

FY24 Results Presentation

PT Bank Tabungan Negara (Persero) Tbk
Jakarta, 11 February 2025



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Material Presentation



Annual Report



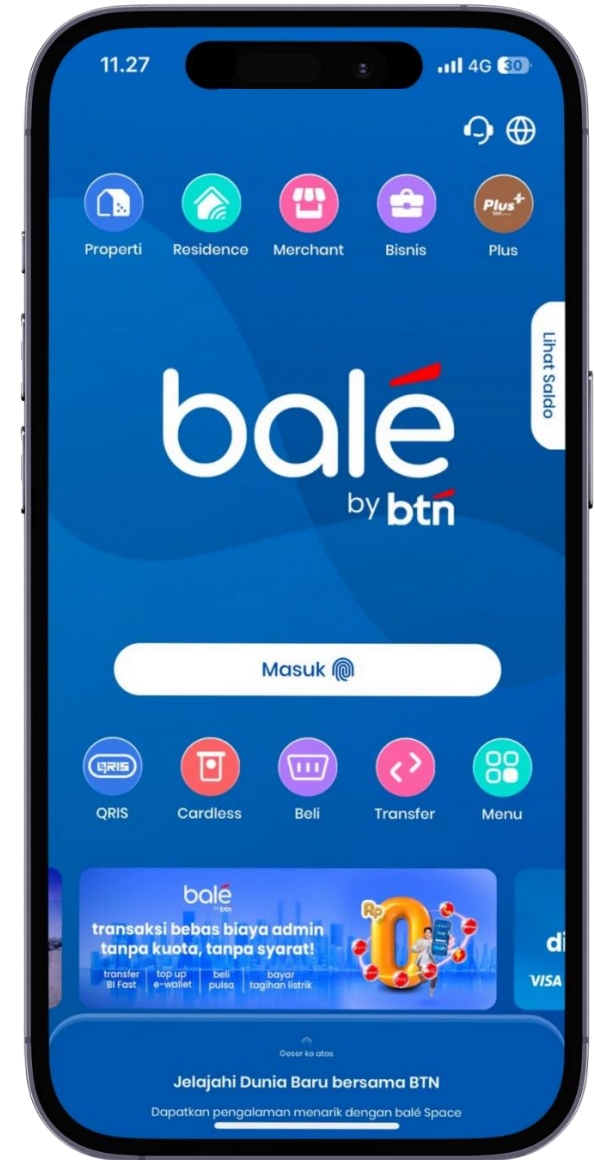
Sustainability Report

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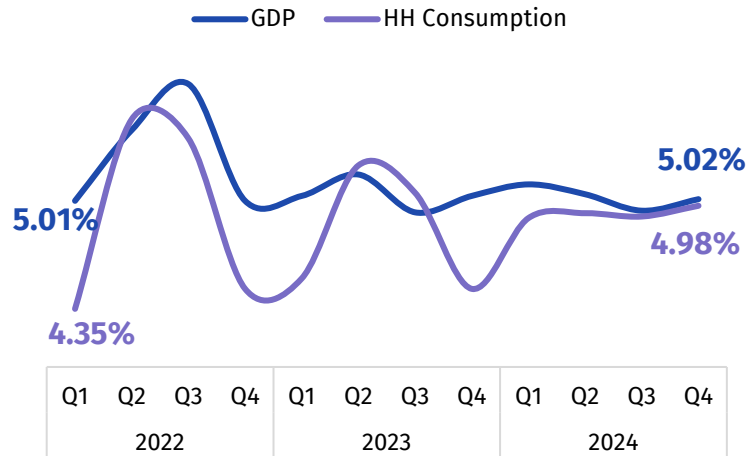
Macroeconomics & Management Highlights



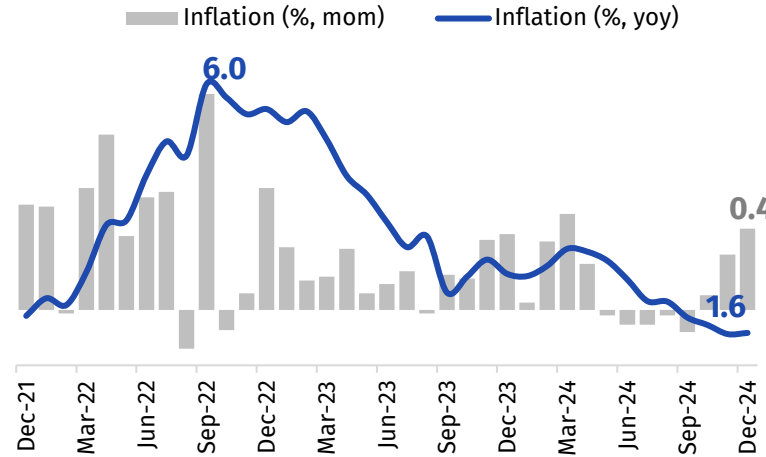
Macroeconomic Highlight

Challenging macroeconomics environment despite slight improvements in several indicators

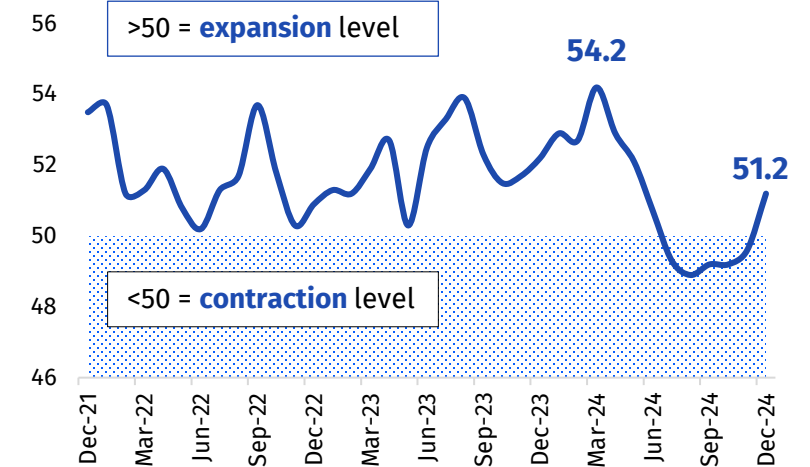
A slowdown in National Economic Growth



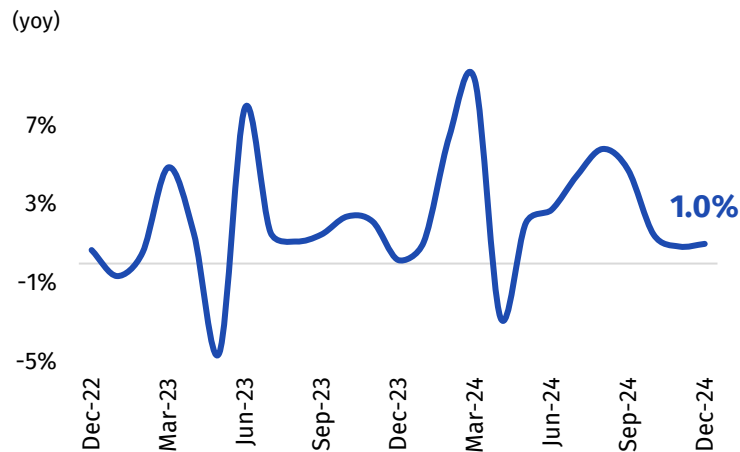
An all-time low inflation rate in 2024



A seasonality uptick on Manufacturing Index



A flat growth on Retail Sales Index (RSI)



Key Takeaways

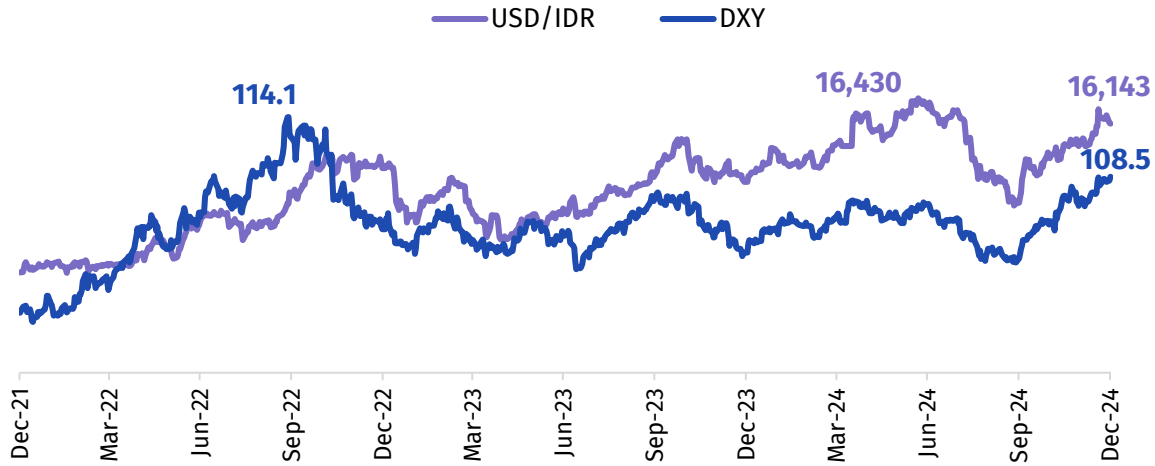
- ❑ A stagnant growth between the national GDP and household consumption figures, at 5.0%.
- ❑ Inflation recorded at the lowest points throughout 2024, indicating a low purchasing power.
- ❑ The Manufacturing Condition in Indonesia, shown by PMI, were at the expansion levels (>50) after 4 consecutive months of contraction since July 2024.
- ❑ A slow growth in the Retail Sales Index at 1.0%.

Source: Statistics Indonesia, CEIC

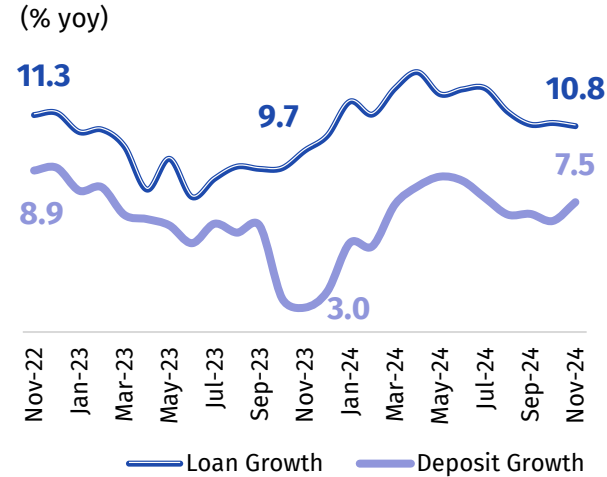
Banking Sector Highlight

Slower deposit growth and higher lending growth resulted on increasing deposit rates

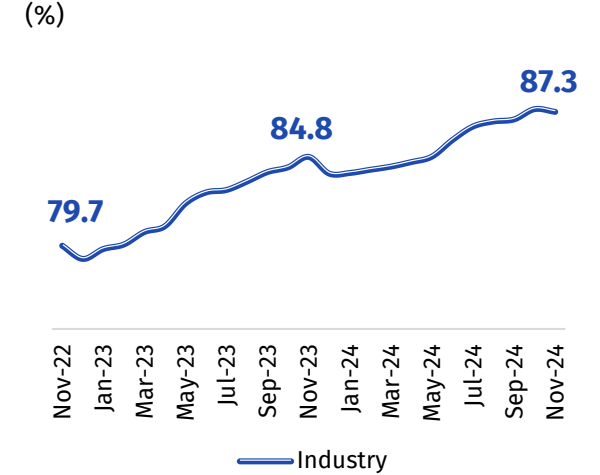
DXY & USD/IDR Movement



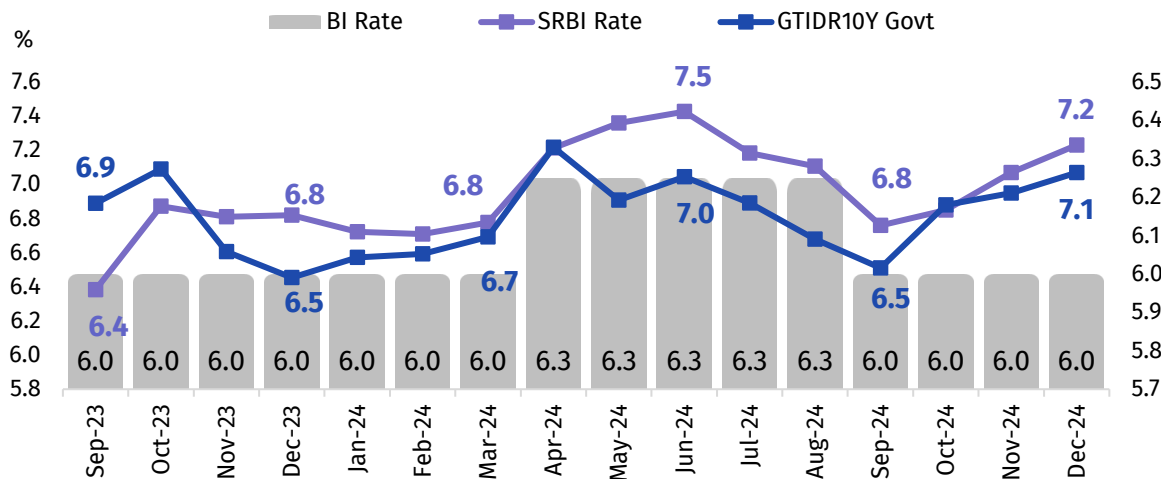
Industry Loan & Deposit Growth



Loan to Deposit Ratio



SRBI, BI Rate & 10 Years Government Yield Movement

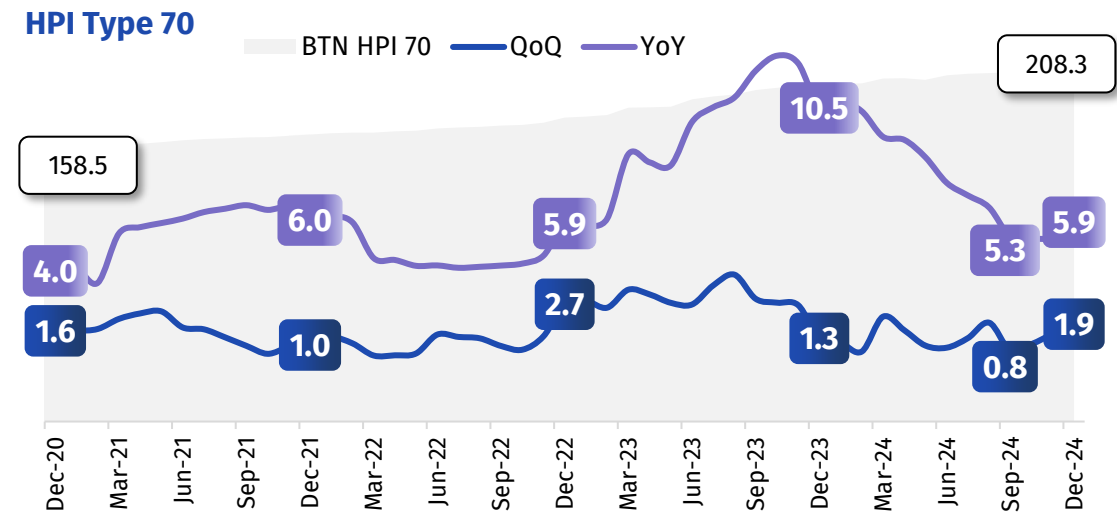
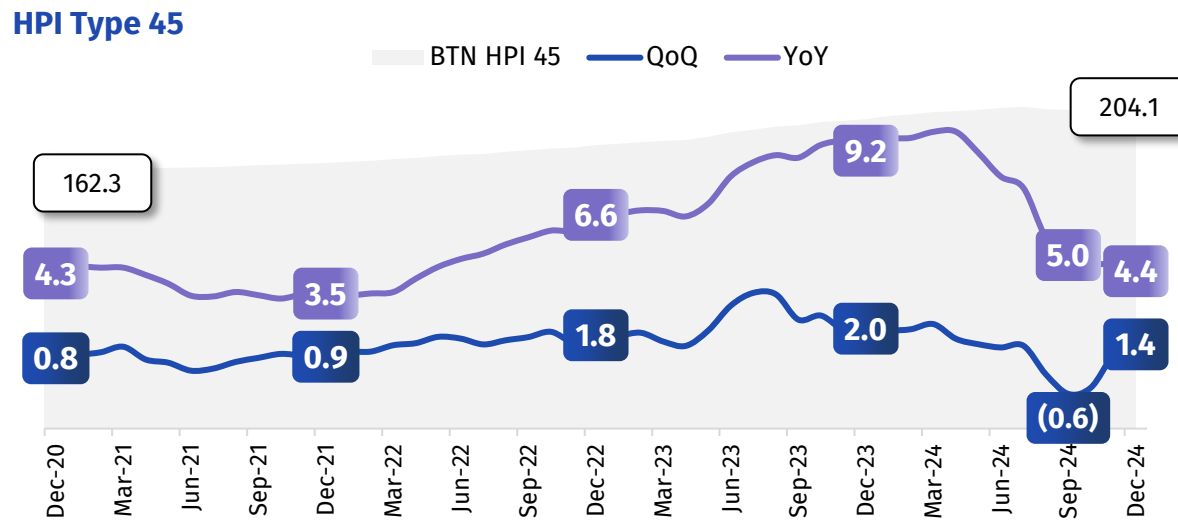
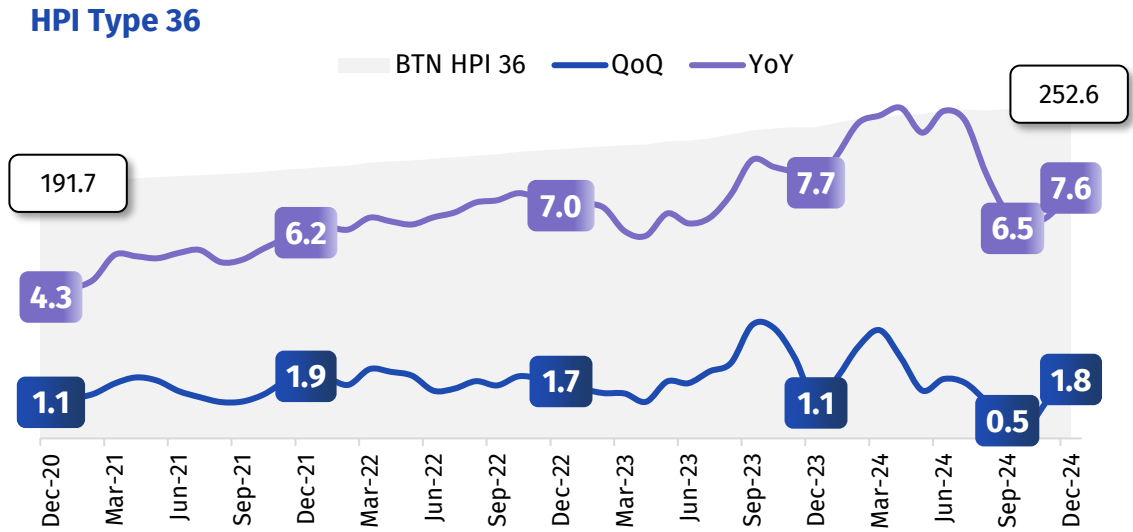
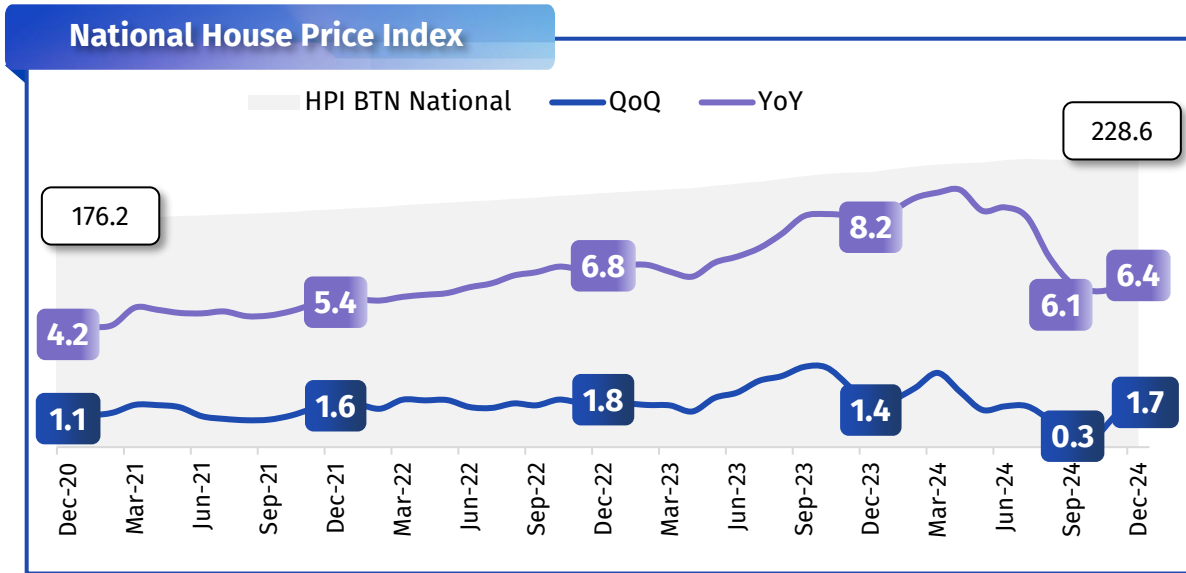


Key Takeaways

- Indonesia's macroeconomic condition has been challenging throughout the year 2024 as the **DXY strengthens** (IDR 16,143/USD in December 2024).
- Due to a strengthening in DXY, **the SRBI's yield increased to 7.2% in November 2024**. Similar with the SRBI rate, the 10-Year Government Bond Yield uptick to **7.1%**.
- As a result, BI maintained its benchmark rate at **6.00% in December 2024**.
- Meanwhile, in the banking sector, the **loan growth remains higher than the deposit growth**, which illustrates a funding gap. Reflected by the **high LDR level of 87.3%** on Nov-24 (vs **84.8%** on Nov-23), banks remain in a tight position for the lack of liquidity, resulting to a higher cost of fund.

Source: OJK, CEIC, processed

BTN House Price Index (BTN HPI) as of December 2024



Source: BTN HPI FY24

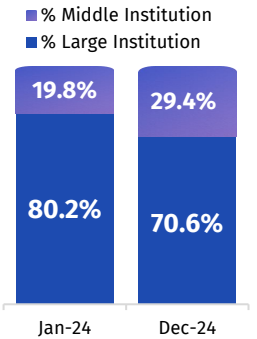
BTN's 2024 Journey



BTN's 2024 Journey : Becoming a Game Changer in the Disruptive Technology Era

Separating institution funding into 2 divisions, aiming for lower CoF

Large & Middle Institution Portion (%)



Medium Institution Portion almost doubled (IDR Tn)

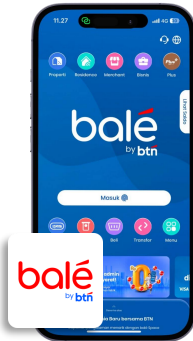
34.9 Tn Jan-24 → 59.2 Tn Dec-24

Cost of Fund (COF) from Mid Institution halved the Large Institution

Large Institution **6.1%** vs Middle Institution **3.9%**
FY24 vs FY24

Developing Full-fledged Retail Funding Business

Newly launched BTN Super Apps with total users of ~2.2 Mn



Private
(will be launched in 2025)

btn.prioritas
(>IDR 500 Mn)

btn.prospera
(IDR 100 – 500 Mn)

Establishing Sales Center to focus on Emerging Affluent Segment

3 → **9**
Sales Center in 2023 → Sales Center in 2024

Sales Center kpr btn
(>IDR 750 Mn Mortgage)

Total Disbursement since inception of ~IDR 2.4 Tn

39.8%

31.5%

28.7%

Top 3 Developers



Top 10 Developers



The Rest



Penetrating High Yield Loans (KUR, KAR, KRING) to captive customers

Increased portion of High yield of total portfolio (%)

4.3%

Dec-23

4.6%

Dec-24

Outstanding (IDR Tn)

14.4

2.0

4.7

7.7

Dec-23

16.4

2.9

5.1

8.4

Dec-24

Growth yoy

13.9% Total

44.3% KUR

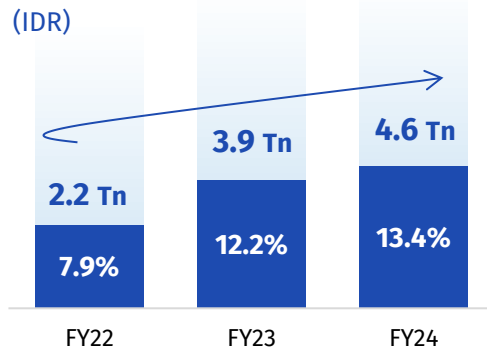
8.7% KRING

9.1% KAR

Improving Low-cost Funding and Low Cost of Deposits

Improving Portion from Non-Interest Income to Support Revenue Growth

Non interest income portion is **doubling within ... deriving from improvement of ... the last 3 years (%) ...**



Digital Transaction (IDR)	156 Bn FY23	➔	188 Bn FY24
Recovery Income (IDR)	882 Bn FY23	➔	1,238 Bn FY24
Treasury Transaction (IDR)	669 Bn FY23	➔	1,098 Bn FY24

Enhancing New Revenue Engines with Full Banking Solution

Settling Transaction on Bulk Asset Sales Tranche 2 & Plan of Bulk Asset Sales Tranche 3

1

BTN completed the bulk asset sales divestment for Tranche 2 at the end of 2024, with total amount of **IDR 1.3 Tn**.

2

This asset sales lower BTN's NPL by around **~25 – 32 bps to our December 2024's figure of 3.2%**

3

BTN expects another round (Tranche 3) of **bulk asset sales in 2025**, with estimated size of ~IDR 1.1 Tn.

