

9M23 Results Presentation

PT Bank Tabungan Negara (Persero) Tbk

Jakarta, 27 November 2023

Higher for longer stance should lead to stabilized funding cost

- **Interest expense growth in 9M23 also tended to stabilize** (+43.9% yoy) against 1H23 (+42.6% yoy) amidst the high policy rate environment, marking a stabilizing funding cost through intensive funding recomposition strategy,
- To maintain cost of funds movement ahead, **BTN's strategy is limiting Institutional TD and switching to retail TD** (Sep-23: 15.6% vs Sep-22: 13.9%).

Accelerate loan growth translate to more upside in asset yields

- **Strong loans growth of 9.9% yoy as of September 2023** driven by subsidized mortgages (+11.9% yoy) due to price adjustment on subsidized house in the end of June 2023.
- **+162.8% yoy growth in KUR due to higher productivity of Sales forces in dedicated KUR outlets (2x vs regular branches)**, as measured by SME booking per sales force.

On track progress on CASA and digital initiatives

- **Better deposits mixture with higher CASA deposits at 49.5% of customer deposits** as of September 2023 (September 2022: 45.9%).
- BTN's strategy to push **higher utilization of the new Mobile apps yielded to an impressive 117.3% yoy growth** in number of transactions in 9M23 .

Key Financial Highlight as of 9M23

Total Assets

▲ 5.24% YoY

IDR **409.68** Tn

Fee-Based Income

▲ 67.32% YoY

IDR **2.36** Tn

Total Loan & Financing

▲ 9.87% YoY

IDR **318.30** Tn

PPOP

▲ 6.37% YoY

IDR **5.90** Tn

Total Deposits

▲ 3.54% YoY

IDR **323.91** Tn

Net Interest Margin

3.76%

Net Profit After Tax

IDR **2.31** Tn

▲ 1.67% YoY



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Overview & Highlight Bank BTN



Macroeconomics Highlight

Stable economic growth amidst global uncertainty with fiscal package provided by the government additional boost to the GDP.

Real GDP Growth in 3Q2023 (% yoy)

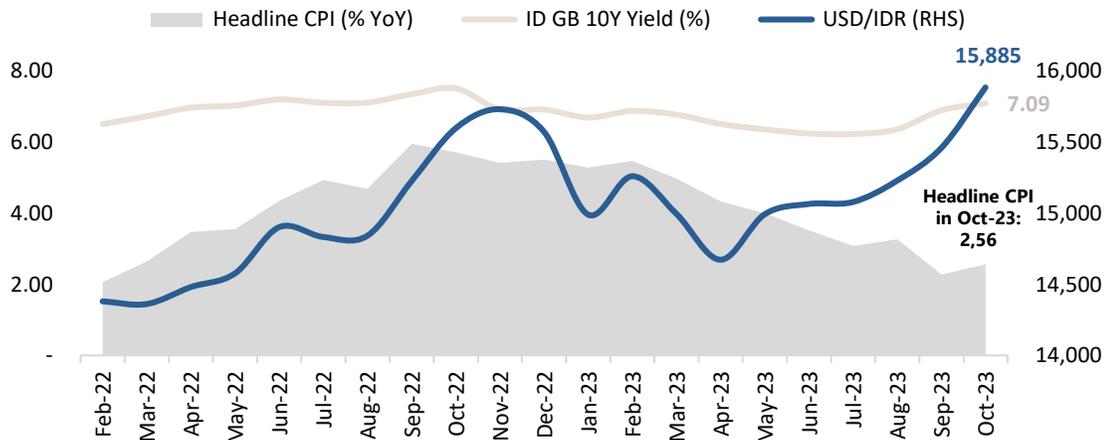


Government's Fiscal Package in Boosting GDP

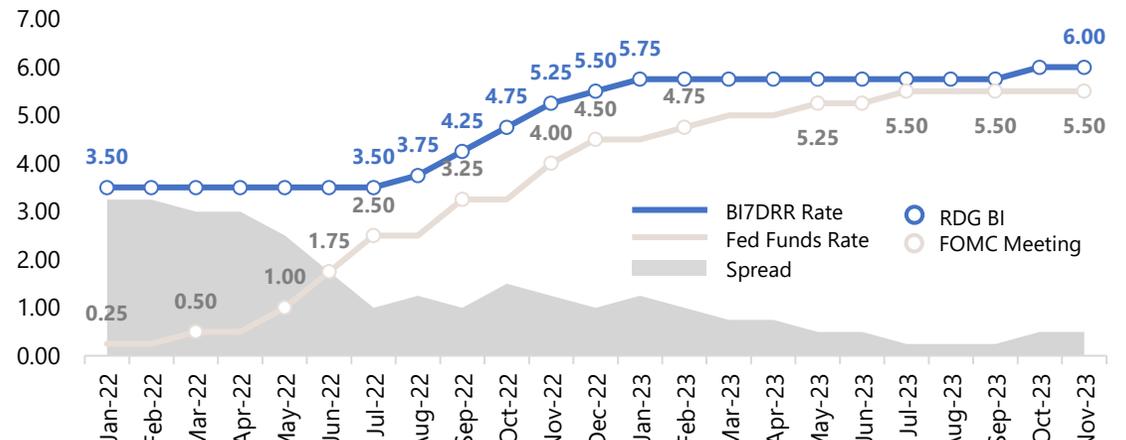
Fiscal Package to Boost GDP

- The Ministry of Finance will roll out incentive package (Government-borne VAT) to the property sector **with the budget totaling IDR 3.2 Tn to stimulate housing demands.**
- In addition, rice food assistance will also continue until June 2024 with **a total budget set at IDR 18.6 Tn.**
- **The Government estimated 0.2% GDP boost for Q4 2023 and 0.06% GDP boost for FY2023 through this fiscal package.**

CPI In Line with BI's Target but Rupiah and 10Y Yield still Affected by Global Uncertainty



BI's 25 bps Surprise Hike Driven by depreciating Rupiah and Declining Forex Reserves

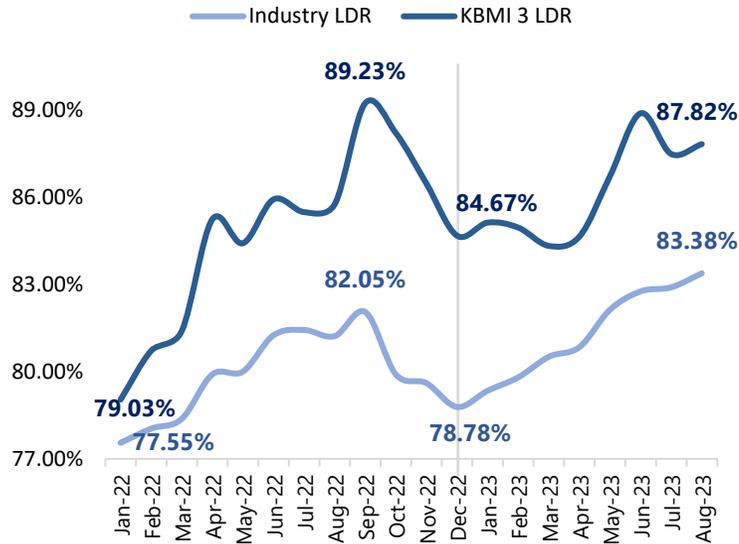


Source: CBS, Bloomberg, processed

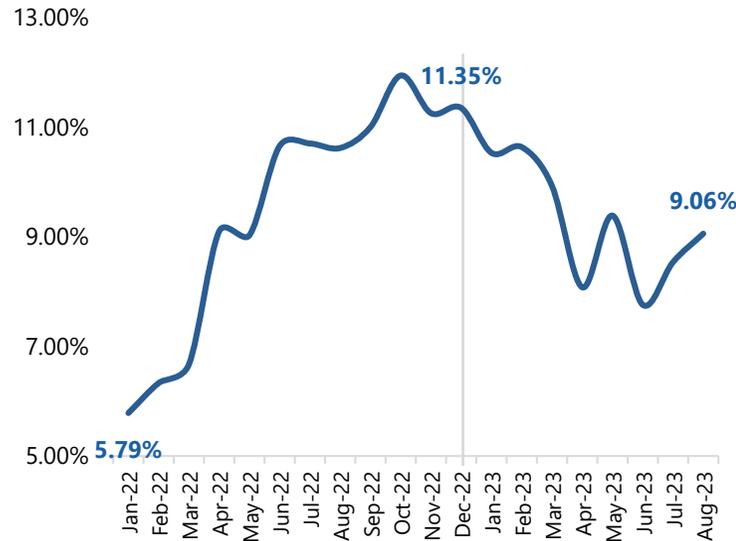
Banking Sector Highlight

Banking industry performed at a slightly slower pace throughout 2023 due to tightening market liquidity and high interest rate environment.

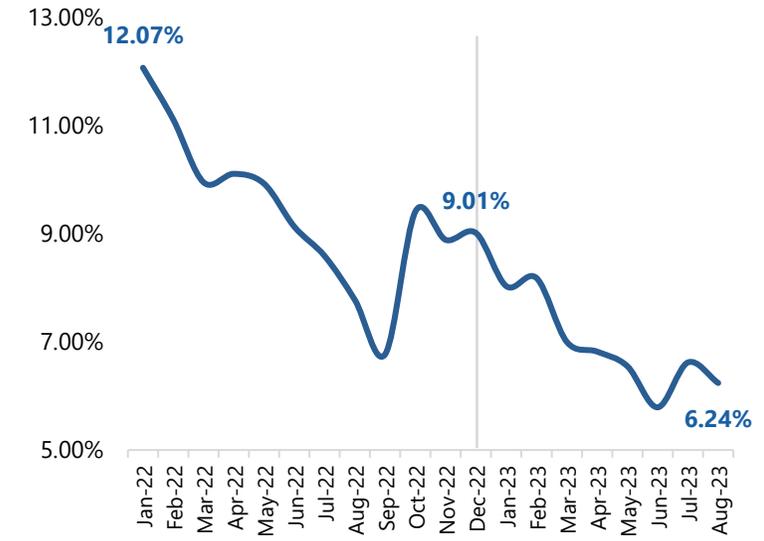
Loan-to-Deposit Ratio



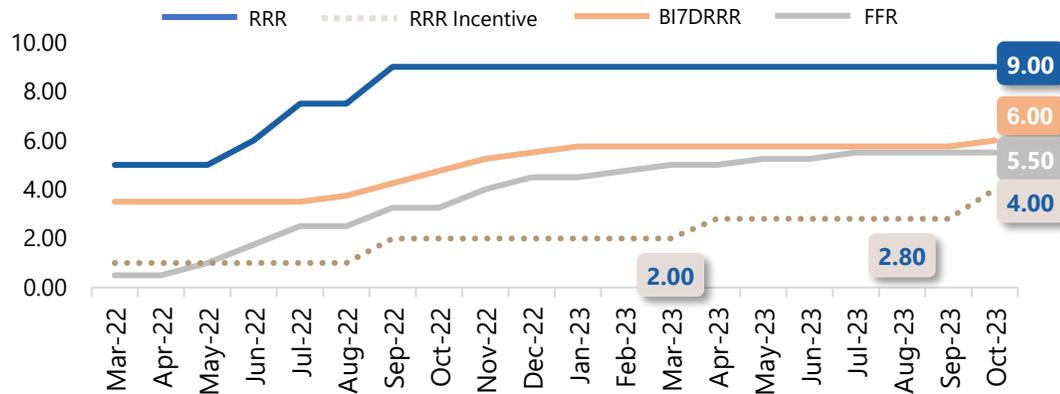
Loan Growth (yoy)



Deposits Growth (yoy)



RRR and New RRR Incentive



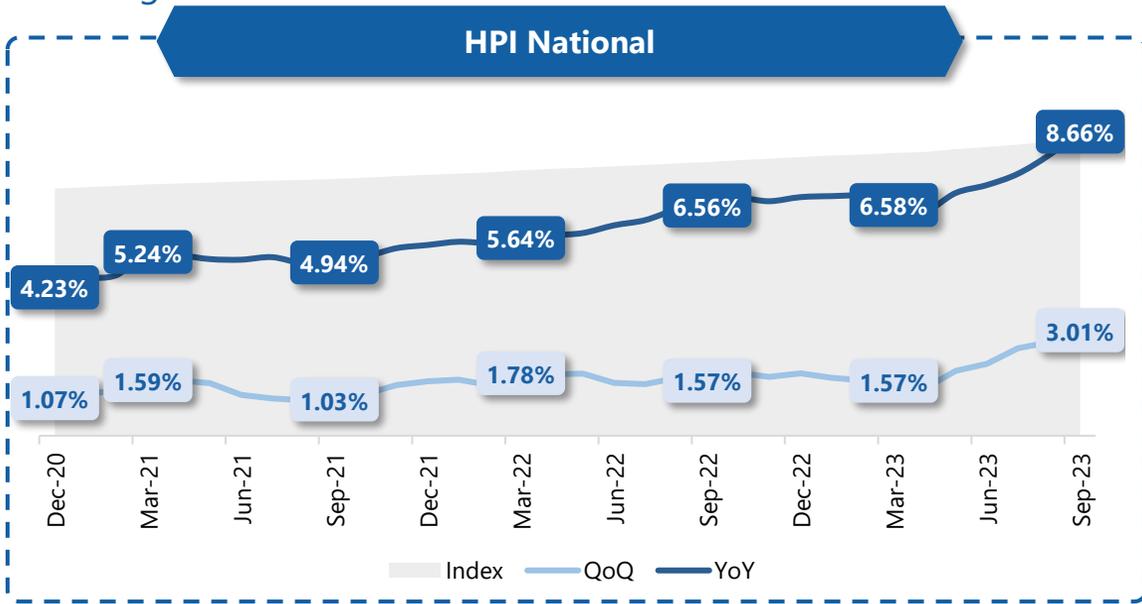
Liquidity Catalysts To Spur Banking Performance

- **Tight liquidity market still held back banking industry's performance throughout 2023**, with lower loan & deposits growth than the previous year.
- **BI implemented new Reserve Requirement Ratio (RRR) incentives of maximum 4%** from previously 2.8% effective from 1 October which should loosen industry's tight liquidity.

BTN House Price Index as of September 2023

House prices continued to grow with an average growth of **8.66% yoy**, driven by significant growth in large-type housing

HPI National



HPI Type 36



HPI Type 45



HPI Type 70



Source: BTN HPI, 9M23

New Housing Regulations

Recent Adjustment on Subsidized Housing Price Caps

- The average price increase in 2023 is about 7% compared to 2021 price, while the average price increase in 2024 compared to 2023 will be about 3%.

Regions	2021 Prices (IDR Mn)	New Prices			
		2023 Prices (IDR Mn)	% chg to 2021	2024 Prices (IDR Mn)	% chg to 2023
Java (excl. Jabodetabek) and Sumatera (except Riau, Bangka Belitung, Mentawai)	150.50	162.00	7.64%	166.00	2.47%
Kalimantan	164.50	177.00	7.60%	182.00	2.82%
Sulawesi, Bangka Belitung, Mentawai, Riau	156.50	168.00	7.35%	173.00	2.98%
Jabodetabek, Bali, Nusa Tenggara & Maluku	168.00	181.00	7.74%	185.00	2.21%
Papua & Papua Barat	219.00	234.00	6.85%	240.00	2.56%

Newest Government-Borne VAT Policy for Property Sector

- The Ministry of Finance roll out incentives to the property sector especially for low-middle housing segment **with the budget totaling IDR 3.2 Tn to stimulate housing demands.**
- The government will **cover 100% of Value Added Tax (VAT)** for the purchase of **houses price up to IDR 5 Bn until June 2024**, and **further 50% for the period of June – December 2024.**
- IDR 4 Mn administrative incentives for subsidized houses (landed and high-rise building) with max price of IDR 350 Mn**, will be provided for 14 months until December 2024.

New Liquidity Incentives

Reserve Requirement Ratio Incentives

- New Reserve Requirement Ratio (RRR) incentives of maximum 4%** effective from 1 October should loosen industry's tight liquidity (equivalent to approx. IDR 80 Tn for every 1% RRR incentive) to support industry's loan growth going forward.

Macro prudential Liquidity Buffer

- Through the latest Bank Indonesia (BI) monetary meeting in October 2023, BI will impose liquidity easing by **reducing the Macroprudential Liquidity Buffer ratio of 100 bps from 6% to 5%** for Commercial Banks, with repo flexibility of 5% effective from 1 December 2023.
- Further liquidity management flexibility for BTN is expected through this policy to support strong loan disbursement.

Sharia Business Unit Spin Off

New Policy of Sharia Business Unit Spin Off on POJK 12/2023

Through POJK 12/2023 on Sharia Business Unit Spin Off, OJK regulated that the Conventional Commercial Bank are obligated to divest its Sharia Business Unit with a minimum equity injection of IDR 1 Trillion if :

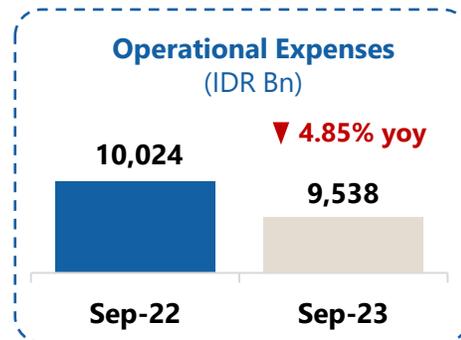
- Share of assets of more than 50% of parent , and/or;
- Total Sharia Business Unit assets of more than IDR 50 Trillion (based on quarterly published reports).

Key Strengths

- Strong loan growth by 9.9% yoy as of Sept 23, in line with 2023 guidance, driven by mortgages which grew by 9.9% yoy. To continue high loan growth going and to support margin by year-end, **high-yield loan products (KUR, KRING, and KAR) will be spurred.**
- Growing fee-based income proportion from transaction banking as **additional sources of income to reduce dependency on rate sensitive assets.** As of 9M23, FBI's share to total revenue has reached **10.2%** or amounted to **IDR 2.4 Tn.**

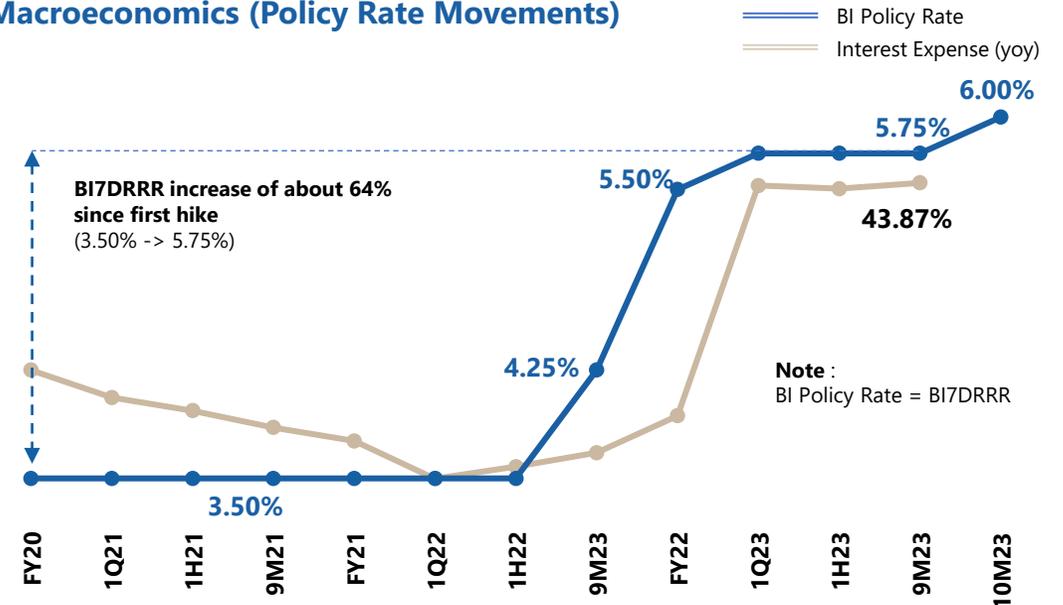


- Continued improvement in operational efficiency to stabilize PPOP.
- Encouraging less rate sensitive funding products such as retail funding products and operational current account, from previously highly-reliant on commercial TDs.



