

**Bumn** UNTUK INDONESIA

**btn**  
JAKARTA  
INTERNATIONAL  
MARATHON



# 1Q25 Results Presentation

PT Bank Tabungan Negara (Persero) Tbk  
Jakarta, 24 April 2025





# Board of Commissioners



**Suryo Utomo\*)**  
President Commissioner

Currently serving as Directorate General of Taxes of Ministry of Finance.



**Dwi Ary Purnomo\*)**  
Vice President Commissioner

Currently serving as Assistant Deputy of Risk Management and Compliance of Ministry of State-Owned Enterprise (SOE).



**Fahri Hamzah\*)**  
Commissioner

Currently serving as Vice Minister of Ministry of Housing and Residential Area (Kementerian PKP).



**Ida Nurhayati\*)**  
Independent Commissioner

Served as Head of Human Resources Department of Bank Indonesia and Head of Payment System Management Department of Bank Indonesia.



**Pietra Machreza Paloh\*)**  
Independent Commissioner

Served as Commissioner of PT Mandiri Energindo Sejahtera and Director Operations of PT Walinusa.



**Panangian Simanungkalit\*)**  
Independent Commissioner

Served as President Director of Panangian School of Property.

\*) Effective following approval of Fit & Proper Test by Otoritas Jasa Keuangan (OJK)

## Board of Directors (1/2)

Experienced and Professional Management Team



**Nixon L.P. Napitupulu**  
President Director

Served as Vice President Director and Director of Finance Planning and Treasury at PT Bank Tabungan Negara (Persero) Tbk



**Oni Febriarto Rahardjo**  
Vice President Director

Served as Vice President Director at Perum Perumnas and Director of Commercial Banking at PT Bank Tabungan Negara (Persero) Tbk



**Setiyo Wibowo**  
Director Risk Management

Served as Consumer Credit Risk & Analytics Group Head and Credit Portfolio Risk Group Head at PT Bank Mandiri (Persero) Tbk



**Hirwandi Gafar**  
Director Consumer Banking

Served as Subsidized Mortgage Lending Division Head and Business Development of Subsidized Mortgage Dept Head at PT Bank Tabungan Negara (Persero) Tbk



**Nofry Rony Poetra**  
Director Finance & Strategy

Served as Treasury Division Head and Head of Regional Office I at PT Bank Tabungan Negara (Persero) Tbk



**Eko Waluyo**  
Director Human Capital & Compliance

Served as Human Capital Management Division Head and Corporate Secretary Division Head at PT Bank Tabungan Negara (Persero) Tbk

## Board of Directors (2/2)

Experienced and Professional Management Team



**I Nyoman Sugiri Yasa\*)**  
Director Operations

Served as SEVP  
Operations at PT  
Bank Rakyat  
Indonesia  
(Persero) Tbk.



**Venda Yuniarti\*)**  
Director Treasury &  
International Banking

Served as Group Head  
Overseas Banking  
Network and Group  
Head Financial  
Institution at PT Bank  
Mandiri (Persero) Tbk.



**Rully Setiawan\*)**  
Director Network & Retail  
Funding

Served as Interim  
President Director of PT  
Mandiri Utama Finance  
and Director Finance  
and Risk Management  
of PT Mandiri Utama  
Finance.



**Helmy Afrisa Nugroho\*)**  
Director Corporate Banking

Served as Group  
Head of Corporate  
Banking 3 at PT Bank  
Mandiri (Persero)  
Tbk.



**Hermita\*)**  
Director Commercial  
Banking

Served as SEVP  
Consumer Banking at PT  
BPD Jawa Timur Tbk and  
SVP of Smart City,  
Business Optimization  
at PT Bank Negara  
Indonesia (Persero) Tbk.



**Tan Jacky Chen\*)**  
Director Information  
Technology

Served as Digital  
Banking Product  
Development Division  
Head and Digital  
Banking Division Head  
at PT Bank Tabungan  
Negara (Persero) Tbk.

\*) Effective following approval of Fit & Proper Test by Otoritas Jasa Keuangan (OJK)



## Scan To Download the Materials



**Material Presentation**



**Annual Report**



**Sustainability Report**



■ Macroeconomics & Management Highlights	07
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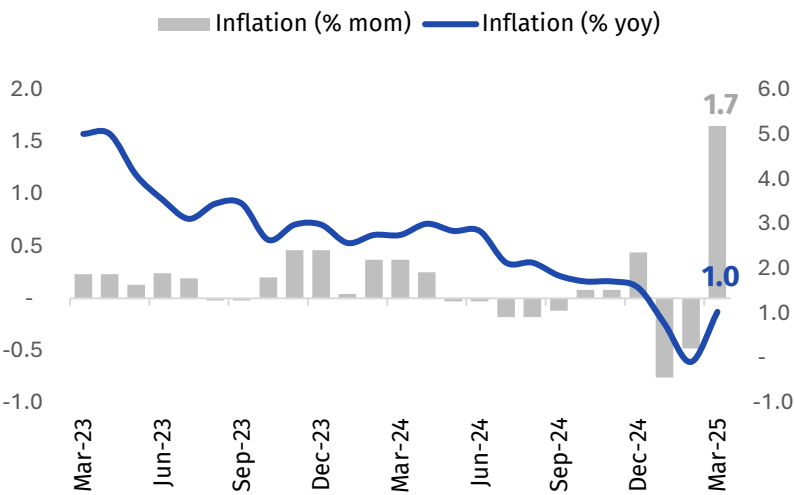
# Macroeconomics & Management Highlights



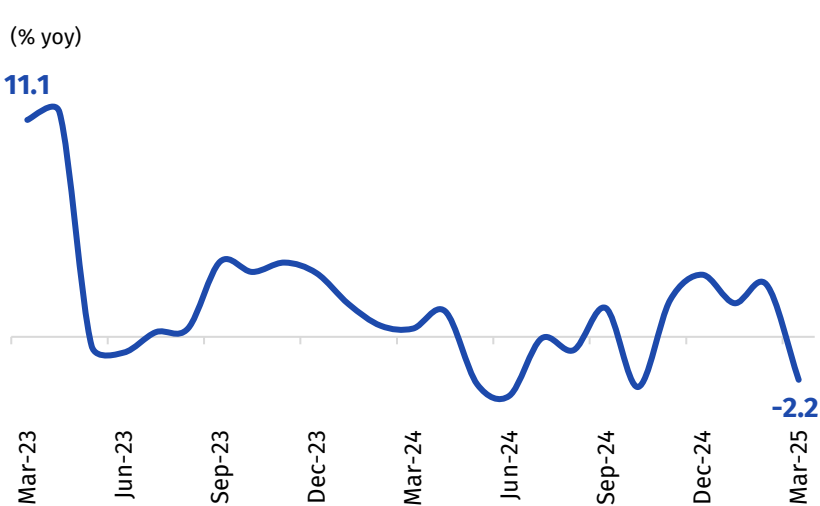
# Macroeconomic Highlight

Macroeconomic environment faces more challenges in 2025

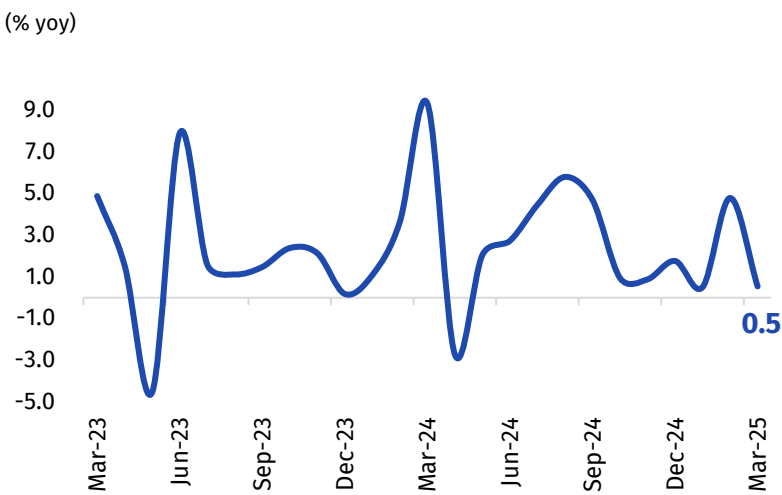
## Inflation rate stays anchored



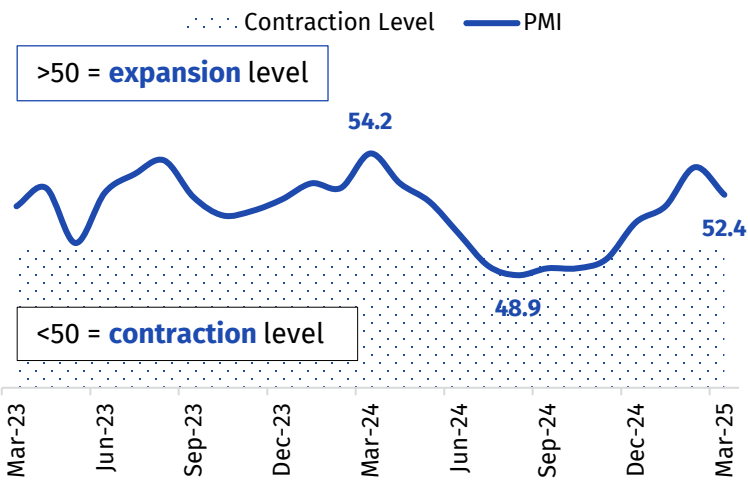
## Negative growth on Consumer Confidence (CCI)



## A stagnant growth on Retail Sales Index (RSI)



## Expansion on manufacturing index



## Key Takeaways

- ❑ Inflation rate remained low at 1.0%, with low purchasing power.
- ❑ Hence, Consumer Confidence Index had a negative growth in March 2025
- ❑ The Retail Sales Index recorded minor growth, indicating persistent challenges in consumer demand.
- ❑ The Manufacturing Condition in Indonesia, shown by PMI, were at the expansion levels (>50) but showed a slowing trend after Eid.

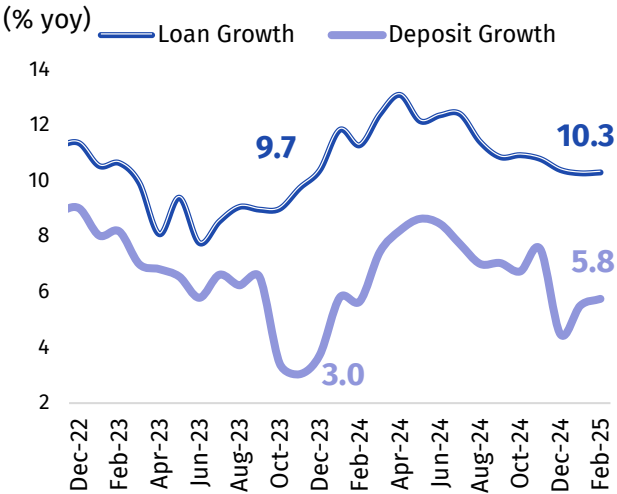
Source: Statistics Indonesia, CEIC



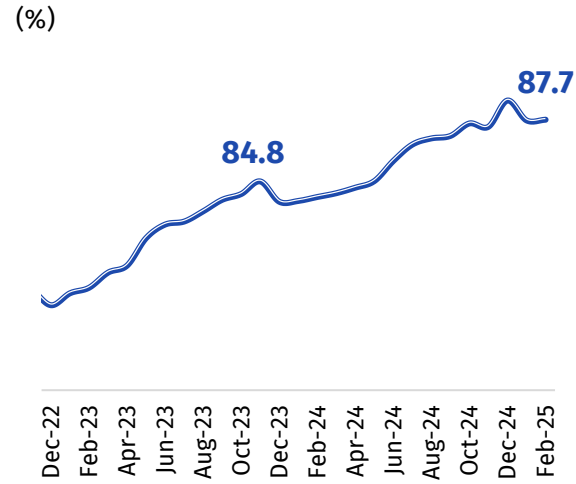
# Banking Sector Highlight

Loan still grew faster than deposit...

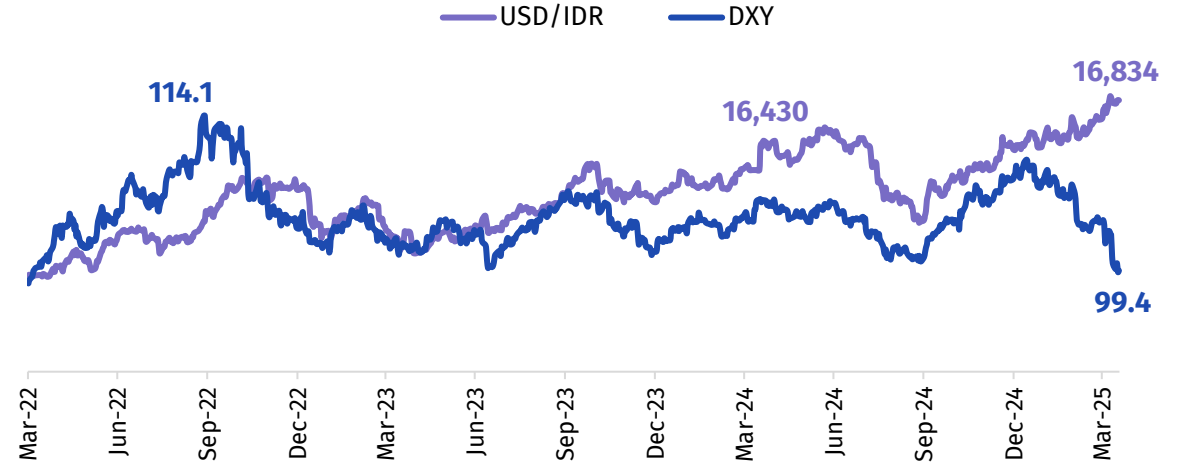
## Industry Loan & Deposit Growth



## Loan to Deposit Ratio



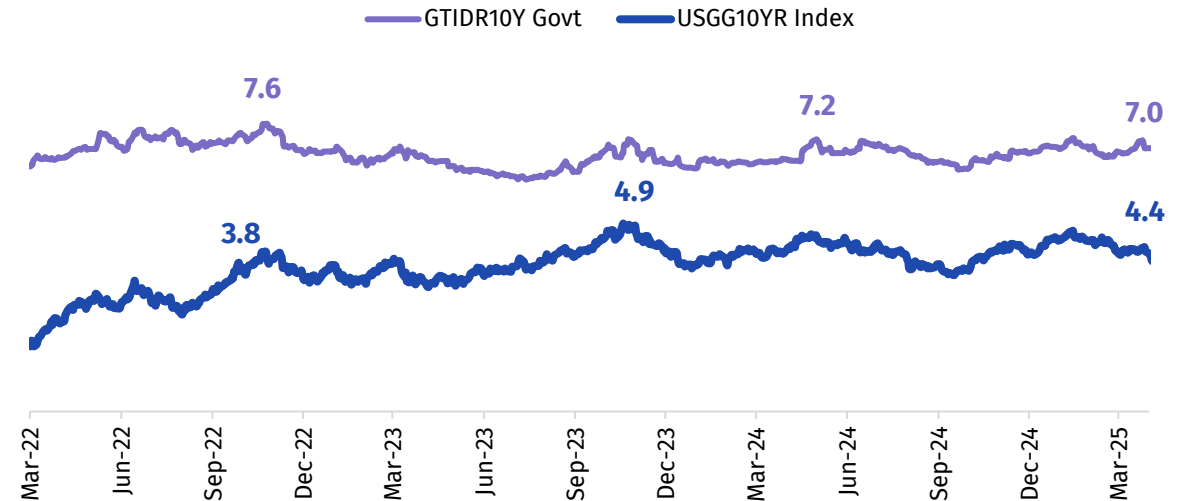
## DXY & USD/IDR Movement



## Key Takeaways

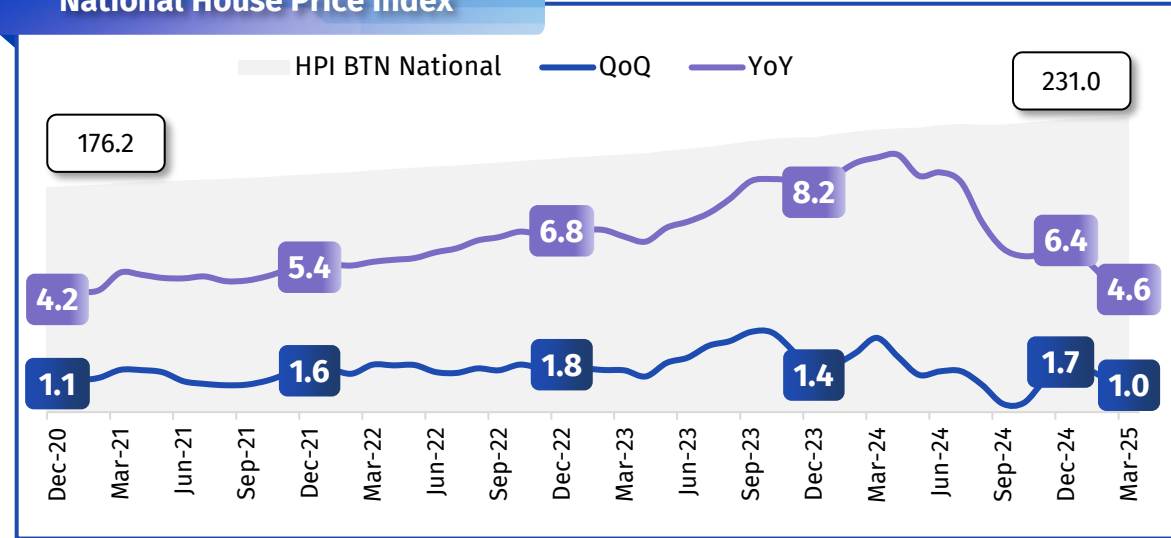
- ❑ In the banking sector, the **loan grew higher than the deposit growth**, signaling a continuous funding gap. Thus, **LDR climbed to 87.7%** in Feb-25 (vs **84.0%** in Feb-24), indicating a tighter liquidity condition which contributes to a higher cost of fund.
- ❑ Indonesia's macroeconomic condition has faced more challenges throughout the beginning of 2025 as **global volatility increased**, translate to weaker IDR with IDR 16,834/USD in the end of March 2025.
- ❑ Global uncertainty has kept **the Indonesian 10-Year Government Bond Yield** elevated at around **7.0%**.

## US & IDR 10 Years Government Yield Movement

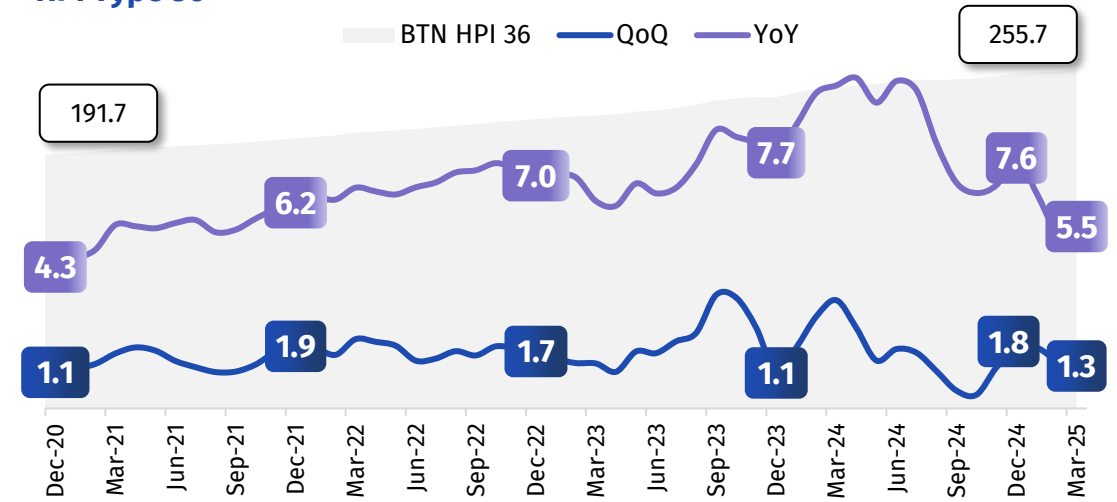


# BTN House Price Index (BTN HPI) as of March 2025

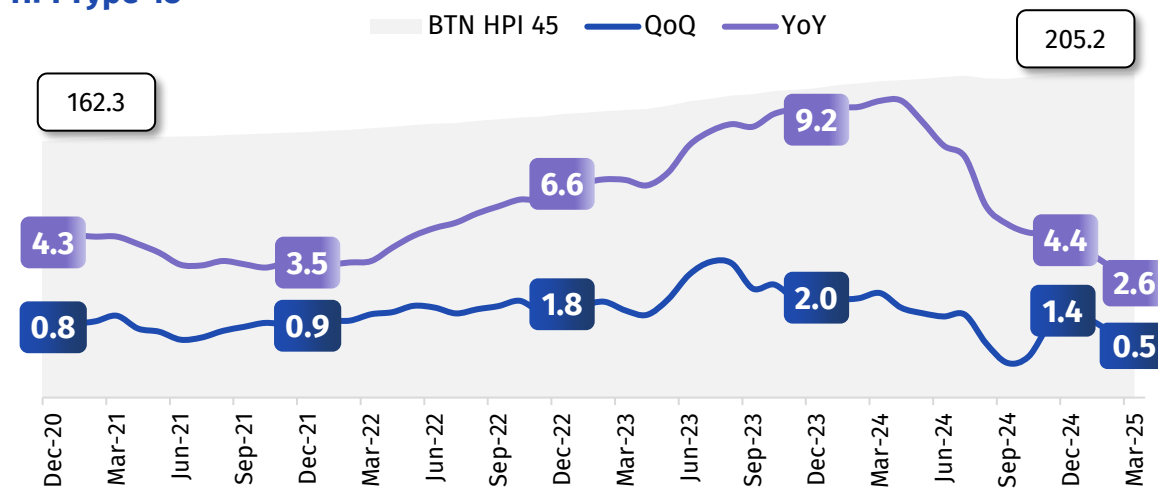
## National House Price Index



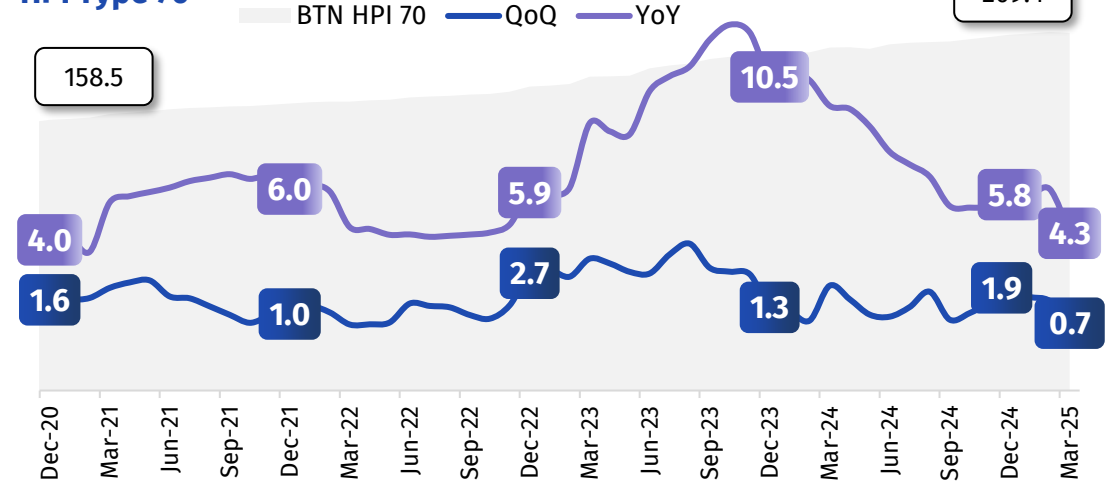
## HPI Type 36



## HPI Type 45



## HPI Type 70





# 75 Years of BTN

BTN holds a strong position in the housing sector as the primary contributor to the National Housing Program, particularly serving the low-to-middle income segment.

## Business Positioning in 1Q25



**Rp 469 Tn**

of Total Assets and maintain its position as the 5th largest bank in Indonesia.

**85%**

of total portfolio is a housing-related segment.

**39%**

Market share in national mortgage, the leader among others (as of Mar-25)

**82%**

Market share in the national affordable housing program.

**5.6 Million Houses**

has been disbursed by BTN since 1976

**>8,000**

Developer partners and 3,000 notaries have collaborated BTN, mostly affordable residential developers

## Collaboration with Strategic Institutional Partners

Cooperate with stakeholders both national and worldwide **to support funding and business**



BTN x AlQilaa Synergy to **build one million housing units**

## BTN's Latest Rating

**FitchRatings**  
As of Oct-24

**AA+**  
(Stable)

**Moody's**  
As of Nov-24

**Baa2**  
(Stable)



**PEFINDO**  
CREDIT RATING AGENCY  
As of Jul-24

**AAA**  
(Stable)

# Embarking on a New Journey With A Sharpened Vision

Built on a strong foundation as one of Indonesia's top consumer bank, ready to go beyond

## Vision

*BTN unveils its 2025 Aspiration – Putting consumers first by providing comprehensive financial solutions for Indonesian Families*

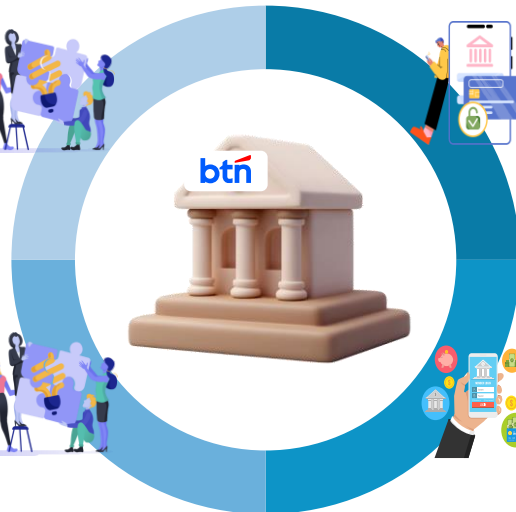
## “To be the Leading Partner in Empowering the Financials of Indonesian Families”

*... by building on a Strong Foundation to Strengthen Its Position as One of Indonesia's Leading Consumer Banks and To Go Beyond in 2025*

**Beyond mortgages by providing comprehensive banking solutions** through streamlined processes and innovative products.



**Building a Sustainable Funding Engine** by growing low-cost transactional CASA.



**Driving segment expansion through new business growth**, with a focus on enhancing services, customer experiences, and transactions.



