank Hibank's Articles of Association has been amended several times. The latest amendment of PT Bank Hibank's Articles of Association was made regarding change its name to PT Bank Hibank Indonesia based on Notarial Deed No. 42 dated 11 April 2023 of Notary Jose Dima Satria, SH., M.KN. and has been approved by the Minister of Laws and Human Rights of the Republic of Indonesia, in its Decision Letter No. AHU-0022392.AH.01.02 dated 14 April 2023.

Tabel berikut ini merupakan rekonsiliasi arus kas yang dibayarkan dan diperoleh dalam transaksi akuisisi Bank Hibank (sebelumnya Bank Mayora):

The following table is the reconciliation of cash flow payment and received from the acquisition of Bank Hibank (formerly 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:

Consideration, total acquired assets and liabilities assumed and the related goodwill at the acquisition date under the provisional amounts were as follows:

	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 -*
Goodwill	727,786	*Goodwill*

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.

43. KOMBINASI BISNIS (lanjutan)

Tabel berikut ini merangkum nilai wajar yang diperoleh dan liabilitas yang diambil alih pada tanggal akuisisi:

***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*
Tagihan 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 assets - 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.

Acquisition-related costs of Rp882 have been charged to administrative expenses in the profit or loss for the year ended 31 December 2022.

Pendapatan Bank Hibank yang termasuk di dalam laporan laba rugi sejak 18 Mei 2022 sebesar Rp40.842. Hibank juga memberikan kontribusi laba sebesar Rp26.107 selama periode yang sama.

The revenue included in the profit or loss since 18 May 2022 contributed by Bank Hibank was Rp40,842. Hibank also contributed a profit of Rp26,107 over the same period.

Jika Bank Hibank dikonsolidasi sejak 1 Januari 2022, maka laba rugi laporan keuangan untuk tahun yang berakhir 31 Desember 2022 akan menunjukkan tambahan pendapatan sebesar Rp60.340 dan jumlah laba sebesar Rp38.570.

Had Bank Hibank been consolidated from 1 January 2022, the profit or loss of the consolidated financial statements for the year ended 31 December 2022 would have shown revenue increase of Rp60,340 and total profit of Rp38,570.

Pada tanggal 31 Desember 2023, Manajemen berpendapat tidak terdapat indikasi penurunan nilai terhadap *goodwill* dari transaksi akuisisi Bank Hibank.

As of 31 December 2023, Management believes that there is no indication of impairment of goodwill from the acquisition transaction of Bank Hibank.

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 l*ock-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).

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).

44. PEMBAYARAN BERBASIS SAHAM (lanjutan)

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.

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 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 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).

***44. SHARE-BASED PAYMENT** (continued)*

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.

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).

44. PEMBAYARAN BERBASIS SAHAM (lanjutan)

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.

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,

44. SHARE-BASED PAYMENT (continued)

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.

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;*

44. PEMBAYARAN BERBASIS SAHAM (lanjutan)

Program *Employee Stock Allocation* ("ESA") (lanjutan)

Pada tanggal 29 Desember 2022, Bank memberikan saham sebanyak 10.355.756 lembar saham yang mempunyai pembukaan periode *lock-up* dengan tahapan sebagai berikut: (lanjutan)

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).

44. SHARE-BASED PAYMENT (continued)

Employee Stock Allocation ("ESA") Program *(continued)*

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: (continued)

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).

45. KOMITMEN DAN KONTINJENSI / *45. COMMITMENTS AND CONTINGENCIES*

	2023	2022	
Tagihan komitmen			***Commitment receivables***
Pembelian berjangka mata uang asing yang belum diselesaikan	95,742,672	95,552,866	*Unsettled purchased of foreign currency futures*
Lain-lain	83,611	84,537	*Others*
	95,826,283	**95,637,403**	
Liabilitas komitmen			***Commitment payables***
Penjualan berjangka mata uang asing yang belum diselesaikan	95,576,152	96,358,325	*Sales of foreign currency futures unresolved*
Fasilitas kredit kepada debitur yang belum digunakan	55,883,261	57,335,014	*Unused loan facilities*
Irrevocable letters of credit yang masih berjalan	16,854,306	16,074,195	*Outstanding irrevocable letters of credit*
Lainnya	83,611	84,537	*Others*
	168,397,330	**169,852,071**	
Tagihan kontinjensi			***Contingent receivables***
Garansi bank yang diterima	23,425,868	20,690,817	*Bank guarantees received*
Pendapatan bunga dalam penyelesaian	12,030,214	11,673,005	*Interest receivable on non performing assets*
Lainnya	458,646	381,937	*Others*
	35,914,728	**32,745,759**	

45. KOMITMEN DAN KONTINJENSI (lanjutan) / *45. COMMITMENTS AND CONTINGENCIES (continued)*

	2023	2022	
Liabilitas kontinjensi			***Contingent payables***
Garansi yang diterbitkan dalam bentuk:			*Guarantees issued in the form of:*
Performance bonds	29,116,032	26,926,986	*Performance bonds*
Standby letters of credit	15,062,455	12,868,214	*Standby letters of credit*
Advance payment bonds	11,950,470	10,809,246	*Advance payment bonds*
Bid bonds	1,182,756	2,092,562	*Bid bonds*
Garansi bank lainnya	9,465,418	10,411,960	*Other bank guarantees*
Lainnya	2,000,569	570,463	*Others*
	68,777,700	**63,679,431**	

Transaksi komitmen dan kontinjensi yang terjadi dalam kegiatan normal Bank yang mempunyai risiko kredit adalah sebagai berikut:

Commitments and contingent transactions in the normal course of the Bank's activities that have credit risk are as follows:

	2023	2022	
Garansi bank yang diterbitkan			*Bank guarantees issued*
Pihak berelasi (Catatan 46r)	22,324,075	22,335,790	*Related parties (Note 46r)*
Pihak ketiga	44,453,056	40,773,178	*Third parties*
Irrevocable letters of credit			*Irrevocable letters of credit*
Pihak berelasi (Catatan 46s)	12,275,824	11,159,543	*Related parties (Note 46s)*
Pihak ketiga	4,578,482	4,914,652	*Third parties*
Fasilitas kredit kepada debitur yang belum digunakan			*Unused loan facilities*
Pihak berelasi (Catatan 46t)	9,204,717	13,964,947	*Related parties (Note 46t)*
Pihak ketiga	46,678,544	43,370,067	*Third parties*
	139,514,698	**136,518,177**	

Transaksi komitmen dan kontinjensi yang mempunyai risiko kredit berdasarkan kolektibilitas adalah sebagai berikut:

Commitments and contingent transactions that have credit risk by collectability are as follows:

	2023	2022	
Lancar	135,986,477	133,205,712	*Current*
Dalam perhatian khusus	2,879,288	2,735,483	*Special mention*
Kurang lancar	67,806	38,945	*Substandard*
Diragukan	80,154	65,047	*Doubtful*
Macet	500,973	472,990	*Loss*
	139,514,698	**136,518,177**	

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)

PT ASDP Indonesia Ferry (Persero) dan Entitas Anak

PT Asuransi Jiwasraya (Persero)

PT Asuransi Sosial Angkatan Bersenjata Republik Indonesia (Persero)

PT Aviasi Pariwisata Indonesia (Persero) dan Entitas Anak

PT Bahana Pembinaan Usaha Indonesia (Persero) dan Entitas Anak

PT Bank Mandiri (Persero) Tbk dan Entitas Anak

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

The Government of Republic of Indonesia through the Ministry of Finance

Control through The Government of The Republic of Indonesia

Badan Penyelenggara Jaminan Sosial (BPJS) Kesehatan

Badan Penyelenggara Jaminan Sosial (BPJS) Ketenagakerjaan

Ministry of Finance of the Republic of Indonesia

Lembaga Kantor Berita Nasional (LKBN) Antara

Perum BULOG and Subsidiaries

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") and Subsidiaries

Perum Perhutani and Subsidiaries

Perum Pengangkutan Penumpang Djakarta

Perum Perumnas

Perum Produksi Film Negara

PT Adhi Karya (Persero) Tbk and Subsidiaries

PT Amarta Karya (Persero)

PT ASDP Indonesia Ferry (Persero) and Subsidiaries

PT Asuransi Jiwasraya (Persero)

PT Asuransi Sosial Angkatan Bersenjata Republik Indonesia (Persero)

PT Aviasi Pariwisata Indonesia (Persero) and Subsidiaries

PT Bahana Pembinaan Usaha Indonesia (Persero) and Subsidiaries

PT Bank Mandiri (Persero) Tbk and Subsidiaries

46. TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

a. Jenis hubungan (lanjutan)

Pengendalian melalui Pemerintah Republik Indonesia (lanjutan)

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 Djakarta 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 Hutama 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)
PT PDI Pulau Batam (Persero)
PT Pelabuhan Indonesia (Persero) dan Entitas Anak

46. RELATED PARTY TRANSACTIONS *(continued)*

a. Type of relationships *(continued)*

Control through The Government of The Republic of Indonesia *(continued)*

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 Djakarta 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 Hutama 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)
PT PDI Pulau Batam (Persero)
PT Pelabuhan Indonesia (Persero) and Subsidiaries

46. TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

a. Jenis hubungan (lanjutan)

Pengendalian melalui Pemerintah Republik Indonesia (lanjutan)

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 Primissima (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

46. RELATED PARTY TRANSACTIONS *(continued)*

a. Type of relationships *(continued)*

Control through The Government of The Republic of Indonesia *(continued)*

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 Primissima (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

46. TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

46. RELATED PARTY TRANSACTIONS (continued)

b. Giro pada bank lain / *b. Current accounts with other banks*

	2023	2022	
PT Bank Mandiri (Persero) Tbk	50,137	110,045	*PT Bank Mandiri (Persero) Tbk*
PT Bank Rakyat Indonesia (Persero) Tbk	1,368	3,521	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT Bank Tabungan Negara (Persero) Tbk	749	36	*PT Bank Tabungan Negara (Persero) Tbk*
	52,254	**113,602**	

c. Penempatan pada bank lain dan Bank Indonesia / *c. Placements with other banks and Bank Indonesia*

	2023	2022	
PT Bank Tabungan Negara (Persero) Tbk	648,420	147,833	*PT Bank Tabungan Negara (Persero) Tbk*
PT Bank Rakyat Indonesia (Persero) Tbk	464,901	73,476	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT Bank Mandiri (Persero) Tbk	97,300	483,798	*PT Bank Mandiri (Persero) Tbk*
	1,210,621	**705,107**	

d. Efek-efek / *d. Marketable securities*

	2023	2022	
PT Danareksa (Persero)	2,750,852	1,563,324	*PT Danareksa (Persero)*
PT Bahana Pembinaan Usaha Indonesia (Persero)	2,532,018	581,461	*PT Bahana Pembinaan Usaha Indonesia (Persero)*
Kementerian Keuangan Republik Indonesia	1,321,967	723,931	*Ministry of Finance of Republic Indonesia*
PT Bank Mandiri (Persero) Tbk	1,252,790	577,497	*PT Bank Mandiri (Persero) Tbk*
PT Bank Rakyat Indonesia (Persero) Tbk	1,117,420	1,814,255	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT PLN (Persero)	784,178	916,419	*PT PLN (Persero)*
PT Semen Indonesia (Persero) Tbk	396,403	309,935	*PT Semen Indonesia (Persero) Tbk*
PT Hutama Karya (Persero)	391,263	397,662	*PT Hutama Karya (Persero)*
PT Bank Tabungan Negara (Persero) Tbk	240,464	269,937	*PT Bank Tabungan Negara (Persero) Tbk*
PT Telkom Indonesia (Persero) Tbk	240,173	246,617	*PT Telkom Indonesia (Persero) Tbk*
PT Jasa Marga (Persero) Tbk	119,177	12,715	*PT Jasa Marga (Persero) Tbk*
PT Pupuk Indonesia Holding Company (Persero)	76,002	76,134	*PT Pupuk Indonesia Holding Company (Persero)*
PT Pertamina (Persero)	72,214	85,241	*PT Pertamina (Persero)*
PT Pelabuhan Indonesia (Persero)	62,056	61,738	*PT Pelabuhan Indonesia (Persero)*
PT Adhi Karya (Persero) Tbk	50,574	49,308	*PT Adhi Karya (Persero) Tbk*
PT Kereta Api Indonesia (Persero)	9,943	81,257	*PT Kereta Api Indonesia (Persero)*
PT Indonesia Asahan Aluminium (Persero)	9,693	11,976	*PT Indonesia Asahan Aluminium (Persero)*
PT Pembangunan Perumahan (Persero) Tbk	170	467	*PT Pembangunan Perumahan (Persero) Tbk*
PT Wijaya Karya (Persero) Tbk	-	14,533	*PT Wijaya Karya (Persero) Tbk*
PT Waskita Karya (Persero) Tbk	-	1,035	*PT Waskita Karya (Persero) Tbk*
PT Bio Farma (Persero)	-	169	*PT Bio Farma (Persero)*
	11,427,357	**7,795,611**	

46. TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

***46. RELATED PARTY TRANSACTIONS** (continued)*

e. Obligasi Pemerintah

e. Government Bonds

	2023	2022	
Pemerintah Republik Indonesia	125,021,175	118,805,319	*The Government of The Republic of Indonesia*

f. Wesel ekspor dan tagihan lainnya

f. Bills and other receivables

	2023	2022	
PT Brantas Abipraya (Persero)	1,848,749	1,513,541	*PT Brantas Abipraya (Persero)*
PT Adhi Karya (Persero) Tbk	1,746,168	4,521,971	*PT Adhi Karya (Persero) Tbk*
PT Hutama Karya (Persero)	1,549,938	1,210,261	*PT Hutama Karya (Persero)*
PT Bank Mandiri (Persero) Tbk	1,432,156	787,747	*PT Bank Mandiri (Persero) Tbk*
PT Semen Indonesia (Persero) Tbk	1,260,603	664,063	*PT Semen Indonesia (Persero) Tbk*
PT Bank Rakyat Indonesia (Persero) Tbk	1,168,480	112,302	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT Wijaya Karya (Persero) Tbk	611,292	1,121,737	*PT Wijaya Karya (Persero) Tbk*
PT Danareksa (Persero)	310,588	231,543	*PT Danareksa (Persero)*
PT Telkom Indonesia (Persero) Tbk	150,573	149,228	*PT Telkom Indonesia (Persero) Tbk*
PT Krakatau Steel (Persero)	6,693	13,999	*PT Krakatau Steel (Persero)*
	10,085,240	**10,326,392**	

g. Tagihan akseptasi

g. Acceptance receivables

	2023	2022	
PT Pembangunan Perumahan (Persero) Tbk	1,410,741	365,837	*PT Pembangunan Perumahan (Persero) Tbk*
PT Hutama Karya (Persero)	484,791	629,953	*PT Hutama Karya (Persero)*
PT Danareksa (Persero)	350,329	212,013	*PT Danareksa (Persero)*
PT Adhi Karya (Persero) Tbk	275,728	105,434	*PT Adhi Karya (Persero) Tbk*
PT Len Industri (Persero)	150,809	510,224	*PT Len Industri (Persero)*
PT Wijaya Karya (Persero) Tbk	105,675	135,906	*PT Wijaya Karya (Persero) Tbk*
PT Brantas Abipraya (Persero)	86,405	6,255	*PT Brantas Abipraya (Persero)*
PT Bank Mandiri (Persero) Tbk	79,200	74,621	*PT Bank Mandiri (Persero) Tbk*
PT Pupuk Indonesia Holding Company (Persero)	73,208	1,164,060	*PT Pupuk Indonesia Holding Company (Persero)*
PT Semen Indonesia (Persero) Tbk	64,903	91,102	*PT Semen Indonesia (Persero) Tbk*
PT Bank Rakyat Indonesia (Persero) Tbk	40,231	4,097	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT Rajawali Nusantara Indonesia (Persero)	36,935	29,413	*PT Rajawali Nusantara Indonesia (Persero)*
PT Pertamina (Persero)	-	871,231	*PT Pertamina (Persero)*
PT Krakatau Steel (Persero)	-	450,021	*PT Krakatau Steel (Persero)*
PT Telkom Indonesia (Persero) Tbk	-	9,503	*PT Telkom Indonesia (Persero) Tbk*
PT Boma Bisma Indra (Persero)	-	4,702	*PT Boma Bisma Indra (Persero)*
PT Bank Tabungan Negara (Persero) Tbk	-	1,224	*PT Bank Tabungan Negara (Persero) Tbk*
	3,158,955	**4,665,596**	

46. TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

***46. RELATED PARTY TRANSACTIONS** (continued)*

h. Tagihan derivatif

h. Derivative receivables

	2023	2022	
PT Bank Mandiri (Persero) Tbk	19,279	2,318	*PT Bank Mandiri (Persero) Tbk*
PT Pupuk Indonesia Holding Company (Persero)	8,486	-	*PT Pupuk Indonesia Holding Company (Persero)*
PT PLN (Persero)	8,319	934	*PT PLN (Persero)*
PT Bank Rakyat Indonesia (Persero) Tbk	1,855	-	*PT Bank Rakyat Indonesia (Persero) Tbk*
Lain-lain	-	937	*Others*
	37,939	**4,189**	

i. Pinjaman yang diberikan

i. Loans

	2023	2022	
Perum BULOG	15,683,736	5,683,882	*Perum BULOG*
PT Jasa Marga (Persero) Tbk	13,976,854	7,591,114	*PT Jasa Marga (Persero) Tbk*
Kementerian Keuangan Republik Indonesia	11,969,049	9,705,860	*Ministry of Finance of Republic Indonesia*
PT Waskita Karya (Persero) Tbk	11,546,283	15,162,125	*PT Waskita Karya (Persero) Tbk*
PT Perkebunan Nusantara III (Persero)	8,330,263	4,613,821	*PT Perkebunan Nusantara III (Persero)*
PT PLN (Persero)	7,950,153	4,824,308	*PT PLN (Persero)*
PT Telkom Indonesia (Persero) Tbk	7,026,449	6,380,577	*PT Telkom Indonesia (Persero) Tbk*
PT Pertamina (Persero)	6,677,809	5,977,288	*PT Pertamina (Persero)*
PT Pupuk Indonesia Holding Company (Persero)	4,746,715	2,940,423	*PT Pupuk Indonesia Holding Company (Persero)*
PT Krakatau Steel (Persero)	4,613,234	5,469,739	*PT Krakatau Steel (Persero)*
PT Bank Rakyat Indonesia (Persero) Tbk	4,518,679	2,805,174	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT Len Industri (Persero)	3,813,123	4,414,075	*PT Len Industri (Persero)*
PT Semen Indonesia (Persero) Tbk	3,667,076	4,089,029	*PT Semen Indonesia (Persero) Tbk*
PT Garuda Indonesia (Persero) Tbk	3,591,933	4,651,185	*PT Garuda Indonesia (Persero) Tbk*
PT Kereta Api Indonesia (Persero)	3,352,414	3,374,433	*PT Kereta Api Indonesia (Persero)*
PT Adhi Karya (Persero) Tbk	2,229,313	2,487,353	*PT Adhi Karya (Persero) Tbk*
PT Aviasi Pariwisata Indonesia (Persero)	2,223,742	2,340,692	*PT Aviasi Pariwisata Indonesia (Persero)*
PT Hutama Karya (Persero)	1,655,238	3,424,627	*PT Hutama Karya (Persero)*
PT Bio Farma (Persero)	1,602,806	2,080,461	*PT Bio Farma (Persero)*
PT Wijaya Karya (Persero) Tbk	1,285,844	760,682	*PT Wijaya Karya (Persero) Tbk*
PT Indonesia Asahan Aluminium (Persero)	1,062,328	693,475	*PT Indonesia Asahan Aluminium (Persero)*
PT Bahana Pembinaan Usaha Indonesia (Persero)	998,328	1,354,244	*PT Bahana Pembinaan Usaha Indonesia (Persero)*
PT Pelabuhan Indonesia (Persero)	879,049	848,221	*PT Pelabuhan Indonesia (Persero)*
PT Rajawali Nusantara Indonesia (Persero)	702,235	767,838	*PT Rajawali Nusantara Indonesia (Persero)*
PT Pembangunan Perumahan (Persero) Tbk	412,127	109,468	*PT Pembangunan Perumahan (Persero) Tbk*
PT Barata Indonesia (Persero)	335,884	335,868	*PT Barata Indonesia (Persero)*
PT Danareksa (Persero)	304,000	275,000	*PT Danareksa (Persero)*
PT Pos Indonesia (Persero)	303,997	237,500	*PT Pos Indonesia (Persero)*
Lainnya	900,659	1,327,699	*Others*
	126,359,320	**104,726,161**	

46. TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

46. RELATED PARTY TRANSACTIONS (continued)

j. Investasi pada entitas asosiasi dan penyertaan saham

j. Investment in associates and equity investments

	2023	2022	
PT Bank Syariah Indonesia Tbk	11,283,466	10,048,975	*PT Bank Syariah Indonesia Tbk*
PT Fintek Karya Nusantara	377,547	472,138	*PT Fintek Karya Nusantara*
	11,661,013	**10,521,113**	

k. Simpanan nasabah

k. Deposits from customers

	2023	2022	
Entitas dikendalikan melalui Pemerintah Republik Indonesia	151,973,948	154,666,508	*Entities controlled through the Government of Republic of Indonesia*
Manajemen Kunci	106,442	141,755	*Key Management*
	152,080,390	**154,808,263**	

l. Simpanan dari bank lain

l. Deposits from other banks

	2023	2022	
Entitas dikendalikan melalui Pemerintah Republik Indonesia	2,705,107	3,190,421	*Entities controlled through the Government of Republic of Indonesia*

m. Efek-efek yang diterbitkan

m. Securities issued

	2023	2022	
Kementerian Keuangan Republik Indonesia	719,771	719,603	*Ministry of Finance of Republic Indonesia*
BPJS Ketenagakerjaan	629,800	629,653	*BPJS Ketenagakerjaan*
PT Bank Rakyat Indonesia (Persero) Tbk	116,059	95,046	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT Bahana Pembinaan Usaha Indonesia (Persero)	91,960	74,955	*PT Bahana Pembinaan Usaha Indonesia (Persero)*
DPLK BNI	59,973	59,964	*DPLK BNI*
PT Bank Mandiri (Persero) Tbk	55,975	54,967	*PT Bank Mandiri (Persero) Tbk*
PT Asabri (Persero)	39,987	39,978	*PT Asabri (Persero)*
PT Reasuransi Indonesia Utama (Persero)	19,994	19,989	*PT Reasuransi Indonesia Utama (Persero)*
DP BNI	14,993	14,991	*DP BNI*
PT Danareksa (Persero)	9,996	-	*PT Danareksa (Persero)*
PT Pertamina (Persero)	5,997	5,997	*PT Pertamina (Persero)*
PT Indonesia Asahan Aluminium (Persero)	-	69,961	*PT Indonesia Asahan Aluminium (Persero)*
	1,764,505	**1,785,104**	