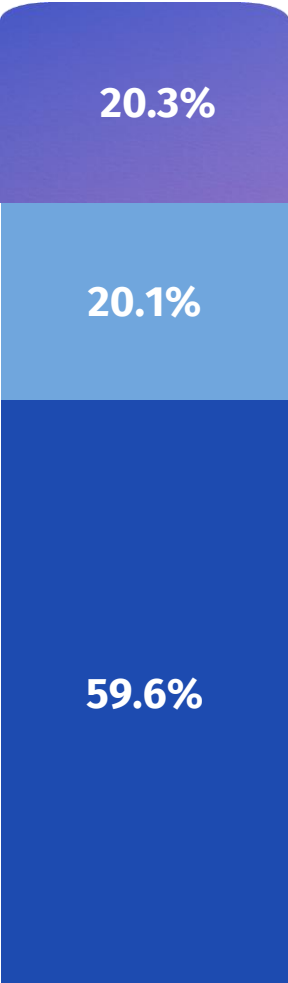
Settling Bad Loans to Lower NPL

Strategic Initiatives : Improving Low-cost Funding and transforming BTN into a transactional bank

Third Party Deposits

(Composition by Segment as of Dec-24)

IDR **382** Tn



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 **separates 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

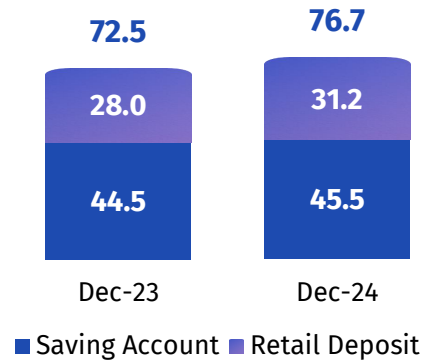
Large Institution

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

Retail Segment Progress

Retail Deposits Composition (IDR Tn)

↑ 5.8% yoy



Since first launch in March-24 BTN Prospera gathered

~IDR **10.7** Tn

btn prospera
Unlock Your Potential

57.6 Thou of new account

btn prioritas
Defining Your Priority

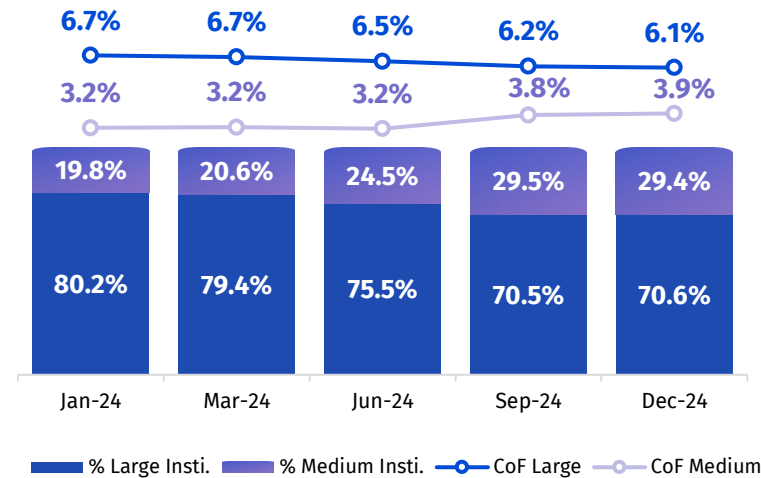
Customers with AUM >IDR **500** Mn

Performance (AUM)

IDR 52.0 Tn ↑ 9.9% yoy
34.4 Thousand customers

Offers Mutual Funds, SBN, Bancassurance from Bale by BTN

Institution Segment Progress

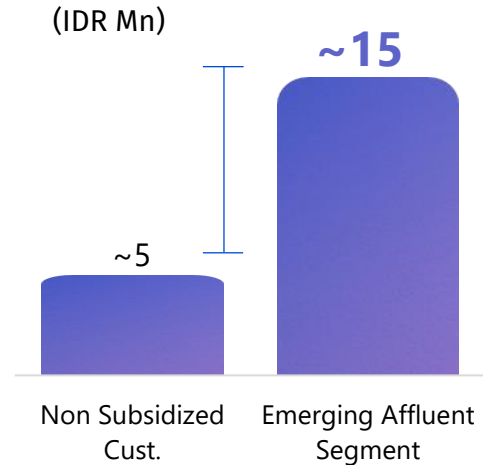


- Middle size portion increased to **29.4%** as of Dec-24, or grew **by 69.6% ytd to IDR 59.2 Tn from IDR 34.9 Tn** (as of Jan-24).
- BTN will continue to push a **higher portion from the middle institution** in comparison to the large institution.
- Focusing within the institutional clusters, such as industrial estate, educational, healthcare and regional government.

Strategy Initiatives : Sales Center Initiatives has yielded both on Funding and Lending

Saving Balance

Sales Center customers have more than **3X** of average saving balance than average non-subsidized customers



- To maintain the market share on mortgage, **BTN own 9 Sales Center** across Indonesia.
- Newly launched 3 Sales Center (Pantai Indah Kapuk, Pondok Indah and Cibubur) in October 2024, and **plan to own a total of 15 Sales Centers** by 2025.



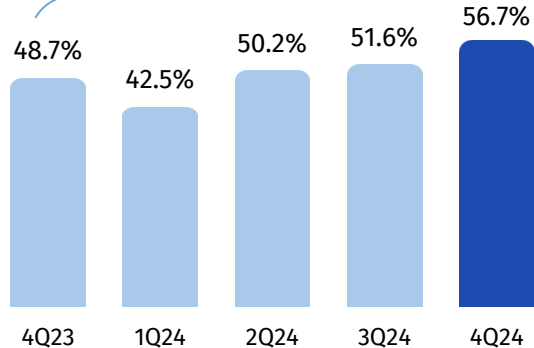
Top 27 National Developer

- Sales Center Phase 1 – Jun23** (BSD, Kelapa Gading, Surabaya)
- Sales Center Phase 2 – May24** (Medan, Makassar, Bandung)
- Sales Center Phase 3 – Oct24** (Pondok Indah, Pantai Indah Kapuk, Cibubur)

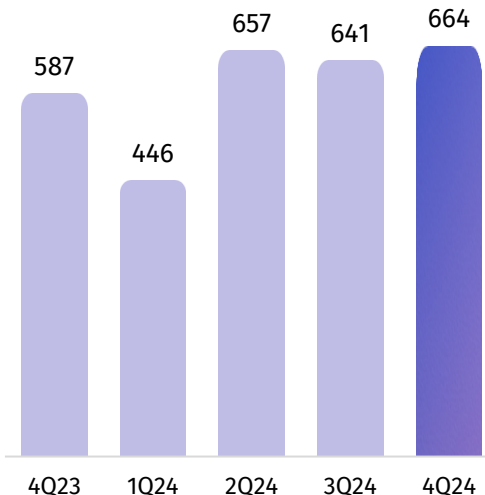
% Non-Subsidized Mortgage Disbursement by Ticket Size

Non-Subsidized disbursement portion from emerging affluent segment contribution keep increasing

Sales Center contribution portion keeps increasing



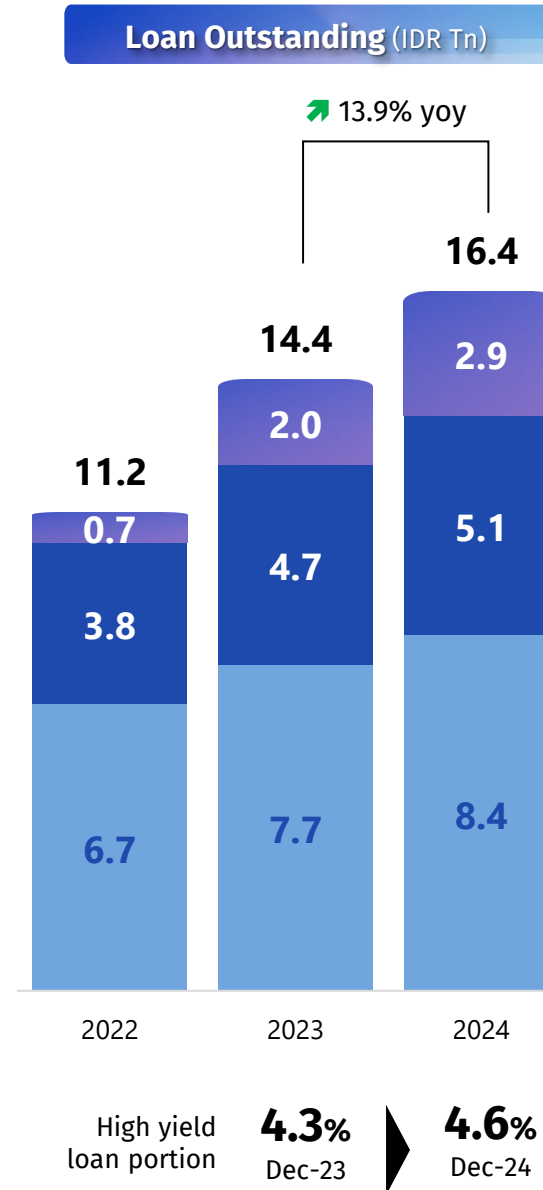
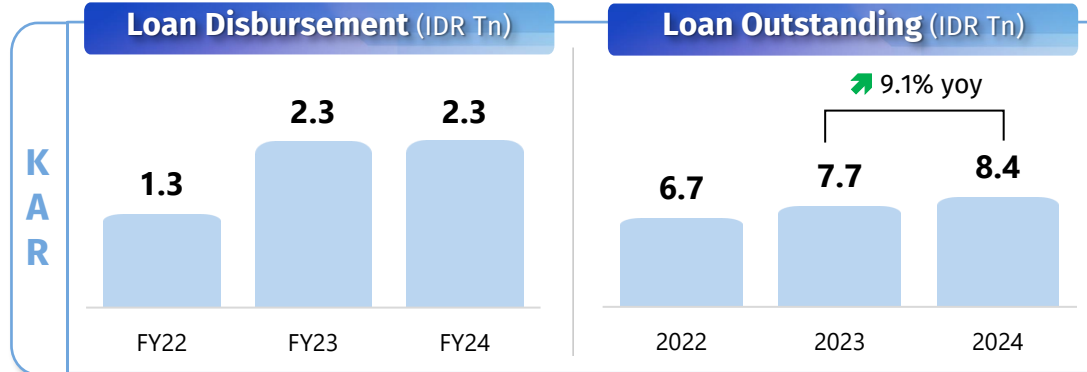
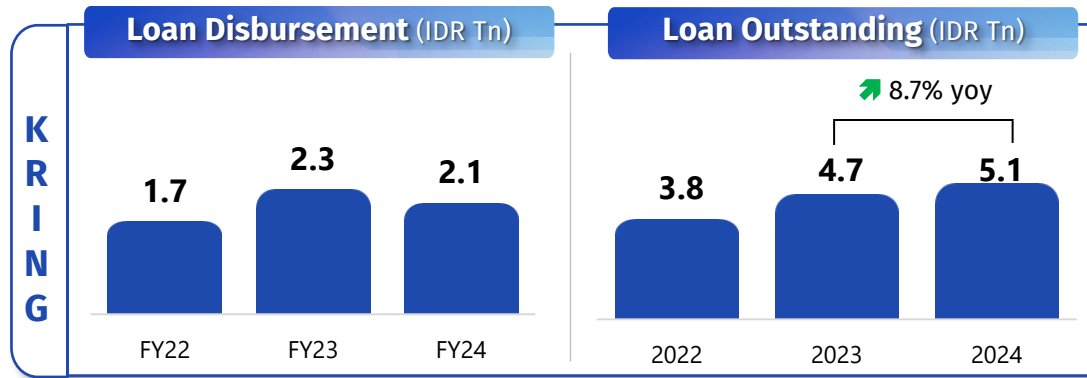
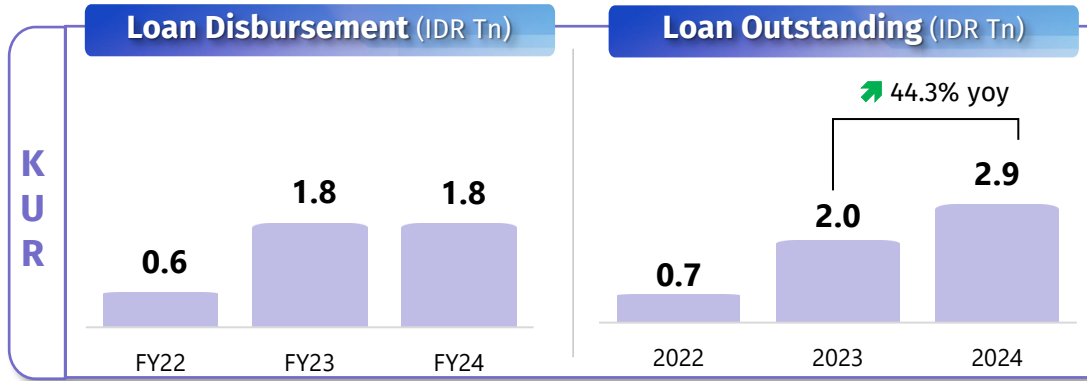
Sales Center Disbursement (IDR Bn)



Sales Center Performance Since Inception

Sales Center	Total Disb. (IDR Bn)	Avg. Ticket Size (IDR Bn)
Kelapa Gading (Jakarta Area)	930	1.2
BSD (Serpong)	1,008	1.0
Surabaya (East Java)	900	1.0
Medan (North Sumatera)	76	1.4
Bandung (West Java)	67	0.8
Makassar (South Sulawesi)	41	1.4
Cibubur (Jakarta Area)	90	1.5
Pondok Indah (Jakarta Area)	42	1.4
Pantai Indah Kapuk (Jakarta Area)	18	1.7

Strategic Initiatives : Enhancing Financial Performance through High Yield Loan Growth



KUR Strategies

- ❑ Sales optimization through **partnership with non-bank financial institutions**
- ❑ Convert **310 sub-branches into KUR Outlets** as of December 2024
- ❑ Focus on **Small KUR within Housing Ecosystem**

KRING Strategies

- ❑ **Enhance Payroll Services** with new institutions
- ❑ Exclusive **Personal loan program for Professionals**
- ❑ **Boosting Personal Loan Acquisition** to target existing customers through tele-sales

KAR Strategies

- ❑ **Optimizing promotional efforts** to enhance engagement with existing customers
- ❑ **Cross-selling through our existing key institution customers**
- ❑ Intensify KAR products offering through **partnership with third parties** (digital channels)

Digital Banking Transaction

Year	Fee based income (IDR Bn)
2021	123
2022	135
2023	156
2024	188

27.0% yoy

Key Strategies

- Acquiring and **boosting digital transaction** through Bale by BTN.
- Separating Digital Banking unit** into 2 New Business Units (Digital Banking Development & Digital Sales) to enhance digital transactions.
- Pushing more high-volume merchant transactions** both national and regional coverage.

Wealth Management

Year	Fee based income (IDR Bn)
2021	58
2022	54
2023	89 *
2024	72

11.9% yoy

*) Include one off from IFGL IDR 31.5 Bn

Key Strategies

- Establishing Sales Acquisition Team Unit** (Direct Sales Unit) to acquire New To Bank Segment.
- Increasing retail bonds and bancassurance** through digital offering (BTN Mobile).
- Optimizing fee-based through new segments**, emerging affluent with BTN Prospera (AUM IDR 100-500 Mn).

Recovery Income

Year	Fee based income (IDR Bn)
2021	249
2022	371
2023	882
2024	1,238

40.4% yoy

Key Strategies

- Increasing fee-based income** through asset sales festivals and investor gatherings.
- Optimizing sales** to individual investors and big buyers (Multi-finance companies or developers).
- Intensifying collection** through desk call activities and field collection activities.

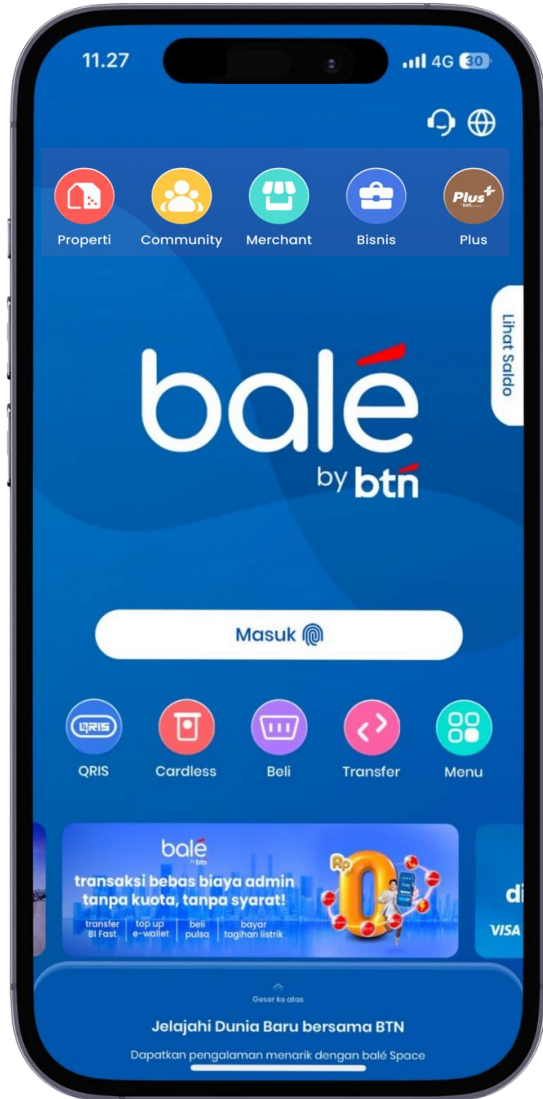
Treasury Transaction

Year	Fee based income (IDR Bn)
2021	895
2022	154
2023	669
2024	1,098

64.0% yoy

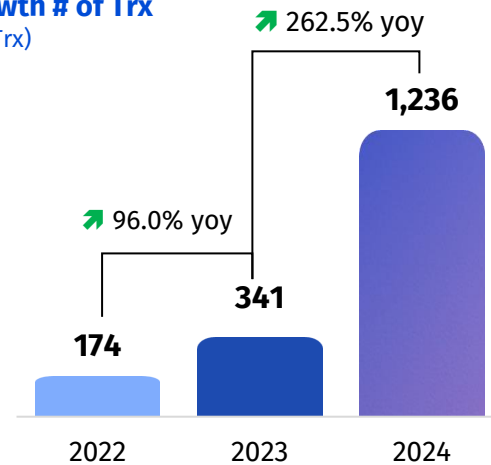
Key Strategies

- Establishing a total of 4 Regional Treasury Sales** by the December 2024
- Improving and developing treasury features** on Foreign Exchange Order Watch, Structured Products, Spot and Forward.

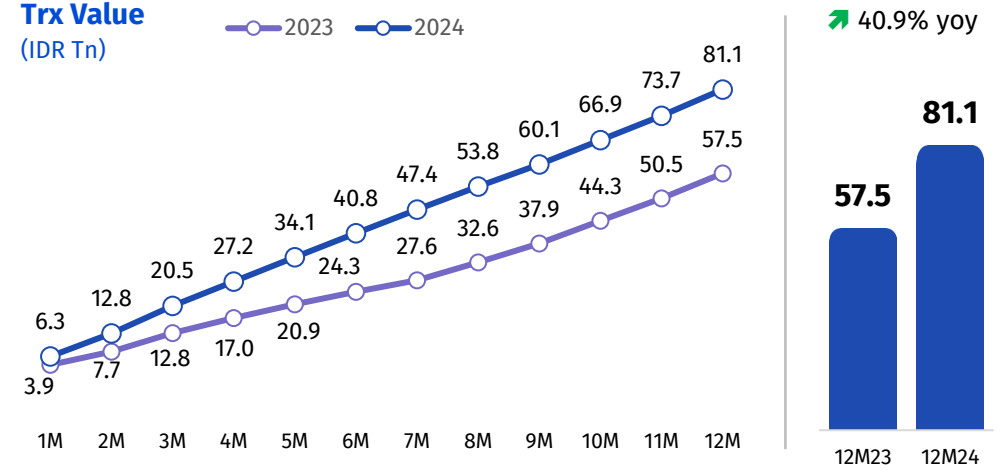


Highest ever BTN Mobile Transaction (1,236 Mn Trx) with IDR 81.1 Tn Transaction Value in Dec-24

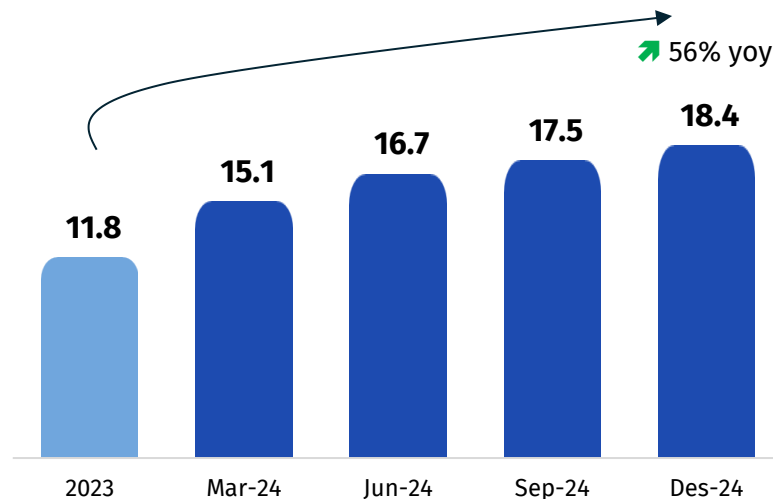
Growth # of Trx (Mn Trx)



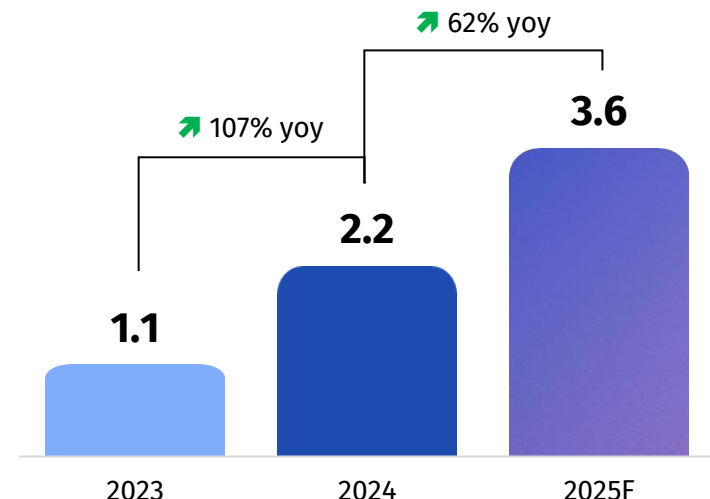
Trx Value (IDR Tn)



Total Saving Balance of Users (Rp Tn)



Balé By BTN Registered Users (Mn Users)



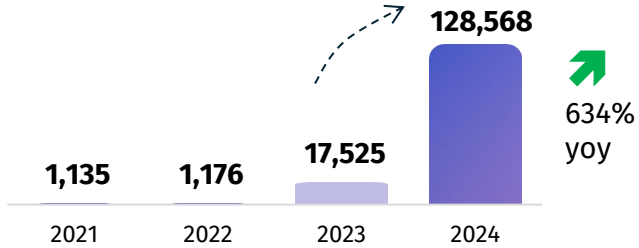
Balé Merchant Performance



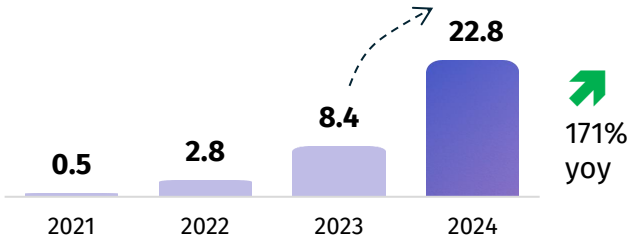
Total Merchant* **128** Tho Avg. Balance IDR **20.1**Mn

Total Merchants (Thousand)

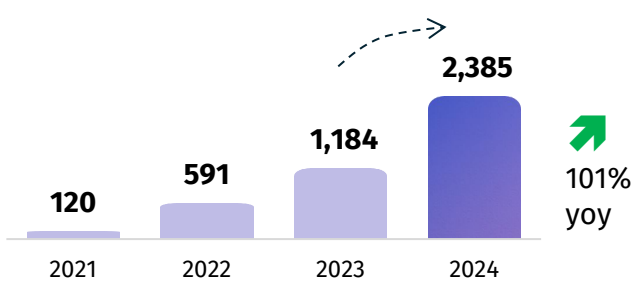
QRIS BTN was launched in Feb-23



Number of Trx (Mn times)



Trx Value (IDR Bn)

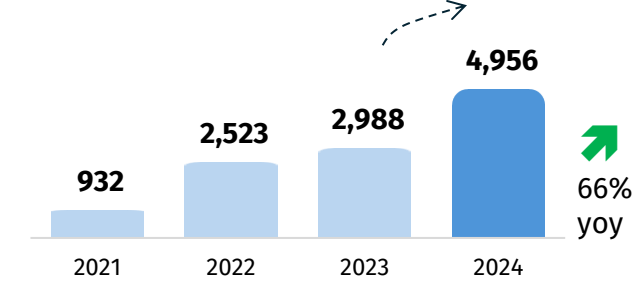


Balé Agen Performance

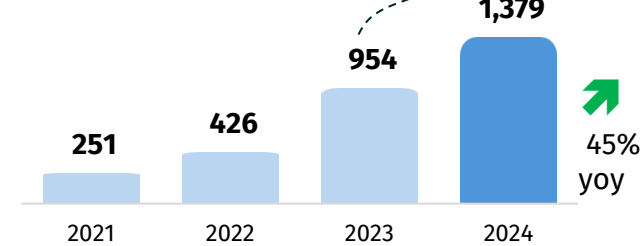


Total Agent **4,956** unit Avg. Balance IDR **86** Mn

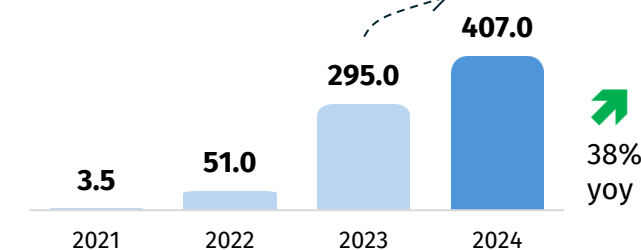
Total Agent



Number of Trx (Tho times)