**Unlocking Potential through Seamless Transactions**





# 2025 Strengthening Engine for Sustainable Funding

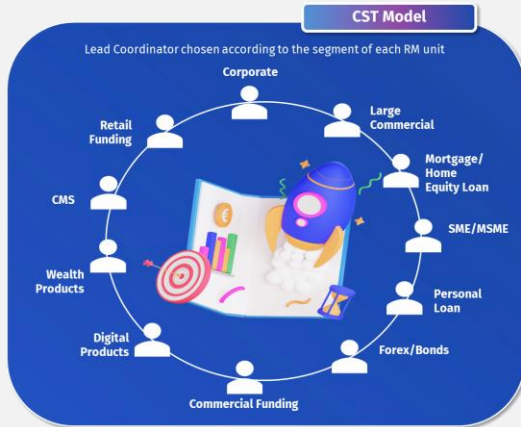


# BTN's 1Q25 Journey : Strengthening Engine for Sustainable Funding

Continuously transforming to be a game-changer, delivering exceptional service in a disruptive era

## Integrating Business Model to Maximize the Profitability

Establishing Client Service Team (CST) to integrate several business units to enhance the productivity



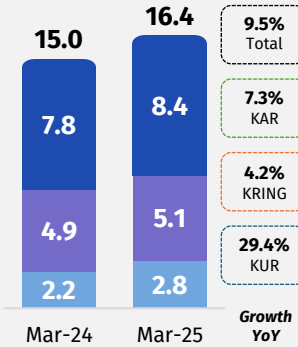
## Driving Segment Expansion though New Business Growth

Mortgage Disbursement from Sales Center in 1Q25 ~**IDR 324.8 Bn**



## Offering Beyond Mortgage with Comprehensive Solutions

Outstanding High Yield Loan **IDR 16.4 Tn**



Share Portfolio High Yield Loan %

**4.3%**  
Mar-24

**4.5%**  
Mar-25

## Unlocking Potential through Seamless Transactions

*"Newly launched Bale by BTN as BTN The Ultimate Super App to fulfill customer needs"*

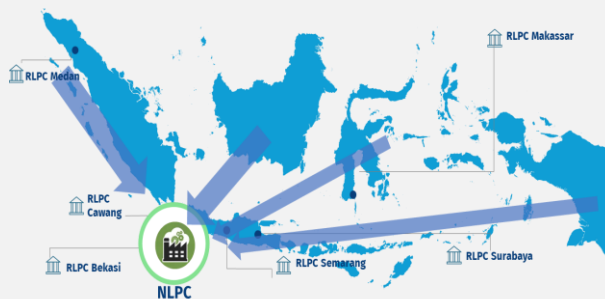
**>2.4 Mio**  
User Acquisition

**>IDR 22.3 Tn**  
Value of Transaction

**>492 Mn times**  
Amount of Transaction

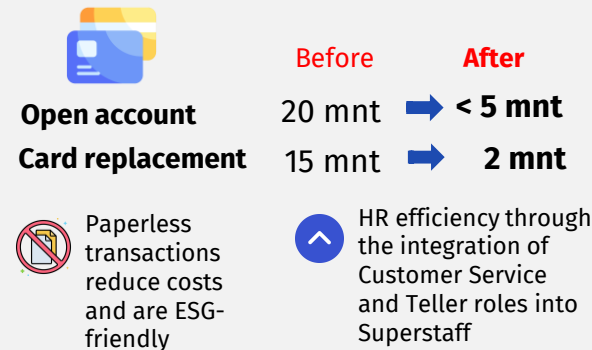


## Establishing National Loan Processing Center (NLPC)



- Optimization of loan processing are being carried out through the **centralized functions and efficient resources allocation**, involving both Risk and Operations units.
- Consumer loan operations are being improved through the implementation of **risk-based standardization**, allowing for a more accurate and measured management of credit segments according to their respective risk profiles.

## Transforming Branch and Customer Experience



## BTN Digital Store (Digital Branch)

1st Digital Hub in KC Kuningan (launch in Dec-24)



BTN plans to own a total of 18 Digital Stores across Indonesia



## 1 Diversifying Segments to Boost CASA

### Retail Segment



- ❑ Establishing 3 New Segments
  - **Splitting the Mass Retail Segment:**
    - Lower Mass (AUM IDR 0 – 10 Mn)
    - Upper Mass (AUM IDR 10 – 100 Mn)
  - **Targeting High Net Worth Individual (HNWI)** by establishing BTN Private (AUM >IDR 10 Bn).
- ❑ **Launching Bundled Payroll** proposition & need-based acquisition team.
- ❑ **Broadening functions** of Branch Funding Sales.

### Institutional Funding



- ❑ **Capturing the major players in the Middle Institutional segment** in each ecosystem per regional office.
- ❑ Targeting **Related Ecosystem of Existing Large Institution** customers.
- ❑ **Setting up monoline payroll team** to boost the number of payroll institutional clients.

## 2 Leveling Up the Digital Capabilities

### Accelerate Funding



- ❑ **Integrating Balé by BTN** with other fintech platforms.
- ❑ **Opening access on new non-housing ecosystems features** with other institutions.
- ❑ Adding more **entertainment (home services) and professional services** features.
- ❑ Engaging with **more partners within property ecosystem**.

## 3 Wholesale Banking

### Drive CASA Growth



- ❑ Driving **registration and utilization** of Transaction Banking Products.
- ❑ Enhancing transaction **banking capability through Balé Korpora**.
- ❑ Setting up **Single Point Relationship Managers** business model.
- ❑ **Launching deposit war room** to boost CASA growth.

# Building a Sustainable Funding Engine : Diversifying Segments to Boost CASA

## Third Party Deposits

(Composition by Segment as of Mar-25)

IDR **385 Tn**

20.3%

20.1%

59.6%

### FLPP (Liquidity Facility) Current Account

Sourced from **Government Annual Budget** to fund Subsidized Mortgage

### Retail

- Optimizing **new segment** through **BTN Prospera**
- Penetrating more on **payroll business** through **business ecosystem** (healthcare, education, property related, trade)

### Institution

BTN **split institution funding to 2 business** units since January 2024.

#### Middle Institution

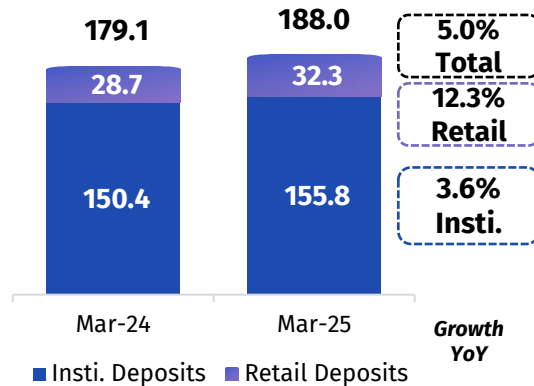
- Focusing on **Regional Government, Regional Gov't Owned, middle corporations** (max. of IDR 500 Bn)
- Establishing **~144 commercial funding sales** across Indonesia

#### Large Institution

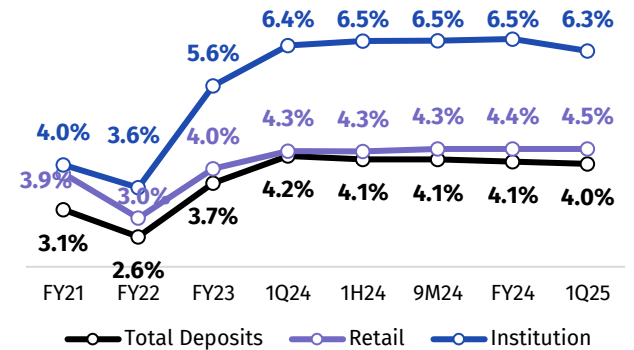
- Targeting on **SOEs and Large Funding Institutions** (more than IDR 500 Bn).
- Centralized funding sales** in Greater Jakarta Area.

## Portion of Retail Time Deposits has Shown an Increasing Trend, compared to Institutional Deposits

**Higher growth of retail** time deposits...

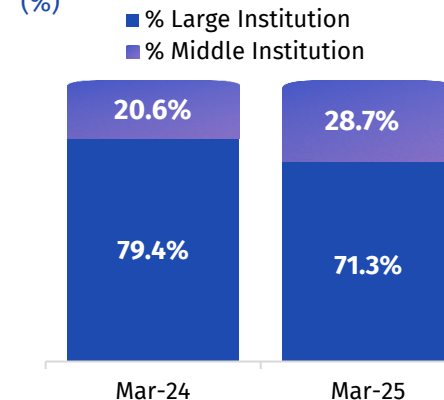


....resulting to a cost of deposits improvement as cost of retail TD **~180 bps** lower than cost of institutional TD



## Middle Institution showed an Immersive Progress as BTN Tapping into Education and Healthcare Ecosystem

### Large & Middle Institution Portion (%)



### Medium Institution Portion almost doubled (IDR Tn)

**38.7 Tn** Mar-24 → **57.2 Tn** Mar-25

### Cost of Fund (CoF) from Mid Institution halved the Large Institution

Large Institution **6.3%** 1Q25 **VS** Middle Institution **4.0%** 1Q25



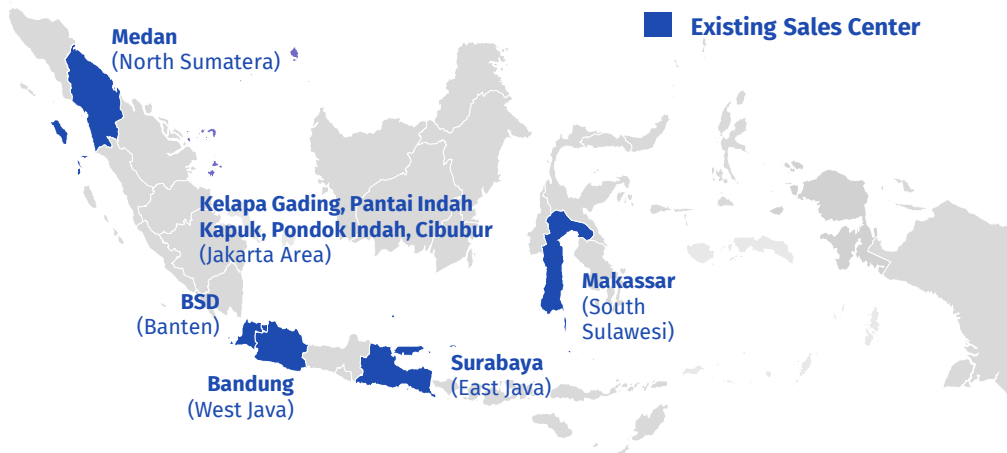
# Strategic Initiatives : Beyond Mortgages by Providing Comprehensive Banking Solutions through Streamlined Processes and Innovative Products (1/2)



## Monetizing Housing Ecosystem

- **Strengthening acquisition channels** via agent network.
- **Boosting loan acquisition** channels for **secondary market**.
- **Increasing the market share of top 50 developers** across Indonesia.
- **Tapping within the housing and non-housing** value chain with anchor clients.
- **Opening more Sales Centers** as BTN plans to strengthen its strong presence in mortgages across Indonesia.

### Sales Center Distribution in Indonesia



## Aiming for Full Banking Offerings

### KAR



- ❑ Boosting Loan Acquisition to **target existing customers through BTN Kita** (up to IDR 500 Mn).
- ❑ **Promoting** KAR products & **pre-approval loans** through **BTN's Digital Channels**.
- ❑ Establishing Consumer Loan Center.

### KRING



- ❑ **Enhancing Personal credit line** with professionals and new segments.
- ❑ **Accelerating partnership growth** through asset buying, fintech channeling, and joint finance.
- ❑ Developing and **launching Paylater** and **Credit Card** product.

### KUR



- ❑ Digitalizing **loan application journey** with **BTN Laku**.
- ❑ **Upscaling** the KUR clients to be Medium-sized enterprises.
- ❑ **Unlocking new potential partnership** through Fintech and channeling
- ❑ **Expanding loan** through **analyze the potential of each regions** beyond the housing ecosystem.



## Elevating Banking Capabilities



**Integrating**  
advanced  
**digital**  
features



Acquiring  
**transactions**  
**at a faster**  
pace without  
M-PIN



Registering and  
**opening an**  
**account** with an  
**international**  
number



Incorporating  
**virtual**  
**assistance**  
feature to Balé  
by BTN



Boosting  
transactions  
with **auto**  
**cashback**  
programs



**Revamping**  
the design of  
**Balé by BTN**

**balé**korpora  
by btn

**Enhancing**  
**banking**  
**infrastructure**  
with Balé  
Korpora



**Integrating**  
**housing channels**  
in Balé by BTN  
(Rumah Murah)



**Enhancing** the  
development of  
**Digital Mortgage**  
in Balé by BTN



**Optimizing banking**  
**operations** through  
the new Branch  
Delivery System



**Automating**  
**Deposit on Call**  
(DoC)  
withdrawals

## Digitalizing End-to-End Customer Journeys

## Unlocking Seamless Connectivity with BTN Digital Store

### Digital Hub



**“One-Stop Shop Digital Hub** with Specialized Assistance and Diverse Financial Solutions”

- Offering a full-service banking experience.
- Providing every BTN service and product in Tier 1 cities.
- Dedicating team of Superstaff, tellers, bankers, and specialists.
- Plans: 1 Branch in KC Jakarta Kuningan.

### Digital Site



**“A New Experience of Digital Site** to Serve Customers’ Needs”

- Designed for both retail and SME customers in Tier 1 and 2 cities.
- Offering a blend of self-service and assisted services.
- Assisting with a dedicated team of Superstaffs.
- Plans: 8 Branches & 3 Sub-Branches.

### Digital Booth



Permanent Type

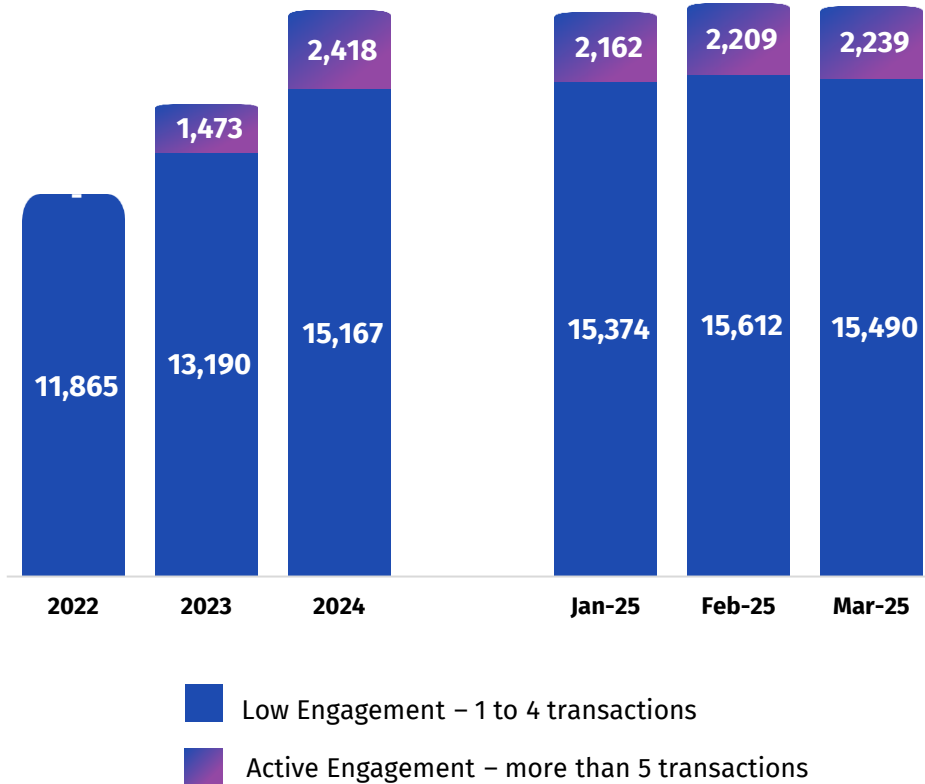


Portable Type

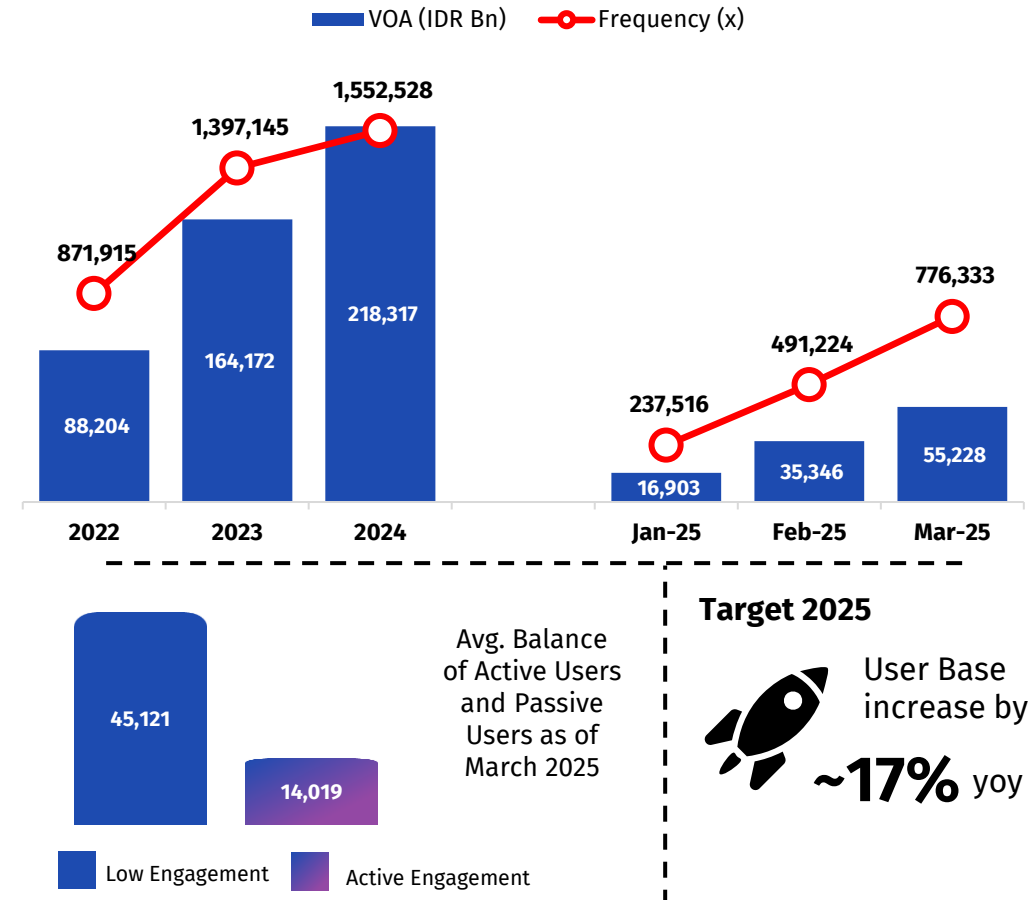
**“On The Go Digital Booth** with Full Self-Service Products”

- Tailored for retail customers who prioritize simplicity and efficiency.
- Located in transit spots like malls, MRT stations, and airports.
- Offering self-service products bringing convenience on the go.
- Plans: 6 High Traffic Spots.

## Rapid Growth in User Base



## Transactions Surge with Unstoppable Growth



## balé community by btn



Smoother bill management? **balé community** will handle all your bills - easy payments, multiple options, zero stress!

## Top Up E-Wallet



Just tap, top up, and go! **Easily reload your e-wallet** (e-Money, TapCash, and Flazz) with bale by BTN. Fast, chill, and totally effortless.

## Cash In & Cash Out Indomaret



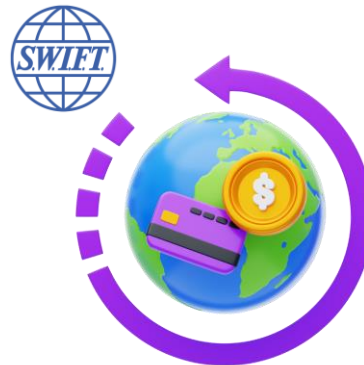
Enjoy the Ease of **Cash Withdrawals at Indomaret Outlets Across Indonesia** with bale by BTN!

## QRIS Cross Border



Travel smarter and shop easier! Enjoy hassle-free payments with **Cross-Border QRIS using balé by BTN** while exploring Singapore, Malaysia, and Thailand.

## International Remittance (SWIFT)



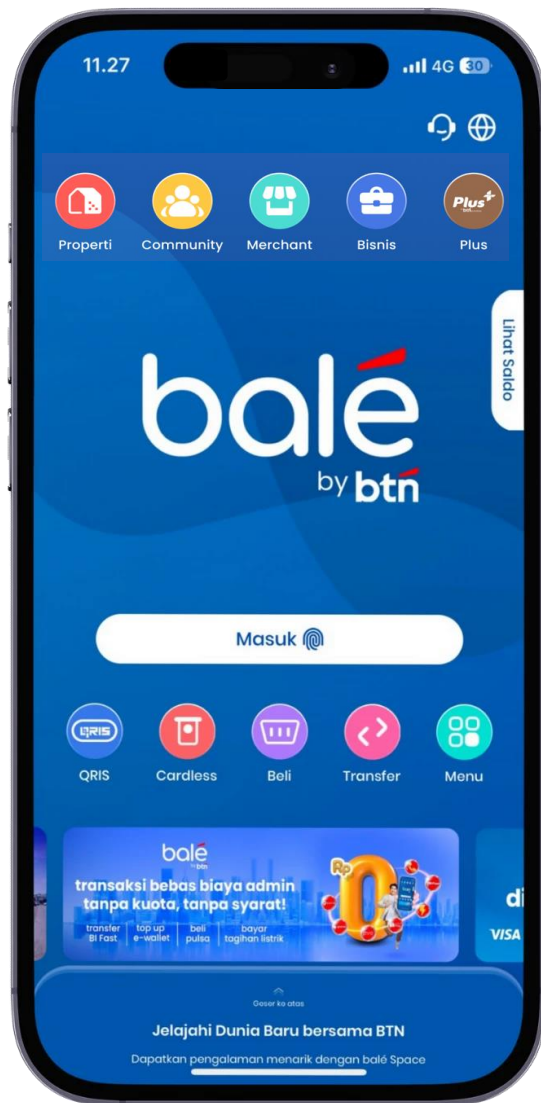
Send money to family abroad, worry-free! With bale by BTN, **international transfers are smooth, safe, and super easy.**

## Re-Activate Dormant Account Feature



No Need to Visit a Branch—**Reopen Your Account Easily** via bale by BTN

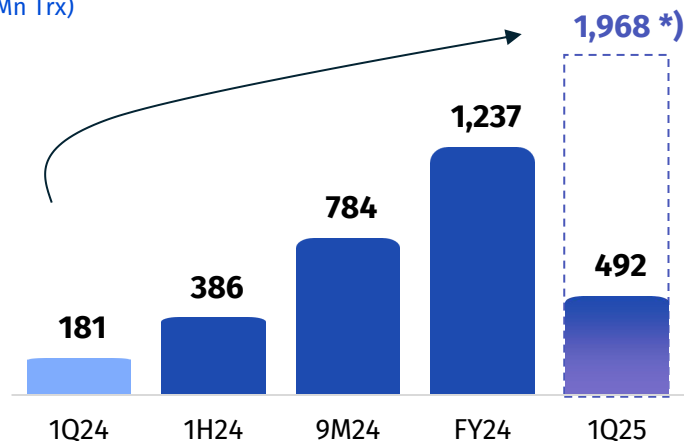




## Highest ever BTN Mobile Transaction (492 Mn Trx) with IDR 22.3 Tn Transaction Value in Mar-25

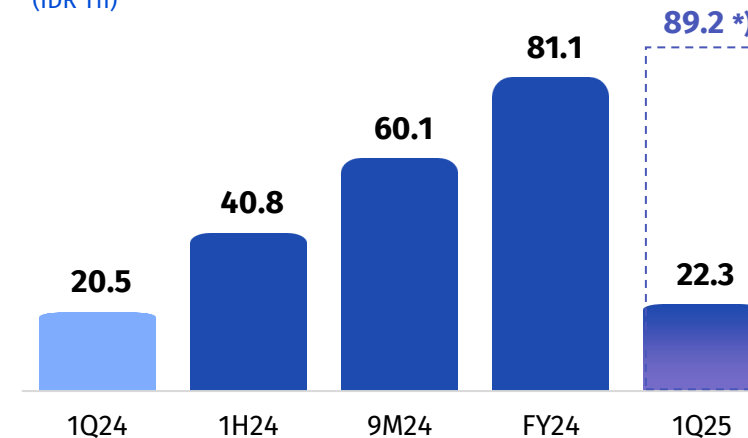
**Growth # of Trx**  
(Mn Trx)