Key Challenges

Macroeconomics (Policy Rate Movements)



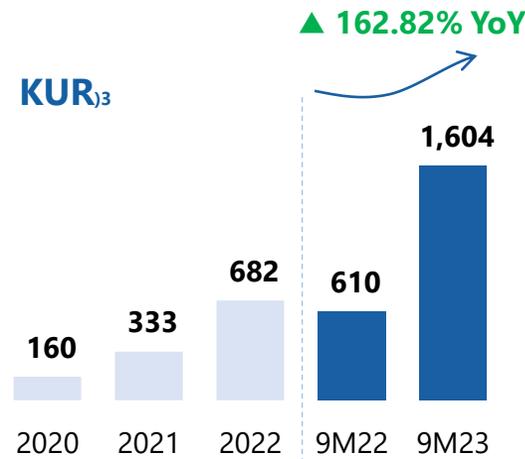
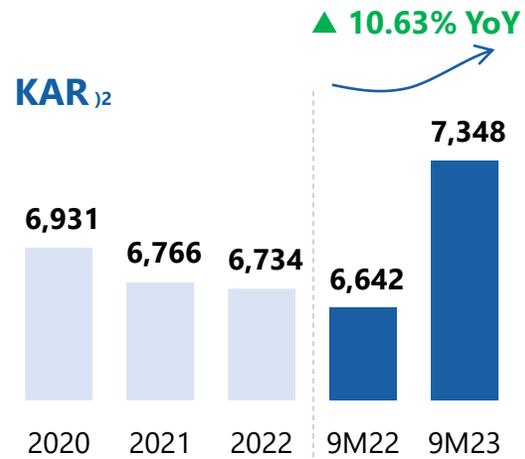
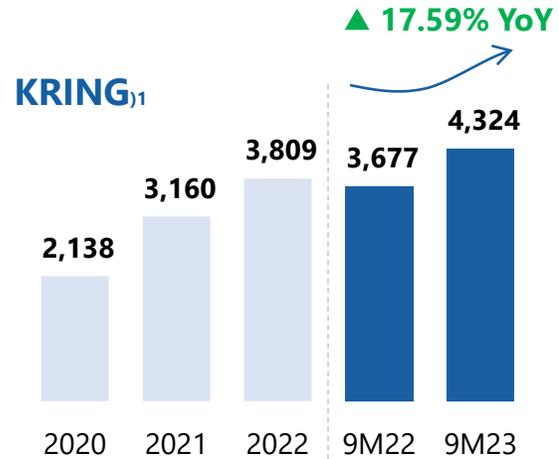
- BI Policy Rate has increased by 225 bps (64% increase from the first hike) and has put pressure on BTN's interest expense (interest expense grew by 43.9% as of 9M23), yet still manageable.
- Further liquidity strain from the launch of BI's new Open Market Operation instrument, Sekuritas Rupiah Bank Indonesia (SRBI).
- In light of securing liquidity in a tight-liquidity market, **BTN offered special rates at the expense of rising CoF, which put pressure on NIM.**

Initiatives in 2023

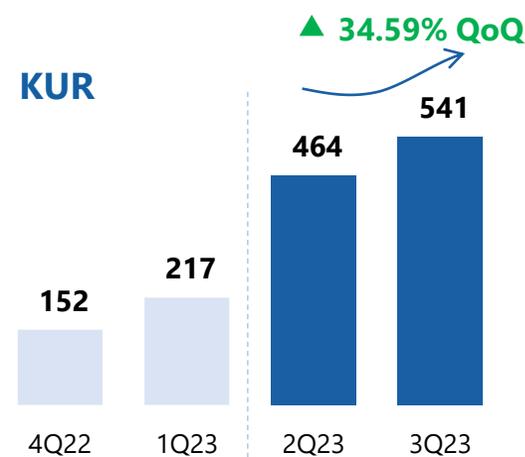
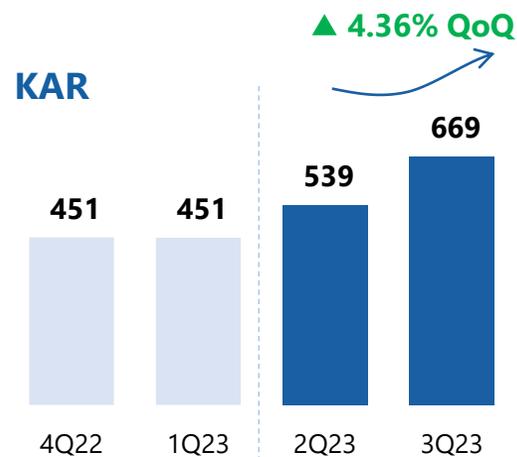
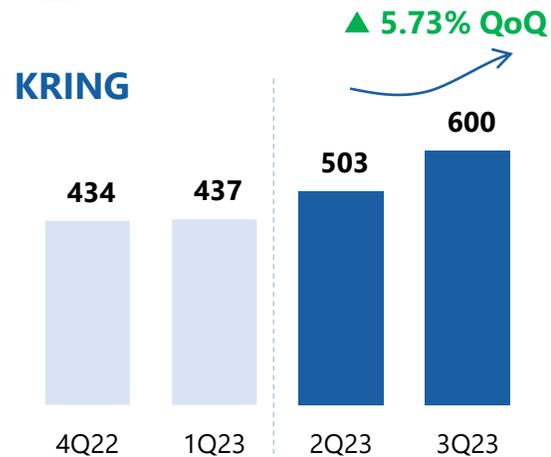


Strategic Initiatives : High Yield Asset

Outstanding (IDR Bn)



Disbursement (IDR Bn)



Strategic Initiatives

Acceleration of KAR & KRING Acquisitions

- Offering loan top-up facilities through tele-sales for selected customers with good credit history in 5 pilot project branches.
- Transforming sub-branch office's role with dedicated personnel.

Acceleration of KUR Business Process



1) Kredit Ringan or Soft Loan

2) Kredit Agunan Rumah or Home Equity Loan

3) Kredit Usaha Rakyat

Project Summary

1

Large amount of **distressed assets release** to reduce NPLs and free up provisions.

2

The **first state-owned bank** to undertake a bulk asset sales scheme.

3

The scheme involved **the sale of NPL assets to National Asset Management Company (PPA)**



Details

- Total asset sales amounted to around **IDR 900 billion of NPLs** from high-rise commercial loans.
- All of the NPLs already 100% provisioned with an outright sale scheme.

Project Updates

Progress as of October 2023:

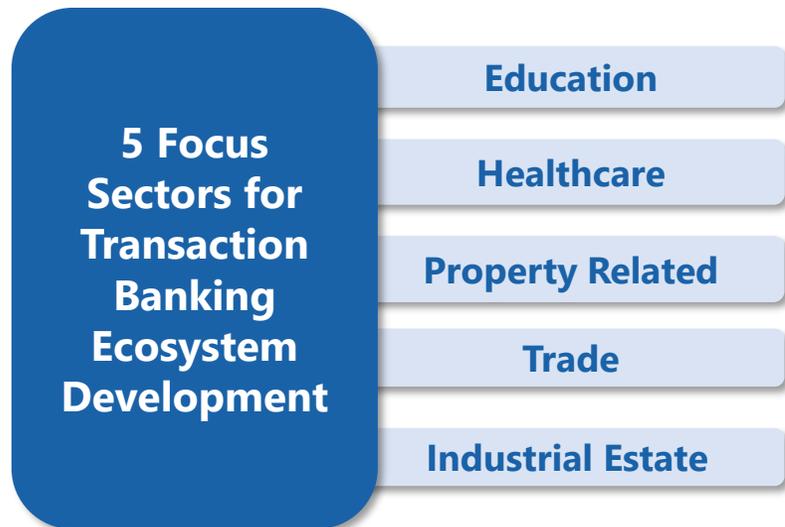
- ❑ Opinions & green-light from various stakeholders have been secured.
- ❑ Expected to be done **by the end of 2023.**



Benefits & Outlook

- Immediate impact on the **decline of NPL and higher NPL Coverage Ratio.**
- Expecting another round of **bulk asset sales in 2024.**

Wholesale Ecosystem



Wholesale Banking Platform

BTN CASH MANAGEMENT

Prominent Features:

- Online & Real time
- Transfer Management
- Liquidity Management
- Bulk Payment
- Tax Payment Management
- Deposits placement
- etc.

BTN Primo Account

Prominent Features:

- Two Way Cash-In & Cash-Out Virtual Account (VA)
- Connectivity to All BTN's Channel (ATM, CMS, Internet Banking, EDC, etc.)
- etc.

BTN + healthcare

Prominent Features:

- Dashboard & Forecasting
- Reporting
- Collection
- Payment to vendors integrated in CMS
- etc.

BTN Financial Supply Chain Management

Prominent Features:

- FSC Studio
- Various Transaction & Approval Features
- Transaction Reporting
- Trail Audit
- etc.

Fee-Based Income from Trade Finance & Bank Guarantee Transaction

	2022	1H23	9M23
Bank Guarantee Transaction	IDR 11.93 Bn	IDR 22.19 Bn	IDR 39.38 Bn +230.08% ytd
Trade Finance Transaction	IDR 7.68 Bn	IDR 10.71 Bn	IDR 14.79 Bn +92.64% ytd
Total	IDR 19.61 Bn	IDR 32.90 Bn	IDR 54.17 Bn +176.27% ytd

Cement Industry Ecosystem Transactional Activity

Cooperation between BTN and 2 prominent SOE cement companies.

Education Ecosystem Transactional Activities

There are 3 public universities that are active partners in transactions through BTN CMS and Primo Accounts.

Health Ecosystem Transactional Activities

Collaboration between BTN and 1 prominent public hospital in Makassar through the activation of CMS and BTN Healthcare.

5 Key Strategies to Grow Retail Deposits

Grow Low-Cost Saving: Improve Transaction Activities

- Active Trx : 4x higher of avg. balance
- Improve penetration through BTN Mobile & debit cards
- Optimize customers' business ecosystem
- Integrate savings with built-in insurance product feature
- Grow Forex deposits leveraging branch and digital forex transaction

Penetrate Lending Customers

- Bundling campaign: Saving plan x Mortgage
- Active trx campaign: 4x trx get cashback
- CASA link mortgage: subsidizing lending rate
- Leverage lending officer to get funding
- Tactical campaign rewarding early payments (point)

Optimize Digital Capabilities: BTN Mobile

- Activation: Payment & purchases
- Digital Product Purchases: Savings (IDR & Forex), Forex, Saving Plan, & Time Deposit

Develop New Business Segment

- Develop Emerging Affluent Segment, BTN Preferred (AUM 100-500mio) and High Affluent Segment, BTN Private (AUM >10bn)
- Optimize new segments to grow high balance of funding and high-ticket size of lending.

Improve Customer Engagement

- Develop Customer Journey leveraging data analytics.
- Increase Customer Product Holding: cross sell wealth products to be more engaged and stickier on deposits.
- Loyalty program: PLUS & Spekta Poin.



ENABLER

People Development

- Sharpen Organization Structure
- Hiring & training

Branch Productivity

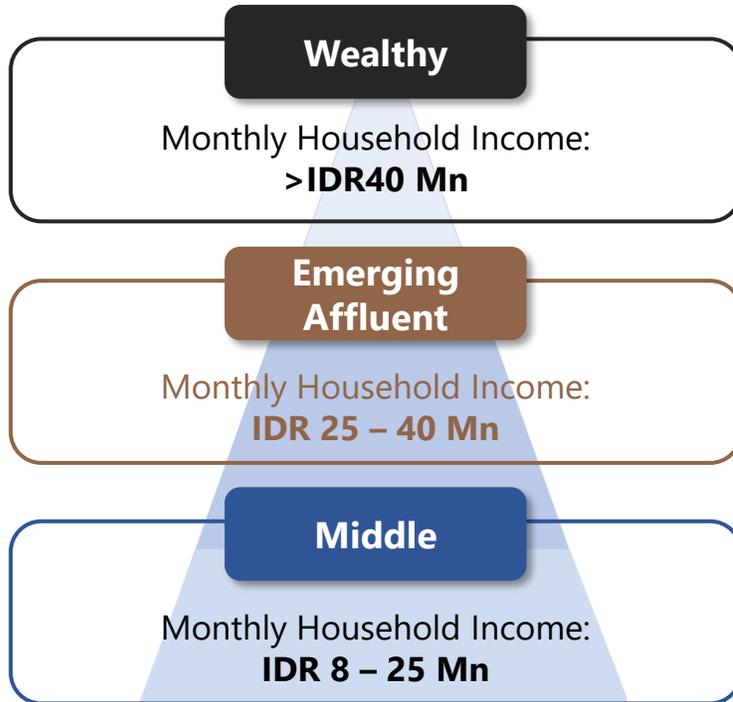
- Strategic Business Unit (SBU)
- Performance Management

Product & Process

- Simplify & Digitize Product & Process
- Customer Experience

Emerging Affluent Potential

Emerging Affluent segment → in between the wealthy and the middle class.



- Emerging Affluent (EA) population in Indonesia will grow 3 times in 2023
- BTN already have **42.487 EA Customers for "BTN Preferred" segment** based on AUM, only 0.17% from total EA population in Indonesia

Source: HILL ASEAN Survey 2023

Expanding Segmentation

"BTN Private"

Elevating Your Wealth

Customers with AUM :
>IDR 10 Bn
Upcoming

BTNPrioritas

Defining Your Priority

Customers with AUM :
IDR 500 Mio - IDR10 Bn
Existing

"BTN Preferred"

Unlocking Your Potential

Customers with AUM :
IDR100 - 500 Mio
Upcoming

Potentials based on new tiering

Current Customers:

592 customers (IDR 16.88 Tn)

Total Banking	Total Non Banking
IDR 13.42 Tn	IDR 3.46 Tn

Current Segmentation:

17,462 customers (IDR 25.36 Tn)

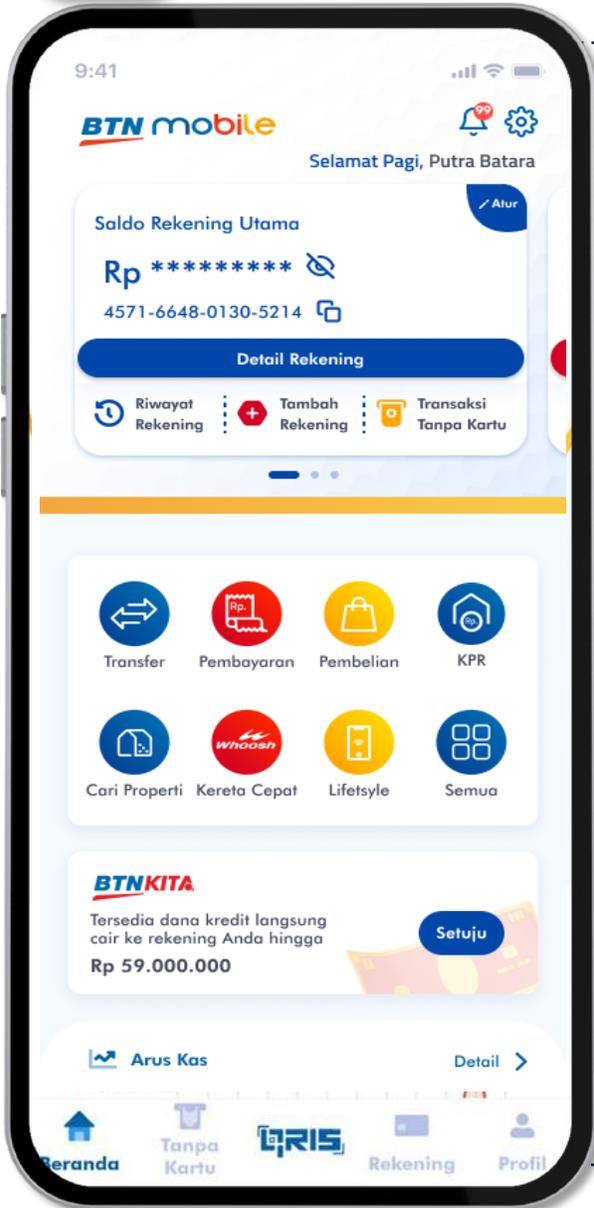
Total Banking	Total Non Banking
IDR 18.89 Tn	IDR 6.47 Tn

Current Customers:

42,487 customers (IDR 8.62 Tn)

Total Banking	Total Non Banking
IDR 8.40 Tn	IDR 0.22 Tn

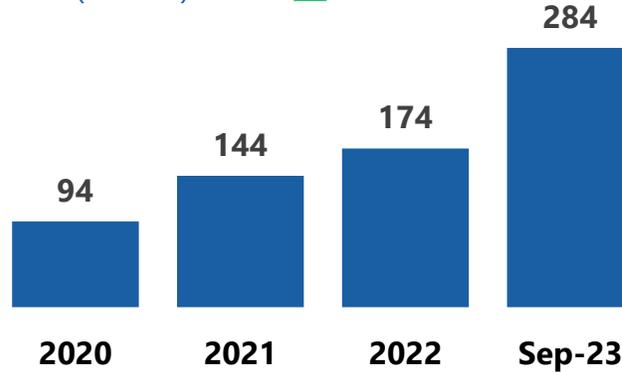
Notes : Total Non banking include Government Bonds, Mutual Fund, Bancassurance



Number of Transaction

(Mn Trx)

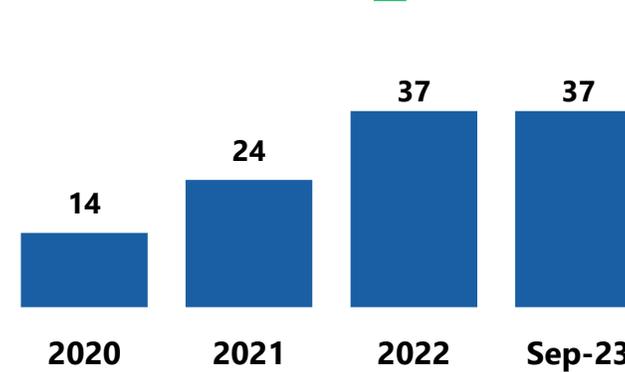
▲ 117.33% yoy



Transaction Value

(IDR Tn)

▲ 43.04% yoy

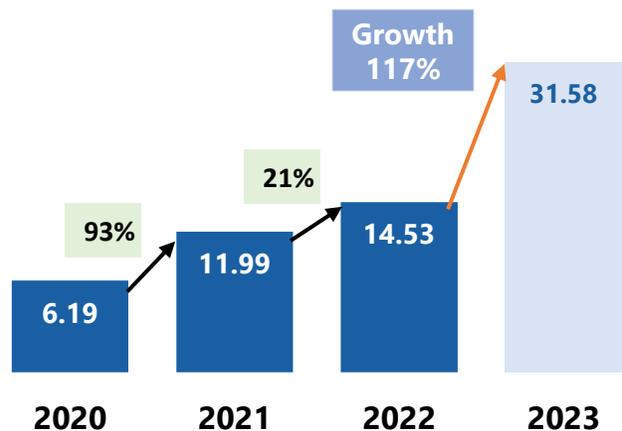


Total No. of
BTN Mobile Users

±2.5 Mn

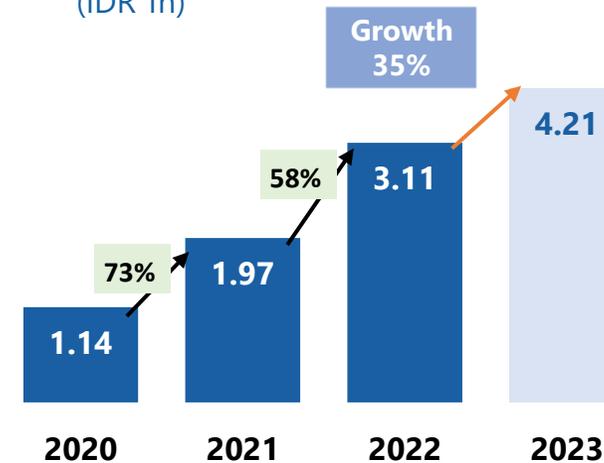
Avg. # of Transaction (Monthly)

(Mn Trx)



Avg. Trx Value (Monthly)

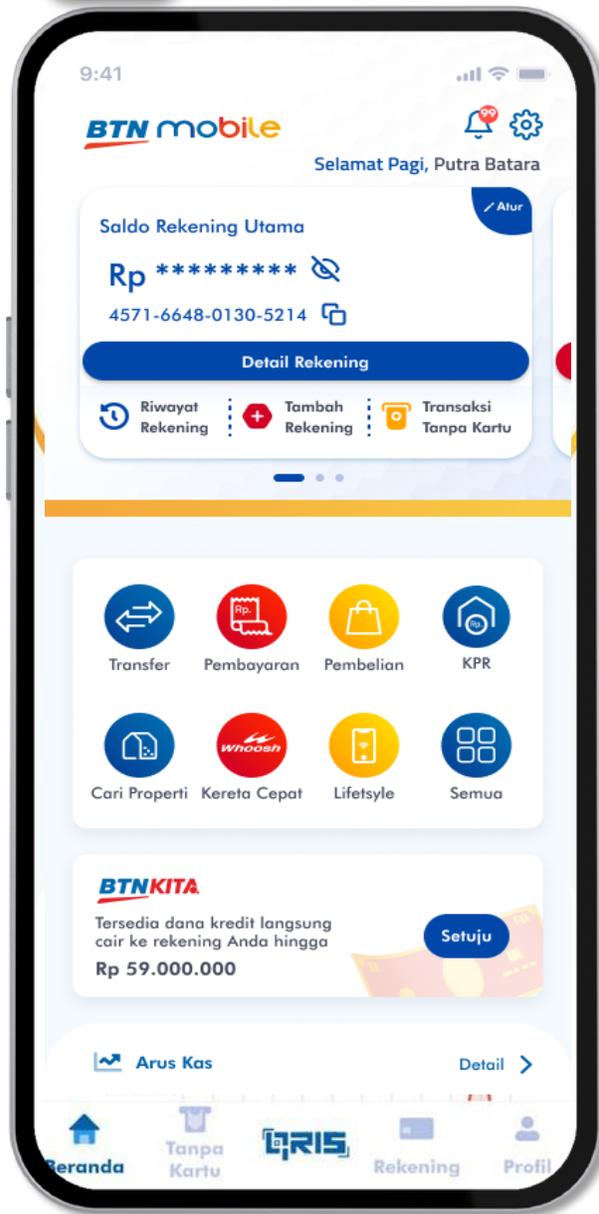
(IDR Tn)



