



# FY25 Results Presentation

PT Bank Tabungan Negara (Persero) Tbk.

Jakarta, 9 February 2026

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**Material Presentation**



**Annual Report**

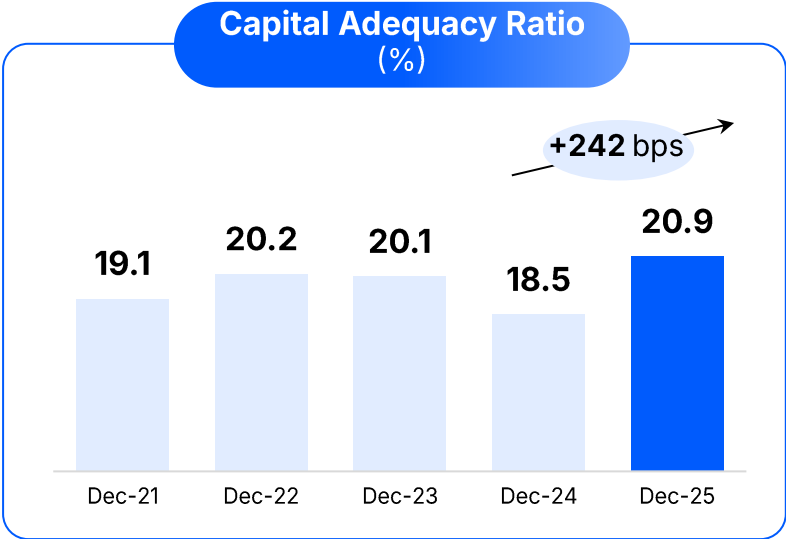
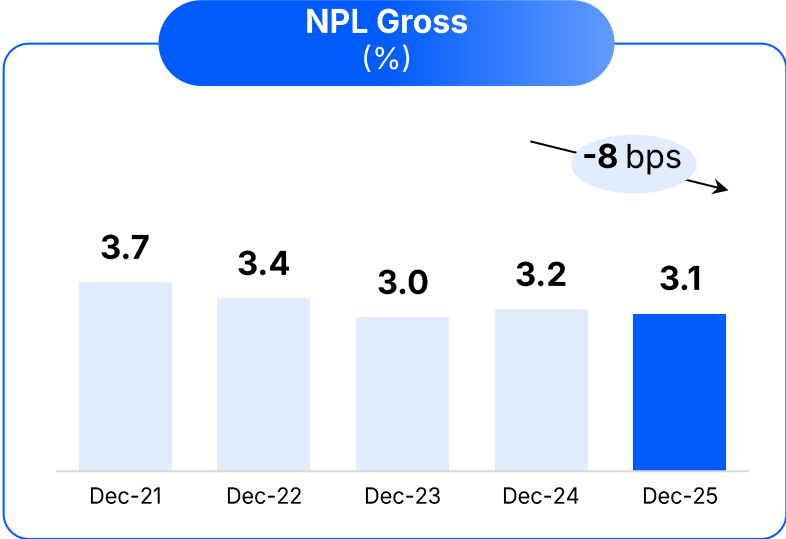
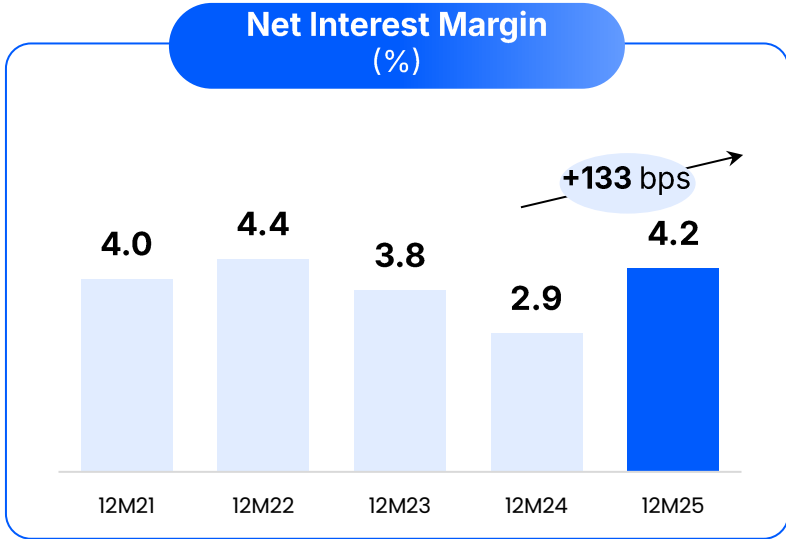
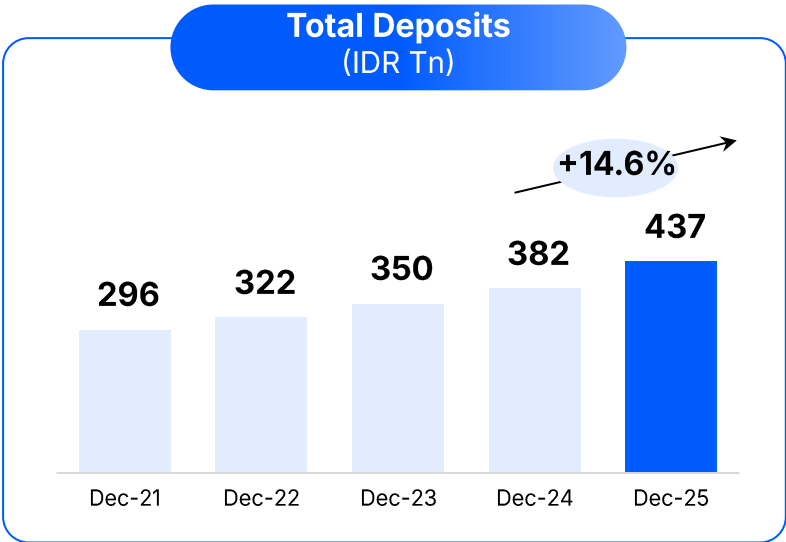
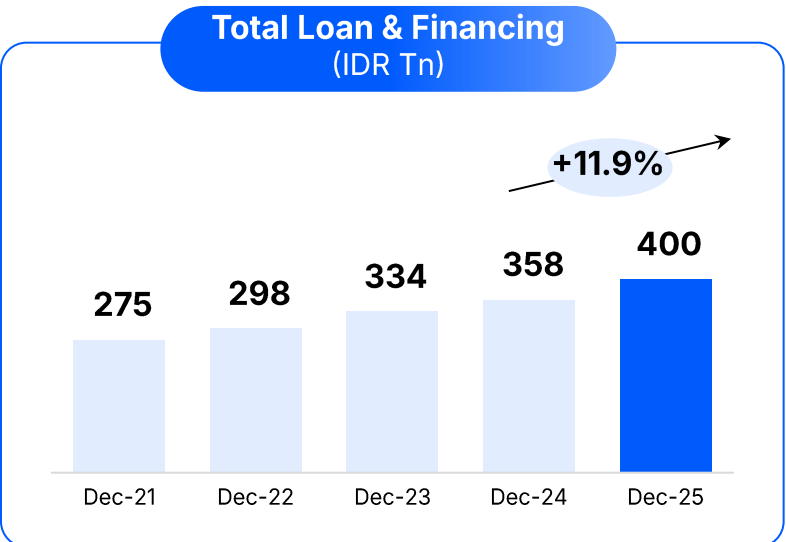
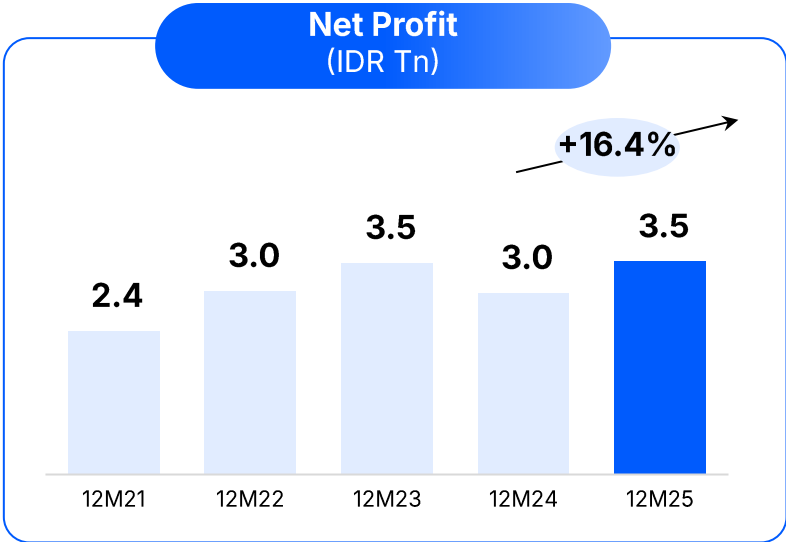


**Sustainability Report**

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# BTN's Overview : 2021 – 2025 Performance

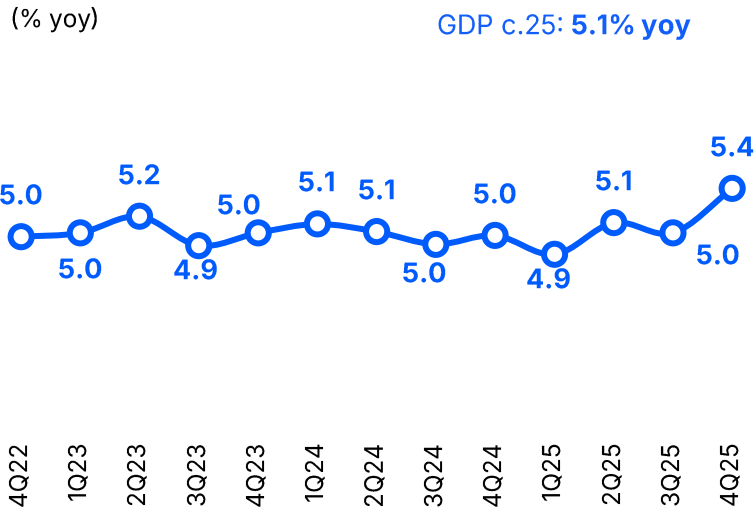


# **Macroeconomics & Management Highlights**

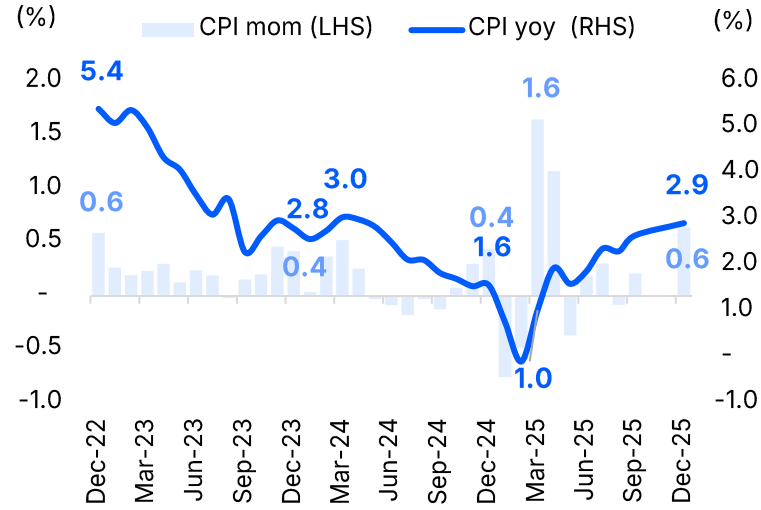


# Macroeconomic Highlights

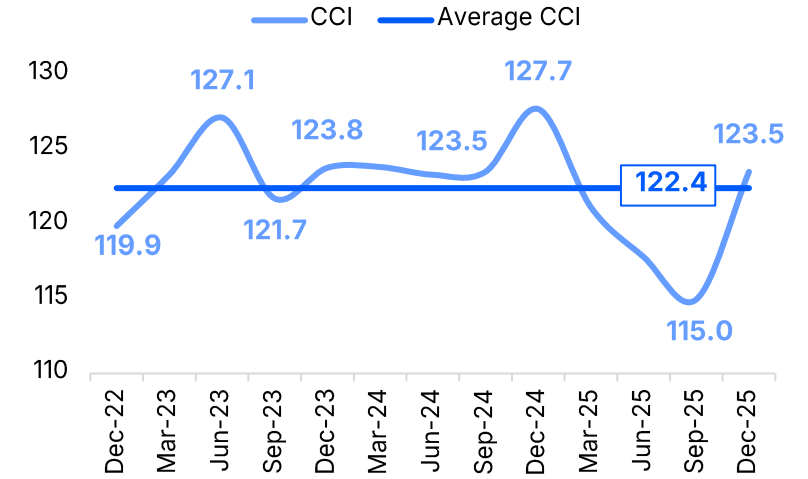
## Indonesia's GDP Remains Resilient..