172% yoy



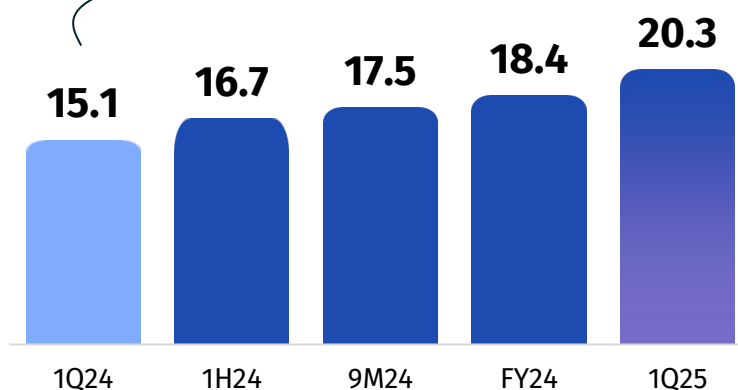
**Trx Value**  
(IDR Tn)

9% yoy



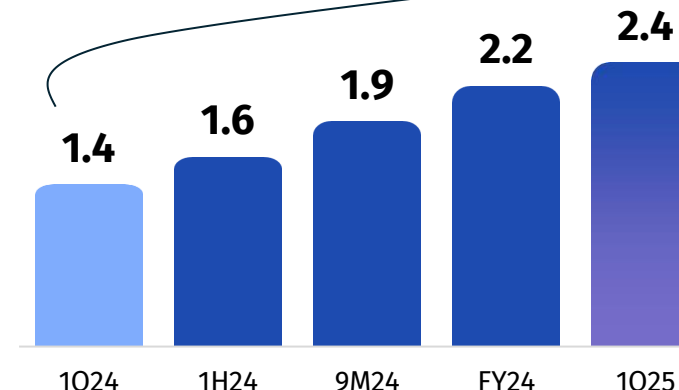
## Total Saving Balance of Users (Rp Tn)

34% yoy



## Balé By BTN Registered Users (Mn Users)

76% yoy



\*)Est. annualized

# balé Merchant, balé Agen and balé Properti Performances

## balé Merchant Performance

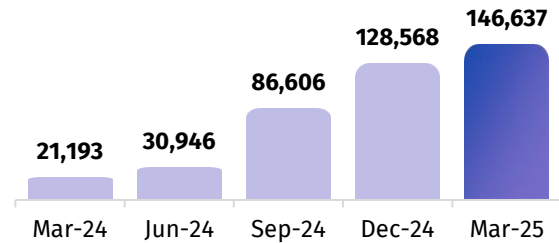


Total Merchant\* **146** Tho Avg. Balance IDR **19.9** Mn

### Total Merchants

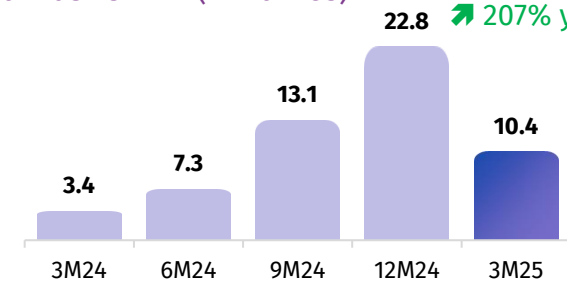
↗ 592% yoy

QRIS BTN was launched in Feb-23



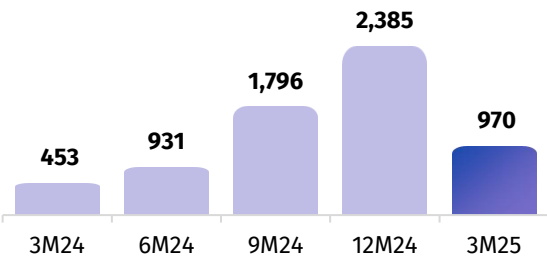
### Number of Trx (Mn times)

↗ 207% yoy



### Trx Value (IDR Bn)

↗ 114% yoy



\*Merchant EDC & QRIS

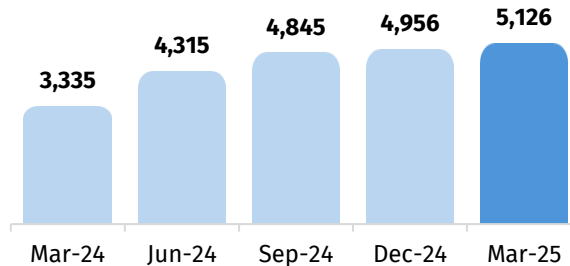
## balé Agen Performance



Total Agent **5,126** Avg. Balance IDR **86** Mn

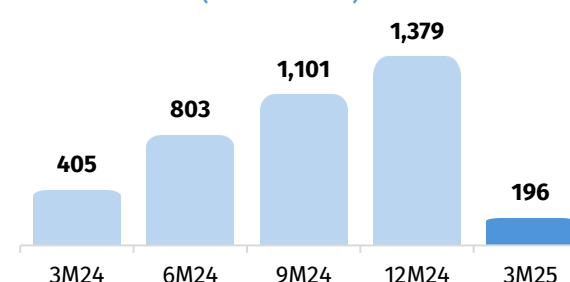
### Total Agent

↗ 54% yoy



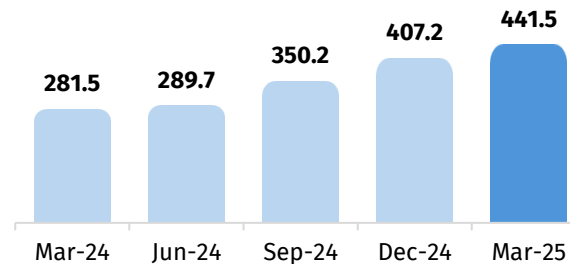
### Number of Trx (Tho times)

↘ 52% yoy



### Outstanding Balance (IDR Bn)

↗ 57% yoy



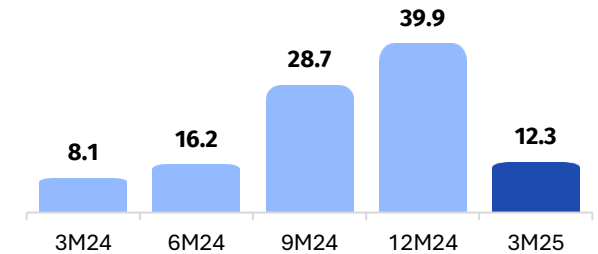
## balé Properti Performance



Total Member **805** Tho Total Visitors 2025 **1.1** Mn

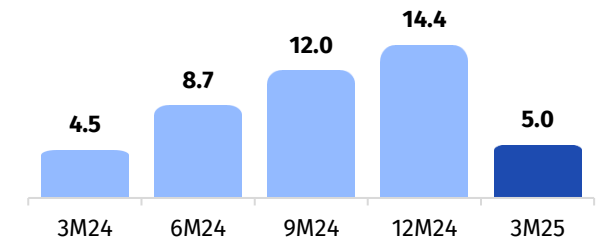
### Online Application (Thousand)

↗ 52% yoy



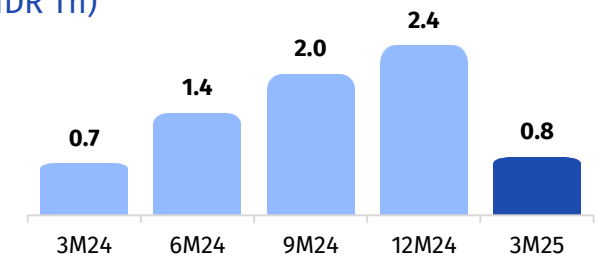
### Loan Disbursement (Thou Unit)

↗ 12% yoy



### Loan Disbursement (IDR Tn)

↗ 12% yoy





# BTN Financial Highlight



## Steady Deposit Growth

- ❖ A **7.5% yoy** growth in customer deposits as of March 2025, supported by the growth of current account with a **11.7% yoy** growth.
- ❖ Higher CASA portion at **51.1%** of total deposits in March 2025 from 49.9% in March 2024.

## Moderate Loan Growth

- ❖ The **total loans and financing grew by 5.5% yoy** reached **IDR 363.1 Tn in March 2025**, driven by **7.8% yoy** mortgages growth.
- ❖ The high-yield segments (KUR, KAR and KRING) booked a **9.5% yoy**, reaching **IDR 16.4 Tn as of March 2025 with 9.6%** blended yield in 1Q25.

## Sufficient Liquidity

- ❖ Aiming to maintain optimum LDR level at **94.4% as of March 2025**.
- ❖ As of March 2025, the LCR was **169.7%** compared to 206.5% as of March 2024.
- ❖ On the other hand, the NSFR achieved **119.9%** as of March 2025 (vs 117.7% as of March 2024).

## Improved Profitability

- ❖ **1Q25's Net profit reached IDR903bn** backed by a 13.8% increase in the operating income, manageable operating expenses growth and 1.1% CoC.
- ❖ **CIR has improved** from 54.6% in 1Q24 **to 53.6% in 1Q25**, fueled by an increase in the operating income.

Financial Highlight	2022	2023	2024
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## Asset/ Liabilities

Total Assets (IDR Bn)	402,148	438,750	469,615
Total Loan & Financing (IDR Bn)	298,282	333,698	357,973
Total Deposits (IDR Bn)	321,937	349,933	381,667

## Profitability

Net Profit (IDR Bn)	3,045	3,501	3,007
N I M	4.4%	3.8%	2.9%
C I R	46.7%	45.3%	57.1%
ROE (Tier-1)	16.4%	13.9%	10.8%
ROA	1.0%	1.1%	0.8%

## Asset Quality

NPL (Gross)	3.4%	3.0%	3.2%
Loan at Risk (LAR)	23.2%	21.1%	19.7%
NPL Coverage	155.7%	155.2%	115.4%
Cost of Credit (CoC)	1.4%	1.2%	0.6%

## Liquidity

LDR	92.7%	95.4%	93.8%
CASA	48.5%	53.7%	54.1%

## Capital

Equity (IDR Bn)	25,909	30,479	32,572
CAR (Tier 1)	16.1%	17.5%	17.1%
Total CAR	20.2%	20.1%	18.5%

1Q24	1Q25	yoy Growth (%)	
------	------	----------------	--

454,019	468,531	3.2%	yoy
344,244	363,112	5.5%	yoy
357,740	384,703	7.5%	yoy

860	904	5.1%	yoy
3.3%	3.6%	35	bps
54.6%	53.6%	(94)	bps
12.7%	12.5%	(18)	bps
1.0%	1.0%	(4)	bps

3.0%	3.3%	29	bps
21.6%	20.3%	(127)	bps
152.8%	104.6%	(4,821)	bps
0.8%	1.1%	28	bps

96.2%	94.4%	(184)	bps
49.9%	51.1%	120	bps

30,568	33,537	9.7%	yoy
16.7%	16.4%	(34)	bps
19.0%	17.7%	(125)	bps

# Balance Sheet

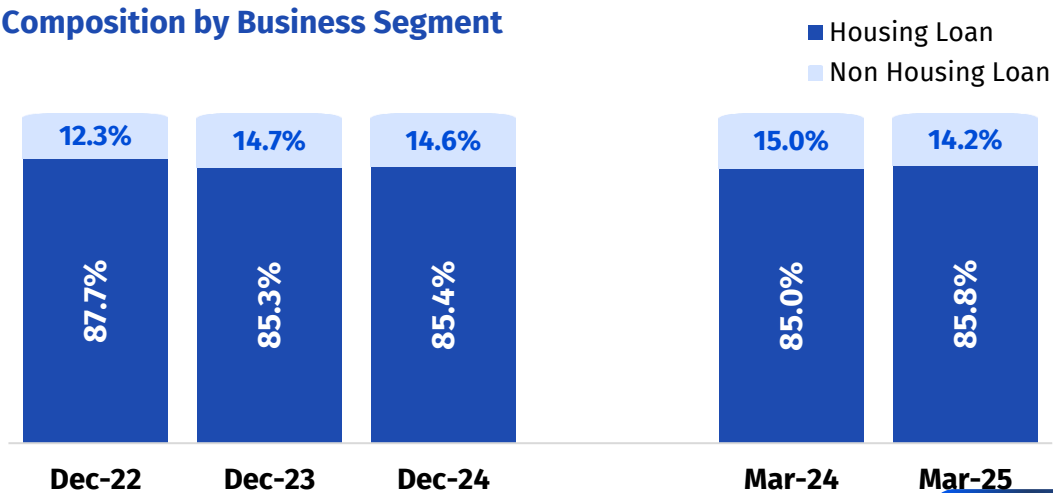
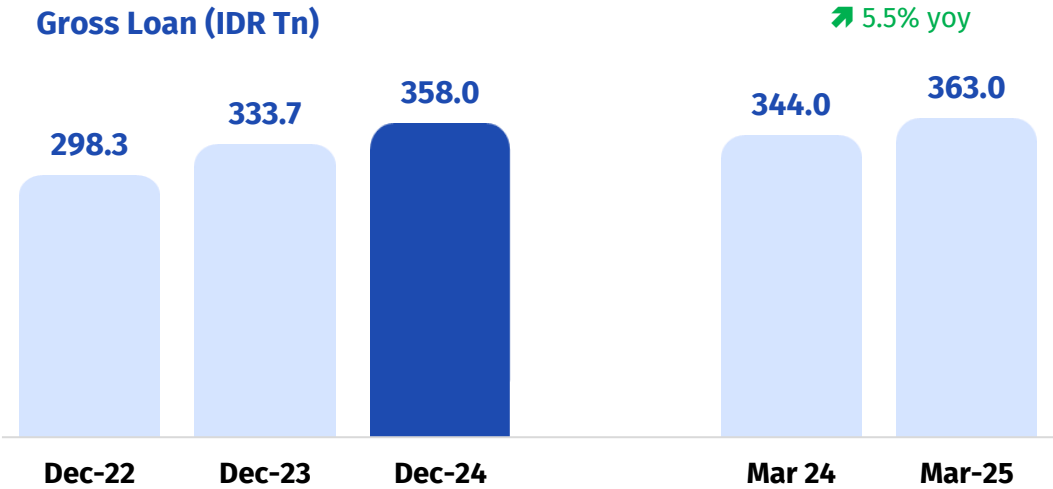
Balance Sheet Summary (IDR Bn)	Dec-22	Dec-23
<b>Total Earning Assets</b>	<b>360,379</b>	<b>389,827</b>
Term Deposit with BI	4,578	12,149
<b>Total Loan &amp; Financing</b>	<b>298,282</b>	<b>333,698</b>
Securities	53,688	41,200
Other Earning Assets	3,831	2,780
Provision on Earning Asset	(15,679)	(15,641)
Total Non Earning Assets	57,449	64,563
<b>Total Assets</b>	<b>402,148</b>	<b>438,750</b>
<b>CASA</b>	<b>156,202</b>	<b>188,007</b>
Current Account	114,007	143,535
Saving Account	42,195	44,472
Time Deposits	165,736	161,927
<b>Third Party Deposits</b>	<b>321,937</b>	<b>349,933</b>
Securities issued	8,652	6,835
Deposits from Other Banks	179	1,300
Repurchase Agreements	0	0
Borrowings	33,979	42,875
Non Interest Bearing Liabilities	11,491	7,327
<b>Total Liabilities</b>	<b>376,239</b>	<b>408,271</b>
<b>Total Equity</b>	<b>25,909</b>	<b>30,479</b>
<b>Total Liabilities &amp; Equity</b>	<b>402,148</b>	<b>438,750</b>

Mar-24	Dec-24	Mar-25	qoq	yoy	% Assets
<b>411,096</b>	<b>428,794</b>	<b>434,274</b>	<b>1.3%</b>	<b>5.6%</b>	<b>92.7%</b>
7,930	2,810	9,222	228.2%	16.3%	2.0%
<b>344,244</b>	<b>357,973</b>	<b>363,112</b>	<b>1.4%</b>	<b>5.5%</b>	<b>77.5%</b>
54,123	61,015	59,022	-3.3%	9.1%	12.6%
4,799	6,997	2,918	-58.3%	-39.2%	0.6%
(15,796)	(13,063)	(12,491)	-4.4%	-20.9%	-2.7%
58,719	53,883	46,747	-13.2%	-20.4%	10.0%
<b>454,019</b>	<b>469,615</b>	<b>468,531</b>	<b>-0.2%</b>	<b>3.2%</b>	<b>100.0%</b>
<b>178,606</b>	<b>206,358</b>	<b>196,679</b>	<b>-4.7%</b>	<b>10.1%</b>	<b>42.0%</b>
135,765	160,848	151,671	-5.7%	11.7%	32.4%
42,842	45,510	45,008	-1.1%	5.1%	9.6%
179,134	175,309	188,024	7.3%	5.0%	40.1%
<b>357,740</b>	<b>381,667</b>	<b>384,703</b>	<b>0.8%</b>	<b>7.5%</b>	<b>82.1%</b>
6,810	5,445	5,405	-0.7%	-20.6%	1.2%
5,358	105	111	6.4%	-97.9%	0.0%
1,871	3,409	2,957	-13.3%	58.0%	0.6%
42,763	39,813	34,754	-12.7%	-18.7%	7.4%
8,909	6,604	7,063	6.9%	-20.7%	1.5%
<b>423,451</b>	<b>437,043</b>	<b>434,993</b>	<b>-0.5%</b>	<b>2.7%</b>	<b>92.8%</b>
<b>30,568</b>	<b>32,572</b>	<b>33,537</b>	<b>3.0%</b>	<b>9.7%</b>	<b>7.2%</b>
<b>454,019</b>	<b>469,615</b>	<b>468,531</b>	<b>-0.2%</b>	<b>3.2%</b>	<b>100.0%</b>



Loan Type (IDR Bn)	Dec-22		Dec-23	
	Outs	%	Outs	%
Housing Loan	261,705	87.7%	284,617	85.3%
Subsidized Mortgage	145,860	48.9%	161,746	48.5%
Non-Subsidized Mortgage	87,824	29.4%	96,175	28.8%
Other Housing Loan	6,970	2.3%	7,871	2.4%
Construction Loan	21,051	7.1%	18,826	5.6%
Non-Housing Loan	36,576	12.3%	49,081	14.7%
Consumer Loan	7,010	2.4%	7,264	2.2%
Commercial Loan	11,563	3.9%	12,901	3.9%
Corporate Loan	18,004	6.0%	28,916	8.7%
Total Loan & Financing	298,282	100.0%	333,698	100.0%
Mortgage	233,684	78.3%	257,921	77.3%

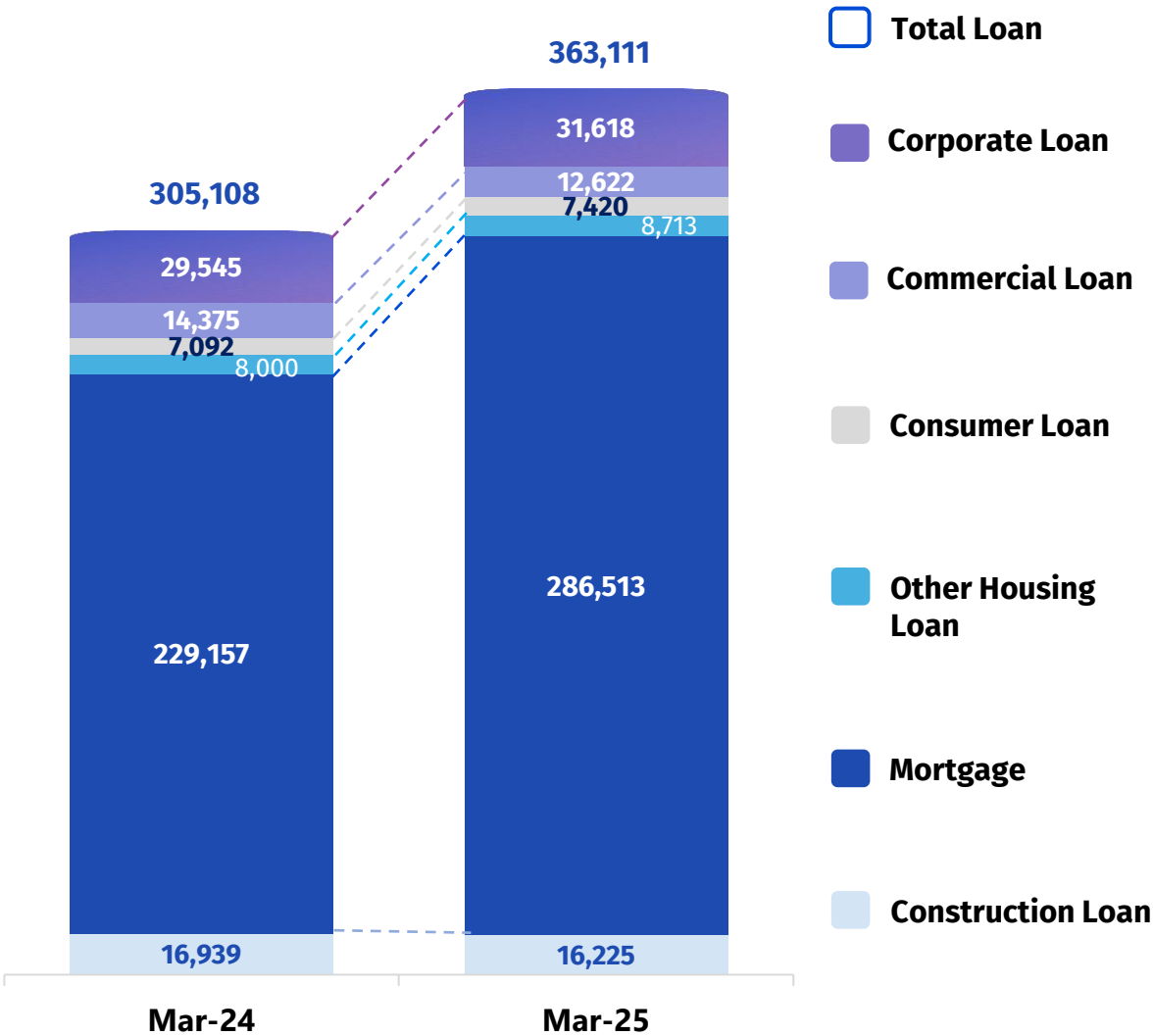
Mar-24		Dec-24		Mar-25		qoq	yoy
Outs	%	Outs	%	Outs	%		
292,742	85.0%	305,590	85.4%	311,451	85.8%	1.9%	6.4%
166,958	48.5%	173,844	48.6%	179,704	49.5%	3.4%	7.6%
98,793	28.7%	105,956	29.6%	106,809	29.4%	0.8%	8.1%
8,040	2.3%	8,652	2.4%	8,713	2.4%	0.7%	8.4%
18,951	5.5%	17,138	4.8%	16,225	4.5%	-5.3%	-14.4%
51,502	15.0%	52,382	14.6%	51,660	14.2%	-1.4%	0.3%
7,267	2.1%	7,813	2.2%	7,420	2.0%	-5.0%	2.1%
14,690	4.3%	15,237	4.3%	12,622	3.5%	-17.2%	-14.1%
29,545	8.6%	29,332	8.2%	31,618	8.7%	7.8%	7.0%
344,244	100.0%	357,973	100.0%	363,112	100.0%	1.4%	5.5%
265,751	77.2%	279,800	78.2%	286,513	78.9%	2.4%	7.8%



# Loan Composition

Building a strong portfolio of loans, rebalancing the housing dan non-housing related businesses towards 80:20

Loan Mix by Segment (IDR Bn)



Loan Growth Strategy

% yoy		Main contributors for growth
5.5%		Focusing on housing-related higher yield whilst excelling in mortgages
7.0%	13.0%	Continuing to build up corporate segment with key focus on the housing-related sectors
-14.1%		Targeting high-growth SME sectors (KUR) within the housing ecosystem
2.1%		Tapping captive mortgage market with extensive soft loan (KRING) offers also optimizing Payroll-based loans with several new institutions
8.4%		Optimizing home equity loans (KAR) from existing performing mortgage customers through tele sales, upselling and cross selling for existing customers
7.8%		Pursuing a sustainable growth in housing loans with subsidized mortgages as the main driver
-14.4%		Reprofiling Construction Loan Portfolio Focus on landed house and selected TOD high-rise housing projects

# Loan Disbursement

Loan by Segment (IDR Bn)	12M22	12M23	12M24	1Q24	4Q24	1Q25	QoQ	YoY
<b>Housing Loan</b>	<b>47,559</b>	<b>56,893</b>	<b>57,142</b>	<b>16,439</b>	<b>12,031</b>	<b>14,860</b>	<b>23.5%</b>	<b>-9.6%</b>
Subsidized Mortgage	24,332	25,632	24,915	8,135	4,447	9,307	109.3%	14.4%
Non-Subsidized Mortgage	14,363	19,073	19,808	5,054	4,537	3,131	-31.0%	-38.0%
Other Housing Loan	1,349	2,378	2,399	555	679	407	-40.0%	-26.7%
Construction Loan	7,516	9,810	10,020	2,695	2,369	2,015	-14.9%	-25.2%
<b>Non-Housing Loan</b>	<b>40,036</b>	<b>36,794</b>	<b>34,038</b>	<b>11,453</b>	<b>9,164</b>	<b>9,108</b>	<b>-0.6%</b>	<b>-20.5%</b>
Consumer Loan	8,530	3,853	3,216	739	973	561	-42.3%	-24.1%
Commercial Loan	20,807	14,573	19,436	5,780	4,645	3,759	-19.1%	-35.0%
Corporate Loan	10,698	18,368	11,385	4,934	3,546	4,789	35.1%	-3.0%
<b>Total Loan &amp; Financing</b>	<b>87,595</b>	<b>93,687</b>	<b>91,180</b>	<b>27,892</b>	<b>21,195</b>	<b>23,969</b>	<b>13.1%</b>	<b>-14.1%</b>
<b>Mortgage</b>	<b>38,695</b>	<b>44,705</b>	<b>44,723</b>	<b>13,189</b>	<b>8,984</b>	<b>12,438</b>	<b>38.4%</b>	<b>-5.7%</b>