46. TRANSAKSI DENGAN PIHAK BERELASI (lanjutan) / *46. RELATED PARTY TRANSACTIONS (continued)*

n. Pinjaman yang diterima / *n. Borrowings*

	2023	2022	
PT Bank Mandiri (Persero) Tbk	772,307	179,048	*PT Bank Mandiri (Persero) Tbk*
Kementerian Keuangan Republik Indonesia	51,861	53,584	*Ministry of Finance of the Republic of Indonesia*
	824,168	**232,632**	

o. Efek-efek subordinasi / *o. Subordinated securities*

	2023	2022	
PT Bank Mandiri (Persero) Tbk	3,078	3,112	*PT Bank Mandiri (Persero) Tbk*
PT Asuransi Tripakarta	-	24,999	*PT Asuransi Tripakarta*
	3,078	**28,111**	

p. Liabilitas derivatif / *p. Derivative payables*

	2023	2022	
PT Pertamina (Persero)	121,447	61,012	*PT Pertamina (Persero)*
PT Pupuk Indonesia Holding Company (Persero)	7,452	-	*PT Pupuk Indonesia Holding Company (Persero)*
PT Bank Mandiri (Persero) Tbk	4,264	33,414	*PT Bank Mandiri (Persero) Tbk*
PT Bank Rakyat Indonesia (Persero) Tbk	2,895	12,704	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT PLN (Persero)	80	11,309	*PT PLN (Persero)*
	136,138	**118,439**	

q. Liabilitas akseptasi / *q. Acceptance payables*

	2023	2022	
PT Bank Mandiri (Persero) Tbk	893,585	727,036	*PT Bank Mandiri (Persero) Tbk*
PT Bank Rakyat Indonesia (Persero) Tbk	138,134	79,673	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT Semen Indonesia (Persero) Tbk	20,457	66,384	*PT Semen Indonesia (Persero) Tbk*
PT Indonesia Asahan Aluminium (Persero)	10,754	102,698	*PT Indonesia Asahan Aluminium (Persero)*
PT Bank Tabungan Negara (Persero) Tbk	4,467	9,783	*PT Bank Tabungan Negara (Persero) Tbk*
PT Biro Klasifikasi Indonesia (Persero)	2,905	-	*PT Biro Klasifikasi Indonesia (Persero)*
PT Telkom Indonesia (Persero) Tbk	298	-	*PT Telkom Indonesia (Persero) Tbk*
Lainnya	-	3,269	*Others*
	1,070,600	**988,843**	

46. TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

***46. RELATED PARTY TRANSACTIONS** (continued)*

r. Garansi bank yang diterbitkan

r. Bank guarantees issued

	2023	2022	
PT Hutama Karya (Persero)	3,522,061	3,168,461	*PT Hutama Karya (Persero)*
PT Pertamina (Persero)	2,512,652	2,377,520	*PT Pertamina (Persero)*
PT Adhi Karya (Persero) Tbk	2,490,682	781,143	*PT Adhi Karya (Persero) Tbk*
PT Pupuk Indonesia Holding Company (Persero)	2,119,528	2,872,297	*PT Pupuk Indonesia Holding Company (Persero)*
PT Bank Mandiri (Persero) Tbk	1,696,927	1,347,695	*PT Bank Mandiri (Persero) Tbk*
PT Telkom Indonesia (Persero) Tbk	1,677,400	1,894,487	*PT Telkom Indonesia (Persero) Tbk*
PT Wijaya Karya (Persero) Tbk	1,661,600	2,077,282	*PT Wijaya Karya (Persero) Tbk*
PT Danareksa (Persero)	1,608,943	1,649,223	*PT Danareksa (Persero)*
PT PLN (Persero)	1,038,203	534,110	*PT PLN (Persero)*
PT Pembangunan Perumahan (Persero) Tbk	680,357	999,719	*PT Pembangunan Perumahan (Persero) Tbk*
PT Brantas Abipraya (Persero)	652,926	906,137	*PT Brantas Abipraya (Persero)*
PT Len Industri (Persero)	646,521	1,226,347	*PT Len Industri (Persero)*
PT Industri Kereta Api (Persero)	614,178	614,178	*PT Industri Kereta Api (Persero)*
PT Waskita Karya (Persero) Tbk	471,088	1,033,108	*PT Waskita Karya (Persero) Tbk*
PT Jasa Marga (Persero) Tbk	185,112	-	*PT Jasa Marga (Persero) Tbk*
PT Biro Klasifikasi Indonesia (Persero)	143,017	126,842	*PT Biro Klasifikasi Indonesia (Persero)*
PT Rajawali Nusantara Indonesia (Persero)	112,136	110,772	*PT Rajawali Nusantara Indonesia (Persero)*
PT Bank Rakyat Indonesia (Persero) Tbk	111,384	156,535	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT Pelabuhan Indonesia (Persero)	68,938	44,796	*PT Pelabuhan Indonesia (Persero)*
PT Asuransi Tripakarta	67,756	79,752	*PT Asuransi Tripakarta*
PT Pengembangan Pariwisata Indonesia ITDC (Persero)	53,671	-	*PT Pengembangan Pariwisata Indonesia ITDC (Persero)*
PT Aviasi Pariwisata Indonesia (Persero)	36,719	27,849	*PT Aviasi Pariwisata Indonesia (Persero)*
PT Krakatau Steel (Persero)	34,452	29,643	*PT Krakatau Steel (Persero)*
PT Bahana Pembinaan Usaha Indonesia (Persero)	33,821	32,353	*PT Bahana Pembinaan Usaha Indonesia (Persero)*
PT Virama Karya (Persero)	24,120	12,802	*PT Virama Karya (Persero)*
PT Barata Indonesia (Persero)	13,483	5,968	*PT Barata Indonesia (Persero)*
PT Djakarta Lloyd (Persero)	11,460	11,460	*PT Djakarta Lloyd (Persero)*
Perum Peruri	7,456	128,396	*Perum Peruri*
PT Indra Karya (Persero)	7,358	7,514	*PT Indra Karya (Persero)*
PT Semen Indonesia (Persero) Tbk	5,915	671	*PT Semen Indonesia (Persero) Tbk*
Kementerian Keuangan Republik Indonesia	4,206	3,123	*Ministry of Finance of Republic Indonesia*
PT Pelayaran Nasional Indonesia (Persero)	3,614	3,306	*PT Pelayaran Nasional Indonesia (Persero)*
PT Pos Indonesia (Persero)	1,746	35	*PT Pos Indonesia (Persero)*
PT Kereta Api Indonesia (Persero)	1,159	5,306	*PT Kereta Api Indonesia (Persero)*
PT Garuda Indonesia (Persero) Tbk	1,066	3,257	*PT Garuda Indonesia (Persero) Tbk*
PT Yodya Karya (Persero)	911	2,455	*PT Yodya Karya (Persero)*
PT Bio Farma (Persero)	633	589	*PT Bio Farma (Persero)*
Perum Perumnas	601	789	*Perum Perumnas*
PT Indonesia Asahan Aluminium (Persero)	222	29,385	*PT Indonesia Asahan Aluminium (Persero)*
PT Primissima (Persero)	53	-	*PT Primissima (Persero)*
Lain-lain	-	30,485	*Others*
	22,324,075	**22,335,790**	

46. TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

***46. RELATED PARTY TRANSACTIONS** (continued)*

s. *Irrevocable Letters of Credit*

s. Irrevocable Letters of Credit

	2023	2022	
Perum BULOG	8,336,405	3,454,847	*Perum BULOG*
PT Pertamina (Persero)	853,704	4,041,449	*PT Pertamina (Persero)*
PT Pembangunan Perumahan (Persero) Tbk	641,546	86,758	*PT Pembangunan Perumahan (Persero) Tbk*
PT Pupuk Indonesia Holding Company (Persero)	524,532	831,972	*PT Pupuk Indonesia Holding Company (Persero)*
PT PLN (Persero)	419,602	928,600	*PT PLN (Persero)*
PT Len Industri (Persero)	402,481	469,836	*PT Len Industri (Persero)*
PT Kereta Api Indonesia (Persero)	271,156	191,231	*PT Kereta Api Indonesia (Persero)*
PT Hutama Karya (Persero)	233,435	236,882	*PT Hutama Karya (Persero)*
PT Danareksa (Persero)	164,632	159,056	*PT Danareksa (Persero)*
PT Adhi Karya (Persero) Tbk	145,884	5,778	*PT Adhi Karya (Persero) Tbk*
PT Semen Indonesia (Persero) Tbk	97,909	175,458	*PT Semen Indonesia (Persero) Tbk*
PT Krakatau Steel (Persero)	93,358	50,339	*PT Krakatau Steel (Persero)*
PT Wijaya Karya (Persero) Tbk	31,917	113,082	*PT Wijaya Karya (Persero) Tbk*
Kementerian Keuangan Republik Indonesia	29,003	29,181	*Ministry of Finance of Republic Indonesia*
PT Brantas Abipraya (Persero)	21,852	-	*PT Brantas Abipraya (Persero)*
Perum Peruri	5,508	6,405	*Perum Peruri*
PT Rajawali Nusantara Indonesia (Persero)	2,900	49,872	*PT Rajawali Nusantara Indonesia (Persero)*
PT Perkebunan Nusantara III (Persero)	-	295,669	*PT Perkebunan Nusantara III (Persero)*
Lain-lain	-	33,128	*Others*
	12,275,824	**11,159,543**	

t. Fasilitas pinjaman yang belum ditarik

t. Unused loan facilities

	2023	2022	
Kementerian Keuangan Republik Indonesia	4,112,175	2,705,039	*Ministry of Finance of Republic Indonesia*
PT Pupuk Indonesia Holding Company (Persero)	1,264,028	1,658,999	*PT Pupuk Indonesia Holding Company (Persero)*
PT Krakatau Steel (Persero)	1,155,151	1,167,563	*PT Krakatau Steel (Persero)*
PT Jasa Marga (Persero) Tbk	1,100,000	-	*PT Jasa Marga (Persero) Tbk*
PT Bank Rakyat Indonesia (Persero) Tbk	521,379	575,798	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT Pelayaran Nasional Indonesia (Persero)	300,000	300,000	*PT Pelayaran Nasional Indonesia (Persero)*
PT Len Industri (Persero)	288,728	162,095	*PT Len Industri (Persero)*
PT Hutama Karya (Persero)	130,451	128,835	*PT Hutama Karya (Persero)*
PT Pos Indonesia (Persero)	95,645	-	*PT Pos Indonesia (Persero)*
Manajemen Kunci	57,198	-	*Key Management*
PT Danareksa (Persero)	50,000	50,000	*PT Danareksa (Persero)*
PT Telkom Indonesia (Persero) Tbk	32,635	353,514	*PT Telkom Indonesia (Persero) Tbk*
PT Brantas Abipraya (Persero)	25,000	24,967	*PT Brantas Abipraya (Persero)*
PT Virama Karya (Persero)	22,569	19,855	*PT Virama Karya (Persero)*
PT Rajawali Nusantara Indonesia (Persero)	20,955	162,065	*PT Rajawali Nusantara Indonesia (Persero)*
Perum BULOG	11,000	31,000	*Perum BULOG*
PT Kereta Api Indonesia (Persero)	7,146	-	*PT Kereta Api Indonesia (Persero)*
PT Garuda Indonesia (Persero) Tbk	4,751	-	*PT Garuda Indonesia (Persero) Tbk*
PT Pembangunan Perumahan (Persero) Tbk	2,406	19,674	*PT Pembangunan Perumahan (Persero) Tbk*
PT Pertamina (Persero)	938	-	*PT Pertamina (Persero)*
PT Semen Indonesia (Persero) Tbk	641	5,000	*PT Semen Indonesia (Persero) Tbk*
PT PLN (Persero)	-	6,332,400	*PT PLN (Persero)*
Lainnya	1,921	268,143	*Others*
	9,204,717	**13,964,947**	

46. TRANSAKSI DENGAN PIHAK BERELASI (lanjutan) / *46. RELATED PARTY TRANSACTIONS (continued)*

u. Gaji dan tunjangan / *u. Salaries and employees' benefits*

	2023				
	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	29,412	90,700	4,259	124,371	*Board of Commissioners*
Direksi	70,593	224,301	10,794	305,688	*Board of Directors*
Komite Audit	1,430	-	-	1,430	*Audit Committee*
SEVP, EVP dan *SVP*	241,192	48,550	-	289,742	*SEVP, EVP and SVP*
	342,627	**363,551**	**15,053**	**721,231**	

	2022				
	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	*Board of Commissioners*
Direksi	65,193	195,819	8,414	269,426	*Board of Directors*
Komite Audit	1,370	-	-	1,370	*Audit Committee*
SEVP, EVP dan *SVP*	182,432	47,598	-	230,030	*SEVP, EVP and SVP*
	274,470	**320,898**	**11,984**	**607,352**	

Rincian saldo transaksi dengan pihak-pihak berelasi pada tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut:

The details of balances of transactions with related parties as of 31 December 2023 and 2022 are as follows:

	2023	2022	
Aset			***Assets***
Giro pada bank lain	52,254	113,602	*Current accounts with other banks*
Penempatan pada bank lain dan Bank Indonesia	1,210,621	705,107	*Placements with other banks and Bank Indonesia*
Efek-efek	11,427,357	7,795,611	*Marketable securities*
Efek-efek yang dibeli dengan janji dijual kembali			*Securities purchased under agreements to resell*
Obligasi pemerintah	125,021,175	118,805,319	*Government bonds*
Wesel ekspor dan tagihan lainnya	10,085,240	10,326,392	*Bills and other receivables*
Tagihan akseptasi	3,158,955	4,665,596	*Acceptance receivables*
Tagihan derivatif	37,939	4,189	*Derivative receivables*
Pinjaman yang diberikan	126,359,320	104,726,161	*Loans*
Investasi pada entitas asosiasi dan penyertaan saham	11,661,013	10,521,113	*Investment in associates and equity investments*
Jumlah aset kepada pihak-pihak berelasi	289,013,874	257,663,090	*Total assets with related parties*
Jumlah aset konsolidasian	1,086,663,986	1,029,836,868	*Total consolidated assets*
Persentase jumlah aset kepada pihak-pihak berelasi terhadap jumlah aset konsolidasian	26.6%	25.0%	*Percentage of total assets with related parties to total consolidated assets*
Liabilitas			***Liabilities***
Simpanan nasabah	152,080,390	154,808,263	*Deposits from customers*
Simpanan dari bank lain	2,705,107	3,190,421	*Deposits from other banks*
Efek-efek yang diterbitkan	1,764,505	1,785,104	*Securities issued*
Pinjaman yang diterima	824,168	232,632	*Borrowings*
Efek-efek subordinasi	3,078	28,111	*Subordinated securities*
Liabilitas derivatif	136,138	118,439	*Derivative payables*
Liabilitas akseptasi	1,070,600	988,843	*Acceptance payables*
Jumlah liabilitas kepada pihak-pihak berelasi	158,583,986	161,151,813	*Total liabilities with related parties*
Jumlah liabilitas konsolidasian	931,931,466	889,639,206	*Total consolidated liabilities*
Persentase jumlah liabilitas kepada pihak-pihak berelasi terhadap jumlah liabilitas konsolidasian	17.0%	18.1%	*Percentage of total liabilities with related parties to total consolidated liabilities*

47. INFORMASI SEGMEN

Sebelumnya pada tahun 2022, segmen operasi Grup dibagi berdasarkan kelompok nasabah utama dan produk, sebagai berikut: *Corporate & International Banking, Institutional Banking, Enterprises & Commercial Banking, Consumer Banking, Treasury*, 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.

Grup menerapkan Konsep 3 Dimensi untuk penilaian kinerja secara internal yaitu Dimensi Segmen, Dimensi *Channel* dan Dimensi Produk. Konsep ini dipakai sejak tahun 2022. Untuk kepentingan pelaporan Segmen, maka yang dilaporkan adalah berdasarkan Dimensi Segmen.

Pada tahun 2023, Grup menerapkan perubahan terhadap segmen operasi yang diselaraskan perubahan nomenklatur direksi berdasarkan hasil Rapat Umum Pemegang Saham Tahunan 2023.

Terkait perubahan segmen operasi sesuai Rapat Umum Pemegang Saham Tahunan 2023, Grup melakukan perubahan antara lain:

- Perpindahan Bisnis SME dari *Enterprises & Commercial Banking* serta Bisnis Program dari *Institutional Banking* digabung dengan *Consumer Banking* menjadi segmen *Retail Banking.*

Dibawah ini adalah penjelasan mengenai pelaporan masing-masing segmen per 31 Desember 2023:

- ***Wholesale & 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.

47. SEGMENT INFORMATION

In previous year 2022, the Group's operating segments represent the key customers and product groups, as follows: Corporate & International Banking, Institutional Banking, Enterprises & Commercial Banking, Consumer Banking, Treasury, 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.

The Group applies the 3 Dimensional Concept for internal performance assessment, namely Segment, Channel and Product Dimensions. This concept has been used since 2022. For the purpose of Segment reporting, what is reported is based on the Segment Dimension.

In 2023, the Group implemented changes to the operating segments in line with changes in the nomenclature of the directors based on the results of the 2023 Annual General Meeting of Shareholders.

Due to changes in the operating segments as of 2023 Annual General Meeting of Shareholders, the Group has perform changes as follows:

- *Transfer of SME business from Enterprises & Commercial Banking and program loans from Institutional Banking to merge with Consumer Banking to become the Retail Banking segment.*

Below is an explanation of the reporting of each segment as of 31 December 2023:

- ***Wholesale & International Banking:** including loans, customer deposits and other transactions belonging to corporate customers, both BUMN and private business entities including financial institutions and overseas branch customers.*

- ***Institutional Banking:** including loans, customer deposits and other transactions belonging to customers of Ministries, Government Institutions, foundations and universities.*

47. INFORMASI SEGMEN (lanjutan)

Dibawah ini adalah penjelasan mengenai pelaporan masing-masing segmen per 31 Desember 2023: (lanjutan)

- ***Enterprises & Commercial Banking***: termasuk pinjaman yang diberikan, simpanan nasabah dan dan transaksi-transaksi lainnya milik nasabah dengan skala menengah/komersial.

- ***Retail Banking***: termasuk pinjaman yang diberikan, simpanan nasabah dan transaksi-transaksi lainnya milik nasabah SME, kredit program dan konsumer 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.

***47. SEGMENT INFORMATION** (continued)*

Below is an explanation of the reporting of each segment as of 31 December 2023: (continued)

- ***Enterprises & Commercial Banking :*** *including loans, customer deposits and other transactions belonging to customers of middle/commercial.*

- ***Retail Banking:*** *including loans, customer deposits and other transactions belonging to consumer customers including SME, credit program, and 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.

47. INFORMASI SEGMEN (lanjutan)

47. *SEGMENT INFORMATION (continued)*

Informasi yang berkaitan dengan segmen usaha yang utama dari Grup pada tahun 31 Desember 2023 menggunakan kriteria segmen yang baru disajikan dalam tabel di bawah ini:

Information relating to the Group's main business segments as of 31 December 2023 using the new segment criteria is presented in the table below:

	2023									
	Wholesale & International Banking/ *Wholesale & International Banking*	Institutional Banking/ *Institutional Banking*	Enterprises & Commercial Banking/ *Enterprises & Commercial Banking*	Retail Banking/ *Retail Banking*	Treasuri/ *Treasury*	Kantor Pusat/ *Head Office*	Entitas Anak/ *Subsidiaries*	Penyesuaian dan eliminasi/ *Adjustment and elimination***)*	Konsolidasian/ *Consolidation*	
Pendapatan Bunga - Bersih*)	11,446,981	1,821,300	5,906,465	20,113,753	1,381,170	-	631,793	(25,789)	41,275,673	*Interest Income - Net*)*
Pendapatan Premi - Bersih	-	-	-	-	-	-	1,659,301	-	1,659,301	*Premium Income - Net*
Pendapatan Operasional Lainnya	4,615,372	119,494	2,097,474	9,889,645	1,300,476	1,458,900	871,994	(540,926)	19,812,429	*Other Operating Income*
Pembentukan Cadangan Penurunan Nilai	475,060	18,027	(2,554,956)	(6,523,155)	4,723	(490,611)	(125,490)	-	(9,196,402)	*Allowance for Impairment Losses*
Beban Operasional Lainnya	(4,880,168)	(905,945)	(3,049,512)	(13,586,703)	(341,513)	(3,039,442)	(2,443,353)	468,971	(27,777,665)	*Other Operating expenses*
Laba (Rugi) Operasional	11,657,245	1,052,876	2,399,471	9,893,540	2,344,856	(2,071,153)	594,245	(97,744)	25,773,336	*Operating Income (Loss)*
Pendapatan (Beban) Bukan Operasional – Bersih	-	-	-	-	-	(21,236)	(111,153)	(1,209)	(133,598)	*Non Operating Income (Expense) - Net*
Laba Sebelum Pajak	11,657,245	1,052,876	2,399,471	9,893,540	2,344,856	(2,092,389)	483,092	(98,953)	25,639,738	*Income Before Tax*
Beban Pajak	-	-	-	-	-	(4,471,401)	(62,109)	-	(4,533,510)	*Tax Expense*
Laba Bersih	11,657,245	1,052,876	2,399,471	9,893,540	2,344,856	(6,563,790)	420,983	(98,953)	21,106,228	*Net Income*
Total aset	408,673,828	18,535,540	122,112,729	246,767,432	252,636,198	-	46,283,112	(8,344,853)	1,086,663,986	*Total asset*
Total liabilitas	270,141,046	144,998,599	58,257,384	380,439,627	48,958,503	-	32,940,170	(3,803,863)	931,931,466	*Total liabilities*

Informasi yang berkaitan dengan segmen usaha yang utama dari Grup pada tahun 31 Desember 2022 menggunakan nomenklatur direksi berdasarkan hasil Rapat Umum Pemegang Saham Tahunan 2023 disajikan dalam tabel di bawah ini:

Information related to the main business segments of the Group as of 31 December 2022 using the nomenclature of directors based on the results of the 2023 Annual General Meeting of Shareholders segment is presented in the table below:

	2022									
	Wholesale & International Banking/ *Wholesale & International Banking*	Institutional Banking/ *Institutional Banking*	Enterprises & Commercial Banking/ *Enterprises & Commercial Banking*	Retail Banking/ *Retail Banking*	Treasuri/ *Treasury*	Kantor Pusat/ *Head Office*	Entitas Anak/ *Subsidiaries*	Penyesuaian dan eliminasi/ *Adjustment and elimination***)*	Konsolidasian/ *Consolidation*	
Pendapatan Bunga - Bersih*)	10,468,602	997,015	5,427,582	20,622,409	3,444,538	-	412,469	(51,923)	41,320,692	*Interest Income - Net*)*
Pendapatan Premi - Bersih	-	-	-	-	-	-	1,551,533	-	1,551,533	*Premium Income - Net*
Pendapatan Operasional Lainnya	4,317,584	67,215	1,351,718	9,183,053	2,478,681	1,283,387	729,285	(811,252)	18,599,671	*Other Operating Income*
Pembentukan Cadangan Penurunan Nilai	(5,776,061)	(42,499)	(1,169,172)	(4,682,939)	(10,488)	277,900	(110,633)	-	(11,513,892)	*Allowance for Impairment Losses*
Beban Operasional Lainnya	(4,074,939)	(2,497,632)	(2,165,040)	(12,916,554)	(158,730)	(3,604,825)	(2,142,992)	501,563	(27,059,149)	*Other Operating expenses*
Laba (Rugi) Operasional	4,935,186	(1,475,901)	3,445,088	12,205,969	5,754,001	(2,043,538)	439,662	(361,612)	22,898,855	*Operating Income (Loss)*
Pendapatan (Beban) Bukan Operasional – Bersih	-	-	-	-	-	(107,967)	(103,115)	(1,065)	(212,147)	*Non Operating Income (Expense) - Net*
Laba Sebelum Pajak	4,935,186	(1,475,901)	3,445,088	12,205,969	5,754,001	(2,151,505)	336,547	(362,677)	22,686,708	*Income Before Tax*
Beban Pajak	-	-	-	-	-	(4,179,478)	(25,450)	-	(4,204,928)	*Tax Expense*
Laba Bersih	4,935,186	(1,475,901)	3,445,088	12,205,969	5,754,001	(6,330,983)	311,097	(362,677)	18,481,780	*Net Income*
Total aset	345,259,952	14,631,598	125,262,223	230,065,109	282,337,964	-	38,120,174	(5,840,152)	1,029,836,868	*Total asset*
Total liabilitas	270,670,440	113,455,456	63,914,200	368,325,694	49,413,750	-	25,954,481	(2,094,815)	889,639,206	*Total liabilities*

*) termasuk komponen *internal transfer pricing* antar segmen operasi
**) termasuk eliminasi *internal transfer pricing* atau reklasifikasi antar segmen operasi dan eliminasi terhadap entitas anak

*) *Includes components of internal transfer pricing between operating segment*
**) *Includes elimination of internal transfer pricing or reclassification between operating segment and elimination of subsidiaries*

47. INFORMASI SEGMEN (lanjutan) / *47. SEGMENT INFORMATION (continued)*

Informasi yang berkaitan dengan segmen geografis BNI dan Entitas Anak disajikan dalam tabel di bawah ini:

Information concerning the geographical segments of BNI and Subsidiaries are set out in the tables below:

	2023						
	Indonesia	**New York**	**Eropa/ *Europe***	**Asia**	**Penyesuaian dan eliminasi/ *Adjustment and elimination***	**Konsolidasian /*Consolidated***	
Pendapatan Bunga - Bersih	40,234,359	351,958	86,419	628,726	(25,789)	41,275,673	*Interest Income - Net*
Pendapatan Premi - Bersih	1,659,301	-	-	-	-	1,659,301	*Premium Income - Net*
Pendapatan Operasional lainnya	19,742,487	40,524	179,927	390,417	(540,926)	19,812,429	*Other Operating Income*
(Pembentukan)/pemulihan Cadangan Kerugian Penurunan Nilai	(9,141,600)	20,295	(23,101)	(51,996)	-	(9,196,402)	*(Allowance)/ Reversal For Impairment Losses*
Beban Operasional Lainnya	(27,140,368)	(286,850)	(194,887)	(624,531)	468,971	(27,777,665)	*Other Operating Expenses*
Laba Operasional	25,354,179	125,927	48,358	342,616	(97,744)	25,773,336	*Operating Income*
Pendapatan/(Beban) Bukan Operasional - Bersih	(131,043)	(365)	(1,684)	703	(1,209)	(133,598)	*Non Operating Income/ (Expenses) - Net*
Laba Sebelum Beban Pajak	25,223,136	125,562	46,674	343,319	(98,953)	25,639,738	*Income Before Tax Expense*
Beban Pajak	(4,533,510)	-	-	-	-	(4,533,510)	*Tax Expense*
Laba Bersih						21,106,228	*Net Income*
Total aset	995,000,675	24,964,345	10,199,820	64,843,999	(8,344,853)	1,086,663,986	*Total assets*
Total liabilitas	834,842,015	25,143,135	10,351,738	65,398,441	(3,803,863)	931,931,466	*Total liabilities*

	2022						
	Indonesia	**New York**	**Eropa/ *Europe***	**Asia**	**Penyesuaian dan eliminasi/ *Adjustment and elimination***	**Konsolidasian /*Consolidated***	
Pendapatan Bunga - Bersih	39,681,656	437,682	319,750	973,508	(91,904)	41,320,692	*Interest Income - Net*
Pendapatan Premi - Bersih	1,551,533	-	-	-	-	1,551,533	*Premium Income - Net*
Pendapatan Operasional lainnya	18,297,601	106,215	307,920	533,953	(646,018)	18,599,671	*Other Operating Income*
(Pembentukan)/pemulihan Cadangan Kerugian Penurunan Nilai	(11,416,024)	(53,146)	(13,191)	(31,531)	-	(11,513,892)	*(Allowance)/ Reversal For Impairment Losses*
Beban Operasional Lainnya	(26,547,874)	(281,155)	(118,186)	(618,755)	506,821	(27,059,149)	*Other Operating Expenses*
Laba Operasional	21,566,892	209,596	496,293	857,175	(231,101)	22,898,855	*Operating Income*
Pendapatan/(Beban) Bukan Operasional - Bersih	(201,477)	(394)	(1,699)	(7,513)	(1,064)	(212,147)	*Non Operating Income/ (Expenses) - Net*
Laba Sebelum Beban Pajak	21,365,415	209,202	494,594	849,662	(232,165)	22,686,708	*Income Before Tax Expense*
Beban Pajak	(4,204,928)	-	-	-	-	(4,204,928)	*Tax Expense*
Laba Bersih						18,481,780	*Net Income*
Total aset	937,499,731	22,953,002	16,340,905	58,883,383	(5,840,153)	1,029,836,868	*Total assets*
Total liabilitas	792,616,244	23,092,750	16,498,178	59,526,850	(2,094,816)	889,639,206	*Total liabilities*

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.

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.

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.

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.*

48. MANAJEMEN RISIKO (lanjutan)

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.

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.

Sebagai bagian dari Strategi Manajemen Risiko, BNI menetapkan *Risk Appetite Statement* (RAS). RAS merupakan jenis dan tingkat risiko yang sanggup diambil/ dihadapi Bank yang berada dalam kapasitas risiko yang dimiliki dalam rangka mencapai tujuan bisnis. Adapun *Risk Appetite Statement* BNI sebagai berikut:

Risk Appetite	*Risk Appetite Statement*
Permodalan	Memelihara modal sesuai dengan tingkat risiko dan di-review secara periodik.
Rentabilitas	Memelihara rentabilitas secara berkesinambungan dalam jangka panjang untuk mendukung pertumbuhan permodalan dan kinerja bank.
Risiko Kredit	a. Memelihara pertumbuhan kredit yang berkualitas fokus pada sektor prioritas. Pemberian kredit kepada sektor industri dan kegiatan usaha berisiko tinggi dilakukan dengan sangat hati-hati dan selektif. b. Mengelola risiko konsentrasi pada level yang menghasilkan return optimum. c. Meningkatkan kualitas kredit dan efektivitas pengelolaan kredit bermasalah.

48. RISK MANAGEMENT *(continued)*

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.

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.

As part of the Risk Management Strategy, BNI establishes a Risk Appetite Statement (RAS). RAS is the type and level of risk that a Bank can take/face within its risk capacity in order to achieve business objectives. The BNI Risk Appetite Statement is as follows:

Risk Appetite	*Risk Appetite Statement*
Capital	*Maintaining capital according to the level of risk and reviewed periodically.*
Rentability	*Maintain sustainable profitability in the long term to support capital growth and bank performance.*
Credit Risk	*a. Maintaining quality credit growth focusing on priority sectors. Lending to the industrial sector and high-risk business activities is carried out very carefully and selectively.* *b. Manage concentration risk at a level that generates optimum returns.* *c. Improving credit quality and effectiveness in managing non-performing loans.*

48. MANAJEMEN RISIKO (lanjutan)

Risk Appetite	*Risk Appetite Statement*
Risiko Pasar	Memelihara tingkat Risiko Pasar sesuai ketentuan dengan tetap memperhatikan pencapaian target bisnis.
Risiko Likuiditas	Memelihara ketersediaan likuiditas sesuai ketentuan dengan tetap memperhatikan pencapaian target bisnis.
Risiko Operasional	a. *Intolerance* pada *internal* fraud. b. Memastikan kecukupan mitigasi risiko atas peningkatan transaksi *e-channel*/digital. c. Memastikan *awareness* seluruh pegawai terhadap potensi risiko dan setiap aktivitas yang dilakukan. d. Segenap pegawai berkomitmen untuk melaksanakan kontrol dalam setiap aktivitasnya untuk meminimalkan kerugian baik finansial maupun non finansial yang bersumber dari ketidakcukupan proses internal, kelemahan SDM, dan kegagalan sistem. e. Menjaga implementasi proyek IT sesuai jadwal yang telah ditetapkan.
Risiko Hukum	Meminimalisir potensi kerugian akibat permasalahan hukum dalam kegiatan usaha BNI.
Risiko Stratejik	a. Menghasilkan pendapatan yang berkelanjutan dengan risiko yang terjaga. b. Memelihara permodalan sesuai ketentuan regulator dan kebutuhan saat normal maupun krisis. c. Meningkatkan ekspansi pasar global melalui akselerasi strategi bisnis internasional. d. Memperkuat *digital capability* melalui inovasi dan peningkatan partnership. e. Memelihara Tingkat Kesehatan Bank dan Profil Risiko di Rating 2 atau lebih baik.
Risiko Kepatuhan	Meminimalisir secara berkelanjutan denda dari Regulator sehingga menurun dari waktu ke waktu.
Risiko Reputasi	Menjaga rating BNI tetap investment grade.

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.

48. RISK MANAGEMENT (continued)

Risk Appetite	*Risk Appetite Statement*
Market Risk	*Maintaining the level of Market Risk in accordance with regulations while taking into account the achievement of business targets.*
Liquidity Risk	*Maintaining the availability of liquidity in accordance with the provisions by taking into account the achievement of business targets.*
Operational Risk	*a. Intolerance to internal fraud.* *b. Ensuring the adequacy of risk mitigation for increased e-channel/digital transactions.* *c. Ensuring awareness of all employees on potential risks and every activity carried out.* *d. All employees are committed to implementing controls in each of their activities to minimize both financial and non-financial losses originating from inadequate internal processes, human resource weaknesses, and system failures.* *e. Maintain the implementation of IT projects according to a predetermined schedule.*
Legal Risk	*Minimizing potential losses due to legal issues in BNI's business activities.*
Strategic Risk	*a. Generate sustainable income with manageable risk.* *b. Maintaining capital according to regulatory provisions and needs during normal times and crises.* *c. Increase global market expansion through acceleration of international business strategies.* *d. Strengthening digital capability through innovation and increasing partnerships.* *e. Maintain Bank Soundness Level and Risk Profile at Rating 2 or better.*
Compliance Risk	*Minimizing on an ongoing basis fines from Regulators so that they decrease over time.*
Reputation Risk	*Maintaining BNI's investment grade rating.*

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.

48. MANAJEMEN RISIKO (lanjutan)

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 (tidak diaudit).

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 stratejik untuk mengurangi kemungkinan kerugian akibat ketidaktepatan dalam pengambilan dan/ atau pelaksanaan suatu keputusan stratejik 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.

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;

***48. RISK MANAGEMENT** (continued)*

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 (unaudited).

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.

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;*

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: (lanjutan)

- 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 (SEOJK) 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.

***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: (continued)

- *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.

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 (KPMM) Konsolidasi, KPMM Terintegrasi, penilaian Tingkat Kesehatan Bank (TKB) konsolidasi, serta penilaian Profil Risiko Konsolidasi dan penilaian Profil Risiko Terintegrasi Konglomerasi Keuangan BNI (tidak diaudit).

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 2023 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).

***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 (unaudited).

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 2023 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).

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 Stratejik, Risiko Kepatuhan, Risiko Transaksi Intra-Grup dan Risiko Asuransi. Penilaian Profil Risiko BNI Terintegrasi tersebut telah dilakukan sesuai dengan lampiran SEOJK 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 2023 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 assessment* posisi 31 Desember 2023 yang berada pada Peringkat 2 (PK 2) dengan predikat "sehat" atau stabil dibandingkan dengan TKB BNI posisi 31 Desember 2022 (tidak diaudit).

1. Profil Risiko
   Hasil penilaian Profil Risiko BNI posisi 31 Desember 2023 masih stabil di Peringkat 2 *(Low to Moderate)* dengan tren menurun.

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 31 Desember 2023 dibandingkan dengan posisi 31 Desember 2022 relatif stabil.

***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 SEOJK 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 2023 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 2023 which is in Rank 2 (PK 2) with the predicate "healthy" or stable compared to the TKB BNI at the position in 31 December 2022 (unaudited).

1. *Risk Profile*
   The results of the BNI Risk Profile assessment for the position 31 December 2023 are still stable at Rank 2 (Low to Moderate) with decreasing trend.

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 for the position of 31 December 2023 is relatively stable compared to the position in December 2022.

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 Manajemen 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 (tidak diaudit).

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.

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 Management 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 (unaudited).

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.

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 *Relationship Manager* dan *Business Analyst* 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 *credit scoring* pada *decision engine iDEAS* yang telah terintegrasi dengan *Loan Origination System* (untuk kredit konsumtif dan kredit produktif segmen ritel sampai dengan Rp5 Miliar) , sekaligus juga strategi mitigasi risikonya. Hasil proses analisis dan penilaian tingkat risiko kredit kemudian diajukan kepada Komite Kredit untuk mendapatkan persetujuan.

***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 Relationship Managers and Business Analyst who are in the Business Unit and have the task of processing the proposals from prospective 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 credit scoring on the iDEAS decision engine which has been integrated with Loan Origination System (for consumer loans and productive retail loans up to IDR 5 Million), 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.

49. RISIKO KREDIT (lanjutan)

Kredit yang bermasalah dikelola oleh Divisi *Corporate Remedial & Recovery* untuk segmen Korporasi, Divisi *Enterprise & Commercial Remedial & Recovery* untuk segmen *Enterprise*, Komersial dan Ritel produktif serta Divisi *Retail Collection & Recovery* untuk segmen Konsumer dan Program, 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 dan sub 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 berdasarkan *Loan Exposure Limit* (LEL).

Pengembangan manajemen risiko kredit dilakukan secara bertahap sesuai dengan kerangka kerja yang ditetapkan Otoritas Jasa Keuangan. Sejak 1 Januari 2023 BNI telah mengimplementasikan perhitungan ATMR Risiko Kredit dengan pendekatan Standar sesuai SEOJK No.24/SEOJK.03/2021 tentang Perhitungan Aset Tertimbang Menurut Risiko Untuk Risiko Kredit Dengan Menggunakan Pendekatan Standar Bagi Bank Umum (tidak diaudit).

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.

***49. CREDIT RISK** (continued)*

Non-performing loan is managed by Corporate Remedial & Recovery Division for corporate segment, Enterprise & Commercial Remedial & Recovery Division for Enterprise, Commercial & productive Retail and Retail Collection & Recovery Division for Consumer and Program 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 and industry sub sector 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 (CPO) 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. As 1 January 2023 BNI has implemented the calculation of Credit Risk Weighted Assets using the standard approach according to SEOJK No.24/ SEOJK.03/ 2021 concerning Calculation of Risk Weighted Assets for Credit Risk Using a Standard Approach for Commercial Banks (unaudited).

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.

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 2023 dan 2022 adalah sebagai berikut:

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 2023 and 2022 are as follows:

Keterangan	Eksposur maksimum/ *Maximum exposure* 2023	2022	*Description*
Giro pada Bank Indonesia	65,256,432	82,921,989	*Current accounts with Bank Indonesia*
Giro pada bank lain	35,022,762	15,921,868	*Current accounts with other banks*
Penempatan pada bank lain dan Bank Indonesia	43,794,166	51,569,316	*Placements with other banks and Bank Indonesia*
Efek-efek			*Marketable securities*
- Nilai wajar melalui laporan laba rugi	8,281,822	7,175,874	*Fair value through profit or loss -*
- Nilai wajar melalui penghasilan komprehensif lain	28,517,114	20,898,262	*Fair value through other - comprehensive income*
- Biaya perolehan diamortisasi	361,374	475,837	*Amortized cost -*
Efek-efek yang dibeli dengan janji dijual kembali	13,951,344	16,631,271	*Securities purchased under agreement to resell*
Wesel ekspor dan tagihan lainnya	18,998,994	20,729,220	*Bills and other receivables*
Tagihan akseptasi	17,091,194	18,911,843	*Acceptance receivables*
Pinjaman yang diberikan	647,926,638	595,854,325	*Loans*
Obligasi Pemerintah			*Government Bonds*
- Nilai wajar melalui laba rugi	4,187,772	1,775,053	*Fair value through profit or loss -*
- Nilai wajar melalui penghasilan komprehensif lain	86,547,352	82,325,853	*Fair value through other - comprehensive income*
- Biaya perolehan diamortisasi	36,361,761	37,187,627	*Amortized cost -*
Aset lain-lain - bersih*)	11,044,503	10,645,624	*Other assets - net*)*
	1,017,343,228	**963,023,962**	

*) Aset lain-lain - bersih terdiri dari piutang bunga, piutang terkait transaksi ATM dan kartu kredit, piutang lain-lain 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.*

Eksposur risiko kredit terhadap rekening administratif konsolidasian pada tanggal-tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut:

Credit risk exposures relating to consolidated administrative accounts items as of 31 December 2023 and 2022 are as follows:

Keterangan	Eksposur maksimum/ *Maximum exposure* 2023	2022	*Description*
Fasilitas kredit kepada debitur yang belum digunakan	55,883,261	57,335,014	*Unused loan facilities*
Irrevocable letters of credit yang masih berjalan	16,854,306	16,074,195	*Outstanding irrevocable letters of credit*
Garansi yang diterbitkan	66,777,131	63,108,968	*Guarantees issued*
	139,514,698	**136,518,177**	

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 2023 dan 2022. 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 2023 dan 2022, masing-masing sebesar 63,65% dan 61,87% 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 *end to end credit process*, 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.

***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 2023 and 2022. 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 2023 and 2022, the total maximum credit risk exposure toward asset in the consolidated statement of financial position from loans is 63.65% and 61.87%, 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 end to end credit process, 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.*

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 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: (tidak diaudit)

***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: (unaudited)

Segmen/*Segment*	Jenis Agunan/*Collateral*	Jumlah *Coverage* Minimal / *Minimum Coverage Amount*
Korporasi/ *Wholesale*	Aset tetap/*Fixed Asset*	100% dari limit kredit/*from credit limit*
	Kas/*Cash*	
	Standby letter of credit ("SBLC")	
	Tanah dan Bangunan/*Land and Building*	
	Piutang/*Receivable*	
	Kendaraan/*Vehicle*	
	Agunan lain yang diterima oleh Bank/*Other collaterals held by the Bank*	
Menengah/ *Middle*	Aset tetap/*Fixed Asset*	125% dari limit kredit/*from credit limit*
	Kas/*Cash*	
	SBLC	
	Tanah dan Bangunan/*Land and Building*	
	Piutang/*Receivable*	
	Kendaraan/*Vehicle*	
	Agunan lain yang diterima oleh Bank/*Other collaterals held by the Bank*	
Kecil/*Retail*	Aset tetap/*Fixed Asset*	110% dari limit kredit/*from credit limit*
	Kas/*Cash*	
	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.

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.