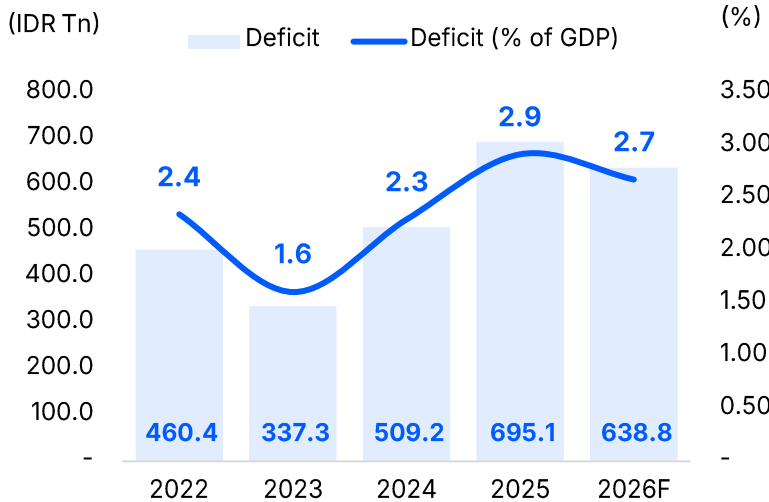
## ...with Inflation Rate Stays on Target



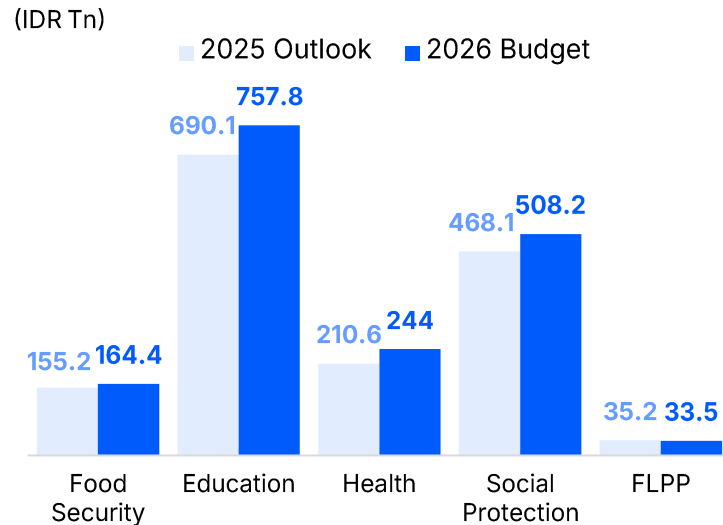
## Rebound on Consumer Confidence Index



## Deficit Remains Under Control below Threshold..



## .. Targeted 8 Economic's Priority

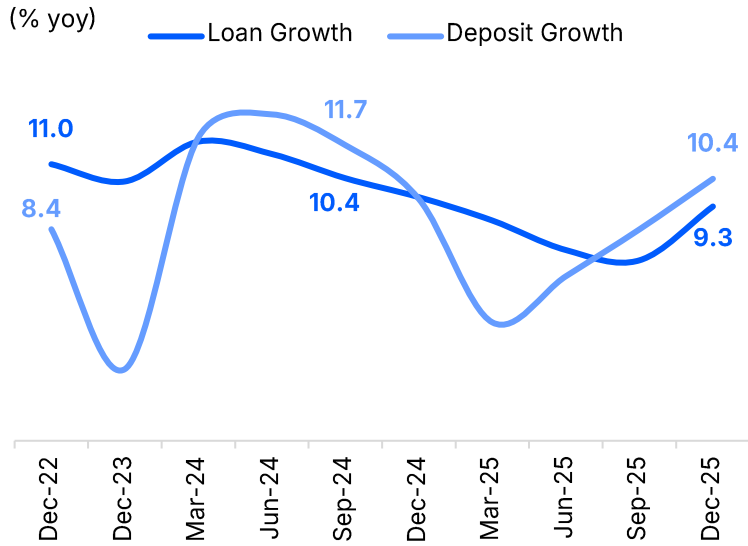


## Key Takeaways

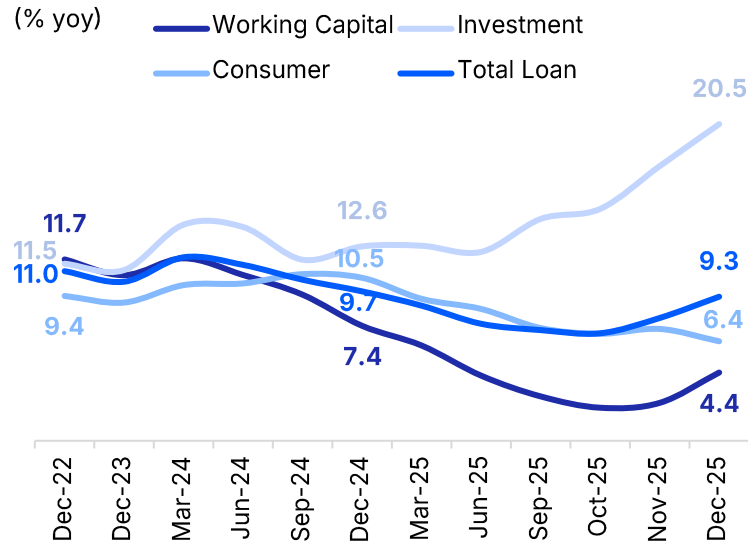
- In 4Q25, **GDP recorded at ~5.4%** level driven by **5.1% yoy growth from household consumption**.
- Inflation reached **2.9% yoy** in December 2025 and **expected to pick-up in 1Q26 due to a low based effect** from discount on electricity tariff in 1Q25.
- The Consumer Confidence Index (CCI) rose to **123.5 in Dec-25**, exceeding its 4 years average, signaling recovery towards 2026.
- Indonesia's 2026 fiscal policy remains on the expansionary mode, with a **2.7%** projected deficit of GDP, still below the **3% legal threshold**. The government **continues to support the housing sector** through both fiscal and monetary incentives.

# Banking Sector Highlights

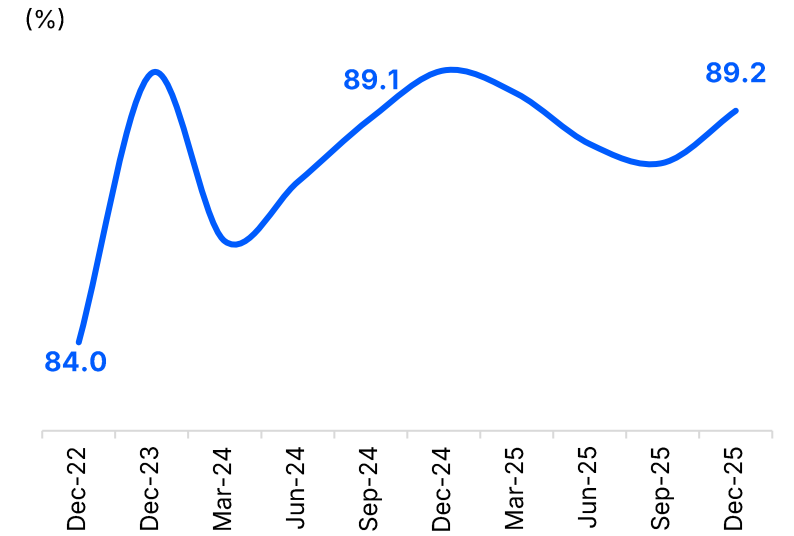
## Loan Growth Recovered by the End of 2025...



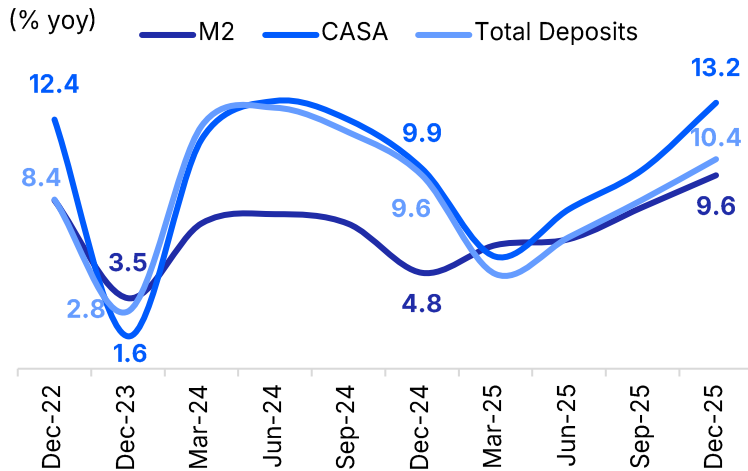
## ... Supported by Investment Loan



## Lead to higher Loan to Deposit Ratio



## Higher CASA Growth Should Help Funding Costs Ahead

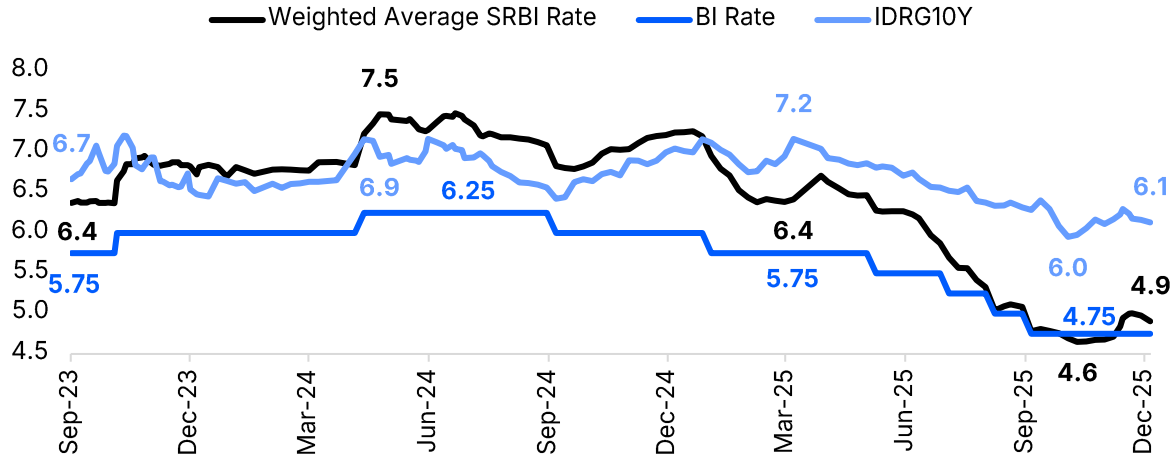


## Key Takeaways

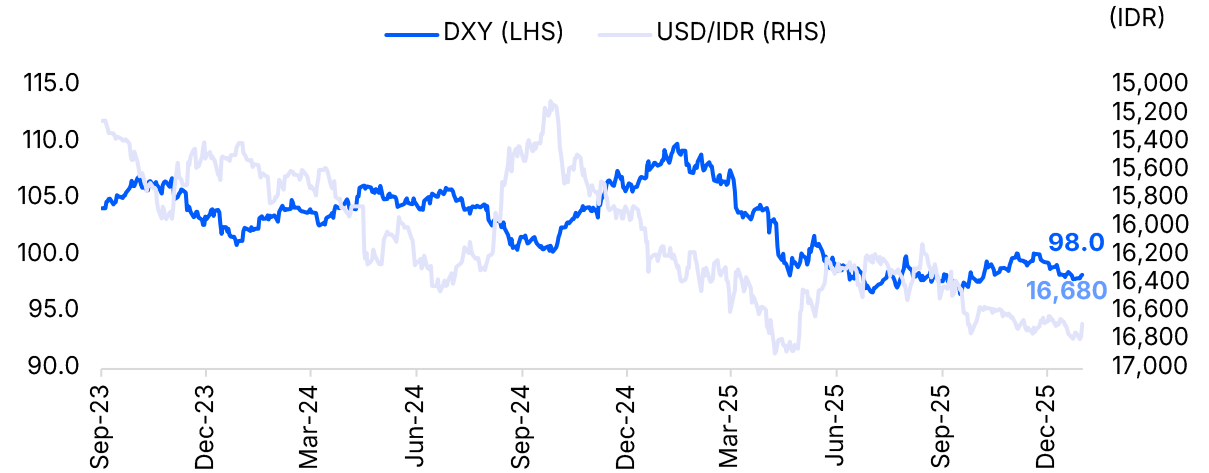
- Deposit growth continues to outpace loan growth, **reaching 10.4% yoy in December 2025**, signaling ample liquidity in 2026.
- Loan growth saw a slight improvement to 9.3% yoy**, driven by a rebound across all segments. Nevertheless, **consumer loan remained relatively soft** at 6.4% yoy, while **investment loan surged** by 20.5% yoy in 2025.
- As a result, **loan to deposit ratio increased to 89.2%** in December 2025.
- Broad money (M2) grew by 9.6% yoy** in December 2025, while CASA and total deposits grew by 13.2% yoy and 10.4% yoy respectively, **indicating adequate system liquidity**.