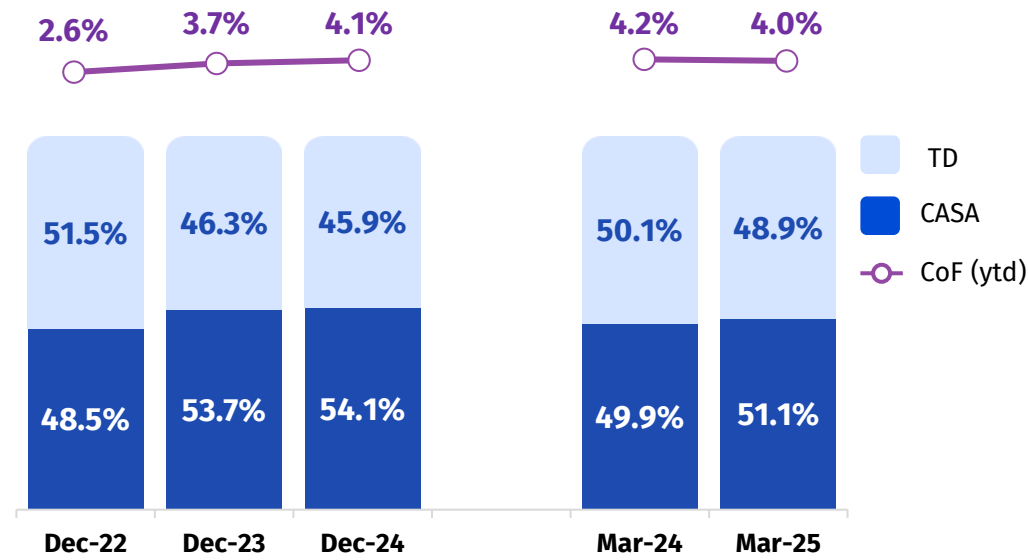


# Total Deposits

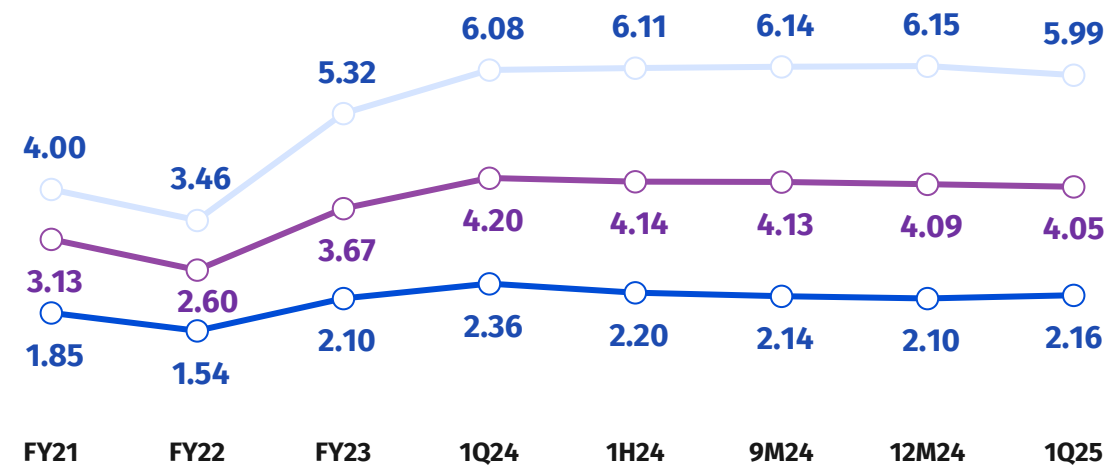
## Customer Deposits (IDR Tn)

By Segments	Dec-22	Dec-23	Dec-24	Mar-24	Mar-25	YoY
CASA	156.2	188.0	206.4	178.6	196.7	10.1%
Current Account	114.0	143.5	160.8	135.8	151.7	11.7%
Savings Account	42.2	44.5	45.5	42.8	45.0	5.1%
Time Deposits	165.7	161.9	175.3	179.1	188.0	5.0%
Total	321.9	349.9	381.7	357.7	384.7	7.5%

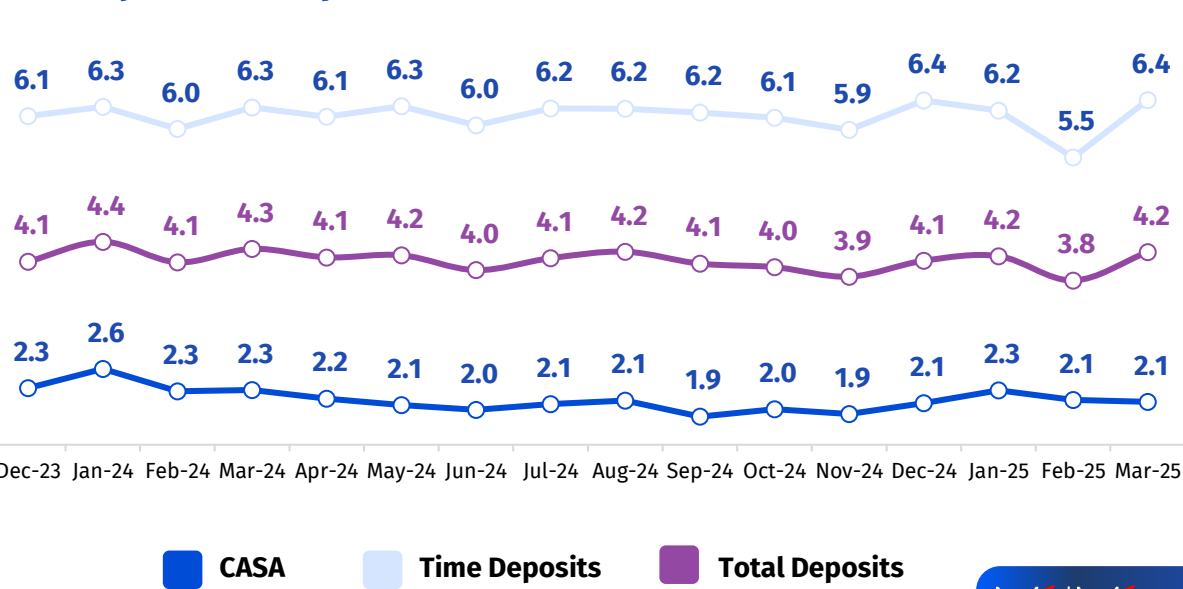
## CASA and Cost of Fund (%)



## Cumulative Cost of Deposits (%)



## Monthly Cost of Deposits (%)



Capital (IDR Bn)	December		
	2022	2023	2024
Tier – 1 Capital	22,533	27,154	29,834
Tier – 2 Capital	5,635	4,076	2,439
Total Capital	28,168	31,230	32,273
Total RWA	139,631	155,590	174,445
RWA – Credit Risk	114,318	136,692	149,288
RWA – Market Risk	1,373	942	6,102
RWA – Operational Risk	23,939	17,956	19,056
<b>CAR Tier 1 (Tier 1/Total RWA)</b>	<b>16.2%</b>	<b>17.5%</b>	<b>17.1%</b>
CAR Tier 2	4.0%	2.6%	1.4%
<b>CAR BI ((Tier 1+2)/Total RWA)</b>	<b>20.2%</b>	<b>20.1%</b>	<b>18.5%</b>
Capital Conservation Buffer	2.5%	2.5%	2.5%
Countercyclical Buffer	0.0%	0.0%	0.0%
Capital Surcharge (D-SIB)	1.0%	1.0%	1.0%

March		Growth
2024	2025	
26,984	29,075	7.7% yoy
3,648	2,398	-34.3% yoy
30,632	31,473	2.7% yoy
161,216	177,325	10.0% yoy
135,273	152,267	12.6% yoy
6,887	4,669	-32.2% yoy
19,056	20,389	7.0% yoy
<b>16.7%</b>	<b>16.4%</b>	<b>(34) bps</b>
2.3%	1.4%	(91) bps
<b>19.0%</b>	<b>17.7%</b>	<b>(125) bps</b>
2.5%	2.5%	- bps
0.0%	0.0%	- bps
1.0%	1.0%	- bps

PL Summary (IDR Bn)	1Q24	4Q24	1Q25	QoQ	YoY
Interest Income	7,672	7,184	8,210	14.3%	7.0%
Interest Expense	(4,445)	(4,373)	(4,432)	1.4%	-0.3%
<b>Net Interest Income</b>	<b>3,227</b>	<b>2,811</b>	<b>3,778</b>	<b>34.4%</b>	<b>17.1%</b>
Non-Interest Income	1,005	1,846	1,039	-43.7%	3.3%
Other Operating Expense (Exclude Provision)	(2,421)	(2,798)	(2,692)	-3.8%	11.2%
<b>Pre-Provision Operating Profit (PPOP)</b>	<b>1,811</b>	<b>1,859</b>	<b>2,125</b>	<b>14.3%</b>	<b>17.3%</b>
Provision	(657)	(668)	(979)	46.6%	49.0%
<b>Profit From Operations</b>	<b>1,155</b>	<b>1,191</b>	<b>1,146</b>	<b>-3.8%</b>	<b>-0.7%</b>
Non-Operating Income (Expense)	(24)	(35)	(14)	-59.7%	-40.7%
Profit Before Tax	1,131	1,156	1,132	-2.1%	0.1%
<b>Net Profit</b>	<b>860</b>	<b>925</b>	<b>904</b>	<b>-2.3%</b>	<b>5.1%</b>

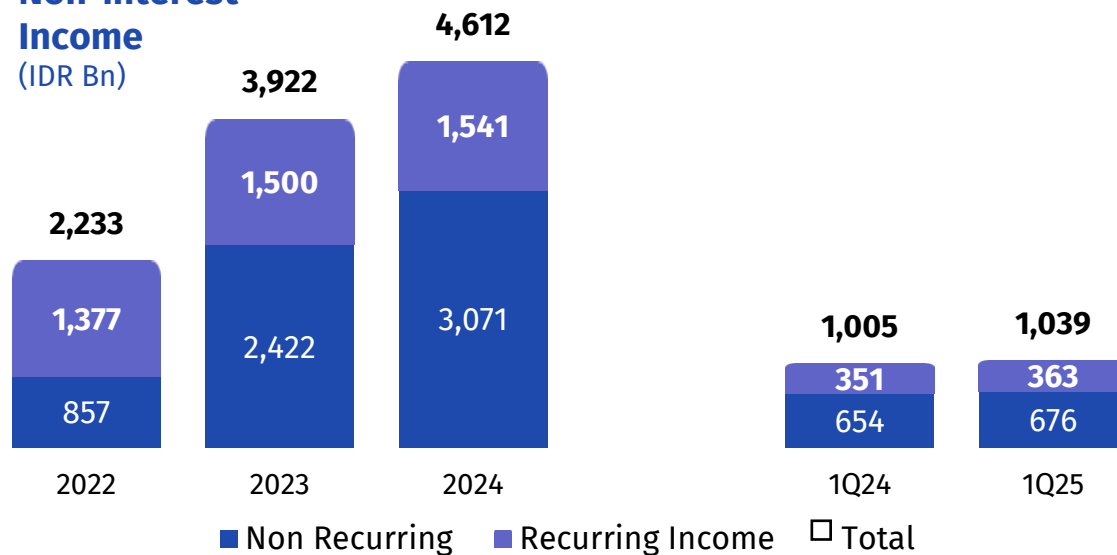


# Profit and Loss Composition (2/3)

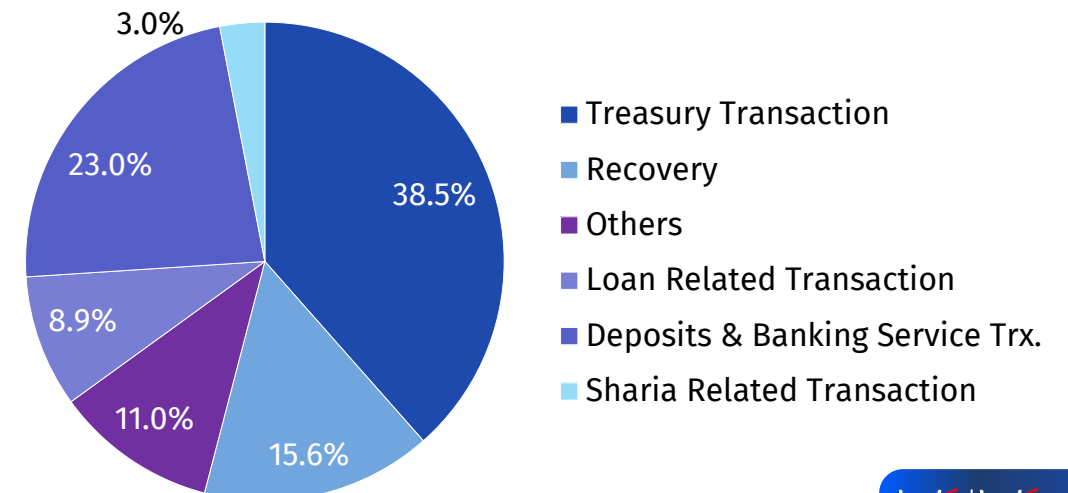
## Non-interest Income

Non-interest Income (IDR Bn)	1Q24	4Q24	1Q25	QoQ	YoY
<b>Non-Recurring Income</b>	<b>654</b>	<b>1,406</b>	<b>676</b>	<b>-51.9%</b>	<b>3.3%</b>
Gain from Treasury Transaction	314	310	400	29.1%	27.2%
Recovery	98	795	162	-79.6%	65.1%
Others	241	301	114	-62.1%	-52.8%
<b>Recurring Income</b>	<b>351</b>	<b>440</b>	<b>363</b>	<b>-17.5%</b>	<b>3.4%</b>
Loan Related Transaction	105	124	93	-25.2%	-11.4%
Deposits & Banking Service Related	223	290	239	-17.7%	7.2%
Sharia Related Transaction	24	26	31	22.5%	32.8%
<b>Total</b>	<b>1,005</b>	<b>1,846</b>	<b>1,039</b>	<b>-43.7%</b>	<b>3.3%</b>

## Non-interest Income (IDR Bn)



## 1Q25 Non-interest Income Breakdown (%)



## Interest Income

Interest Income (IDR Bn)	1Q24	4Q24	1Q25	QoQ	YoY	% portion of 3M25
Placement with Bank Indonesia	174	70	85	22.2%	-51.1%	1.0%
Placement with other bank	13	4	3	-14.4%	-76.7%	0.0%
Securities	710	597	620	3.9%	-12.7%	7.6%
Loan	5,975	5,620	6,608	17.6%	10.6%	80.5%
Others	22	28	11	-61.8%	-50.7%	0.1%
Income from Syariah	778	866	884	2.0%	13.5%	10.8%
<b>Total</b>	<b>7,672</b>	<b>7,184</b>	<b>8,210</b>	<b>14.3%</b>	<b>7.0%</b>	<b>100.0%</b>

## Interest Expense

Interest Expense (IDR Bn)	1Q24	4Q24	1Q25	QoQ	YoY	% portion of 3M25
Deposits from Other Banks	43	54	22	-59.7%	-49.7%	0.5%
Deposits from Non-Banks	3,686	3,704	3,847	3.9%	4.4%	86.8%
Securities Issued	120	76	77	0.7%	-36.3%	1.7%
Fund Borrowings	581	522	460	-11.8%	-20.8%	10.4%
Others	15	17	27	56.6%	83.2%	0.6%
<b>Total</b>	<b>4,445</b>	<b>4,373</b>	<b>4,432</b>	<b>1.4%</b>	<b>-0.3%</b>	<b>100.0%</b>

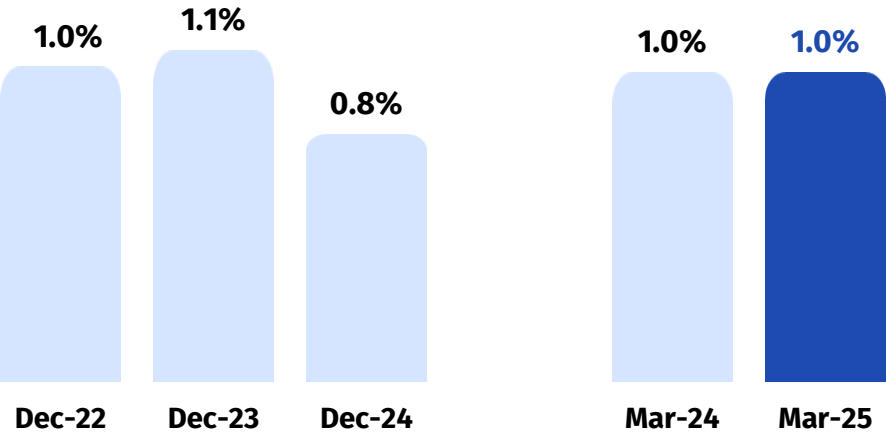
## Other Operating Expense (exclude Provisions)

Other Operating Expense (IDR Bn) Excluding Provision	1Q24	4Q24	1Q25	QoQ	YoY	% portion Of 3M25
Salaries & Employee Benefit	995	1,025	1,003	-2.2%	0.7%	37.2%
General Administration	313	535	447	-16.5%	42.9%	16.6%
Others	71	35	1	-98.1%	-99.1%	0.0%
Rent, Service & Maintenance	189	266	257	-3.2%	36.1%	9.6%
Depreciation	169	194	193	-0.3%	14.6%	7.2%
Promotion	143	144	153	5.7%	6.6%	5.7%
Collector Fees & Consultant	325	347	376	8.2%	15.7%	13.9%
Insurance Premium	186	199	215	8.3%	15.4%	8.0%
Training	25	17	24	45.1%	-0.9%	0.9%
Research & Development	0	5	0	-89.6%	93.3%	0.0%
Other Taxes	2	2	2	35.9%	7.8%	0.1%
Loss (transaction spot, derivative, and forex)	1	1	21	2,404.0%	4,038.4%	0.8%
Marked to Market	3	29	-	-100.0%	-100.0%	0.0%
<b>Total</b>	<b>2,421</b>	<b>2,798</b>	<b>2,692</b>	<b>-3.8%</b>	<b>11.2%</b>	<b>100.0%</b>

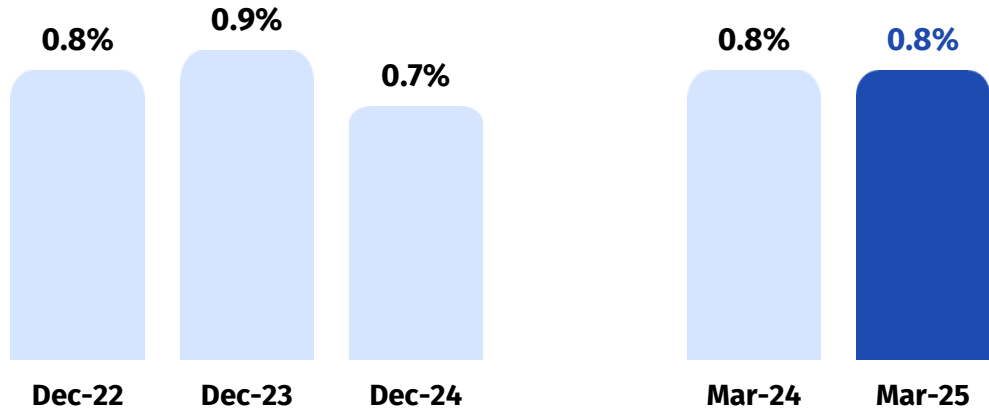


# Key Financial Ratios

## ROA<sup>1</sup> – Before Tax



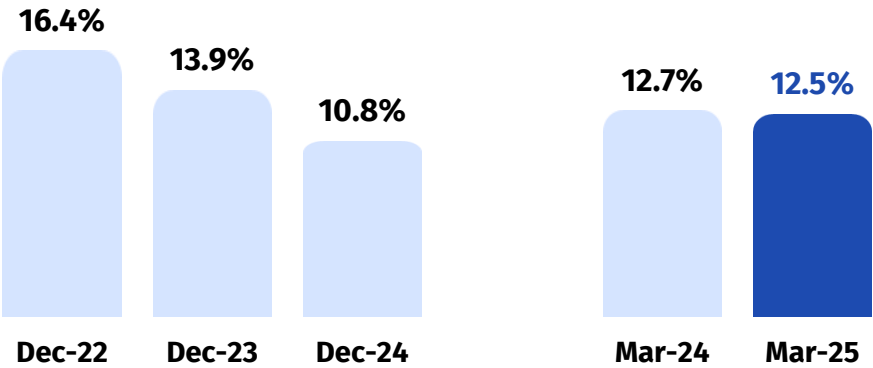
## ROA<sup>2</sup> – After Tax



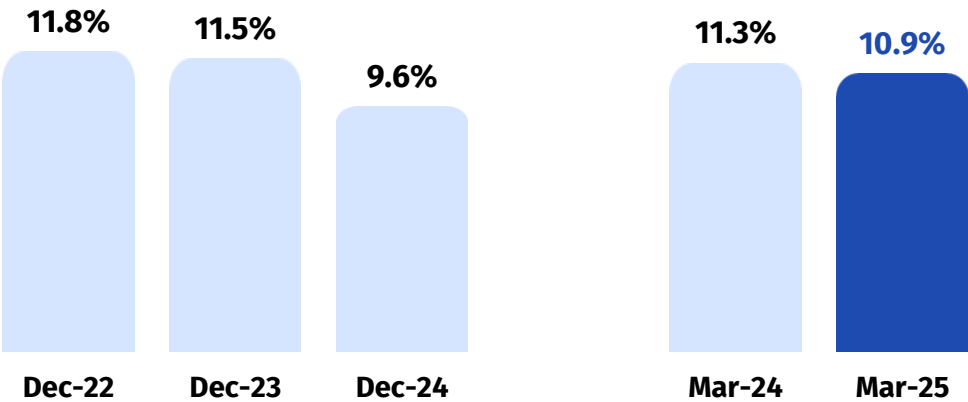
<sup>1</sup>Calculated based on income before income tax (include tax benefit and extraordinary item)/ average total asset based on Bank Indonesia regulation

<sup>2</sup>Calculated based on net profit/average total asset

## ROE<sup>3</sup> – Tier 1 Capital



## ROE<sup>4</sup> – Balance Sheet



<sup>3</sup>Calculated based on net profit/average Tier 1 Capital based on Bank Indonesia regulation

<sup>4</sup>Calculated based on net profit/total stakeholder’s equity



# Asset Quality



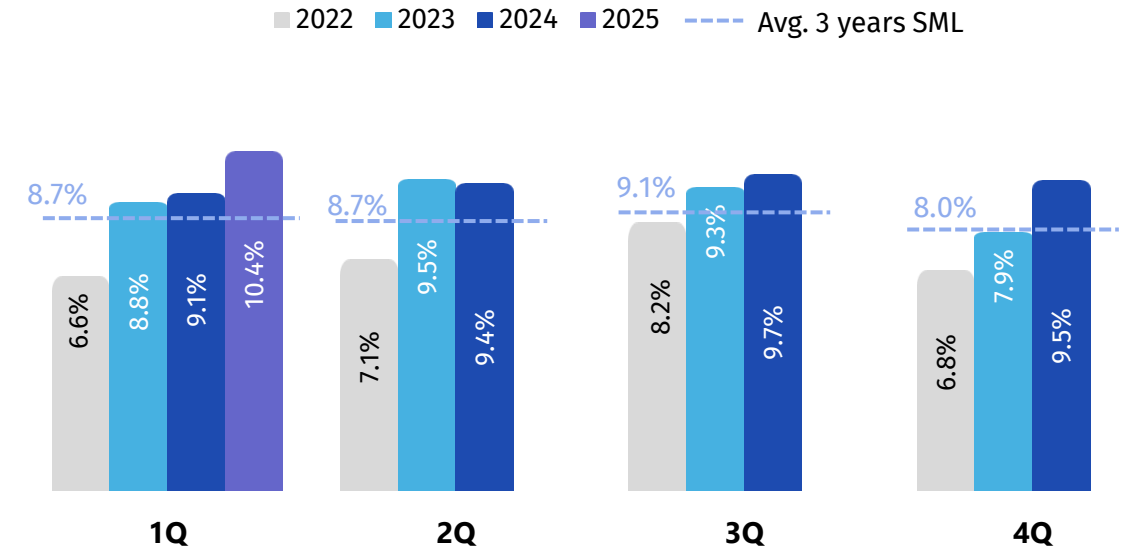
Collectibility	Dec-22		Dec-23	
	IDR Bn	%	IDR Bn	%
Current	268,077	89.9%	297,251	89.1%
Special Mention	20,134	6.8%	26,399	7.9%
<b>Performing Loan (PL)</b>	<b>288,211</b>	<b>96.6%</b>	<b>323,649</b>	<b>97.0%</b>
Substandard	580	0.2%	571	0.2%
Doubtful	888	0.3%	678	0.2%
Loss	8,602	2.9%	8,800	2.6%
<b>Non Performing Loan (NPL)</b>	<b>10,070</b>	<b>3.4%</b>	<b>10,049</b>	<b>3.0%</b>
<b>Total Loan &amp; Financing</b>	<b>298,282</b>	<b>100.00%</b>	<b>333,698</b>	<b>100.0%</b>
<b>NPL Gross</b>	<b>3.38%</b>		<b>3.01%</b>	
<b>NPL Nett</b>	<b>1.32%</b>		<b>1.32%</b>	