3rd
Best Mobile
Banking

Based on Marketing
Research (MRI) as of June 23



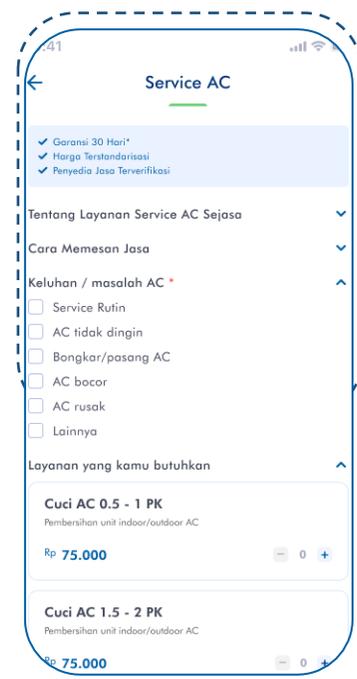


More than 75 features have been developed on BTN mobile



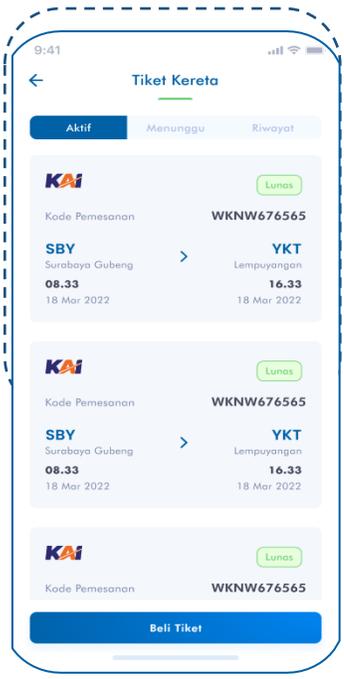
Plan to add 15 new features in Q4

BTN Mobile's Future Development Plans Q4



Lifestyle Home Services

Meet home services needs with one hand



Lifestyle Train Tickets

Train tickets can be purchased in advance



BTN Kita

Consumer loan platform (KRING) through BTN Mobile

Strategic Initiatives : Branch Productivity Distribution

As of 9M23

Avg. Cost of Fund of Productive & Very Productive Outlets **1.59%**

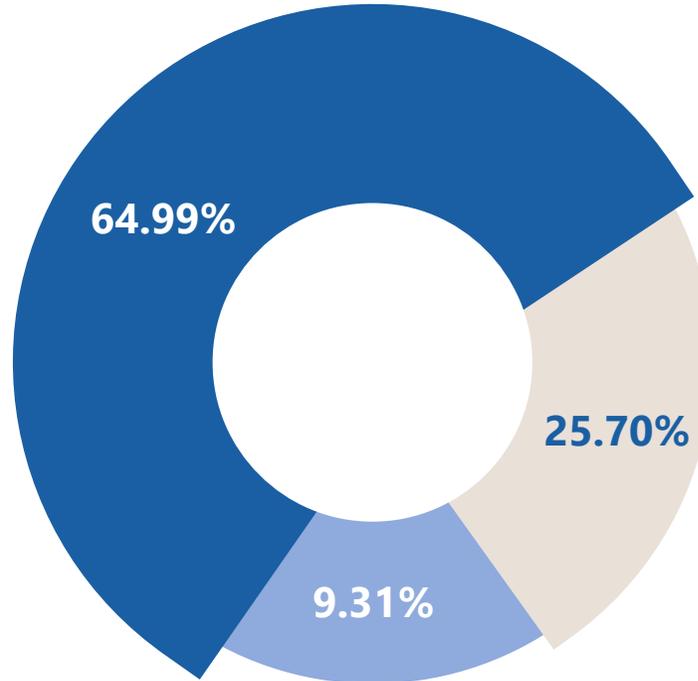
Avg. Deposits of Productive & Very Productive Outlets **IDR 82.3 Bn**

Avg. New Loan Booking of Productive & Very Productive Outlets **IDR 40.9 Bn**

- Very Productive
- Productive
- Less Productive

Branch Productivity Spread

Out of 537 Outlets (excl. Sharia Outlets)



Mobile Office Vehicle (MOVE)



2021 51 Units ➔ **2023*** 81 Units

*As of Sep-23

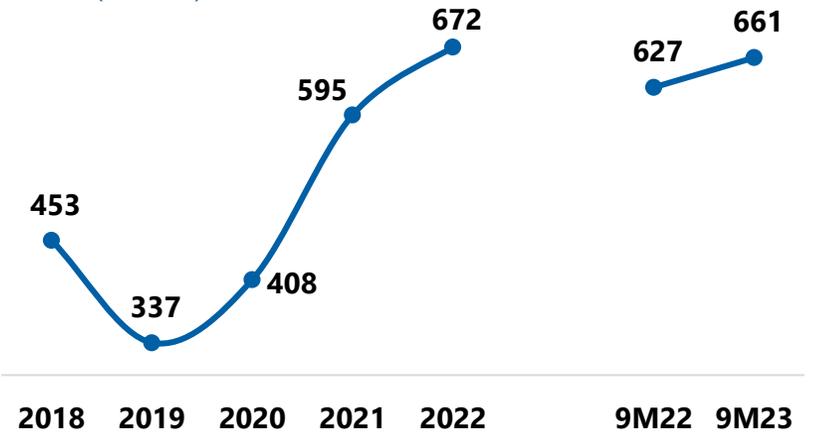
As of 9M23

Avg. FBI of Productive & Very Productive Outlets **IDR 446 Mn**

Avg. Net Profit of Productive & Very Productive Outlets **IDR 2.1 Bn**

PPOP per Employee Trend

(IDR Mn)



Financial Performance



Financial Highlight	2020	2021	2022
Asset/ Liabilities			
Total Assets (IDR Bn)	361,208	371,868	402,148
Total Loan & Financing (IDR Bn)	260,114	274,835	298,282
Total Deposits (IDR Bn)	279,135	295,976	321,937
Profitability			
Net Profit (IDR Bn)	1,602	2,376	3,045
N I M	3.06%	3.99%	4.40%
C I R	53.85%	48.18%	46.66%
ROE (Tier-1)	10.02%	13.64%	16.42%
ROA	0.69%	0.81%	1.02%
Asset Quality			
NPL (Gross)	4.37%	3.70%	3.38%
Loan at Risk (LAR)	34.09%	26.75%	23.24%
NPL Coverage	115.02%	141.82%	155.65%
Cost of Credit (CoC)	0.88%	1.35%	1.42%
Liquidity			
LDR	93.19%	92.86%	92.65%
CASA	41.11%	44.30%	48.52%
Capital			
Equity (IDR Bn)	19,988	21,407	25,909
CAR (Tier 1)	13.64%	13.80%	16.13%
Total CAR	19.34%	19.14%	20.17%

9M22	9M23	Growth (%)
389,292	409,675	5.24 yoy
289,693	318,300	9.87 yoy
312,846	323,908	3.54 yoy
2,275	2,313	1.67 yoy
4.51%	3.76%	(75) bps
48.35%	46.65%	(95) bps
16.83%	12.38%	(445) bps
1.03%	0.96%	(7) bps
3.45%	3.53%	8 bps
26.39%	22.76%	(363) bps
150.49%	142.01%	(849) bps
1.23%	1.28%	5 bps
92.60%	98.27%	567 bps
45.90%	49.48%	358 bps
21,597	29,054	34.53 yoy
13.01%	16.65%	364 bps
17.32%	19.59%	227 bps

Balance Sheet

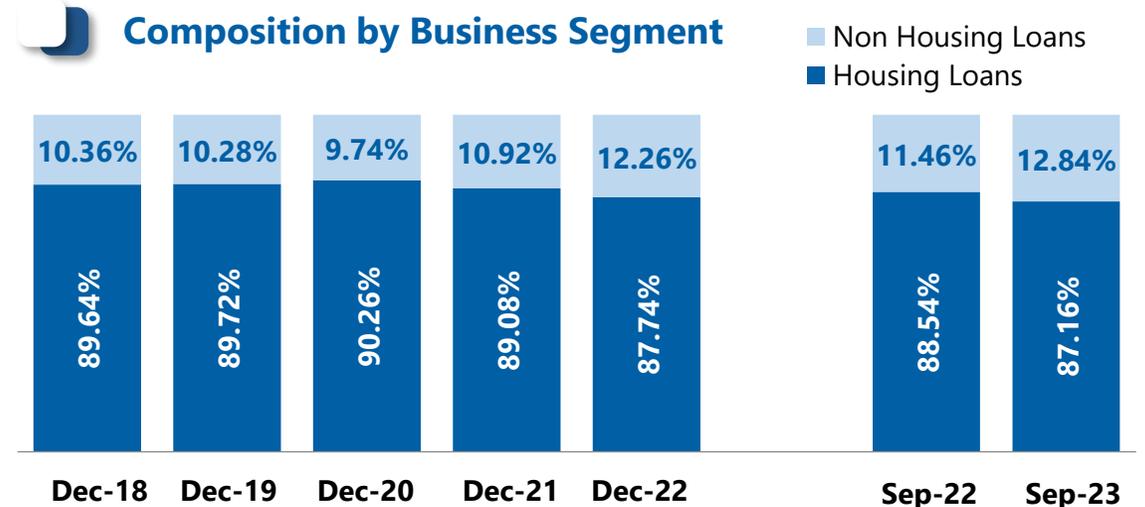
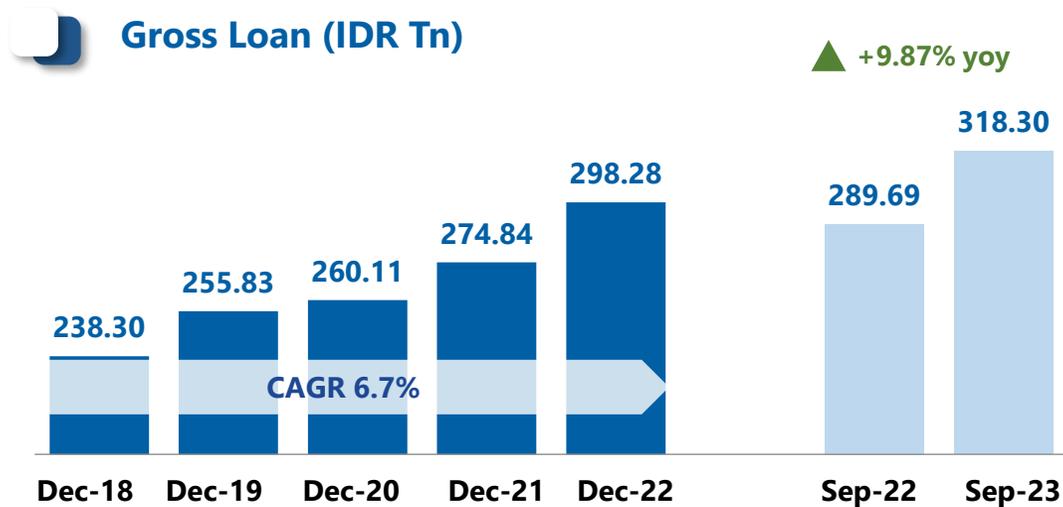
Balance Sheet Summary (IDR Bn)	Dec-20	Dec-21	Dec-22
Total Earning Assets	335,630	331,979	360,379
Term Deposit with BI	11,583	5,550	4,578
Total Loan & Financing	260,114	274,835	298,282
Securities	59,494	48,313	53,688
Other Earning Assets	4,439	3,281	3,831
Provision on Earning Asset	(13,066)	(14,440)	(15,679)
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

Sep-22	Jun-23	Sep-23	QoQ	YoY	% Portion as of Sep-23
359,284	367,887	379,426	3.14%	5.61%	92.62%
7,580	6,968	11,451	64.33%	51.06%	2.80%
289,693	307,669	318,300	3.46%	9.87%	77.70%
59,372	49,271	46,076	-6.48%	-22.39%	11.25%
2,639	3,979	3,599	-9.56%	36.38%	0.88%
(15,047)	(15,657)	(15,977)	2.05%	6.18%	-3.90%
45,055	48,315	46,227	-4.32%	2.60%	11.28%
389,292	400,545	409,675	2.28%	5.24%	100.00%
143,590	170,218	160,260	-5.85%	11.61%	39.12%
97,882	128,677	118,061	-8.25%	20.62%	28.82%
45,709	41,541	42,199	1.58%	-7.68%	10.30%
169,255	143,038	163,648	14.41%	-3.31%	39.95%
312,846	313,256	323,908	3.40%	3.54%	79.06%
8,312	6,638	6,436	-3.04%	-22.57%	1.57%
1,629	1,526	1,504	-1.43%	-7.66%	0.37%
1,396	3,482	2,382	-31.60%	70.65%	0.58%
31,803	34,994	35,627	1.81%	12.02%	8.70%
11,709	12,253	10,763	-12.15%	-8.07%	2.63%
367,695	372,150	380,621	2.28%	3.52%	92.91%
21,597	28,395	29,054	2.32%	34.53%	7.09%
389,292	400,545	409,675	2.28%	5.24%	100.00%

Loan Mix

Loan Type (IDR Bn)	Dec-20		Dec-21		Dec-22	
	Outs	%	Outs	%	Outs	%
Housing Loan	234,785	90.26%	244,823	89.08%	261,705	87.74%
Subsidized Mortgage	120,720	46.41%	130,683	47.55%	145,860	48.90%
Non Subsidized Mortgage	79,938	30.73%	83,251	30.29%	87,824	29.44%
Other Housing Loan	7,256	2.79%	6,976	2.54%	6,970	2.34%
Construction Loan	26,871	10.33%	23,914	8.70%	21,051	7.06%
Non Housing Loan	25,329	9.74%	30,012	10.92%	36,576	12.26%
Consumer Loan	5,119	1.97%	6,559	2.39%	7,010	2.35%
Commercial Loan	8,270	3.18%	9,512	3.46%	11,563	3.88%
Corporate Loan	11,940	4.59%	13,942	5.07%	18,004	6.04%
Total Loan & Financing	260,114	100.00%	274,835	100.00%	298,282	100.00%
Mortgage	200,658	77.14%	213,934	77.84%	233,684	78.34%

Sep-22		Jun-23		Sep-23		QoQ	YoY
Outs	%	Outs	%	Outs	%		
256,487	88.54%	269,483	87.59%	277,422	87.16%	2.95%	8.16%
140,976	48.66%	152,167	49.46%	157,716	49.55%	3.65%	11.87%
87,115	30.07%	90,839	29.52%	92,896	29.19%	2.26%	6.64%
6,882	2.38%	7,255	2.36%	7,559	2.37%	4.18%	9.82%
21,512	7.43%	19,222	6.25%	19,251	6.05%	0.15%	-10.51%
33,207	11.46%	38,186	12.41%	40,891	12.84%	7.05%	23.14%
6,740	2.33%	6,543	2.13%	6,762	2.12%	3.34%	0.33%
9,567	3.30%	10,294	3.35%	11,141	3.50%	8.22%	16.45%
16,900	5.83%	21,349	6.94%	22,975	7.22%	7.62%	35.95%
289,693	100.00%	307,669	100.00%	318,300	100.00%	3.46%	9.87%
228,092	78.74%	243,006	78.98%	250,612	78.73%	3.13%	9.87%



Loan Disbursement



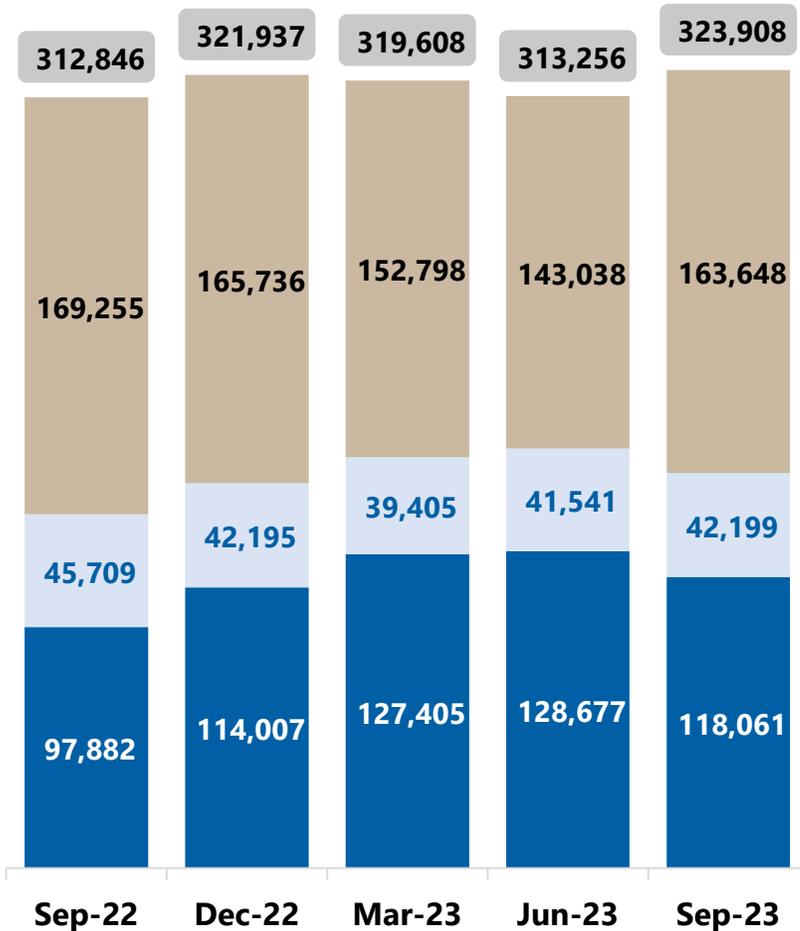
Loan by Segment (IDR Bn)	Dec-20	Dec-21	Dec-22
Housing Loan	29,712	35,399	47,559
Subsidized Mortgage	17,064	18,410	24,332
Non Subsidized Mortgage	6,935	10,969	14,363
Other Housing Loan	683	1,069	1,349
Construction Loan	5,030	4,952	7,516
Non Housing Loan	15,177	24,206	40,036
Consumer Loan	4,251	7,182	8,530
Commercial Loan	3,884	9,036	20,807
Corporate Loan	7,041	7,988	10,698
Total Loan & Financing	44,888	59,605	87,595
Mortgage	23,999	29,378	38,695

3Q22	2Q23	3Q23	QoQ	YoY	9M22	9M23	YoY
12,259	13,322	16,381	22.96%	33.62%	33,061	41,308	24.95%
6,050	5,840	7,671	31.36%	26.80%	16,928	18,857	11.40%
4,168	4,246	5,171	21.80%	24.06%	10,331	13,207	27.84%
357	545	679	24.62%	90.25%	888	1,679	89.22%
1,684	2,692	2,860	6.21%	69.80%	4,914	7,565	53.93%
9,701	8,421	9,397	11.59%	-3.13%	27,825	24,641	-11.44%
1,915	815	1,092	33.91%	-42.99%	5,067	2,570	-49.28%
5,511	3,604	4,597	27.54%	-16.59%	14,517	11,251	-22.50%
2,275	4,002	3,708	-7.33%	63.02%	8,240	10,819	31.31%
21,960	21,743	25,777	18.55%	17.38%	60,885	65,949	8.32%
10,218	10,085	12,842	27.34%	25.68%	27,259	32,064	17.63%

Deposits Mix

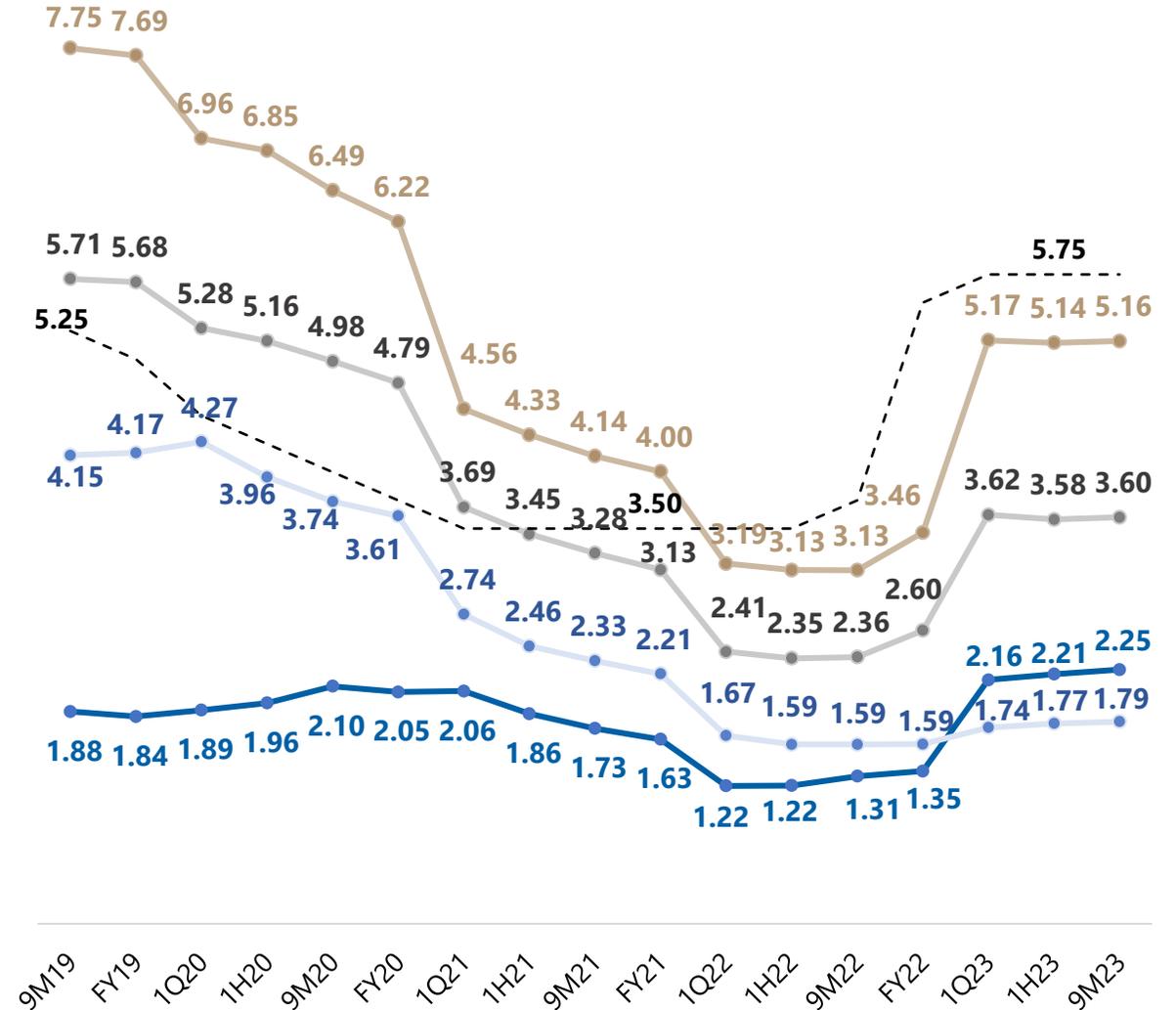
Deposits Mix (IDR Bn)