# Liquidity Highlights

## SRBI yields softens, reflecting liquidity improvement

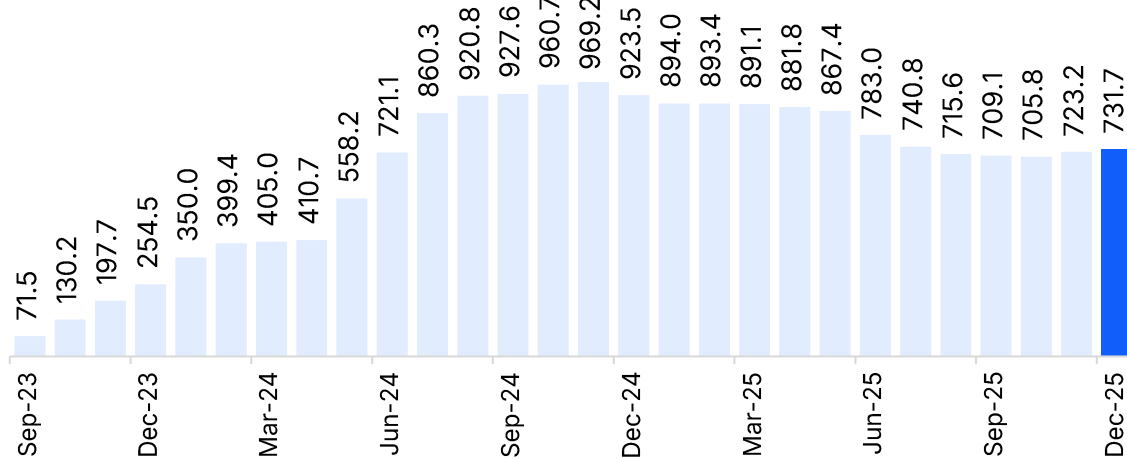


## DXY vs IDR



## SRBI outstanding rebounds yet remains below peak level

(IDR Tn)

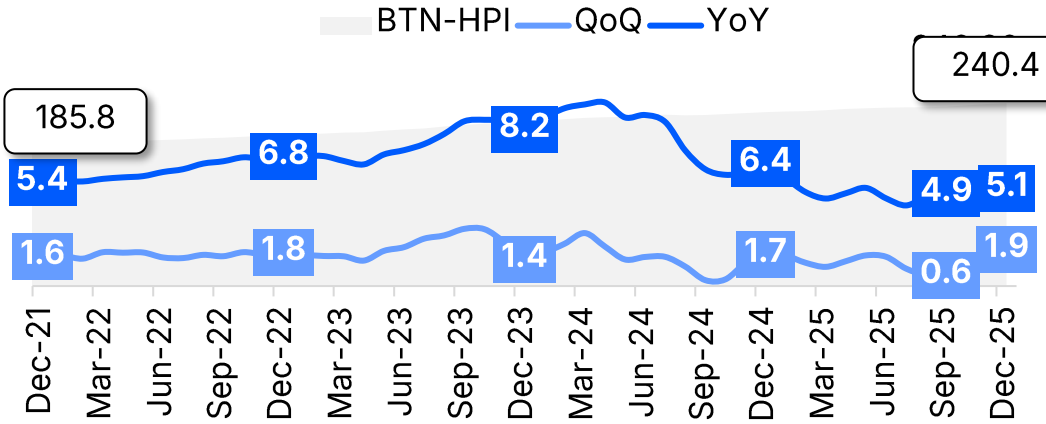


## Key Takeaways

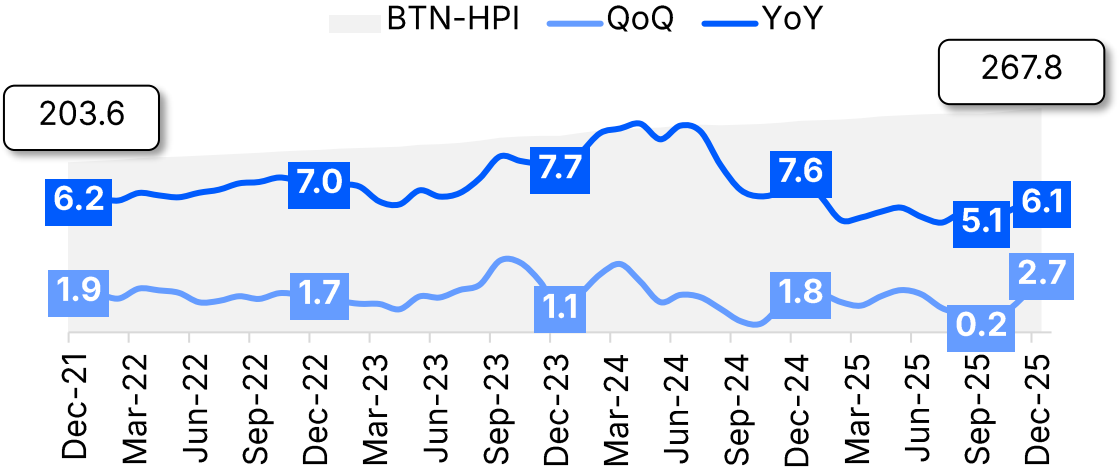
- **SRBI rate showed a downward trend reaching 4.9%** by the end of 2025, reflecting lower liquidity cost.
- **SRBI's outstanding stood at IDR 731.7 Tn as of Dec-25**, indicating liquidity being reabsorbed back from the system, yet still below its peak outstanding at IDR 969.2 Tn in Nov-24).
- **Bank Indonesia maintained the BI Rate at 4.75%** in Dec-25 (vs 6.00% in Jan-25).
- Throughout 2025, DXY weakened, while **Rupiah was maintained at IDR 16,680** by the end of 2025.

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

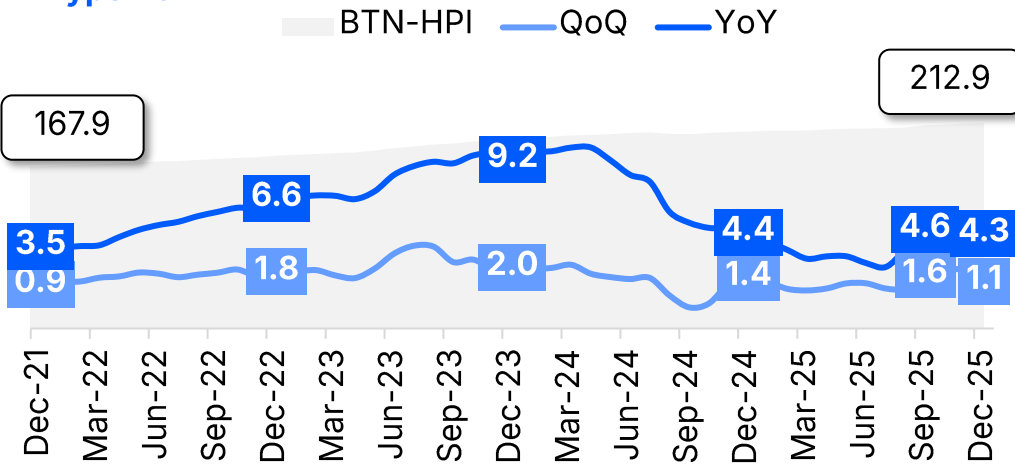
## National House Price Index



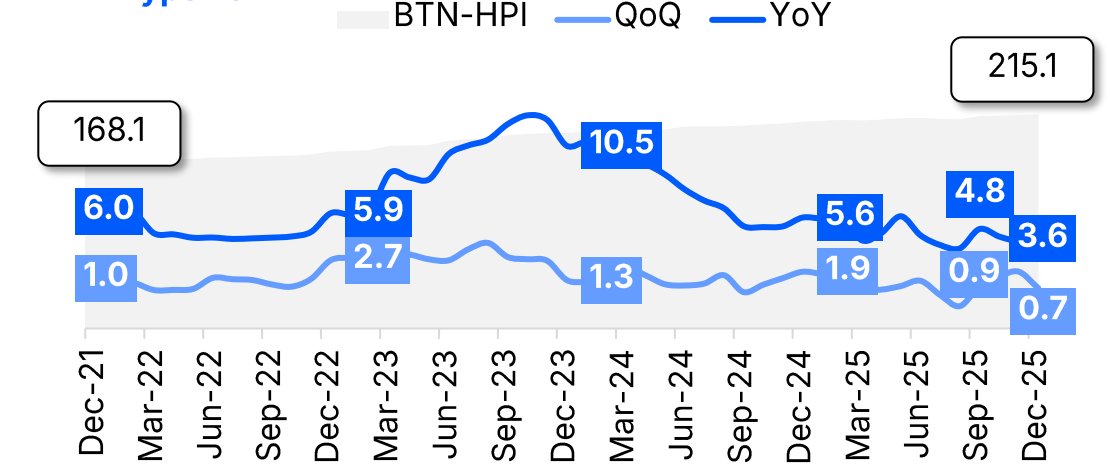
## HPI Type 36



## HPI Type 45



## HPI Type 70



# Embarking on a New Journey through Ecosystem-driven Business Approach

## Tap Beyond Mortgage



Expanding and diversifying loan portfolio to **non-housing ecosystems**



Acquiring **institutional partnership** to tap into their ecosystem



Supporting **MSMEs** through KUR Housing Program

## Targeting Less Crowded Segment



Splitting retail customers into different segmentations

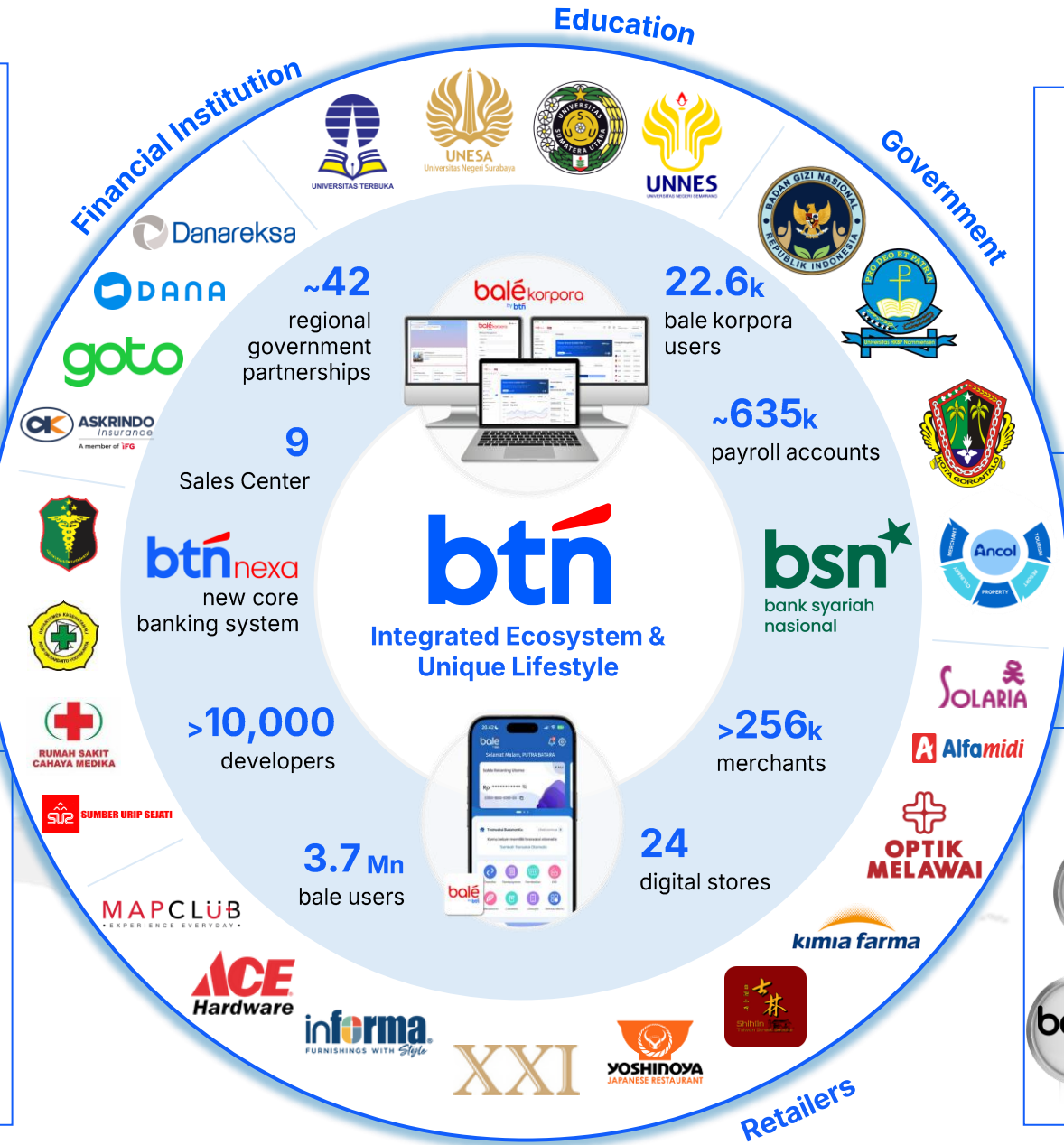


Increasing **CASA** acquisition for a sustainable funding base



Capturing **middle institutions** for lower funding cost

Healthcare



## ESG Initiatives



"First bank to upgrade ESG MSCI Rating to AA"