Mar-24		Dec-24		Mar-25	
IDR Bn	%	IDR Bn	%	IDR Bn	%
302,546	87.9%	312,598	87.3%	313,307	86.3%
31,367	9.1%	34,057	9.5%	37,866	10.4%
<b>333,913</b>	<b>97.0%</b>	<b>346,655</b>	<b>96.8%</b>	<b>351,173</b>	<b>96.7%</b>
758	0.2%	872	0.2%	1,086	0.3%
994	0.3%	1,940	0.5%	2,006	0.6%
8,578	2.5%	8,506	2.4%	8,847	2.4%
<b>10,331</b>	<b>3.0%</b>	<b>11,318</b>	<b>3.2%</b>	<b>11,938</b>	<b>3.3%</b>
<b>344,244</b>	<b>100.0%</b>	<b>357,973</b>	<b>100.0%</b>	<b>363,112</b>	<b>100.0%</b>
<b>3.00%</b>		<b>3.16%</b>		<b>3.29%</b>	
<b>1.40%</b>		<b>1.89%</b>		<b>1.95%</b>	

## NPL Breakdown by Segment

By Segment (%)	Dec-22	Dec-23	Dec-24	Mar-24	Mar-25
<b>Housing Loan</b>	<b>3.4%</b>	<b>3.2%</b>	<b>3.3%</b>	<b>3.3%</b>	<b>3.6%</b>
Subsidized Mortgage	0.9%	1.5%	1.7%	1.6%	1.8%
Non-Subsidized Mortgage	1.9%	2.0%	3.7%	2.0%	4.9%
Other Housing Loan	2.9%	3.7%	4.4%	4.9%	4.8%
Construction Loan	26.2%	23.8%	16.0%	23.9%	14.5%
<b>Non-Housing Loan</b>	<b>3.4%</b>	<b>1.9%</b>	<b>2.4%</b>	<b>1.6%</b>	<b>1.2%</b>
Consumer Loan	1.1%	1.6%	1.5%	1.7%	1.1%
Commercial Loan	9.4%	6.2%	7.3%	4.5%	4.4%
Corporate Loan	0.6%	0.1%	0.1%	0.1%	0.0%
<b>Total Loan &amp; Financing</b>	<b>3.4%</b>	<b>3.0%</b>	<b>3.2%</b>	<b>3.0%</b>	<b>3.3%</b>
<b>Mortgage</b>	<b>1.3%</b>	<b>1.7%</b>	<b>2.5%</b>	<b>1.7%</b>	<b>3.0%</b>

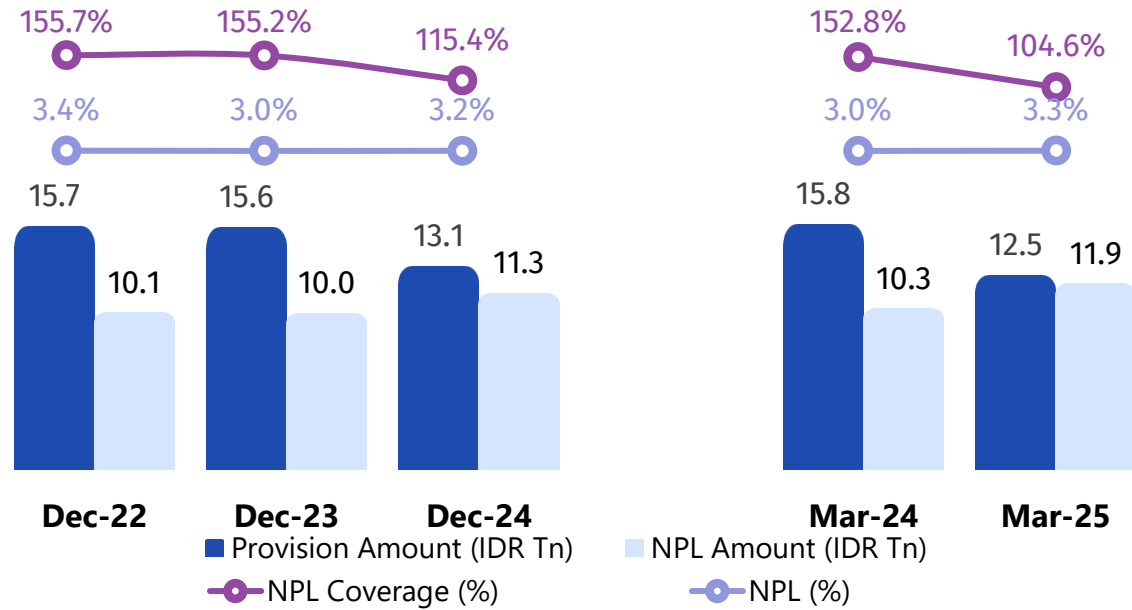
## Quarterly SML Trend



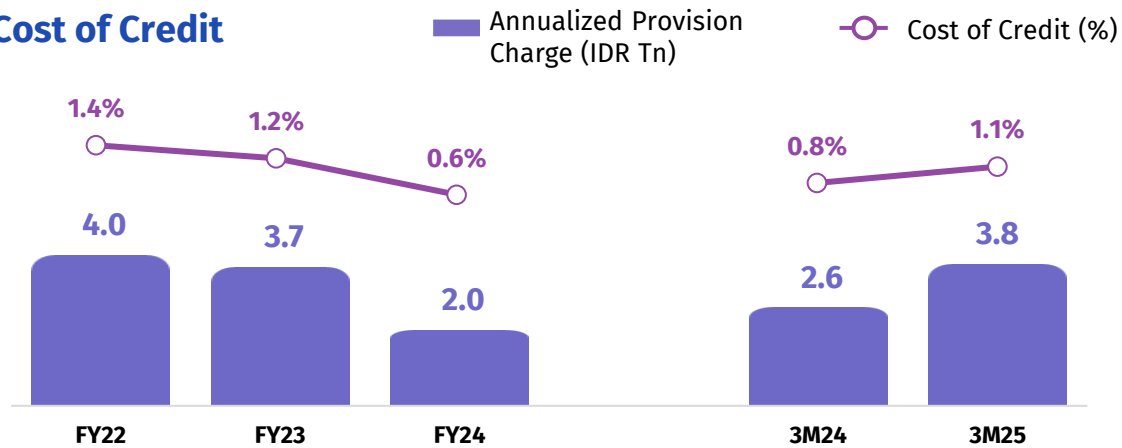
Note: Figures on graph and table include Sharia Financing

# Loan Quality ,Coverage and Cost of Credit

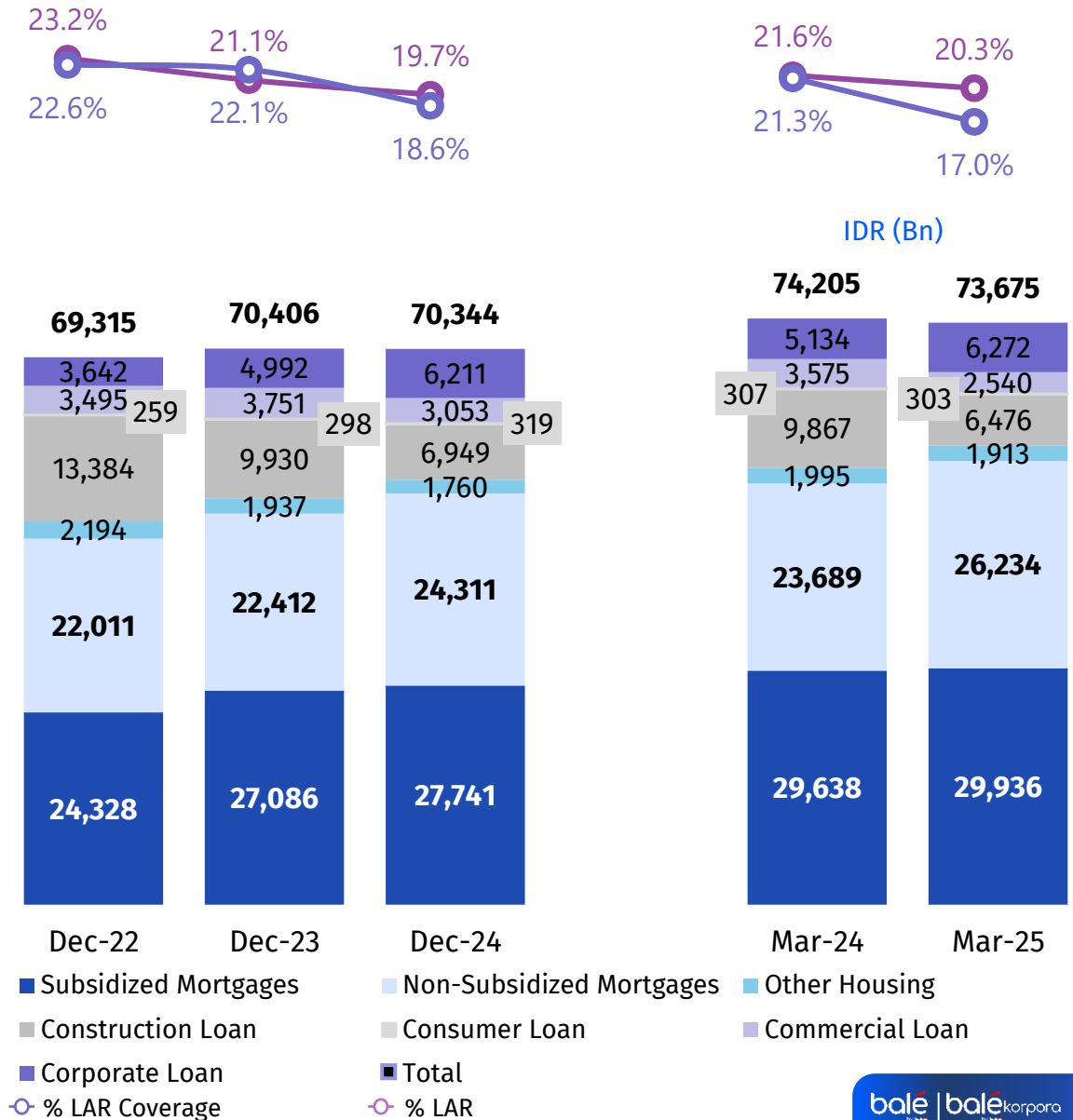
## NPL & NPL Coverage



## Cost of Credit



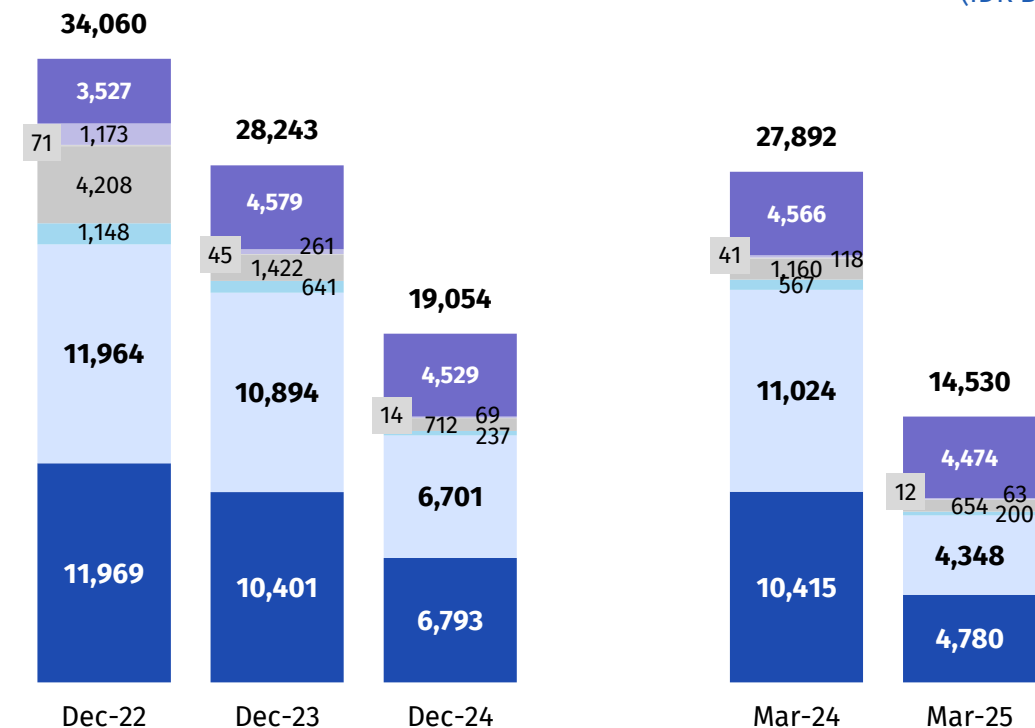
## LAR & LAR Coverage





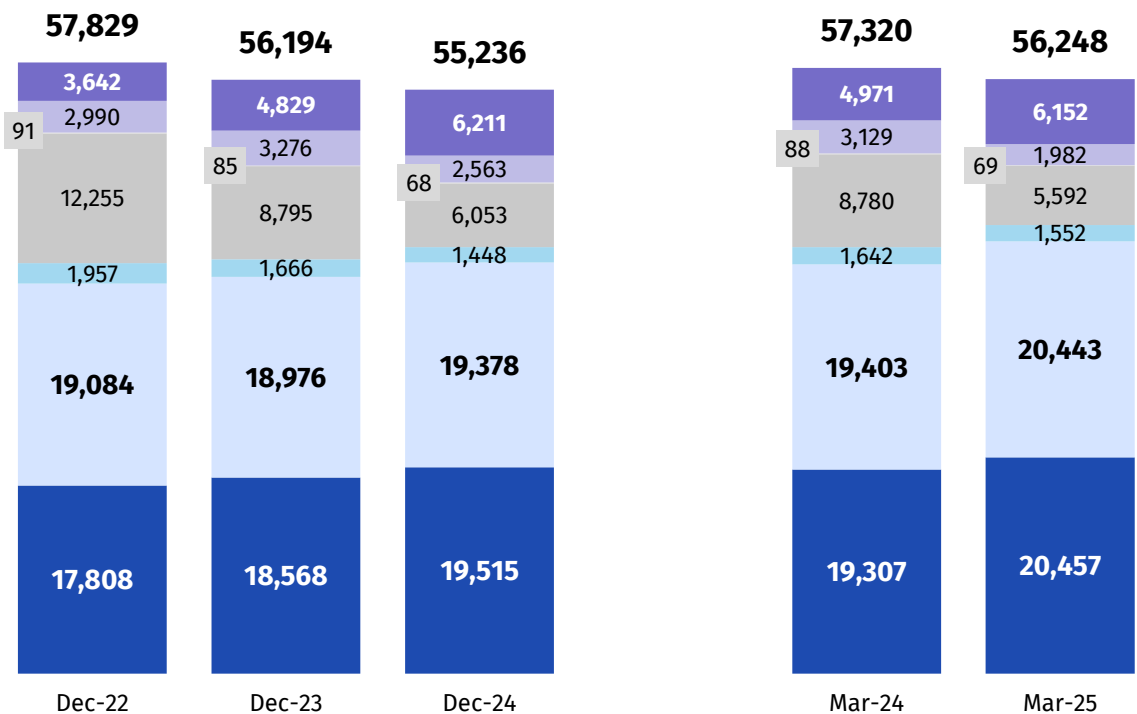
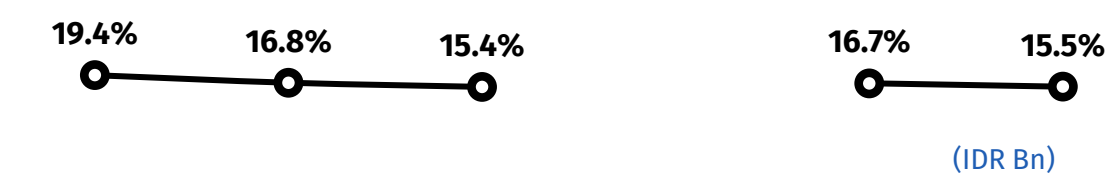
# Restructured Loans Breakdown by Segment

### Covid-19 Restructured Loan by Segment



■ Subsidized Mortgages ■ Non-Subsidized Mortgages ■ Other Housing  
■ Construction Loan ■ Consumer Loan ■ Commercial Loan  
■ Corporate Loan ■ Total Loan  
○ % Covid restru to total Loan

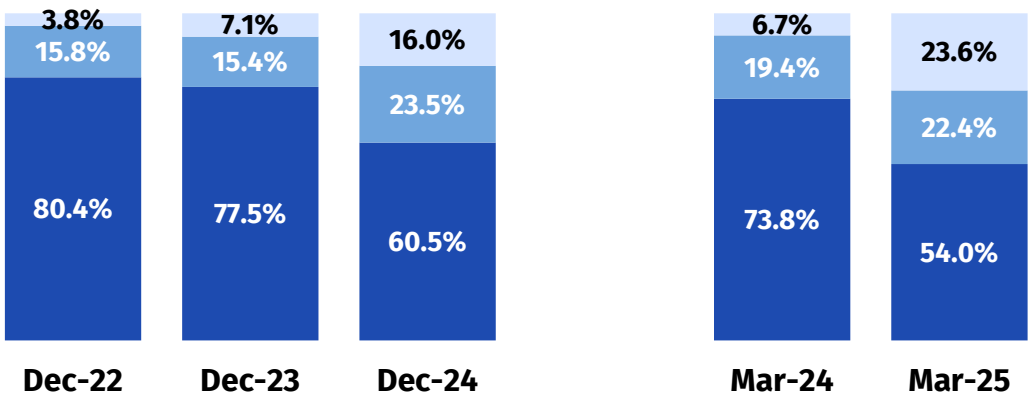
### Total Restructured Loan by Segment



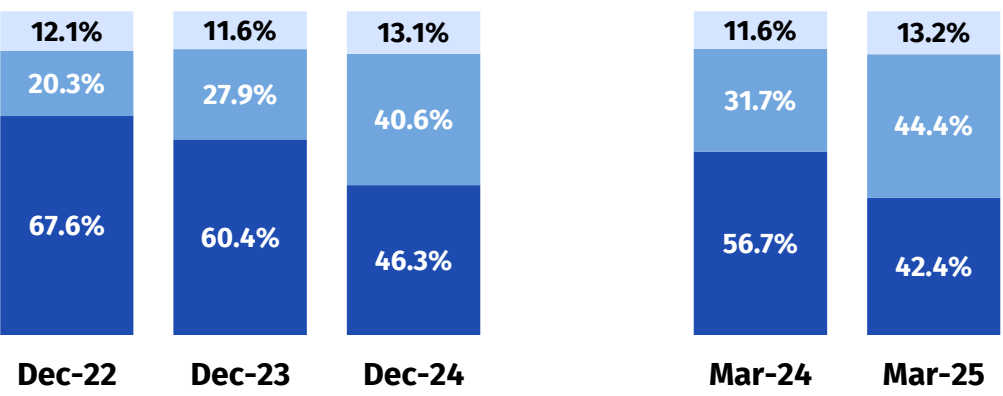
■ Subsidized Mortgages ■ Non-Subsidized Mortgages ■ Other Housing  
■ Construction Loan ■ Consumer Loan ■ Commercial Loan  
■ Corporate Loan ■ Total Loan  
○ % total restru to total Loan

# Restructured Loans Breakdown by Collectability

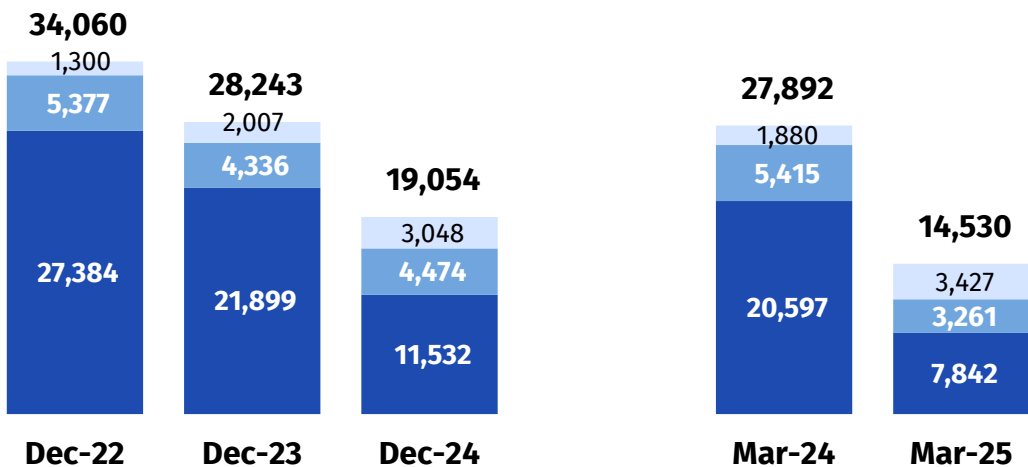
Covid-19 Restructured Loan by Collectability (%)



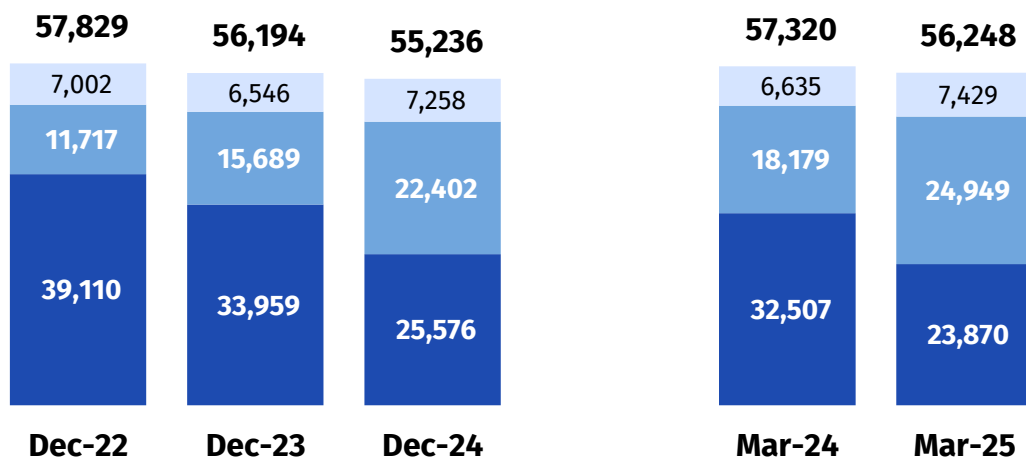
Total Restructured Loan by Collectability (%)



Covid-19 Restructured Loan by Collectability (IDR Bn)



Total Restructured Loan by Collectability (IDR Bn)



btn | ESG CORNER

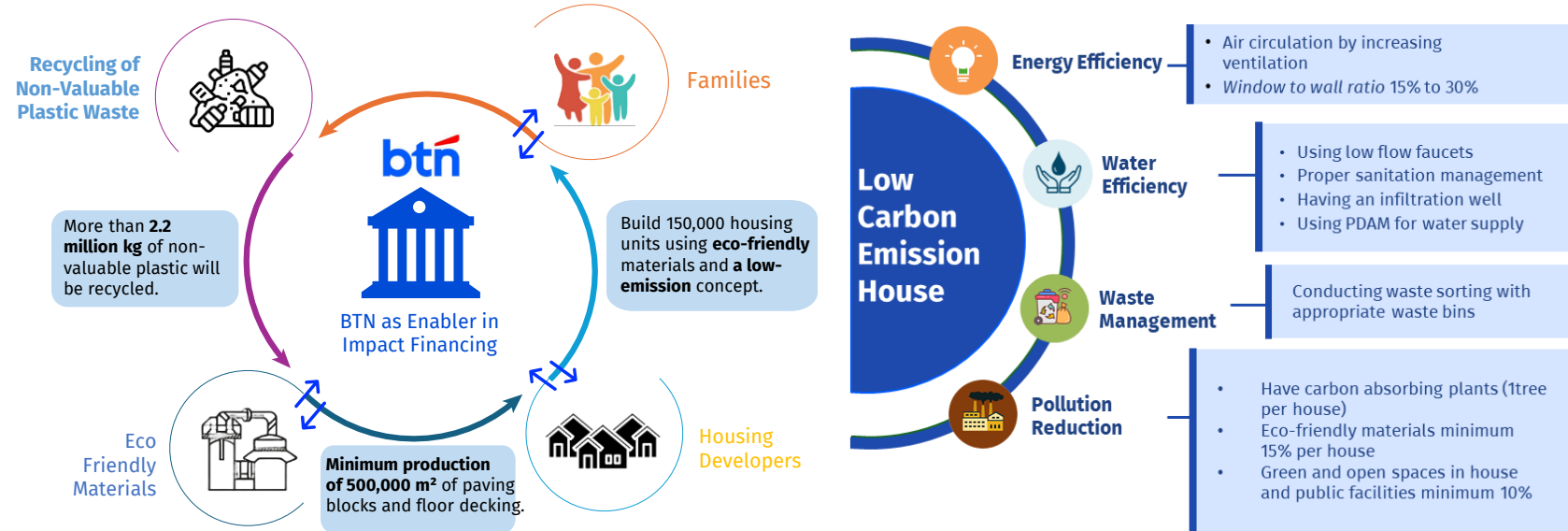
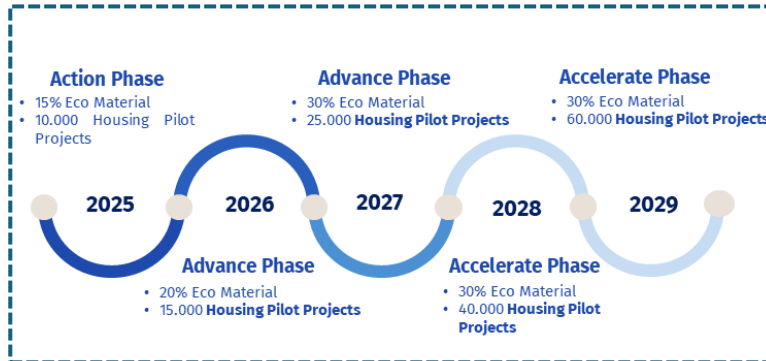
# Sustainable Finance



# BTN ESG Priority Initiative Update

BTN is developing the "**Low Emission Housing**" roadmap, with a total target of **150,000 housing units by 2029**

## Low Emission Housing Roadmap



## BTN has firmly established its position as a leading ESG Champion

**1** BTN becomes the **first and only bank in Indonesia** to ever receive **AA** from MSCI EGS Rating

**2** BTN is **Indonesia's first state-owned bank to adopt the Principles for Responsible Banking UNEPFI**. BTN affirms its commitment to sustainability and meaningful impact. We drive inclusive, equitable, and environmentally responsible growth through our financial solutions.