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 2023 dan 2022:

***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. (continued)

The table below shows the net maximum exposure to credit risk on securities purchased under agreements to resell on 31 December 2023 and 2022:

Keterangan	2023 Eksposur maksimum/ *Maximum exposure*	Agunan/ *Collateral*	Eksposur Bersih/ *Net Exposure*	*Description*
Efek-efek yang dibeli dengan janji dijual kembali	13,951,344	14,102,758	(151,414)	*Securities purchased under agreements to resell*

Keterangan	2022 Eksposur maksimum/ *Maximum exposure*	Agunan/ *Collateral*	Eksposur Neto/ *Net Exposure*	*Description*
Efek-efek yang dibeli dengan janji dijual kembali	16,631,271	17,195,189	(563,918)	*Securities purchased under agreements to resell*

(iii) Informasi kualitas kredit atas aset keuangan per tanggal 31 Desember 2023 dan 2022 sebagai berikut:

(iii) The information on the credit quality of financial assets as of 31 December 2023 and 2022 are as follows:

	2023								
	Belum jatuh tempo atau tidak mengalami penurunan nilai/ *Neither past due nor impaired*					Jatuh tempo dan tidak mengalami penurunan nilai/ *Past-due but not impaired*	Mengalami penurunan nilai/ *Impaired*	Total	
	Grup 1/ *Group 1*	Grup 2/ *Group 2*	Grup 3/ *Group 3*	Grup 4/ *Group 4*	Grup 5/ *Group 5*				
Giro pada Bank Indonesia	-	65,256,432	-	-	-	-	-	65,256,432	*Current accounts with Bank Indonesia*
Giro pada bank lain	-	35,022,769	-	-	-	-	-	35,022,769	*Current accounts with other banks*
Penempatan pada bank lain dan Bank Indonesia	40,378,216	3,416,048	-	-	-	-	-	43,794,264	*Placements with other banks and Bank Indonesia*
Efek-efek	9,458,882	27,706,008	-	-	-	-	242,790	37,407,680	*Marketable securities*
Efek-efek yang dibeli dengan janji dijual kembali	8,770,692	5,180,652	-	-	-	-	-	13,951,344	*Securities purchased under agreements to resell*
Wesel ekspor dan tagihan lainnya	5,656,544	13,620,951	-	-	-	-	-	19,277,495	*Bills and other receivables*
Tagihan akseptasi	133,917	15,598,617	251,132	-	1,585,009	-	-	17,568,675	*Acceptance receivables*
Pinjaman yang diberikan									*Loans*
Modal kerja	18,408,118	270,735,291	7,445,718	67,725	26,475,606	21,084,484	8,669,019	352,885,961	*Working capital*
Investasi	5,306,583	90,546,012	3,977,560	37,227	9,524,570	4,252,563	3,970,994	117,615,509	*Investment*
Konsumen	13,541,275	92,995,563	9,237,358	364,107	2,543,918	2,553,524	2,081,269	123,317,014	*Consumer*
Sindikasi	1,842,840	85,184,057	2,855,292	-	1,702,494	5,995,634	19,846	97,600,163	*Syndicated*
Karyawan	3,380	3,364,755	150,610	4,973	2,046	14,555	94,423	3,634,742	*Employee*
Program Pemerintah	-	31,380	-	-	-	-	-	31,380	*Government programs*
Obligasi Pemerintah	9,572,999	117,527,370	-	-	-	-	-	127,100,369	*Government Bonds*
Aset lain-lain – bersih*)	-	11,701,003	-	-	-	-	-	11,701,003	*Other assets – net*)*
Total	**113,073,446**	**837,886,908**	**23,917,670**	**474,032**	**41,833,643**	**33,900,760**	**15,078,341**	**1,066,164,800**	***Total***
Cadangan kerugian penurunan nilai								(48,158,663)	*Allowance for impairment losses*
Bersih								**1,018,006,137**	***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.*

49. RISIKO KREDIT (lanjutan)

***49. CREDIT RISK** (continued)*

(iii) Informasi kualitas kredit atas aset keuangan per tanggal 31 Desember 2023 dan 2022 sebagai berikut: (lanjutan)

(iii) The information on the credit quality of financial assets as of 31 December 2023 and 2022 are as follows: (continued)

	2022								
	Belum jatuh tempo atau tidak mengalami penurunan nilai/ *Neither past due nor impaired*					Jatuh tempo dan tidak mengalami penurunan nilai/ *Past-due but not impaired*	Mengalami penurunan nilai/ *Impaired*	Total	
	Grup 1/ *Group 1*	Grup 2/ *Group 2*	Grup 3/ *Group 3*	Grup 4/ *Group 4*	Grup 5/ *Group 5*				
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 dan kartu kredit dan piutang lain-lain.

*) *Other assets – net consist of interest receivables, receivables from transactions related to ATM and credit card and other receivables.*

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.

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.*

49. RISIKO KREDIT (lanjutan)

(iv) Analisis umur pinjaman yang jatuh tempo tetapi tidak mengalami penurunan nilai pada tanggal 31 Desember 2023 dan 2022:

***49. CREDIT RISK** (continued)*

(iv) The aging analysis of past due but not impaired loans as 31 December 2023 and 2022:

	2023				
	Kurang dari 30 hari/ *Less than 30 days*	**31 sampai 60 hari/ *31 to 60 days***	**Lebih dari 60 hari/ *More than 60 days***	**Total**	
Modal kerja	754,109	505,625	19,824,750	21,084,484	*Working capital*
Investasi	41,080	40,932	4,170,551	4,252,563	*Investment*
Konsumen	35,764	546,984	1,970,776	2,553,524	*Consumer*
Sindikasi	-	-	5,995,634	5,995,634	*Syndicated*
Karyawan	127	4	14,424	14,555	*Employee*
Total	831,080	1,093,545	31,976,135	33,900,760	***Total***
Cadangan kerugian penurunan nilai	(432,039)	(220,420)	(20,884,338)	(21,536,797)	*Allowance for impairment losses*
Bersih	**399,041**	**873,125**	**11,091,797**	**12,363,963**	***Net***

	2022				
	Kurang dari 30 hari/ *Less than 30 days*	**31 sampai 60 hari/ *31 to 60 days***	**Lebih dari 60 hari/ *More than 60 days***	**Total**	
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***

(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 2023 dan 2022. Untuk tabel ini, Grup telah mengalokasikan eksposur area berdasarkan wilayah geografis tempat mereka beroperasi.

(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 2023 and 2022. For this table, the Group has allocated exposures to the regions based on the geographical area where activities are undertaken.

49. RISIKO KREDIT (lanjutan)

49. CREDIT RISK (continued)

(v) Konsentrasi risiko aset keuangan konsolidasian dengan eksposur risiko kredit (lanjutan).

(v) Concentration of risks of consolidated financial assets with credit risk exposure (continued).

	2023							
	Jawa & Bali	Sumatera	Kalimantan	Sulawesi	Indonesia Timur/ *East Indonesia*	Lain-lain *)/ *Others *)*	Total	
Giro pada Bank Indonesia	64,306,677	-	-	-	-	949,755	65,256,432	*Current accounts with Bank Indonesia*
Giro pada bank lain	15,013,952	5	12	6	6	20,008,788	35,022,769	*Current accounts with other banks*
Penempatan pada bank lain dan Bank Indonesia	40,360,778	-	-	-	-	3,433,486	43,794,264	*Placements with other banks and Bank Indonesia*
Efek-efek								*Marketable securities*
Nilai wajar melalui laba rugi	2,625,120	-	-	-	-	5,656,702	8,281,822	*Fair value through profit or loss*
Nilai wajar melalui penghasilan komprehesif lain	22,972,680	-	-	-	-	5,548,863	28,521,543	*Fair value through other comprehensive income*
Biaya perolehan diamortisasi	542,790	-	-	-	-	61,525	604,315	*Amortized cost*
Efek-efek yang dibeli dengan janji dijual kembali	9,651,897	-	-	-	-	4,299,447	13,951,344	*Securities purchased under agreements to resell*
Wesel ekspor dan tagihan lainnya	18,150,430	150,944	54,792	12,906	-	908,423	19,277,495	*Bill and other receivables*
Tagihan akseptasi	16,737,263	167,267	2,380	287,950	227	373,588	17,568,675	*Acceptance receivables*
Pinjaman yang diberikan	506,284,830	56,532,718	28,431,932	31,610,823	7,869,246	64,355,220	695,084,769	*Loans*
Obligasi pemerintah								*Government Bonds*
Nilai wajar melalui laba rugi	2,086,261	-	-	-	-	2,101,511	4,187,772	*Fair value through profit or loss*
Nilai wajar melalui penghasilan komprehensif lain	68,781,674	-	-	-	-	17,767,658	86,549,332	*Fair value through other comprehensive income*
Biaya perolehan diamortisasi	16,335,373	-	-	-	-	20,027,892	36,363,265	*Amortized cost*
Aset lain-lain - bersih**)	9,514,266	413,927	38,414	386,724	10,971	1,336,701	11,701,003	*Other assets - net**)*
Total	**793,363,991**	**57,264,861**	**28,527,530**	**32,298,409**	**7,880,450**	**146,829,558**	**1,066,164,800**	***Total***
Cadangan kerugian penurunan nilai							(48,158,663)	*Allowance for impairment losses*
Neto							**1,018,006,137**	***Net***

	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	*Current accounts with Bank Indonesia*
Giro pada bank lain	6,638,753	4	12	6	6	9,283,095	15,921,876	*Current accounts with other banks*
Penempatan pada bank lain dan Bank Indonesia	49,372,093	-	-	-	-	2,197,249	51,569,342	*Placements with other banks and Bank Indonesia*
Efek-efek								*Marketable securities*
Nilai wajar melalui laba rugi	1,589	-	-	-	-	7,174,285	7,175,874	*Fair value through profit or loss*
Nilai wajar melalui penghasilan komprehesif lain	16,607,792	-	-	-	-	4,296,580	20,904,372	*Fair value through other comprehensive income*
Biaya peroleh diamortisasi	682,926	-	-	-	-	39,579	722,505	*Amortized cost*
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	20,835,731	32,632	7,078	26,688	-	-	20,902,129	*Bill and other receivables*
Tagihan akseptasi	18,038,696	167,911	-	207,072	-	1,600,549	20,014,228	*Acceptance receivables*
Pinjaman yang diberikan	455,712,640	56,098,580	25,322,691	29,989,933	7,609,127	71,455,342	646,188,313	*Loans*
Obligasi pemerintah								*Government Bonds*
Nilai wajar melalui laba rugi	1,753,022	-	-	-	-	22,031	1,775,053	*Fair value through profit or loss*
Nilai wajar melalui penghasilan komprehensif lain	64,328,882	-	-	-	-	17,999,305	82,328,187	*Fair value through other comprehensive income*
Biaya perolehan diamortisasi	27,474,928	-	-	-	-	9,714,090	37,189,018	*Amortized cost*
Aset lain-lain - bersih**)	8,765,697	363,608	34,538	259,564	8,945	1,213,272	10,645,624	*Other assets - net**)*
Total	**763,540,487**	**56,662,735**	**25,364,319**	**30,483,263**	**7,618,078**	**131,220,899**	**1,014,889,781**	***Total***
Cadangan kerugian penurunan nilai							(51,857,375)	*Allowance for impairment losses*
Neto							**963,032,406**	***Net***

*) 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.

*) *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.*

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 Enterprise Risk Management (ERM), Divisi Treasury (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 Treasury 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:

a. Ketersediaan Alat Likuid: Kas, GWM, *Secondary Reserve*, E*arly Warning Signal* (EWS) Likuiditas, *Liquidity Contingency Plan Head Office* maupun Kantor Cabang Luar Negeri.

b. Pengukuran Risiko Likuiditas : Rasio Likuiditas, Proyeksi Arus Kas, Profil Maturitas, Rasio Kecukupan Likuiditas dan *Stress testing.*
c. Pemantauan Risiko Likuiditas
d. Pengendalian Risiko Likuiditas
e. Penetapan Limit Likuiditas:, Pagu Kas *Bank Wide* dan Wilayah (Rupiah dan Valas), *Safety Level*, Limit Profil Maturitas. Pembatasan Kredit Valas berdasarkan ketersediaan likuiditas valas.

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*.

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 Enterprise Risk Management (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:

a. Availability Liquidity Tools: Cash, Statutory Reserve Requirement, Secondary Reserve, Early Warning Signal (EWS) for Liquidity, Liquidity Contingency Plan Head Office or Branch Office of Foreign Affairs.
b. Measurement of Liquidity Risk: Liquidity Ratio, Cash Flow Projection, Maturity Profile, Liquidity Adequacy Ratio and Stress testing.
c. Liquidity Risk Monitoring
d. Liquidity Risk Management
e. Determination of Liquidity Limit:, Cash Ceiling Bank Wide and Regional Are (Rupiah and Valas), Safety Level, Maturity Profile Limit. Credit in Foreign Currency Limit based on the availability of liquidity for Foreign Currency.

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.

50. RISIKO LIKUIDITAS (lanjutan)

Penetapan dan pemantauan limit, yaitu *Safety Valas* dan pembatasan kredit valas berdasarkan ketersediaan likuiditas valas dilakukan secara berkala oleh Divisi ERM. Sedangkan ketersediaan atas keseluruhan *reserve* dipantau secara harian, mingguan, dan bulanan oleh Divisi Treasury dan Divisi ERM.

Tabel di bawah ini menunjukkan sisa jatuh tempo kontraktual dari liabilitas keuangan berdasarkan *undiscounted cash flows.*

50. *LIQUIDITY RISK (continued)*

The setting and monitoring of limits, i.e. Safety Level and Credit Limitation for Foreign Currency based on the availability of Liquidity for Foreign Currency 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 cash flows.

2023

	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							***LIABILITIES***
Liabilitas segera	5,294,952	-	-	-	-	5,294,952	*Obligations due immediately*
Simpanan nasabah	669,126,328	62,871,280	17,190,524	63,410,848	939,977	813,538,957	*Deposits from customers*
Simpanan dari bank lain	8,432,524	1,761,870	607,451	1,042,214	49,929	11,893,988	*Deposits from other banks*
Liabilitas derivatif	810,462	-	-	-	-	810,462	*Derivative payables*
Liabilitas akseptasi	216,460	1,059,755	371,901	2,833,350	1,267,081	5,748,547	*Acceptance payables*
Efek-efek yang diterbitkan	-	80,625	97,750	34,250	5,195,500	5,408,125	*Securities issued*
Efek-efek yang dijual dengan janji dibeli kembali	-	45,959	183,241	782,482	6,457,085	7,468,767	*Securities sold under agreements to repurchase*
Pinjaman yang diterima	2,180,351	3,118,741	1,879,318	9,317,895	17,893,124	34,389,429	*Borrowings*
Efek-efek subordinasi	-	342,968	342,968	685,936	18,272,775	19,644,647	*Subordinated securities*
Liabilitas lain-lain*)	18,512,179	-	-	-	-	18,512,179	*Other liabilities*)*
Total	**704,573,256**	**69,281,198**	**20,673,153**	**78,106,977**	**50,075,469**	**922,710,053**	***Total***
Total aset lancar **)	**133,755,042**	**23,078,513**	**1,509,876**	**7,770,428**	**116,267,177**	**282,381,035**	***Total liquid assets**)***
KOMITMEN DAN KONTINJENSI							***COMMITMENT AND CONTINGENCIES***
Fasilitas kredit kepada debitur yang belum digunakan	55,883,261	-	-	-	-	55,883,261	*Unused loan facilities*
Irrevocable letters of credit yang masih berjalan	6,278,916	7,131,859	1,850,556	930,774	662,201	16,854,306	*Outstanding irrevocable letters of credit*
Garansi yang diterbitkan	10,774,762	6,876,173	5,998,340	15,338,665	27,789,191	66,777,131	*Guarantees issued*
Total	**72,936,939**	**14,008,032**	**7,848,896**	**16,269,439**	**28,451,392**	**139,514,698**	***Total***

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							***LIABILITIES***
Liabilitas segera	4,686,360	-	-	-	-	4,686,360	*Obligations due immediately*
Simpanan nasabah	656,884,562	49,605,647	24,267,376	33,963,995	4,965,073	769,686,653	*Deposits from customers*
Simpanan dari bank lain	7,011,203	3,644,146	1,001,106	536,132	3,051,967	15,244,554	*Deposits from other banks*
Liabilitas derivatif	775,131	-	-	-	-	775,131	*Derivative payables*
Liabilitas akseptasi	629,170	1,303,157	2,556,749	674,670	137,497	5,301,243	*Acceptance payables*
Efek-efek yang diterbitkan	-	80,625	80,625	161,250	5,483,750	5,806,250	*Securities issued*
Efek-efek yang dijual dengan janji dibeli kembali	416,225	-	1,059,947	-	1,409,114	2,885,286	*Securities sold under agreements to repurchase*
Pinjaman yang diterima	1,174,957	1,837,919	11,182,009	806,896	25,197,190	40,198,971	*Borrowings*
Efek-efek subordinasi	-	2,000	348,766	450,766	19,460,543	20,262,075	*Subordinated securities*
Liabilitas lain-lain*)	16,879,276	-	-	-	-	16,879,276	*Other liabilities*)*
Total	**688,456,884**	**56,473,494**	**40,496,578**	**36,593,709**	**59,705,134**	**881,725,799**	***Total***
Total aset lancar **)	**142,806,575**	**24,842,925**	**5,602,372**	**2,508,751**	**109,392,934**	**285,153,557**	***Total liquid assets**)***

*) 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

*) *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.*

50. RISIKO LIKUIDITAS (lanjutan) / *50. LIQUIDITY RISK (continued)*

	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	
KOMITMEN DAN KONTINJENSI							***COMMITMENT AND CONTINGENCIES***
Fasilitas kredit kepada debitur yang belum digunakan	57,335,014	-	-	-	-	57,335,014	*Unused loan facilities*
Irrevocable letters of credit yang masih berjalan	1,449,928	1,158,526	4,702,771	7,543,650	1,219,320	16,074,195	*Outstanding irrevocable letters of credit*
Garansi yang diterbitkan	23,137,910	4,583,747	6,278,297	14,494,717	14,614,297	63,108,968	*Guarantees issued*
Total	**81,922,852**	**5,742,273**	**10,981,068**	**22,038,367**	**15,833,617**	**136,518,177**	***Total***

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 (tidak diaudit).

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 (unaudited).

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.

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.

Laporan rasio Kecukupan Likuiditas BNI tersebut dilaporkan secara bulanan dan triwulanan kepada Otoritas Jasa Keuangan (OJK) (tidak diaudit).

BNI Liquidity Adequacy Ratio are reported monthly and quarterly to the Otoritas Jasa Keuangan (OJK) (unaudited).

51. RISIKO PASAR / *51. MARKET RISK*

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.

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.

Pengelolaan Risiko Pasar BNI dilakukan melalui koordinasi beberapa Divisi terkait, yaitu Divisi Enterprise Risk Management (Divisi ERM) yang bertanggung jawab kepada Direktur Risk Management (Dir. RMT), Policy Governance (Divisi PGV) yang bertanggung jawab kepada Direktur Human Capital & Compliance (Dir. HCC), Divisi Treasury (Divisi TRS) dan Kantor Cabang Luar Negeri dalam pengawasan Divisi Internasional International & Financial Institution (Divisi INT) yang bertanggung jawab kepada Direktur Wholesale & International Banking (Dir. WHI). 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.

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 (Dir.RMT)_, Policy Governance Division (PGV) which report to the Director of Direktur Human Capital & Compliance, and Treasury Division (TRS) as well as Overseas branches supervised by the International & Financial Institutions Division (INT) which report to the Director of Wholesale & International Banking (Dir. WHI). 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.

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 -(IRRBB)* secara triwulanan menggunakan Pendapatan bunga bersih (NII) dan pendekatan nilai ekonomis dari ekuitas (EVE) serta pengukuran Risiko Nilai Tukar pada *banking book* melalui perhitungan Posisi Devisa Neto (PDN) secara harian dan bulanan sesuai ketentuan Regulator (tidak diaudit).

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 ekstrim 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 Budget Loss
   (v) Limit Early Warning Signal Forex
   (vi) Limit Early Warning Signal Surat Berharga
   (vii) Limit Off Market Price
   (viii) Limit Kewajaran Kuotasi Jibor

b. Limit Risiko Pasar pada *banking book*:
   (i) Limit IRRBB (EVE dan NII)
   (ii) Limit Posisi Devisa Neto internal BNI.

***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 quarterly basis the measurement of interest rate risk on banking book-(IRRBB) using net interest income perspective (NII) and economic value of equity perspective (EVE) 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 (unaudited).

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) Budget Loss limit
   (v) Early Warning Signal Limit for Forex
   (vi) Early Warning Signal Limit for Securities
   (vii) Off Market Price Limit
   (viii) Fairness Limit for Jibor Quotations

b. Market Risk limits on banking book:
   (i) IRRBB Limit (EVE and NII)
   (ii) Internal BNI Net Open Position Limit.

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 ekstrim atau *stress*. BNI melakukan *stress testing* untuk kondisi pasar yang ekstrim 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.

***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.

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)

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)

	2023			
	Risiko mata uang asing/ *Foreign exchange risk*	Risiko nilai wajar suku bunga/ *Fair value interest rate risk*		
		Trading book	*Banking book*	
2023 - 31 Desember	13,732	2,892	251,871	*2023 - 31 December*
2023 - Rata-rata harian	12,495	4,008	268,548	*2023 - Average daily*
2023 - Tertinggi	23,217	9,249	316,015	*2023 - Highest*
2023 - Terendah	8,533	1,497	222,009	*2023 - Lowest*

	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 - 31 December*
2022 - Rata-rata harian	8,287	3,669	265,979	*2022 - Average daily*
2022 - Tertinggi	20,486	9,472	342,527	*2022 - Highest*
2022 - Terendah	3,277	1,059	186,457	*2022 - Lowest*

(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 Manajemen Risiko dan Anti Fraud Sub Komite Manajemen Risiko (KRA-RMC) BNI, bertanggung jawab untuk menetapkan, melaksanakan serta menjaga kebijakan pengelolaan risiko tingkat suku bunga sesuai dengan pedoman umum BNI. Tujuan utama Komite Manajemen Risiko dan Anti Fraud Sub Komite Manajemen Risiko (KRA-RMC) BNI adalah memaksimalkan hasil usaha BNI dengan tetap memperhatikan *limit* risiko yang ditetapkan.

(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 Management and Anti Fraud Committee sub Committee Risk Management (KRA-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 Management and Anti Fraud Committee sub Committee Risk Management (KRA-RMC) is to maximize BNI's returns within the predetermined risk limits.