Launched "Pay Your Mortgage Installments with Waste" Program

"First Social Bond Issuance with a total of IDR 300 Bn"



Scale-up "Low Emission Housing" Project

## Comprehensive Digital Ecosystem



# Selected Ecosystem-Driven Business Approach

## Tapping into Ancol Ecosystem



- In Nov-25, BTN signed a strategic partnership with **PT Pembangunan Jaya Ancol Tbk & PT Taman Impian Jaya Ancol**.
- This partnership opens a door for BTN to capture the ecosystem, starting from **merchant, culinary, resort, property to tourism area**.
- BTN has **acquired a total of 932 users** with an **average acquisition of 15 – 17 users per day**.
- Bale Korpora **recorded a total transaction value of IDR 50.0 Bn** from 752 transactions in the last 2 months of 2025.



## Unlocking Opportunities in the HKBP Ecosystem



- **HKBP Nommensen Church** is part of the HKBP Foundation ecosystem.
- Currently, HKBP **oversees around 3,526 churches** and **operates two universities** in Medan & Pematang Siantar.
- Since Dec-25, BTN has acquired **a total of 1,353 accounts** with **an average balance of IDR 3.5 Mn**.
- BTN recorded a total of **26 institutional accounts (Universities & Churches)** in Dec-25 only, with a total transaction value of **IDR 12.1 Bn** done through Bale Korpora.

### Potential Customers from Two Universities



**UHN Medan**  
**247 Faculty Members**  
**7 Tho Students**  
**127 Staff**

**UHN Pematang Siantar**  
**170 Faculty Members**  
**3.5 Tho Students**



## Expanding Partnership Ecosystem within Regional Government Ecosystem



BTN strengthens its strategic collaboration **with Local Governments (Pemda) and Provincial Governments (Pemprov)** to support regional development and expand BTN's role as a comprehensive consumer bank.

### Key Areas of Collaboration:

- Management of **regional government accounts and treasury services**
- **Mortgage and consumer financing** for civil servants and local communities
- Financing for regional strategic projects and regional-owned enterprises (BUMD)
- Payroll, cash management, and digital payment solutions
- **Support for affordable housing** and sustainable development programs

This collaboration should strengthen BTN's funding base, broaden its consumer banking ecosystem, and reinforce its contribution to inclusive economic growth.

# Shareholder's Strong Support to Strengthen the Capital

## Additional Tier-1 Capital Issuance

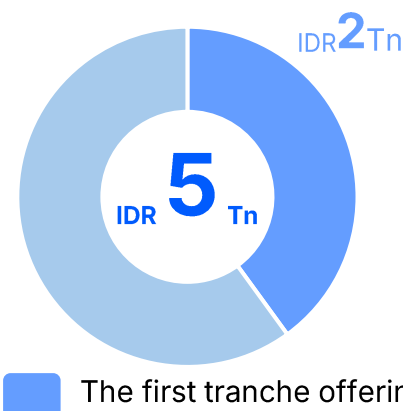
Higher Capital Capacity for Future Expansion



- **Issuing a perpetual instrument**, recognizing it as Additional Tier 1 capital under POJK regulations, fully absorbed by ultimate shareholder, with a transaction value of **IDR 2.0 Tn**.
- **Supporting national housing development** to drive and expand homeownership access for the people and its ecosystem
- **Preserving strong capital buffers** to support stability over the long term.

## Subordinated Tier-2 Capital Issuance

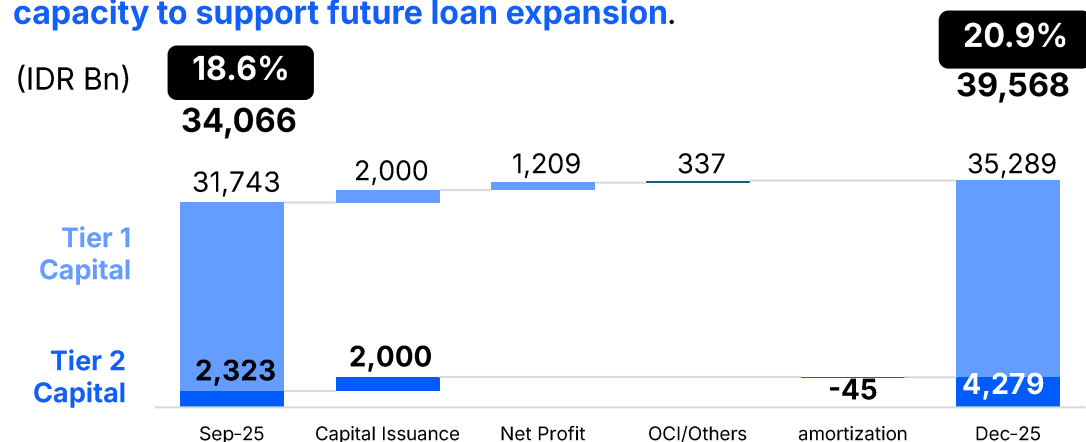
The **Biggest Subordinated Bonds** Issuance in Indonesia



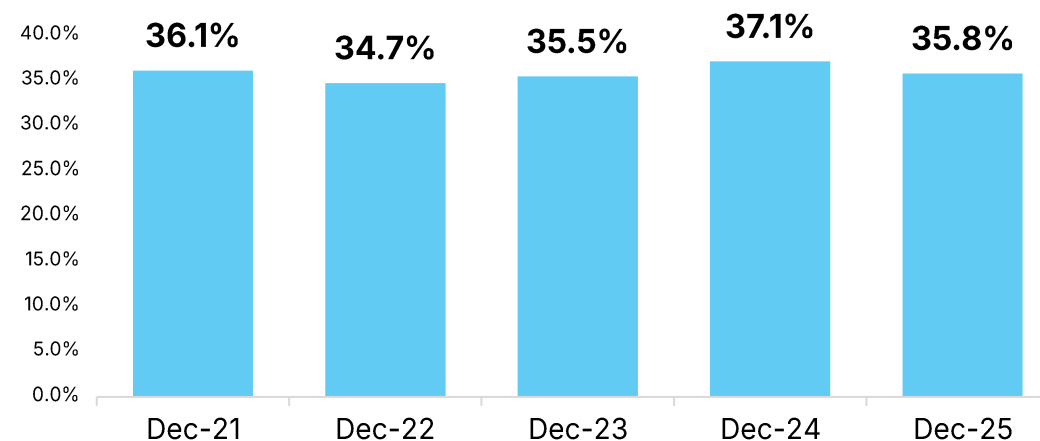
- **Obtained OJK's approval** for a total of IDR 5 Tn to be disbursed in the next 2 years.
- **Proceeds used for loan expansion.**
- **A total of IDR 2 Tn has been fully allocated** across multiple loan segments.

## The Impact on BTN's Capital

BTN has achieved a total capital ratio of 20.9%, **ensuring sufficient capacity to support future loan expansion.**



## 5 Years BTN's RWA Density



# Bank Syariah Nasional : Establishing Indonesia's Second-Largest Islamic Bank through Strategic Spin-Off

## Over Two Decades of Expertise in Advancing National Housing Development

300 thousand+ of mortgage units financed since 2005

## Extending Financial Services Beyond the Housing Sector

- **Diversifying beyond mortgages** to build a comprehensive financial services ecosystem across housing and non-housing sectors.
- **Focusing on the retail segment** to drive sustainable and long-term growth.

## Expanding Reach through Product Innovation

- Sharia-Compliant **Micro and SME Financing** (KUR / KPP)
- **Gold-Based** product development
- Cash **Waqf-Linked** deposit products

## Nationwide Business Partner Network

- **500+** partnerships with property developers
- **3,000+** notaries nationwide

## Extensive Digital Innovation

Introducing Bale Syariah, a digital banking platform with **fast, comprehensive and seamless financial transactions**, and integrated **Islamic Lifestyle** (prayer time, azan notifications, and Qibla direction).

**bsn**  
bank syariah nasional



## Robust financial profile (as of FY25)

<b>IDR 73.0 Tn</b> Total Assets	<b>IDR 54.9 Tn</b> Total Financing	<b>IDR 58.7 Tn</b> Total Deposits
<b>4.1%</b> NIM (eqv.)	<b>1.0%</b> CoC	<b>40.6%</b> CAR
<b>93.4%</b> FDR	<b>60.6%</b> CASA	<b>2.6%</b> NPF (Gross)

## Driving Sharia Economic Development through Digital Innovation



Bale Syariah enables **fast, secure, and seamless digital transaction** through a comprehensive sharia-compliant banking platform.



The platform **integrates Islamic lifestyle features**, including prayer time, azan notifications and Qibla direction, **enhancing daily customer engagement**.



A **scalable digital ecosystem**, supports product diversification and **sustainable growth** across retail and SME segments.

*"a comprehensive suite of sharia compliant financial solutions."*

## BTN's 2026 Guidance - Consolidated

	12M25	Guidance 2025	Guidance 2026
<b>Loan Growth</b>	<b>11.9%</b>	<b>7 – 9%</b>	<b>8 – 10%</b>
<b>Deposits Growth</b>	<b>14.6%<sup>*)</sup></b>	<b>8 – 10%</b>	<b>7 – 9%</b>
<b>Cost of Credit</b>	<b>1.6%</b>	<b>&gt;1.5%</b>	<b>1.0 – 1.2%</b>
<b>NPL Gross</b>	<b>3.1%</b>	<b>&lt;3.1%</b>	<b>&lt;3.0%</b>

<sup>\*)</sup> 8.1% if exclude IDR25 Tn of Gov't fund placement

# **2025 : Strengthening Engine for Sustainable Funding**



# BTN's FY25 Journey: Strengthening Engine for Sustainable Funding

## Developing a Full-Fledged Retail Products

bt<sub>n</sub>private

**Total Deposits**  
1.2  
IDR Tn  
(Dec-25)

**Avg. Product Holding**  
4.4x

**Non-banking product of total FUM**  
43.1%

*"Potential higher non-banking products contribution from BTN Private segment"*

bt<sub>n</sub>prioritas

**# of Customers**  
34.4  
Thou  
(Dec-24) → 34.6  
Thou  
(Dec-25)

**Total Deposits**  
36.7  
IDR Tn  
(Dec-24) → 36.3  
IDR Tn  
(Dec-25)

**Avg. Product Holding**  
3.2x

**Non-banking product of total FUM**  
31.4%

bt<sub>n</sub>prospera

**# of Customers**  
53.3  
Thou  
(Dec-24) → 71.0  
Thou  
(Dec-25)

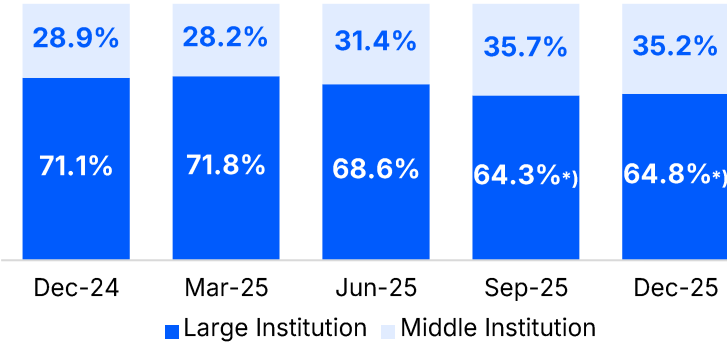
**Total Deposits**  
8.5  
IDR Tn  
(Dec-24) → 9.6  
IDR Tn  
(Dec-25)

**Avg. Product Holding**  
1.5x

**Non-banking product of total FUM**  
1.6%

## Higher Middle Institution Contribution Lead to a More Manageable CoF

### Large & Middle Institution Portion (%)



\*) Exclude IDR25 Tn of Gov't fund placement

### Middle Institution showing sustain growth (IDR Tn)

63.4T  
Dec-24 → 72.1T  
Dec-25

**Cost of Fund (CoF) from Middle Institution lower by ~190 bps than the Large Institution**

Large Institution  
6.2% \*)  
12M25 vs Middle Institution  
4.3%  
12M25

## Unlocking Potential through Seamless Transactions

balé by BTN app has been **growing at a decent pace** while **strengthening its market presence**.