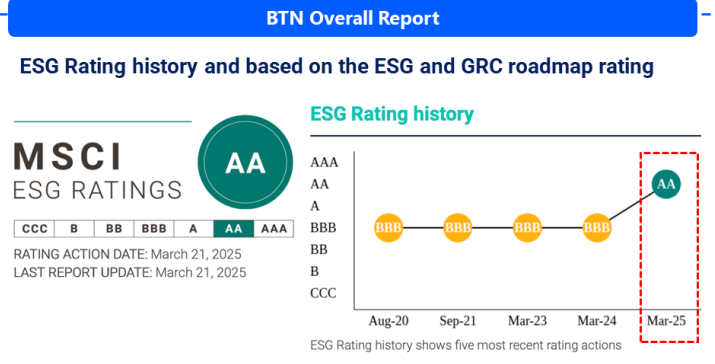
**3** BTN has set up its **Sustainable Finance Framework** and obtained a Second Party Opinion from Sustainable Fitch with **Excellent**



<https://www.btn.co.id/About/ESG/ESG-Framework/ESG-Signatory>



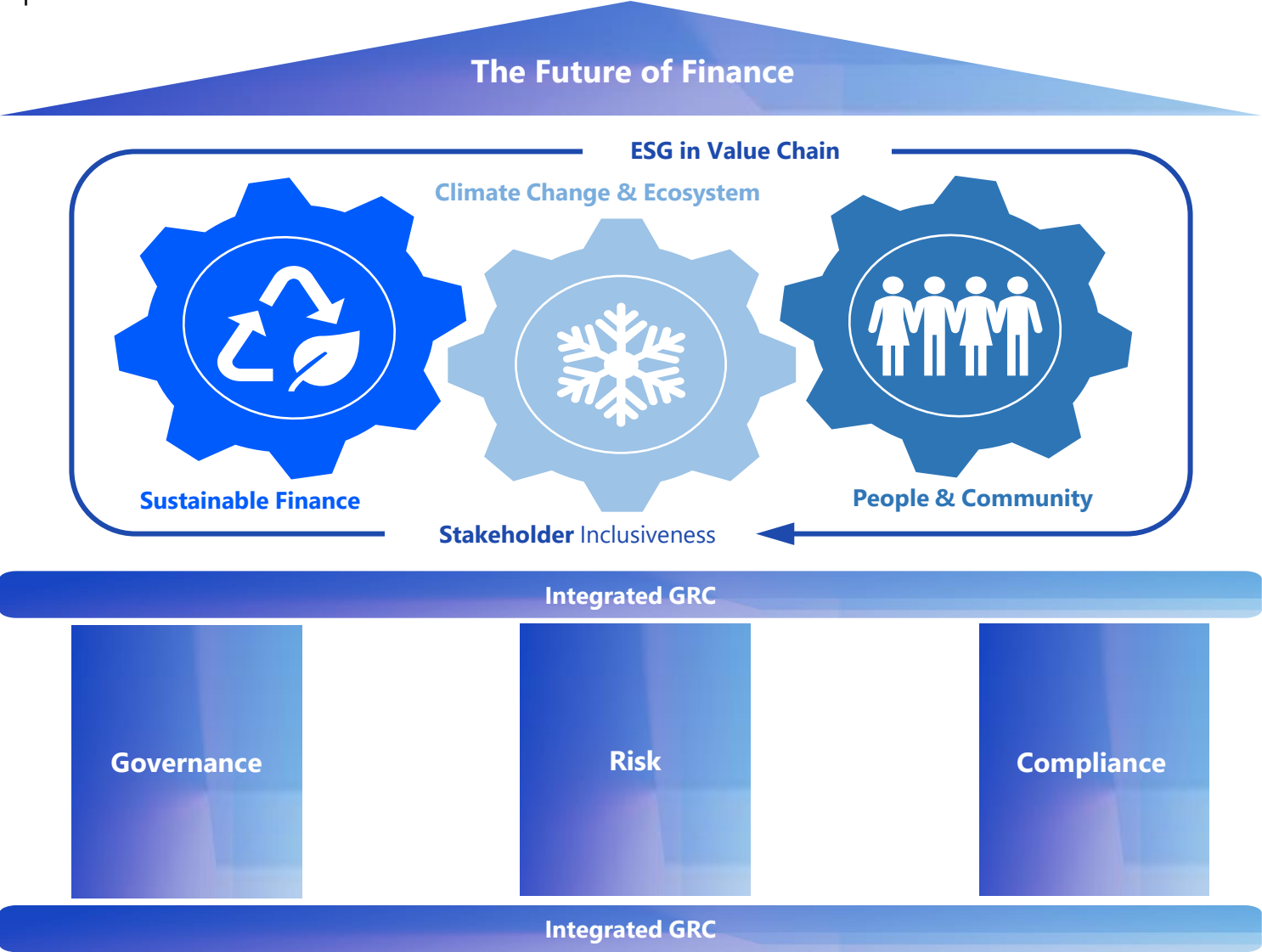
<https://www.btn.co.id/en/About/ESG/ESG-Framework/Sustainable-Finance-Framework>



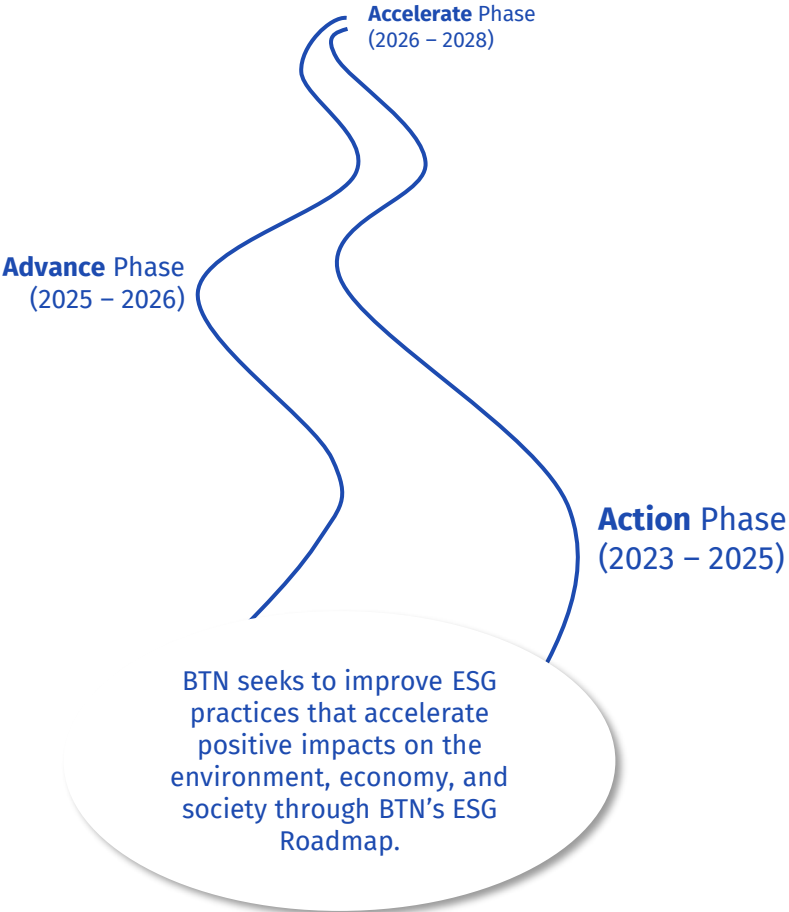


# Bank BTN ESG Framework : The Future of Finance

BTN aims to establish a sustainable business processes by integrating environmental, good governance, and social values in a comprehensive ESG framework.



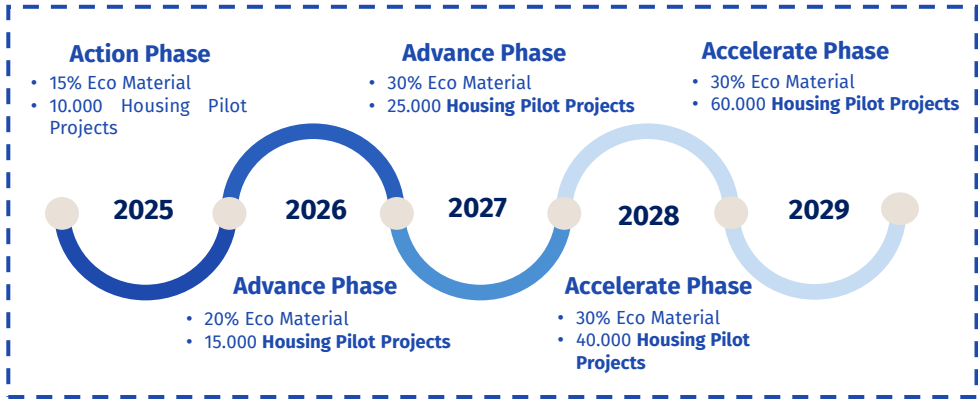
## BTN's ESG Roadmap



# Low Carbon Emission Housing Project

BTN is developing a "Low Emission Housing" roadmap, with a total target of 150,000 housing units by 2029.

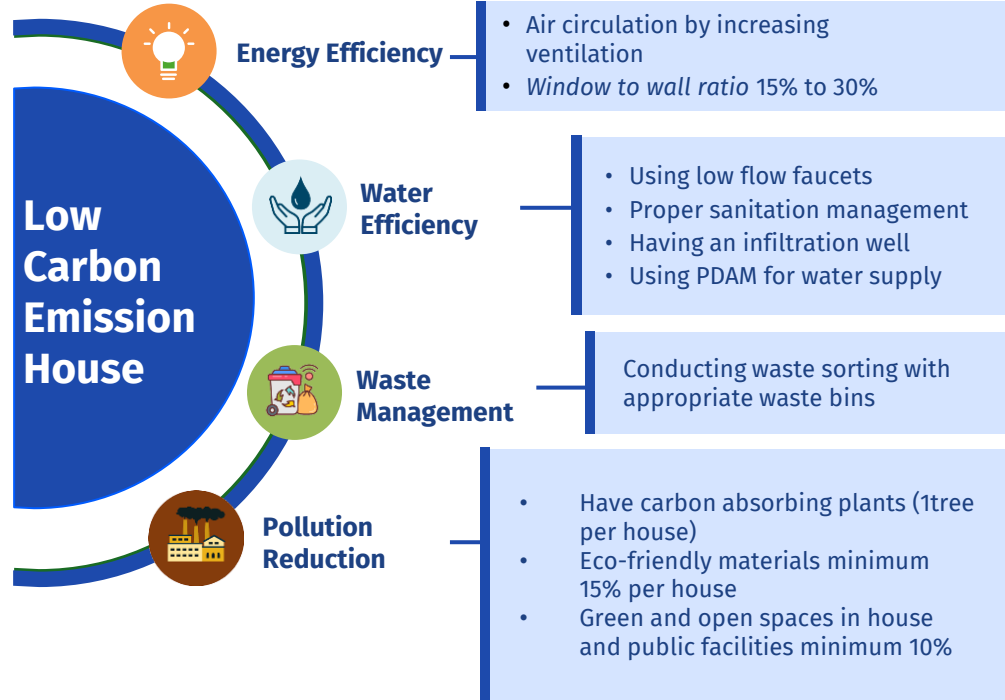
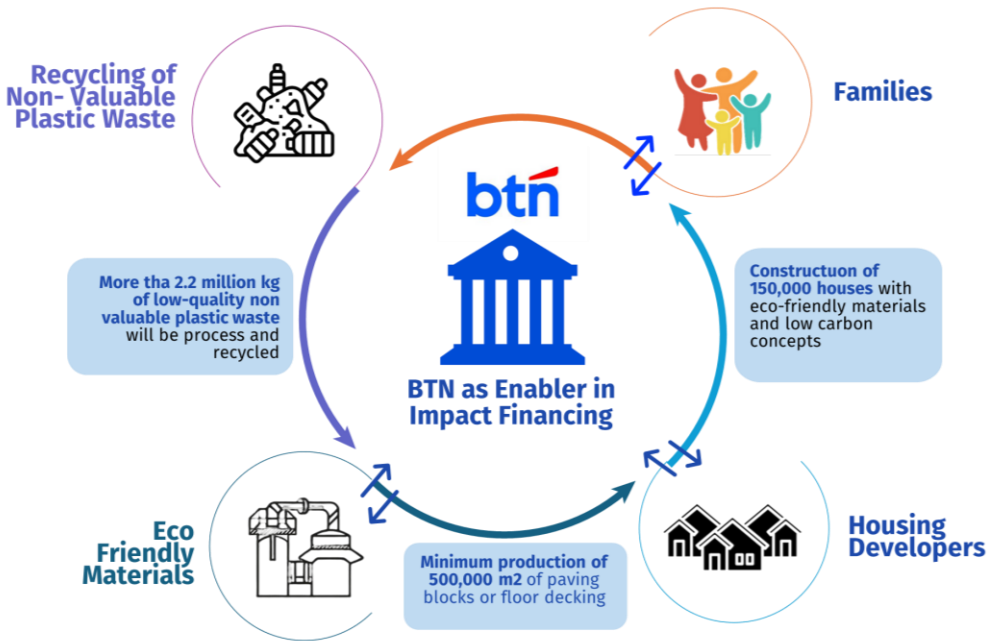
## Low Carbon Emission Roadmap



In August 2024, BTN officially inaugurated the Low Emission Housing Pilot Project, which involves **8 developer partners** with total of **1,200 units**



REBRICKS Supplier Ecofriendly Material



Interlock Brick



# Environmental Sustainability

BTN is committed to preserve and protect environment to support net-zero emission.

## Green Transportation

36

### Electric vehicles for operational

(12 electric cars & 24 electric motorcycles) will be increased around 200 units by 2029



## Green Premises

7

### Installed Solar panels

and targeting minimum 15% of Branch Offices by 2026 and 30% by 2028.



## Less Carbon Footprint through Digital Application

- Internal letter distribution through digital apps
- Mortgage applications through BTN Properti
- Management fees, parking fees, and other housing maintenance through BTN Smart Residence



## Waste Management

- Providing Temporary Shelters (TPS) with capacity of 5m<sup>3</sup>
- Implementing the use of four infiltration wells with capacity of 48m<sup>3</sup> each.
- Conducting a plastic waste-free campaign.
- Implementing 20 bio pore infiltration holes at Menara BTN.

## Corporate Social Responsibility

**Environmental programs** include planting initiatives such as:  
**200** Mangroove trees  
**1,000 & 5,000** Tabebuaya trees  
**1 House 1 Tree** in the Low Emission Housing Pilot Project



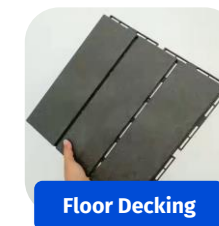
### Waste Bank Program

**7 locations** Palembang, Banjarmasin, Palu, Ambon, Banten, Surabaya, and Makassar



## Low Carbon Emission Housing Materials

BTN encourages developers to use minimum **15%** eco-friendly material to lower carbon emission in housing sector



Floor Decking

# Contributing more into people's welfare through subsidized mortgage

Contribute in reducing housing backlogs in Indonesia through housing financing program targeted to low-middle income segments



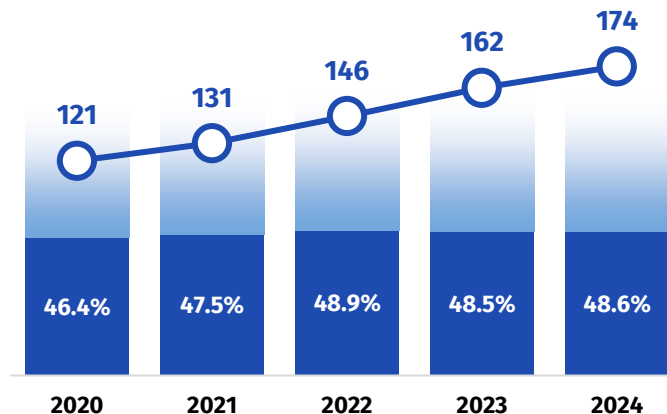
Provide houses with affordable electric prices with adjusted rates for middle-low income segments.



Make inclusive, safe, resilient and sustainable community in each subsidized housing complex.



Ensure availability and sustainable management of clean water and sanitation in subsidized housing.

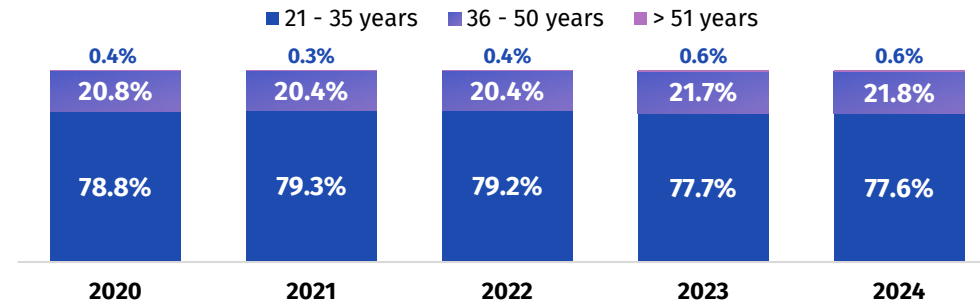


○ Subsidized Mortgage Loan Outstanding (IDR Tn)

■ % of Subsidized Mortgage of total BTN Loan Portfolio



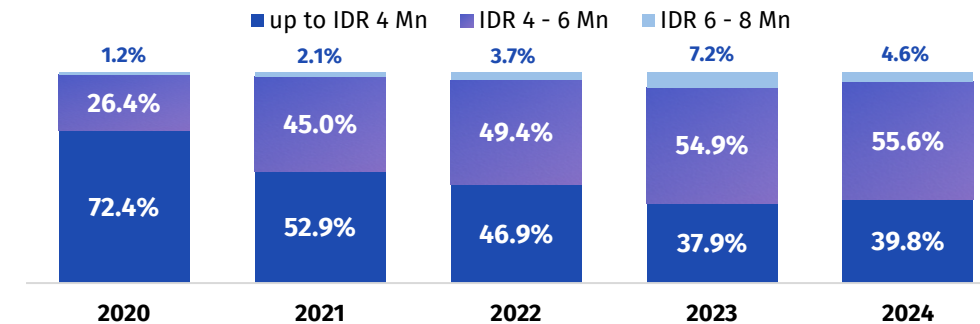
## Segment by Ages



■ ~77% of BTN Subsidized mortgage customers are Millennials



## Segment by Wages

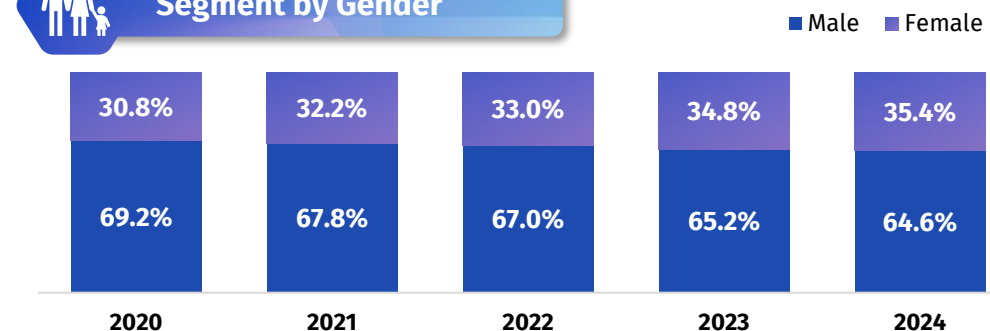


■ The maximum salary for eligible subsidized mortgage customers were **IDR 6 Mn for single income** and **IDR 8 Mn for joint income**.

■ Prior to 2019 maximum salary were **IDR 4 Mn**



## Segment by Gender



■ All genders have the same opportunity to own a subsidized house



# Housing Finance Center (HFC) to support housing industry in Indonesia

Through BTN Housing Finance Centre (HFC), BTN assists prospective new developers through a learning & advisory program and providing basic education to prospective developers



## Housing Finance Center (HFC)

To become a leading center for research, education and consultancy on housing finance



### Learning

Implementing the HFC's flagship work program in seminars, workshops, and short courses both online and offline in collaboration with well-known universities in Indonesia, Islamic boarding schools and other stakeholders.



### Advisory

Conducting collaboration, coaching, mentoring and carrying out advisory functions with academics, practitioners, government and community to training participants of HFC Program in property sector



### Research

Research implementation within the property sphere through various studies on the housing market and developing the House Price Index (HPI).

## BTN Santri Developer in Collaboration with NU Circle

1,476

Students have participated in the Santri Developers program.



- ❑ To support the growth of housing industry in Indonesia, BTN is committed to providing education to prospective developers from **Islamic boarding schools in collaboration with NU Circle.**
- ❑ By the end of 2024, **Bank BTN had organized 4 batches of Santri Developers in Jombang, Cirebon, Salatiga, and Pekanbaru** and 1 online event.

## Seminar/ Public Lecture/ Workshop Held by HFC in 2024



- ❑ Collaboration with SBM ITB for **Mini MBA in Property** with a total of more than 700 graduates in 22 batches
- ❑ **Public lectures and seminars with several universities** (ITS, Unnes, Untan, UHN, UII, and Unand).
- ❑ **Mini MBA in Property for HIPMI** participated by **HIPMI members**

# Human Capital Composition and Policy



## Respectful Workplace Policy

- Recognize and respect differences in diverse work environment with a wide range of ethnicities, races, nationalities, skin colors, ages, religions, genders, disabilities, or other characteristics and perspectives to promote a productive environment.
- Ensure that everyone is treated equally and have the same opportunity accessing the facilities and infrastructure.
- Create a working environment of mutual respect, non-discrimination, and harassment in any form.



## Diversity, Equity and Inclusion Policy



BTN provides broad opportunities for all parties to contribute to BTN by implementing policies related to **Diversity, Equity and Inclusion (DEI)** in the company's Human Capital operations.



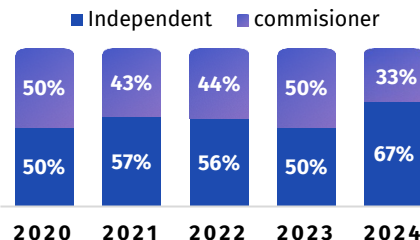
## Employee Wellbeing Program

BTN implemented **Employee Well-Being Framework** mandated by **BUMN** to keep **stakeholders** healthy, safe, and happy as well as improve EVP, additional value, and performance of individuals and business units.



## Management Composition

### Commissioner Composition



9%

of the BOD composition are women

11%

of the Commissioner composition are women



## Gender Diversity

12,847 employees

(as of Dec-24)



Female 48.9%



Male 51.1%



## Employee Composition

> 18.5% of the Top Management composition are women

> 23 Disabled Employees

Top Management\*)  
2.1%

> By Level



\*) Consists of AVP, VP, SVP and EVP

> By Age



## ESG Training & Culture

In achieving the goal of becoming an **#ESGChampion**, good internal support from the Bank is needed. BTN has implemented **learning & training related to ESG for internal Bank employees**.

11,448

Completed Self-Learning ESG awareness (delivered online)

22,583

Completed ESG learning & training (delivered online & onsite)

5

Employees become BUMN Green Ambassador

8

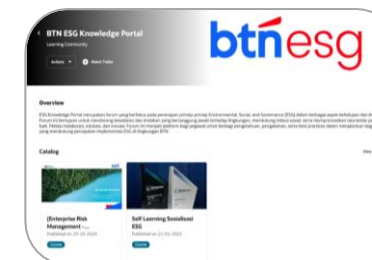
ESG related cultural initiatives in 2024

ESG Curriculum (rating sustain analytics standards)

- Pelatihan kegiatan pemasaran dan produk yang bertanggung jawab
- Pelatihan Tata kelola Data Privasi
- Pelatihan issue-isue Keamanan Data
- Pelatihan Identifikasi Risiko ESG
- Program Mentorship
- Pelatihan dan Pedoman terkait Keberagaman
- Pelatihan APU PPT
- Pelatihan Penghindaran Pajak
- Pelatihan Kepatuhan kepada ketentuan Internasional
- Pelatihan penyusunan dan Anti Korupsi
- Pelatihan terkait Kode Etik



## ESG Knowledge Portal



The ESG Knowledge Portal is an internal platform integrated in **BTNBEST** as a **education channel** accessed by the **employees** regarding the importance of ESG principles.