VOA (IDR Bn)

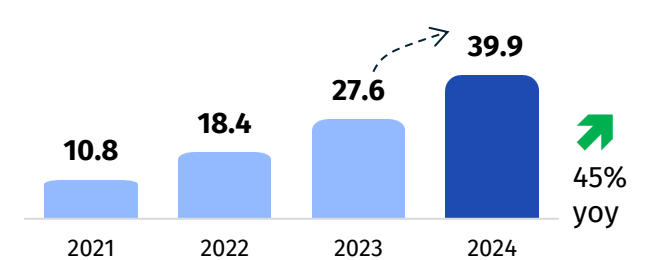


Balé Properti Performance

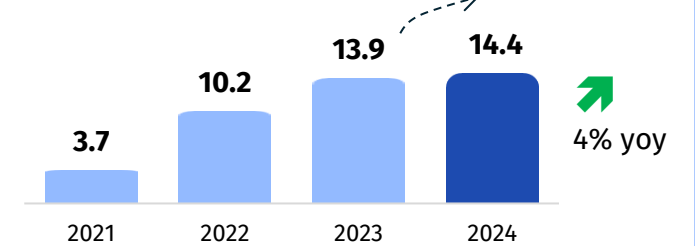


Total Member **747** Tho Total Visitors **41** Mn

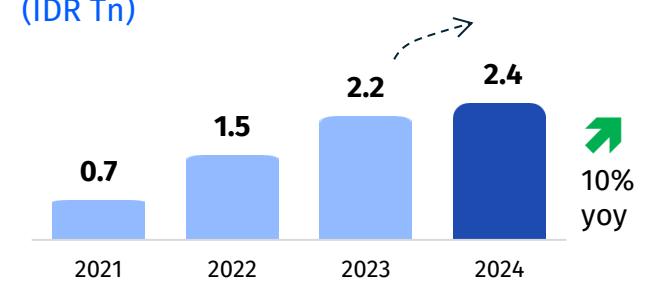
Online Application (Thousand)



Loan Disbursement (Thou Unit)



Loan Disbursement (IDR Tn)



*Merchant EDC & QRIS

2025 Strengthening Engine for Sustainable Funding

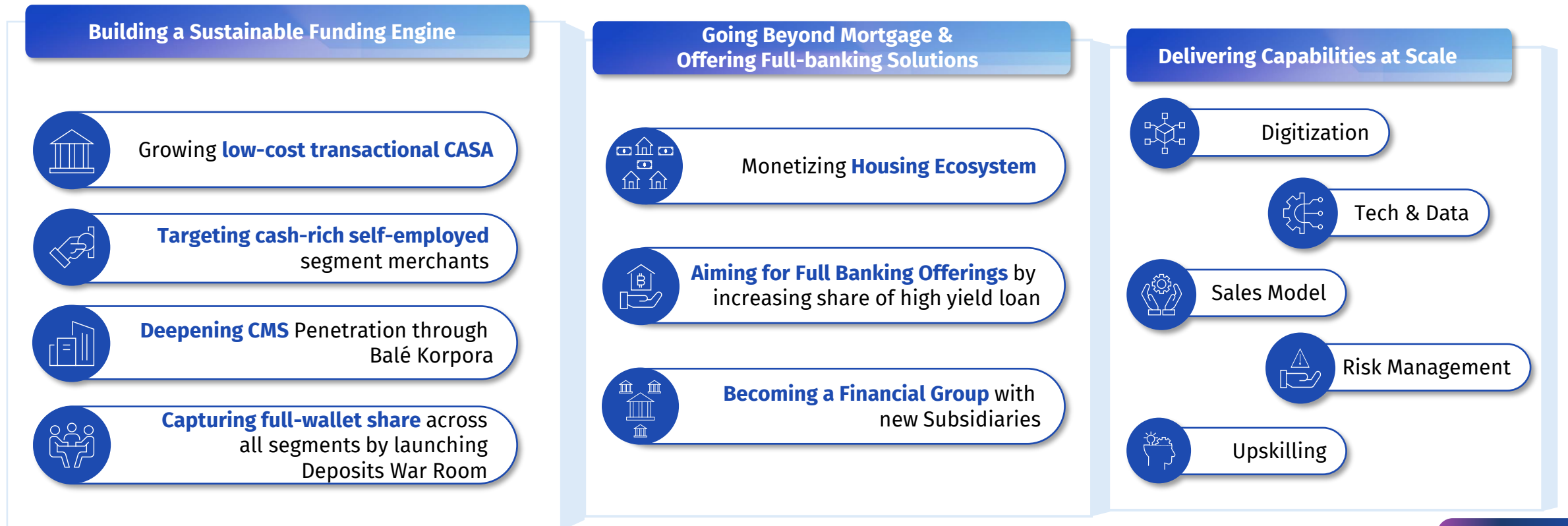


New Long-Term Goals : To be the Leading Partner in Empowering the Financials of Indonesian Families

BTN's Management has formulated key themes that will be the cornerstone to achieve 2029 aspiration...



..coming with 3 Main Strategic Initiatives.



1 Diversifying Segments to Boost CASA

Retail Segment

- ❑ Establishing 3 New Segments
 - **Targeting new Mass Retail:** Lower-Mid income Segment (affordable housing customers) & upper income Segment (Monthly income IDR 8 – 15 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 ecosystems per regional offices.
- ❑ Targeting **Related Ecosystem of Existing Large Institution** Customers.
- ❑ **Setting up monoline payroll team** to increase 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.





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.
- BTN plans to increase its influence across Indonesia by owning **an addition of 6 more Sales Centers in 2025** (among them are Batam, Semarang, and Malang).

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



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



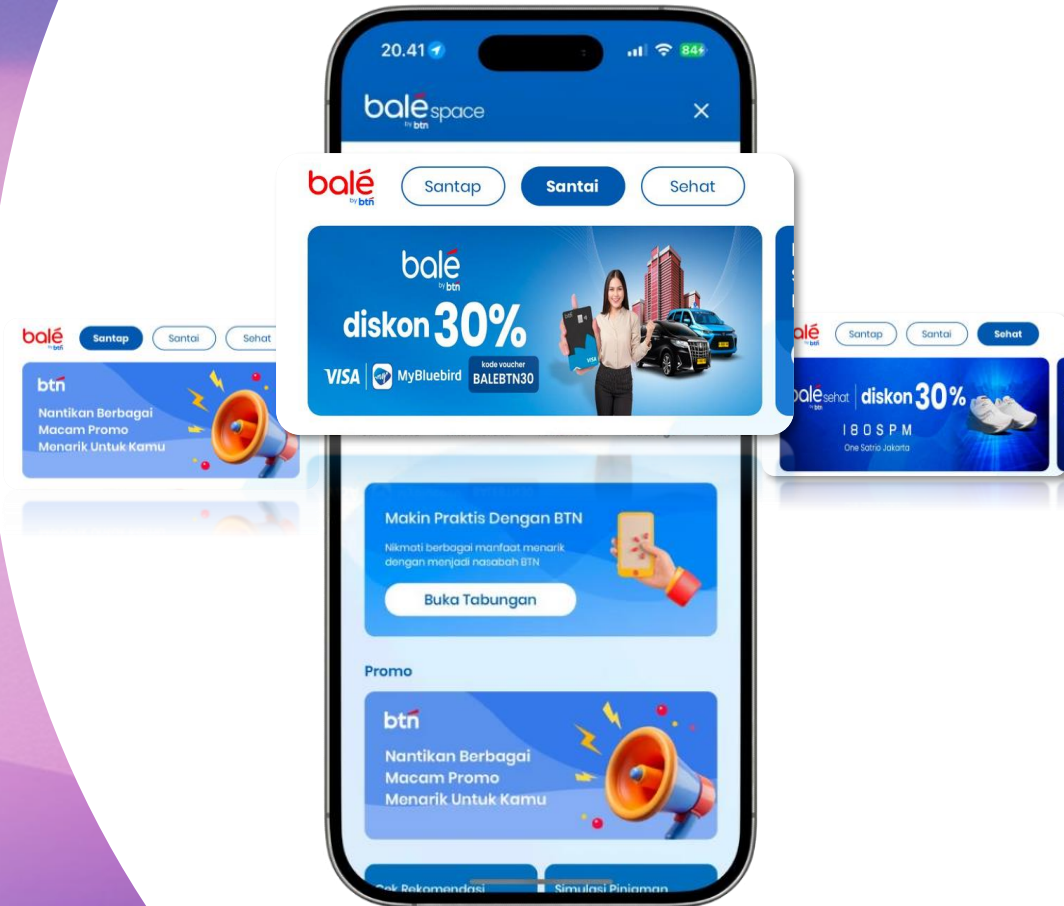
Portable Type

“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.

Digital Initiatives

bale space by btn



Tangible Outcomes from IT Modernization

At BTN, we are building a high-performance, cloud-based, AI-ready system to drive efficiency, improve customer experience, strengthen our competitive advantage in the digital era



2022

- IT Security Division established
- System Custody
- Supply Chain Financing
- Loan Improvement: e-Record
- Cash Centre Management System
- Robotic Processing Automation
- IT, Cyber and Digital Risk Management

2023

- New BTN Mobile Banking
- QRIS Merchant
- Primo Account
- Treasury System Modernization
- Enterprise Data Warehouse
- Biometric Fingerprint Authorization
- Record Management
- ISO 27001:2013 Certification

2024

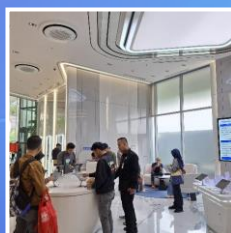
- BTNBEST New HCIS
- End to end Procurement
- Internet Banking Business
- AI based Decision Engine
- BTN Digital Store
- Big Data

2025

- Superapps Bale by BTN
- Bale Korpora
- “Rumah Murah BTN” Revamp
- AI based knowledge management

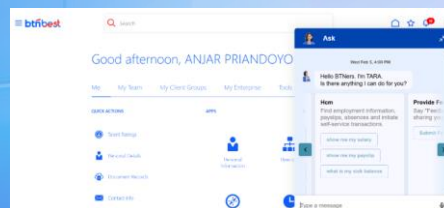
What's Next

- BTN Nexa New Branch Delivery System
- Core Banking Modernization
- Contact Center System Modernization
- Customer Relationship Management System
- BTN Paylater
- BTN Mobile Banking Sharia Revamp



BDS Nexa as foundation of BTN Digital Branches

CS Digital, Augmented Reality Living City, Transaction Cash Recycler



BTNBEST AI & Cloud Human Capital Information System.

To optimize talent management from talent tracking, performance evaluation and development

One of home of Indonesia's Best Talent



“Bale is Superapps, omni channel, open API, secure technologies”



BTN IT & Digital Transformation Journey

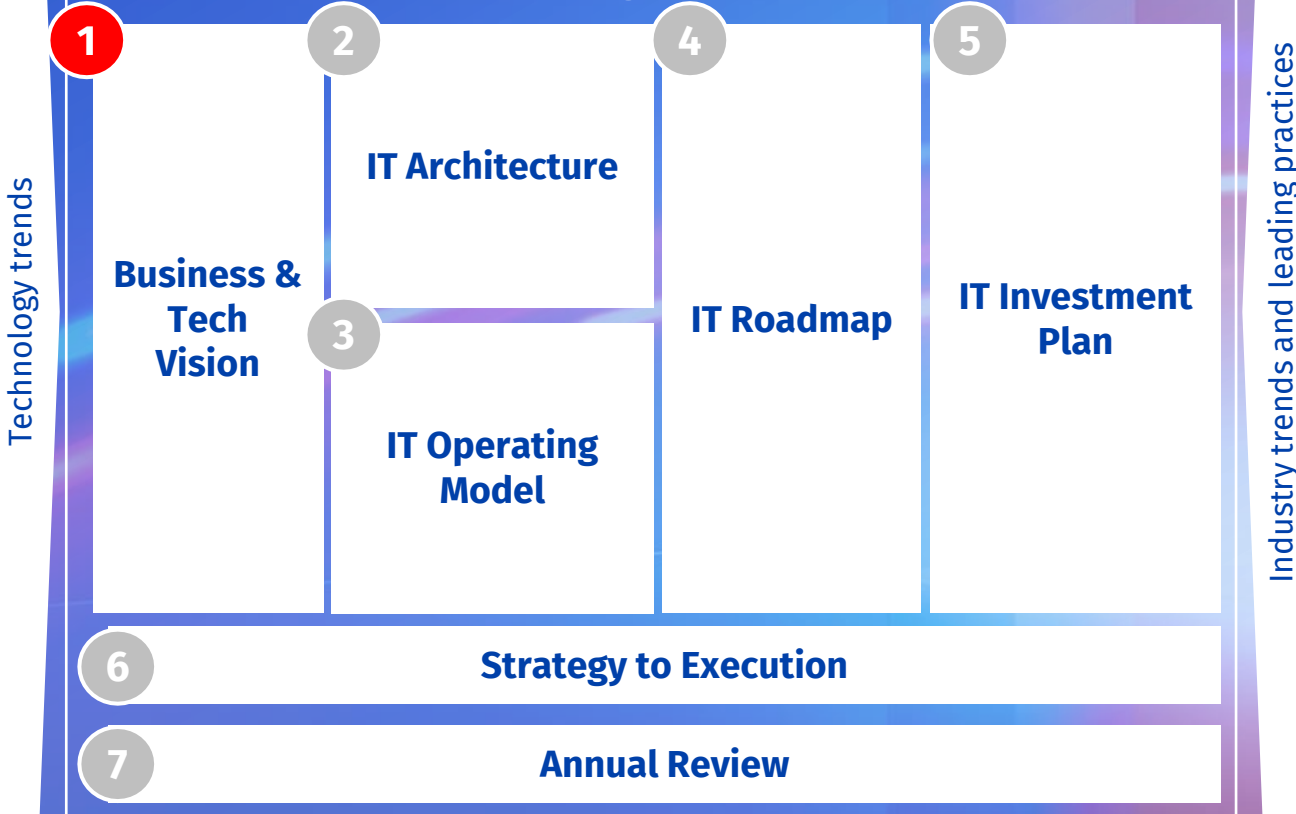
Modernizing BTN: Driving Business Growth Through Technology

The global banking industry is being reshaped by digital transformation, requiring institutions to be agile, customer-centric, and technologically advanced. BTN's full commitment driven by the need to improve efficiency, enhance customer experience, and maintain its competitiveness in the digital age.

BTN Corporate Strategy 2025-2029







Supported by

BTN IT Strategic Plan 2025 - 2029



Industry trends and leading practices

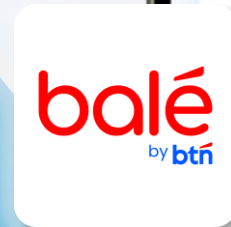
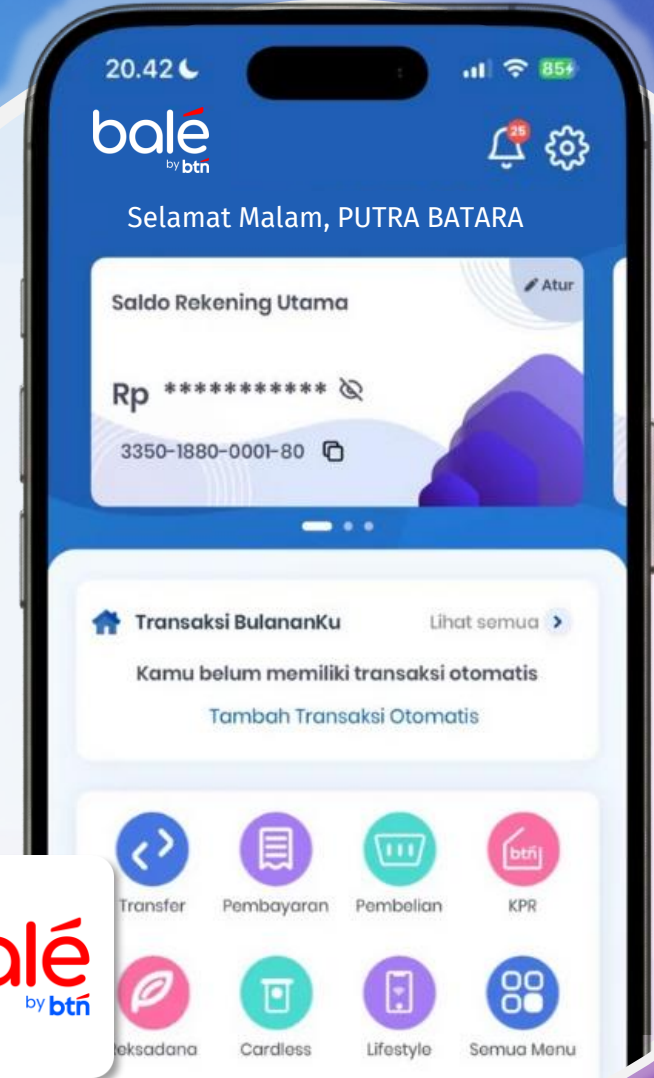
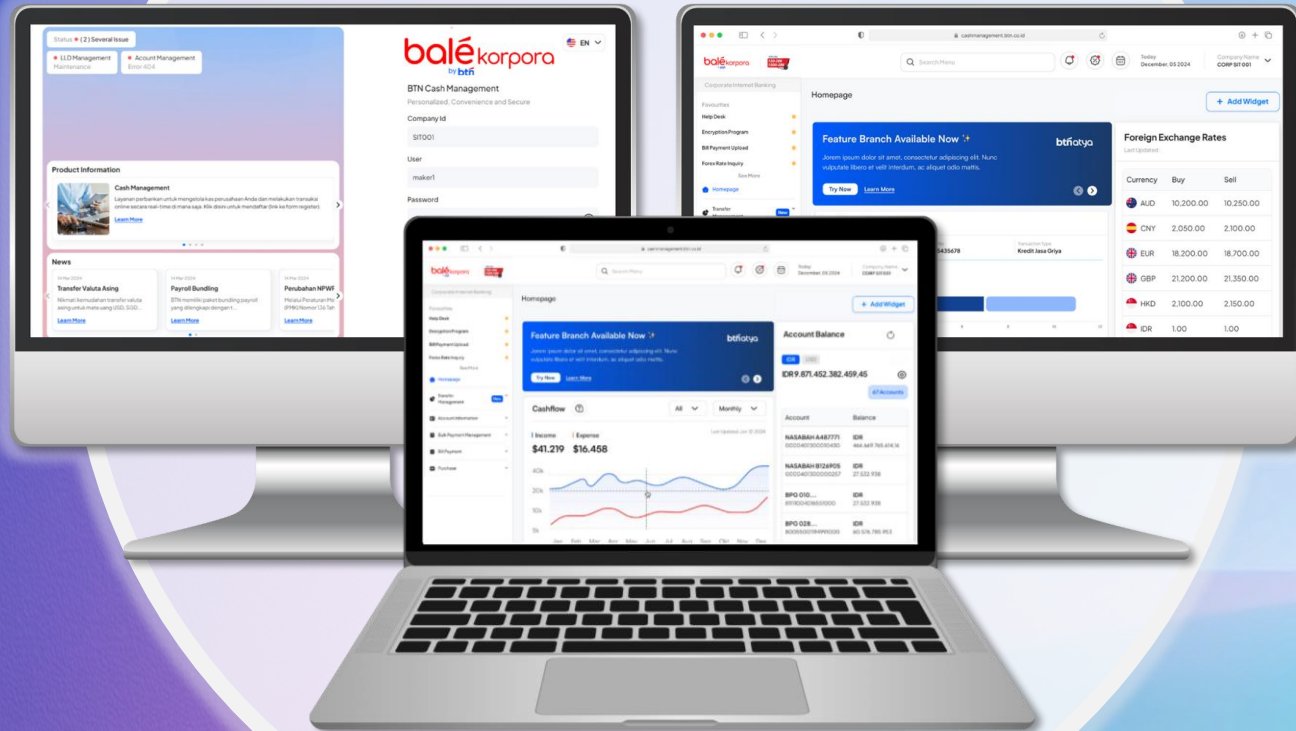


- 
1 Agility at scale
 Adopting agile practice to foster a more responsive and dynamic way of working by enabling high business acumen for IT. Thus, enhancing Business & IT Interlocks
- 
2 Future proof technology backbone
 Robust, reliable and scalable IT infrastructure and application that can support BTN's long-term business ambition.
- 
3 Full banking empowerment
 Prioritize uplift for core systems that have direct impact to customer and revenue (e.g., Mobile Banking, CBS, BDS, CRM, iLoan) to realize full banking experience.
- 
4 Data & AI experience reimagined
 Leveraging AI to catalyze transformative change by enhancing data capabilities and optimizing efficiency while providing high quality data to business.
- 
5 Business resilience ecosystem
 Comprehensive interconnected systems, processes, and capabilities designed to secure the bank from cyber threat, ensure business continuity, mitigate risk and stay compliance.
- 
6 Process excellence re-enablement
 Automate and/or optimize Business & IT operating rhythm to achieve zero manual process aspiration (incl. integration to critical 3rd party systems)

BTN IT Strategic Plan is structured based on a framework that is aligned with the business by utilizing BTN's vision, Board of Directors' aspirations and Joint Planning Sessions with business units.

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

balé korporata 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



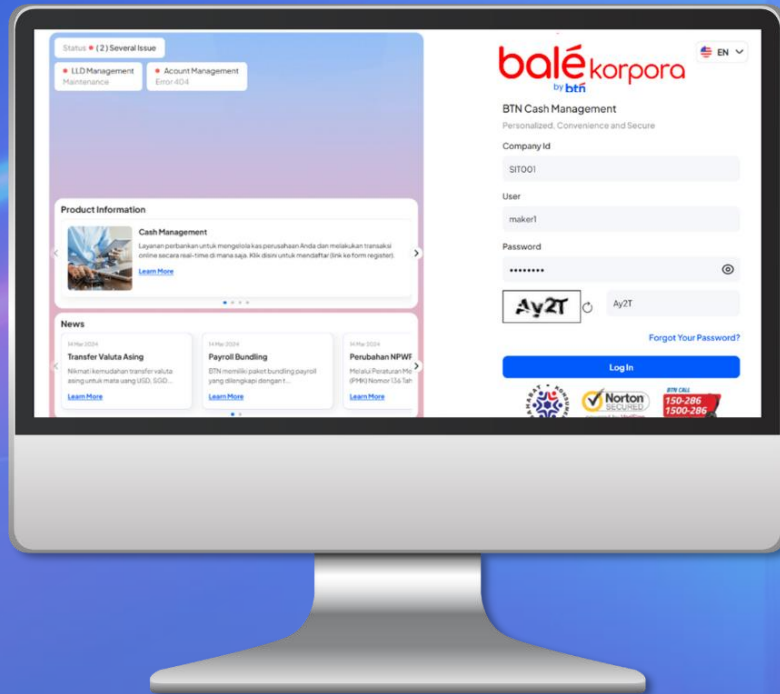
Online Opening
Account



Soft
Token



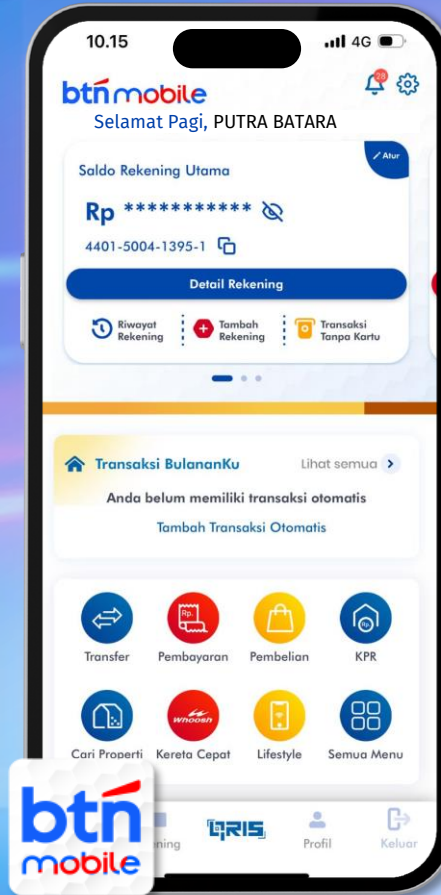
Online Breach
Forex



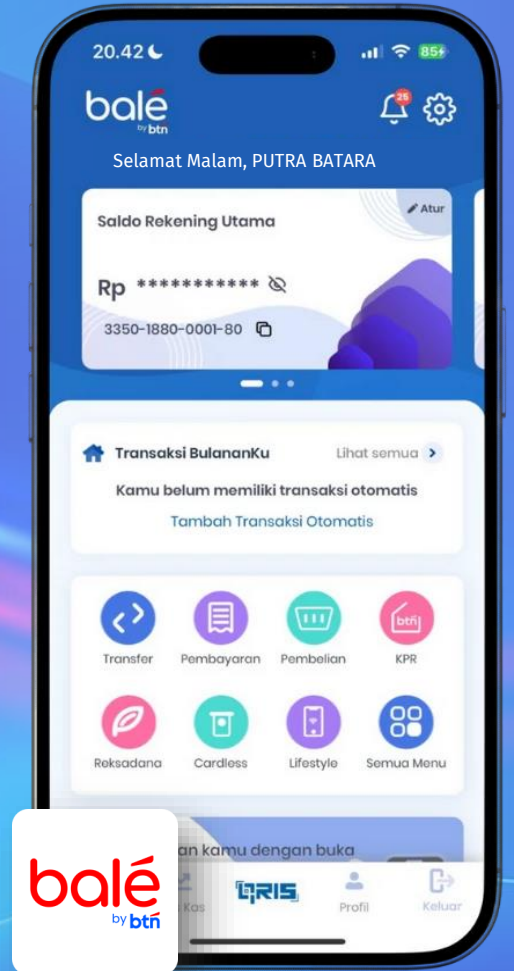
Journey of BTN's Mobile Banking



2012 - 2023



2023 - 2024



2025

balé
by btn
superapp

balé
by btn
space

Be Free Free Transaction Admin Fee

IDR **0**

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

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

balé
by btn
merchant

balé
by btn
bisnis

balé
by btn
community

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.