**3.7 Mn**  
User Acquisition  
**IDR 103.6 Tn**  
Value of Transaction  
**2.2 Bn**  
Amount of Transaction

**38%**

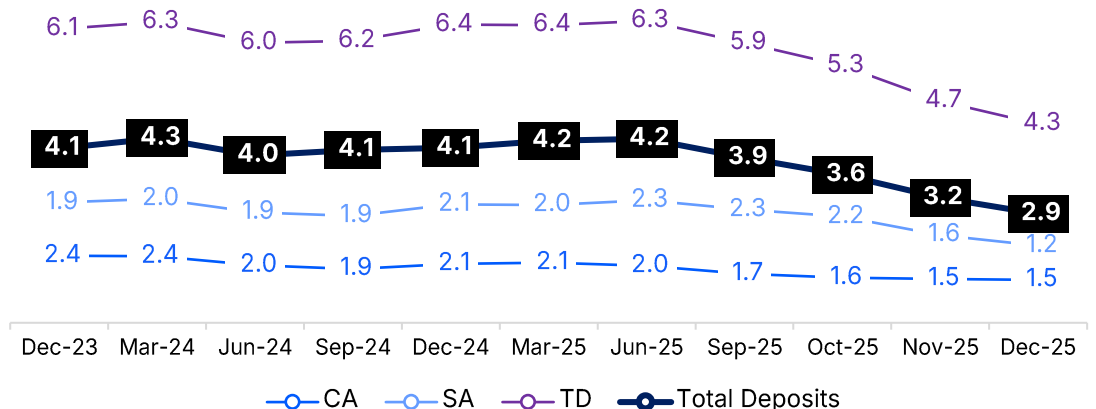
of new customer acquisition through Online Onboarding (OLOB) channels



### Lifestyle Feature Development



## High Quality Funds for a Manageable CoF



# BTN's FY25 Journey: Enhancing Loan Processes and Loan Origination

## Revamping Branches to Upgrade Customer Experience

### Efficiency & Improvements



#### CS Digital Implementation

- ✔ **Card replacement** is less than **2 minutes**
- ✔ **Open account** is less than **5 minutes**

#### Superstaff

- ✔ **Up to 39%** cost reduction
- ✔ **All-in-one** service solution

### Bringing new experience to the people

- **Expanding partnership ecosystem**, including major brands such as Digimap and coffee shops.
- Locating at **higher traffic spots** (ex. shopping malls).
- Strengthening **value-added** offerings in BTN Digital Stores.



Sunyi Coffee

ReJuve

Vending Machine

Recharge Station

## Transforming Branch Operational System

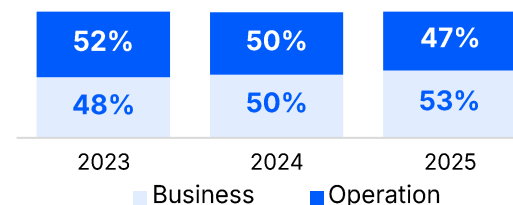
### Implementing New Core Banking System

- **Enhancing customer experience** through faster service time, flexible system infrastructure, and expedite process time.
- **Improving operational efficiency** across branch banking operations.
- **Leveraging user-friendly technology platforms** to support frontline productivity.



### Scaling up Sales Workforce to drive sustainable funding

Shifting workforce composition with **higher business functions** to support sustainable business growth, while **Operation roles** support a smooth and faster process of execution and settlement from the frontliners.

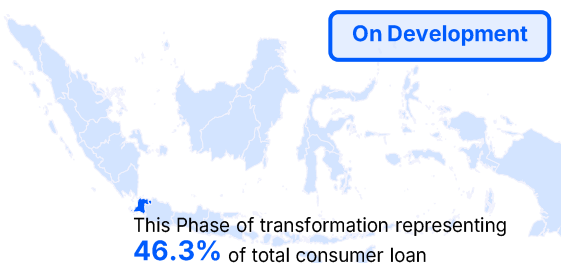


## Enhancing Collection Practices to Drive Efficiency

### Progress in Cluster Collection in Jatim Bali Nusra Regional Office (Phase 1)

- 1 Monthly visit/collectors improve**  
288 (Before Piloting) → 338 (After Piloting)
- 2 Operation cost efficiency**  
IDR 623 Mn (Before Piloting) → IDR 562 Mn (After Piloting) **9.8%**
- 3 Upgrade NPL to PL**  
Substandard: IDR 11.2 Bn → IDR 24.4 Bn **117.1%**  
Doubtful & Loss: IDR 17.9 Bn (Before Piloting) → IDR 20.8 Bn (After Piloting) **16.4%**

### New Cluster Collection in Jakarta I, Jakarta II, West Java (Phase 2)



BTN will **roll out in all regional offices**, supported by cluster mapping and human resource allocation.

## Improving Loan Origination through Loan Factory

### Optimizing Loan Processing



BTN have **centralized consumer loan processing** and portfolio risk management by enhancing service quality, driving efficiency, and ensuring process excellence, with minimal human intervention.

### Shifting from manual to automated process engine

- ✔ **Time to Yes** (Loan approval) within **5 days**
- ✔ **Time to Disburse** within **13 days**

**On Development**

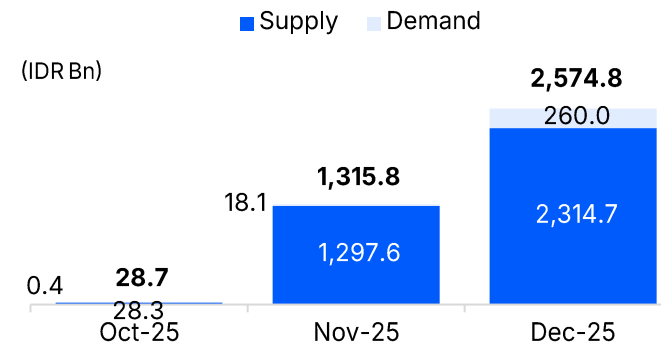
- **Document checking & data input**
- Officer **idle time** minimized
- **Gen-AI** verification



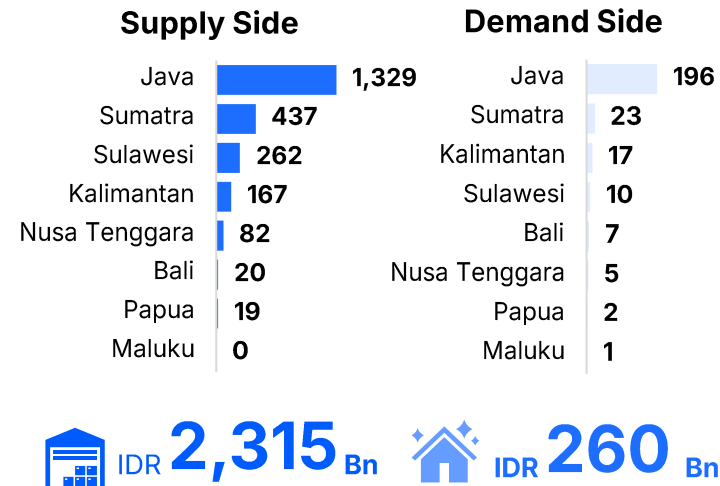
# Expanding Loan through KUR Housing Program (KPP)

Scheme	Supply Side	Demand Side
<b>Loan Limit</b>	IDR 500 Mn - IDR 5 Bn	IDR 10 - 500 Mn
<b>Tenor</b>	Working Capital Loan: Max 4 Years Investment Loan: Max 5 Years	Investment Loan: Depends on Agreement between Banks and Customers
<b>Applicant</b>	MSMEs <ul style="list-style-type: none"> <li>Developers: build, renovate, and purchase houses for sale</li> <li>Construction Services: Consultant or Constructor</li> <li>Building Material Suppliers: wholesaler and retailer</li> </ul>	MSMEs
<b>Purpose</b>	1. Land acquisition 2. Purchase building materials 3. Procurement of goods and services	Purchasing, building, or renovating houses that serves as: <ul style="list-style-type: none"> <li>Business &amp; residence (home office)</li> <li>Storage warehouse for business &amp; residence</li> <li>Online or Offline businesses &amp; residence</li> </ul>
<b>Loan Withdrawal</b>	IDR 5 Bn/cycle, up to 4 cycles	IDR 10 Mn to IDR 500 Mn, one cycle
<b>Interest Rate</b>	<ul style="list-style-type: none"> <li>5.99% for new borrowers</li> <li>8 – 9% for existing borrowers</li> </ul>	Borrowers pay 6%
<b>Subsidy Rate</b>	5% for 4 – 5 years (depend on loan type)	<ul style="list-style-type: none"> <li>10% (plafond: IDR 10 – 100 Mn)</li> <li>5.5% (plafond: IDR 100 – 500 Mn)</li> <li>Max 5 years subsidy rate</li> </ul>
<b>Total Lending Rate</b>	<ul style="list-style-type: none"> <li>10.99% for new borrowers</li> <li>13 – 14% for existing borrowers</li> </ul>	<ul style="list-style-type: none"> <li>16% (plafond: IDR 10 – 100 Mn)</li> <li>11.5% (plafond: IDR 100 – 500 Mn)</li> </ul>
<b>Eligibility</b>	<ul style="list-style-type: none"> <li>Proof of Tax Identification Number – NPWP &amp; Business Registration Number – NIB – business running min. 6 months</li> <li>Non existing KUR borrowers or other government loan programs</li> <li>May already obtain commercial loan under current category (collectability 1)</li> <li>Financial Information Service System (SLIK), business feasibility, and background check</li> <li>Capital: max IDR 10 Bn &amp; Annual Revenue: max IDR 50 Bn</li> <li>Registered in KUR Database – SIKP</li> </ul>	

## Newly Launched KPP Program



## KPP by Region (IDR Bn)



- KPP, launched in late October 2025, supports the “3 Million Housing Program” by expanding access to affordable housing for both supply and demand.
- The program reflects government’s commitment to improve public welfare, support job creation, and strengthen MSME competitiveness.

- In 2025, BTN led the market with a total disbursement of IDR 2.6 Tn, contributing 46.5% of the national disbursement.
- KPP disbursement is primarily concentrated in Java, in line with Indonesian economic distribution.
- KPP offers a higher yield compared to subsidized mortgage

# Digital Initiatives



# Digital Initiative & Partnership Highlights

## Bale 3S : Santap, Santai, Sehat —Powering Everyday Transactions with BTN



- **Embed daily lifestyle spend:** Dining, leisure, and wellness to drive repeat transactions.
- **Scale merchant ecosystem:** Broader acceptance and bundled partnerships to boost acquisition and usage.
- **Sustain monetization:** Higher frequency transactions to strengthen fee-based income and ecosystem value.

## Balé Connect The World: Powering BTN's Cross-Border Ecosystem



- **Expand cross-border ecosystem:** Enables seamless international transactions to broaden BTN's ecosystem reach through QRIS Cross border and debit card.
- **Unlock recurring monetization:** Drives fee-based income via FX, remittance, and cross-border payments.
- **Increase customer stickiness:** Strengthens engagement and retention through end-to-end global use cases.

## Bale Sport: Increasing Company exposure through sport collaboration



- **Awareness at scale:** Club partnerships amplify BTN's brand visibility and accelerate digital customer acquisition through highly engaged fan communities.
- **New revenue lanes:** We monetize the sports ecosystem via cashless ticketing, matchday transactions, and branded commerce—supporting sustainable fee-based growth.

## Balé Hype: Leveraging High Traffic Spots



- **BTN's 2025 concert sponsorships expanded top-of-funnel reach and accelerated digital acquisition** by converting high-traffic audiences into new app users through onsite activations and cashless payments.
- **Integrated ticketing and on-ground transactions** increased usage frequency, deepened merchant partnerships, and supported sustainable fee-based income growth.