51. RISIKO PASAR (lanjutan) / *MARKET RISK (continued)*

(i) Risiko tingkat suku bunga (lanjutan) / *Interest rate risk (continued)*

Tabel di bawah ini merupakan kisaran tingkat suku bunga kontraktual per tahun untuk aset dan liabilitas konsolidasian yang signifikan pada tanggal 31 Desember 2023 dan 2022:

The tables below summarize the range of contractual interest rates per annum for significant consolidated assets and liabilities as of 31 December 2023 and 2022:

2023

	Rupiah %	Dolar Amerika Serikat/ *United States Dollar* %	Euro Eropa/ *European Euro* %	Yen Jepang *Japanese Yen* %	Dolar Singapura/ *Singapore Dollar* %	Won Korea Selatan/ *South Korean Won* %	Yuan China/ *Chinese Yuan* %	
ASET								***ASSETS***
Penempatan pada bank lain dan Bank Indonesia	0.00-7.25	0.00-5.75	-	-	-	3.10-3.55	-	*Placements with other banks and Bank Indonesia*
Efek-efek	5.35-11.25	2.30-7.16	-	-	-	-	-	*Marketable securities*
Tagihan Akseptasi	-	0.00-8.41	-	-	-	-	-	*Acceptance receivable*
Efek-efek yang dibeli dengan janji dijual kembali	6.00-6.70	5.33-5.35	-	-	-	-	-	*Securities Purchase under agrrement to resell*
Wesel ekspor dan tagihan lainnya	0.00-11.25	0.00-8.41	-	-	-	-	0.00	*Bills and other receivables*
Pinjaman yang diberikan	0.00-26.62	0.00-11.18	4.00 -7.20	0.50-3.51	4.00-7.25	4.00-5.47	6.00-6.00	*Loans*
Obligasi Pemerintah								*Government Bonds*
- Tingkat bunga tetap	3.88 -12.00	0.50-7.75	0.90-1.75	0.57-3.00	0.50-1.25	-	-	*Fixed interest rate -*
- Tingkat bunga mengambang	4.54	-	-	-	-	-	-	*Floating interest rate -*
LIABILITAS								***LIABILITIES***
Simpanan nasabah	0.00-7.50	0.00-6.90	0.00-0.10	0.00-0.01	0.00-1.75	-	-	*Deposits from customers*
Simpanan dari bank lain	0.00-6.70	0.00-6.05	-	0.00-0.45	0.00-4.20	-	-	*Deposits from other banks*
Efek-efek yang dijual dengan janji dibeli kembali	6.65	1.30-6.32	-	-	-	-	-	*Securities sold under agreements to repurchase*
Efek-efek yang diterbitkan	6.35-6.85	-	-	-	-	-	-	*Securities issued*
Pinjaman yang diterima	7.50-9.50	0.90-6.54	-	-	-	-	-	*Borrowings*
Efek-efek subordinasi	8.00	3.75-4.30	-	-	-	-	-	*Subordinated securities*

2022

	Rupiah %	Dolar Amerika Serikat/ *United States Dollar* %	Euro Eropa/ *European Euro* %	Yen Jepang *Japanese Yen* %	Dolar Singapura/ *Singapore Dollar* %	Won Korea Selatan/ *South Korean Won* %	Yuan China/ *Chinese Yuan* %	
ASET								***ASSETS***
Penempatan pada bank lain dan Bank Indonesia	0.00-6.00	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 agrrement to resell*
Wesel ekspor dan tagihan lainnya	4.13-10.00	1.00-8.90	2.65 -3.75	-	-	-	2.08-3.50	*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	4.75-6.50	*Loans*
Obligasi Pemerintah								*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*

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.

***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.

2023	
Perubahan persentase/ *Percentage Change*	**Pengaruh terhadap laporan laba rugi/ *Impact to profit or loss***
±25 bps	±401,363
±50 bps	±802,725

2022	
Perubahan persentase/ *Percentage Change*	**Pengaruh terhadap laporan laba rugi/ *Impact to profit or loss***
±25 bps	±310,574
±50 bps	±621,147

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.

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) 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.

(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.

51. RISIKO PASAR (lanjutan) / *51. MARKET RISK (continued)*

(ii) Risiko mata uang (lanjutan) / *(ii) Currency risk (continued)*

Berikut adalah Posisi Devisa Neto (PDN), dalam nilai absolut, BNI pada tanggal 31 Desember 2023 per mata uang, sesuai dengan peraturan Bank Indonesia:

Presented below is the Net Open Position (NOP), in absolute amounts, of BNI as of 31 December 2023 by currency, based on Bank Indonesia regulations:

	2023			
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	482,966,619	483,490,720	524,101	*United States Dollar*
Yen Jepang	29,024,960	28,947,537	77,423	*Japanese Yen*
Euro Eropa	15,405,504	15,588,925	183,421	*European Euro*
Dolar Singapura	7,949,228	8,142,772	193,544	*Singapore Dollar*
Yuan China	5,144,957	5,127,937	17,020	*Chinese Yuan*
Pound sterling Inggris	1,074,447	1,182,796	108,349	*British Pound Sterling*
Dolar Hong Kong	718,810	610,388	108,422	*Hong Kong Dollar*
Lain-lain	5,081,804	4,253,755	1,177,646 *)	*Others*
			2,389,926	
LAPORAN POSISI KEUANGAN				***STATEMENT OF FINANCIAL POSITION***
Dolar Amerika Serikat	294,512,516	297,006,830	2,494,314	*United States Dollar*
Yen Jepang	15,239,293	16,812,444	1,573,151	*Japanese Yen*
Dolar Singapura	3,422,170	2,664,391	757,779	*Singapore Dollar*
Yuan China	2,893,282	2,593,590	299,692	*Chinese Yuan*
Euro Eropa	2,110,783	861,731	1,249,052	*European Euro*
Dolar Hong kong	411,655	241,927	169,728	*Hong Kong Dollar*
Pound sterling Inggris	213,355	91,092	122,263	*British Pound Sterling*
Lain-lain	2,179,517	1,078,579	1,100,938 *)	*Others*
			7,766,917	
Total Modal Tier I dan Tier II dikurangi penyertaan pada Entitas Anak (Catatan 54)			142,016,389	*Total Tier I and II Capital less investment in Subsidiaries (Note 54)*
Rasio PDN (Keseluruhan)			1.68%	*NOP Ratio (Aggregate)*
Rasio PDN (Laporan Posisi Keuangan)			5.47%	*NOP Ratio (Statement of Financial Position)*

*) 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*

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:

***51. MARKET RISK** (continued)*

***(ii) Currency risk** (continued)*

Presented below is the Net Open Position, in absolute amounts, of BNI as of 31 December 2022 by currency, based on Bank Indonesia regulations:

	2022			
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	747,570,976	747,503,953	67,023	*United States Dollar*
Euro Eropa	18,582,499	18,599,710	17,211	*European Euro*
Yen Jepang	6,658,651	6,414,947	243,704	*Japanese Yen*
Yuan China	3,959,636	4,093,853	134,217	*Chinese Yuan*
Dolar Singapura	3,789,705	4,010,826	221,121	*Singapore Dollar*
Pound sterling Inggris	547,060	668,030	120,970	*British Pound Sterling*
Dolar Hong kong	819,325	713,008	106,317	*Hong Kong Dollar*
Lain-lain	4,686,500	3,798,516	1,167,804 *)	*Others*
			2,078,367	
LAPORAN POSISI KEUANGAN				***STATEMENT OF FINANCIAL POSITION***
Dolar Amerika Serikat	280,449,490	264,367,049	16,082,441	*United States Dollar*
Yen Jepang	4,936,882	4,736,736	200,146	*Japanese Yen*
Euro Eropa	3,279,016	3,470,468	191,452	*European Euro*
Dolar Singapura	2,926,572	2,838,587	87,985	*Singapore Dollar*
Yuan China	1,550,117	590,666	959,451	*Chinese Yuan*
Dolar Hong kong	476,074	295,609	180,465	*Hong Kong Dollar*
Pound sterling Inggris	179,861	116,183	63,678	*British Pound Sterling*
Lain-lain	2,366,751	1,120,904	1,245,847 *)	*Others*
			19,011,465	
Total Modal Tier I dan Tier II dikurangi penyertaan pada Entitas Anak (Catatan 54)			131,335,883	*Total Tier I and II Capital less investment in Subsidiaries (Note 54)*
Rasio PDN (Keseluruhan)			1.58%	*NOP Ratio (Aggregate)*
Rasio PDN (Laporan Posisi Keuangan)			14.48%	*NOP Ratio (Statement of Financial Position)*

*) Merupakan penjumlahan absolut dari selisih antara aset dan liabilitas beberapa mata uang asing lainnya

*) *Sum of the absolute values of the difference between assets and liabilities of some foreign currencies*

52. RISIKO OPERASIONAL

Dalam rangka menerapkan manajemen risiko operasional, BNI mengacu pada ketentuan Bank Indonesia atau Otoritas Jasa Keuangan serta *International Best Practices*.

Agar pengelolaan manajemen risiko operasional berjalan dengan baik, BNI memiliki Kerangka Kerja Manajemen Risiko Operasional yang terdiri dari 6 komponen utama, yaitu:

1. Strategi dan Tujuan Bisnis
   Strategi dan tujuan bisnis Bank sebagai acuan dalam penerapan manajemen risiko operasional.

2. Strategi Manajemen Risiko Operasional
   Strategi Manajemen Risiko Operasional dirumuskan sesuai strategi dan tujuan bisnis secara keseluruhan dengan memperhatikan tingkat risiko yang akan diambil (*risk appetite*) dan toleransi risiko (*risk tolerance*). Tujuan penetapan strategi manajemen risiko operasional adalah untuk memastikan bahwa eksposur risiko operasional telah dikelola secara terkendali sesuai dengan kebijakan dan prosedur intern serta peraturan perundang-undangan dan ketentuan lain yang berlaku.

3. Model Manajemen Risiko Operasional
   a. Tata Kelola Manajemen Risiko Operasional
      Tata kelola manajemen risiko operasional telah diimplementasikan BNI di mana segenap unit bisnis dan unit pendukung baik di dalam maupun di luar negeri, berperan sebagai *Risk Owner* atau *Risk Taker* yang bersama dengan SORX memiliki peran sebagai *first line roles*. *Risk Owner* bertanggung jawab terhadap risiko yang diambil, eksekusi dan hasilnya (*Day to day Risk Management & Control*) sedangkan SORX bertanggung jawab memastikan kontrol berjalan dengan baik. Implementasi tersebut didukung oleh oleh Divisi *Enterprise Risk Management* dan Divisi *Operational Risk Management* sebagai *second line roles* yang bertanggung jawab dalam penyusunan *framework*, kebijakan, prinsip dan metodologi pengelolaan risiko.

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.

In order for operational risk management to run well, BNI has an Operational Risk Management Framework which consists of 6 main components, namely:

1. Strategy and Business Objectives
   Bank business strategies and objectives as a reference in the implementation of operational risk management.

2. Operational Risk Management Strategy
   The Operational Risk Management Strategy is formulated according to the overall business strategy and objectives by taking into account the level of risk to be taken (risk appetite) and risk tolerance. The objective of establishing an operational risk management strategy is to ensure that operational risk exposure is managed in a controlled manner in accordance with internal policies and procedures as well as applicable laws and regulations and other provisions.

3. Operational Risk Management Model
   a. Operational Risk Management Governance
      BNI has implemented operational risk management governance where all business units and support units, both domestic and overseas, act as Risk Owners or Risk Takers, together with SORX act as first line roles. The Risk Owner is responsible for the risks taken, execution and results (Day to day Risk Management & Control) while SORX is responsible for ensuring that control are implemented properly. This implementation of control is supported by Enterprise Risk Management Division and Operational Risk Management as second line roles who are responsible for assigning frameworks, policies, principles and methodologies for bank risk management.

52. RISIKO OPERASIONAL (lanjutan)

Sedangkan, *third line roles* yaitu Satuan Internal Audit memiliki peran sebagai *Risk Assurance Unit* yang bertanggung jawab menilai secara independen efektivitas implementasi manajemen risiko dan pengendalian internal. Selain itu, adanya komunikasi antara ORIC dan Divisi *Operational Risk Management* secara periodik diharapkan dapat meningkatkan efektivitas komunikasi *first line roles* dan *second line roles* yang nantinya dapat meningkatkan kualitas identifikasi *risk exposure*.

b. Proses Manajemen Risiko Operasional
Proses manajemen risiko operasional meliputi identifikasi, pengukuran, pemantauan dan pengendalian terhadap risiko operasional, yang dijabarkan sebagai berikut:

i. Identifikasi risiko dilakukan secara proaktif terhadap seluruh aktivitas, proses, dan produk dalam rangka menganalisa sumber, tingkat kemungkinan timbulnya risiko operasional serta dampak yang ditimbulkannya;

ii. Pengukuran risiko dilakukan dalam rangka mengetahui perkembangan dan besarnya eksposur risiko operasional sebagai acuan untuk melakukan pengendalian serta untuk keperluan perhitungan kewajiban penyediaan modal minimum;

iii. Pemantauan risiko dilakukan untuk memastikan bahwa risiko operasional telah dikelola dengan baik, antara lain dengan:
- melakukan pemantauan kepatuhan pada regulasi
- toleransi dan limit risiko yang telah ditetapkan
- upaya mitigasi risiko yang telah dilakukan;

iv. Pengendalian risiko dilakukan untuk mengurangi dan mengendalikan dampak dan frekuensi risiko operasional yang teridentifikasi selama tahap penilaian dan pengukuran. Proses pengendalian risiko disesuaikan dengan eksposur risiko maupun tingkat dan toleransi risiko yang akan diambil.

***52. OPERATIONAL RISK** (continued)*

As well as third line roles, Internal Audit Unit act as a Risk Assurance Unit which is responsible for assessing the effectiveness of the implementation of risk management and internal control independently. In addition, the existence of the ORIC Communication Forum is expected to increase the effectiveness of communication between first line roles and second line roles, which in turn can improve the quality of Risk Exposure identification.

b. Operational Risk Management Process
The process of operational risk management includes identification, assessment/measurement, monitoring and control of operational risk, which is described as follows:

i. Risk identification is carried out proactively on all activities, processes and products in order to analyze the source, the level of possibility of operational risk and the resulting impact;

ii. Risk assessment/ measurement is carried out in order to determine the progress and magnitude of operational risk exposure as a reference for carrying out controls as well as for the purposes of calculating the minimum capital adequacy requirement;

iii. Risk monitoring is carried out to ensure operational risks are managed properly, including by monitoring :
- *compliance with regulations*
- *risk tolerance and limits*
- *implementation of risk mitigation;*

iv. Risk control is carried out to reduce and control the impact and frequency of operational risks that have been identified during the assessment and measurement stages. The risk control process is implemented based on risk level, risk exposure, and risk tolerance.

52. RISIKO OPERASIONAL (lanjutan)

c. Kebijakan dan Permodalan Risiko Operasional
Divisi *Operational Risk Management* (ORM) telah memiliki Pedoman Penerapan Manajemen Risiko Operasional untuk mendukung implementasi manajemen risiko operasional pada segenap unit baik di dalam maupun di luar negeri. Kebijakan tersebut dijabarkan lebih rinci dalam Prosedur atau *Standard Operating Procedure* serta Petunjuk Teknis transaksi dan operasional yang prudent untuk menjalankan aktivitas bisnis sehari-hari seperti:
1. Prosedur Manajemen Risiko Operasional;
2. Petunjuk Teknis Manajemen Risiko Operasional;
3. Petunjuk Teknis SORX.

Divisi ORM melakukan perhitungan modal risiko operasional untuk memastikan BNI memiliki modal yang cukup untuk menyerap risiko operasional yang dihadapi.

d. *Tools and Methods*
Dalam menerapkan manajemen risiko operasional, Bank juga perlu diperlengkapi dengan *tools* dan metodologi. Tools yang diterapkan dalam manajemen risiko operasional antara lain: *Risk Control Self Assessment* (RCSA), *Loss Event Database* (LED), *Key Risk Indicator* (KRI), dan *Business Continuity Management* (BCM).

3. Teknologi Informasi dan Data

Penggunaan dan penerapan teknologi informasi dan data yang terintegrasi untuk risiko operasional mampu menghasilkan laporan yang lengkap dan akurat dalam rangka mendeteksi dan mengkoreksi penyimpangan atas proses bisnis secara tepat waktu. Pemanfaatan data yang berkualitas menghasilkan analisis yang dapat digunakan dalam pengelolaan risiko operasional serta sebagai bahan pendukung dalam pengambilan keputusan oleh manajemen.

4. Sumber Daya Manusia (SDM) dan Budaya Risiko

Penerapan budaya risiko (*risk culture*) yang efektif di BNI dapat menciptakan mekanisme yang melibatkan seluruh pegawai untuk mengidentifikasi dan mencegah kelemahan dan penyimpangan secara dini dengan efisien dan efektif.

***52. OPERATIONAL RISK** (continued)*

c. Operational Risk Policy and Capital

The Operational Risk Management (ORM) Division has Operational Risk Management Implementation Guidelines to support the implementation of operational risk management in all units both at domestic and overseas. This policies are described in more detail in the Standard Operating Procedures as well as prudent operational risk instructions for carrying out daily business activities such as:

1. *Operational Risk Management Procedures;*
2. *Technical Instructions for Operational Risk Management;*
3. *Technical Instructions for SORX.*

The ORM Division calculates operational risk capital to ensure BNI has sufficient capital to absorb the operational risks.

d. Tools and Methods
In implementing operational risk management, Bank need to be equipped with strong tools and methodologies. The tools implemented in operational risk management include: Risk Control Self Assessment (RCSA), Loss Event Database (LED), Key Risk Indicator (KRI), and Business Continuity Management (BCM).

3. Information Technology and Data

The use and the application of integrated information and data technology for operational risk can produce complete and accurate reports in order to detect and correct the deviations arise from business processes in a timely manner. The utilization of quality data produces analysis that can be used in managing operational risk and decision making by management.

4. Human Resources (HR) and Risk Culture

Implementation of an effective risk culture at BNI can create a mechanism that involves all employees to identify and prevent weaknesses and irregularities early in an efficient and effective manner.

52. RISIKO OPERASIONAL (lanjutan)

5. *Assurance*
Assurance adalah aktivitas penilaian oleh pihak independen atas implementasi kerangka kerja manajemen risiko operasional. Penilaian ini dilakukan oleh Internal Audit (IAD) maupun pihak eksternal.

Perangkat yang digunakan untuk melakukan pengelolaan risiko operasional di BNI adalah *New* PERISKOP (Perangkat Risiko Operasional). *New* PERISKOP terdiri dari empat (4) 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 (LED)*, merupakan *database event* sejak *event* terjadi hingga penyelesaiannya akibat risiko operasional yang terjadi di seluruh unit di Bank. 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 (jika ada). 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 telah diterapkan mulai 1 Januari 2023 berdasarkan SEOJK Nomor 6/SEOJK.03/ 2020 tanggal 29 April 2020 tentang Perhitungan Aset Tertimbang Menurut Risiko untuk Risiko Operasional dengan Menggunakan Pendekatan Standar Bagi Bank Umum (tidak diaudit).

***52. OPERATIONAL RISK** (continued)*

5. Assurance
Assurance is an assessment activities by an independent party on the implementation of the operational risk management framework. This assessment is carried out by the Internal Audit Division (IAD) or external parties.

BNI using operational risk management system to manage operational risk, namely New PERISKOP that consist of 4 (four) 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 (LED) is an event database from the time the event occurs until its operational risks resolution that occur in all units in the Bank. 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 has been implemented since 1 January 2023 based on SEOJK Number 6/SEOJK.03/ 2020 dated 29 April 2020 related to the Calculation of Risk Weighted Assets for Operational Risk using the Standard Approach for Commercial Banks (unaudited).*

52. RISIKO OPERASIONAL (lanjutan)

5. *Assurance* (lanjutan)

- *Key Risk Indicator (KRI)*, 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.

- *Business Continuity Management*, merupakan salah satu upaya untuk mendukung pengelolaan dokumentasi langkah penanganan dampak gangguan/ bencana dan proses pemulihan agar kegiatan operasional Bank dan pelayanan nasabah dapat tetap berjalan pada kondisi bencana. Modul ini terdiri dari penyusunan *call tree*, pembentukan Organisasi *Crisis Management Team* (CMT) / *Emergency Task Force* (ETF), penyusunan *Business Impact Analysis* (BIA), *Threat and Risk Assessment* (TRA) dan Pemeliharaan sarana prasarana BCM serta pencatatan *monitoring* kejadian dan potensi bencana.

Selain *New* PERISKOP, BNI saat ini telah memiliki rekening Kerugian Risiko Operasional (KRO) serta *Recovery* KRO, yang digunakan untuk membukukan kerugian atau *recovery* yang disebabkan oleh risiko operasional. Guna memitigasi risiko operasional, setiap bulan dilakukan *monitoring* terhadap rekening KRO dan *Recovery* KRO. 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 kritikal 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 *Data Center* (DC), *Disaster Recovery Center* (DRC), Lokasi Alternatif Gedung BCM dan BCM *Center*. Secara rutin BNI melakukan pengujian sistem dan aplikasi pada divisi/unit kritikal setiap 3 (tiga) bulan sekali, melakukan *site visit* dan simulasi pada cabang dan wilayah guna memastikan kesiapan menghadapi bencana.

***52. OPERATIONAL RISK** (continued)*

5. Assurance (continued)

- *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.*

- *Business Continuity Management, is a supporting tool for managing documentation for handling the impact of disturbances/ disasters and the recovery process so that Bank operations and customer services can continue in disaster conditions. This module consists of compiling a call tree, establishing an Organizational Crisis Management Team (CMT) / Emergency Task Force (ETF), compiling a Business Impact Analysis (BIA), Threat and Risk Assessment (TRA) and Maintenance of BCM infrastructure as well as recording monitoring of events and potential disaster.*

In addition to New PERISKOP, BNI has Operational Risk Loss (Kerugian Risiko Operasional (KRO)) and KRO Recovery accounts, which will be used to record losses or recoveries caused by operational risks. To mitigate the operational risk, KRO 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 Data Center (DC), Disaster Recovery Center (DRC), BCM Alternative Building and BCM Center. Regularly BNI performs a system and application testing on critical Division/Unit every 3 (three) months, do a site visit and simulation to the branch and region to ensure the disaster readiness.

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 2023 dan 2022, dan tidak diperbaharui untuk mencerminkan perubahan dalam kondisi pasar yang telah terjadi setelah tanggal ini.

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 2023 and 2022, and not updated to reflect changes in market conditions which have occurred after this date.