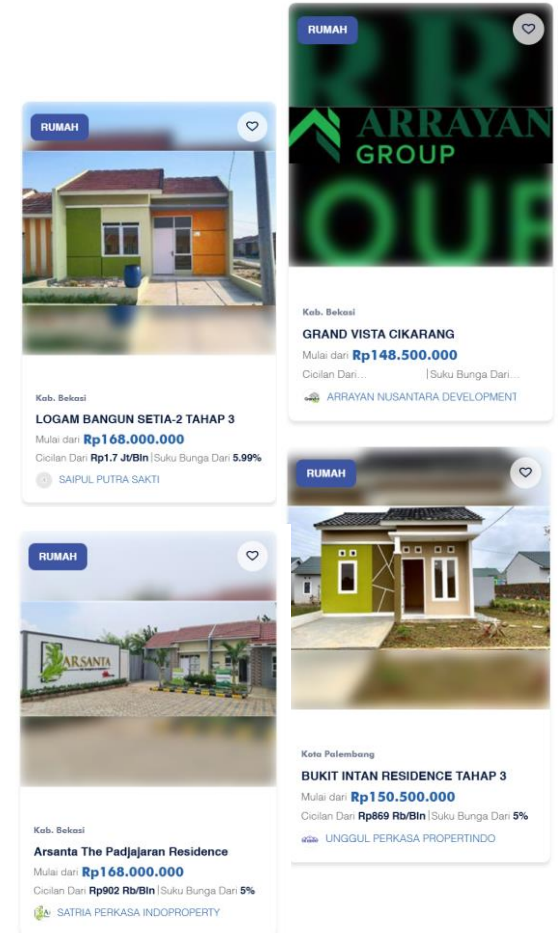
balé space
by btn

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.

BTN Financial Highlights



Steady Deposit Growth

- ❖ A **9.1% yoy** growth in total deposits, supported by the growth of current account with a **12.1% yoy** growth.
- ❖ Higher CASA portion at **54.1%** of total deposits in December 2024 from 53.7% in December 2023.

Moderate Loan Growth

- ❖ The **total loans and financing grew by 7.3% yoy** reached **IDR 357.9 Tn by December 2024**, mainly driven by **8.5% yoy** in mortgages.
- ❖ The high-yield segments (KUR, KAR and KRING) booked a **13.9% yoy**, reaching **IDR 16.4 Tn as of December 2024 with 9.3%** blended yield in FY24.

Sufficient Liquidity

- ❖ Aiming to maintain optimum LDR level at **93.8% as of December 2024**.
- ❖ As of December 2024, the LCR was **191.2%** compared to 190.2% as of December 2023.
- ❖ On the other hand, the NSFR achieved **120.6%** as of December 2024 (vs 122.8% as of December 2023).

Adequate Capital

- ❖ CAR level was maintained at **18.5% yoy**, in line with management guidance to maintain **CAR at minimum 18.0%**.
- ❖ **The CAR level are above the threshold regulated** by Bank Indonesia.

Financial Highlight	2020	2021	2022	2023	2024	yoy Growth (%)
Asset/ Liabilities						
Total Assets (IDR Bn)	361,208	371,868	402,148	438,750	469,615	7.0% yoy
Total Loan & Financing (IDR Bn)	260,114	274,835	298,282	333,698	357,973	7.3% yoy
Total Deposits (IDR Bn)	279,135	295,976	321,937	349,933	381,667	9.1% yoy
Profitability						
Net Profit (IDR Bn)	1,602	2,376	3,045	3,501	3,007	-14.1% yoy
N I M	3.1%	4.0%	4.4%	3.8%	2.9%	(88) bps
C I R	53.9%	48.2%	46.7%	45.3%	57.1%	1,189 bps
ROE (Tier-1)	10.0%	13.6%	16.4%	13.9%	10.8%	(311) bps
ROA	0.7%	0.8%	1.0%	1.1%	0.8%	(24) bps
Asset Quality						
NPL (Gross)	4.4%	3.7%	3.4%	3.0%	3.2%	15 bps
Loan at Risk (LAR)	34.1%	24.2%	23.2%	21.1%	19.7%	(145) bps
NPL Coverage	115.0%	141.8%	155.7%	155.2%	115.4%	(3,979) bps
Cost of Credit (CoC)	0.9%	1.4%	1.4%	1.2%	0.6%	(62) bps
Liquidity						
LDR	93.2%	92.9%	92.7%	95.4%	93.8%	(157) bps
CASA	41.1%	44.3%	48.5%	53.7%	54.1%	36 bps
Capital						
Equity (IDR Bn)	19,988	21,407	25,909	30,479	32,572	6.9% yoy
CAR (Tier 1)	13.6%	13.8%	16.1%	17.5%	17.1%	(43) bps
Total CAR	19.3%	19.1%	20.2%	20.1%	18.5%	(166) bps

Balance Sheet

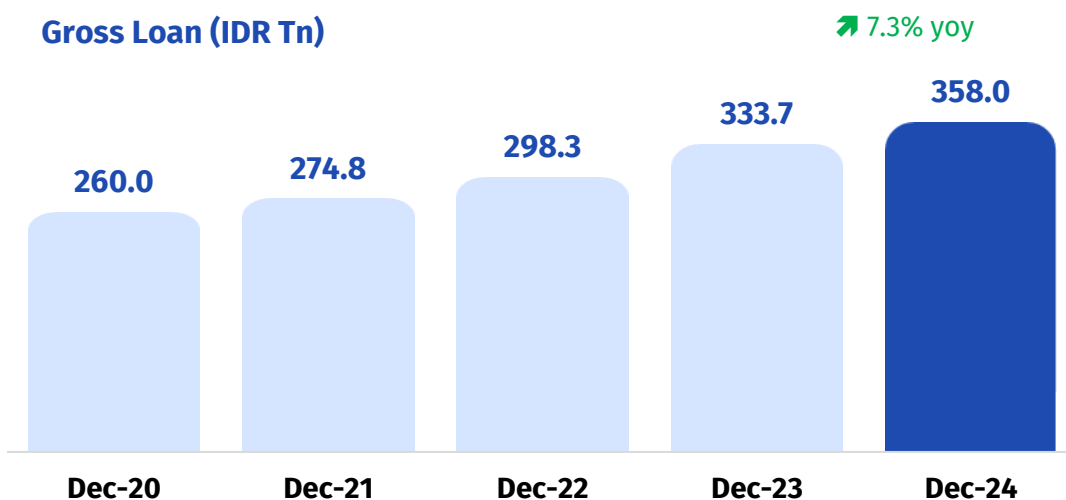
Balance Sheet Summary (IDR Bn)	Dec-20	Dec-21	Dec-22
Total Earning Assets	335,630	331,979	360,379
Term Deposit with BI	11,583	5,550	4,578
Total Loan & Financing	260,114	274,835	298,282
Securities	59,494	48,313	53,688
Other Earning Assets	4,439	3,281	3,831
Provision on Earning Asset	(13,066)	(14,440)	(15,679)
Total Non Earning Assets	38,645	54,329	57,449
Total Assets	361,208	371,868	402,148
CASA	114,764	131,120	156,202
Current Account	72,045	79,199	114,007
Saving Account	42,719	51,922	42,195
Time Deposits	164,371	164,856	165,736
Third Party Deposits	279,135	295,976	321,937
Securities issued	15,810	12,372	8,652
Deposits from Other Banks	35	74	179
Repurchase Agreements	0	0	0
Borrowings	34,002	30,822	33,979
Non Interest Bearing Liabilities	12,238	11,218	11,491
Total Liabilities	341,221	350,462	376,239
Total Equity	19,988	21,407	25,909
Total Liabilities & Equity	361,208	371,868	402,148

Dec-23	Sep-24	Dec-24	qoq	yoy	% Assets
389,827	427,335	428,794	0.3%	10.0%	91.3%
12,149	11,171	2,810	-74.8%	-76.9%	0.6%
333,698	356,064	357,973	0.5%	7.3%	76.2%
41,200	55,727	61,015	9.5%	48.1%	13.0%
2,780	4,373	6,997	60.0%	151.7%	1.5%
(15,641)	(14,576)	(13,063)	-10.4%	-16.5%	-2.8%
64,563	42,348	53,883	27.2%	-16.5%	11.5%
438,750	455,107	469,615	3.2%	7.0%	100.0%
188,007	188,989	206,358	9.2%	9.8%	43.9%
143,535	148,645	160,848	8.2%	12.1%	34.3%
44,472	40,344	45,510	12.8%	2.3%	9.7%
161,927	181,763	175,309	-3.6%	8.3%	37.3%
349,933	370,751	381,667	2.9%	9.1%	81.3%
6,835	5,280	5,445	3.1%	-20.3%	1.2%
1,300	1,066	105	-90.2%	-91.9%	0.0%
0	934	3,409	264.9%		0.7%
42,875	38,008	39,813	4.7%	-7.1%	8.5%
7,327	7,060	6,604	-6.5%	-9.9%	1.4%
408,271	423,099	437,043	3.3%	7.0%	93.1%
30,479	32,008	32,572	1.8%	6.9%	6.9%
438,750	455,107	469,615	3.2%	7.0%	100.0%

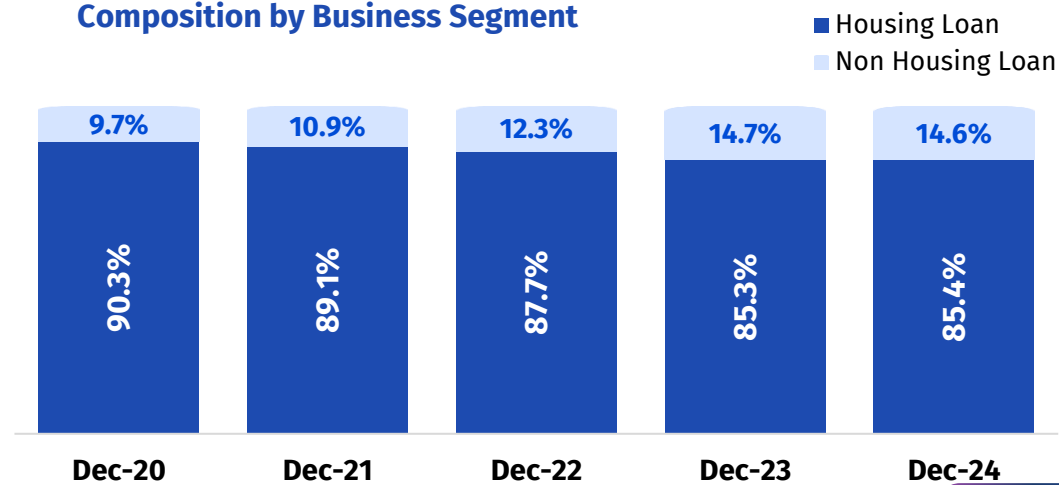
Loan Type (IDR Bn)	Dec-20		Dec-21		Dec-22	
	Outs	%	Outs	%	Outs	%
Housing Loan	234,785	90.3%	244,823	89.1%	261,705	87.7%
Subsidized Mortgage	120,720	46.4%	130,683	47.6%	145,860	48.9%
Non-Subsidized Mortgage	79,938	30.7%	83,251	30.3%	87,824	29.4%
Other Housing Loan	7,256	2.8%	6,976	2.5%	6,970	2.3%
Construction Loan	26,871	10.3%	23,914	8.7%	21,051	7.1%
Non-Housing Loan	25,329	9.7%	30,012	10.9%	36,576	12.3%
Consumer Loan	5,119	2.0%	6,559	2.4%	7,010	2.4%
Commercial Loan	8,270	3.2%	9,512	3.5%	11,563	3.9%
Corporate Loan	11,940	4.6%	13,942	5.1%	18,004	6.0%
Total Loan & Financing	260,114	100.0%	274,835	100.0%	298,282	100.0%
Mortgage	200,658	77.1%	213,934	77.8%	233,684	78.3%

	Dec-23		Sep-24		Dec-24		qoq	yoy
	Outs	%	Outs	%	Outs	%		
	284,617	85.3%	303,234	85.2%	305,590	85.4%	0.8%	7.4%
Subsidized Mortgage	161,746	48.5%	172,767	48.5%	173,844	48.6%	0.6%	7.5%
Non-Subsidized Mortgage	96,175	28.8%	103,809	29.2%	105,956	29.6%	2.1%	10.2%
Other Housing Loan	7,871	2.4%	8,386	2.4%	8,652	2.4%	3.2%	9.9%
Construction Loan	18,826	5.6%	18,271	5.1%	17,138	4.8%	-6.2%	-9.0%
	49,081	14.7%	52,830	14.8%	52,382	14.6%	-0.8%	6.7%
Consumer Loan	7,264	2.2%	7,465	2.1%	7,813	2.2%	4.7%	7.6%
Commercial Loan	12,901	3.9%	15,046	4.2%	15,237	4.3%	1.3%	18.1%
Corporate Loan	28,916	8.7%	30,319	8.5%	29,332	8.2%	-3.3%	1.4%
	333,698	100.0%	356,064	100.0%	357,973	100.0%	0.5%	7.3%
	257,921	77.3%	276,576	77.7%	279,800	78.2%	1.2%	8.5%

Gross Loan (IDR Tn)



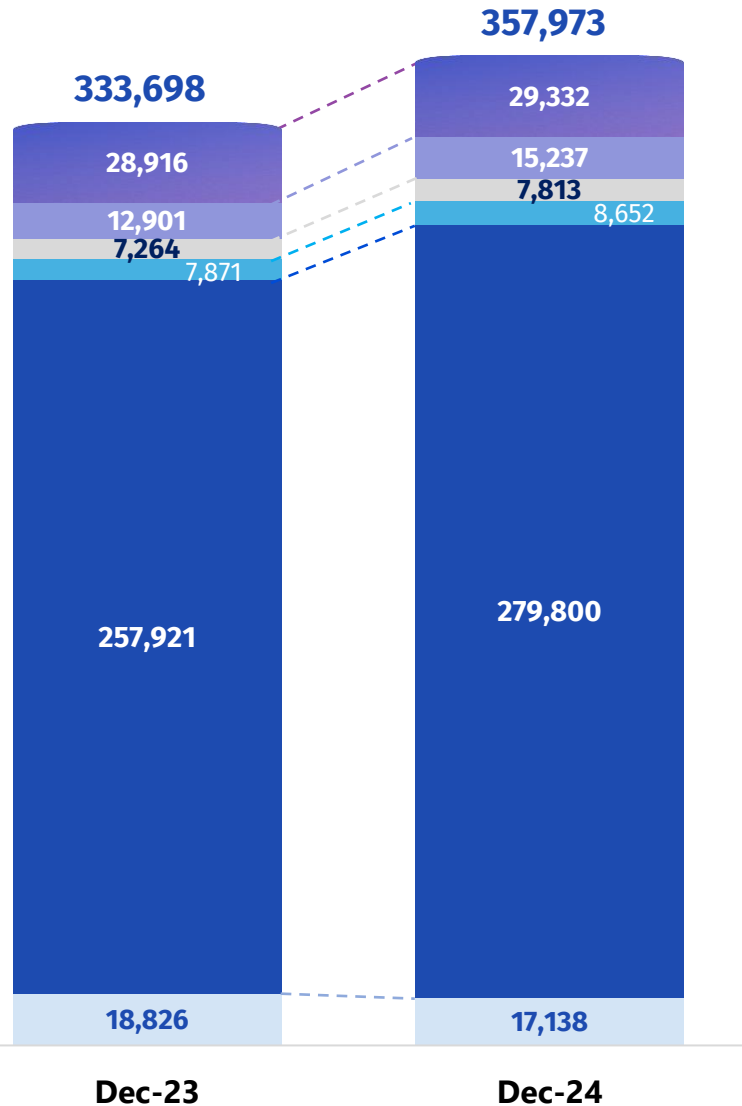
Composition by Business Segment



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)



- Total Loan
- Corporate Loan
- Commercial Loan
- Consumer Loan
- Other Housing Loan
- Mortgage
- Construction Loan

Loan Growth Strategy

% yoy	Main contributors for growth
7.3%	Focusing on housing-related higher yield whilst excelling in mortgages
1.4%	Continuing to build up corporate segment with key focus on the housing-related sectors
18.1%	Targeting high-growth SME sectors (KUR) within the housing ecosystem
7.6%	Tapping captive mortgage market with extensive soft loan (KRING) offers also optimizing Payroll-based loans with several new institutions
9.9%	Optimizing home equity loans (KAR) from existing performing mortgage customers through tele sales, upselling and cross selling for existing customers
8.5%	Pursuing a sustainable growth in housing loans with subsidized mortgages as the main driver
-9.0%	Reprofiling Construction Loan Portfolio Focus on landed house and selected TOD high-rise housing projects

Loan Disbursement

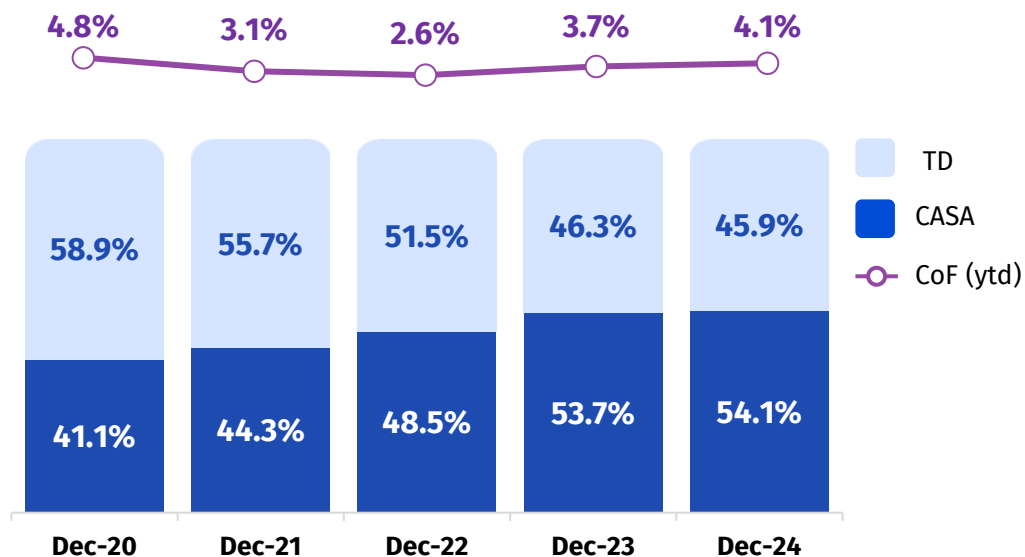
Loan by Segment (IDR Bn)	12M20	12M21	12M22	4Q23	3Q24	4Q24	QoQ	YoY	12M23	12M24	yoy
Housing Loan	29,712	35,399	47,559	15,585	12,998	12,031	-7.4%	-22.8%	56,893	57,142	0.4%
Subsidized Mortgage	17,064	18,409	24,332	6,775	5,032	4,447	-11.6%	-34.4%	25,632	24,915	-2.8%
Non-Subsidized Mortgage	6,935	10,969	14,363	5,866	4,773	4,537	-4.9%	-22.7%	19,073	19,808	3.9%
Other Housing Loan	683	1,069	1,349	699	663	679	2.3%	-2.9%	2,378	2,399	0.9%
Construction Loan	5,03	4,952	7,516	2,245	2,530	2,369	-6.4%	5.5%	9,810	10,020	2.1%
Non-Housing Loan	15,177	24,206	40,036	12,153	8,746	9,164	40.1%	-24.6%	36,794	34,038	-7.5%
Consumer Loan	4,251	7,182	8,530	1,283	804	973	21.1%	-24.1%	3,853	3,216	-16.5%
Commercial Loan	3,884	9,036	20,807	3,322	4,516	4,645	2.9%	39.8%	14,573	19,436	33.4%
Corporate Loan	7,041	7,988	10,698	7,549	1,220	3,546	190.7%	-53.0%	18,368	11,385	-38.0%
Total Loan & Financing	44,888	59,605	87,595	27,739	19,538	21,195	8.5%	-23.6%	93,687	91,180	-2.7%
Mortgage	23,999	29,378	38,695	12,641	9,805	8,984	-8.4%	-28.9%	44,705	44,723	0.0%

Total Deposits

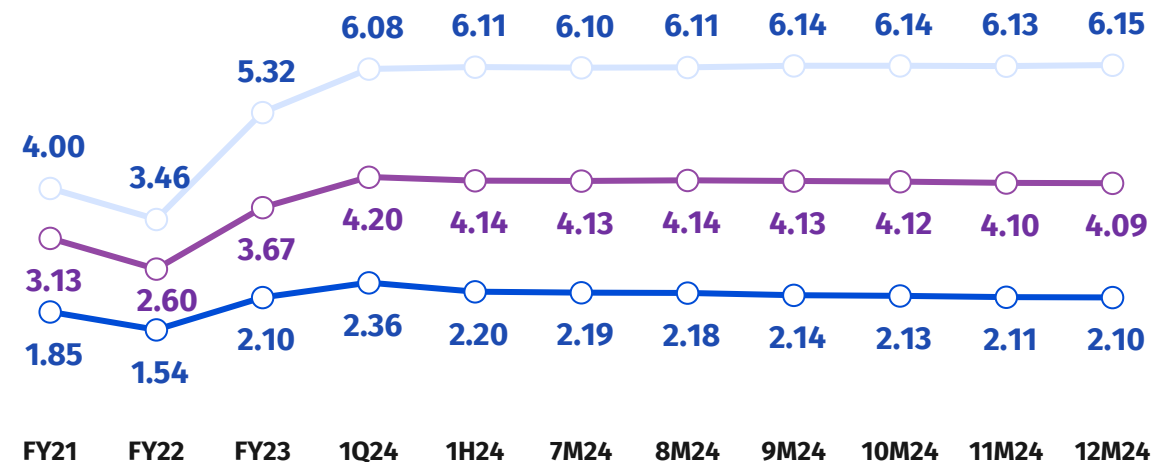
Customer Deposits (IDR Tn)

By Segments	Dec-20	Dec-21	Dec-22	Dec-23	Dec-24	YoY
CASA	114.8	131.1	156.2	188.0	206.4	9.8%
Current Account	72.0	79.2	114.0	143.5	160.8	12.1%
Savings Account	42.7	51.9	42.2	44.5	45.5	2.3%
Time Deposits	164.4	164.9	165.7	161.9	175.3	8.3%
Total	279.1	296.0	321.9	349.9	381.7	9.1%

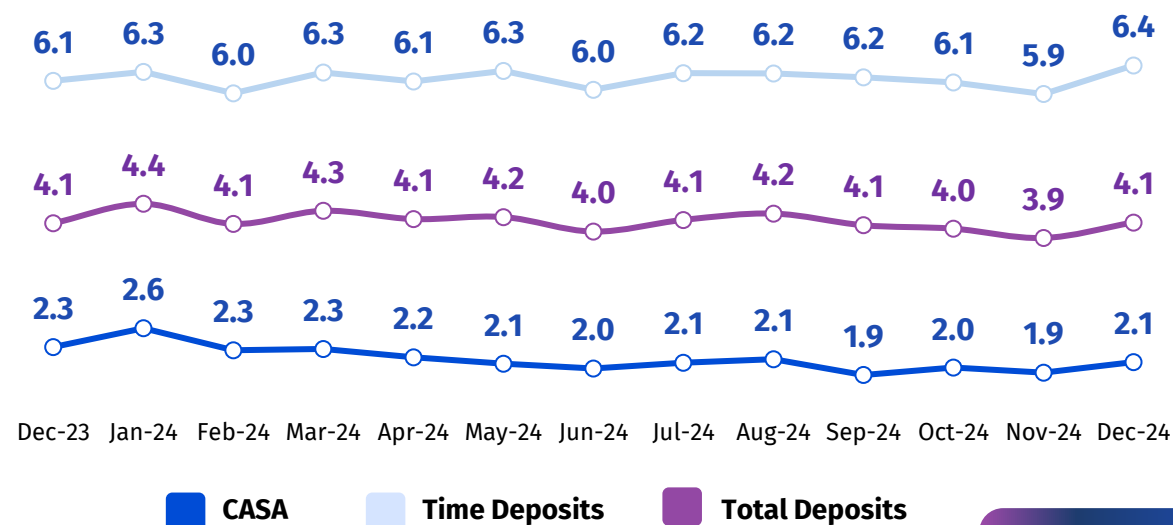
CASA and Cost of Fund (%)



Cumulative Cost of Deposits (%)



Monthly Cost of Deposits (%)