## Balé Ayu: Powering Indonesia's Creative Lifestyle with Seamless Digital Banking



- **BTN's 2025 GlamLocal sponsorship** strengthened brand relevance among lifestyle-driven segments and accelerated digital acquisition by converting event traffic into new users and transactions.
- Embedded payments and digital journeys expanded merchant engagement and reinforced BTN's positioning as a modern, **everyday banking partner within Indonesia's creative economy.**

## Balé Ngopi: Every coffee moment, seamless BTN payments.

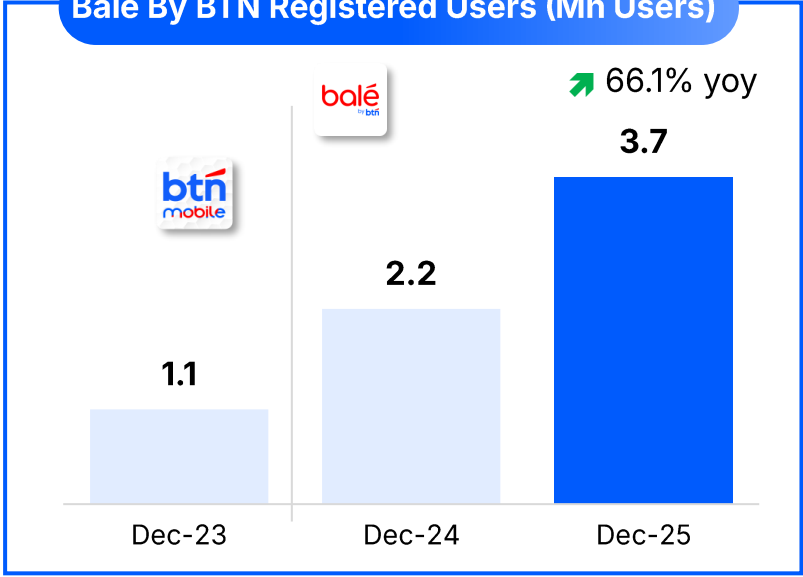


- In Q4 2025, BTN launched **Balé Ngopi**, a nationwide café partnership program to accelerate everyday digital payments adoption across Indonesia.
- **The program has onboarded 455 cafés**, demonstrating strong merchant traction and scalable ecosystem reach.
- **Balé Ngopi generated more than 339 thousand transactions and delivered IDR 25.7 billion in sales volume**, indicating high customer engagement and repeat usage behavior.

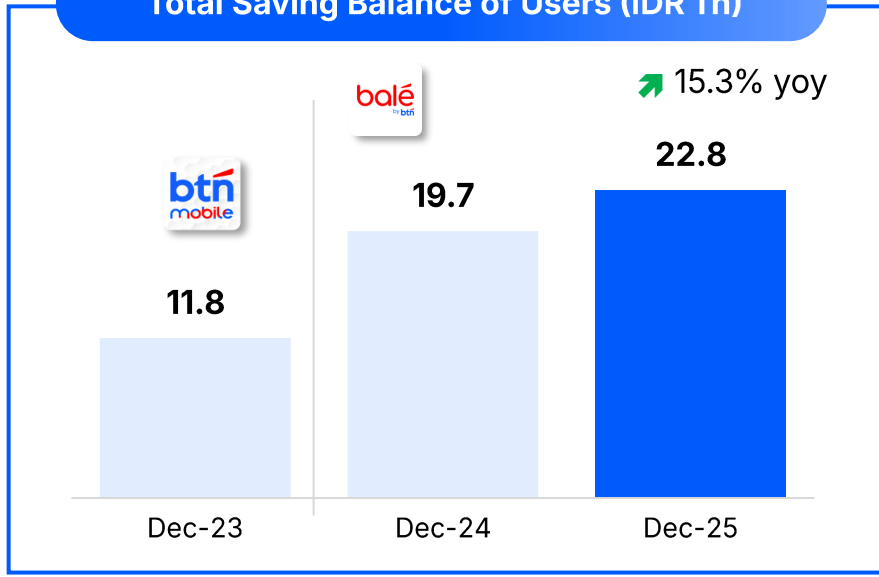


Since its launch in February 2025, **balé by BTN** has delivered strong and sustained growth performance.

## Balé By BTN Registered Users (Mn Users)

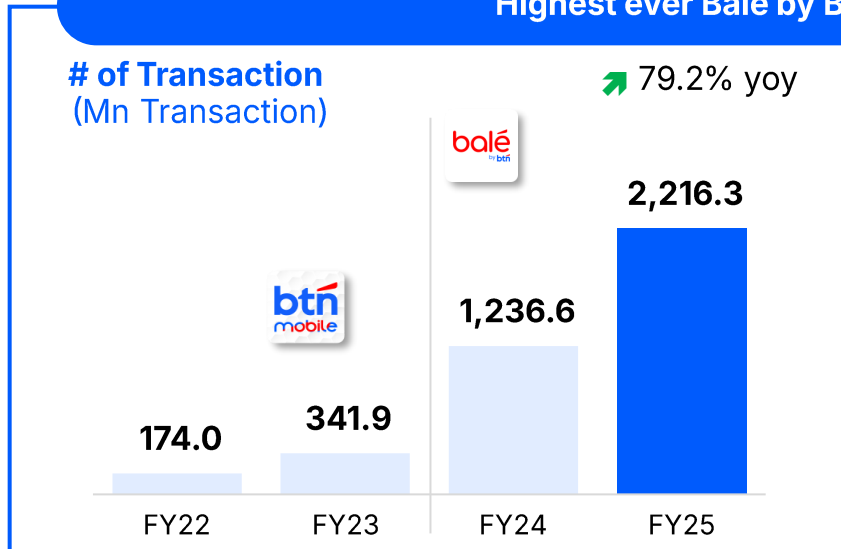


## Total Saving Balance of Users (IDR Tn)

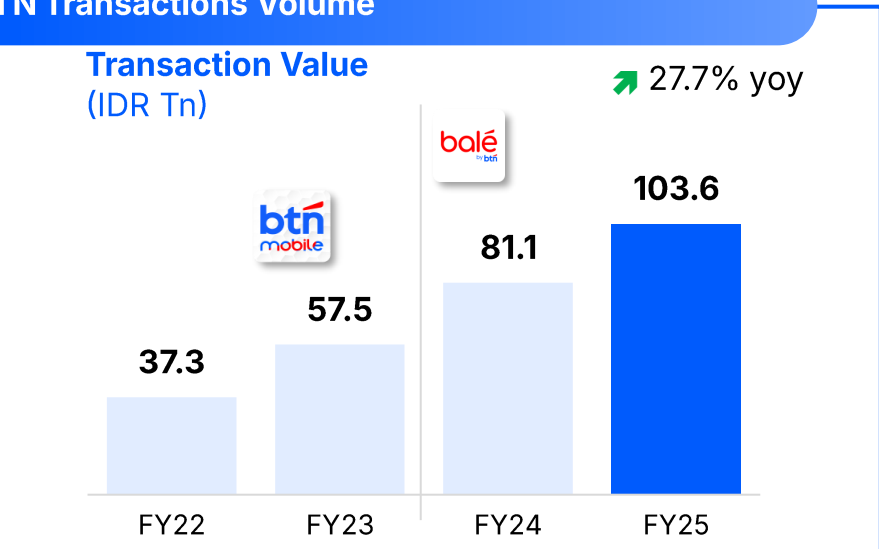


## Highest ever Balé by BTN Transactions Volume

### # of Transaction (Mn Transaction)



### Transaction Value (IDR Tn)



# balé Merchant, balé Agen dan balé Properti Performances

## balé Merchant

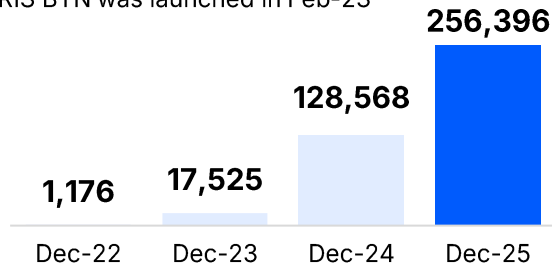


Total Merchants\*) **256 Tho** | Avg. Balance IDR **15.7 Mn**

### Total Merchants

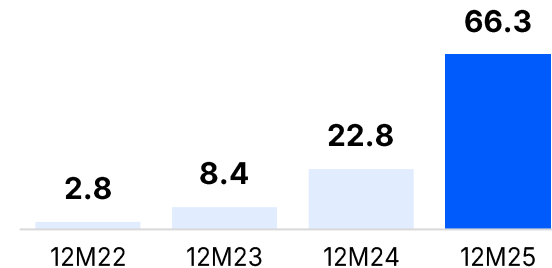
QRIS BTN was launched in Feb-23

↗ 99.4% yoy



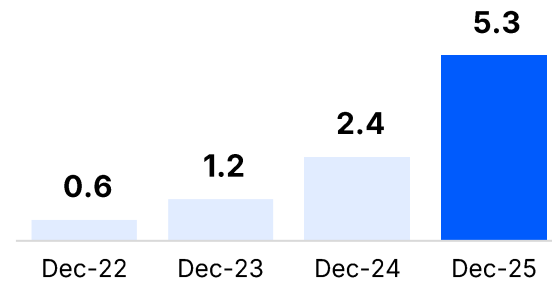
### Number of Trx (Mn Times)

↗ 190.6% yoy



### Trx Value (IDR Tn)

↗ 120.6% yoy



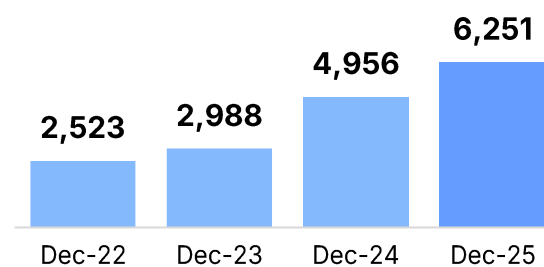
## balé Agen



Total Agents **6,251** | Avg. Balance IDR **115.9 Mn**

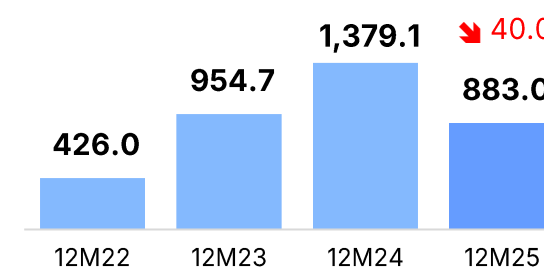
### Total Agent

↗ 26.1% yoy



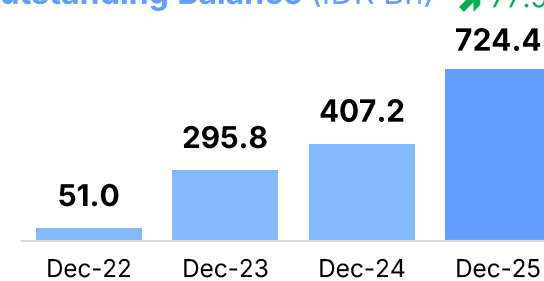
### Number of Trx (Thousand Times)

↘ 40.0% yoy



### Outstanding Balance (IDR Bn)

↗ 77.9% yoy



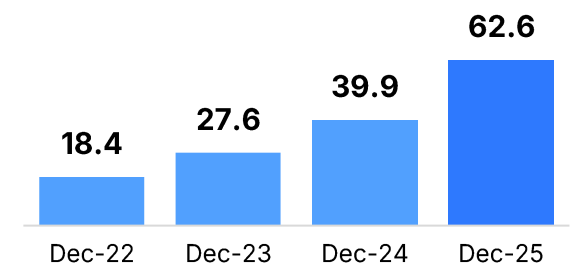
## balé Properti



Total Member **986 Tho** | Total Visitors **27 Mn**

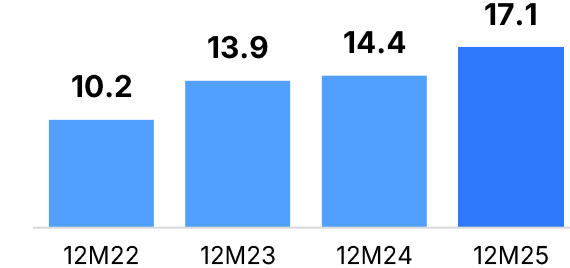
### Online Application (Thousand)

↗ 56.9% yoy



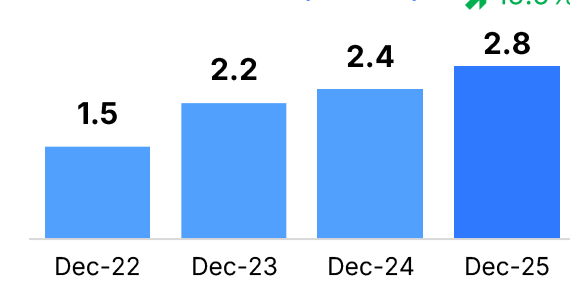
### Loan Disbursement (Tho Unit)