CASA growth ▲ +11.61% yoy



Break down	QoQ	YoY
100%	3.40%	3.54%
50.52%	14.41%	-3.31%
13.03%	1.58%	-7.68%
36.45%	-8.25%	20.62%

Cost of Fund Trend – Deposits (% YTD)



■ Current Account
 ■ Saving Account
 ■ Term Deposits
 ■ Total Deposits Mix
 ■ BI7DRRR

Capital (IDR Bn)	December				
	2018	2019	2020	2021	2022
Tier – 1 Capital	20,460	21,037	17,626	18,532	22,533
Tier – 2 Capital	2,868	2,313	7,369	7,175	5,635
Total Capital	23,328	23,350	24,995	25,707	28,168
Total RWA	128,138	134,844	129,250	134,341	139,631
RWA – Credit Risk	109,507	113,079	105,435	110,020	114,318
RWA – Market Risk	1,007	802	1,612	2,407	1,373
RWA – Operational Risk	17,623	20,963	22,203	21,914	23,939
CAR Tier 1 (Tier 1/Total RWA)	15.97%	15.60%	13.64%	13.80%	16.13%
CAR Tier 2	2.24%	1.72%	5.70%	5.34%	4.04%
CAR BI ((Tier 1+2)/Total RWA)	18.21%	17.32%	19.34%	19.14%	20.17%
Capital Conservation Buffer	1.88%	2.50%	0.00%	0.00%	2.50%
Countercyclical Buffer	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Surcharge (D-SIB)	0.75%	1.00%	1.00%	1.00%	1.00%

September		Growth
2022	2023	
18,215	25,197	38.33% yoy
6,027	4,444	-26.27% yoy
24,242	29,640	22.26% yoy
139,988	151,321	6.12% yoy
112,788	129,391	13.85% yoy
3,261	4,040	-18.90% yoy
23,939	17,889	-25.27% yoy
13.01%	16.65%	364 bps
4.31%	2.94%	(137) bps
17.32%	19.59%	227 bps
2.50%	2.50%	- bps
0.00%	0.00%	- bps
1.00%	1.00%	- bps

Profit and Loss

PL Summary (IDR Bn)	3Q22	2Q23	3Q23	QoQ	YoY	9M22	9M23	YoY
Interest Income	6,300	6,846	7,311	6.80%	16.05%	18,977	20,833	9.78%
Interest Expense	(2,491)	(3,489)	(3,647)	4.52%	46.42%	(7,431)	(10,691)	43.87%
Net Interest Income	3,809	3,357	3,665	9.16%	-3.80%	11,546	10,142	-12.16%
Other Operating Income	402	840	646	-23.16%	60.48%	1,411	2,362	67.32%
Other Operating Expense (Exclude Provision)	(2,675)	(2,128)	(2,246)	5.58%	-16.02%	(7,408)	(6,601)	-10.90%
Pre Provision Operating Profit (PPOP)	1,537	2,070	2,064	-0.28%	34.30%	5,550	5,903	6.37%
Provision	(546)	(1,197)	(989)	-17.37%	81.13%	(2,616)	(2,937)	12.28%
Profit From Operations	991	873	1,075	23.16%	8.49%	2,934	2,966	1.11%
Non Operating Income (Expense)	(9)	(21)	(25)	21.34%	164.91%	(35)	(50)	43.47%
Profit Before Tax	981	852	1,050	23.21%	6.97%	2,899	2,916	0.60%
Net Profit	804	673	838	24.48%	4.29%	2,275	2,313	1.67%

Interest Income

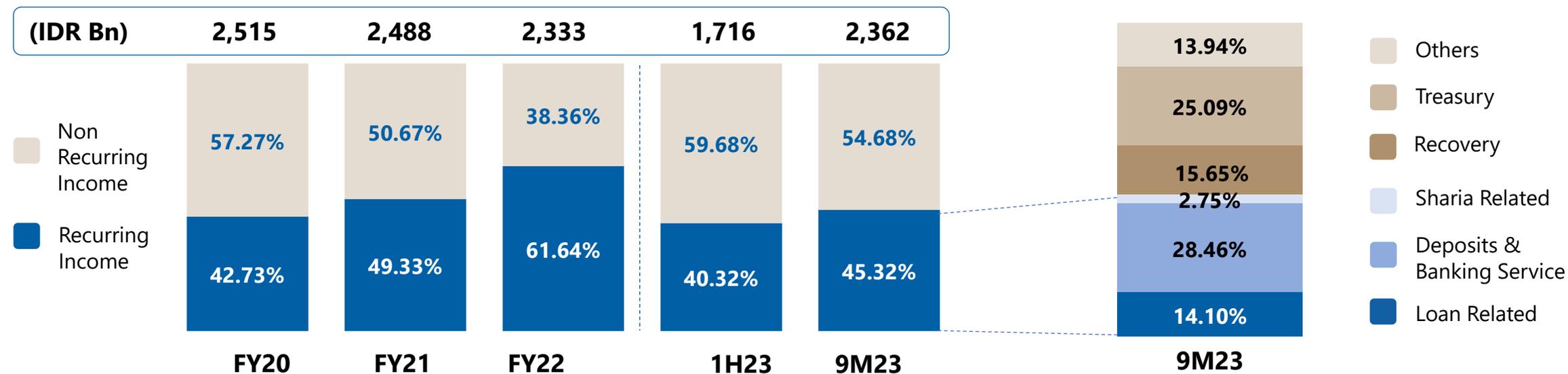
Interest Income (IDR Bn)	3Q22	2Q23	3Q23	QoQ	YoY	9M22	9M23	YoY	% portion of 9M23
Placement with Bank Indonesia	62	103	194	88.12%	213.21%	180	415	130.65%	1.99%
Placement with other bank	2	4	2	-58.28%	-14.92%	35	11	-68.46%	0.05%
Securities	567	536	481	-10.26%	-15.12%	1,706	1,588	-6.92%	7.62%
Loan	5,463	5,456	5,866	7.51%	7.38%	15,420	16,583	7.54%	79.60%
Others	1	22	22	1.60%	4,094.18%	4	68	1,589.26%	0.32%
Income from Syariah	531	725	746	2.93%	40.52%	1,632	2,169	32.87%	10.41%
Total	6,625	6,846	7,311	6.80%	10.36%	18,977	20,833	9.78%	100.00%

Interest Expense

Interest Expense (IDR Bn)	3Q22	2Q23	3Q23	QoQ	YoY	9M22	9M23	YoY	% portion of 9M23
Bank Indonesia	-	-	-			-	-	0.00%	0.00%
Deposits from Other Banks	17	45	80	77.16%	360.73%	50	169	235.80%	1.58%
Deposits from Non Banks	1,731	2,811	2,931	4.27%	69.31%	5,314	8,619	62.21%	80.62%
Securities Issued	263	132	125	-5.32%	-52.34%	710	427	-39.76%	4.00%
Fund Borrowings	448	482	475	-1.50%	5.96%	1,352	1,421	5.09%	13.29%
Others	3	19	36	92.49%	1,112.25%	5	54	947.59%	0.51%
Total	2,462	3,489	3,647	4.52%	48.09%	7,431	10,691	43.87%	100.00%

Other Operating Income

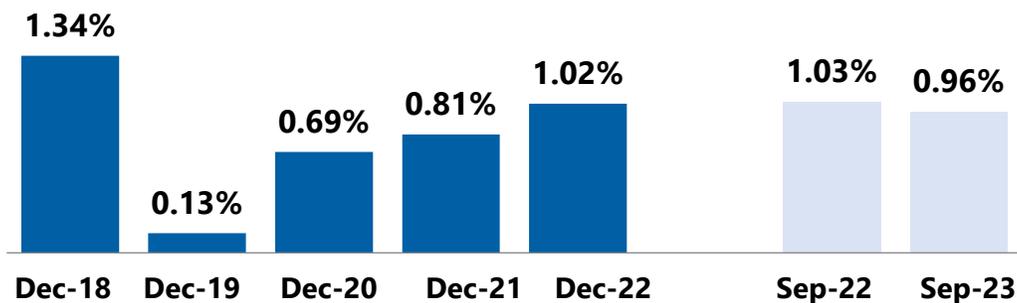
Other Operating Income (IDR Bn)	3Q22	2Q23	3Q23	QoQ	YoY	9M22	9M23	YoY
Non Recurring Income	73	495	344	-30.48%	370.89%	447	1,291	188.60%
Treasury Transaction	(39)	333	70			16	593	3,659.53%
Recovery	63	93	185	98.68%	195.12%	184	370	100.32%
Others	49	69	89	30.12%	81.23%	247	329	33.18%
Recurring Income	329	345	378	9.56%	14.92%	964	1,070	11.03%
Loan Related Transaction	90	107	130	21.29%	43.83%	250	333	32.99%
Deposits & Banking Service Related	218	217	224	2.82%	2.55%	660	672	1.80%
Sharia Related Transaction	21	21	25	19.60%	19.28%	53	65	22.19%
Total	402	840	723	-14.02%	79.56%	1,411	2,362	67.32%



Other Operating Expense (exclude Provisions)

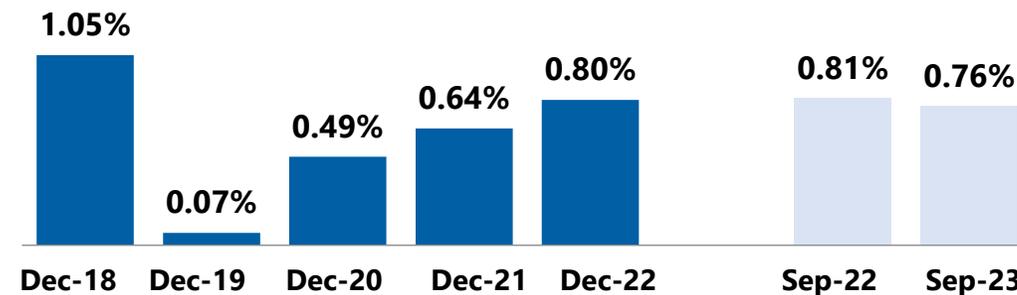
Other Operating Expense (IDR Bn) Excluding Provision	3Q22	2Q23	3Q23	QoQ	YoY	9M22	9M23	YoY	% portion of 9M23
Salaries & Employee Benefit	789	868	771	-11.20%	-2.31%	2,542	2,470	-2.81%	26.11%
General Administration	561	301	296	-1.91%	-47.25%	1,101	865	-21.40%	9.15%
Others	31	20	165	714.03%	432.54%	702	330	-53.06%	3.48%
Rent, Service & Maintenance	192	173	245	41.65%	27.58%	693	595	-14.20%	6.29%
Depreciation	137	172	188	9.62%	36.96%	424	522	23.03%	5.51%
Promotion	97	126	127	1.13%	31.18%	275	358	29.95%	3.78%
Collector Fees & Consultant	290	279	273	-2.11%	-5.76%	806	786	-2.50%	8.31%
Insurance Premium	158	178	166	-6.82%	5.16%	475	515	8.42%	5.44%
Training	18	12	30	145.55%	70.19%	56	61	8.69%	0.65%
Research & Development	1	3	1	-55.37%	35.03%	4	5	34.61%	0.06%
Other Taxes	2	2	7	285.37%	344.73%	10	11	6.98%	0.12%
Gain	21	109	(103)	-194.42%	-598.00%	157	6	-96.11%	0.06%
Marked to Market	54	-	-			162	-		0.00%
Total	2,675	2,128	2,246	5.58%	-16.02%	7,408	6,601	-10.90%	100.00%

ROA¹ – Before Tax



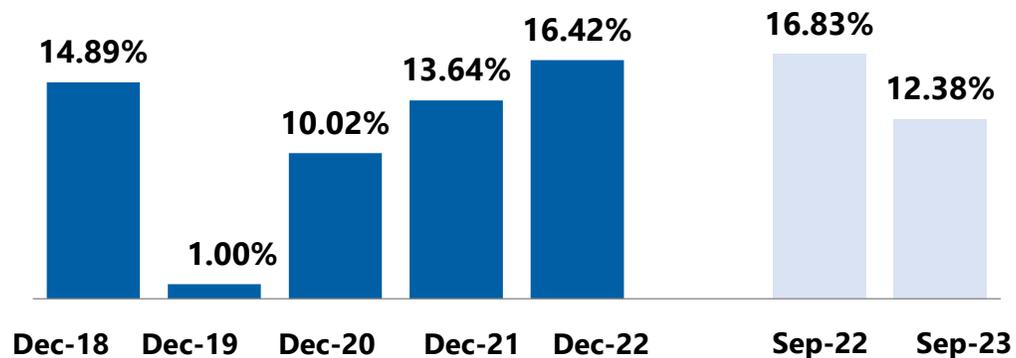
¹Calculated based on income before income tax (include tax benefit and extraordinary item)/ average total asset based on Bank Indonesia regulation

ROA² – After Tax



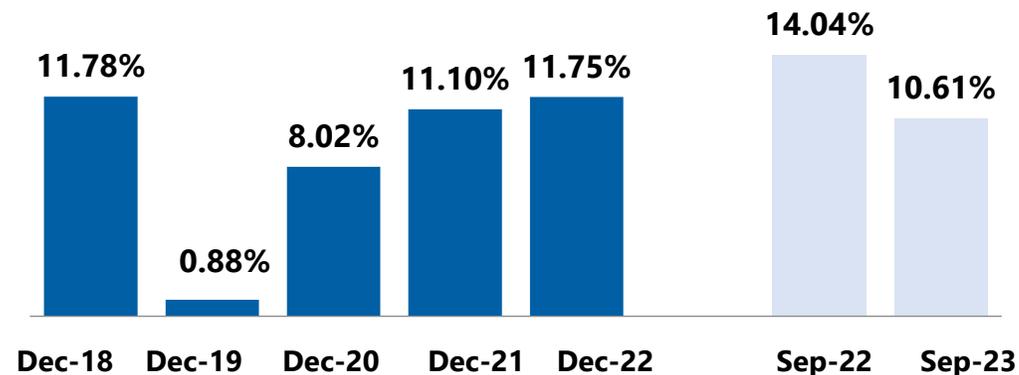
²Calculated based on net profit/average total asset

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

	Revised Guidance	9M23 Actual
Loan Growth	10-11%	9.87%
Deposits Growth	5-7%	3.54%
Net Profit Growth	±8%	1.67%
Cost of Credit	1.2-1.4%	1.28%
NPL Gross	<3.5%	3.53%

Asset Quality



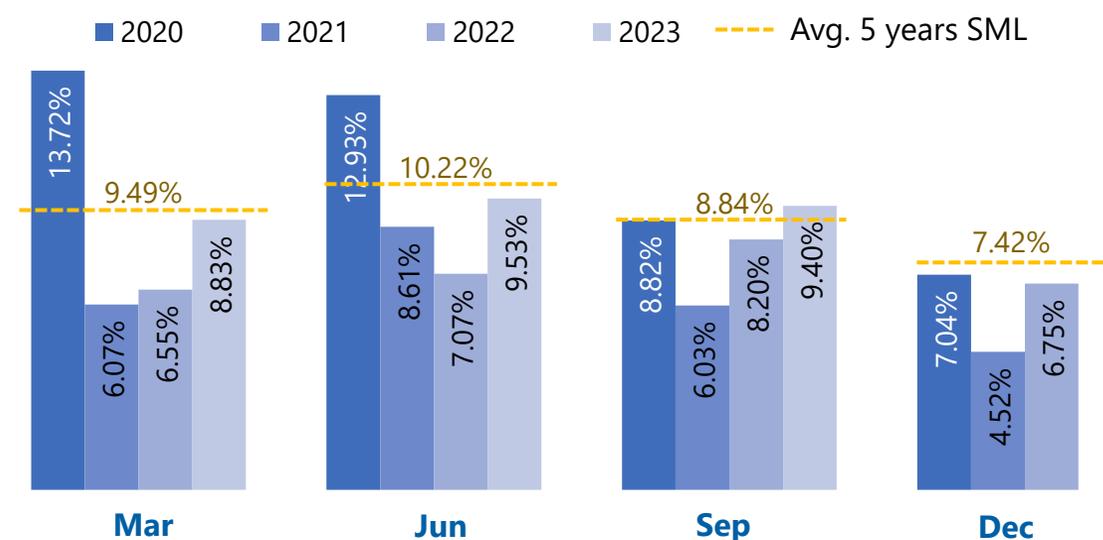
Collectibility	Dec-20		Dec-21		Dec-22	
	IDR Bn	%	IDR Bn	%	IDR Bn	%
Current	230,456	88.60%	252,244	91.78%	268,077	89.87%
Special Mentioned	18,303	7.04%	12,412	4.52%	20,134	6.75%
Performing Loan (PL)	248,759	95.63%	264,656	96.29%	288,211	96.62%
Substandard	738	0.28%	222	0.08%	580	0.19%
Doubtful	582	0.22%	484	0.18%	888	0.30%
Loss	10,036	3.86%	9,473	3.45%	8,602	2.88%
Non Performing Loan (NPL)	11,355	4.37%	10,185	3.71%	10,070	3.38%
Total Loan & Financing	260,114	100.00%	274,841	100.00%	298,282	100.00%
NPL Gross	4.37%		3.70%		3.38%	
NPL Nett	2.06%		1.20%		1.32%	

Sep-22		Jun-23		Sep-23	
IDR Bn	%	IDR Bn	%	IDR Bn	%
255,945	88.35%	267,083	86.81%	277,155	87.07%
23,752	8.20%	29,334	9.53%	29,906	9.40%
279,697	96.55%	296,417	96.34%	307,074	96.47%
496	0.17%	939	0.31%	663	0.21%
669	0.23%	1,486	0.48%	1,230	0.39%
8,832	3.05%	8,827	2.87%	9,346	2.94%
9,996	3.45%	11,252	3.66%	11,238	3.53%
289,693	100.00%	307,669	100.00%	318,312	100.00%
3.45%		3.66%		3.53%	
1.23%		1.75%		1.58%	

NPL Breakdown by Segment

By Segment (%)	Dec-20	Dec-21	Dec-22	Sep-22	Jun-23	Sep-23
Housing Loan	4.11%	3.52%	3.37%	3.38%	3.72%	3.67%
Subsidized Mortgage	1.01%	0.83%	0.93%	0.93%	1.64%	1.65%
Non Subsidized Mortgage	3.58%	2.65%	1.87%	2.19%	2.47%	2.28%
Other Housing Loan	4.44%	3.41%	2.88%	3.14%	3.32%	3.65%
Construction Loan	19.58%	21.29%	26.20%	24.32%	26.27%	26.91%
Non Housing Loan	6.70%	5.18%	3.44%	4.01%	3.21%	2.58%
Consumer Loan	2.08%	1.22%	1.08%	1.13%	1.50%	1.65%
Commercial Loan	19.25%	15.26%	9.42%	11.91%	9.68%	7.30%
Corporate Loan	0.00%	0.17%	0.64%	0.68%	0.61%	0.57%
Total Loan & Financing	4.37%	3.70%	3.38%	3.45%	3.66%	3.53%
Mortgage	2.03%	1.54%	1.29%	1.41%	1.95%	1.89%