Capital (IDR Bn)	Full-Year of					Growth
	2020	2021	2022	2023	2024	
Tier – 1 Capital	17,626	18,532	22,533	27,154	29,834	9.9% yoy
Tier – 2 Capital	7,369	7,175	5,635	4,076	2,439	-40.2% yoy
Total Capital	24,995	25,707	28,168	31,230	32,273	3.3% yoy
Total RWA	129,250	134,341	139,631	155,590	174,445	12.1% yoy
RWA – Credit Risk	105,435	110,020	114,318	136,692	149,288	9.2% yoy
RWA – Market Risk	1,612	2,407	1,373	942	6,102	547.5% yoy
RWA – Operational Risk	22,203	21,914	23,939	17,956	19,056	6.1% yoy
CAR Tier 1 (Tier 1/Total RWA)	13.6%	13.8%	16.2%	17.5%	17.1%	(35) bps
CAR Tier 2	5.7%	5.3%	4.0%	2.6%	1.4%	(122) bps
CAR BI ((Tier 1+2)/Total RWA)	19.3%	19.1%	20.2%	20.1%	18.5%	(157) bps
Capital Conservation Buffer	0.0%	0.0%	2.5%	2.5%	2.5%	- bps
Countercyclical Buffer	0.0%	0.0%	0.0%	0.0%	0.0%	- bps
Capital Surcharge (D-SIB)	1.0%	1.0%	1.0%	1.0%	1.0%	- bps

PL Summary (IDR Bn)	4Q23	3Q24	4Q24	QoQ	YoY	12M23	12M24	YoY
Interest Income	7,438	7,391	7,184	-2.8%	-3.4%	28,271	29,550	4.5%
Interest Expense	(3,957)	(4,526)	(4,373)	-3.4%	10.5%	(14,648)	(17,848)	21.9%
Net Interest Income	3,481	2,865	2,811	-1.9%	-19.3%	13,624	11,702	-14.1%
Non-Interest Income	1,561	758	1,846	143.6%	18.3%	3,922	4,612	17.6%
Other Operating Expense (Exclude Provision)	(2,710)	(2,511)	(2,798)	11.4%	3.3%	(9,311)	(10,440)	12.1%
Pre-Provision Operating Profit (PPOP)	2,332	1,112	1,859	67.1%	-20.3%	8,234	5,874	-28.7%
Provision	(828)	(379)	(668)	76.0%	-19.4%	(3,765)	(2,023)	-46.3%
Profit From Operations	1,504	733	1,191	62.5%	-20.8%	4,470	3,851	-13.8%
Non-Operating Income (Expense)	(39)	6	(35)	-632.3%	-12.5%	(90)	(78)	-12.6%
Profit Before Tax	1,464	739	1,156	56.4%	-21.0%	4,380	3,773	-13.9%
Net Profit	1,188	581	925	59.3%	-22.1%	3,501	3,007	-14.1%

Interest Income

Interest Income (IDR Bn)	4Q23	3Q24	4Q24	QoQ	YoY	12M23	12M24	YoY	% portion of 12M24
Placement with Bank Indonesia	194	143	70	-51.3%	-64.2%	609	539	-11.5%	1.8%
Placement with other bank	4	4	4	-15.4%	-21.6%	16	27	72.9%	0.1%
Securities	657	495	597	20.6%	-9.1%	2,244	2,394	6.7%	8.1%
Loan	5,795	5,869	5,620	-4.2%	-3.0%	22,378	23,185	3.6%	78.5%
Others	22	26	28	6.4%	25.3%	90	100	11.7%	0.3%
Income from Syariah	766	854	866	1.4%	13.1%	2,934	3,305	12.6%	11.2%
Total	7,438	7,391	7,184	-2.8%	-3.4%	28,271	29,550	4.5%	100.0%

Interest Expense

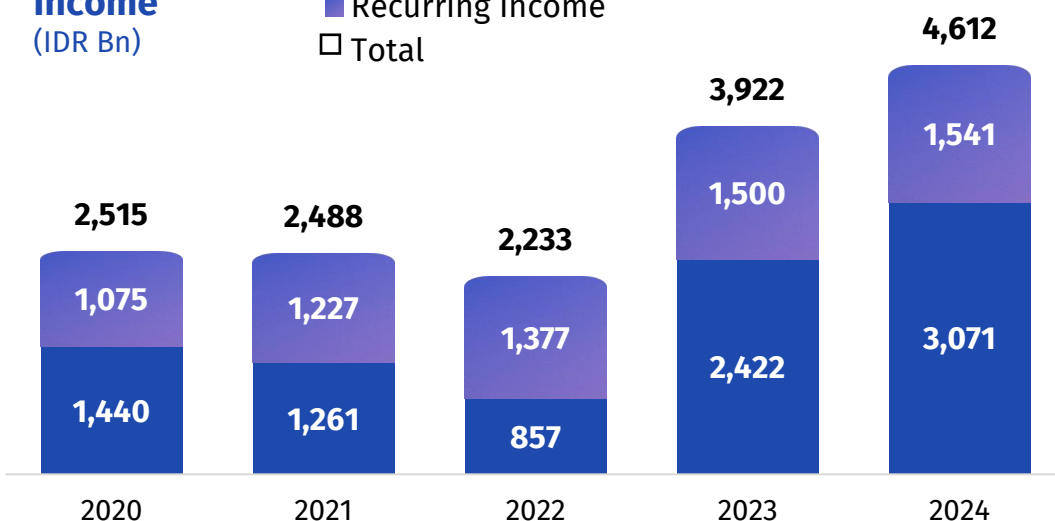
Interest Expense (IDR Bn)	4Q23	3Q24	4Q24	QoQ	YoY	12M23	12M24	YoY	% portion of 12M24
Deposits from Other Banks	73	83	54	-34.9%	-25.5%	241	257	6.4%	1.4%
Deposits from Non-Banks	3,212	3,846	3,704	-3.7%	15.3%	11,832	14,919	26.1%	83.6%
Securities Issued	119	77	76	-1.5%	-36.1%	547	393	-28.0%	2.2%
Fund Borrowings	532	493	522	5.7%	-1.9%	1,953	2,190	12.1%	12.3%
Others	21	26	17	-33.7%	-18.7%	76	90	19.0%	0.5%
Total	3,957	4,526	4,373	-3.4%	10.5%	14,648	17,848	21.9%	100.0%

Non-interest Income

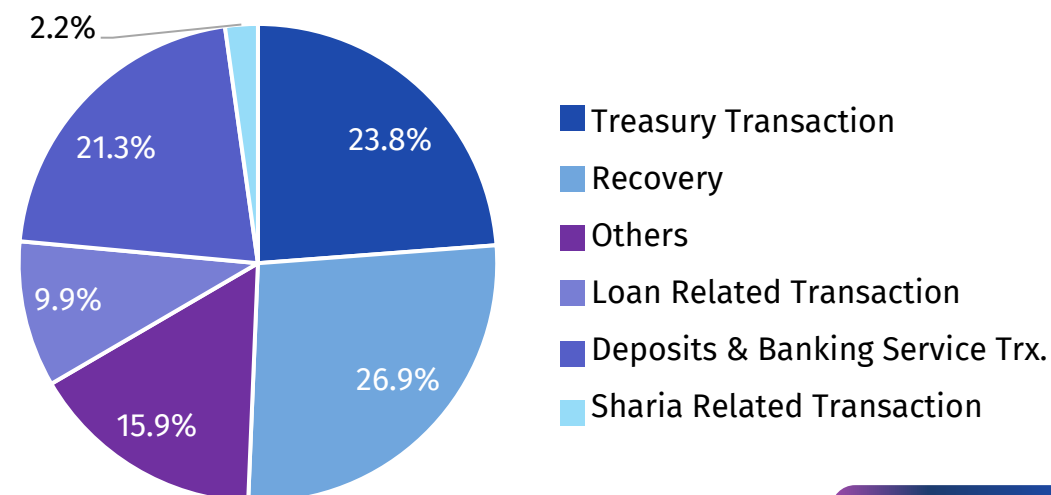
Non-interest Income (IDR Bn)	4Q23	3Q24	4Q24	QoQ	YoY	12M23	12M24	YoY
Non-Recurring Income	1,131	376	1,406	323.5%	40.9%	2,422	3,071	26.8%
Gain from Treasury Transaction	77	191	310	62.2%	303.7%	669	1,098	64.0%
Recovery	513	75	795	1121.7%	79.6%	882	1,238	40.4%
Others	541	110	301	229.8%	-33.1%	870	735	-15.5%
Recurring Income	430	382	440	15.3%	2.3%	1,500	1,541	2.7%
Loan Related Transaction	125	118	124	5.5%	-0.9%	458	455	-0.6%
Deposits & Banking Service Related	277	237	290	22.3%	4.8%	949	984	3.6%
Sharia Related Transaction	28	27	26	-3.2%	-7.8%	93	102	9.6%
Total	1,561	758	1,846	143.6%	18.3%	3,922	4,612	17.6%

Non-interest Income (IDR Bn)

- Non Recurring
- Recurring Income
- Total



FY24 Non-interest Income Breakdown (%)

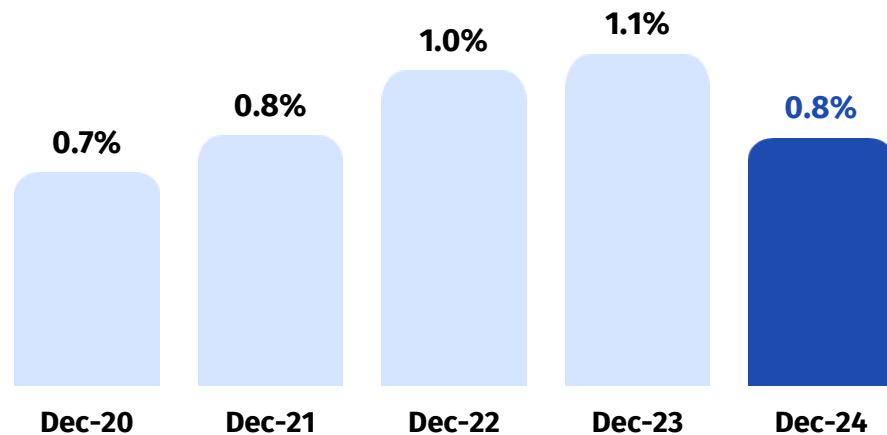


Other Operating Expense (exclude Provisions)

Other Operating Expense (IDR Bn) Excluding Provision	4Q23	3Q24	4Q24	QoQ	YoY	12M23	12M24	YoY	% portion of 12M24
Salaries & Employee Benefit	749	1,019	1,025	-0.5%	36.8%	3,220	4,345	35.0%	41.4%
General Administration	359	405	535	32.0%	49.0%	1,186	1,594	34.4%	15.8%
Others	458	66	35	-46.4%	-92.3%	834	191	-77.1%	1.8%
Rent, Service & Maintenance	238	193	266	37.8%	11.8%	833	860	3.3%	8.2%
Depreciation	195	200	194	-3.1%	-0.5%	717	747	4.2%	7.1%
Promotion	179	119	144	21.5%	-19.5%	537	552	2.7%	5.3%
Collector Fees & Consultant	305	278	347	24.7%	13.8%	1,083	1,239	14.3%	11.8%
Insurance Premium	165	199	199	-0.3%	20.3%	680	754	11.0%	7.2%
Training	35	20	17	-17.8%	-51.8%	96	100	4.7%	1.0%
Research & Development	3	1	5	369.2%	67.7%	8	7	-14.5%	0.1%
Other Taxes	1	10	2	-84.9%	18.1%	12	15	20.1%	0.1%
Loss (transaction spot, derivative, and forex)	17	5	1	-84.3%	-95.0%	100	7	-92.5%	0.1%
Marked to Market	6	(6)	29	-568.3%	405.1%	6	29	406.2%	0.3%
Total	2,710	2,511	2,798	11.4%	3.3%	9,311	10,440	12.1%	100.0%

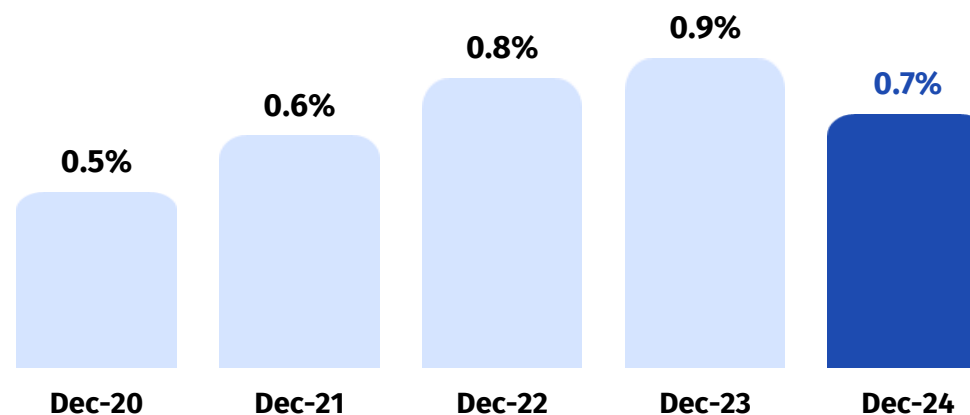
Key Financial Ratios

ROA¹ – Before Tax



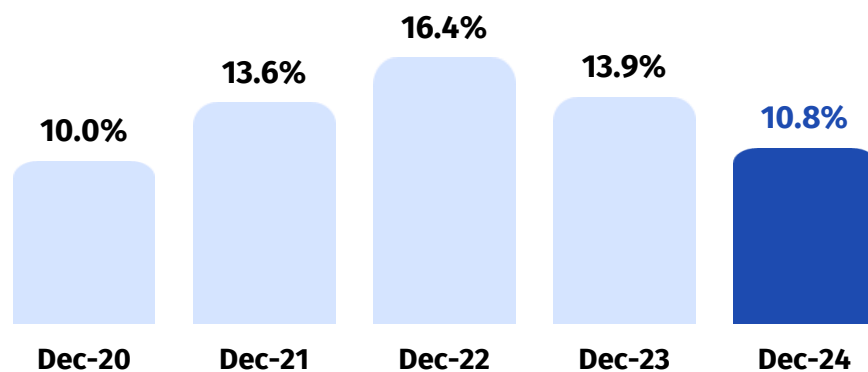
¹Calculated based on income before income tax (include tax benefit and extraordinary item)/ average total asset based on Bank Indonesia regulation

ROA² – After Tax



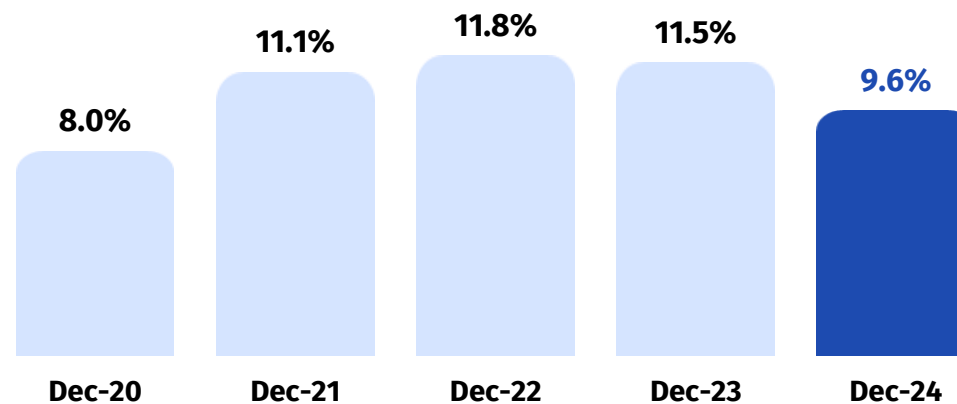
²Calculated based on net profit/average total asset

ROE³ – Tier 1 Capital



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

ROE⁴ – Balance Sheet

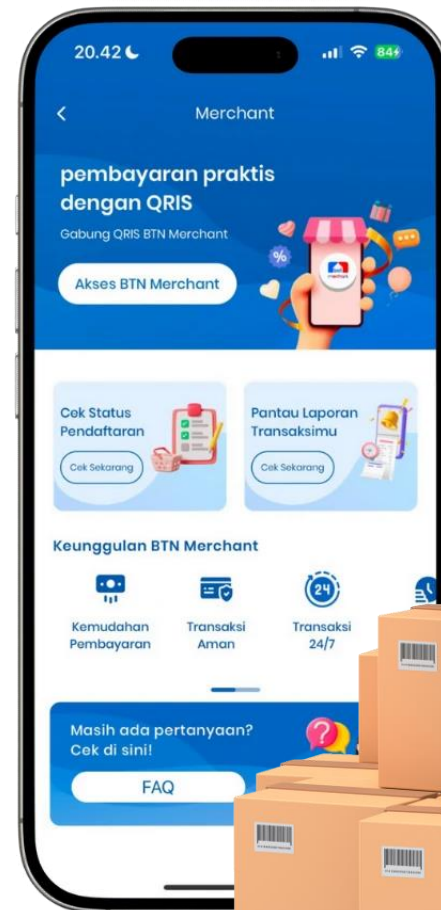


⁴Calculated based on net profit/total stakeholder's equity

	2024	2025F
Loan Growth	7.27%	7 – 8%
Deposits Growth	9.07%	8 – 9%
Cost of Credit	0.58%	1.0 – 1.1%
NPL Gross	3.16%	<3.0%

Asset Quality

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by btn



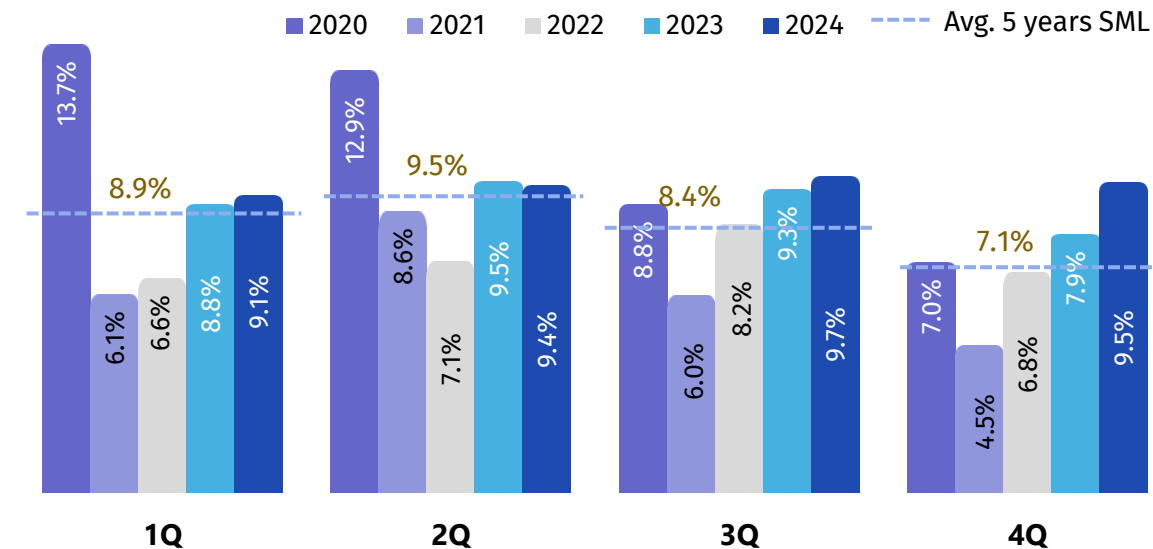
Collectibility	Dec-20		Dec-21		Dec-22	
	IDR Bn	%	IDR Bn	%	IDR Bn	%
Current	230,456	88.6%	252,244	91.8%	268,077	89.9%
Special Mention	18,303	7.0%	12,412	4.5%	20,134	6.8%
Performing Loan (PL)	248,759	95.6%	264,656	96.3%	288,211	96.6%
Substandard	738	0.3%	222	0.1%	580	0.2%
Doubtful	582	0.2%	484	0.2%	888	0.3%
Loss	10,036	3.9%	9,473	3.4%	8,602	2.9%
Non Performing Loan (NPL)	11,355	4.4%	10,185	3.7%	10,070	3.4%
Total Loan & Financing	260,114	100.0%	274,841	100.0%	298,282	100.00%
NPL Gross	4.37%		3.70%		3.38%	
NPL Nett	2.06%		1.20%		1.32%	

Dec-23		Sep-24		Dec-24	
IDR Bn	%	IDR Bn	%	IDR Bn	%
297,251	89.1%	310,061	87.1%	312,598	87.3%
26,399	7.9%	34,483	9.7%	34,057	9.5%
323,649	97.0%	344,545	96.8%	346,655	96.8%
571	0.2%	828	0.2%	872	0.2%
678	0.2%	1,764	0.5%	1,940	0.5%
8,800	2.6%	8,927	2.5%	8,506	2.4%
10,049	3.0%	11,519	3.2%	11,318	3.2%
333,698	100.0%	356,064	100.0%	357,973	100.0%
3.01%		3.24%		3.16%	
1.32%		1.57%		1.89%	

NPL Breakdown by Segment

By Segment (%)	Dec-20			Dec-21			Dec-22			Dec-23			Sep-24			Dec-24		
Housing Loan	4.1%	3.5%	3.4%	3.2%	3.4%	3.3%	3.2%	3.4%	3.3%	3.2%	3.4%	3.3%	3.2%	3.4%	3.3%	3.2%	3.4%	3.3%
Subsidized Mortgage	1.0%	0.8%	0.9%	1.5%	1.5%	1.7%	1.5%	1.5%	1.7%	1.5%	1.5%	1.7%	1.5%	1.5%	1.7%	1.5%	1.5%	1.7%
Non-Subsidized Mortgage	3.6%	2.6%	1.9%	2.0%	2.8%	3.7%	2.0%	2.8%	3.7%	2.0%	2.8%	3.7%	2.0%	2.8%	3.7%	2.0%	2.8%	3.7%
Other Housing Loan	4.4%	3.4%	2.9%	3.7%	4.6%	4.4%	3.7%	4.6%	4.4%	3.7%	4.6%	4.4%	3.7%	4.6%	4.4%	3.7%	4.6%	4.4%
Construction Loan	19.6%	21.3%	26.2%	23.8%	23.4%	16.0%	23.8%	23.4%	16.0%	23.8%	23.4%	16.0%	23.8%	23.4%	16.0%	23.8%	23.4%	16.0%
Non-Housing Loan	6.7%	5.2%	3.4%	1.9%	2.5%	2.4%	1.9%	2.5%	2.4%	1.9%	2.5%	2.4%	1.9%	2.5%	2.4%	1.9%	2.5%	2.4%
Consumer Loan	2.1%	1.2%	1.1%	1.6%	1.5%	1.5%	1.6%	1.5%	1.5%	1.6%	1.5%	1.5%	1.6%	1.5%	1.5%	1.6%	1.5%	1.5%
Commercial Loan	19.2%	15.3%	9.4%	6.2%	7.8%	7.3%	6.2%	7.8%	7.3%	6.2%	7.8%	7.3%	6.2%	7.8%	7.3%	6.2%	7.8%	7.3%
Corporate Loan	0.0%	0.2%	0.6%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
Total Loan & Financing	4.4%	3.7%	3.4%	3.0%	3.2%	3.2%	3.0%	3.2%	3.2%	3.0%	3.2%	3.2%	3.0%	3.2%	3.2%	3.0%	3.2%	3.2%
Mortgage	2.0%	1.5%	1.3%	1.7%	2.0%	2.5%	1.7%	2.0%	2.5%	1.7%	2.0%	2.5%	1.7%	2.0%	2.5%	1.7%	2.0%	2.5%

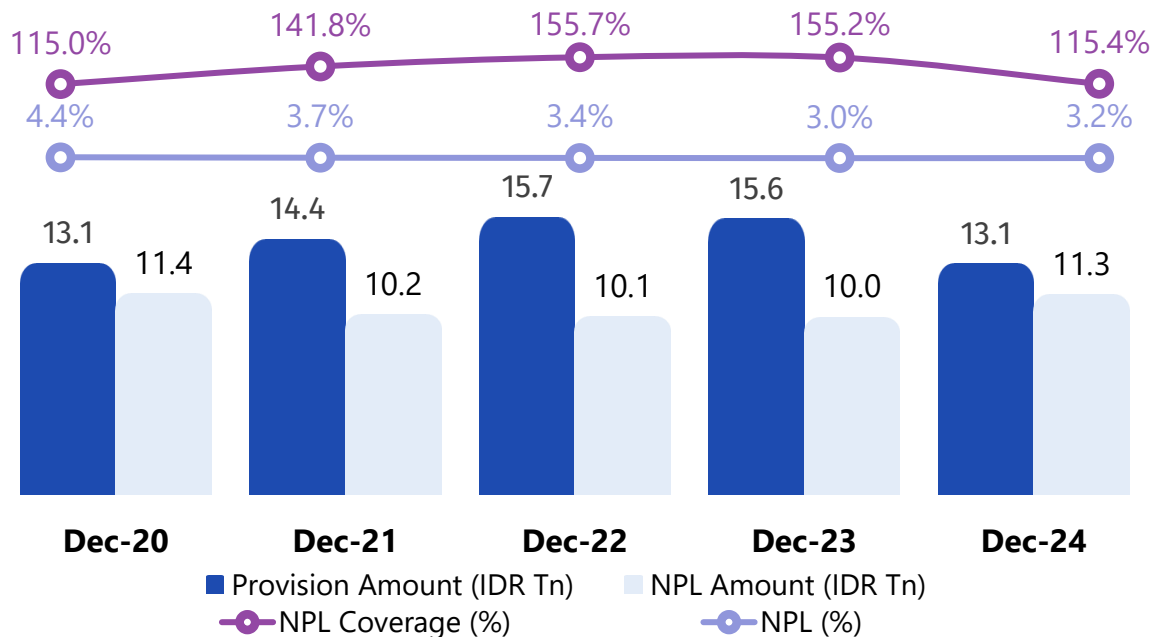
Quarterly SML Trend



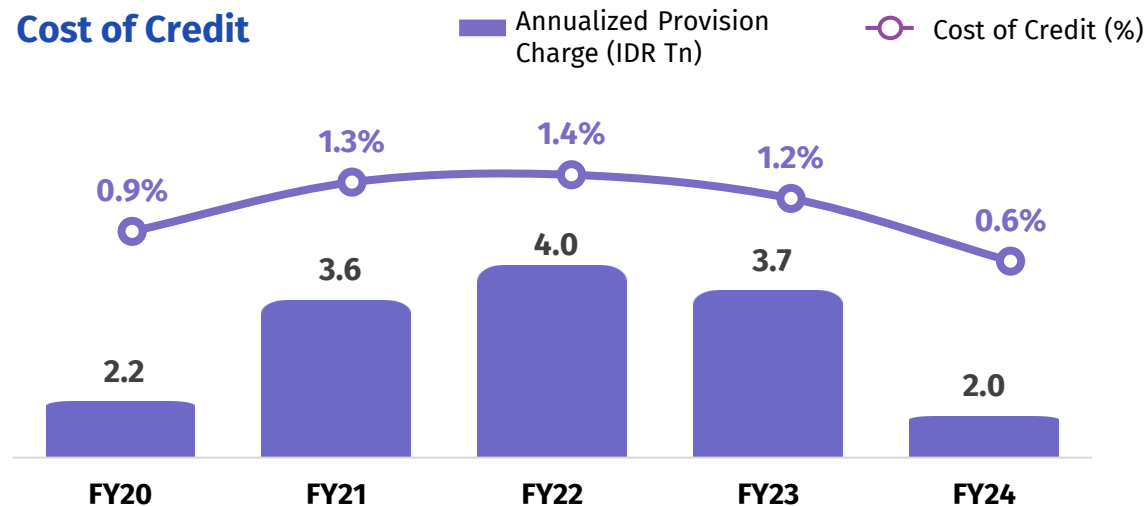
Note: Figures on graph and table include Sharia Financing