## Gratification



The Gratification Control Unit is a unit in the Compliance and Governance Division with a **task to receive gratification reports and reports to the Komisi Pemberantasan Korupsi (KPK).**

## Data Privacy & Cyber Security



**Data Privacy has become BTN's main priority** to protect customer and internal data. In 2024, 67 employees and 5 people from IIKPA are given the Anti Corruption certification.

## ESG Aspect in Credit Analysis



To create impact through **Sustainable Finance**, BTN is committed to provide policies related to ESG aspects in loan analysis.

## Whistle Blowing System (WBS)



<https://btinsiips.tioffs.info>  
Email : [btinsiips@tipoffs.info](mailto:btinsiips@tipoffs.info)



Msg./WA + 62 813 8870 1117  
Telp. + 62 21-5092882/3

The objective of the Company's WBS is to strengthen internal control mechanisms to support business growth, through :

- ❑ Early detection and prevention of irregularities or violations;
- ❑ To build an open, sincere, honest, and responsible work climate.

## Signatories



BTN has joined national and international environmental and social sustainability communities.

## Anti-Money Laundering



BTN strengthens aspects of corporate governance by enhancing policies, and implementing the awareness related to **Anti-Money Laundering (APU) & Prevention of Terrorism Financing (PPT)**



## Compliance Management System



BTN obtained ISO Certification 37301:2021 on Compliance Management System in 30 December 2022 applied in the Compliance & Governance Division, which includes compliance, corporate governance, and money laundering prevention functions.



## Anti Anti Corruption



BTN has an Anti Corruption Program and Forum consisted of 96 Certified Integrity Officer (CIO) and 67 Anti Corruption Instructor (PAKSI) certification across all units.



## Anti Bribery



BTN implemented Anti Bribery Management System (ISO 37001:2016) in 16 areas: Credit Risk, Commercial Banking, Corporate Banking, MSME, 6 MSME restructured units, 4 Commercial Business Center (CBC), Credit Operations, and procurement.



## Anti Fraud Sub Committee




BTN established an Anti Fraud Sub Committee to supervise and implement Anti Fraud Strategy



## ESG Committee



BTN established ESG Committee to supervise and drive the implementation of ESG principles on the Bank's business.



## ESG Principles



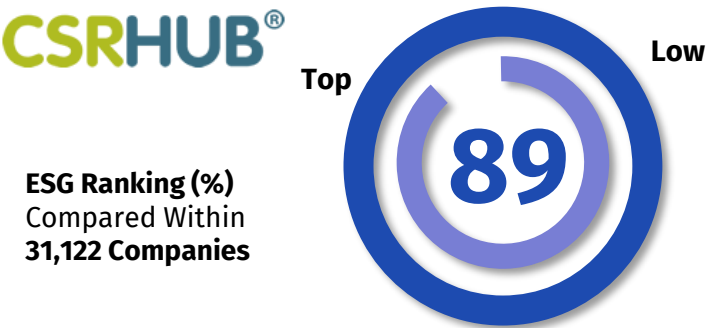
BTN integrated ESG principles to 76 internal policies ensure ESG principles are embedded to the Bank's operational and strategic framework.



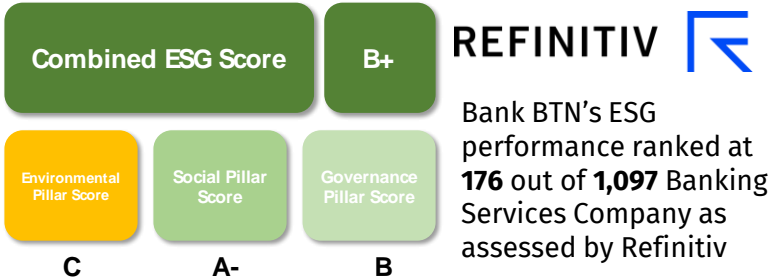
ACGS Rating



CSR HUB



Refinitiv



MSCI ESG Rating



A company with a mixed or unexceptional track record of managing the most significant ESG risks and opportunities relative to industry peers

Included in some ESG Indices



**IDX LQ45**  
Low Carbon Leaders



**SRI Kehati Index**  
1. ESG Sector Leaders  
2. ESG Quality 45

Corporate Governance Perception Index (CGPI)





# Sharia Business



# BTN's Indicative Schedule of Proposed Acquisition of New Sharia Bank Entity

## Signing of CSPA between BTN and sellers (VICO and BVIC)



Estimated **OJK's approval** on the Proposed Acquisition, fit and proper test of **BTN as the new controlling shareholder**, and formation of KUB.

Estimated **Central Bank of Indonesia's Approval**, acquiring services for Payment Services Providers (PJP).

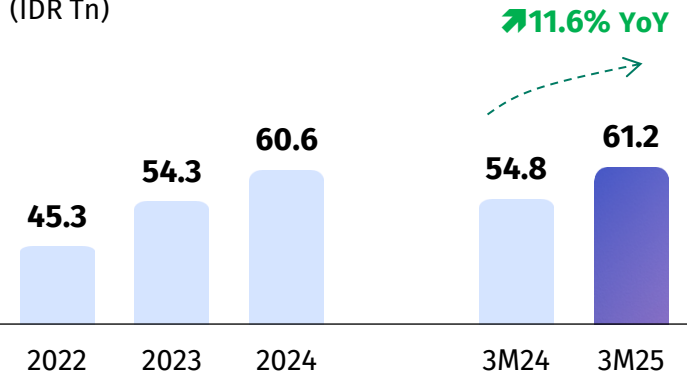


The indicative schedule is only an estimate that is subject to change without prior notice due to certain circumstances beyond the control of BTN that occur.

# Performance Highlight Sharia Unit in 1Q25

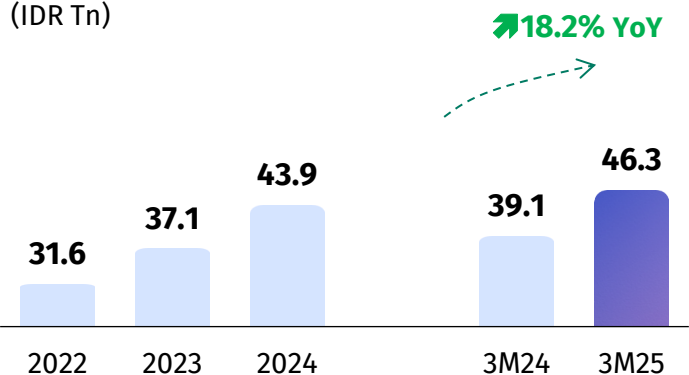
**Total Assets continue to grow**, with total outstanding of **IDR 61 Tn**

(IDR Tn)



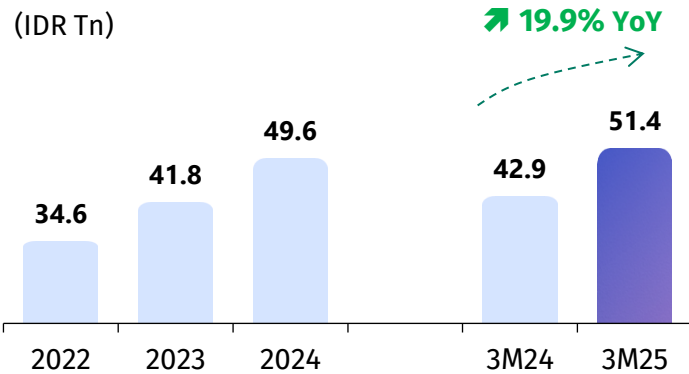
**Sustainable Growth of Financing** to **IDR 46 Tn**

(IDR Tn)



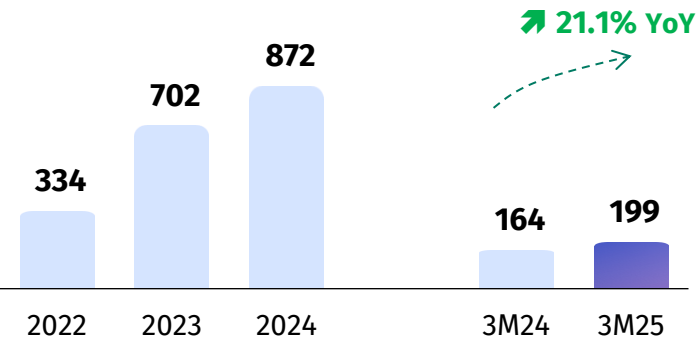
**Resilient Total Deposits**, to **IDR 51 Tn**

(IDR Tn)



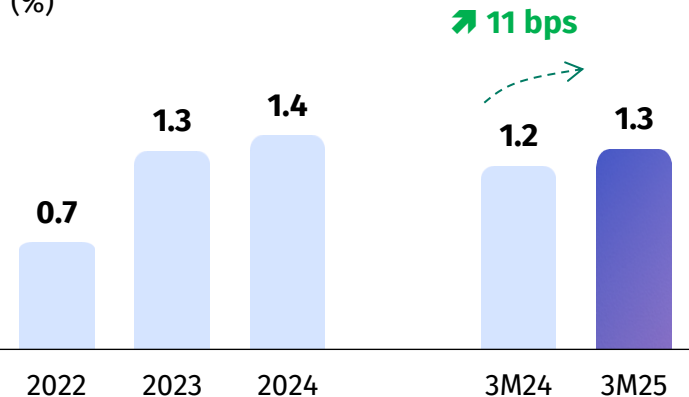
**Net Profit** reached **IDR 199 Bn**

(IDR Bn)



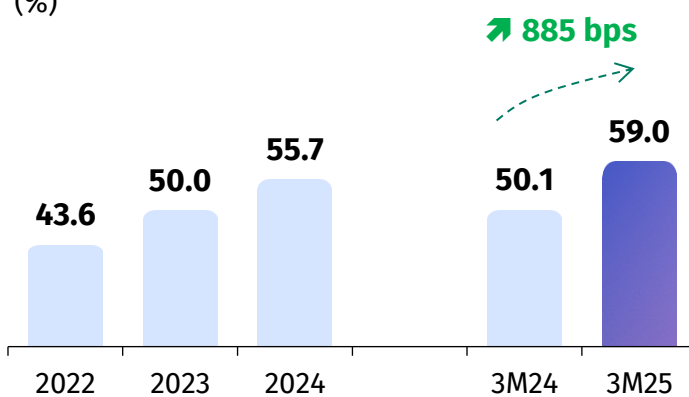
**ROA reached 1.3%** as of Mar 2025

(%)



**CASA Deposits** of **59.0%**

(%)





Financial Highlight	2022	2023	2024
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## Asset/ Liabilities

Total Assets (IDR Bn)	45,336	54,289	60,560
Total Financing (IDR Bn)	31,624	37,114	43,892
Total Deposits (IDR Bn)	34,641	41,803	49,622

## Profitability

Net Profit (IDR Bn)	334	702	872
N I M equivalent	5.0%	5.0%	4.2%
ROA	0.7%	1.3%	1.4%

## Asset Quality

NPF (Gross)	3.3%	2.4%	2.9%
Financing at Risk (FAR)	17.1%	14.4%	13.1%
NPF Coverage	150.1%	158.1%	105.4%

## Liquidity

FDR	91.3%	88.8%	88.5%
CASA	43.6%	50.0%	55.7%

1Q24	1Q25	Growth (%)
------	------	------------

54,845	61,196	11.6% yoy
39,137	46,262	18.2% yoy
42,858	51,397	19.9% yoy

164	199	21.1% yoy
4.2%	4.0%	(22) bps
1.2%	1.3%	11 bps

2.8%	2.8%	(3) bps
14.8%	13.2%	(161) bps
130.0%	100.8%	(2,922) bps

91.3%	90.0%	(131) bps
50.1%	59.0%	885 bps

# Sharia Business : Financing & Deposits Composition

## Financing Business Composition

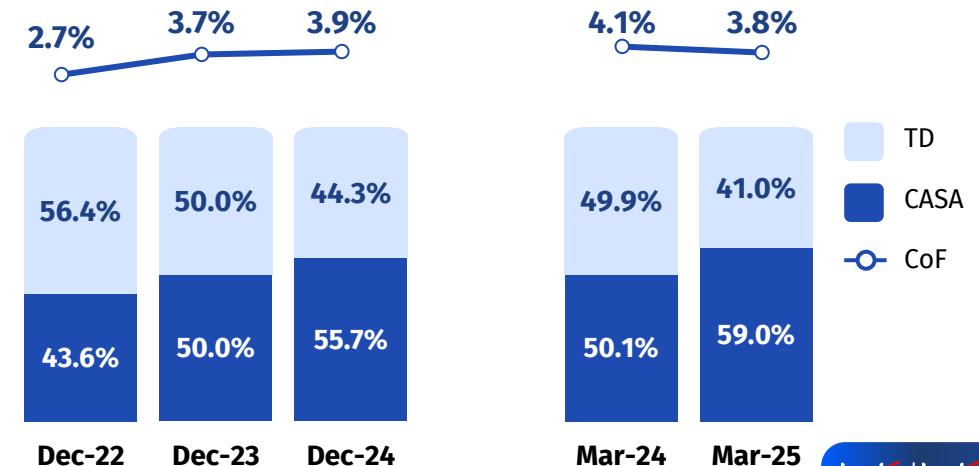
Financings Type (IDR Bn)	Dec-22		Dec-23		Dec-24	
	Outs	%	Outs	%	Outs	%
<b>Housing Financing</b>	<b>30,812</b>	<b>97.4%</b>	<b>36,587</b>	<b>98.6%</b>	<b>43,217</b>	<b>98.5%</b>
Subsidized Mortgage	19,039	60.2%	22,966	61.9%	26,522	60.4%
Non-Subsidized Mortgage	9,948	31.5%	11,604	31.3%	14,303	32.6%
Other Housing Financing	48	0.2%	33	0.1%	41	0.1%
Construction Financing	1,776	5.6%	1,982	5.3%	2,351	5.4%
<b>Non-Housing Financing</b>	<b>812</b>	<b>2.6%</b>	<b>528</b>	<b>1.4%</b>	<b>675</b>	<b>1.5%</b>
Consumer Financing	145	0.5%	169	0.5%	290	0.7%
Commercial Financing	667	2.1%	359	1.0%	385	0.9%
<b>Total Financing</b>	<b>31,624</b>	<b>100.0%</b>	<b>37,114</b>	<b>100.0%</b>	<b>43,893</b>	<b>100.0%</b>
<b>Mortgage Financing</b>	<b>28,988</b>	<b>91.7%</b>	<b>34,571</b>	<b>93.2%</b>	<b>40,825</b>	<b>93.0%</b>

Mar-24		Mar-25		QoQ	YoY
Outs	%	Outs	%		
<b>38,646</b>	<b>98.7%</b>	<b>45,703</b>	<b>98.8%</b>	<b>5.8%</b>	<b>18.3%</b>
24,524	62.7%	28,509	61.6%	7.5%	16.3%
12,070	30.8%	14,945	32.3%	4.5%	23.8%
40	0.1%	41	0.1%	0.6%	3.5%
2,012	5.1%	2,207	4.8%	-6.1%	9.7%
<b>491</b>	<b>1.3%</b>	<b>560</b>	<b>1.2%</b>	<b>-17.1%</b>	<b>14.1%</b>
176	0.4%	303	0.7%	4.3%	72.3%
315	0.8%	257	0.6%	-33.3%	-18.4%
<b>39,137</b>	<b>100.0%</b>	<b>46,262</b>	<b>100.0%</b>	<b>5.4%</b>	<b>18.2%</b>
<b>36,594</b>	<b>93.5%</b>	<b>43,454</b>	<b>93.9%</b>	<b>6.4%</b>	<b>18.7%</b>

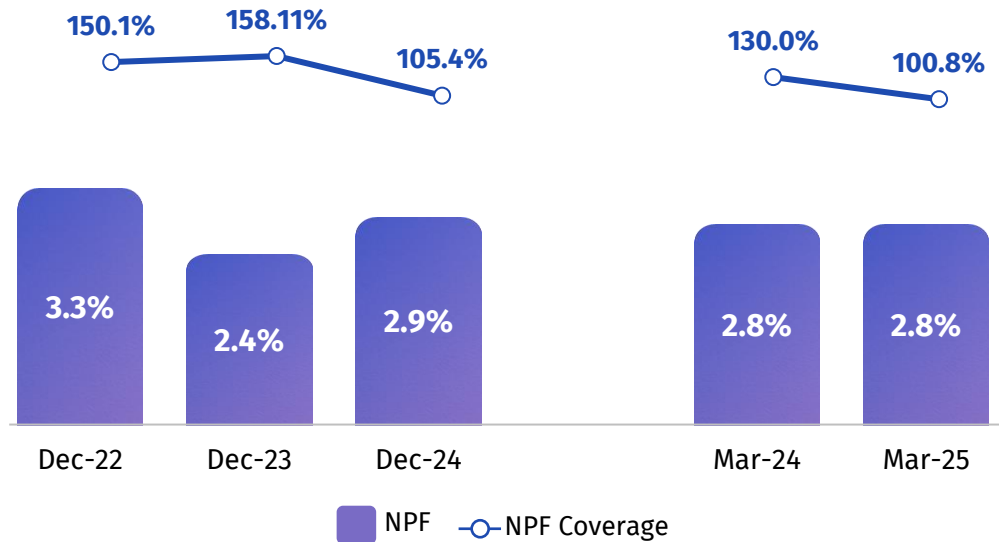
## Deposits Composition

Deposits (IDR Bn)	Dec-22	Dec-23	Dec-24			
				Mar-24	Mar-25	yoy
<b>CASA</b>	<b>15,117</b>	<b>20,915</b>	<b>27,634</b>	<b>21,477</b>	<b>30,307</b>	<b>41.1%</b>
Current Account	9,104	14,166	19,825	14,489	21,910	51.2%
Savings Account	6,013	6,750	7,810	6,988	8,397	20.2%
Time Deposits	19,524	20,888	21,988	21,381	21,090	-1.4%
<b>Total</b>	<b>34,641</b>	<b>41,803</b>	<b>49,622</b>	<b>42,858</b>	<b>51,397</b>	<b>19.9%</b>

## CASA Ratio (%)



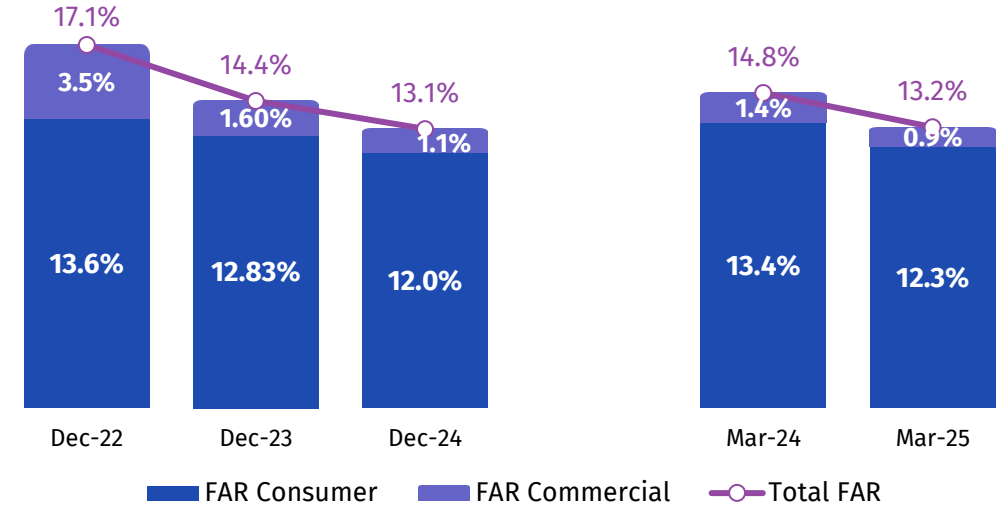
## NPF & NPF Coverage



## Special Mentioned Financing (SMF)

Financings Type	Dec-22	Dec-23	Dec-24	Mar-24	Mar-25
<b>Housing Financing</b>	<b>6.7%</b>	<b>7.1%</b>	<b>7.2%</b>	<b>8.0%</b>	<b>7.5%</b>
Subsidized Mortgage	7.1%	7.1%	7.7%	8.4%	8.1%
Non-Subsidized Mortgage	7.0%	7.3%	7.1%	8.5%	7.4%
Other Housing Financing	8.9%	11.0%	13.0%	11.9%	13.7%
Construction Financing	1.6%	5.7%	1.3%	0.5%	0.9%
<b>Non-Housing Financing</b>	<b>0.0%</b>	<b>1.6%</b>	<b>0.8%</b>	<b>1.1%</b>	<b>1.1%</b>
Consumer Financing	3.8%	3.8%	1.8%	3.1%	2.1%
Commercial Financing	0.0%	0.5%	0.0%	0.0%	0.0%
<b>Total Financing</b>	<b>6.6%</b>	<b>7.0%</b>	<b>7.1%</b>	<b>7.9%</b>	<b>7.5%</b>
<b>Mortgage Financing</b>	<b>7.0%</b>	<b>7.1%</b>	<b>7.5%</b>	<b>8.4%</b>	<b>7.9%</b>

## Financing at Risk (FAR)



## Non-Performing Financing (NPF)

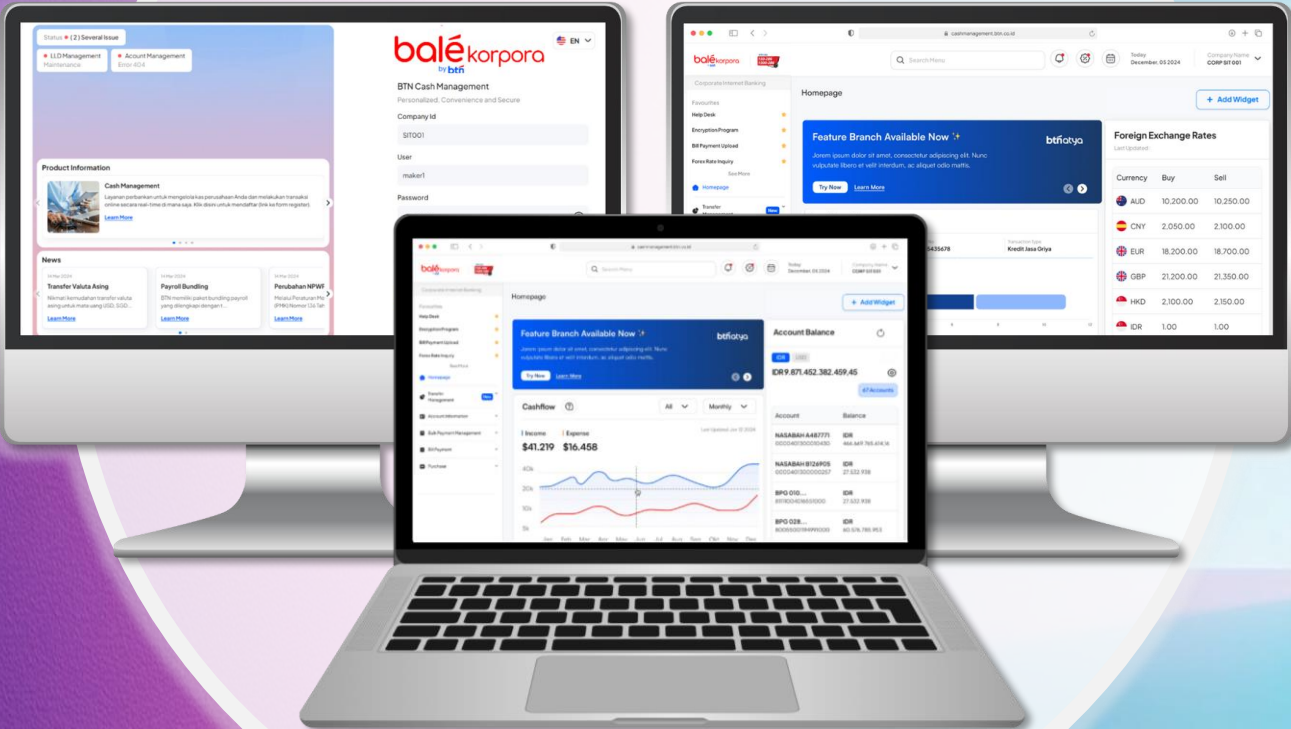
Financings Type	Dec-22	Dec-23	Dec-24	Mar-24	Mar-25
<b>Housing Financing</b>	<b>3.2%</b>	<b>2.3%</b>	<b>2.8%</b>	<b>2.7%</b>	<b>2.8%</b>
Subsidized Mortgage	0.9%	1.1%	1.6%	1.4%	1.5%
Non-Subsidized Mortgage	1.3%	2.0%	2.9%	2.4%	3.3%
Other Housing Financing	5.5%	1.8%	0.4%	1.5%	0.5%
Construction Financing	38.0%	18.1%	16.2%	21.3%	15.8%
<b>Non-Housing Financing</b>	<b>9.0%</b>	<b>10.0%</b>	<b>6.6%</b>	<b>11.0%</b>	<b>6.4%</b>
Consumer Financing	4.7%	3.6%	2.0%	4.0%	2.0%
Commercial Financing	9.9%	13.0%	10.1%	15.0%	11.6%
<b>Total Financing</b>	<b>3.3%</b>	<b>2.4%</b>	<b>2.9%</b>	<b>2.8%</b>	<b>2.8%</b>
<b>Mortgage Financing</b>	<b>1.0%</b>	<b>1.4%</b>	<b>2.0%</b>	<b>1.7%</b>	<b>2.1%</b>

# Digital Initiatives

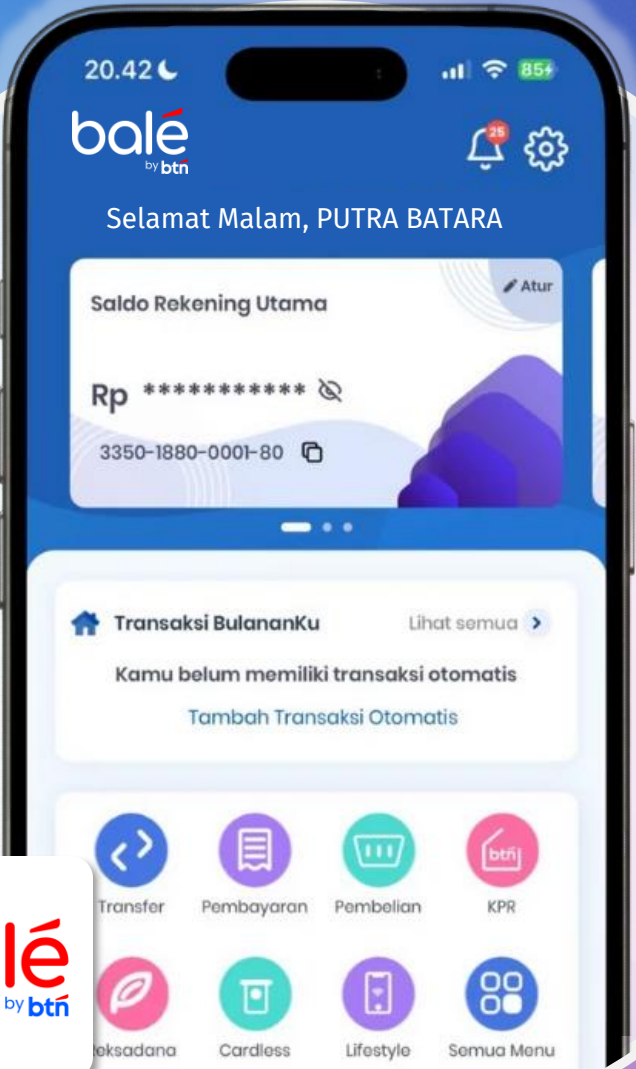


# New BTN's Digital Super Platform, Both for Corporate and Retail Customers

**balé** korporata  
by **btn**



**balé**  
by **btn**



## Superior Features to Support Client's Business Transaction

**Payment Solutions**

**Liquidity & Financing Management**

**Central Reporting Management**

**Collection & Reconciliation Mgt.**



Housing/  
Developer



Construction



Healthcare



Education



Trading/  
Manufacture



Government



Financial  
Inst.