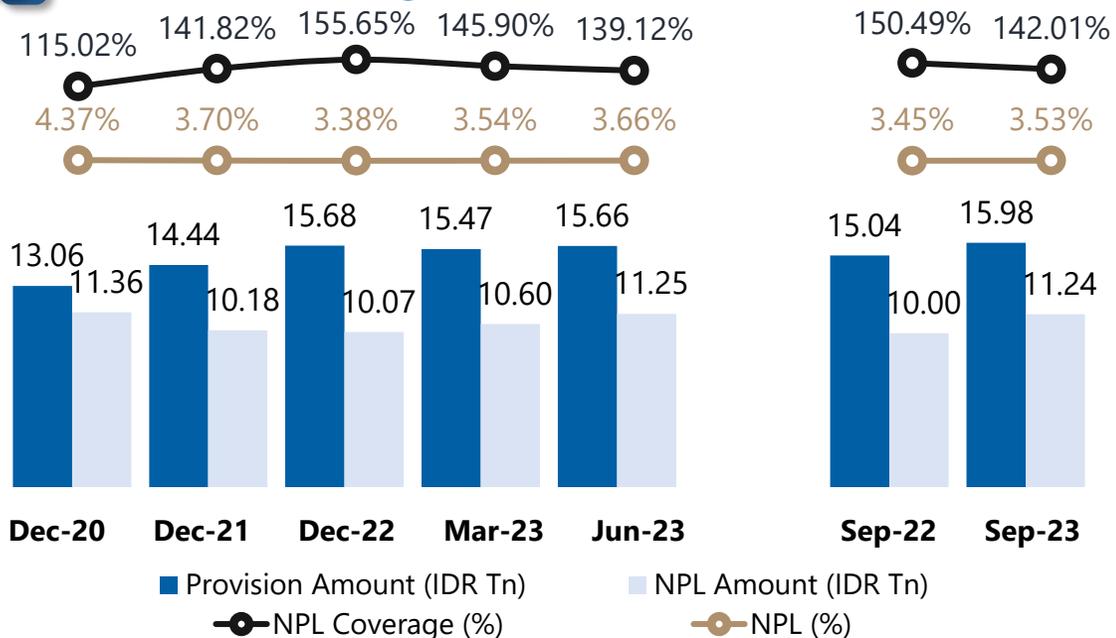
SML Breakdown by Segment



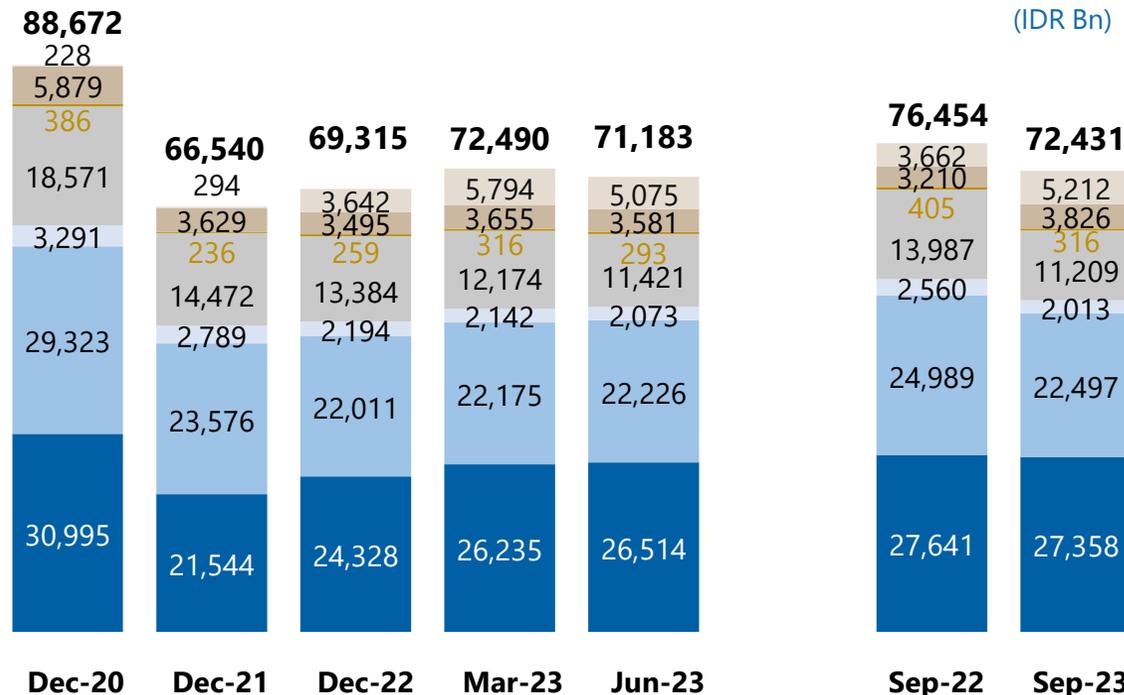
Note: Figures on graph and table include Sharia Financing

Loan Quality ,Coverage and Cost of Credit

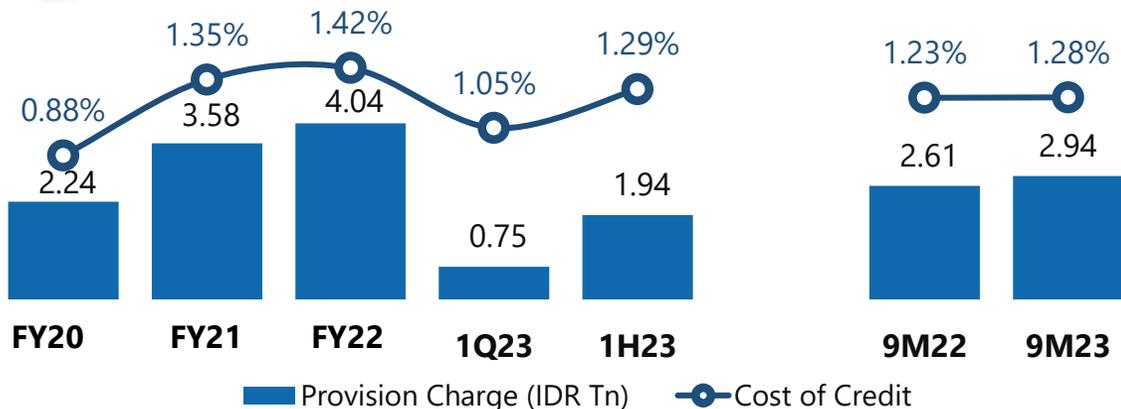
NPL & NPL Coverage



LAR & LAR Coverage



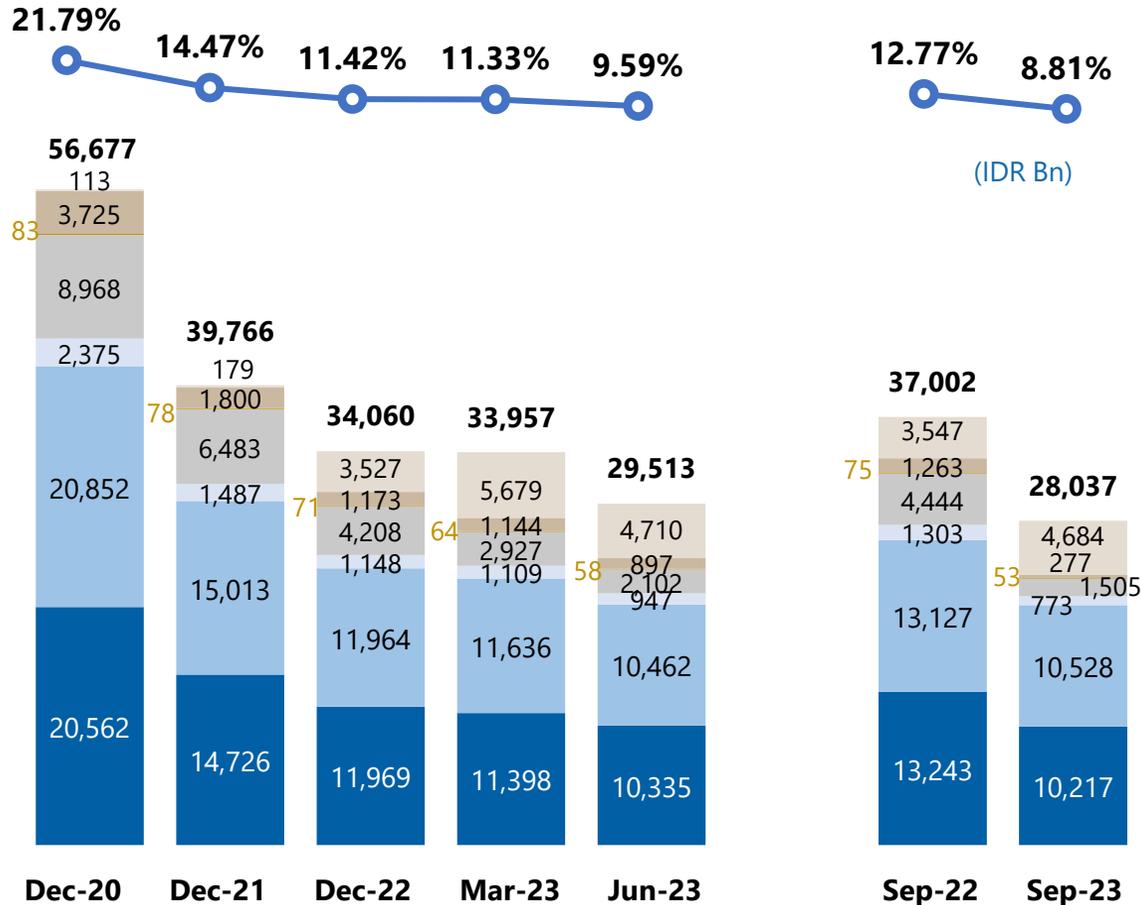
Cost of Credit



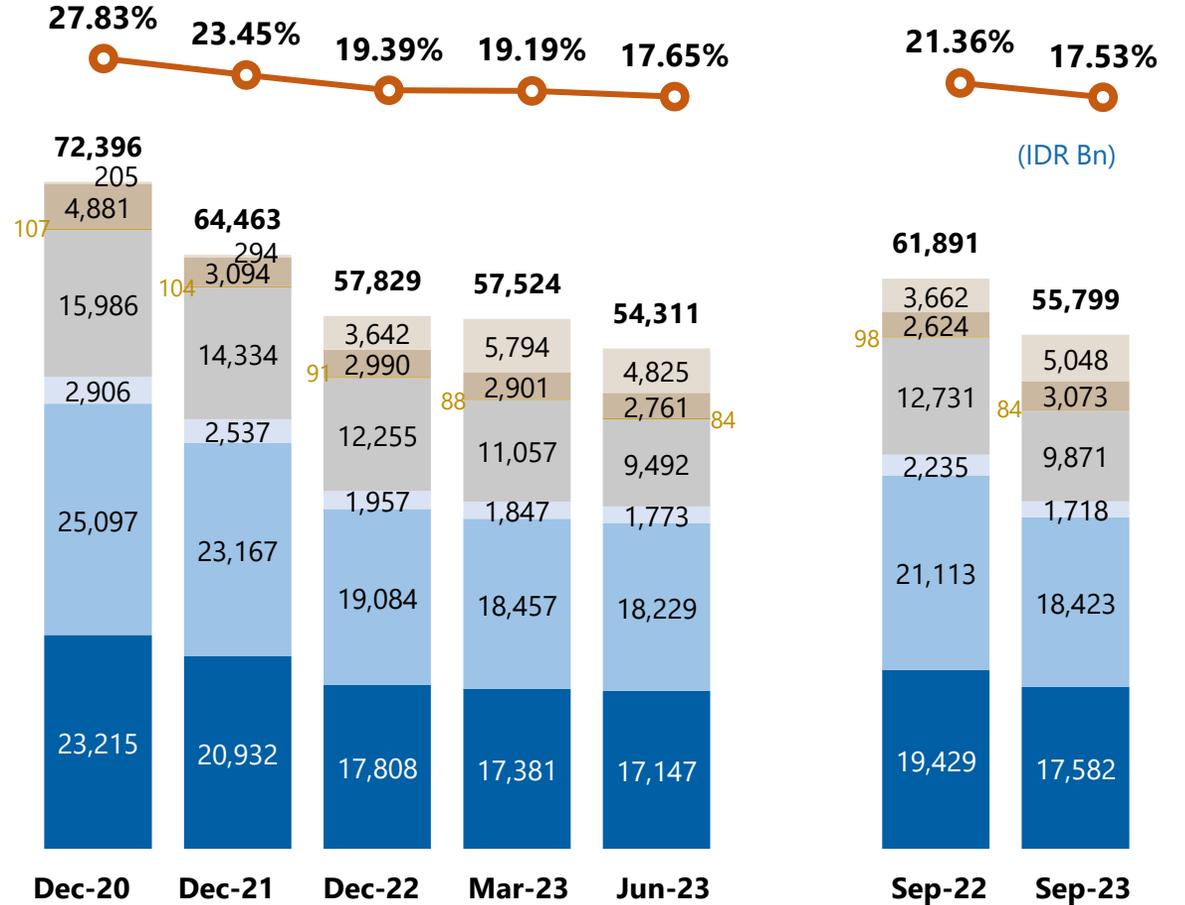
- Subsidized Mortgages
- Non-Subsidized Mortgages
- Other Housing
- Construction Loan
- Consumer Loan
- Commercial Loan
- Corporate Loan
- Total Loan
- % LAR
- % LAR Coverage

Restructured Loans Breakdown

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

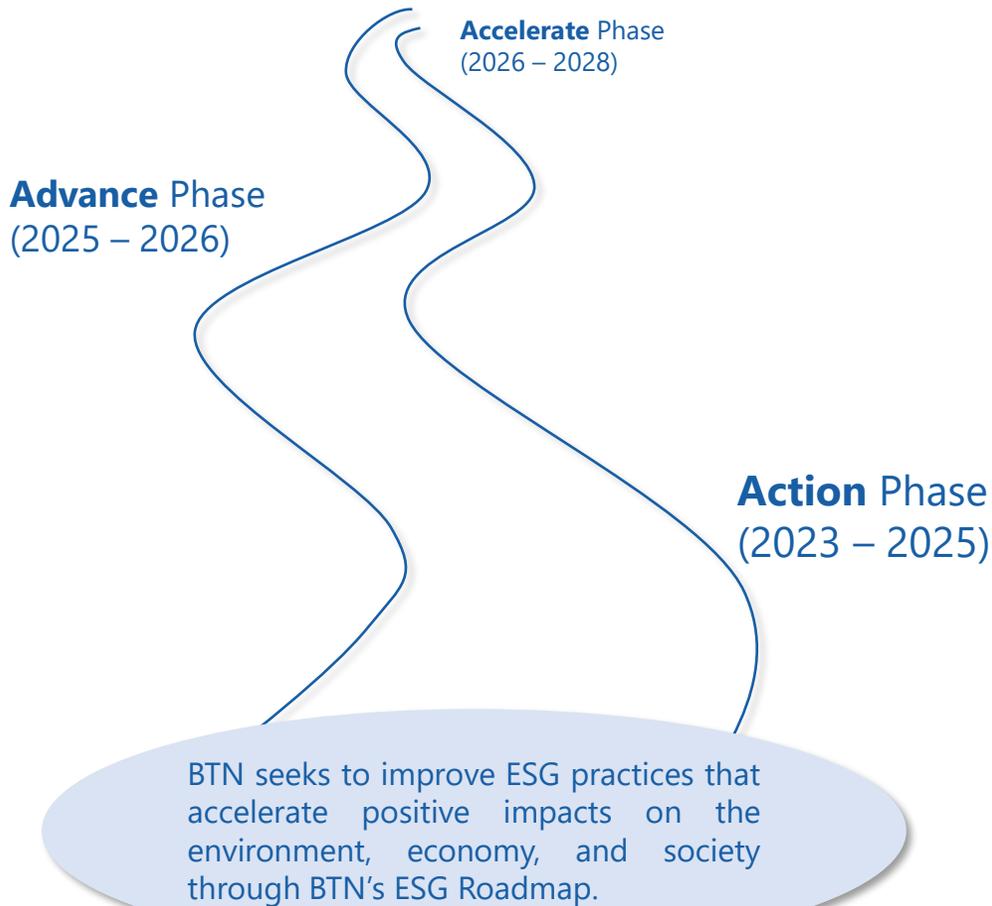
Sustainable Finance



BTN ESG Framework & Strategy Going Forward

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

BTN's ESG Roadmap



Six Components of BTN's Framework

- Sustainable Finance
- Climate Change & Ecosystems
- People & Community
- ESG in the Value Chain
- Stakeholder Inclusiveness
- Integrated GRC

9 Strategic Theme of BTN's ESG

- o Conducting **Sustainable Business Operations**
- o Developing **sustainable and inclusive bank products and portfolio management**
- o **Integrate ESG component in enterprise risk management framework** and program
- o **Developing ESG culture and responsible leaders program**
- o **Building a control environment** that is integrated with ESG components
- o **Establishing ESG monitoring, communication, and reporting program**
- o Establish **ESG data management**
- o **Navigate trends in ESG rules and regulations**
- o **Build partnerships and cooperation**

Environmental Sustainability

Environmental Initiatives Undertaken by BTN



Solar panels have been installed at



Procured



5 Electric Vehicles (EV) as operational vehicles

Listing 12 categories of sustainable business activities in the

Portfolio Guidelines



Establishing **ESG Committee**

Social Welfare

Social Goals of BTN's ESG Initiatives



50 employees

involved in Employee Volunteering Day activities.

Lending to MSMEs is targeted to reach

20%



Out of total productive loans portfolio

20%

Target Portion of **Women in the Board**

Governance Sustainability



Severe



Negligible



Top



Low

REFINITIV

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



90.02
(Most Trusted Company)
Top 3 Indonesia PLCs ASEAN Asset Class Threshold

Social and Environmental Values of BTN Mortgage Business

The Sustainable Development Goals (SDGs) have become a framework for BTN in building a portfolio that prioritizes harmony between economic, social and environmental aspects.

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

10 REDUCED INEQUALITIES



Providing homes with affordable electric prices with adjusted rates for middle-low income segments.

7 AFFORDABLE AND CLEAN ENERGY



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.

KPR BTN Mikro:

- KPR BTN Mikro is a financing product with a ceiling of IDR 75 Mn for the purchase, renovation, and construction of houses targeting low-income segment and informal sector workers.
- This product integrates savings, loans, and insurance on a micro scale that can be utilized by the community for the benefit of fulfilling housing-needs in the future.

BTN KPR Micro Disbursement (IDR Mio)

2020	2021	2022
2,004	1,557	1,214



Sharia Business

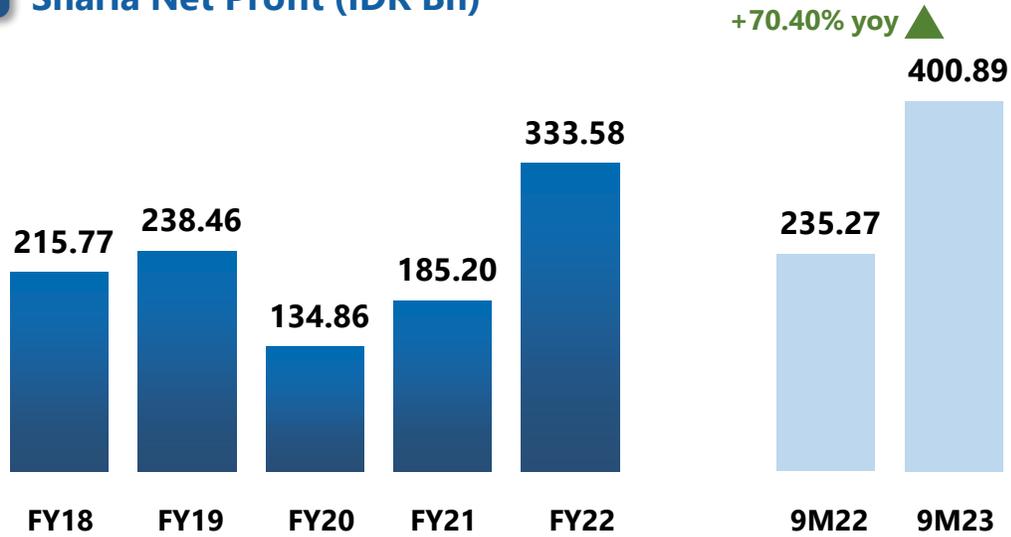


Financial Highlight	2018	2019	2020	2021	2022
Asset/ Liabilities					
Total Assets (IDR Bn)	28,399	28,386	33,032	38,363	45,336
Total Financings (IDR Bn)	22,041	23,613	25,062	27,550	31,624
Total Deposits (IDR Bn)	22,343	21,860	23,831	29,263	34,641
Profitability					
Net Profit (IDR Bn)	216	238	135	185	334
N I M equivalent	5.23%	4.26%	3.08%	4.74%	5.02%
ROA	0.89%	0.83%	0.43%	0.52%	0.74%
Asset Quality					
NPF (Gross)	5.28%	7.56%	6.53%	4.32%	3.31%
Financing at Risk (FAR)	14.36%	18.62%	29.47%	25.33%	17.07%
NPF Coverage	44.72%	38.68%	55.55%	106.71%	150.12%
Liquidity					
FDR	98.65%	108.02%	105.16%	94.14%	91.29%
CASA	35.37%	37.33%	31.32%	37.43%	43.64%