Loan Quality, Coverage and Cost of Credit

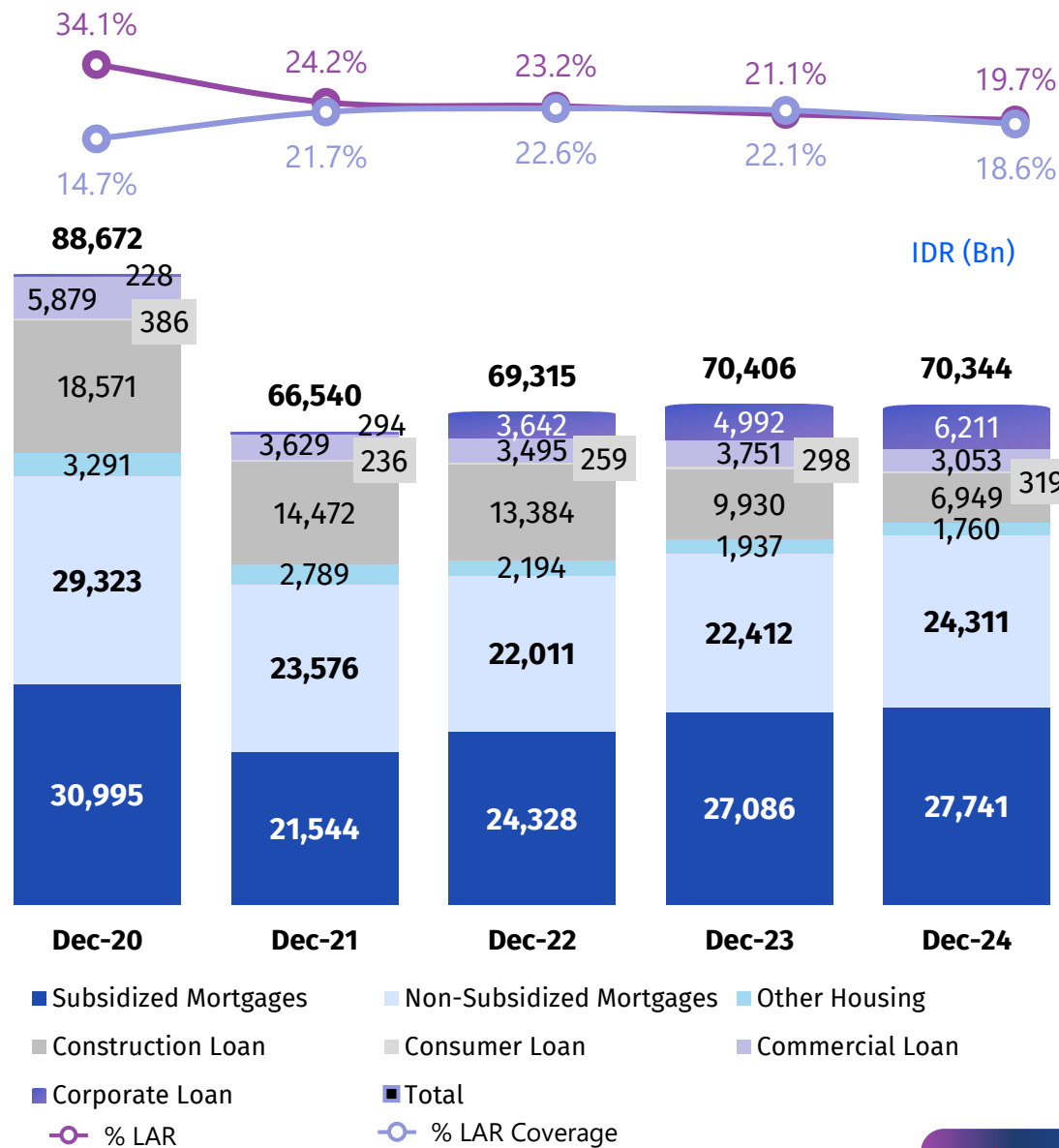
NPL & NPL Coverage



Cost of Credit

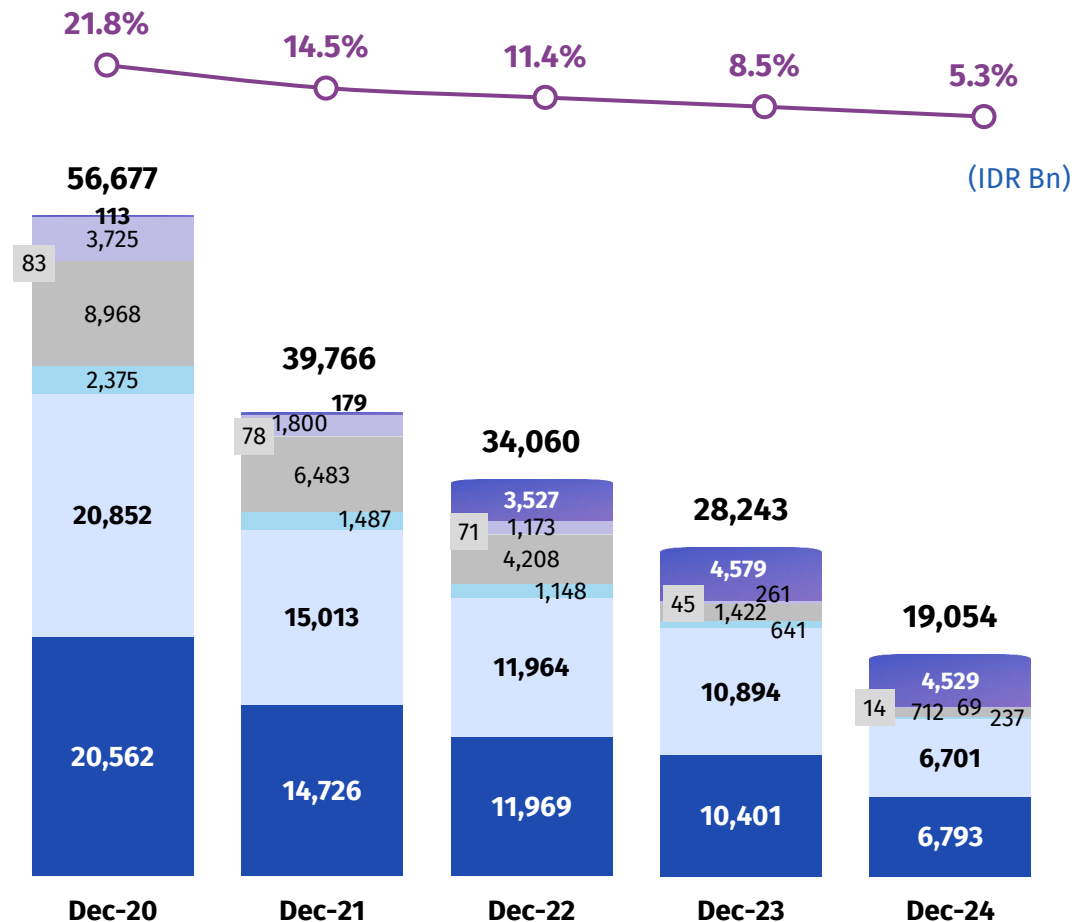


LAR & LAR Coverage

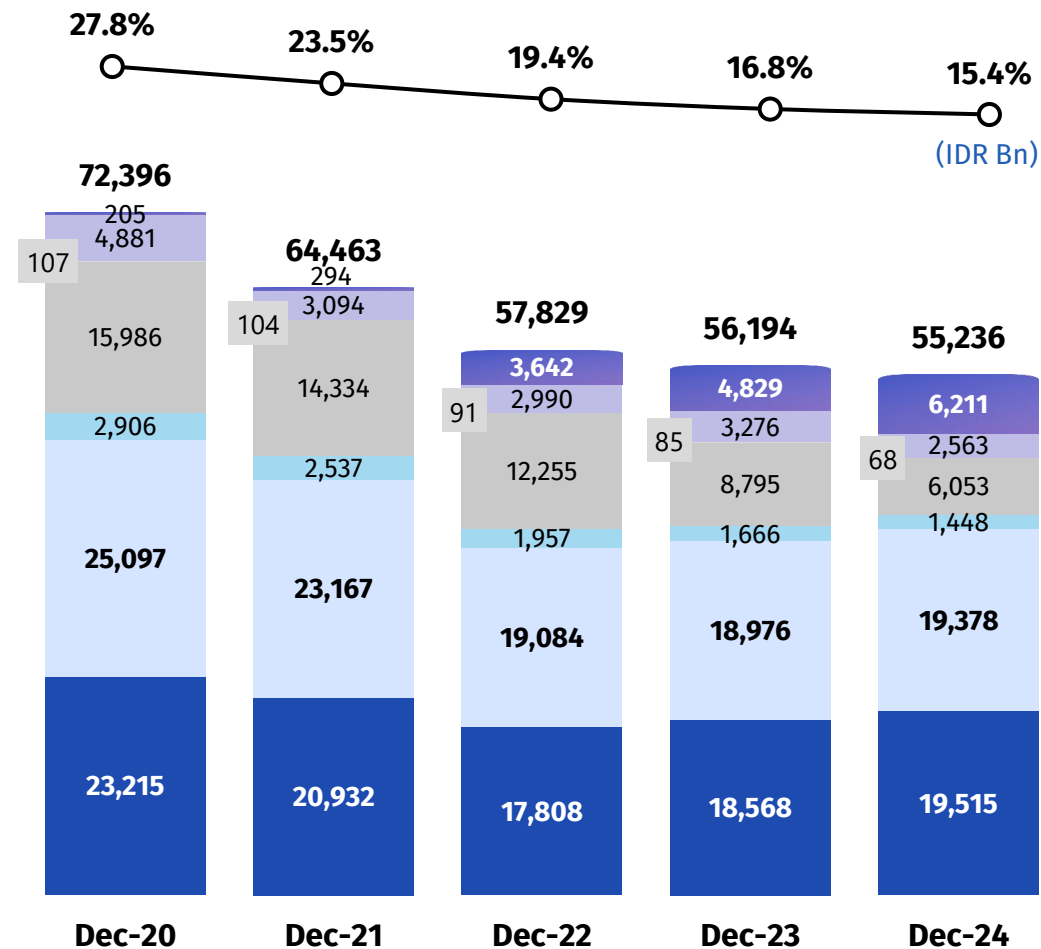


Restructured Loans Breakdown by Segment

Covid-19 Restructured Loan by Segment



Total Restructured Loan by Segment

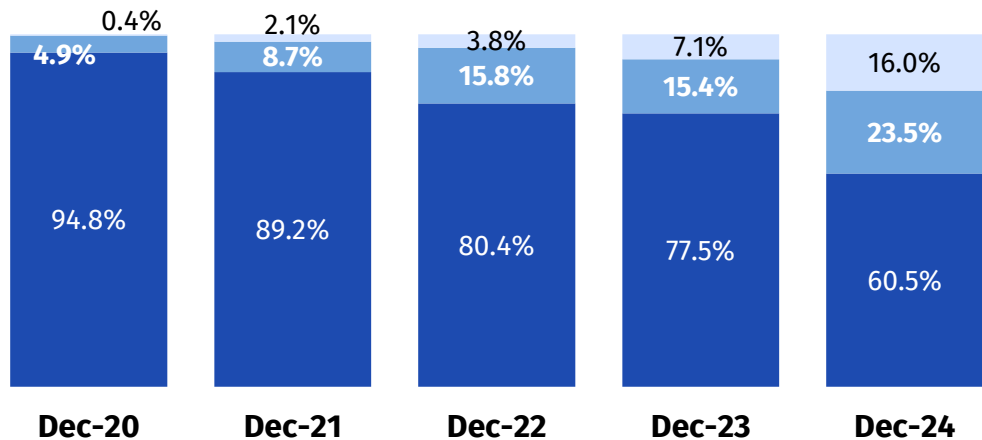


- Subsidized Mortgages
- Non-Subsidized Mortgages
- Other Housing
- Construction Loan
- Consumer Loan
- Commercial Loan
- Corporate Loan
- Total Loan
- % Covid restru to total Loan

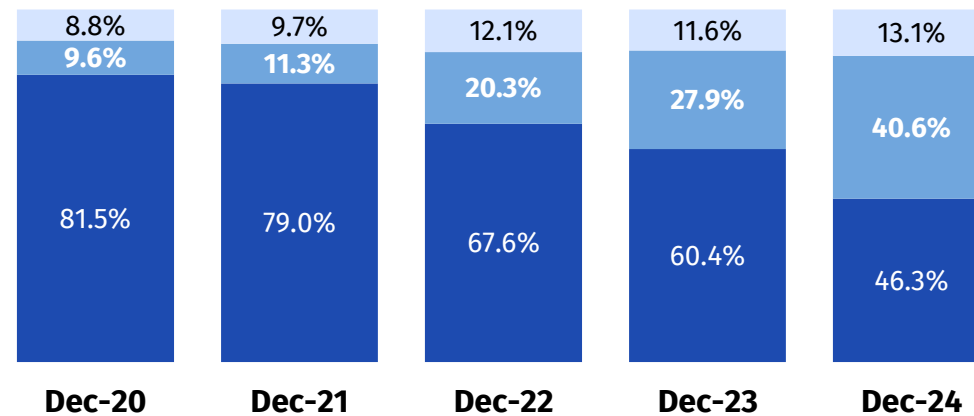
- Subsidized Mortgages
- Non-Subsidized Mortgages
- Other Housing
- Construction Loan
- Consumer Loan
- Commercial Loan
- Corporate Loan
- Total Loan
- % total restru to total Loan

Restructured Loans Breakdown by Collectability

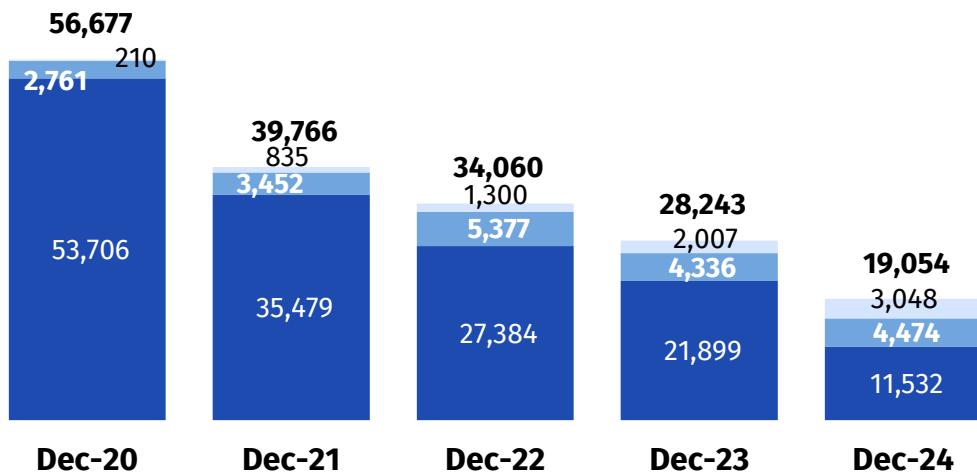
Covid-19 Restructured Loan by Collectability (%)



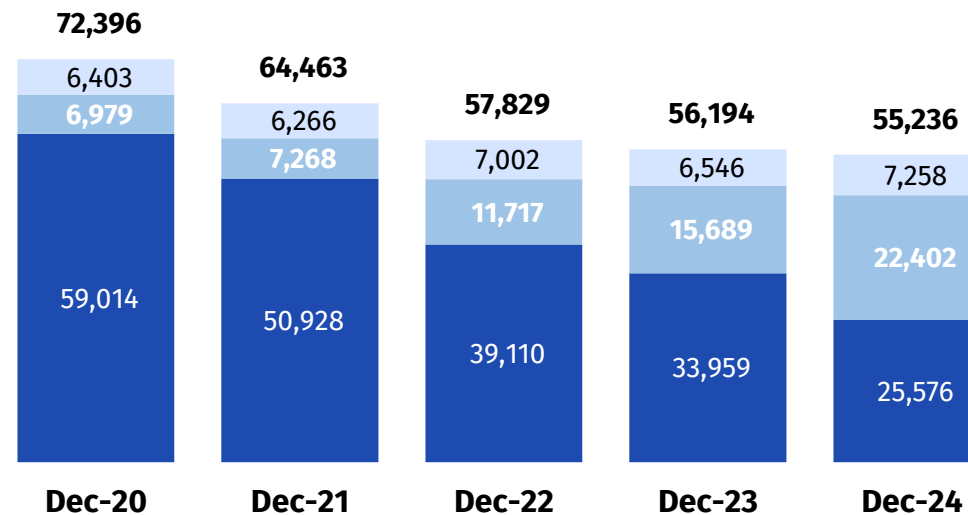
Total Restructured Loan by Collectability (%)



Covid-19 Restructured Loan by Collectability (IDR Bn)



Total Restructured Loan by Collectability (IDR Bn)



■ Coll 1
 ■ Coll 2
 ■ NPL

Sharia Business

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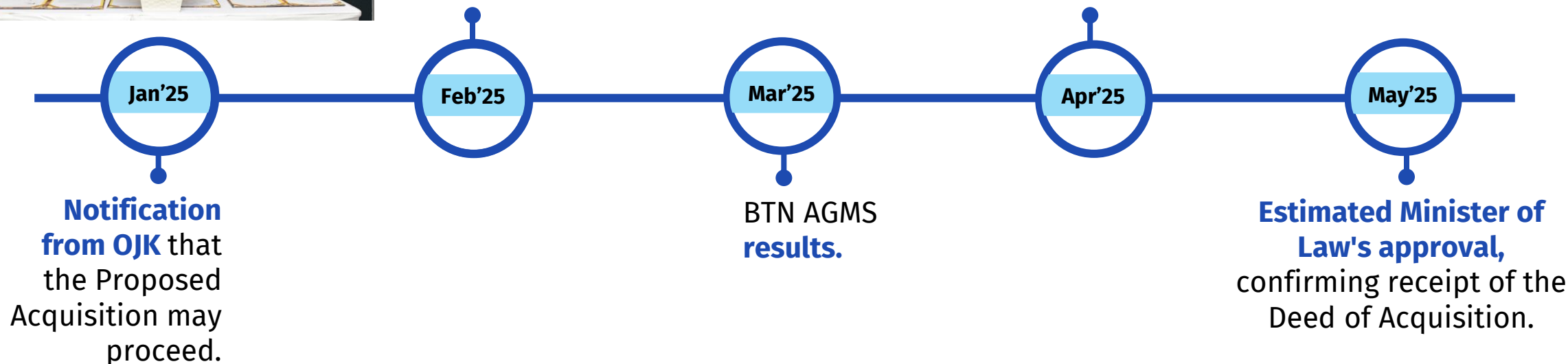
BTN's Indicative Schedule of Proposed Acquisition of New Sharia Bank Entity

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



BTN disclose AGMS agenda on **Approval of Proposed Acquisition**, Submission of **Acquisition License to OJK** and plan to form a Bank Business Group (KUB).

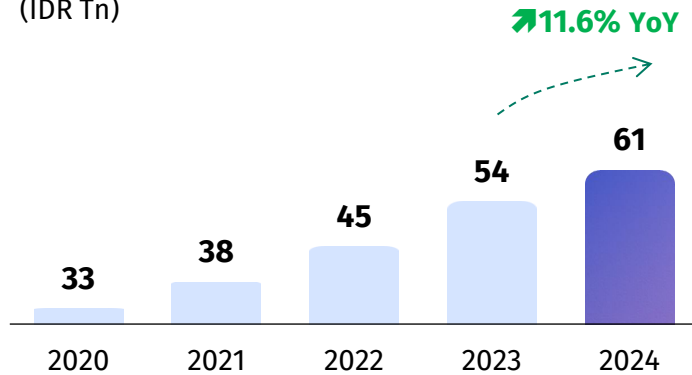
Estimated **OJK's approval** on the Proposed Acquisition, fit and proper test of **BTN as the new controlling shareholder**, and formation of KUB.



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.

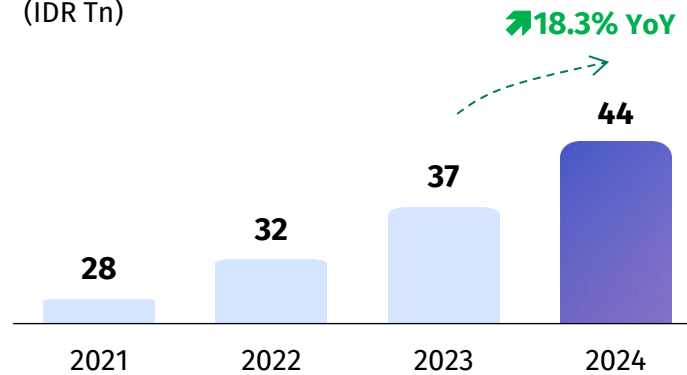
Total Assets continue to grow, with total outstanding of IDR 61 Tn

(IDR Tn)



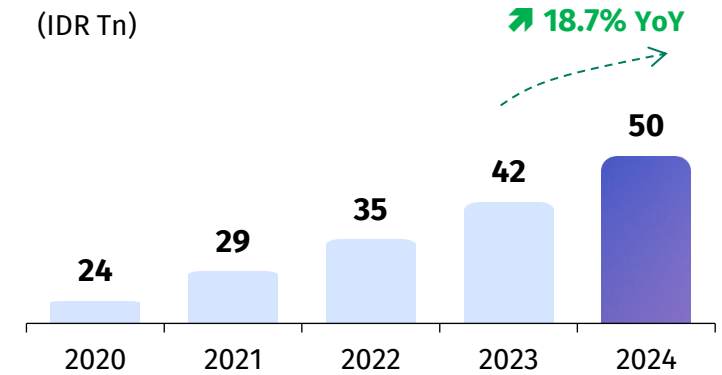
Sustainable Growth of Financing to IDR 44 Tn

(IDR Tn)



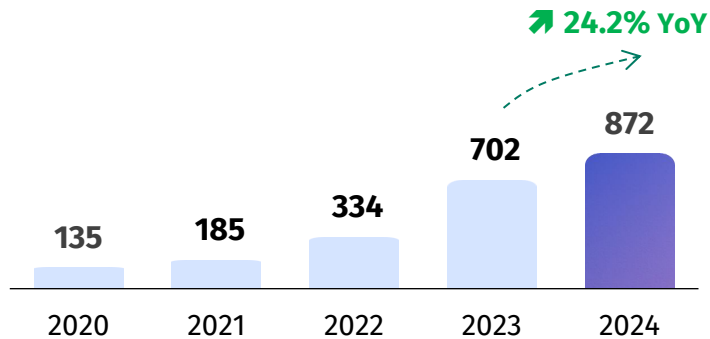
Resilient Total Deposits, to IDR 50 Tn

(IDR Tn)



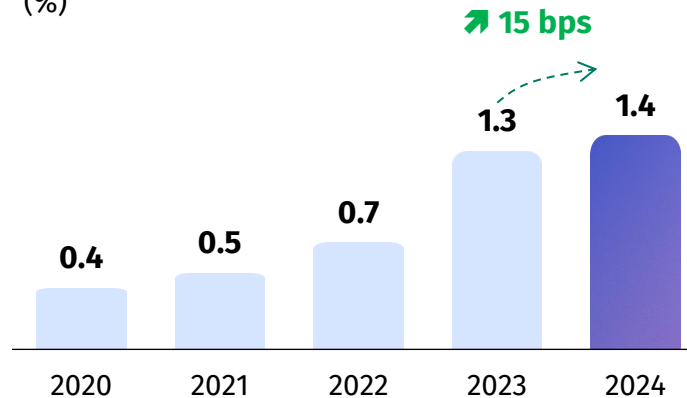
Net Profit reached IDR 872 Bn

(IDR Bn)



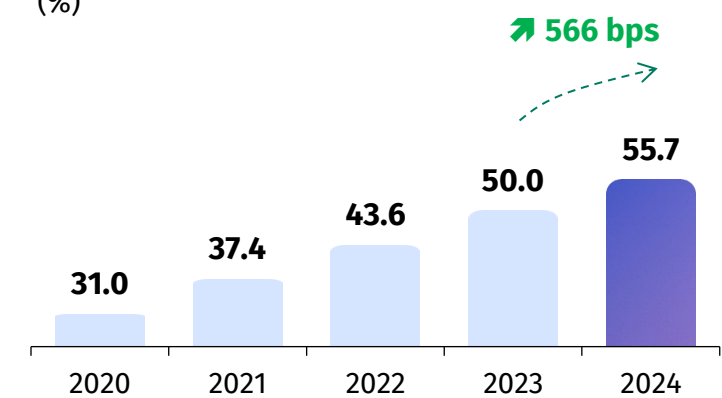
ROA increase to 1.4% as of Dec 2024

(%)