**Thematic Industry Solution**

**Phase 1 – Feb 25**

**korpora** | Cash Management

**korpora** | Guarantee

**korpora** | Financial Supply Chain Management



**Financial Dashboard**



**Loan Management**



**Virtual Account Management**

**Phase 2 – Q3 25**

**korpora** | Primo Account

**korpora** | Trade Finance



**Online Registration**



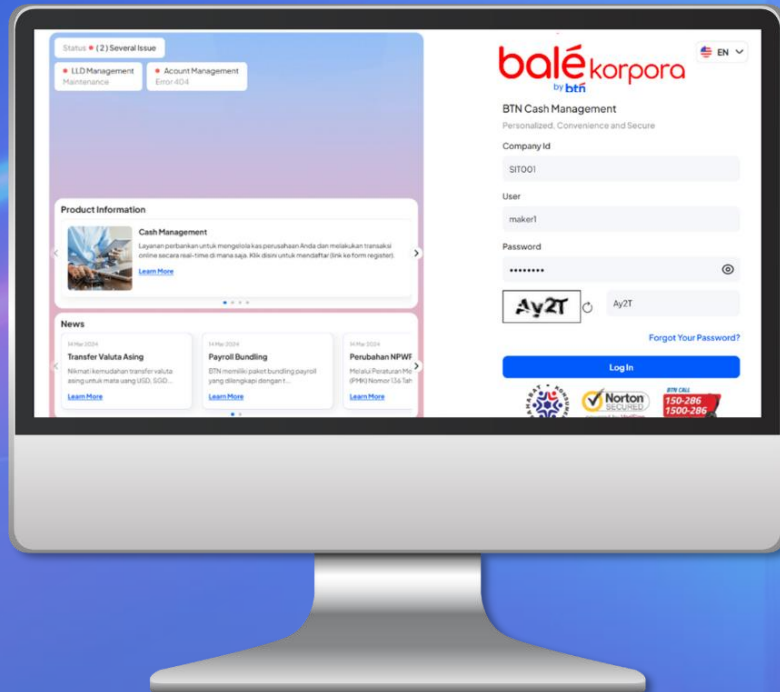
**Soft Token**



**Online Opening Account**



**Online Breach Forex**

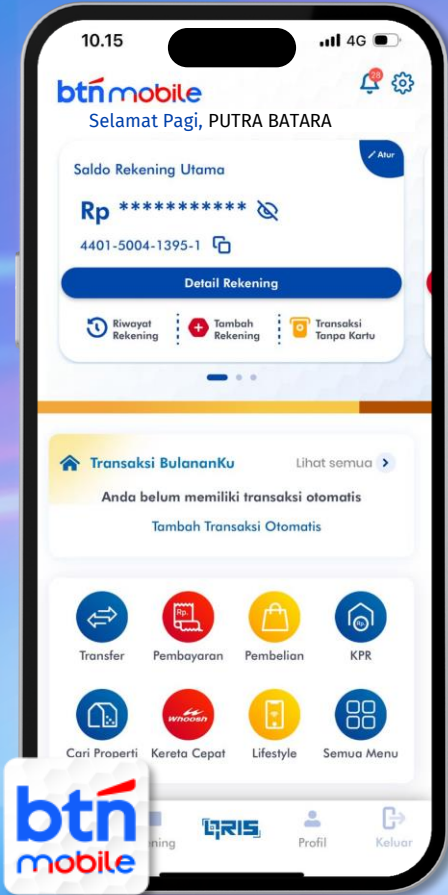




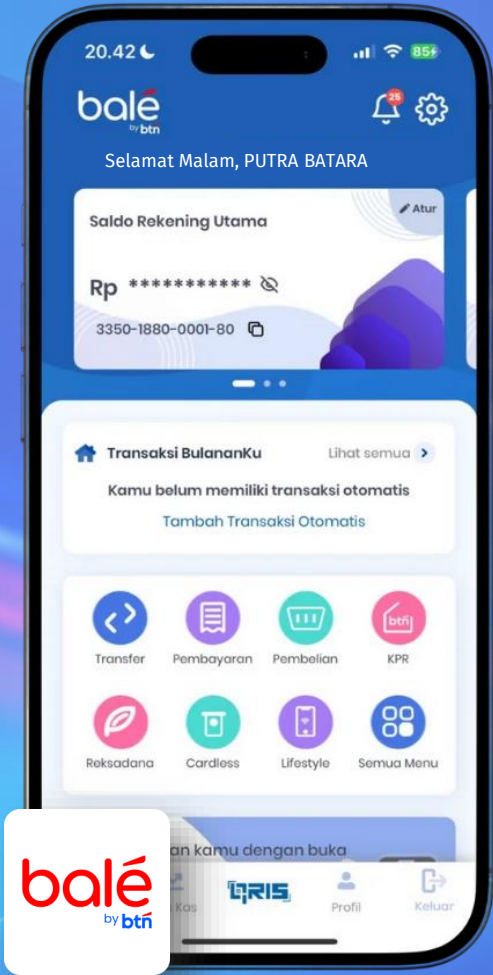
# Journey of BTN's Mobile Banking



2012 - 2023



2023 - 2024



2025

**cashback 30%**  
at 48 Merchants Nationwide  
and 1,731 Local Merchants

**balé**  
by btn  
merchant

**balé**  
by btn  
community

**balé**  
by btn  
properti

**balé**  
by btn  
superapp

**balé**  
by btn  
space

**Be Free**  
IDR **0**  
**Free Transaction Admin Fee**

- Transfer fees with BI-Fast
- Electricity bill payment & token
- Top Up E-Wallet

**balé**  
by btn  
bisnis

**Plus**  
by btn  
prioritas



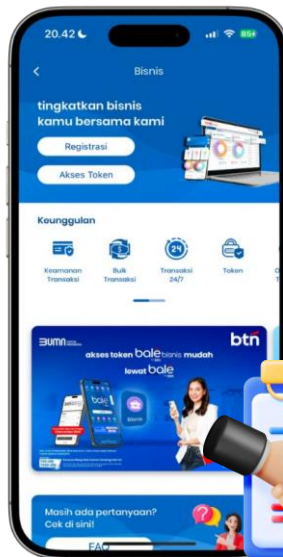
**balé**  
by btn





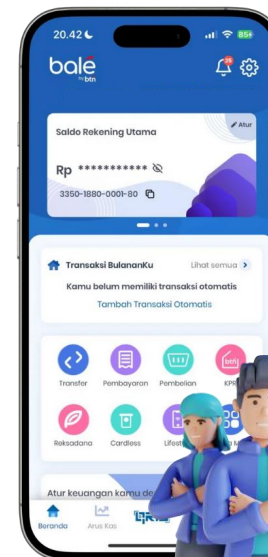
## balé properti by btn

A section where users may **look for primary houses**, create loan simulations, see loan recommendations, and **apply for a housing loan**.



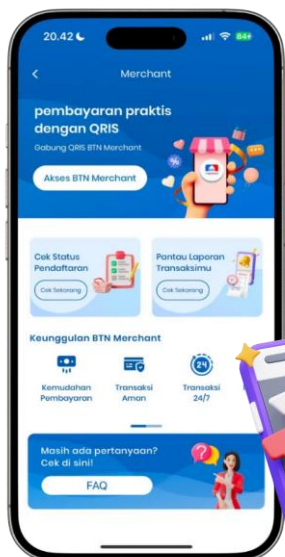
## balé bisnis by btn

An internet banking **exclusively for SMEs**, where they can utilize the platform for safer transactions and generate their own token.



## balé by btn

After logging in, users may access more **financial features** such as split bills, investing features, e-money top up, and see transaction history.



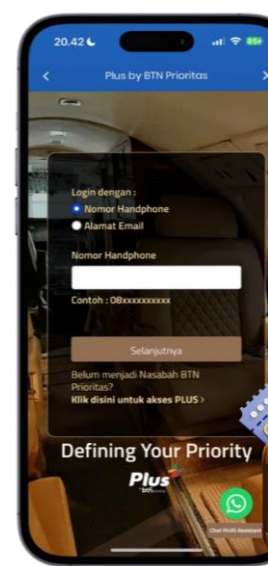
## balé merchant by btn

A tool to **facilitate merchants with digital transactions** and monitor their overall performance.



## balé space by btn

Bale Space **offers lifestyle and entertainment contents** through the recent articles, promotions, and other services.



## Plus by btn prioritas

Bale by BTN provides **access to BTN Priority**, which offers exclusive banking services, special offers, as well as loyal rewards.



# Appendix



# BTN has set a New Long-Term Aspiration for 2025 – 2029

2020 – 2024

## To become the Best Mortgage Bank in Southeast Asia



### Double low-cost funding

Transforming channel capabilities to become the transactional bank and growing FBI



### Democratize housing

Delivering banking products to improve lives, financing in subsidized homes for mass segment, and building a new direct-to-consumer channel for mass affluent segment



### Build one stop shop financial solution for consumer and housing-related businesses

Providing lending and investment solutions to triple non-mortgage portfolio and double product holdings of emerging affluent customers



### Become a digital innovator and home of Indonesia's best talents

Digitizing processes to build the most efficient operations and developing top-notch talents



### Build a high-quality portfolio and sustain low levels of NPL

Leveraging technology to develop integrated and rigorous risk management processes to lower NPL in line with market sustainably



2025 – 2029

## Leading Partner in Empowering the Financials of Indonesian Family

Become government's key partner in housing and financial inclusion



Provide the best customer experience through digital and financial integration



Enhance shareholder value through sustainable profitability growth








Become home to Indonesia's top talents



Implement better ESG practices and business innovations



# Long-Term Goals 2020-2024's Achievement

Main Goals	Objective in 2024	Progress and Achievement in 12M24
 <b>Double low-cost funding</b>	<ul style="list-style-type: none"> <li>Enhancing transaction capabilities through <b>Mobile Banking</b></li> <li>Increasing <b>fee-based income portion to 12%</b></li> <li>Expanding non-traditional <b>new funding sources</b></li> </ul>	<ul style="list-style-type: none"> <li>Introducing Bale by BTN, has <b>acquired 2.2 Million users</b> by Dec-24.</li> <li>BTN has launched a <b>Digital Store (Digital Outlet)</b> in Dec-24.</li> <li><b>Fee-based income portion</b> reached <b>13.9%</b> in FY24.</li> </ul>
 <b>Democratize Housing</b>	<ul style="list-style-type: none"> <li><b>Being an active partner for the government</b> on subsidized mortgage scheme</li> <li>Total outstanding of <b>~IDR 150 Tn subsidized mortgages</b> for mass segment</li> <li><b>Building new channels</b> for emerging affluent segment</li> </ul>	<ul style="list-style-type: none"> <li>The potential of <b>new subsidized mortgage scheme</b>.</li> <li>The total disbursement of subsidized mortgage has reached <b>IDR 24.9 Tn with 152,549 housing</b> units across Indonesia with <b>total outstanding of IDR 173.8 Tn</b> as of Dec-24.</li> <li>Established <b>9 Sales Center</b> as of Dec-24</li> </ul>
 <b>Build one-stop financial solution for housing-related businesses</b>	<ul style="list-style-type: none"> <li>Increasing the proportion of non-housing loans to housing loans to <b>20:80</b></li> <li><b>Expanding high yield lending</b> to new segments</li> <li><b>Upselling and cross-selling</b> products</li> </ul>	<ul style="list-style-type: none"> <li>The portion of non-housing to housing loan as of Dec-24 <b>is 15:85</b></li> <li><b>High yield loan portion</b> increased to <b>4.6%</b> by Dec-24.</li> <li><b>Product holdings</b> of the customers reached <b>2.9x</b> as of Dec-24.</li> </ul>
 <b>Become a digital innovator and home of best talents</b>	<ul style="list-style-type: none"> <li><b>Digitizing lending and funding process</b> as well as operational services</li> <li>Being a top-of-mind employer to <b>top-notch talents</b></li> </ul>	<ul style="list-style-type: none"> <li>Opening account in Bale by BTN apps <b>only takes 5 minutes</b>.</li> <li>The proportion of employee in business units to operation units reached <b>65: 35</b> to increase productivity</li> </ul>
 <b>Build high-quality portfolio and sustain low NPL</b>	<ul style="list-style-type: none"> <li>Leveraging technology to develop integrated and <b>rigorous risk management processes</b></li> <li>NPL in line with market sustainably <b>below 3%</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Centralized loan operation</b> (CBC for commercial and RLPC for consumer) aiming to improve efficiency also implementing standardized parameters on loan application.</li> <li><b>Developed a model for Early Warning System (EWS)</b> to prevent potential risks and financial distress</li> </ul>



# BTN's Competitive Advantages as a Commercial Bank

**3.0%**

mortgage to GDP ratio, well below neighboring ASEAN countries

**9.9 Mio**

current housing needs in Indonesia

**1.0 Mio**

New marriages per year, with additional projected 77 million of Indonesia's population will add to the middle-income segment by 2025

Indonesian Government aims to **increase the quality of living conditions** of Indonesians

Serving the nation's housing needs for more than 48 years



BTN has been leading Indonesia's mortgage business since **the first mortgage disbursement in Indonesia in 1976**



**~ 5.6 million** units of mortgages have been extended by BTN since 1976



**~ 85%** of BTN's portfolio is housing loans



Sustainable government support in terms of annual budget for housing subsidy and infrastructure development

Market leader and contributor to the economy



**BTN is the main contributor to the national housing program** as the largest absorber of the subsidized mortgage budget.



BTN's mortgages are still dominant in the **subsidized segment** (50% of BTN's total mortgage portfolio) and first time home buyers



**~ 82% of the national Subsidized Mortgages market share** and **39%** of total mortgages market



Driving **185** economic sub-sectors through housing businesses.

Engagement with a wide range of housing stakeholders



**Partnership** with government/private and overseas institutions for various funding sources



**>8000 developer partners** with most being subsidized residential developers



Nurturing **new developers** through BTN's learning & advisory program



**>3000 notary offices** have collaborated with BTN in mortgages disbursement

# BTN's Network and Distribution as of 1Q25

Java	
Regional Office	5
Branch Offices	49
Sub-Branch Offices	375
Sharia Branch Offices	18
Sharia Sub-Branch Offices	52
ATM & CRM	1,403

Kalimantan	
Regional Office	1
Branch Offices	7
Sub-Branch Offices	32
Sharia Branch Offices	3
Sharia Sub-Branch Offices	3
ATM & CRM	131

Sulawesi	
Regional Office	1
Branch Offices	8
Sub-Branch Offices	30
Sharia Branch Offices	3
Sharia Sub-Branch Offices	2
ATM & CRM	130

Sumatera	
Regional Office	1
Branch Offices	11
Sub-Branch Offices	76
Sharia Branch Offices	10
Sharia Sub-Branch Offices	17
ATM & CRM	303

Bali dan Nusa Tenggara	
Regional Office	-
Branch Offices	4
Sub-Branch Offices	15
Sharia Branch Offices	1
Sharia Sub-Branch Offices	1
ATM & CRM	68

Maluku dan Papua	
Regional Office	-
Branch Offices	3
Sub-Branch Offices	8
Sharia Branch Offices	-
Sharia Sub-Branch Offices	-
ATM & CRM	35

National	1Q25	FY24	FY23
Regional Office	8	8	6
Branch Offices	82	82	81
Sub-Branch Offices	536	536	541
Sharia Branch Offices	35	35	34
Sharia Sub-Branch Offices	75	75	75
<b>Outlets</b>	<b>736</b>	<b>736</b>	<b>737</b>
ATM and CRM	2,071	2,070	2,150

# Overview and Market Perspective on BTN Activities

## Current BTN Ratings From Various Rating Agencies

### FitchRatings

As of October 2024

Outlook : Stable  
National Short-Term Rating : F1+ (idn)  
National Long-Term Rating : AA+ (idn)  
Senior Unsecured : AA+

### MOODY'S

As of November 2024

Outlook : Stable  
Counterparty Risk Rating : Baa2/P-2  
Bank Deposits : Baa2/P-2  
Baseline Credit Assessment : ba1  
Adj Baseline Credit Assessment : ba1  
Counterparty Risk Assessment : Baa2 (cr)/P-2(cr)  
Subordinate : Ba3 (hyb)

### PEFINDO

CREDIT RATING AGENCY As of July 2024

Outlook : Stable  
Corporate Rating : F1+ (idn)  
National Long-Term Rating : AAA (idn)  
Senior Unsecured : AAA

## Precedent of BTN Corporate Action

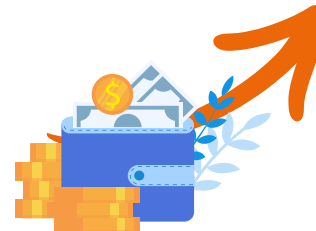


Total Proceeds of **IDR 1.65 Tn**  
through public portion of rights  
issue

**Issued Public Shares :**  
1,377,777,765



Oversubscribed by **1.6x**



**BTN's Rights Issue was positively welcomed by investors**

**BBTN are included in some indices including ESG indices up to March 2025**

LQ45  
IDXFİNANCE  
IDX BUMN20  
IDX30  
IDX80  
IDX Small-Mid Cap (IDX SMC) Composite  
IDX Small-Mid Cap (IDX SMC) Liquid  
IDX Growth30  
MSCI Indonesia Small Cap  
PEFINDO Prime Bank  
PRIMBANK10  
MBX  
Kompas100  
Infobank15  
IDX Value30  
Investor33  
Tempo – IDX Financials52  
SRI-KEHATI  
IDX LQ45 Low Carbon Leaders  
ESG Sector Leaders IDX Kehati  
ESG Quality 45 IDX Kehati

2009

### IPO

On December 17, 2009, bank BTN conducted an Initial Public Offering and listed on the Indonesia Stock Exchange (IDX) with an offering price of IDR800/share.

2012

### Rights Issue 1

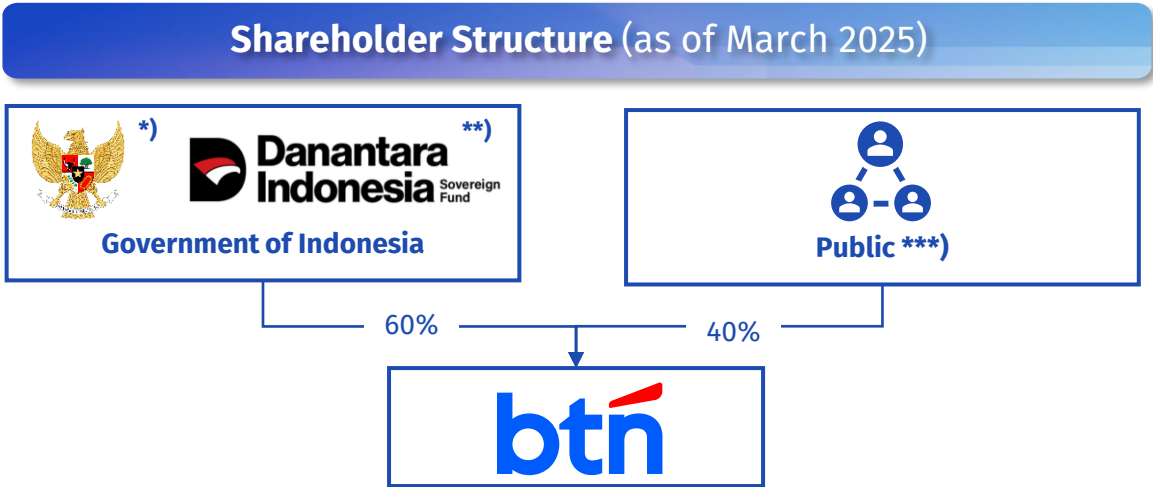
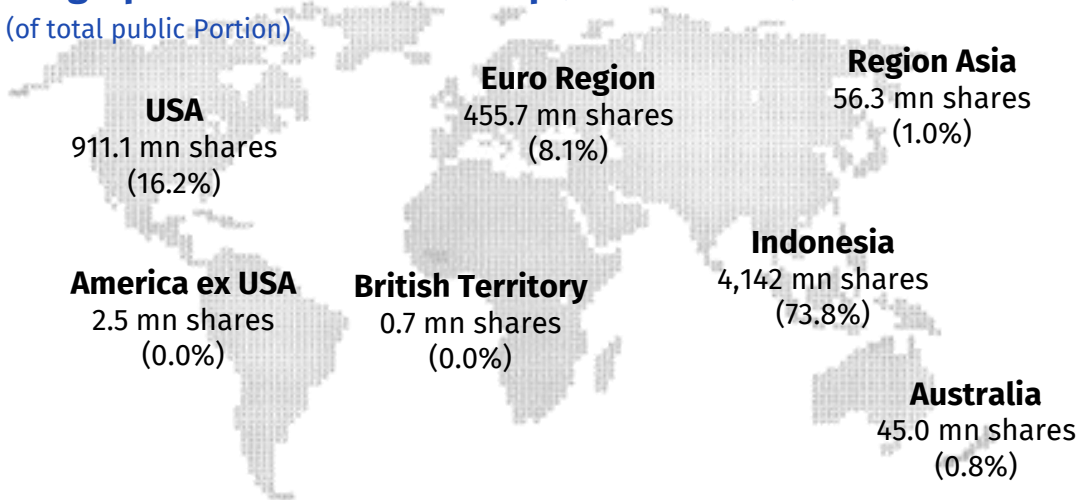
In Rights Issue 1, Bank BTN issued 1.51 billion new shares at an exercise price of IDR 1,235/share. Bank BTN obtained Rp 1.86 Trillion from Rights Issue 1.

2022

### Rights Issue 2

In Rights Issue 2, Bank BTN issued 3.44 billion new shares at a price per share of IDR 1,200/share. The Government of the Republic of Indonesia invested in shares in the form of State Capital Participation amounting to IDR 2.48 Trillion. Bank BTN earned IDR4.13 trillion from Rights Issue 2.

Geographics of BBTN Ownership (as of March 2025)  
(of total public Portion)



\*) 1 Share of Serie A Dwiwarna ownership by Government of Indonesia  
\*\*) 8,420,666,647 Shares of Serie B ownership by Biro Klasifikasi Indonesia (Danantara)  
\*\*\*) Includes 0.01% share ownership by the Board of Commissioners and Directors



**BUMN** UNTUK INDONESIA

**btn**  
JAKARTA  
INTERNATIONAL  
MARATHON



# Thank You

## Investor Relations

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Jakarta 10130

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Email: [investor\\_relations@btn.co.id](mailto:investor_relations@btn.co.id)  
Website: [www.btn.co.id](http://www.btn.co.id)