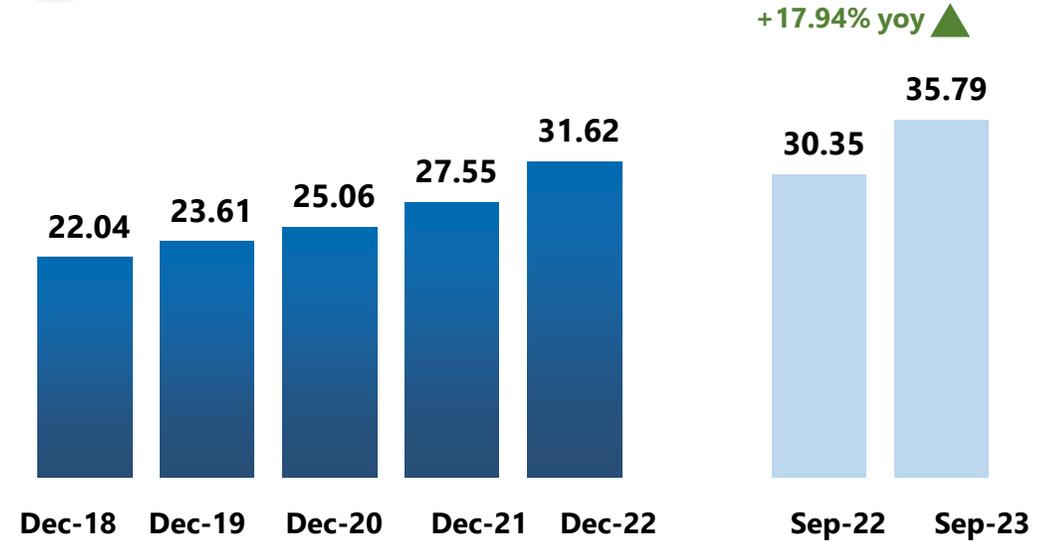
9M22	9M23	Growth
41,286	48,413	17.26% yoy
30,347	35,792	17.94% yoy
31,047	36,251	16.76% yoy
235	401	70.40% yoy
4.99%	5.00%	1 bps
0.80%	1.15%	35 bps
3.61%	3.07%	(53) bps
18.38%	15.87%	(251) bps
133.25%	140.49%	724 bps
97.75%	98.73%	99 bps
44.32%	48.77%	445 bps

Sharia Business : Main Indicator Businesses

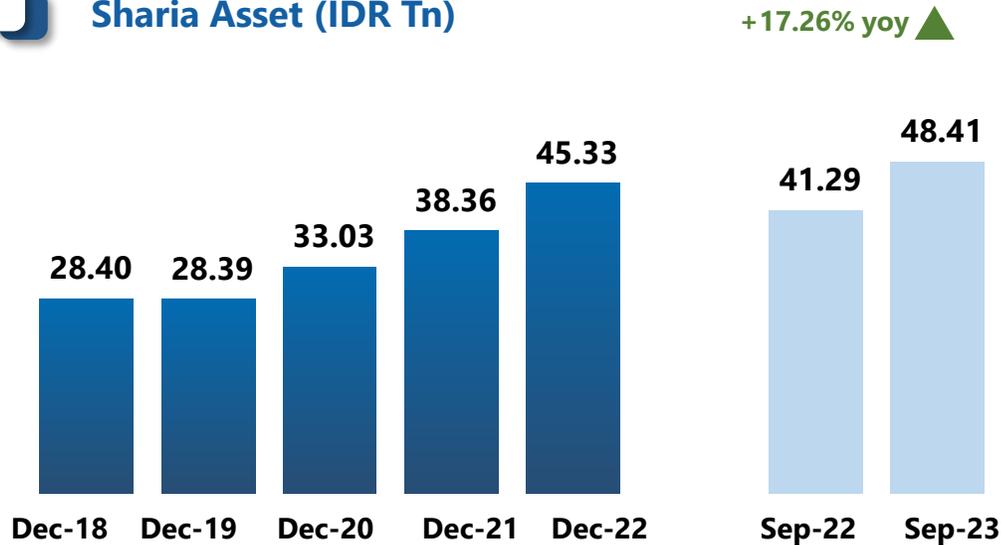
Sharia Net Profit (IDR Bn)



Sharia Financings (IDR Tn)



Sharia Asset (IDR Tn)



Sharia Total Deposits (IDR Tn)



Sharia Business : Financing & Deposits Composition

Financing Business Composition

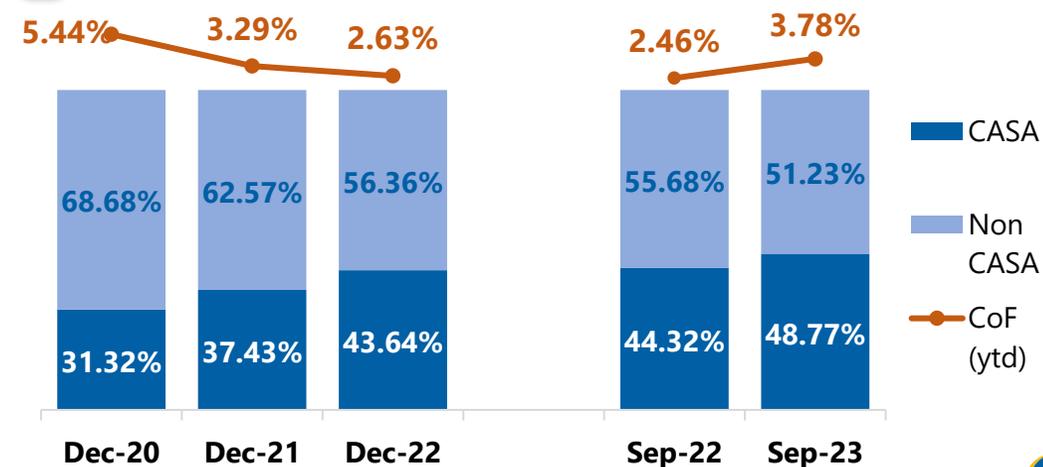
Financings Type (IDR Bn)	Dec-20		Dec-21		Dec-22	
	Outs	%	Outs	%	Outs	%
Housing Financing	24,305	96.98%	26,486	96.14%	30,812	97.43%
Subsidized Mortgage	13,590	54.23%	15,829	57.46%	19,039	60.21%
Non Subsidized Mortgage	8,363	33.37%	8,807	31.97%	9,948	31.46%
Other Housing Financing	72	0.29%	59	0.21%	48	0.15%
Construction Financing	2,280	9.10%	1,791	6.50%	1,776	5.62%
Non Housing Financing	757	3.02%	1,064	3.86%	812	2.57%
Consumer Financing	134	0.53%	118	0.43%	145	0.46%
Commercial Financing	623	2.49%	946	3.43%	667	2.11%
Total Financing	25,062	100.00%	27,550	100.00%	31,624	100.00%
Mortgage Financing	21,953	87.59%	24,636	89.42%	28,988	91.66%

Sep-22		Jun-23		Sep-23		QoQ	YoY
Outs	%	Outs	%	Outs	%		
29,485	97.16%	33,210	97.96%	35,087	98.03%	5.65%	19.00%
18,085	59.59%	20,652	60.92%	22,004	61.48%	6.55%	21.67%
9,638	31.76%	10,575	31.19%	11,114	31.05%	5.10%	15.32%
50	0.17%	40	0.12%	39	0.11%	-3.82%	-22.67%
1,712	5.64%	1,943	5.73%	1,930	5.39%	-0.66%	12.71%
863	2.84%	691	2.04%	705	1.97%	2.00%	-18.29%
140	0.46%	147	0.43%	154	0.43%	4.63%	9.82%
722	2.38%	544	1.60%	551	1.54%	1.29%	-23.75%
30,347	100.00%	33,901	100.00%	35,792	100.00%	5.58%	17.94%
27,722	91.35%	31,227	92.11%	33,118	92.53%	6.06%	19.46%

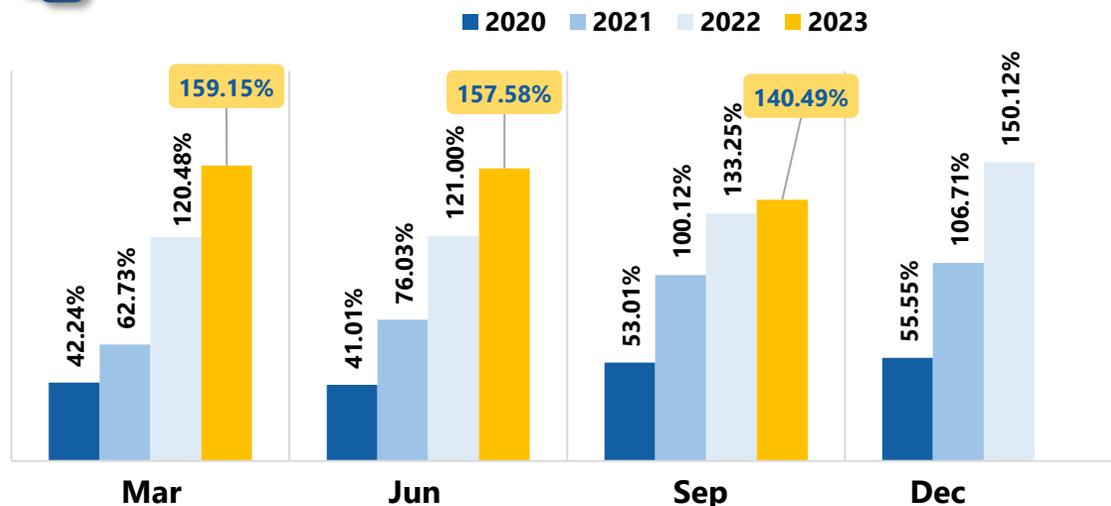
Deposits Composition

Deposits (IDR Bn)	Dec-20	Dec-21	Dec-22	Sep-22	Sep-23	YoY
	CASA	7,463	10,952	15,117	13,760	17,681
Current Account	3,444	5,830	9,104	8,099	11,557	42.70%
Savings Account	4,019	5,122	6,013	5,661	6,124	8.18%
Time Deposits	16,368	18,311	19,524	17,287	18,570	7.42%
Total	23,831	29,263	34,641	31,047	36,251	16.76%

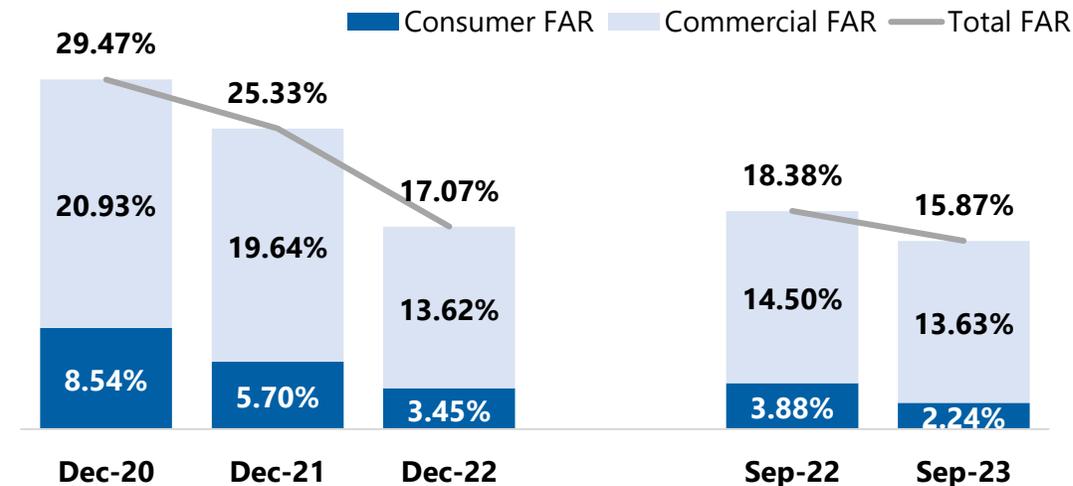
CASA Ratio (%)



Sharia Coverage



Sharia Financing at Risk



Sharia Special Mentioned Financing (SMF)

Financings Type	Dec-20	Dec-21	Dec-22	Sep-22	Sep-23
Housing Financing	7.12%	6.34%	6.73%	8.07%	7.97%
Subsidized Mortgage	7.18%	6.43%	7.06%	8.40%	8.65%
Non Subsidized Mortgage	6.41%	6.31%	6.99%	8.22%	7.87%
Other Housing Financing	8.23%	9.82%	8.88%	7.56%	13.19%
Construction Financing	9.26%	5.58%	1.63%	3.68%	0.72%
Non Housing Financing	4.62%	2.12%	0.02%	2.25%	1.37%
Consumer Financing	5.52%	6.13%	3.76%	4.84%	4.75%
Commercial Financing	4.18%	1.09%	0.04%	1.74%	0.43%
Total Financing	7.03%	6.16%	6.57%	7.90%	7.84%
Mortgage Financing	6.88%	6.39%	7.04%	8.34%	8.39%

Sharia Non Performing Financing (NPF)

Financings Type	Dec-20	Dec-21	Dec-22	Sep-22	Sep-23
Housing Financing	4.92%	3.85%	3.16%	3.47%	2.98%
Subsidized Mortgage	0.63%	0.53%	0.87%	0.92%	1.23%
Non Subsidized Mortgage	1.53%	1.41%	1.30%	1.50%	2.18%
Other Housing Financing	2.40%	2.14%	5.54%	6.49%	1.77%
Construction Financing	42.69%	45.08%	38.01%	41.39%	27.59%
Non Housing Financing	48.50%	14.77%	9.00%	8.37%	7.69%
Consumer Financing	8.29%	3.13%	4.68%	5.45%	3.74%
Commercial Financing	68.18%	17.77%	9.94%	8.93%	8.79%
Total Financing	6.53%	4.32%	3.31%	3.61%	3.07%
Mortgage Financing	0.98%	0.83%	1.02%	1.12%	1.55%

5 Year Financial Data



Financial Highlights (IDR Bn)	Full Year of				
	2018	2019	2020	2021	2022
Total Assets	306,436	311,777	361,208	371,868	402,148
Total Loan & Financing	238,298	255,825	260,114	274,835	298,282
Total Deposits	230,264	225,401	279,135	295,976	321,937
Net Profit	2,808	209	1,602	2,376	3,045
Equity	23,840	23,836	19,988	21,407	25,909
CAR (Tier 1)	15.97%	15.60%	13.64%	13.80%	16.13%
CAR (BI)	18.21%	17.32%	19.34%	19.14%	20.17%
N I M	4.32%	3.32%	3.06%	3.99%	4.40%
C I R	52.28%	58.08%	53.85%	48.18%	46.66%
ROE (Tier 1)	14.89%	1.00%	10.02%	13.64%	16.42%
ROA	1.34%	0.13%	0.69%	0.81%	1.02%
NPL (Gross)	2.81%	4.78%	4.37%	3.70%	3.38%
NPL (Nett)	1.83%	2.96%	2.06%	1.20%	1.32%
Coverage Ratio	49.24%	50.01%	115.02%	141.82%	155.65%
LDR	103.49%	113.50%	93.19%	92.86%	92.65%
LCR	108.99%	136.31%	256.32%	283.16%	238.50%

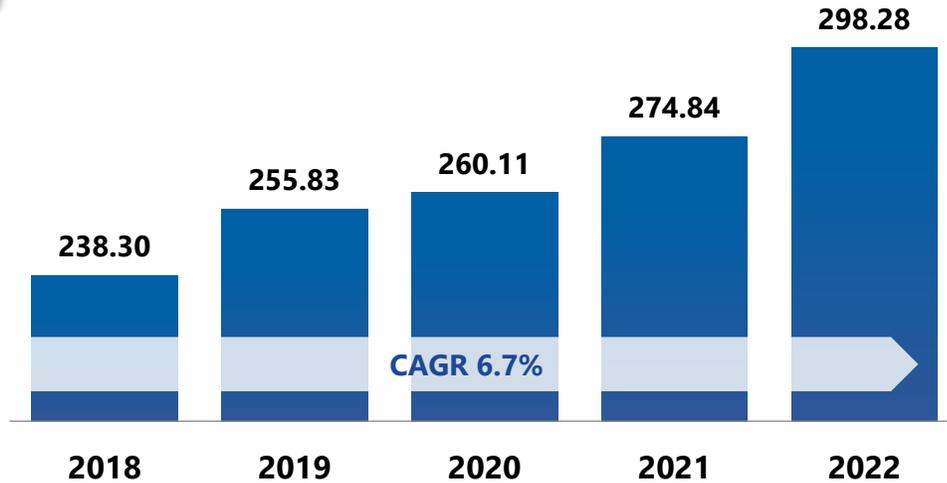
Balance Sheet

Balance Sheet Summary (IDR Bn)	Full Year of				
	2018	2019	2020	2021	2022
Total Earning Assets	266,356	284,338	335,630	331,979	360,379
Term Deposit with BI	11,204	6,134	11,583	5,550	4,578
Total Loan & Financing	238,298	255,825	260,114	274,835	298,282
Government Bond/Securities	15,021	18,628	59,494	48,313	53,688
Other Earning Assets	1,833	3,751	4,439	3,281	3,831
Provision on Earning Asset	(3,320)	(6,145)	(13,066)	(14,440)	(15,679)
Total Non Earning Assets	43,401	33,584	38,645	54,329	57,449
Total Assets	306,436	311,777	361,208	371,868	402,148
CASA	99,927	97,754	114,764	131,120	156,202
Current Account	58,049	52,117	72,045	79,199	114,007
Saving Account	41,877	45,638	42,719	51,922	42,195
Time Deposits	130,337	127,647	164,371	164,856	165,736
Third Party Deposits	230,264	225,401	279,135	295,976	321,937
Securities issued	17,036	19,784	15,810	12,372	8,652
Deposits from Other Banks	6,249	4,522	35	74	179
Repurchase Agreements	948	947	0	0	0
Borrowings	18,499	28,465	34,002	30,822	33,979
Non Interest Bearing Liabilities	9,599	8,823	12,238	11,218	11,491
Total Liabilities	282,596	287,941	341,221	350,462	376,239
Total Equity	23,840	23,836	19,988	21,407	25,909
Total Liabilities & Equity	306,436	311,777	361,208	371,868	402,148

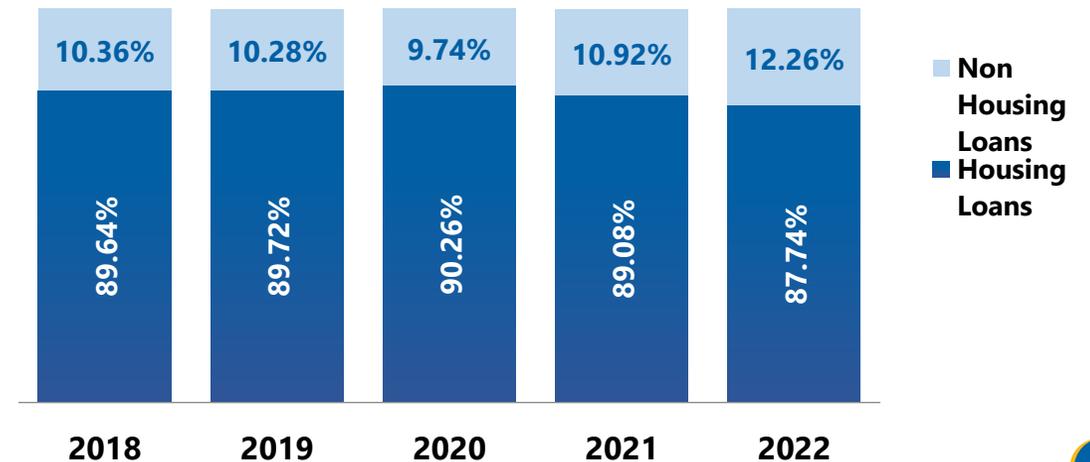
Loan Type (IDR Bn)	2018		2019		2020		2021		2022	
	Outs	% Shares								
Housing Loan	213,619	89.64%	229,522	89.72%	234,785	90.26%	244,823	89.08%	261,705	87.74%
Subsidized Mortgage	98,173	41.20%	111,130	43.44%	120,720	46.41%	130,683	47.55%	145,860	48.90%
Non Subsidized Mortgage	77,760	32.63%	80,649	31.52%	79,938	30.73%	83,251	30.29%	87,824	29.44%
Other Housing Loan	8,426	3.54%	8,032	3.14%	7,256	2.79%	6,976	2.54%	6,970	2.34%
Construction Loan	29,261	12.28%	29,711	11.61%	26,871	10.33%	23,914	8.70%	21,051	7.06%
Non Housing Loan	24,679	10.36%	26,303	10.28%	25,329	9.74%	30,012	10.92%	36,576	12.26%
Consumer Loan	5,695	2.39%	4,896	1.91%	5,119	1.97%	6,559	2.39%	7,010	2.35%
Commercial Loan	18,984	7.97%	9,032	3.53%	8,270	3.18%	9,512	3.46%	11,563	3.88%
Corporate Loan			12,375	4.84%	11,940	4.59%	13,942	5.07%	18,004	6.04%
Total Loan & Financing	238,298	100.00%	255,825	100.00%	260,114	100.00%	274,835	100.00%	298,282	100.00%