CASA Deposits of 55.7%

(%)



Financial Highlight	2020	2021	2022	2023	2024	Growth (%)
Asset/ Liabilities						
Total Assets (IDR Bn)	33,032	38,363	45,336	54,289	60,560	11.6% yoy
Total Financings (IDR Bn)	25,062	27,550	31,624	37,114	43,892	18.3% yoy
Total Deposits (IDR Bn)	23,831	29,263	34,641	41,803	49,622	18.7% yoy
Profitability						
Net Profit (IDR Bn)	135	185	334	702	872	24.2% yoy
N I M equivalent	3.1%	4.7%	5.0%	5.0%	4.2%	(83) bps
ROA	0.4%	0.5%	0.7%	1.3%	1.4%	15 bps
Asset Quality						
NPF (Gross)	6.5%	4.3%	3.3%	2.4%	2.9%	49 bps
Financing at Risk (FAR)	29.5%	25.3%	17.1%	14.4%	13.1%	(131) bps
NPF Coverage	55.6%	106.7%	150.1%	158.1%	105.4%	(5,266) bps
Liquidity						
FDR	105.2%	94.1%	91.3%	88.8%	88.5%	(33) bps
CASA	31,3%	37.4%	43.6%	50.0%	55.7%	566 bps

Sharia Business : Financing & Deposits Composition

Financing Business Composition

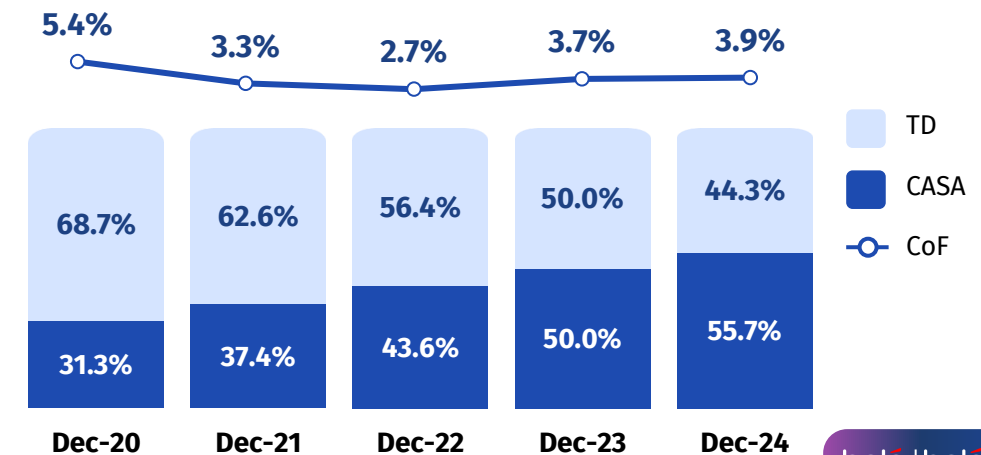
Financings Type (IDR Bn)	Dec-20		Dec-21		Dec-22	
	Outs	%	Outs	%	Outs	%
Housing Financing	24,305	97.0%	26,486	96.1%	30,812	97.4%
Subsidized Mortgage	13,590	54.2%	15,829	57.5%	19,039	60.2%
Non-Subsidized Mortgage	8,363	33.4%	8,807	32.0%	9,948	31.5%
Other Housing Financing	72	0.3%	59	0.2%	48	0.2%
Construction Financing	2,280	9.1%	1,791	6.5%	1,776	5.6%
Non-Housing Financing	757	3.0%	1,064	3.9%	812	2.6%
Consumer Financing	134	0.5%	118	0.4%	145	0.5%
Commercial Financing	623	2.5%	946	3.4%	667	2.1%
Total Financing	25,062	100.0%	27,550	100.0%	31,624	100.0%
Mortgage Financing	21,953	87.6%	24,636	89.4%	28,988	91.7%

Dec-23		Sep-24		Dec-24		QoQ	YoY
Outs	%	Outs	%	Outs	%		
36,587	98.6%	41,964	98.3%	43,217	98.5%	3.0%	18.1%
22,966	61.9%	26,325	61.6%	26,522	60.4%	0.7%	15.5%
11,604	31.3%	13,442	31.5%	14,303	32.6%	6.4%	23.3%
33	0.1%	42	0.1%	41	0.1%	-3.5%	7.2%
1,982	5.3%	2,155	5.0%	2,351	5.4%	9.1%	18.6%
528	1.4%	743	1.7%	675	1.5%	-9.1%	28.0%
169	0.5%	262	0.6%	290	0.7%	10.7%	71.8%
359	1.0%	481	1.1%	385	0.9%	-19.9%	7.4%
37,114	100.0%	42,707	100.0%	43,893	100.0%	2.8%	18.3%
34,571	93.2%	39,767	93.1%	40,825	93.0%	2.7%	18.1%

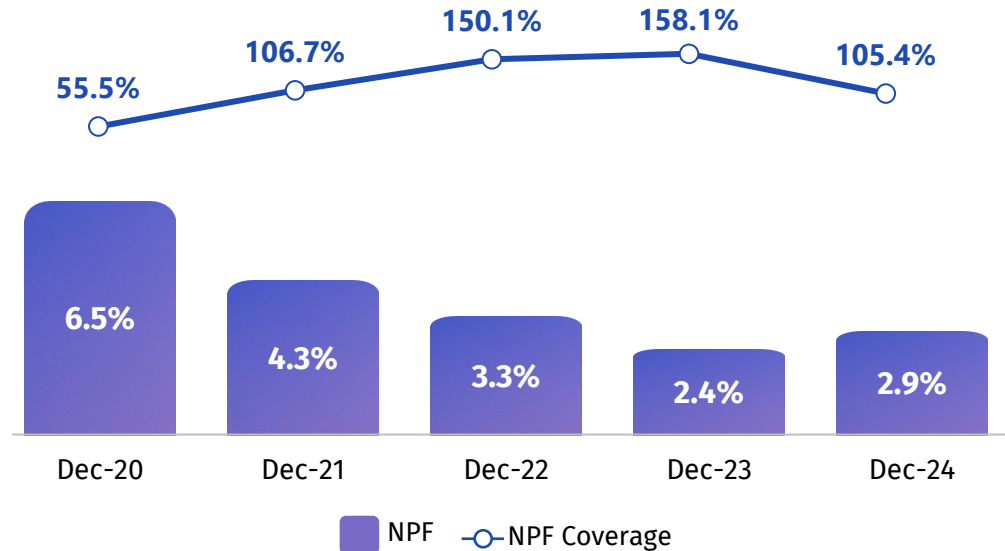
Deposits Composition

Deposits (IDR Bn)	Dec-20	Dec-21	Dec-22	Dec-23	Sep-24	Dec-24	yoy
	CASA	7,463	10,952	15,117	20,915	25,751	27,634
Current Account	3,444	5,830	9,104	14,166	18,423	19,825	40.0%
Savings Account	4,019	5,122	6,013	6,750	7,328	7,810	15.7%
Time Deposits	16,368	18,311	19,524	20,888	21,932	21,988	5.3%
Total	23,831	29,263	34,641	41,803	47,683	49,622	18.7%

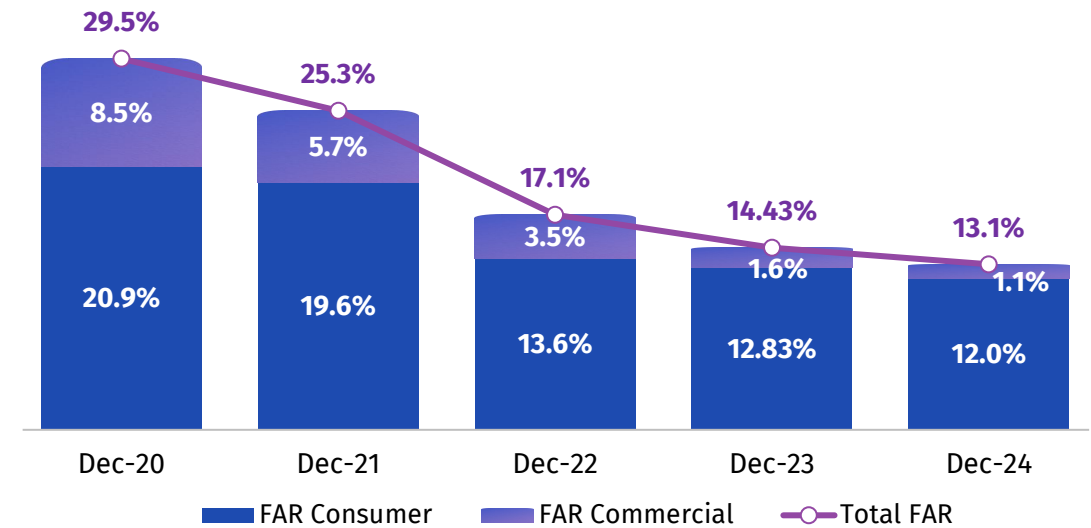
CASA Ratio (%)



NPF & NPF Coverage



Financing at Risk (FAR)



Special Mentioned Financing (SMF)

Financings Type	Dec-20	Dec-21	Dec-22	Dec-23	Dec-24
Housing Financing	7.1%	6.3%	6.7%	7.1%	7.2%
Subsidized Mortgage	7.2%	6.4%	7.1%	7.1%	7.7%
Non-Subsidized Mortgage	6.4%	6.3%	7.0%	7.3%	7.1%
Other Housing Financing	8.2%	9.8%	8.9%	11.0%	13.0%
Construction Financing	9.3%	5.6%	1.6%	5.7%	1.3%
Non-Housing Financing	4.6%	2.1%	0.0%	1.6%	0.8%
Consumer Financing	5.5%	6.1%	3.8%	3.8%	1.8%
Commercial Financing	4.2%	1.1%	0.0%	0.5%	0.0%
Total Financing	7.0%	6.2%	6.6%	7.0%	7.1%
Mortgage Financing	6.9%	6.4%	7.0%	7.1%	7.5%

Non-Performing Financing (NPF)

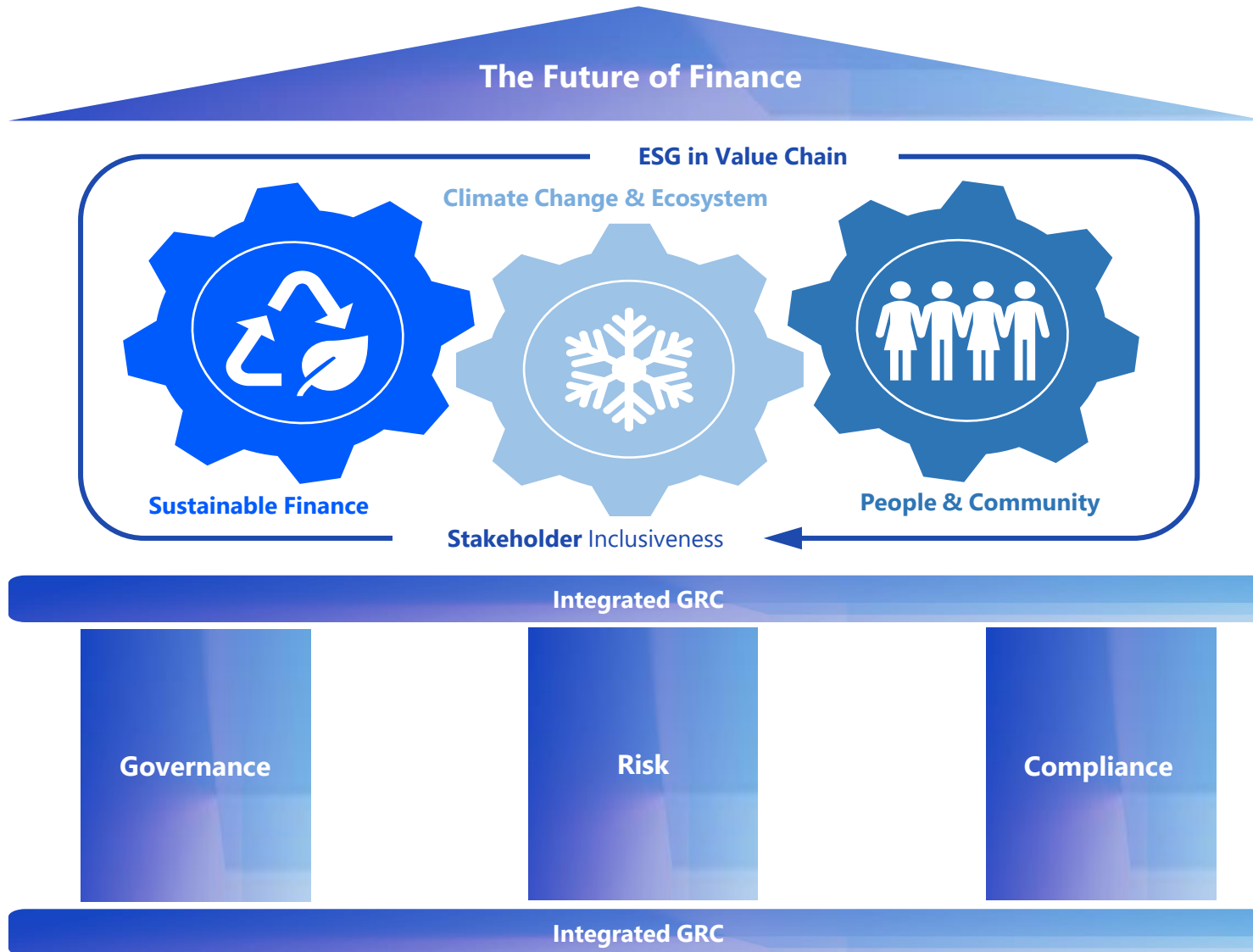
Financings Type	Dec-20	Dec-21	Dec-22	Dec-23	Dec-24
Housing Financing	4.9%	3.9%	3.2%	2.3%	2.8%
Subsidized Mortgage	0.6%	0.5%	0.9%	1.1%	1.6%
Non-Subsidized Mortgage	1.5%	1.4%	1.3%	2.0%	2.9%
Other Housing Financing	2.4%	2.1%	5.5%	1.8%	0.4%
Construction Financing	42.7%	45.1%	38.0%	18.1%	16.2%
Non-Housing Financing	48.5%	14.8%	9.0%	10.0%	6.6%
Consumer Financing	8.3%	3.1%	4.7%	3.6%	2.0%
Commercial Financing	68.2%	17.8%	9.9%	13.0%	10.1%
Total Financing	6.5%	4.3%	3.3%	2.4%	2.9%
Mortgage Financing	1.0%	0.8%	1.0%	1.4%	2.0%

Sustainable Finance

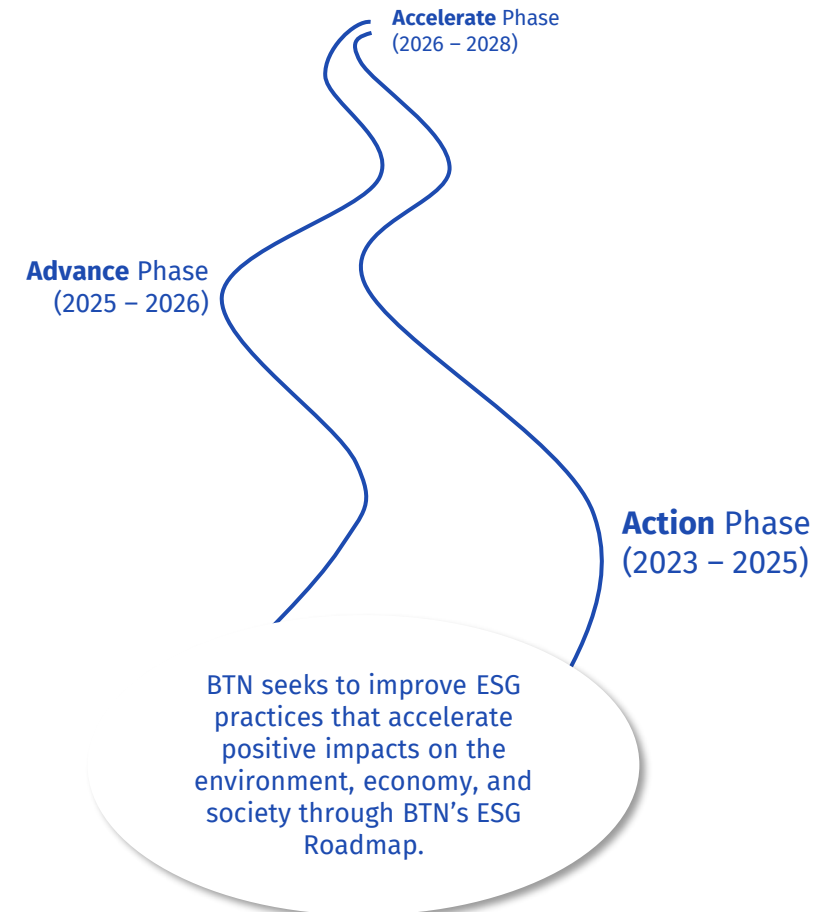


Bank BTN ESG Framework : The Future of Finance

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



ESG Aspect is Embedded in our Business

ESG is embedded in each banking business with reduction in financed emission and clean banking operation

ESG Key Takeaways

Encourage our housing developers to using **minimum**

15%
from Eco-Friendly materials



Standardize the Green Mortgage's criteria to reduce emissions



Prioritize on 12 sectors that support sustainable finance, e.g:

Property Residential	Information & Technology	Transportation & Logistic
Financial Institution	Telecommunication	Infrastructure & Utilities
Health Services	Multifinance	Services
Education Services	Consumer Goods	Retailers

ESG Screening in Loan Analysis including Working Capital on Property Developers & Construction Loans for Housing Development for Developers

Increasing utilization & optimizing **BTN digital apps** to reduce emission scope 1, scope 2, and scope 3



Enhance safeguards against **Cyber Risks and Data Privacy**

Our ESG's Long Term Goals by 2028, with 10 Priorities

Pioneer in **Green Mortgage Carbon Trading Seller**



20%

Loan portfolio in sustainable sectors



To issue **green** /sustainable **bonds**

Maintain **60%** of total **asset in low-income loan** (Subsidized mortgage & SME)

Green Products

To launch green products in loans and savings

Clean Banking Operation by reducing **30% emissions** with **100% paperless** and **30% less electric** power consumption



Be a member of **international ESG community** (UNEPFI, AVPN, IKBI, Kadin Net Zero Hub)

All internal policies **embedded with ESG**

Green Business Process

ESG University to expanding employee capacities and capabilities



Increasing up to **30% women** in managerial level and **2% employee** with disabilities

Green Management



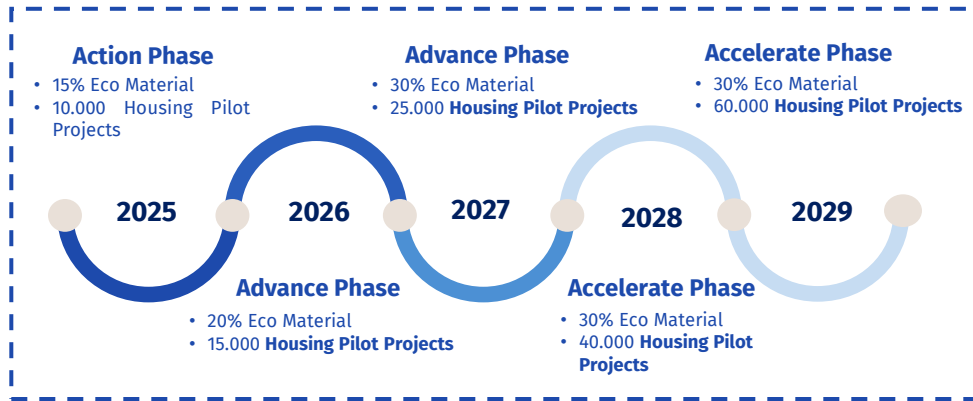
Become The ESG Champion

Road to **AA ESG Rating in 2029**

Low Carbon Emission Housing Project

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

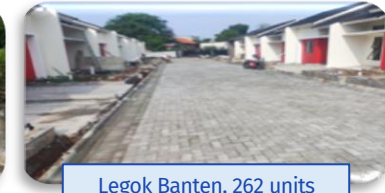
Low Carbon Emission Roadmap



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



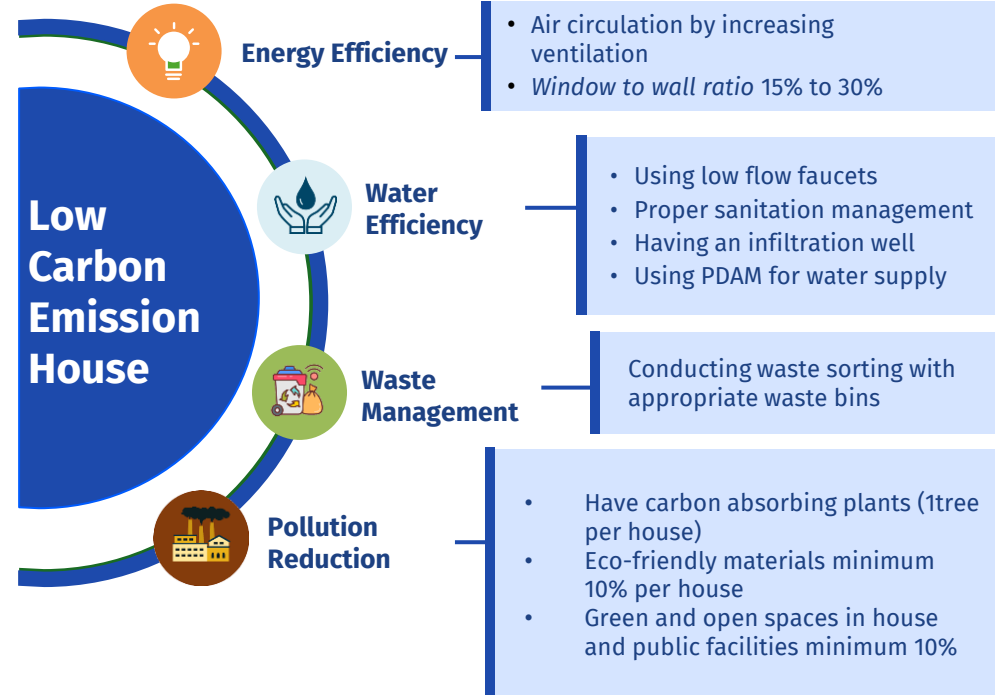
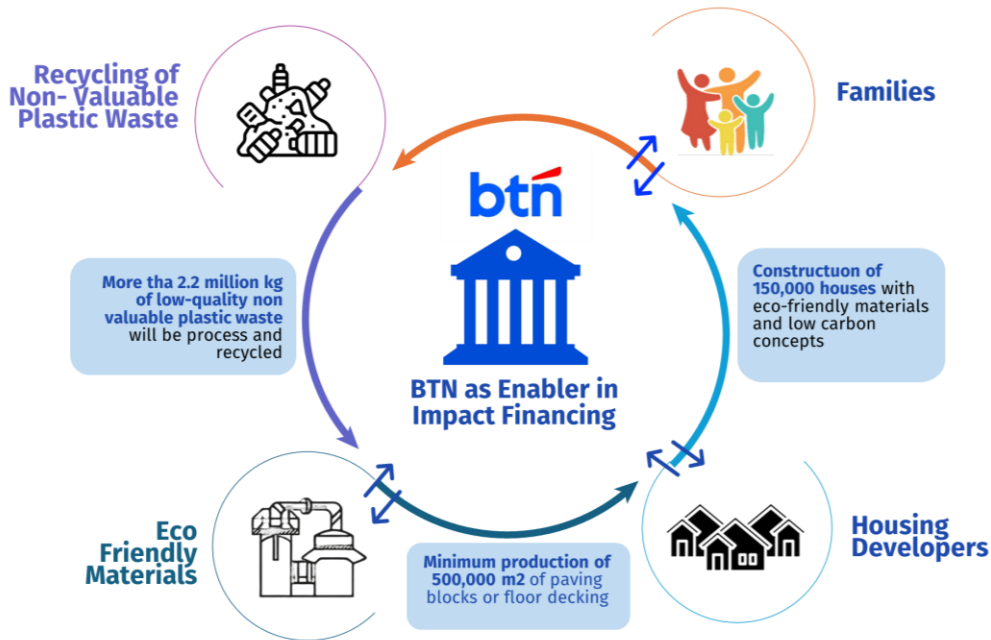
Karawang, 50 units



Legok Banten, 262 units



REBRICKS Supplier Ecofriendly Material



Kendal, 150 units



Cileungsi, 262 units



Bekasi, 250 units

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

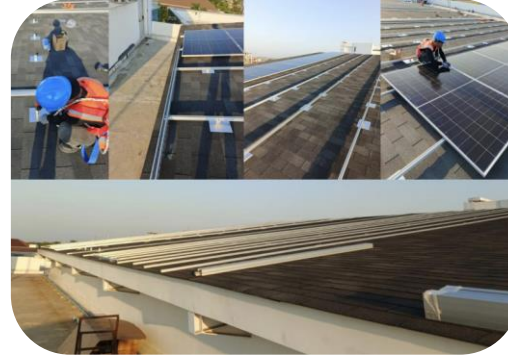


Green Premises

7

Installed Solar panels

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



Corporate Social Responsibility

Environmental programs include planting initiatives such as:
200 Mangrove 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



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 5m³
- Implementing the use of four infiltration wells with capacity of 48m³ each.
- Conducting a plastic waste-free campaign.
- Implementing 20 bio pore infiltration holes at Menara BTN.