	2023		2022		
	Nilai Tercatat/ *Carrying Value*	Nilai wajar/ *Fair value*	Nilai Tercatat/ *Carrying Value*	Nilai wajar/ *Fair value*	
Aset keuangan					***Financial assets***
Kas	11,207,201	11,207,201	13,448,092	13,448,092	*Cash*
Nilai wajar melalui laba rugi					***Fair value through profit or loss***
Efek-efek	8,281,822	8,281,822	7,175,874	7,175,874	*Marketable securities*
Obligasi Pemerintah	4,187,772	4,187,772	1,775,053	1,775,053	*Government Bonds*
Tagihan derivatif	995,677	995,677	685,237	685,237	*Derivatives receivable*
	13,465,271	13,465,271	9,636,164	9,636,164	
Nilai wajar melalui penghasilan komprehensif lain					***Fair value through other comprehensive income***
Obligasi Pemerintah	86,549,332	86,549,332	82,328,187	82,328,187	*Government Bonds*
Efek-efek	28,521,543	28,521,543	20,904,372	20,904,372	*Marketable securities*
Penyertaan saham	563,700	563,700	608,797	608,797	*Equity investments*
	115,634,575	115,634,575	103,841,356	103,841,356	
Biaya perolehan diamortisasi					***Amortized cost***
Pinjaman yang diberikan	647,926,638	647,926,638	595,854,325	595,854,325	*Loans*
Giro pada Bank Indonesia	65,256,432	65,256,432	82,921,989	82,921,989	*Current accounts with Bank Indonesia*
Penempatan pada bank lain dan Bank Indonesia	43,794,166	43,794,166	51,569,316	51,569,316	*Placements with other banks and Bank Indonesia*
Obligasi Pemerintah	36,363,265	35,257,128	37,187,627	35,464,045	*Government Bonds*
Wesel ekspor dan tagihan lainnya	18,998,994	18,998,994	20,729,220	20,729,220	*Bills and other receivables*
Tagihan akseptasi	17,091,194	17,091,194	18,911,843	18,911,843	*Acceptance receivables*
Efek-efek yang dibeli dengan janji dijual kembali	13,951,344	13,951,344	16,631,271	16,631,271	*Securities purchased under agreement to resell*
Giro pada bank lain	35,022,762	35,022,762	15,921,868	15,921,868	*Current accounts with other banks*
Aset lain-lain - bersih*)	11,701,003	11,701,003	10,645,624	10,645,624	*Other assets - net*)*
Efek-efek	361,374	364,361	475,837	476,013	*Marketable securities*
	890,467,172	889,364,022	850,848,920	849,125,514	
	1,030,774,219	**1,029,671,069**	**977,774,532**	**976,051,126**	

53. NILAI WAJAR ASET DAN LIABILITAS KEUANGAN (lanjutan)

53. FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES (continued)

	2023		2022		
	Nilai Tercatat/ *Carrying Value*	Nilai wajar/ *Fair value*	Nilai Tercatat/ *Carrying Value*	Nilai wajar/ *Fair value*	
Liabilitas keuangan Nilai wajar melalui laporan laba rugi					***Financial liabilities Fair value through profit or loss***
Liabilitas derivatif	810,462	810,462	775,131	775,131	*Derivative payables*
Liabilitas keuangan lainnya					***Other financial liabilities***
Simpanan nasabah					*Deposits from customers*
Giro	345,496,168	345,496,168	314,625,134	314,625,134	*Current accounts*
Tabungan	231,981,435	231,981,435	242,694,592	242,694,592	*Savings account*
Deposito berjangka	232,664,980	232,664,980	208,797,609	208,797,609	*Time deposits*
Negotiable Certificate of Deposit	587,760	587,760	3,151,656	3,151,656	*Negotiable Certificate of Deposit*
Pinjaman yang diterima	30,949,608	30,949,608	35,654,206	35,654,206	*Borrowings*
Efek-efek subordinasi	16,928,731	15,857,891	17,213,150	14,852,214	*Subordinated securities*
Liabilitas lain-lain**)	18,512,179	18,512,179	16,879,276	16,879,276	*Other liabilities**)*
Simpanan dari bank lain					*Deposits from other banks*
Pinjaman pasar uang antar bank	5,117,755	5,117,755	8,175,341	8,175,341	*Inter-bank call money*
Giro	4,376,529	4,376,529	4,205,842	4,205,842	*Current accounts*
Deposito berjangka	804,114	804,114	902,563	902,563	*Time deposit*
Negotiable Certificate of Deposit	515,651	515,651	788,112	788,112	*Negotiable Certificate of Deposit*
Simpanan lainnya	1,079,939	1,079,939	1,172,696	1,172,696	*Other deposits*
Efek-efek yang diterbitkan	4,893,357	4,998,160	4,896,875	5,123,900	*Securities issued*
Liabilitas akseptasi	5,748,547	5,748,547	5,301,243	5,301,243	*Acceptance payables*
Liabilitas segera	5,294,952	5,294,952	4,686,360	4,686,360	*Obligation due immediately*
Efek-efek yang dijual dengan janji dibeli kembali	6,891,177	6,891,177	2,885,286	2,885,286	*Securities sold under agreements to repurchase*
	911,842,882	910,876,845	872,029,941	869,896,030	
	912,653,344	**911,687,307**	**872,805,072**	**870,671,161**	

*) 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.

*) *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.*

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).

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).

53. NILAI WAJAR ASET DAN LIABILITAS KEUANGAN (lanjutan)

53. *FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES (continued)*

Tabel di bawah ini menunjukkan instrumen keuangan yang diukur pada nilai wajar yang dikelompokkan berdasarkan hirarki nilai wajar:

The table below shows the financial instruments measured at fair value grouped according to the fair value hierarchy:

2023

	Nilai tercatat/ *Carrying value*	Nilai wajar/*Fair value* Tingkat/ *Level 1*	Tingkat/ *Level 2*	Tingkat/ *Level 3*	
Aset keuangan					***Financial assets***
Nilai wajar melalui laba rugi					***Fair value through profit or loss***
Efek-efek	8,281,822	725	8,266,881	14,216	*Marketable securities*
Obligasi Pemerintah	4,187,772	4,187,772	-	-	*Government Bonds*
Tagihan derivatif	995,677	-	995,677	-	*Derivative receivables*
	13,465,271	4,188,497	9,262,558	14,216	
Nilai wajar melalui penghasilan komprehensif lain					***Fair value through other comprehensive income***
Obligasi Pemerintah	86,549,332	79,039,214	7,510,118	-	*Government Bonds*
Efek-efek	28,521,543	21,829,539	6,692,004	-	*Marketable securities*
Penyertaan saham	563,700	-	-	563,700	*Equity investments*
	115,634,575	100,868,753	14,202,122	563,700	
	129,099,846	**105,057,250**	**23,464,680**	**577,916**	
Liabilitas keuangan					***Financial liabilities***
Nilai wajar melalui laporan laba rugi					***Fair value through profit or loss***
Liabilitas derivatif	810,462	-	810,462	-	*Derivatives payable*
	810,462	-	810,462	-	

2022

	Nilai tercatat/ *Carrying value*	Nilai wajar/*Fair value* Tingkat/ *Level 1*	Tingkat/ *Level 2*	Tingkat/ *Level 3*	
Aset keuangan					***Financial assets***
Nilai wajar melalui laba rugi					***Fair value through profit or loss***
Efek-efek	7,175,874	-	7,175,874	-	*Marketable securities*
Obligasi Pemerintah	1,775,053	1,775,053	-	-	*Government Bonds*
Tagihan derivatif	685,237	-	685,237	-	*Derivative receivables*
	9,636,164	1,775,053	7,861,111	-	
Nilai wajar melalui penghasilan komprehensif lain					***Fair value through other comprehensive income***
Obligasi Pemerintah	82,328,187	62,431,066	19,897,121	-	*Government Bonds*
Efek-efek	20,904,372	13,825,621	6,978,751	-	*Marketable securities*
Penyertaan saham	608,797	-	-	608,797	*Equity investments*
	103,841,356	76,256,687	26,875,872	608,797	
	113,477,520	**78,031,740**	**34,736,983**	**608,797**	
Liabilitas keuangan					***Financial liabilities***
Nilai wajar melalui laporan laba rugi					***Fair value through profit or loss***
Liabilitas derivatif	775,131	-	775,131	-	*Derivatives payable*
	775,131	-	775,131	-	

53. NILAI WAJAR ASET DAN LIABILITAS KEUANGAN (lanjutan)

53. FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES *(continued)*

Teknik penilaian dan input signifikan atas nilai wajar tingkat 3 untuk beberapa penyertaan saham pada tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut:

Valuation technique and significant input for fair value of level 3 for investments as of 31 December 2023 and 2022 are as follows:

Akun	Teknik Penilaian/ *Valuation Technique*	*Input Signifikan/Significant Input*	2023 %	2022 %	*Account*
Nilai wajar melalui laba rugi penghasilan komprehensif lain					***Fair value through comprehensive income***
PT Penyelesaian Transaksi Elektronik Nasional (PTEN)	Arus Kas yang Didiskontokan/ *Discounted cashflow*	Tingkat diskonto/*Discount rate*	17.32	18.51	*PT Penyelesaian Transaksi Elektronik Nasional (PTEN)*
		Tingkat bunga bebas risiko/*Risk-free rate*	6.97	7.15	
		Diskon Marketabilitas/*Discount for lack of Marketability (DLOM)*	32.00	24.00	
		Diskon Minoritas/*Discount for Lack of Control (DLOC)*	35.00	35.00	
PT Fintek Karya Nusantara	- Arus Kas yang Didiskontokan/ Discounted cashflow (90%) - Metode Pembanding Perusahaan Tercatat di Bursa Efek (GCM)/ Guideline Publicly Traded Company Method (10%)	Tingkat diskonto/*Discount rate*	12.65	-	*PT Fintek Karya Nusantara*
		Tingkat pertumbuhan perpetuitas/*Perpetuity Growth*	3.00	-	
		Diskon Marketabilitas/*Discount for lack of Marketability (DLOM)*	30.00	-	
		Diskon Minoritas/*Discount for Lack of Control (DLOC)*	30.00	-	
PT Fintek Karya Nusantara	- *Backsolve-Model* Opsi Harga/- *Backsolve-Option Pricing Model*	Tingkat votalita/*Votality rate*	-	50.13	*PT Fintek Karya Nusantara*
		Tingkat bunga bebas risiko/*Risk-free rate*	-	4.95	
		Periode keluiar/ *Time to exit*	-	2 tahun/ *years*	
		Diskon Marketabilitas/*Discount for lack of Matketability (DLOM)*	-	18.00	

Tidak terdapat perpindahan antara tingkat 1 dan tingkat 2 hirarki nilai wajar.

There is no transfer between level 1 and level 2 of the fair value hierarchy.

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 kuotasian 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.

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.

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.

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.

53. NILAI WAJAR ASET DAN LIABILITAS KEUANGAN (lanjutan)

(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.

53. FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES *(continued)*

(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.

53. NILAI WAJAR ASET DAN LIABILITAS KEUANGAN (lanjutan)

(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.

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. 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.

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.

54. MANAJEMEN MODAL (lanjutan)

Pada tanggal 31 Desember 2023 dan 2022, 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, Peraturan OJK No. 34/POJK.03/2016, dan Peraturan OJK No. 27 Tahun 2022 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 2023 dan 2022 adalah sebagai berikut:

54. *CAPITAL MANAGEMENT (continued)*

As of 31 December 2023 and 2022, the Bank has complied with all capital requirements.

Capital Adequacy Ratio

The Capital Adequacy Ratio (CAR) is the ratio of the Bank's capital over its Risk - Weighted Assets (RWA). Based on Bank Indonesia regulations, the total capital for credit risk consists of core capital (Tier I) and supplementary capital (Tier II) less investments in Subsidiaries. In accordance with OJK Regulation No. 11/POJK.03/2016, OJK Regulation No. 34/POJK.03/2016, OJK Regulation No. 27 of 2022 concerning the Minimum Capital Requirement for Commercial Banks and OJK Circular Letter No.9/SEOJK.03/2020 on Transparency and Publication Conventional Commercial Bank Report, since the end of the month of September 2016, Specific Reserves can no longer be taken into account as a component of Capital Bank.

The CAR of BNI (BNI only) as of 31 December 2023 and 2022 is as follows:

	2023	2022	
BNI - tanpa memperhitungkan risiko pasar			***BNI - without considering market risk***
Aset Tertimbang Menurut Risiko	609,160,539	586,141,753	*Risk Weighted Assets*
Total Modal	142,016,389	131,335,883	*Total Capital*
Rasio Liabilitas Penyediaan Modal Minimum BNI	23.31%	22.41%	*Capital Adequacy Ratio*
Rasio Liabilitas Penyediaan Modal Minimum yang diwajibkan oleh Otoritas Jasa Keuangan	9.80%	9.80%	*Minimum Capital Adequacy Ratio required by Financial Service Authority*
BNI - dengan memperhitungkan risiko pasar dan kredit			***BNI - considering market and credit risks***
Aset Tertimbang Menurut Risiko	611,972,160	588,386,028	*Risk Weighted Assets*
Total Modal	142,016,389	131,335,883	*Total Capital*
Rasio Liabilitas Penyediaan Modal Minimum BNI	23.21%	22.32%	*Capital Adequacy Ratio*
Rasio Liabilitas Penyediaan Modal Minimum yang diwajibkan oleh Otoritas Jasa Keuangan	9.80%	9.80%	*Minimum Capital Adequacy Ratio required by Financial Service Authority*
BNI - dengan memperhitungkan risiko operasional, mulai berlaku sejak 1 Januari 2010			***BNI - considering operational risk, effective since 1 January 2010***
Aset Tertimbang Menurut Risiko	646,939,036	681,384,522	*Risk Weighted Assets*
Total Modal	142,016,389	131,335,883	*Total Capital*
Rasio Liabilitas Penyediaan Modal Minimum BNI	21.95%	19.27%	*Capital Adequacy Ratio*
Rasio Liabilitas Penyediaan Modal Minimum yang diwajibkan oleh Otoritas Jasa Keuangan	9.80%	9.80%	*Minimum Capital Adequacy Ratio required by Financial Service Authority*

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 Rp94.343 dan Rp97.707 untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2023 dan 2022.

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:

a. Penyimpanan (*safekeeping*) dan administrasi (*administration*) atas efek-efek maupun dokumen berharga lainnya;
b. Penyelesaian transaksi (*settlement*) jual dan beli efek berbentuk warkat (*script*) maupun tanpa warkat (*scriptless*);
c. Pengurusan hak-hak nasabah atas kepemilikan efek-efek yang disimpan sehingga hak tersebut efektif di rekening nasabah *(corporate action)*;
d. Perwalian *(proxy)* pada Rapat Umum Pemegang Saham dan Rapat Umum Pemegang Obligasi;
e. 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:

a. Kustodian umum untuk melayani investor yang melakukan investasi pada instrumen pasar modal dan pasar uang di Indonesia;

b. *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);

c. Kustodian reksadana (*mutual fund*) dan kontrak pengelolaan dana (*discretionary fund*) yang diterbitkan dan dikelola oleh manajer investasi;

d. 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.*

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 Rp94,343 and Rp97,707 for the year ended 31 December 2023 and 2022, 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:

a. Safekeeping and administration of marketable securities and other valuable assets;

b. Settlement and handling services for script and scriptless trading transactions;

c. Corporate action services related to the rights of the marketable securities;

d. Proxy services for its customers' shareholder meetings and bond holder meetings;

e. 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:

a. General custodian which provides services to investors investing in capital markets or money markets in Indonesia;

b. Sub-Registry service provider for settlement of Government Debenture Debt (SUN - either Government Bonds or Surat Perbendaharaan Negara) and SBI transactions;

c. Custodian for mutual funds and discretionary funds issued and managed by investment manager;

d. 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.

55. AKTIVITAS JASA LAINNYA (lanjutan)

Kegiatan Jasa Kustodian (lanjutan)

Pada tanggal-tanggal 31 Desember 2023 dan 2022, Kustodian BNI memiliki 189 nasabah dan 15 175 nasabah (tidak diaudit). Nasabah utama terdiri dari dana pensiun, perusahaan asuransi, bank, yayasan, perusahaan sekuritas, reksadana, institusi/ badan hukum lain dan perseorangan. Nilai portofolio yang disimpan pada tanggal 31 Desember 2023 dan 2022 adalah masing-masing sebesar Rp261.346.086 dan Rp376.579.572 (tidak diaudit).

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:

a. Jasa Wali Amanat untuk obligasi dan *medium-term notes* (MTN)
b. Jasa Agen Pengelola Rekening Penampungan
c. Jasa Agen Pembayaran
d. Jasa Penampungan Dana IPO
e. Jasa Agen Penjaminan

BNI selaku Wali Amanat, telah mengelola 63 emisi dengan nilai emisi (obligasi dan MTN) sebesar Rp31.051.866 pada tanggal 31 Desember 2023 dan 49 emisi dengan nilai emisi (obligasi dan MTN) sebesar Rp31.782.994 pada tanggal 31 Desember 2022 (tidak diaudit).

55. *OTHER ACTIVITIES (continued)*

***Custodian Services** (continued)*

As of 31 December 2023 and 2022. BNI's custodians operations has 189 customers and 175 customers (unaudited), respectively. The costumer are primarily pension funds, insurance companies, banks, foundations, securities companies,mutual funds, other institution/ legal entities and individual customers with total portfolio value as of 31 December 2023 and 2022 amounted to Rp261,346,086 and Rp376,579,572, respectively (unaudited).

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:

a. Trustee for bond and medium-term notes (MTN)
b. Escrow Account Agent
c. Paying Agent
d. Initial Public Offering / IPO Receiving Bank
e. Security Agent

BNI as a Trustee, has 63 bonds and MTN issued amounting to Rp31,051,866 as of 31 December 2023 and 49 bonds and MTN issued amounting to Rp31,782,994 as of 31 December 2022 (unaudited).

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.

56. *CHANNELLING 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.

56. KREDIT KELOLAAN (lanjutan)

Jumlah kredit yang dikelola oleh BNI atas nama Pemerintah tersebut pada tanggal-tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut:

56. CHANNELLING LOANS (continued)

Following is the outstanding loans balance administered by BNI on behalf of the Government as of 31 December 2023 and 2022:

	2023	2022	
Sektor			***Sector***
Listrik, gas dan air	4,098	4,098	*Electricity, gas and water*
Pertanian	2,876	2,876	*Agriculture*
Pengangkutan, pergudangan dan komunikasi	2,747	2,747	*Transportation, warehouse and communications*
Perdagangan, restoran dan hotel	2,259	2,267	*Trading, restaurant and hotel*
Jasa pelayanan sosial	1,876	1,876	*Social services*
Jasa dunia usaha	1,680	1,680	*Business services*
Perindustrian	1,125	1,125	*Manufacturing*
Konstruksi	6	6	*Construction*
Lain-lain	9,402	9,404	*Others*
Total	**26,069**	**26,079**	***Total***

57. TAMBAHAN INFORMASI ARUS KAS

Perubahan pada liabilitas yang timbul dari aktivitas pendanaan pada laporan arus kas konsolidasian adalah sebagai berikut:

57. SUPPLEMENTARY CASH FLOW INFORMATION

Changes in liabilities arising from financing activities in the consolidated cash flow statement are as follows:

	1 Januari/ *January* 2023	Arus kas/ *Cash flow*	Lain-lain/ *Others*	31 Desember/ *December* 2023	
Pinjaman yang diterima	35,654,206	(3,661,311)	(1,043,287)	30,949,608	*Borrowings*
Efek-efek yang dijual dengan janji dibeli kembali	2,885,286	4,011,546	(5,655)	6,891,177	*Securities sold under agreements to repurchase*
Efek-efek yang diterbitkan	4,896,875	-	(3,518)	4,893,357	*Securities issued*
Efek-efek subordinasi	17,213,150	-	(284,419)	16,928,731	*Subordinated securities*
Saham treasuri	-	(179,960)	-	(179,960)	*Treasury Shares*
Pembayaran dividen	-	(7,324,821)	7,324,821	-	*Payment of dividend*
Pembayaran liabilitas sewa	1,146,127	(240,769)	382,011	1,287,369	*Payment of lease liabilities*
	61,795,644	**(7,395,315)**	**6,369,953**	**60,770,282**	

	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	*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	2,986,530	2,000,000	(89,655)	4,896,875	*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 treasuri	(207,475)	-	207,475	-	*Treasury shares*
Pembayaran liabilitas sewa	1,243,693	(341,741)	244,175	1,146,127	*Payment of lease liabilities*
	54,074,018	**2,725,242**	**4,996,384**	**61,795,644**	

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 2023 adalah sebagai berikut:

- 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.

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 2023 are as follows:

- *Amendment of SFAS 1: "Presentation of Financial Statements" 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.

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 diestimasi pada saat pengakuan awal eksposur (jika relevan, disesuaikan dengan perubahan ekspektasi pembayaran di muka).

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).*

59. ANALISIS KUALITAS KREDIT (lanjutan)

Pengukuran Kerugian Kredit Ekspektasian (lanjutan)

Peningkatan Risiko Kredit Secara Signifikan (lanjutan)

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.

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.

***59. CREDIT QUALITY ANALYSIS** (continued)*

***Measurement of Expected Credit Losses** (continued)*

***Significant Increase in Credit Risk** (continued)*

Bank use these criteria for determining whether there has been a significant increase in credit :

- *quantitative test based on movement in probability of default (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 and estimates of economic conditions.

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.

59. ANALISIS KUALITAS KREDIT (lanjutan)

Pengukuran Kerugian Kredit Ekspektasian (lanjutan)

Penentuan Struktur *Probability of Default* (lanjutan)

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.

59. CREDIT QUALITY ANALYSIS *(continued)*

Measurement of Expected Credit Losses *(continued)*

Determination of the Probability of Default Structure *(continued)*

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.

59. ANALISIS KUALITAS KREDIT (lanjutan)

Pengukuran Kerugian Kredit Ekspektasian (lanjutan)

Penentuan Terjadinya Peningkatan Risiko Kredit Secara Signifikan (lanjutan)

Bank menentukan bahwa peningkatan risiko 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 apapun kepada Grup.

***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.*

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 perjanjian (*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 analis 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).

***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).*

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.

***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 modelling 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.*

60. BEBAN TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN (TJSL)

Beban TJSL yang telah dibebankan pada laporan laba rugi untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022 adalah masing-masing sebesar Rp135.958 dan Rp108.344.

60. TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN (TJSL) EXPENSE

TJSL expense that was charged to profit or loss amounted to Rp135,958 and Rp108,344 for the year ended 31 December 2023 and 2022, respectively.