Note: Figures on graph and table include Sharia Financing

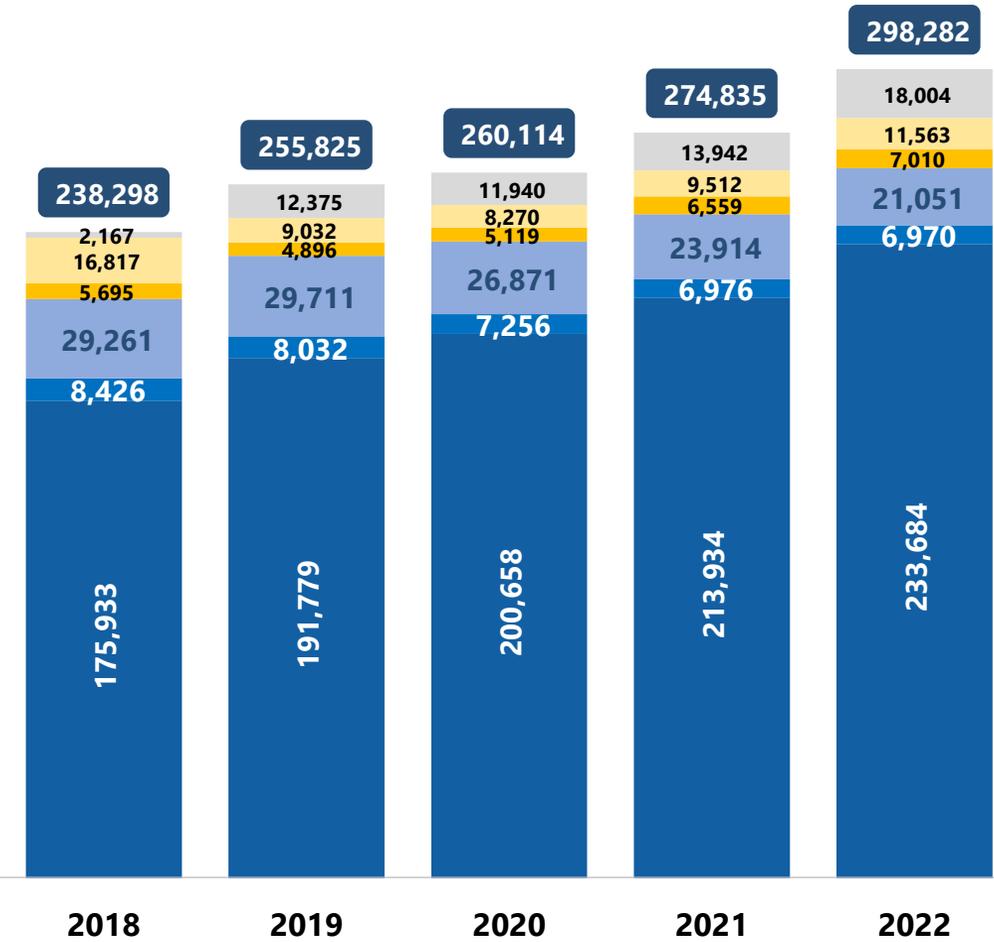
Gross Loan (IDR Bn)



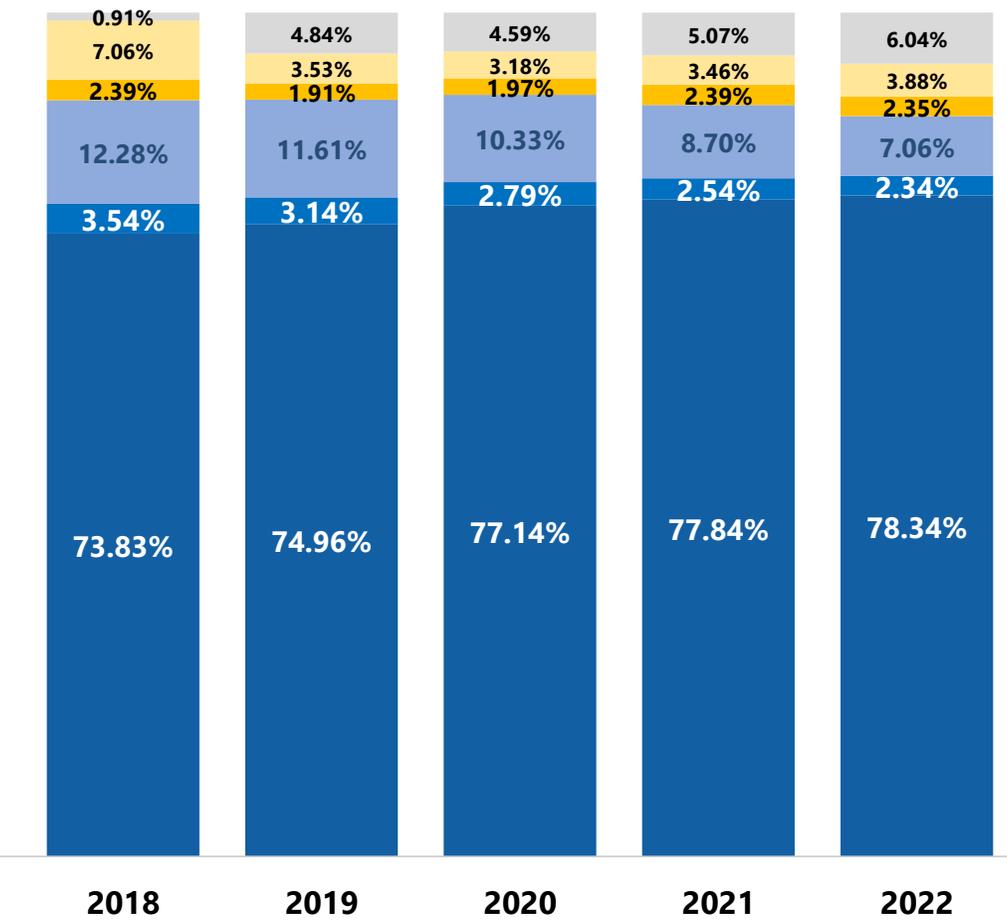
Composition by Business Segment



Loan Outstanding by Segment (IDR Bn)

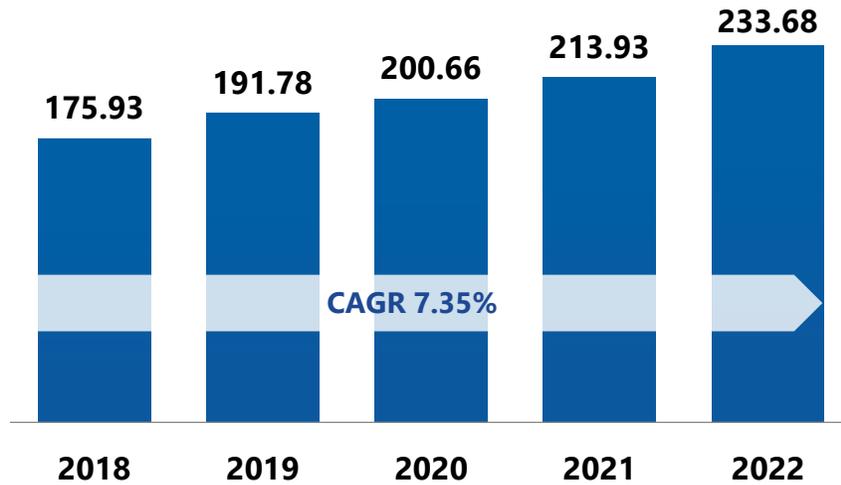


Loan Composition by Segment

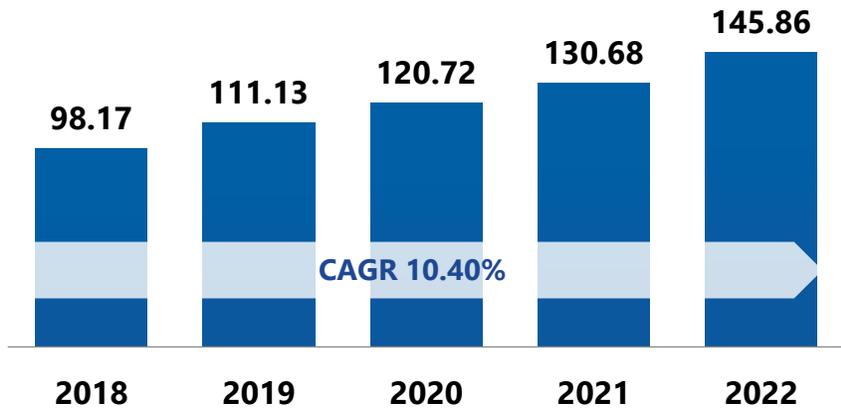


- Mortgage
- Other Housing Loan
- Construction Loan
- Consumer Loan
- Commercial Loan
- Corporate Loan

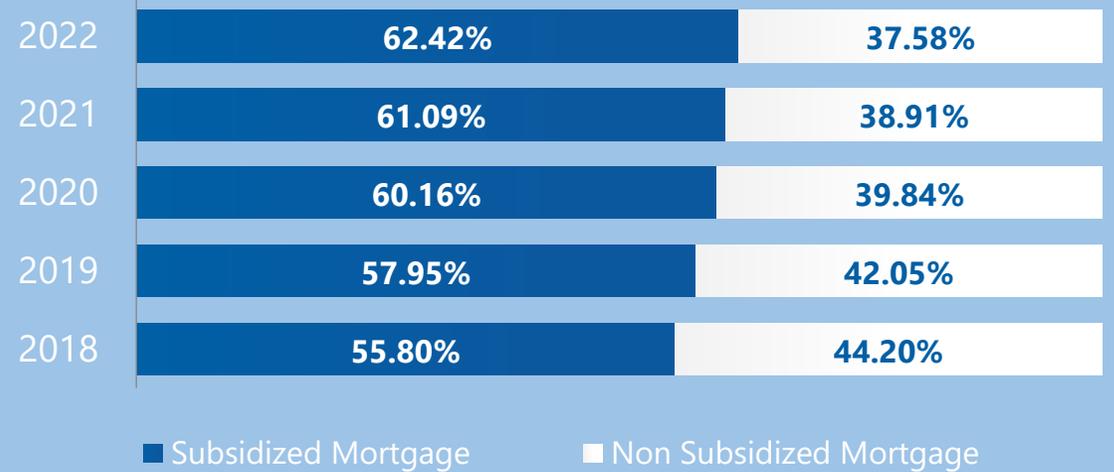
Total Mortgages (IDR Tn)



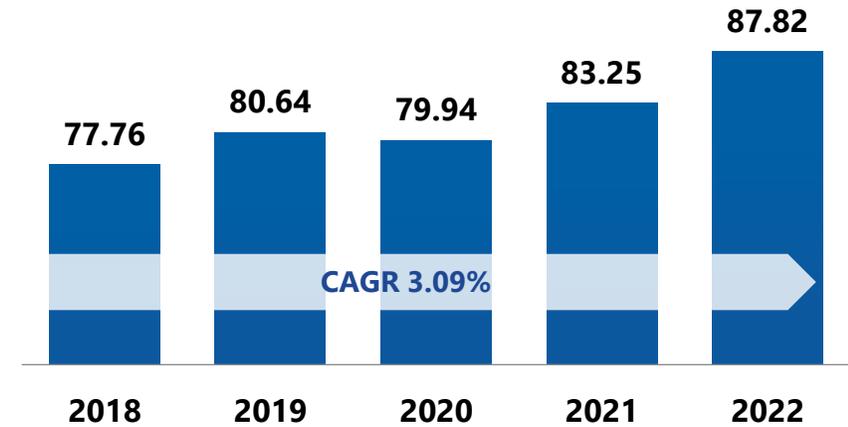
Subsidized Mortgages (IDR Tn)



Mortgages (%)

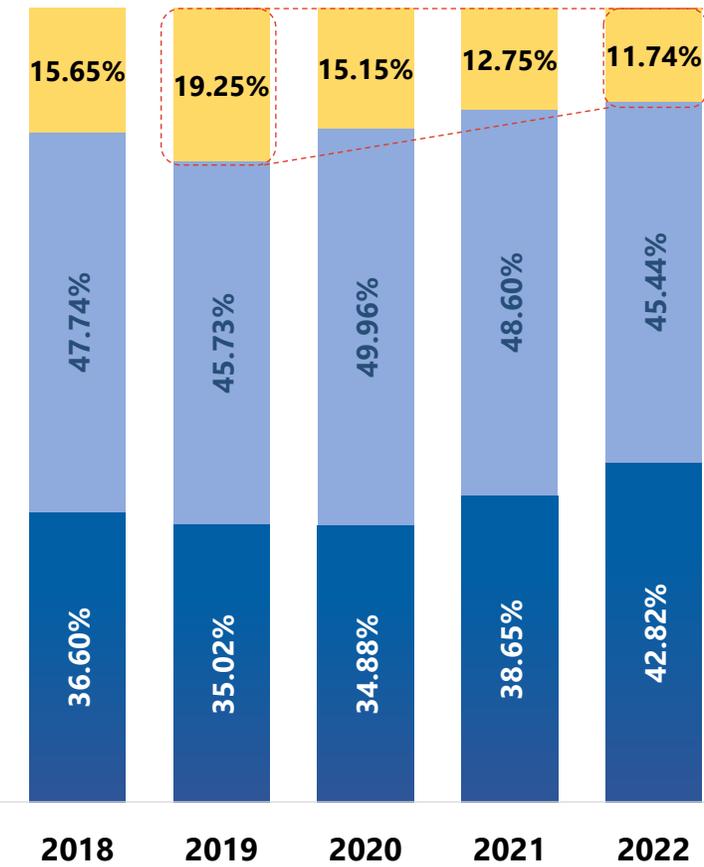


Non - Subsidized Mortgages (IDR Tn)

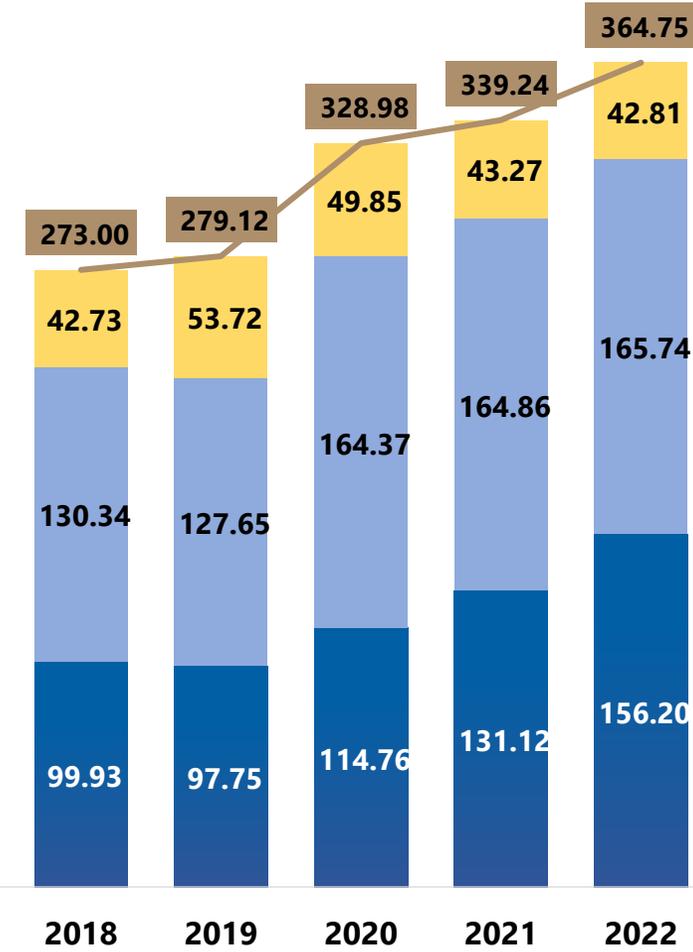


Total Funding

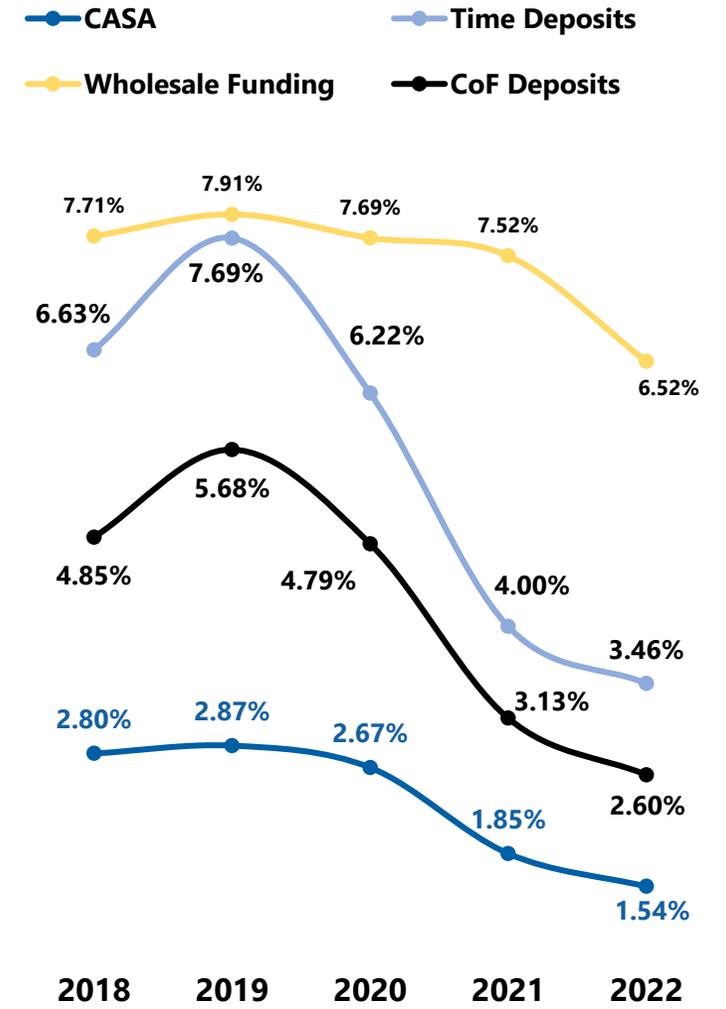
Total Funding Composition (%)



Funding Composition (IDR Tn)



Total Cost of Fund

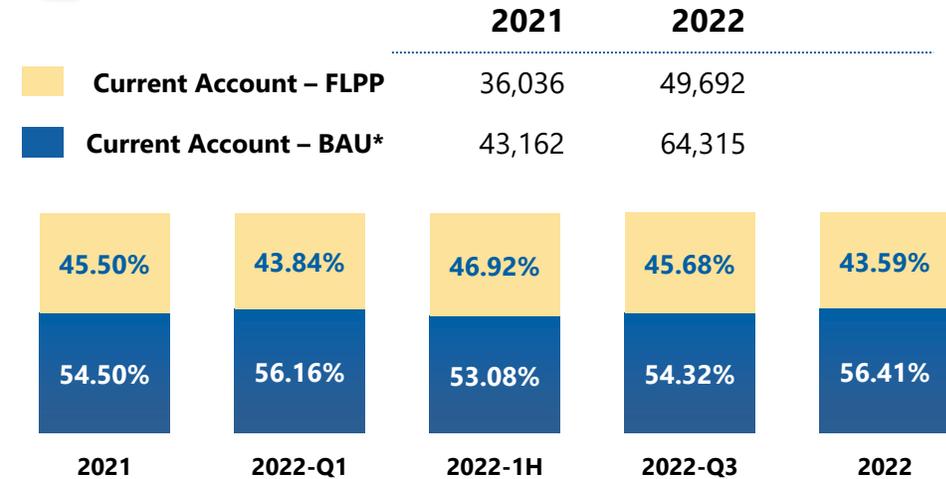


■ CASA
 ■ Term Deposits
 ■ Wholesale Funding
 ■ Total Funding

Deposits Mix (IDR Bn)

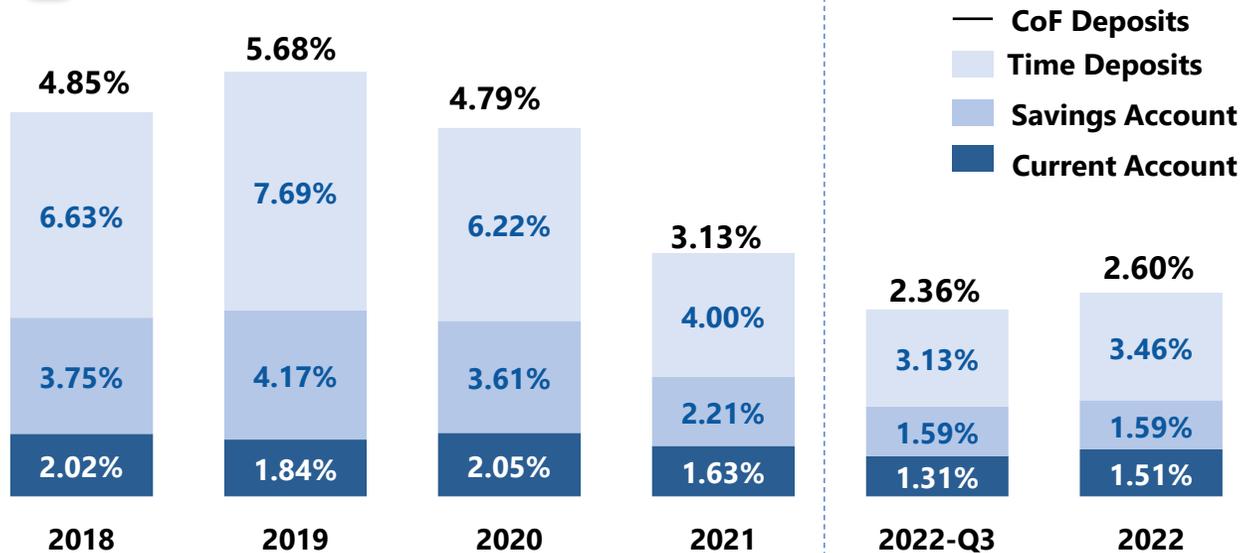
Deposits (IDR Bn)	2018	2019	2020	2021	2022	YoY
CASA	99,927	97,754	114,764	131,120	156,200	19.13%
Current Account	58,049	52,116	72,045	79,198	114,007	43.95%
Savings Account	41,877	45,638	42,719	51,922	42,195	-18.73%
Time Deposits	130,337	127,647	164,371	164,856	165,736	0.53%
Total	230,264	225,401	279,135	295,976	321,937	8.77%

Current Account Improvement (IDR Bn)



*BAU : Business As usual

Cost of Fund (CoF) Deposits Trend



CASA - TD Composition (%)