Low Carbon Emission Housing Loans

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

se 10 REDUCED INEQUALITIES



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

7 AFFORDABLE AND CLEAN ENERGY



Subsidized Mortgage

11 SUSTAINABLE CITIES AND COMMUNITIES

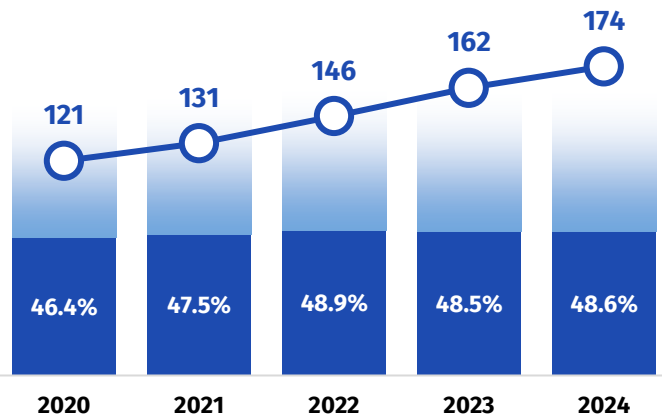


Make inclusive, safe, resilient and sustainable community in each subsidized housing complex.

6 CLEAN WATER AND SANITATION

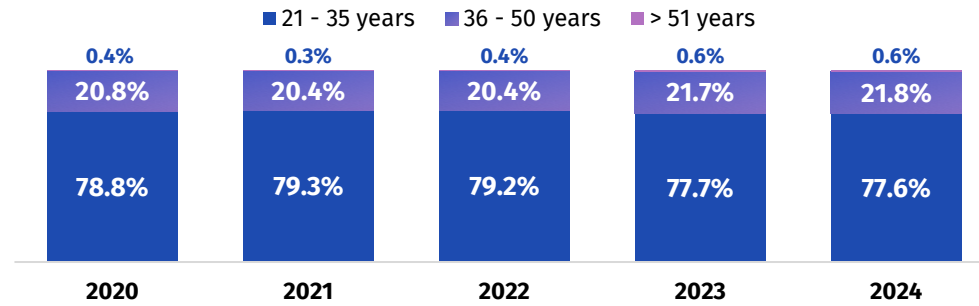


Ensure availability and sustainable management of clean water and sanitation in subsidized housing.



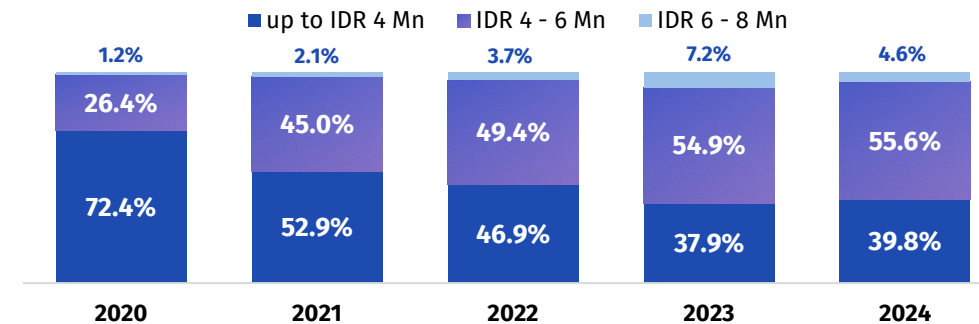
○ Subsidized Mortgage Loan Outstanding (IDR Tn)
 ■ % of Subsidized Mortgage of total BTN Loan Portfolio

Segment by Ages



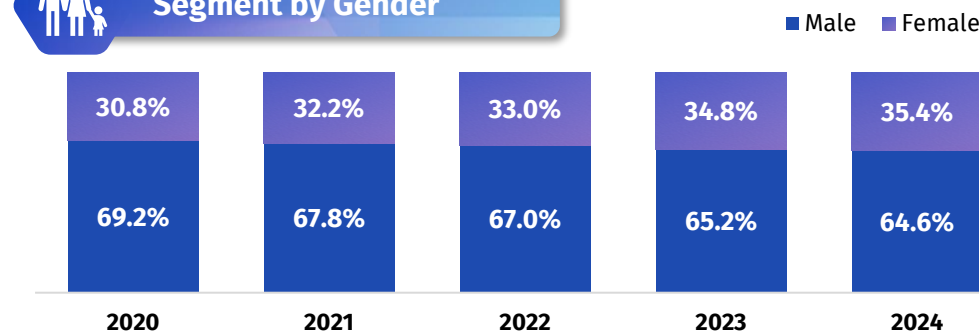
■ ~77% of BTN Subsidized mortgage customers are Millennials

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**

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

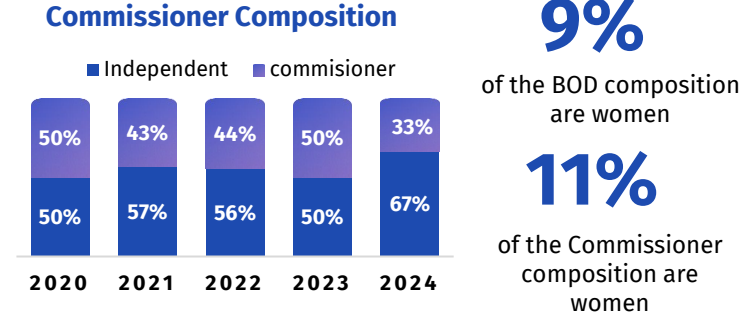


BTN provides broad opportunities for all parties to contribute to BTN by implementing policies related to **Diversity, Equity and Inclusion (DEI)** in the company's Human Capital operations.

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.

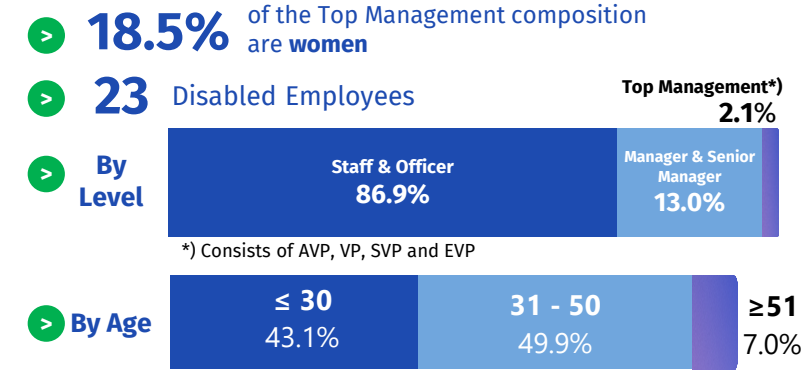
Management Composition



Gender Diversity



Employee Composition



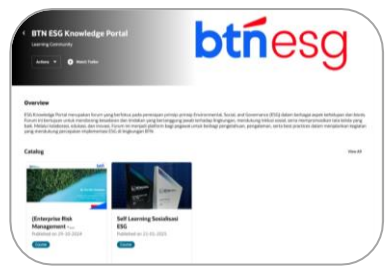
ESG Training & Culture

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**.



- 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 penyuaian 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://btnsiips.tioffs.info>
Email : btnsiips@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), 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



with overall score of

111.82

Top 3 Indonesia PLCs
ASEAN Asset Class Threshold

CSR HUB



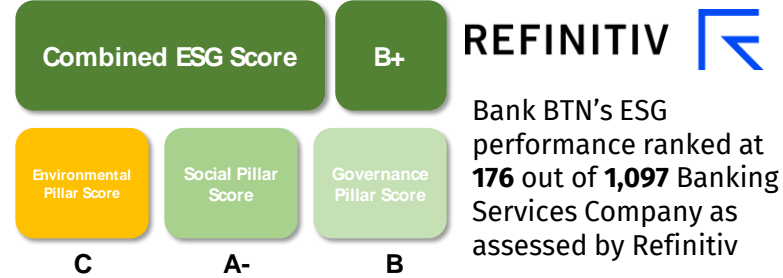
Top



Low

ESG Ranking (%)
Compared Within
31,122 Companies

Refinitiv



REFINITIV

Bank BTN's ESG performance ranked at **176** out of **1,097** Banking Services Company as assessed by Refinitiv

MSCI ESG Rating

(as of Dec-24)



BBB Average

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

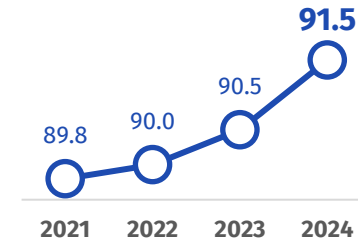


KEHATI

SRI Kehati Index

1. ESG Sector Leaders
2. ESG Quality 45

Corporate Governance Perception Index (CGPI)



with overall score of

91.5

Category :
"Most Trusted Company"

2025 – 2029 Aspiration



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



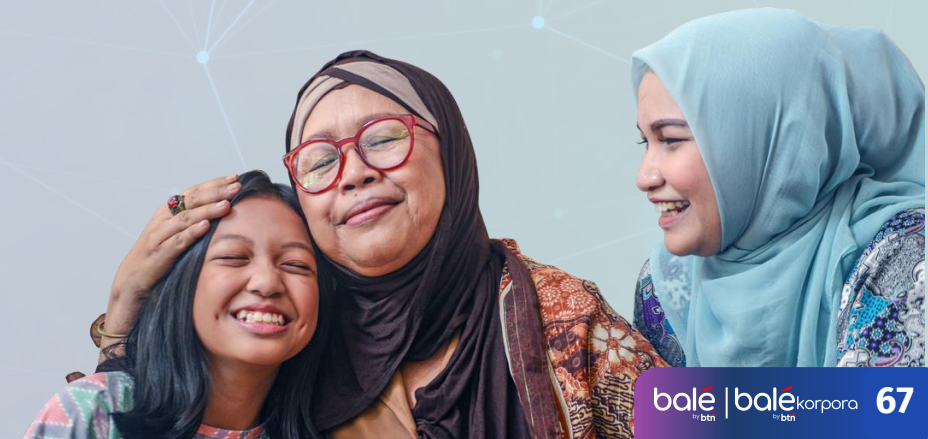
Enhance shareholder value through sustainable profitability growth










Become home to Indonesia's top talents



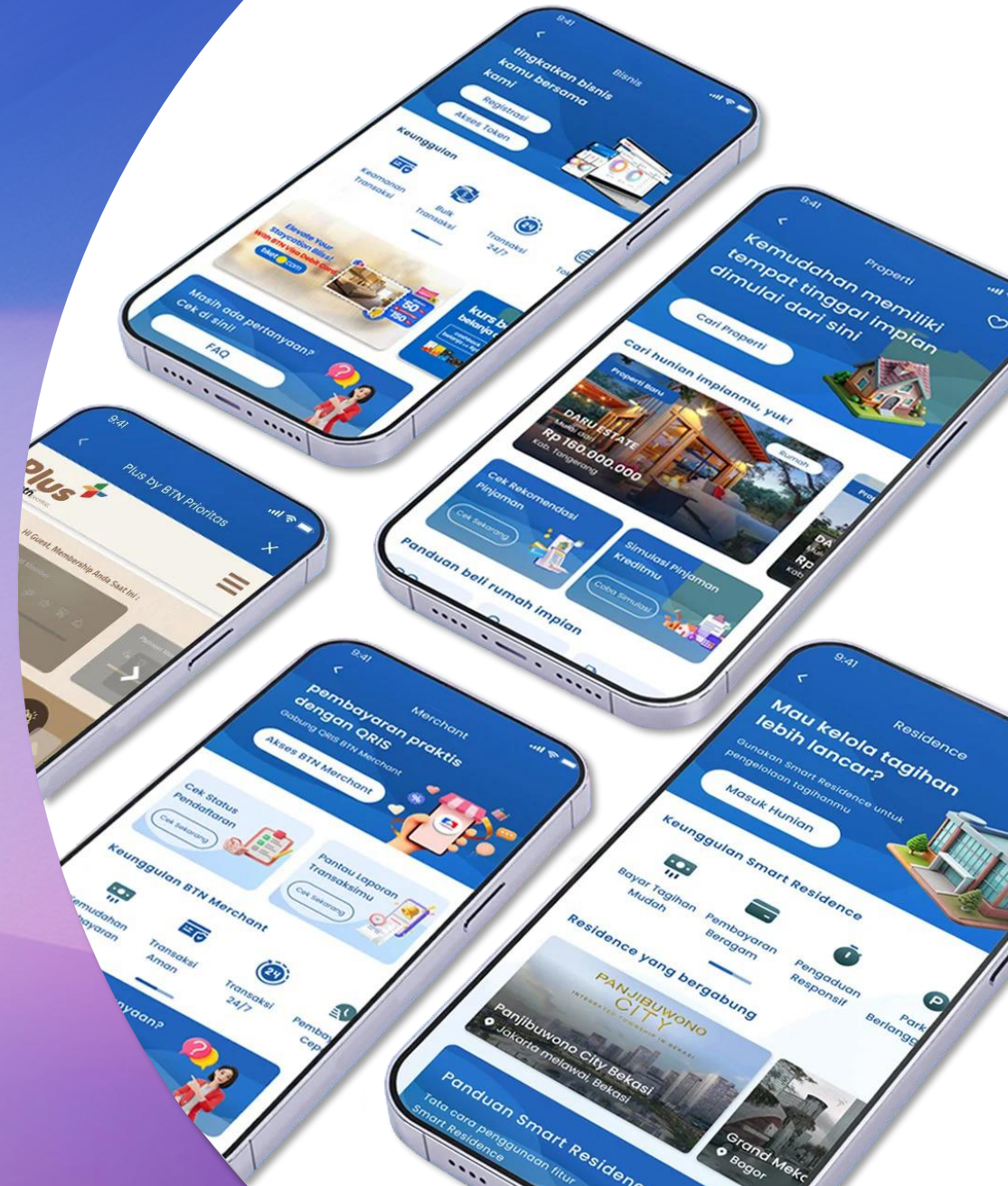
Implement better ESG practices and business innovations



Long-Term Goals 2020-2024's Achievement

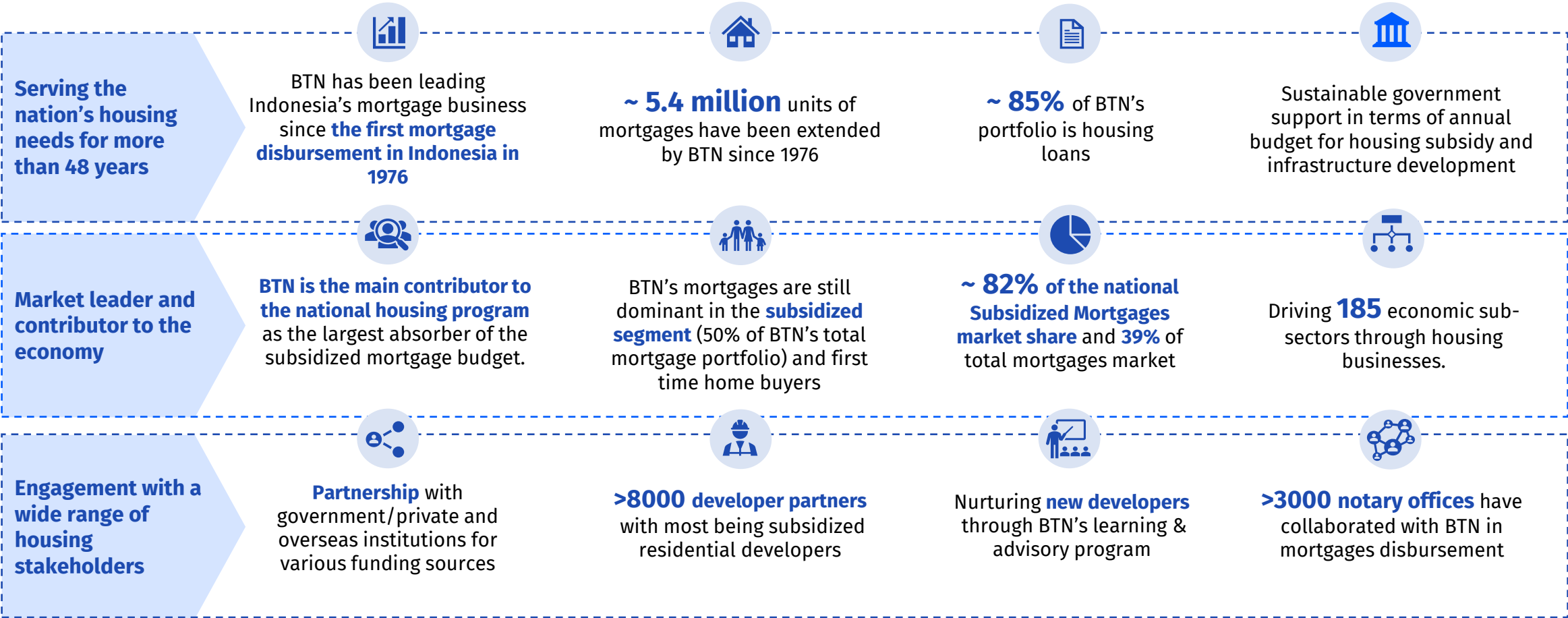
Main Goals	 Objective in 2024	 Progress and Achievement in 12M24
 Double low-cost funding	<ul style="list-style-type: none"> Enhancing transaction capabilities through Mobile Banking Increasing fee-based income portion to 12% Expanding non-traditional new funding sources 	<ul style="list-style-type: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

Appendix



BTN's Competitive Advantages as a Commercial Bank

<p>3.0% mortgage to GDP ratio, well below neighboring ASEAN countries</p>	<p>9.9 Mio current housing needs in Indonesia</p>	<p>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</p>	<p>Indonesian Government aims to increase the quality of living conditions of Indonesians</p>
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BTN's Network and Distribution as of 12M24

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	FY24	FY23	FY22
Regional Office	8	6	6
Branch Offices	82	81	80
Sub-Branch Offices	536	541	539
Sharia Branch Offices	35	34	30
Sharia Sub-Branch Offices	75	75	74
Outlets	736	737	729
ATM and CRM	2,070	2,150	2,117

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 As of July 2024

CREDIT RATING AGENCY

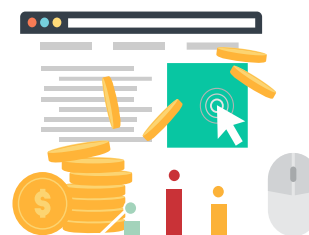
Outlook : Stable
 Corporate Rating : F1+ (idn)
 National Long-Term Rating : AAA (idn)
 Senior Unsecured : AAA

Precedent of BTN Corporate Action

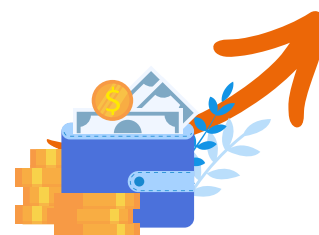


Total Proceeds of **IDR 1.65 Tn**
 through public portion of rights
 issue

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 Dec 2024

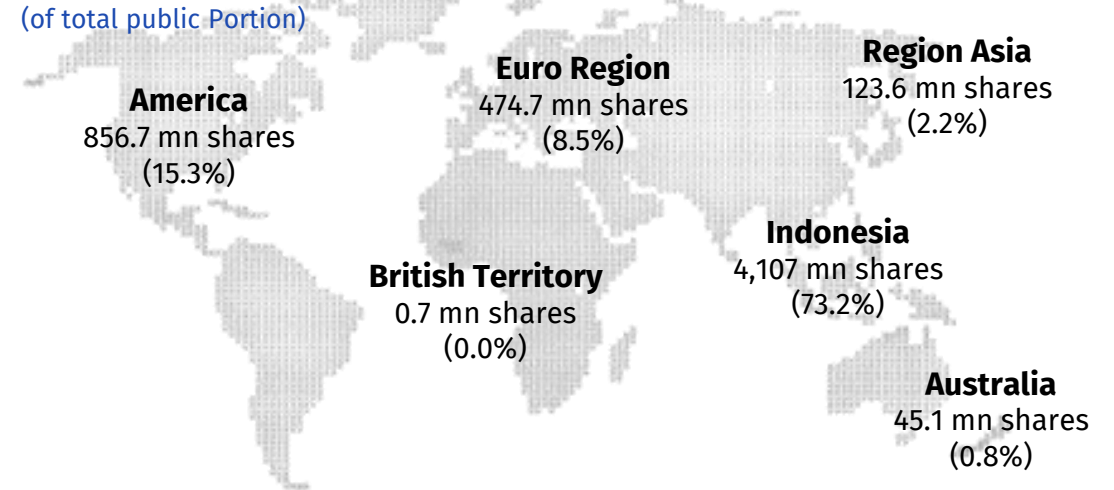
LQ45
 IDXFİNANCE
 IDX BUMN20
 IDX30
 IDX80
 IDX Small-Mid Cap (IDX SMC) Composite
 IDX Small-Mid Cap (IDX SMC) Liquid
 IDX Growth30
 MSCI Indonesia Small Cap
 PEFINDO Prime Bank
 PRIMBANK10
 MBX
 Kompas100
 Infobank15
 IDX Value30
 Investor33
 Tempo – IDX Financials52
 SRI-KEHATI
 IDX LQ45 Low Carbon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

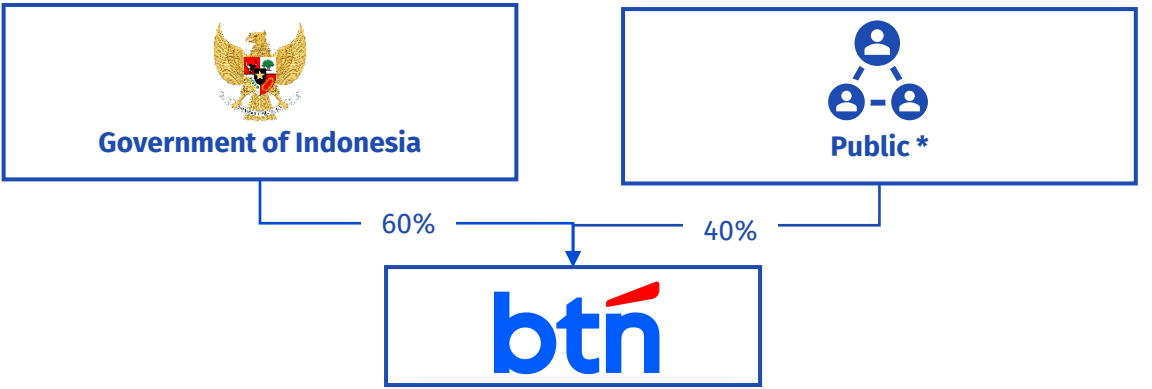
2012 **Rights Issue 1**
In Rights Issue 1, Bank BTN issued 1.51 billion new shares at an exercise price of IDR 1,235/share. Bank BTN obtained Rp 1.86 Trillion from Rights Issue 1.

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 Dec 2024)



Shareholder Structure (as of Dec 2024)



* Includes 0.01% share ownership by the Board of Commissioners and Directors

Board of Directors (1/2)

Experienced and Professional Management Team with Visionary Strategy



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



Andi Nirwoto
Director Information Technology

Served as General Manager of Operational Information Technology, and General Manager Solution and IT Security Division at PT Bank Negara Indonesia (Persero) Tbk



Elisabeth Novie Riswanti
Director Assets Management

Served as Asset Management Division Head and Small and Medium Lending Division Head at PT Bank Tabungan Negara (Persero) Tbk



Jasmin
Director Distribution & Institutional Funding

Served as SEVP of Consumer & Transaction and Regional CEO IV/JKT 2 at Bank Mandiri



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

Board of Directors (2/2)

Experienced and Professional Management Team with Visionary Strategy



Hirwandi Gafar
Director Consumer

Served as Subsidized Mortgage Lending Division Head and Business Development of Subsidized Mortgage Dept Head at Bank BTN



Nofry Rony Poetra
Director Finance

Served as Treasury Division Head and Head of Regional Office I at Bank BTN



Eko Waluyo
Director Human Capital, Compliance & Legal

Served as Human Capital Management Division Head and Corporate Secretary Division Head at Bank BTN



Hakim Putratama
Director Operations & Customer Experience

Served as Head of International and Transaction Banking at BPD Jabar & Banten



Muhammad Iqbal
Director SME & Retail Funding

Served as Director of Institutional Banking PT Bank Negara Indonesia (Persero) Tbk



Chandra M. Hamzah
President Commissioner/
Independent

Currently a Partner at Assegaf Hamzah & Partners Law Firm. Previously President Commissioner of PT Perusahaan Listrik Negara (Persero) and Commissioner at Komisi Pemberantasan Korupsi.



Iqbal Latanro
Vice President
Commissioner/ Independent

Previously served as Commissioner at PT Bank Mandiri Taspen and Commissioner at PT Pemeringkat Efek Indonesia



Armand B. Arief
Independent
Commissioner

Currently serving as Independent Commissioner of PT Cardig Aero Services Tbk. Previously served as Independent Commissioner of PT Bank Royal Indonesia



Sentot A. Sentausa
Independent
Commissioner

Previously served as President Commissioner of Mandiri Inhealth, and Director Distribution of PT Bank Mandiri (Persero) Tbk



Andin Hadiyanto
Commissioner

Currently serving as Head of the Education and Financial Training Agency (BPPK), Ministry of Finance and Acting President Director of Educational Fund Management Agency (LPDP).



Herry Trisaputra Zuna
Commissioner

Currently serving as Road and Bridge Manager Principal Expert. Previously served as Director General of Public Works and Housing Infrastructure Financing, Ministry of Public Works and Public Housing.



Bambang Widjanarko
Independent Commissioner

Served as Deputy Commissioner for Supervision of Government and Sharia Banks for the Financial Services Authority (OJK)



Himawan Arief Sugoto
Commissioner

Currently serving as Main Advisor to the Minister of Agrarian Affairs and Spatial Planning/Head of the National Land Agency for Land Economics.



Adi Sulistyowati
Independent
Commissioner

Served as Vice President Director of PT Bank Negara Indonesia (Persero) Tbk and Service and Network Director of PT Bank Negara Indonesia (Persero) Tbk



Thank You

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