↗ 18.4% yoy

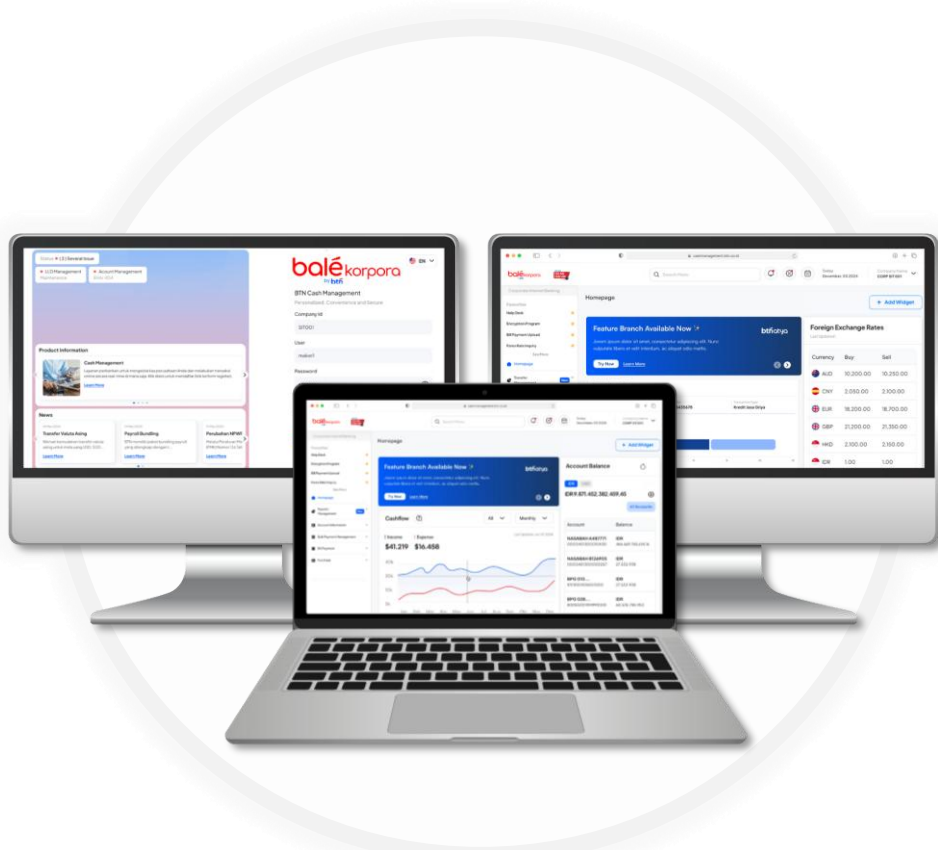


### Loan Disbursement (IDR Tn)

↗ 15.5% yoy



\*) Merchant EDC & QRIS



## Thematic Industry Solution



Education



Government



Financial Inst.



Energy

**Employee Solution**

Payroll

**FX Solution**

Cross Currency Payment

**Collection Solution**

- BTN Virtual Account
- Multi Debit

**Superior Features**  
to Support Client's Business Transaction

**Payment Solution**

- Financial Dashboard
- BTN Primo Account

**Liquidity Solution**

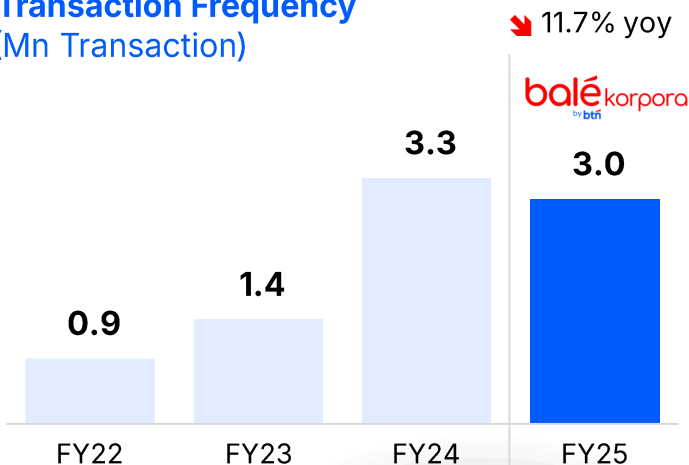
- Cash Pooling & Distribution
- Loan Management
- BTN Healthcare

**Trade Finance Solution**

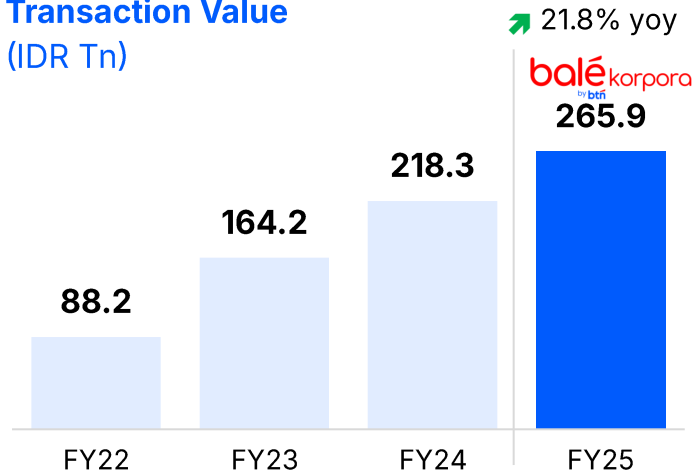
- E-Guarantee
- Financial Supply Chain
- Trade Finance

Wholesale transactions showed significant progress in both transaction frequency and value, driven by an increase in the number of users

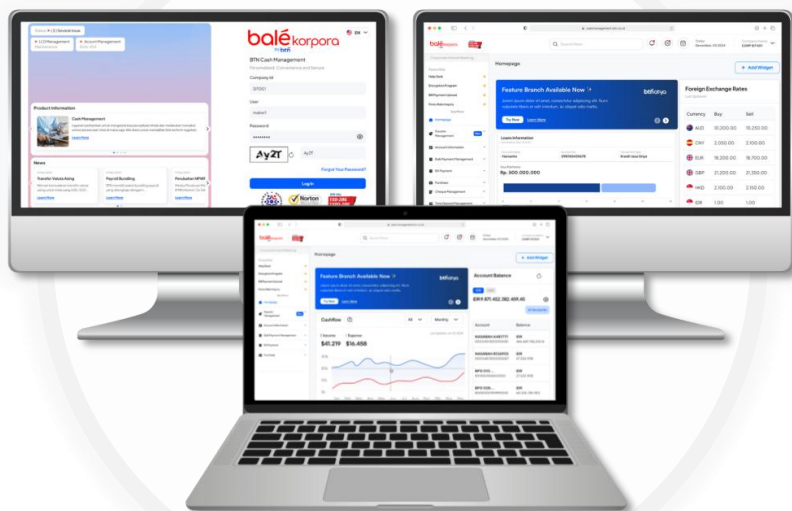
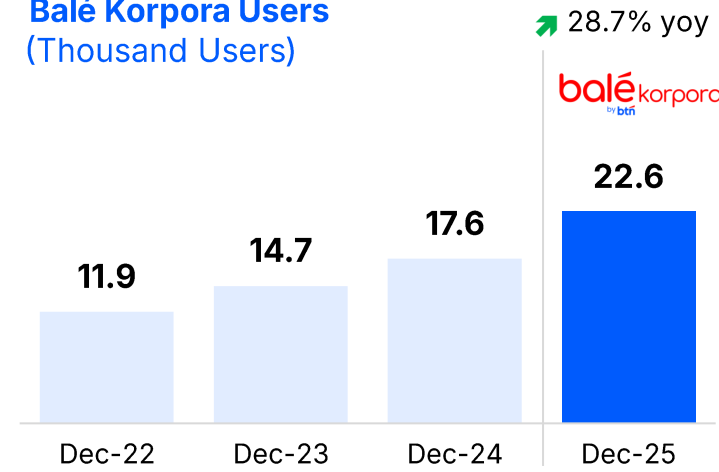
**Transaction Frequency**  
(Mn Transaction)



**Transaction Value**  
(IDR Tn)

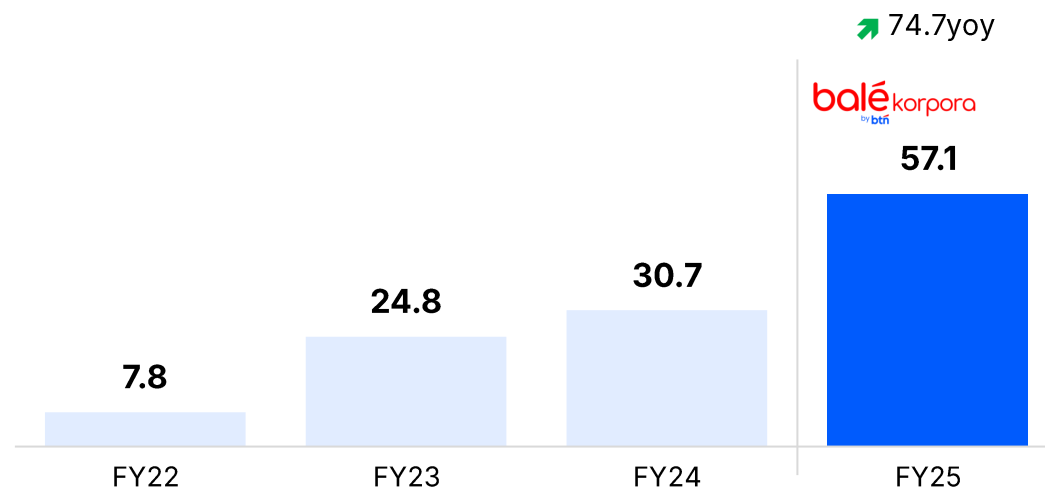


**Balé Korpora Users**  
(Thousand Users)



<https://korpora.btn.co.id/>

**Fee Based Income (IDR Bn)**



# Initiatives in 2026



# CASAvolution : A Solution-Driven Strategy to Acquire Targeted Customers

## Streamlining CASAvolution

### Reinforcing the bank's funding base through CASA

- 1 Tapping into new to bank (NTB) acquisition**
  - Targeting **lifestyle, payroll, and entrepreneur segments**.
  - **Weekly acquisition program** to drive CASA inflows (3 savings + 1 current account per branch).
- 2 Optimizing existing consumer base**
  - Accelerating **acquisition and transaction volume** across Bale by BTN & Bale Korpora platform.
  - **Expanding product holdings** through loan facilities.
- 3 Revitalizing borrower's products**
  - **Leveraging existing borrower** to increase engagement, balance, and product holding.
- 4 Expanding payroll ecosystem**
  - **Leveraging institutional partnerships** to capture and expand payroll accounts and loan.
- 5 Capturing merchant ecosystem**
  - Transforming merchants into **transaction hubs and deposit generators** through EDC and QRIS.

## Diversifying Loan Portfolio & Fostering Partnerships

### Optimizing loan portfolio through acquisition and leveraging partnerships

#### Consumer Loan

- **Focusing on partnerships with segmented developers** to capture consumer loans also expanding supply and demand ecosystems.
- **Cross selling** across existing **affluent, priority, and payroll segments**.
- **Accelerating market expansion through secondary market**, while enhancing loan portfolio through top ups and refinancing initiatives.

#### SME

- **Leveraging potential databases** of performing and fully settled KUR, as well as non-fixed income mortgage borrowers.
- **Driving acquisition** targeting business owner by deepening and maximizing developer partnership ecosystems.
- **Unlocking growth through monetization** of the merchant ecosystem as an additional lending and customer acquisition channel.

## Strengthening BTN's Position as a Consumer Bank

### Expanding beyond mortgage



- Identifying **prioritized sectors** within each regions.
- Accelerating **acquisition of top five sectors**.
- **Tapping partnerships'** ecosystem.

### Building a resilient funding base



- **Redefining CASA** into a driver for prime loans.
- **Leveraging QRIS and EDC** by converting daily transaction flows into **recurring CASA balances**.

### Orchestrating Demand to Drive Expansion



- Building a **proactive distribution network**.
- Proactively **generating market demand**.
- Targeting **top industry players as ecosystem anchors**.