PL Summary (IDR Bn)	2018	2019	2020	2021	2022
Interest Income	22,839	25,678	25,167	25,828	25,888
Interest Expense	(12,634)	(16,600)	(16,045)	(12,626)	(10,740)
Net Interest Income	10,205	9,078	9,122	13,201	15,148
Other Operating Income	2,085	2,113	2,515	2,488	2,234
Other Operating Expense (Exclude Provision)	(6,982)	(7,269)	(7,053)	(9,025)	(9,406)
Pre Provision Operating Profit (PPOP)	5,350	3,922	4,584	6,664	7,975
Provision	(1,714)	(3,487)	(2,262)	(3,628)	(4,041)
Profit From Operations	3,635	436	2,322	3,036	3,934
Non Operating Income (Expense)	(25)	(25)	(51)	(43)	(59)
Profit Before Tax	3,610	411	2,271	2,993	3,876
Net Profit	2,808	209	1,602	2,376	3,045
Earning per Share	265	20	151	224	236*

Interest Income

Interest Income (IDR Bn)	2018	2019	2020	2021	2022
Placement with Bank Indonesia	145	199	374	459	321
Placement with other bank	35	27	12	71	10
Securities	853	989	1,683	2,577	2,253
Loan	19,852	22,203	21,173	20,615	20,956
Others	-	-	3	19	61
Income from Syariah	1,95	2,261	1,922	2,087	2,286
Total	22,839	25,678	25,167	25,828	25,888

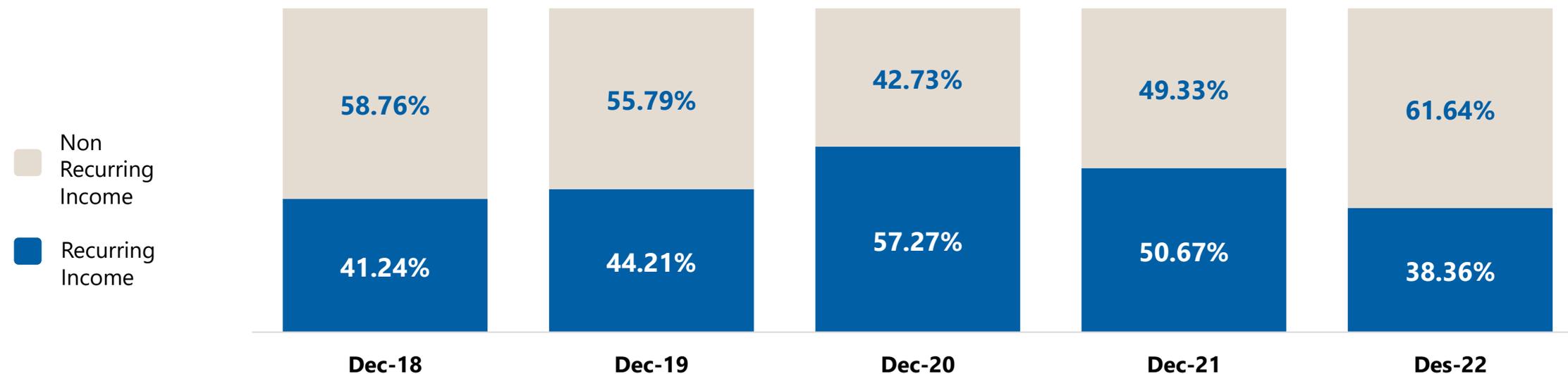
Interest Expense

Interest Expense (IDR Bn)	2018	2019	2020	2021	2022
Bank Indonesia	-	-	-	-	-
Deposits from Other Banks	459	508	195	52	135
Deposits from Non Banks	9,498	12,679	11,755	9,135	7,918
Securities Issued	1,556	1,652	1,552	1,261	880
Fund Borrowings	1,026	1,689	2,518	2,176	1,801
Others	94	73	25	1	7
Total	12,634	16,600	16,045	12,626	10,740

Profit and Loss Composition (2/3)

Operating Income

Other Operating Income (IDR Bn)	2018	2019	2020	2021	2022
Non Recurring Income	860	934	1,440	1,261	857
Treasury Transaction	498	646	770	895	154
Recovery	131	113	161	249	371
Others	231	175	509	116	331
Recurring Income	1,225	1,179	1,075	1,227	1,377
Loan Related Transaction	310	284	220	273	363
Deposits & Banking Service Related	819	818	792	895	935
Sharia Related Transaction	97	78	63	60	79
Total	2,085	2,114	2,515	2,488	2,233



Other Operating Expense (exclude Provisions)

Other Operating Expense (IDR Bn) Excluding Provision	2018	2019	2020	2021	2022
Salaries & Employee Benefit	2,474	2,435	2,560	2,953	3,311
General Administration	877	875	886	1,530	1,048
Others	395	483	487	911	939
Rent, Service & Maintenance	849	966	778	806	913
Depreciation	264	314	526	556	629
Promotion	597	455	268	340	470
Collector Fees & Consultant	932	1,036	979	1,053	1,069
Insurance Premium	421	489	496	642	621
Training	138	96	42	51	88
Research & Development	14	16	8	6	6
Other Taxes	10	12	13	13	12
Gain	11	92	9	11	500
Marked to Market	0	0	-	154	10
Total	6,982	7,269	7,053	9,025	9,406

Investment Proposition

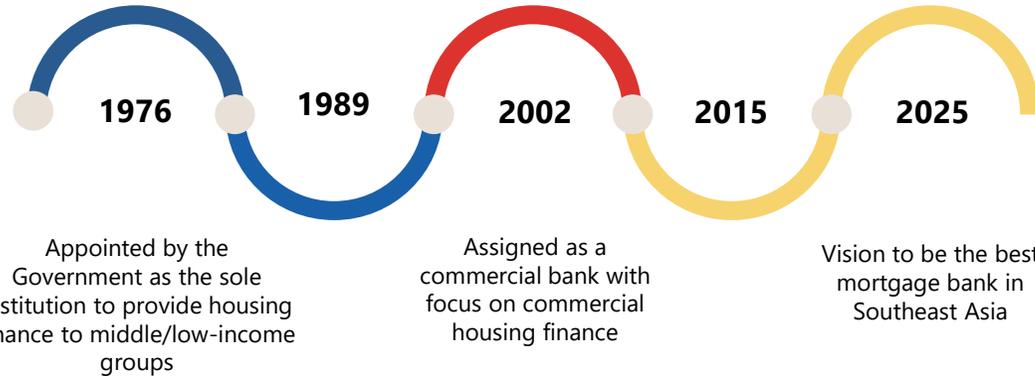


BTN Provides End-to-End Mortgage Business to Fulfill National Housing Needs

BTN at glance

Started operating as a commercial bank and issued the first corporate bond

Become an anchor bank to support one million houses program



BTN's Competitive Advantage in the Mortgage Sector

47 years of contribution to the housing sector

~ 5 million units of mortgages have been extended by BTN since 1976

~ 90% of BTN's portfolio is in housing loans

Market leader and contributor to the economy

~83% market share of the national Subsidized Mortgages

Driving 174 economic sub sectors through housing business.

Wide range of stakeholder coverage

>5000 developer partners most are subsidized residential developers

>3000 notary offices have collaborated with BTN in mortgages disbursement

Beyond Mortgage Business Initiatives

- Expanding to high-yield segments in housing-related sectors
- Wholesale transaction system enhancement to capture institutional customers

Innovative and unique mortgage products

KPR BTN Rent to Own

A combined scheme between monthly rent payment and savings allocation for future house purchases

KPR BTN Gaess

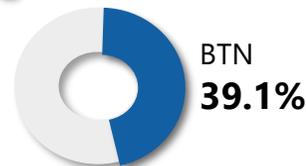
A mortgage product for the millennial generation with customized payment structure

Extensive digital mortgage ecosystem

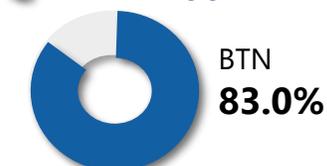
- BTN Properti
- Rumah Murah BTN
- BTN Properti for Developer
- BTN Smart Residence
- BTN Mobile

Market leader in the mortgage sector

Total Mortgage



Subsidized Mortgage



Supportive government program towards housing sector

Continuous increase in the allocated subsidized housing budget provided by the government towards BTN.

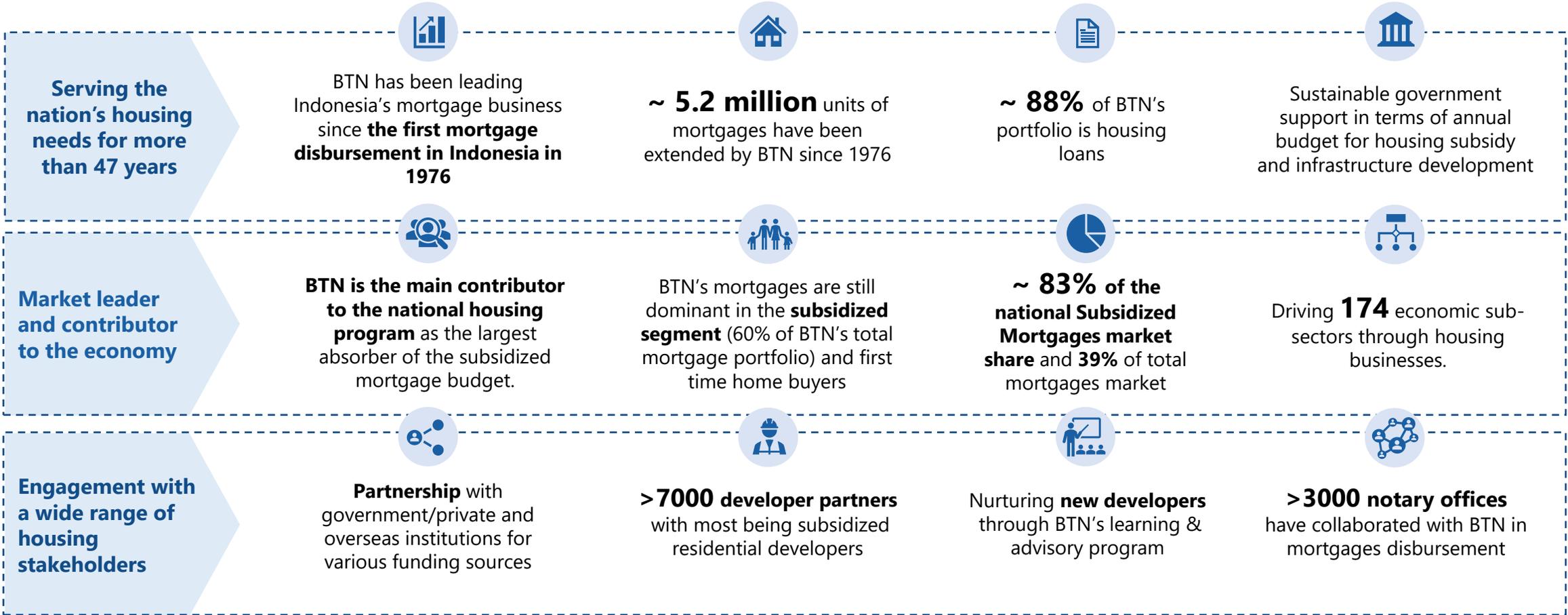
BTN's Competitive Advantages as a Commercial Bank

3.0% mortgage to GDP ratio, well below neighboring ASEAN countries

12.7 Mio current housing needs in Indonesia

1.8 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



2025 Aspirations



Best Mortgage Bank in South East Asia

Achieving the highest profitability and housing-linked asset growth among peers



A Double low-cost funding

Transforming channel capabilities to become the transactional bank and growing FBI



B 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



C 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



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

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



E 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

Ongoing progress to become “The Best Mortgage Bank in Southeast Asia in 2025”



Main Goals	 Objective in 2025	 Progress and Achievement in 9M23
 Double low-cost funding	<ul style="list-style-type: none"> Transforming e-channel capabilities to become the transactional bank for 3Mn lending customers Increasing fee-based income portion to 12% Expanding non-traditional new funding sources 	<ul style="list-style-type: none"> Introducing New BTN Mobile with over than 2.5 million users which have 4.1 times higher savings balance than non users. Implementing branch optimization to focus on low-cost deposits sales. Fee-based income portion reached 10.52% in 9M23.
 Democratize Housing	<ul style="list-style-type: none"> Financing 1Mn subsidized homes for mass segment Building new channels for emerging affluent segment 	<ul style="list-style-type: none"> Inauguration of 3 Consumer Sales Center (BSD, Kelapa Gading and Surabaya) to tap emerging affluent segment Average disbursement of emerging affluent mortgage reached IDR100 Bn a month.
 Build one-stop financial solution for housing-related businesses	<ul style="list-style-type: none"> Provide lending and investment solutions to triple non-mortgage portfolio to IDR 150Tn Double product holdings of emerging affluent segment to 2.2 products 	<ul style="list-style-type: none"> Deepening transaction banking ecosystem and provide supply chain financing with business savings solutions Elevating consumer products (BTN Investa, BTN Solusi, Wealth Management) to support cross-selling and upselling strategy
 Become a digital innovator and home of best talents	<ul style="list-style-type: none"> Digitizing Process to build efficient operations (CIR <50%) Develop top-notch talents 	<ul style="list-style-type: none"> Developing digital channels and improve procurement strategy, as a result, CIR recorded below 50% at 46.65% in 9M23 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"> Revisiting collection strategy by implementing dedicated Unit to handle early bucket of consumer loan (Day Past Due up to 30 days) and asset sales units Gradual improvement in loan booking in line with better early payment default rate

Appendix



Current BTN Ratings From Various Rating Agencies

FitchRatings

As of November 2023

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

MOODY'S

As of December 2022

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 June 2023

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

Newly 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 Sep 2023

PEFINDO i-Grade
 LQ45
 IDX BUMN20
 IDX30
 IDX80
 IDX Small-Mid Cap (IDX SMC) Composite
 IDX Small-Mid Cap (IDX SMC) Liquid
 Kompas100
 Infobank15
 IDX ESG Leaders
 MSCI Indonesia Small Cap
 ESG Sector Leaders IDX Kehati
 ESG Quality 45 IDX Kehati
 IDX Value30
 Investor33
 IDXFİNANCE
 SRI-KEHATI
 Tempo – IDX Financials52

Regional I (West Java)

Regional Office	1
Branch Offices	15
Sub-Branch Offices	123
Functional Offices	0
Sharia Branch Offices	6
Sharia Sub-Branch Offices	15
Sharia Cash Offices	0
Sharia Payment Points	1
Priority Outlets	9
ATM & CRM	517

Regional II (Jakarta Area)

Regional Office	1
Branch Offices	13
Sub-Branch Offices	133
Functional Offices	0
Sharia Branch Offices	4
Sharia Sub-Branch Offices	10
Sharia Cash Offices	0
Sharia Payment Points	1
Priority Outlets	17
ATM	483

Regional III (East Java)

Regional Office	1
Branch Offices	15
Sub-Branch Offices	83
Functional Offices	0
Sharia Branch Offices	3
Sharia Sub-Branch Offices	12
Sharia Cash Offices	1
Sharia Payment Points	1
Priority Outlets	8
ATM	334

Regional IV (Sumatera)

Regional Office	1
Branch Offices	11
Sub-Branch Offices	75
Functional Offices	1
Sharia Branch Offices	9
Sharia Sub-Branch Offices	14
Sharia Cash Offices	3
Sharia Payment Points	0
Priority Outlets	8
ATM	293

Regional V (Sulawesi)

Regional Office	1
Branch Offices	18
Sub-Branch Offices	69
Functional Offices	0
Sharia Branch Offices	4
Sharia Sub-Branch Offices	6
Sharia Cash Offices	0
Sharia Payment Points	2
Priority Outlets	10
ATM	284

Regional VI (Central Java & DIY)

Regional Office	1
Branch Offices	8
Sub-Branch Offices	56
Functional Offices	2
Sharia Branch Offices	4
Sharia Sub-Branch Offices	12
Sharia Cash Offices	1
Sharia Payment Points	1
Priority Outlets	5
ATM	206

National	
Regional Office	6
Branch Offices	80
Sub-Branch Offices	537
Functional Offices	3
Sharia Branch Offices	30
Sharia Sub-Branch Offices	69
Sharia Cash Offices	5
Sharia Payment Points	6
Outlets	736
Priority Outlets	57
ATM	2,117



Board of Commissioners



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 Perneringkat Efek Indonesia



Armand B. Arief
Independent Commissioner

Served as Commissioner and Senior Consultant of Dunamis Organization Services, Independent Commissioner at PT Bank Royal Indonesia and President Director at PT Bank UOB Buana.



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 Directorate General of Treasury, Ministry of Finance and Commissioner at PT Sarana Multi Infrastruktur.



Herry Trisaputra Zuna
Commissioner

Currently serving as Directorate General of Public Works and Housing Infrastructure Financing, Ministry of Public Works and Housing.



Himawan Arief Sugoto
Commissioner

Previously served as President Director of Perumnas



Mohamad Yusuf Permana
Commissioner

Previously served as Commissioner at PT Pelindo Multi Terminal and Commissioner at PT Pelabuhan Indonesia I (Persero)



Ahdi Jumhari Luddin*
Commissioner

Served as President Commissioner of PT BRI Agroniaga Tbk, Independent Commissioner of PT Bank DKI and Managing Director at PT Bank Negara Indonesia (Persero) Tbk.

*) Passed away



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
Vice President Director

Served as Vice President Director at Perum Perumnas



Hirwandi Gafar
Director of Consumer

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



Jasmin
Director of Distribution & Funding

Served as SEVP of Consumer & Transaction and Regional CEO IV/JKT 2 at PT Bank Mandiri (Persero) Tbk



Nofry Rony Poetra
Director of Finance

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



Eko Waluyo
Director of Human Capital, Compliance, and Legal

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



Andi Nirwoto
Director of IT & Digital

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 of Assets Management

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



Setiyo Wibowo
Director of Risk Management

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



Hakim Putratama
Director of Institutional Banking

Served as Head of International and Transaction Banking at PT Bank Pembangunan Daerah Jawa Barat & Banten Tbk

BTN Shares Information

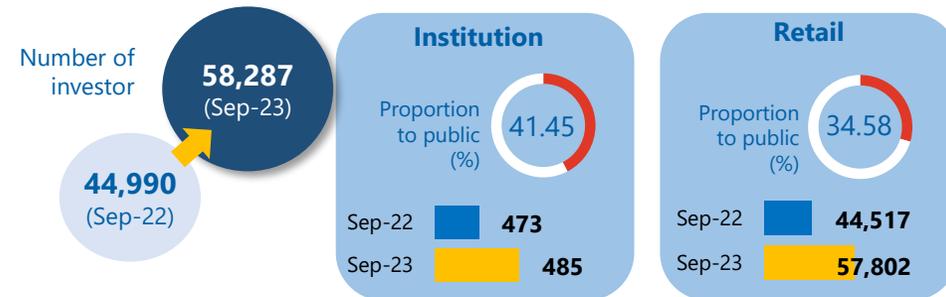
BBTN Price Movement



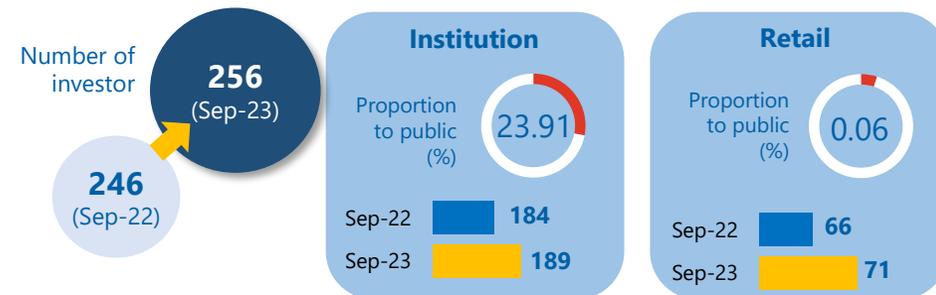
Bank BTN Investor Profile

BBTN stock investors increased by **29% yoy**, driven by an increase in Retail Investors, indicating new investors interest in BBTN shares.

Local Investor



Foreign Investor



BBTN Stock Performance Indicator



BTN Achievement

With sustainable performance improvements, BTN received various awards and appreciations



Governance Implementation



Indonesia Excellence GCG Awards 2023
Indonesia Excellence Good Corporate Governance Ethics in Providing End-to-End Mortgage Solutions



Corporate Governance Perception Index (CGPI) survey 2022
"Most Trusted Company"



11th Anugerah BUMN 2022
Terbaik II, Kategori Tata Kelola Perusahaan CGC Perusahaan Tbk

Mortgage Top Brand



Indonesia's Home Grown Consumer Brands Award 2023
In Home Category



Syariah Insight 2023 - Top Sharia Business Unit
in KBMI 3 Category



The Best Mortgage Loan Conventional Bank (KBMI) 3

Sustainability Performance



Best Asia's Transformation Bank 2022



Indonesia TOP Financial Industry Executives 2022
Nixon L.P. Napitupulu
The Best Transformation Leader



TOP BUMN Award 2022
The Best State Owned Enterprise in 2022 by Bisnis Indonesia

Digital Bank



Digital Brand Award 2023
The Best Sharia Business Unit - Conventional Bank



Digital Technology & Innovation Award 2022
The Best IT Human Capital Development



Digital Innovation Award 2022

The Most Innovation Conventional Bank for The Integration of Digital Product and Services

Thank You

Investor Relations

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