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	2023	2022	
ASET			***ASSETS***
Kas	11,123,073	13,339,830	*Cash*
Giro pada Bank Indonesia	64,306,677	81,932,466	*Current accounts with Bank Indonesia*
Giro pada bank lain	34,799,576	15,712,620	*Current accounts with other banks*
Dikurangi: Cadangan kerugian penurunan nilai	(2)	(3)	*Less: Allowance for impairment losses*
	34,799,574	15,712,617	
Penempatan pada bank lain dan Bank Indonesia	40,778,538	49,800,616	*Placements with other banks and Bank Indonesia*
Dikurangi: Cadangan kerugian penurunan nilai	(1)	(26)	*Less: Allowance for impairment losses*
	40,778,537	49,800,590	
Efek-efek	27,178,454	21,066,579	*Marketable securities*
Dikurangi: Cadangan kerugian penurunan nilai	(242,941)	(246,614)	*Less: Allowance for impairment losses*
	26,935,513	20,819,965	
Efek-efek yang dibeli dengan janji dijual kembali	9,948,586	11,395,272	*Securities purchased under agreements to resell*
Wesel ekspor dan tagihan lainnya	19,277,495	20,902,129	*Bills and other receivables*
Dikurangi: Cadangan kerugian penurunan nilai	(278,501)	(172,909)	*Less: Allowance for impairment losses*
	18,998,994	20,729,220	
Tagihan akseptasi	17,544,789	19,970,485	*Acceptance receivables*
Dikurangi: Cadangan kerugian penurunan nilai	(477,362)	(1,102,169)	*Less: Allowance for impairment losses*
	17,067,427	18,868,316	
Tagihan derivatif	995,677	685,237	*Derivative receivables*
Pinjaman yang diberikan	687,912,534	642,629,631	*Loans*
Dikurangi: Cadangan kerugian penurunan nilai	(46,925,323)	(50,180,236)	*Less: Allowance for impairment losses*
	640,987,211	592,449,395	
Obligasi Pemerintah setelah penyesuaian amortisasi diskonto dan premi	113,494,401	107,467,657	*Government Bonds adjusted for amortization of discount and premium*
Dikurangi: Cadangan kerugian penurunan nilai	(1,504)	(1,391)	*Less: Allowance for impairment losses*
	113,492,897	107,466,266	
Pajak dibayar di muka	626,869	626,869	*Prepaid taxes*
Beban dibayar di muka	2,668,856	3,192,291	*Prepaid expenses*
Investasi pada entitas asosiasi	11,283,466	10,048,975	*Investment in associates*
Penyertaan saham - bersih	5,937,637	5,143,400	*Equity investments - net*
Aset lain-lain - bersih	14,586,449	11,896,485	*Other assets - net*
Aset tetap	43,260,975	40,673,094	*Fixed assets*
Dikurangi: Akumulasi penyusutan	(16,349,491)	(14,709,780)	*Less: Accumulated depreciation*
	26,911,484	25,963,314	
Aset pajak tangguhan - bersih	7,276,800	7,486,339	*Deferred tax assets - net*
TOTAL ASET	**1,048,725,727**	**997,556,847**	***TOTAL ASSETS***

Lampiran – 1/1 – *Schedule*

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	2023	2022	
LIABILITAS DAN EKUITAS			***LIABILITIES AND EQUITY***
LIABILITAS			***LIABILITIES***
Liabilitas segera	5,149,449	4,686,360	*Obligations due immediately*
Simpanan nasabah	801,708,861	762,794,602	*Deposits from customers*
Simpanan dari bank lain	11,846,032	15,167,588	*Deposits from other banks*
Liabilitas derivatif	810,462	775,131	*Derivative payables*
Efek-efek yang dijual dengan janji dibeli kembali	6,891,177	2,885,286	*Securities sold under agreements to repurchase*
Liabilitas akseptasi	5,724,660	5,257,500	*Acceptance payables*
Beban yang masih harus dibayar	1,463,839	1,239,577	*Accrued expenses*
Utang pajak			*Taxes payable*
- Pajak penghasilan badan	679,669	1,370,877	*Corporate income tax* -
- Pajak lainnya	101,409	149,811	*Other taxes* -
Total utang pajak	781,078	1,520,688	*Total taxes payable*
Imbalan kerja	6,728,829	6,627,920	*Employee benefits*
Penyisihan	2,172,732	2,712,346	*Provision*
Liabilitas lain-lain	7,671,839	4,744,051	*Other liabilities*
Efek-efek yang diterbitkan	4,998,280	4,997,198	*Securities issued*
Pinjaman yang diterima	29,919,191	35,158,141	*Borrowings*
Efek-efek subordinasi	16,928,731	17,213,150	*Subordinated securities*
TOTAL LIABILITAS	**902,795,160**	**865,779,538**	***TOTAL LIABILITIES***

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	2023	2022	
EKUITAS			***EQUITY***
Modal saham:			*Share capital:*
- Seri A Dwiwarna - nilai nominal Rp3.750 per saham (dalam Rupiah penuh)			*Class A Dwiwarna - Rp3,750 par value per share (in full Rupiah amount)*
- Seri B - nilai nominal Rp3.750 per saham (dalam Rupiah penuh)			*Class B – Rp3,750 par value per share (in full Rupiah amount)*
- Seri C - nilai nominal Rp187,5 per saham (dalam Rupiah penuh)			*Class C – Rp187.5 par value per share (in full Rupiah amount)*
Modal dasar:			*Share capital - Authorised:*
- Seri A Dwiwarna - 1 saham			*Class A Dwiwarna - 1 share* -
- Seri B – 578.683.733 saham			*Class B – 578,683,733 shares* -
- Seri C – 68.426.325.320 saham			*Class C – 68,426,325,320 shares* -
Modal ditempatkan dan disetor penuh:			*Issued and fully paid:*
- Seri A Dwiwarna - 1 saham			*Class A Dwiwarna - 1 share* -
- Seri B – 578.683.733 saham			*Class B – 578,683,733 shares* -
- Seri C – 36.678.114.582 saham	9,054,807	9,054,807	*Class C – 36,678,114,582 shares* -
Tambahan modal disetor	19,633,584	19,633,584	*Additional paid-in capital*
Cadangan pembayaran berbasis saham	260,116	-	*Share-based payment reserve*
Cadangan revaluasi aset	15,383,157	15,383,157	*Asset revaluation reserve*
Kerugian yang belum direalisasi atas efek-efek dan Obligasi Pemerintah dalam kelompok tersedia untuk dijual, setelah pajak	(959,372)	(2,003,902)	*Unrealized loss on available-for-sale marketable securities and Government Bonds, net of tax*
Selisih kurs karena penjabaran laporan keuangan dalam mata uang asing	(58,923)	(37,159)	*Exchange difference in translation of foreign currency financial statements*
Saldo laba			*Retained earnings*
Sudah ditentukan penggunaannya			*Appropriated*
Cadangan umum dan wajib	2,778,412	2,778,412	*General and legal reserves*
Cadangan khusus	-	-	*Specific reserves*
Tidak ditentukan penggunaannya	100,018,746	86,968,410	*Unappropriated*
	102,797,158	89,746,822	
Saham treasuri	(179,960)	-	*Treasury shares*
TOTAL EKUITAS	**145,930,567**	**131,777,309**	***TOTAL EQUITY***
TOTAL LIABILITAS DAN EKUITAS	**1,048,725,727**	**997,556,847**	***TOTAL LIABILITIES AND EQUITY***

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	2023	2022	
PENDAPATAN BUNGA	60,520,375	54,056,248	***INTEREST INCOME***
BEBAN BUNGA	(19,850,706)	(13,096,102)	***INTEREST EXPENSE***
PENDAPATAN BUNGA - BERSIH	**40,669,669**	**40,960,146**	***INTEREST INCOME - NET***
PENDAPATAN OPERASIONAL LAINNYA			***OTHER OPERATING INCOME***
Provisi dan komisi lainnya	10,445,335	10,228,243	*Other fee and commission*
Laba dari entitas asosiasi	1,326,932	1,111,105	*Income from investment in associates*
Penerimaan kembali aset yang telah dihapusbukukan	5,029,766	3,780,086	*Recovery of assets written off*
Keuntungan yang belum direalisasi dari perubahan nilai wajar aset keuangan yang diukur pada nilai wajar melalui laba rugi	63,732	10,788	*Unrealized gain 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	1,153,663	1,577,808	*Gain on sale of financial assets at fair value through comprehensive income and fair value through profit or loss*
Laba selisih kurs - bersih	1,019,260	1,593,824	*Foreign exchange gains - net*
Lain-lain	442,674	379,785	*Others*
TOTAL PENDAPATAN OPERASIONAL LAINNYA	**19,481,362**	**18,681,639**	***TOTAL OTHER OPERATING INCOME***
PEMBENTUKAN CADANGAN KERUGIAN PENURUNAN NILAI	**(9,070,912)**	**(11,403,259)**	***ALLOWANCE FOR IMPAIRMENT LOSSES***
BEBAN OPERASIONAL LAINNYA			***OTHER OPERATING EXPENSES***
Gaji dan tunjangan	(11,891,511)	(11,667,756)	*Salaries and employees' benefits*
Umum dan administrasi	(8,501,261)	(8,234,539)	*General and administrative*
Beban promosi	(996,481)	(1,075,832)	*Promotion expense*
Premi penjaminan	(1,476,244)	(1,411,806)	*Guarantee premium*
Lain-lain	(2,937,787)	(3,027,788)	*Others*
TOTAL BEBAN OPERASIONAL LAINNYA	**(25,803,284)**	**(25,417,721)**	***TOTAL OPERATING EXPENSES***
LABA OPERASIONAL	**25,276,835**	**22,820,805**	***OPERATING INCOME***
BEBAN BUKAN OPERASIONAL - BERSIH	**(21,236)**	**(107,966)**	***NON-OPERATING EXPENSES - NET***
LABA SEBELUM BEBAN PAJAK	**25,255,599**	**22,712,839**	***INCOME BEFORE TAX EXPENSE***
BEBAN PAJAK			***TAX EXPENSE***
Kini	(4,386,618)	(4,997,178)	*Current*
Tangguhan	(84,783)	817,700	*Deferred*
TOTAL BEBAN PAJAK	(4,471,401)	(4,179,478)	***TOTAL TAX EXPENSE***
LABA TAHUN BERJALAN	**20,784,198**	**18,533,361**	***INCOME FOR THE YEAR***

Lampiran – 2/1 – *Schedule*

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	2023	2022	
LABA TAHUN BERJALAN	**20,784,198**	**18,533,361**	***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***
Pengukuran kembali liabilitas imbalan kerja	(504,986)	274,189	*Remeasurement of post employment benefit*
Pajak penghasilan terkait dengan komponen pendapatan komprehensif lain	95,945	(52,096)	*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	(21,764)	(20,284)	*Translation adjustment of foreign currency financial statements*
Keuntungan/(kerugian) dari perubahan nilai wajar aset keuangan yang diukur pada nilai wajar melalui pendapatan komprehensif lain	1,380,217	(4,450,629)	*Gain/(losses) on changes in fair value of financial assets at fair value through other comprehensive income*
Pajak penghasilan terkait dengan komponen pendapatan komprehensif lain	(335,688)	558,326	*Income tax relating to components of other comprehensive income*
LABA/(RUGI) KOMPREHENSIF LAIN TAHUN BERJALAN SETELAH PAJAK	**613,724**	**(3,690,494)**	***OTHER COMPREHENSIVE INCOME/(LOSS) FOR THE YEAR AFTER TAXES***
TOTAL LABA KOMPREHENSIF TAHUN BERJALAN	**21,397,922**	**14,842,867**	***TOTAL COMPREHENSIVE INCOME FOR THE YEAR***

PT BANK NEGARA INDONESIA (PERSERO) Tbk
ENTITAS INDUK/*PARENT ENTITY*

LAPORAN PERUBAHAN EKUITAS UNTUK TAHUN-TAHUN YANG BERAKHIR 31 DESEMBER 2023 DAN 2022
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

STATEMENTS OF CHANGES IN EQUITY FOR THE YEARS ENDED 31 DECEMBER 2023 AND 2022
(Expressed in millions of Rupiah, unless otherwise stated)

	Modal ditempatkan dan disetor penuh/ *Issued and fully paid-up capital*	Tambahan modal disetor/ *Additional paid-in capital*	Rugi yang belum direalisasi atas efek-efek dan Obligasi Pemerintah yang diukur pada nilai wajar melalui penghasilan komprehensif lain setelah pajak/ *Unrealized losses on marketable securities and Government Bonds, at fair value through other comprehensive income - net of tax*	Selisih kurs karena penjabaran laporan keuangan dalam mata uang asing/ *Exchange difference from translation of foreign currency financial statements*	Cadangan revaluasi aset/ *Asset revaluation reserve*	Saldo laba/*Retained earnings*		Saham treasuri/ *Treasury shares*	Cadangan kompensasi berbasis saham/ *Share-based compensation reserve*	Total ekuitas/ *Total equity*	
						Dicadangkan/ *Appropriated*					
						Cadangan umum dan wajib/ *General and legal reserves*	Tidak dicadangkan/ *Unappropriated*)*				
Saldo pada tanggal 31 Desember 2022	**9,054,807**	**19,633,584**	**(2,003,902)**	**(37,159)**	**15,383,157**	**2,778,412**	**86,968,410**	**-**	**-**	**131,777,309**	***Balance as of 31 December 2022***
Laba komprehensif tahun berjalan	-	-	1,044,530	(21,764)	-	-	20,375,157	-	-	21,397,923	*Comprehensive income for the year*
Pembagian dividen	-	-	-	-	-	-	(7,324,821)	-	-	(7,324,821)	*Distribution of dividends*
Saham treasuri	-	-	-	-	-	-	-	(179,960)	-	(179,960)	*Treasury shares*
Cadangan pembayaran berbasis saham	-	-	-	-	-	-	-	-	260,116	260,116	*Share-based payment*
Saldo pada tanggal 31 Desember 2023	**9,054,807**	**19,633,584**	**(959,372)**	**(58,923)**	**15,383,157**	**2,778,412**	**100,018,746**	**(179,960)**	**260,116**	**145,930,567**	***Balance as of 31 December 2023***

*) Termasuk di dalam saldo laba tidak dicadangkan adalah pengukuran kembali liabilitas imbalan kerja.

*) *Included in unappropriated retained earnings is the remeasurement of post employment benefit.*

INFORMASI KEUANGAN TAMBAHAN/*SUPPLEMENTARY FINANCIAL INFORMATION*

PT BANK NEGARA INDONESIA (PERSERO) Tbk
ENTITAS INDUK/*PARENT ENTITY*

LAPORAN PERUBAHAN EKUITAS UNTUK TAHUN-TAHUN YANG BERAKHIR 31 DESEMBER 2023 DAN 2022
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

STATEMENTS OF CHANGES IN EQUITY FOR THE YEARS ENDED 31 DECEMBER 2023 AND 2022
(Expressed in millions of Rupiah, unless otherwise stated)

	Modal ditempatkan dan disetor penuh/ *Issued and fully paid-up capital*	Tambahan modal disetor/ *Additional paid-in capital*	Rugi yang belum direalisasi atas efek-efek dan Obligasi Pemerintah yang diukur pada nilai wajar melalui penghasilan komprehensif lain setelah pajak/ *Unrealized losses on marketable securities and Government Bonds, at fair value through other comprehensive income - net of tax*	Selisih kurs karena penjabaran laporan keuangan dalam mata uang asing/ *Exchange difference from translation of foreign currency financial statements*	Cadangan revaluasi aset/ *Asset revaluation reserve*	Saldo laba/*Retained earnings*		Saham treasuri/ *Treasury shares*	Cadangan kompensasi berbasis saham/ *Share-based compensation reserve*	Total ekuitas/ *Total equity*	
						Dicadangkan/ *Appropriated*					
						Cadangan umum dan wajib/ *General and legal reserves*	Tidak dicadangkan/ *Unappropriated*)*				
Saldo pada tanggal 31 Desember 2021	**9,054,807**	**19,633,584**	**1,888,401**	**(16,875)**	**15,383,157**	**2,778,412**	**70,937,585**	**(207,475)**	**-**	**119,451,596**	***Balance as of 31 December 2021***
Laba komprehensif tahun berjalan	-	-	(3,892,303)	(20,284)	-	-	18,755,454	-	-	14,842,867	*Comprehensive income for the year*
Pembagian dividen	-	-	-	-	-	-	(2,724,629)	-	-	(2,724,629)	*Distribution of dividends*
Alokasi pembagian saham treasuri untuk pembayaran bebasis saham	-	-	-	-	-	-	-	207,475	(207,475)	-	*Allocation of treasury shares for share-based compensation reserve*
Cadangan pembayaran berbasis saham	-	-	-	-	-	-	-	-	207,475	207,475	*Share-based payment*
Saldo pada tanggal 31 Desember 2022	**9,054,807**	**19,633,584**	**(2,003,902)**	**(37,159)**	**15,383,157**	**2,778,412**	**86,968,410**	**-**	**-**	**131,777,309**	***Balance as of 31 December 2022***

*) Termasuk di dalam saldo laba tidak dicadangkan adalah pengukuran kembali liabilitas imbalan kerja.

*) *Included in unappropriated retained earnings is the remeasurement of post employment benefit.*

PT BANK NEGARA INDONESIA (PERSERO) Tbk
ENTITAS INDUK/*PARENT ENTITY*

LAPORAN ARUS KAS
UNTUK TAHUN-TAHUN YANG BERAKHIR
31 DESEMBER 2023 DAN 2022
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED
31 DECEMBER 2023 AND 2022
(Expressed in millions of Rupiah, unless otherwise stated)

	2023	2022	
ARUS KAS DARI AKTIVITAS OPERASI			***CASH FLOWS FROM OPERATING ACTIVITIES***
Penerimaan pendapatan bunga	59,996,938	52,972,566	*Receipts from interest income*
Pembayaran beban bunga	(19,602,509)	(12,752,182)	*Payments of interest expense*
Pendapatan operasional lainnya	18,016,066	23,847,522	*Other operating income*
Beban operasional lainnya	(27,619,639)	(24,305,126)	*Other operating expenses*
Beban bukan operasional - bersih	(21,236)	(107,966)	*Non-operating expense - net*
Pembayaran pajak penghasilan	(5,077,826)	(4,713,856)	*Payment of income tax*
Arus kas sebelum perubahan dalam aset dan liabilitas operasi	**25,691,794**	**34,940,958**	***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:			*(Increase)/decrease in operating assets:*
Penempatan pada Bank Indonesia dan Bank lain	(120,097)	300,990	*Placements with Bank Indonesia and other banks*
Efek-efek dan Obligasi Pemerintah yang diukur pada nilai wajar melalui laporan laba rugi	(333,239)	2,325,901	*Marketable securities and Government Bonds at fair value through profit or loss*
Efek-efek yang dibeli dengan janji dijual kembali	1,446,686	10,615,696	*Securities purchased under agreements to resell*
Wesel ekspor dan tagihan lainnya	1,624,634	(936,193)	*Bills and other receivables*
Pinjaman yang diberikan	(59,673,241)	(72,015,974)	*Loans*
Tagihan akseptasi	2,425,696	1,586,955	*Acceptance receivables*
Biaya dibayar di muka	523,435	(122,829)	*Prepaid expenses*
Penempatan *term deposit* valas devisa hasil ekspor	(2,540,505)	-	*Foreign exchange term deposit from export activities*
Aset lain-lain	373,977	(869,570)	*Other assets*
(Penurunan)/kenaikan liabilitas operasi:			*(Decrease)/increase in operating liabilities:*
Liabilitas segera	463,089	132,625	*Obligations due immediately*
Simpanan nasabah	38,914,259	33,247,447	*Deposits from customers*
Simpanan dari bank lain	(3,321,556)	790,579	*Deposits from other banks*
Beban yang masih harus dibayar	224,262	112,737	*Accrued expenses*
Imbalan kerja	733,456	(201,995)	*Employee benefits*
Liabilitas akseptasi	467,160	(330,569)	*Acceptance payables*
Utang pajak	(48,402)	394,807	*Taxes payable*
Kewajiban atas penempatan *term deposit* valas devisa hasil ekspor	2,540,505	-	*Liabilites related to foreign exchange term deposit from export activities*
Liabilitas lain-lain	(93,483)	(145,974)	*Other liabilities*
Kas bersih diperoleh dari aktivitas operasi	**9,298,430**	**9,825,591**	***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	53,505,429	49,258,377	*Proceed of marketable securities measured at fair value through other comprehensive income and amortized cost*
Pembelian efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lain dan biaya perolehan yang diamortisasi	(56,048,294)	(53,072,923)	*Placement of marketable securities measured at fair value through other comprehensive income and amortized cost*
Penjualan dari Obligasi Pemerintah yang diukur pada nilai wajar melalui penghasilan komprehensif lain dan biaya perolehan yang diamortisasi	49,685,651	57,751,678	*Proceed from Government Bonds at fair value through other comprehensive income and amortized cost*

PT BANK NEGARA INDONESIA (PERSERO) Tbk
ENTITAS INDUK/*PARENT ENTITY*

LAPORAN ARUS KAS
UNTUK TAHUN-TAHUN YANG BERAKHIR
31 DESEMBER 2023 DAN 2022
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED
31 DECEMBER 2023 AND 2022
(Expressed in millions of Rupiah, unless otherwise stated)

	2023	2022	
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	(54,264,953)	(73,078,284)	*Placement of Government Bonds at fair value through other comprehensive income and amortized cost*
Pembelian aset tetap	(2,129,821)	(2,150,686)	*Acquisition of fixed assets*
Hasil penjualan aset tetap	3,298	488,007	*Proceeds from sale of fixed assets*
Penyertaan modal investasi asosiasi	-	(425,756)	*Capital injection in investment associate*
Investasi pada Entitas Anak	-	(3,500,000)	*Investment in Subsidiary*
Penyertaan pada Entitas Anak	(800,000)	(500,000)	*Capital injection in Subsidiary*
Kas bersih digunakan untuk aktivitas investasi	**(10,048,690)**	**(25,229,587)**	***Net cash used in investing activities***
ARUS KAS DARI AKTIVITAS PENDANAAN			***CASH FLOWS FROM FINANCING ACTIVITIES***
Penerimaan pinjaman yang diterima	15,162,991	13,071,735	*Receipt from borrowings*
Pembayaran pinjaman yang diterima	(20,455,830)	(9,691,700)	*Borrowings payment*
Penerimaan efek-efek yang dijual dengan janji dibeli kembali	4,011,546	1,042,592	*Proceed in securities sold under agreements to repurchase*
Penerimaan efek-efek yang diterbitkan	-	5,000,000	*Receipt from securities issued*
Pembayaran efek-efek yang diterbitkan	-	(3,000,000)	*Securities issued*
Saham treasuri	(179,960)	-	*Treasury shares*
Pembayaran liabilitas sewa	(211,769)	(304,015)	*Payment of lease liability*
Pembayaran dividen	(7,324,821)	(2,724,629)	*Payment of dividends*
Kas bersih (digunakan untuk)/ diperoleh dari aktivitas pendanaan	**(8,997,843)**	**3,393,983**	***Net cash (used in)/ provided from financing activities***
PENURUNAN BERSIH KAS DAN SETARA KAS	**(9,748,103)**	**(12,010,013)**	***NET DECREASE IN CASH AND CASH EQUIVALENTS***
KAS DAN SETARA KAS PADA AWAL TAHUN	**160,782,453**	**172,904,846**	***CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR***
Pengaruh perubahan kurs mata uang asing	(149,662)	(112,380)	*Effect of foreign currency exchange rate changes*
KAS DAN SETARA KAS PADA AKHIR TAHUN	**150,884,688**	**160,782,453**	***CASH AND CASH EQUIVALENTS AT END OF YEAR***

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* 2023	Arus kas/ *Cash flow*	Lain-lain/ *Others*	31 Desember / *December* 2023	
Pinjaman yang diterima	35,158,141	(5,292,840)	53,890	29,919,191	*Borrowings*
Efek-efek yang dijual dengan janji dibeli kembali	2,885,286	4,011,546	(5,655)	6,891,177	*Securities sold under agreements to repurchase*
Efek-efek yang diterbitkan	4,997,198	-	1,082	4,998,280	*Securities issued*
Efek-efek subordinasi	17,213,150	-	(284,419)	16,928,731	*Subordinated securities*
Pembayaran dividen	-	(7,324,821)	7,324,821	-	*Payment of dividends*
Saham treasuri	-	(179,960)	-	(179,960)	*Treasury shares*
Liabilitas sewa	1,082,863	(211,769)	362,864	1,233,958	*Lease liabilities*
	61,336,638	**(8,997,844)**	**7,452,583**	**59,791,377**	

	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 treasuri	(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. 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.

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. Informasi Umum	
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:	18-23
i) Net interest income;	
ii) Operating profit;	
iii) Profit before tax;	
iv) Net profit;	
v) Total comprehensive profit (loss);	
vi) Net income per share;	
vii) Total assets;	
viii) Total liabilities;	
ix) Total equity;	
x) Earning assets;	
xi) Third party funds;	
xii) Borrowing;	
xiii) CAR;	
xiv) Return on Assets (ROA);	
xv) Return on Equity (ROE);	
xvi) Profit margin (loss) to income ratio)	
xvii) Operating Expenses to Operating Income Ratio (BOPO);	
xviii) Cost to Income Ratio (CIR);	
xix) Percentage of violations and Exceedance of Legal lending Limit (BMPK);	
xx) Mandatory Minimum Reserves (GWM) ration;	
xxi) Net Open Position (PDN) Ratio; And	
xxii) Other information and ratios relevant to the banking industry.	
b. Bank Profile	
The Bank Profile covers at the very least:	
1) Name of the Bank, including if there is a name change, the reason for the change, and the effective date of the name change in the financial year;	72; 77
2) Access to Banks, including branch offices or representative offices that enable the public to obtain information regarding Issuers or Public Companies, including:	73-74
•Address;	√
•Telephone number;	√
•Electronic mail address; and	√
•Website address;	√
3) Brief history of the Bank;	76-77
4) Bank vision and mission;	78-79
5) Business activities according to the latest articles of association, business activities carried out in the financial year, as well as the types of goods and/or services produced;	82-85
6) The Bank's organizational structure is at least 1 (one) level below the board of directors, accompanied by name and position;	88-89

DESCRIPTION	PAGE
7) Shareholders structue and composition, namely the names of shareholders and percentage of ownership, including:	152-158
•Shareholders structue and composition, namely the names of shareholders and percentage of ownership, including:	√
•Members of the board of directors and members of the board of commissioners who own Bank shares;	√
•Public shareholder groups, namely groups of shareholders who each own less than 5% (five percent) of the Bank's shares;	√
•Information regarding the main and controlling shareholders of the Bank, both directly and indirectly, down to individual owners, presented in the form of a scheme or chart;	√
8) Name of subsidiary entities, associated companies or joint venture companies where the Bank exercise a joint control with the entity, with the percentage of share ownership, lines of business, total assets, and operating status of the entity (if any);	160-168
9) For subsidiary entities, include information on address of such subsidiary entities;	162-166
10) Profiles of the Board of Directors and Board of Commissioners, covering at least:	92-104; 106-118
•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.	√
11) 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);	104-105; 118-120
12) Brief profiles of executive officers, with structure, position and summary curriculum vitae;	126-144
13) Total headcount, and employee distribution in the Fiscal Year by education and age; and	145-147
14) Domestic and international awards and/or certifications received by the Bank in the last Fiscal Year (if any), which covers:	191-195
•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	54-67
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;	
ii) Comparison between achievement and targets;	
iii) Constraints faced by the Bank;	
iv) Overview of business prospects;	
v) Implementation of Bank Governance;	
vi) Changes in the composition of the Board of Directors and reason for such changes (if any)	
vii) Organization structure;	
viii) Primary activities;	
ix) Information Technology;	

DESCRIPTION	PAGE
x) Types of products and services, including lending to debtors in the micro, small and medium business sectors;	
xi) Interest rates on deposits and loans;	
xii) Developments in the economy and target market;	
xiii) Business and partnership networks, domestic and/or overseas;	
xiv) Number, types and location of offices;	
xv) Ownership by the Board of Directors, Board of Commissioners and shareholders in the Bank business group;	
xvi) Significant changes in the Bank or the Bank business group in the reporting year;	
xvii) Prediction of significant future issues; and	
xviii) Human resources, covering number of employees as well as education, training, and development programs for human resources.	
b. Report of the Board of Commissioners	44-52
The report of the Board of Commissioners covers at least:	
i) Assessment of the performance of the Board of Directors in the management of the Bank;	
ii) Supervision of the implementation of Bank's strategies;	
iii) Opinion on the business prospects as prepared by the Board of Directors;	
iv) Opinion on the implementation of Bank governance;	
v) Changes in the composition of the Board of Commissioners and reason for such changes (if any); and	
vi) Frequency and mechanism for advising members of the Board of Directors;	
c. Management Discussion & Analysis	198-374
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:	
•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:	
•Investment of funds (investments and disbursement of loans/financing) and total assets;	
•Third party funds and other sources of funding;	
•Equity;	
•Income, expenses, profit (loss), other comprehensive income, and total comprehensive profit (loss);	
•Cash flows; and	
•Prime lending rate;	
iii) Analysis of the quality of earning assets and relevant financial ratios;	
iv) Capital structure of Bank;	
v) Material information and facts subsequent to the date of accountant report (if any); and	
vi) Marketing aspects of Bank's products, at least on marketing strategy amd market share;	
3. Information on Risk Exposure and Capital	
Risk and capital exposures include annual period risk and capital exposure reports as stipulated in Part II of the risk and capital exposure publication report.	430-587
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.	589-1068
5. Sustainability Report	
a. Sustainability Report 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.	
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.	

DESCRIPTION	PAGE
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 Financial Services Authority.	
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:	170-171; 615
i) Structure of the Bank business group, covering:	170-171
•The structure of the business group, comprising the Bank, Subsidiary Entities, related (sister) companies, Parent Entity, and up to the ultimate shareholder;	170-171
•The structure of management inter-relationship of entities in the business group; and	152-158; 170-171
•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;	
ii) Transactions between the Bank and related parties in the Bank's business group, with consideration of the following:	
•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;	
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	
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;	
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.	√
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.	√

DESCRIPTION	PAGE
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;	
b. Stock information (if any);	
c. Report of the Board of Directors;	
d. Report of the Board of Commissioners;	
e. Profile of the Issuer or Public Company;	71
f. Management analysis and discussion;	197
g. Governance of Issuers or Public Companies;	589
h. Social and environmental responsibility of the Issuer or Public Company;	1071
i. Audited annual financial report; and	1129
j. Statement letter of members of the Board of Directors and members of the Board of Commissioners regarding their responsibility for the Annual Report.	68-69
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:	18-23
i) Income/sales;	
ii) Gross profit;	
iii) Profit (loss);	
iv) The amount of profit (loss) attributable to owners of the parent entity and non-controlling interests;	
v) Total comprehensive profit (loss);	
vi) Total comprehensive profit (loss) attributable to owners of the parent entity and non-controlling interests;	
vii) Earning (loss) per share;	
viii) Total assets;	
ix) Total liabilities;	
x) Total equity;	
xi) Ratio of profit (loss) to total assets;	
xii) Ratio of profit (loss) to equity;	
xiii) Ratio of profit (loss) to revenue/sales;	
xiv) Current ratio;	
xv) Ratio of liabilities to equity;	
xvi) Ratio of liabilities to total assets; and	
xvii) Other information and financial ratios relevant to the Issuer or Public Company and the type of industry.	
b. Stock information Stock information for a Public Company shall at least contain:	27-29
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;	
•market capitalization based on the price on the stock exchange where the shares are listed;	
•the highest, lowest, and closing share prices based on prices on the stock exchange where the shares are listed; and	
•trading volume on the stock exchange where the shares are listed.	
ii) Information in letter b), letter c) and letter d) is only disclosed if the shares are listed on a stock exchange;	

DESCRIPTION	PAGE
•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:	
•the date of implementation of the corporate action;	
•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;	
•the number of outstanding shares before and after the corporate action;	
•the number of convertible securities exercised (if any); and	
•the share price before and after the corporate action;	
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	
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).	
c. Board of Directors' Report	54-67
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;	
•role of the Board of Directors in formulating strategies and strategic policies of Issuers or Public Companies;	
•process carried out by the Board of Directors to ensure the implementation of the Issuer's or Public Company's strategy;	
•comparison between the results achieved and those targeted by the Issuer or Public Company; and	
•obstacles faced by Issuers or Public Companies;	
ii) description of the business prospects of the Issuer or Public Company; and	
iii) implementation of the governance of Issuers or Public Companies.	
iv) Perubahan komposisi anggota Direksi dan alasan perubahannya (jika ada);	
d. Board of Commissioners' Report	44-52
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;	
ii) views on the business prospects of the Issuer or Public Company prepared by the Board of Directors; and	
iii) views on the implementation of governance of the Issuer or Public Company.	
e. Issuer or Public Company Profile	72-195
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;	72; 77
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:	73
•address;	√
•telephone number;	√
•e-mail address; and	√
•website address;	√
iii) brief history of the Issuer or Public Company;	76-77
iv) vision and mission of the Issuer or Public Company as well as the corporate culture or corporate values;	78-81
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;	82-85
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.	86-87
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;	88-89
viii) list of industry association memberships both on a national and international scale related to the implementation of sustainable finance;	90-91

DESCRIPTION	PAGE
ix) Directors' profile, at least containing:	92-105
•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:	√
•name and position;	√
•recent photograph;	√
•age;	√
•nationality;	√
•education history and/or certification;	√
•position 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;	√
•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;	√
•statement of independence of the independent commissioner in the event that the independent commissioner has served more than 2 (two) terms; and	√
•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.	145-148
xiii) names of shareholders and percentage of ownership at the beginning and end of the fiscal year, which consists of information regarding:	153
•shareholders who own 5% (five percent) or more shares of the Issuer or Public Company;	155

DESCRIPTION	PAGE
•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	92-103; 106-117
•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;	155
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;	92-103; 156-157
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:	√
•ownership in local institutions;	√
•ownership in foreign institutions;	√
•local individual ownership; and	√
•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;	158
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; For a subsidiary, information about the address of the subsidiary is added.	160-168
xvii) 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);	172-173
xviii) 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);	174-185
xix) information on the use of a public accountant (AP) and a public accounting firm (KAP) services and their networks/associations/alliances include:	186
•name and address;	√
•assignment period;	√
•information on audit and/or non-audit services provided;	√
•audit and/or non-audit fees for each assignment given during the fiscal year; and	√
•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/aliances can be presented in tabular form.	
xx) name and address of capital market supporting institutions and/or professionals other than AP and KAP	186-187
f. Management Analysis and Discussion	196-374
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:	206-263
•production, which includes the process, capacity, and development;	
•income/sales; and	
•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:	280-311
•current assets, non-current assets, and total assets;	
•current liabilities, long term liabilities, and total liabilities;	

DESCRIPTION	PAGE
•equity;	
•income/sales, expenses, profit (loss), other comprehensive income, and total comprehensive profit (loss); and	
•cash flows;	
iii) ability to pay debts or obligations by presenting the relevant ratio calculations;	321
iv) collectibility level of the Issuer's or Public Company's receivables by presenting the relevant ratio calculations;	322-330
v) capital structure and management policies on the capital structure with the basis for determining the said policy;	331-332
vi) discussion of material ties for capital goods investment with an explanation that at least contains:	332-333
•the purpose of the bond;	
•the expected source of funds to fulfill the commitment;	
•the currency in which it is denominated; and	
•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:	333
•type of capital goods investment;	
•the purpose of capital goods investment; and	
•the total of capital goods investments;	
viii) information and material facts occurring after the date of the accountant's report (if any);	333
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;	339
x) comparison between the target/projection at the beginning of the fiscal year with the results achieved (realization), regarding:	334-336
•income/sales;	
•profit (loss);	
•capital structure; or	
•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:	340
•profit (loss);	
•Laba (rugi);	
•capital structure; or	
•dividend policy; or	
•other matters deemed important to the Issuer or Public Company;	
xii) marketing aspects of the goods and/or services of the Issuer or Public Company, at least regarding the marketing strategy and market share;	341-343
xiii) description of dividends for the last 2 (two) fiscal years, at least:	344-346
•dividend policy, which includes information on the percentage of dividends distributed to net income;	
•date of payment of cash dividends and/or date of distribution of non-cash dividends;	
•the amount of dividends per share (cash and/or non-cash); and	
•the amount of dividends paid annually;	
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:	349-354
•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	
•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:	356-364

DESCRIPTION	PAGE
•date, value, and object of the transaction;	
•name of the party conducting the transaction;	
•nature of the affiliation relationship (if any);	
•explanation of the fairness of the transaction;	
•compliance with related provisions; and	
•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:	
» 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	
» 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;	
•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;	
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.	
•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	
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	365-373
xvii) changes in accounting policies, reasons and impact on financial statements (if any).	374
g. Issuer or Public Company Governance	589-1068
The governance of the Issuer or Public Company shall at least contain a brief description of:	
i) GMS, at least contains:	
•Information regarding the resolutions of the GMS in the fiscal year and 1 (one) year prior to the fiscal year include:	620-636
» Information regarding the resolutions of the GMS in the fiscal year and 1 (one) year prior to the fiscal year include:	√
» 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;	√
•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;	619; 622; 629;
ii) The Board of Directors, at least contains:	637-679
•duties and responsibilities of each member of the Board of Directors;	641-646
•Information regarding the duties and responsibilities of each member of the Board of Directors is described and can be presented in tabular form.	
•a statement that the Board of Directors has guidelines or charter for the Board of Directors;	637
•kebijakan dan pelaksanaan frekuensi rapat Direksi, rapat Direksi bersama Dewan Komisaris, dan tingkat kehadiran anggota Direksi dalam rapat tersebut termasuk kehadiran dalam RUPS;	652-666
•Informasi tingkat kehadiran anggota Direksi dalam rapat Direksi, rapat Direksi bersama Dewan Komisaris, atau RUPS dapat disajikan dalam bentuk tabel.	
•training and/or competency development of members of the Board of Directors:	666-677
» 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	666
» training and/or competency improvement attended by members of the Board of Directors in the fiscal year (if any);	666-677
•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:	679
» performance appraisal procedures; and	679

DESCRIPTION	PAGE
» the criteria used are performance achievements during the fiscal year, are competence and attendance at meetings; and	679
•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:	680-723
•duties and responsibilities of the Board of Commissioners;	685-687
•) a statement that the Board of Commissioners has guidelines or charter for the Board of Commissioners;	680
•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;	690-707
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.	
•training and/or competency improvement of members of the Board of Commissioners:	708-712
» 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	708
» competency training and/or development attended by members of the Board of Commissioners in the fiscal year (if any);	708-712
•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:	717-721
» procedures for implementing performance appraisals;	717; 719
» criteria used are performance achievements during the fiscal year, competency and attendance at meetings; and	717; 720
» party conducting the assessment; and	717; 719
•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:	722-723
» performance appraisal procedures; and	723
» the criteria used are performance achievements during the fiscal year, competency and attendance at meetings;	723
iv) The nomination and remuneration of the Board of Directors and the Board of Commissioners shall at least contain:	727-737
•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	727-728
•procedures and implementation of remuneration for the Board of Directors and the Board of Commissioners, among others:	728
» procedures for determining remuneration for the Board of Directors and the Board of Commissioners;	729; 733
» the remuneration structure of the Board of Directors and the Board of Commissioners such as salary, allowances, tantiem/bonus and others; and	729-731; 734-735
» 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.	732-733; 736-737
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:	752-767; 115; 114; 117
•name and position in committee membership;	752-767; 115; 114; 117
•age	752-767; 115; 114; 117

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•nationality;	752-767; 115; 114; 117
•educational history;	752-767; 115; 114; 117
•position history, including information on:	752-767; 115; 114; 117
» 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;	√
•work experience and period of time both inside and outside the Issuer or Public Company;	755-756
•statement of independence of the audit committee;	758
•training and/or competency improvement that have been followed in the fiscal year (if any);	758-759; 709-711
•policies and implementation of the frequency of audit committee meetings and the level of attendance of audit committee members in those meetings; and	760-764
•the implementation of the audit committee's activities for the fiscal year in accordance with the guidelines or charter of the audit committee;	765-767
vii) the implementation of the audit committee's activities for the fiscal year in accordance with the guidelines or charter of the audit committee;	768-787
•name and position in committee membership;	771-772; 106-117
•age;	771-772; 106-117
•nationality;	771-772; 106-117
•educational history;	771-772; 106-117
•position history, including information on:	771-772; 106-117
» 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;	771-772
•statement of committee independence;	774-775
•training and/or competency improvement that have been followed in the fiscal year (if any);	775-777; 709-712
•description of duties and responsibilities;	777-779
•a statement that it has a guideline or charter;	779
•policies and implementation of the frequency of meetings and the level of attendance of members at the meeting;	779-786
•brief description of the implementation of activities in the fiscal year; and	786-787
•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:	787-798; 798-815 822; 823-824; 824-826; 826-830; 831-832; 832-834; 834-836; 836-838; 839-841; 841-842

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	789-790; 108; 111; 113; 116 800-805; 106-107; 109; 110; 112
•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:	822; 823-824; 824-826; 826-830; 831-832; 832-834; 834-836; 836-838; 839-841; 841-842
	789-790; 108; 111; 113; 116 800-805; 106-107; 109; 110; 112
•age;	822; 823-824; 824-826; 826-830; 831-832; 832-834; 834-836; 836-838; 839-841; 841-842
	789-790; 108; 111; 113; 116 800-805; 106-107; 109; 110; 112
•nationality;	822; 823-824; 824-826; 826-830; 831-832; 832-834; 834-836; 836-838; 839-841; 841-842
	789-790; 108; 111; 113; 116 800-805; 106-107; 109; 110; 112
•educational history;	822; 823-824; 824-826; 826-830; 831-832; 832-834; 834-836; 836-838; 839-841; 841-842
	789-790; 108; 111; 113; 116 800-805; 106-107; 109; 110; 112
•position history, including information on:	822; 823-824; 824-826; 826-830; 831-832; 832-834; 834-836; 836-838; 839-841; 841-842
» 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	√

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» work experience and period of time both inside and outside the Issuer or Public Company;	√
	789-790; 108; 111; 113; 116 800-805; 106-107; 109; 110; 112
•period and term of office of the committee members;	822; 823-824; 824-826; 826-830; 831-832; 832-834; 834-836; 836-838; 839-841; 841-842
	791-792; 806
•statement of committee independence;	822; 823-824; 824-826; 826-830; 831-832; 832-834; 834-836; 836-838; 839-841; 841-842
	792-793; 709-711; 806-809; 709; 710; 711; 712
•training and/or competency improvement that have been followed in the fiscal year (if any); and	822; 823-824; 824-826; 826-830; 831-832; 832-834; 834-836; 836-838; 839-841; 841-842
	794-795; 810
•description of duties and responsibilities;	822; 823-824; 824-826; 826-830; 831-832; 832-834; 834-836; 836-838; 839-841; 841-842
	795; 810
•a statement that the committee has had guidelines or charters;	822; 823-824; 824-826; 826-830; 831-832; 832-834; 834-836; 836-838; 839-841; 841-842
	795-797; 810-813
•policies and implementation of the frequency of committee meetings and the level of attendance of committee members at the meeting; and	822; 823-824; 824-826; 826-830; 831-832; 832-834; 834-836; 836-838; 839-841; 841-842

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•a brief description of the committee's activities for the fiscal year;	798; 814-815; 822; 823-824; 824-826; 826-830; 831-832; 832-834; 834-836; 836-838; 839-841; 841-842
ix) Corporate secretary, at least contains:	816-821
•name;	818
•domicile;	818
•position history, including:	818
» 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;	818
•training and/or competency improvement followed during the fiscal year; and	818-819
•a brief description of the implementation of the duties of the corporate secretary for the fiscal year;	819-820
x) Internal audit unit, at least contains:	842-854
•name of the head of the internal audit unit;	843
•position history, including:	843
» 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);	843
•training and/or competency improvement to be followed during the fiscal year;	843-844
•structure and position of the internal audit unit;	844
•description of duties and responsibilities;	845
•) a statement that the internal audit unit has had guidelines or charters; and	847
•) 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;	845
xi) a description of the internal control system implemented by the Issuer or Public Company, at least containing:	868-872
•financial and operational control, as well as compliance with other laws and regulations;	868
•review of the effectiveness of the internal control system; and	872
•statement of the Board of Directors and/or Board of Commissioners on the adequacy of the internal control system;	872
xii) statement of the Board of Directors and/or Board of Commissioners on the adequacy of the internal control system;	873-897
•general description of the risk management system of the Issuer or Public Company;	873
•types of risks and how to manage them;	881
•review of the effectiveness of the Issuer's or Public Company's risk management system; and	881
•statement of the Board of Directors and/or the Board of Commissioners or the audit committee on the adequacy of the risk management system;	897
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:	898-902
•subject matter/claim;	898-902
•status of settlement of cases/claims; and	898-901
•effect on the condition of the Issuer or Public Company;	901
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);	903
xv) information regarding the code of ethics of the Issuer or Public Company includes:	904-905
•main points of the code of ethics;	904
•form of socialization of the code of ethics and its enforcement efforts; and	904-905

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•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;	904
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);	906-908
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:	956-961
•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	√
•implementation of the policy;	√
xviii) a description of the whistleblowing system at the Issuer or Public Company, at least containing:	963-965
•method of submitting a violation report;	963
•protection for whistleblowers;	964
•complaint handling;	
•party managing the complaint; and	963
•result of complaint handling, at least:	965
» number of complaints received and processed in the fiscal year; and	965
» follow-up on complaints;	965
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:	966
•programs and procedures implemented in overcoming corrupt practices, kickbacks, fraud, bribery and/or gratification in Issuers or Public Companies; and	966
•anti-corruption training/socialization to employees of Issuers or Public Companies;	966
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:	1.002-1.009
•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	
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 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;	√

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	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;	√
	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	
	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.	
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.	68-69

Annual Report 2023

From Local to Global

Serving the Country, the Pride of the Nation

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