## Revamping PT Pos to Unlock Potential Business

- **Rebranding e'Batarapos savings account** to BTN Pos savings account in January 2026 through logo changes, bank book, and debit card.
- **Optimizing CASA growth** by leveraging the Post Office's infrastructure with fee sharing scheme.
- **Digitalizing Post Office process** by launching Cardless Post Office feature on Bale by BTN and online account opening.
- **Utilizing the Post Office network** to further disburse BTN's mortgage within their ecosystem.



**btn**POS



# Strategic Theme: Broaden Product Propositions & Cross-Selling

## Diversifying into Wider Banking Services



### Home Equity Loan Initiatives

- Accelerating loan origination through data optimization.
- Promoting KAR products within non-fixed income segments.
- Driving customer acquisition through digital channel.



### Personal Loan Initiatives

- Introducing credit card and pay later solutions.
- Expanding strategic partnerships through channeling, joint finance, and asset buy schemes.
- Accelerating loan origination through data optimization and targeted customer segmentation.



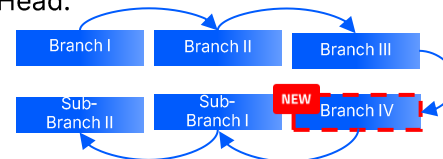
### KUR Housing Program Initiatives

- Driving MSME acquisition.
- Targeting a disbursement of IDR 10 Tn :
  - Supply: IDR 8 Tn
  - Demand: IDR 2 Tn

## Redesigning Branches with Customer-centric Orientation

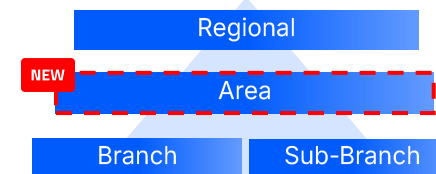
### Enhancing Branch Network Classification Structure

- Class IV Branch serves as a transitional hub to upgrade Sub-Branches with large portfolio to Branch Class III, vice versa.
- Support leadership development for Sub-Branch Head before appointed as a Branch Head or Deputy Branch Head.



### Revamping and Sharpening Network Organization

- Area Head serves as a business partner to branch offices within the assigned area.
- Responsible for setting and breaking down business targets for branches under supervision.



## Building a Holistic Housing Ecosystem



- Boosting mortgage on secondary houses through both digital and offline marketing.
- Diversifying loan portfolio from secondary markets by expanding customer acquisition and implementing digital onboarding.
- Expanding distribution channels through property portals.

## Broadening the Wholesale Portfolio



- Expanding non-housing commercial & corporate loan into private and non-SOE segments (split into 70% housing & 30% non-housing bank wide in the mid-term).
- Strengthening client engagement through payroll and Bale Korpora services.
- Identifying and managing risks by tailoring strategies to the unique characteristics of different segments.

## Transforming Branches and Elevating Customer Journey

### Expanding Digital Store presence across Indonesia



Accelerating Digital Store network expansion to ex Jakarta regions



Adding new 37 Digital Stores nationwide in top 20 cities.



Bringing a total of 61 Digital Stores by the end of 2026.

### Targeting Diverse Segmentations



Universities



Shopping Centers



One-Off Events

Penetrating diverse customer segments to drive engagement, boost transaction volumes and new account acquisition, unlock cross-selling opportunities, and transform public perception toward a new and modern BTN.

# **BTN Financial Highlights**



# Financial Snapshots - Consolidated

Financial Highlights	Dec-21	Dec-22	Dec-23	Dec-24	Dec-25	yoy Growth (%)	
<b>Asset/ Liabilities</b>							
Total Assets (IDR Bn)	371,868	402,148	438,750	469,615	527,793	12.4%	yoy
Total Loan & Financing (IDR Bn)	274,835	298,282	333,698	357,973	400,576	11.9%	yoy
Total Deposits (IDR Bn)	295,976	321,937	349,933	381,667	437,398	14.6%	yoy
<b>Profitability</b>							
Net Profit (IDR Bn)	2,376	3,045	3,501	3,007	3,501	16.4%	yoy
N I M	4.0%	4.4%	3.8%	2.9%	4.2%	133	bps
C I R	48.2%	46.7%	45.3%	57.1%	49.3%	(782)	bps
RoE (Tier-1)	13.6%	16.4%	13.9%	10.8%	11.7%	90	bps
RoRWA – after tax	1.8%	2.2%	2.4%	1.8%	1.9%	12	bps
RoA (Return on Asset)	0.8%	1.0%	1.1%	0.8%	0.9%	9	bps
<b>Asset Quality</b>							
NPL (Gross)	3.7%	3.4%	3.0%	3.2%	3.1%	(8)	bps
Loan at Risk (LAR)	26.8%	23.2%	21.1%	19.7%	19.4%	(29)	bps
NPL Coverage	141.8%	155.7%	155.2%	115.4%	123.9%	856	bps
Cost of Credit (CoC)	1.3%	1.4%	1.2%	0.6%	1.6%	107	bps
<b>Liquidity</b>							
LDR	92.9%	92.7%	95.4%	93.8%	91.6%	(221)	bps
LFR	81.0%	81.8%	83.2%	83.2%	82.5%	(63)	bps
CASA	44.3%	48.5%	53.7%	54.1%	48.7%	(534)	bps
<b>Capital</b>							
CAR (Tier 1)	13.8%	16.1%	17.5%	17.1%	18.7%	156	bps
Total CAR	19.1%	20.2%	20.1%	18.5%	20.9%	242	bps

# Balance Sheet

Balance Sheet Summary (IDR Bn)	Dec-22	Dec-23	Dec-24	Sep-25	Dec-25	qoq	yoy	% Assets
<b>Total Earning Assets</b>	<b>360,379</b>	<b>389,827</b>	<b>428,794</b>	<b>453,284</b>	<b>473,771</b>	<b>4.5%</b>	<b>10.5%</b>	<b>89.8%</b>
Term Deposit with BI	4,578	12,149	2,810	4,445	8,260	85.8%	194.0%	1.6%
<b>Total Loan &amp; Financing</b>	<b>298,282</b>	<b>333,698</b>	<b>357,973</b>	<b>381,030</b>	<b>400,576</b>	<b>5.1%</b>	<b>11.9%</b>	<b>75.9%</b>
Securities	53,688	41,200	61,015	62,972	61,843	-1.8%	1.4%	11.7%
Other Earning Assets	3,831	2,780	6,997	4,836	3,091	-36.1%	-55.8%	0.6%
Provision on Earning Asset	(15,679)	(15,641)	(13,063)	(14,536)	(15,316)	5.4%	17.3%	-2.9%
Total Non Earning Assets	57,449	64,563	53,883	72,109	69,339	-3.8%	28.7%	13.1%
<b>Total Assets</b>	<b>402,148</b>	<b>438,750</b>	<b>469,615</b>	<b>510,857</b>	<b>527,793</b>	<b>3.3%</b>	<b>12.4%</b>	<b>100.0%</b>
<b>CASA</b>	<b>156,202</b>	<b>188,007</b>	<b>206,358</b>	<b>202,826</b>	<b>213,127</b>	<b>5.1%</b>	<b>3.3%</b>	<b>40.4%</b>
Current Account	114,007	143,535	160,848	160,072	169,242	5.7%	5.2%	32.1%
Saving Account	42,195	44,472	45,510	42,755	43,884	2.6%	-3.6%	8.3%
Time Deposits	165,736	161,927	175,309	227,099	224,271	-1.2%	27.9%	42.5%
<b>Third Party Deposits</b>	<b>321,937</b>	<b>349,933</b>	<b>381,667</b>	<b>429,925</b>	<b>437,398</b>	<b>1.7%</b>	<b>14.6%</b>	<b>82.9%</b>
Securities issued *)	8,652	6,835	5,445	3,730	5,977	60.3%	9.8%	1.1%
Deposits from Other Banks	179	1,300	105	113	123	8.8%	17.3%	0.0%
Repurchase Agreements	0	0	3,409	342	349	2.0%	-89.8%	0.1%
Borrowings	33,979	42,875	39,813	35,044	41,492	18.4%	4.2%	7.9%
Non Interest Bearing Liabilities	11,491	7,327	6,604	7,020	6,244	-11.0%	-5.4%	1.2%
<b>Total Liabilities</b>	<b>376,239</b>	<b>408,271</b>	<b>437,043</b>	<b>476,174</b>	<b>491,583</b>	<b>3.2%</b>	<b>12.5%</b>	<b>93.1%</b>
<b>Total Equity</b>	<b>25,909</b>	<b>30,479</b>	<b>32,572</b>	<b>34,683</b>	<b>36,210</b>	<b>4.4%</b>	<b>11.2%</b>	<b>6.9%</b>
<b>Total Liabilities &amp; Equity</b>	<b>402,148</b>	<b>438,750</b>	<b>469,615</b>	<b>510,857</b>	<b>527,793</b>	<b>3.3%</b>	<b>12.4%</b>	<b>100.0%</b>

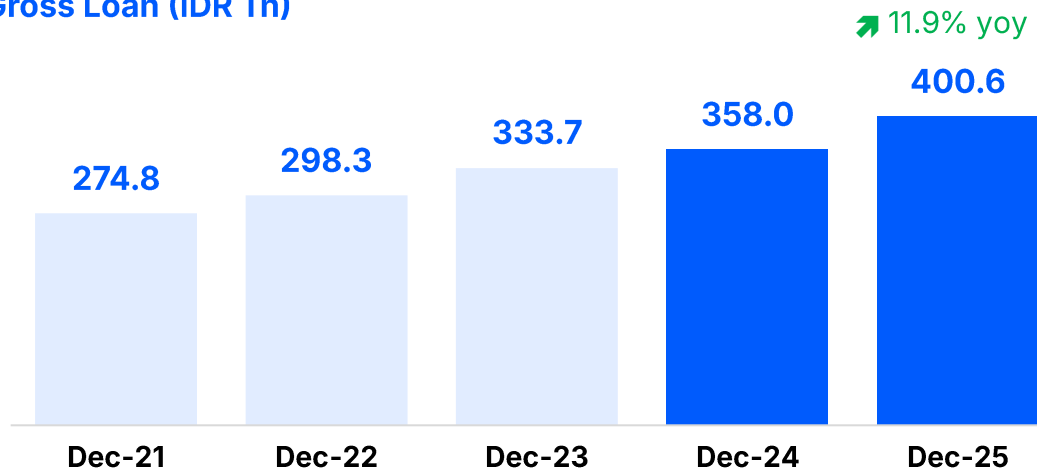
\*) Subordinated Bonds (Tier-2 Capital) are classified as securities issued by Dec-25

# Loan Mix

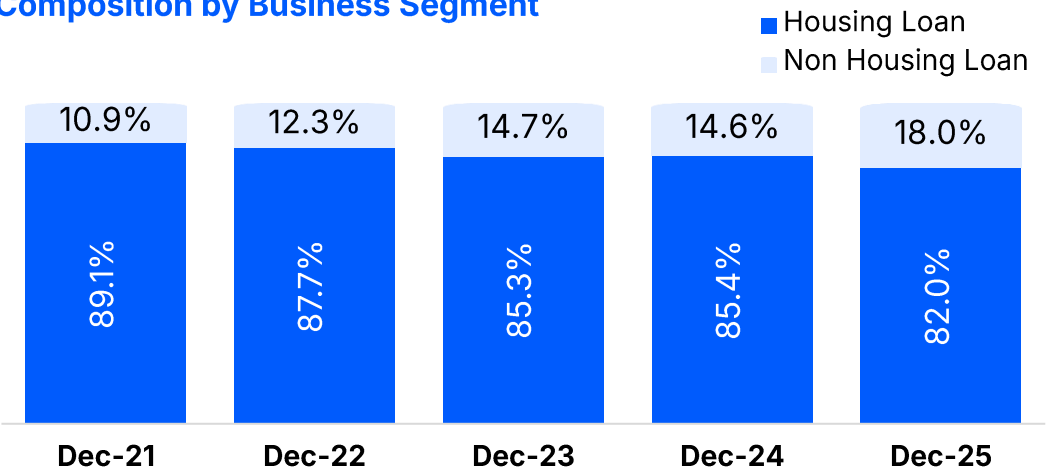
Loan Type (IDR Bn)	Dec-22		Dec-23	
	Outs	%	Outs	%
<b>Housing Loan</b>	<b>261,705</b>	<b>87.7%</b>	<b>284,617</b>	<b>85.3%</b>
Subsidized Mortgage	145,860	48.9%	161,746	48.5%
Non-Subsidized Mortgage	87,824	29.4%	96,175	28.8%
Other Housing Loan	6,970	2.3%	7,871	2.4%
Construction Loan	21,051	7.1%	18,826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

Dec-24		Sep-25		Dec-25		qoq	yoy
Outs	%	Outs	%	Outs	%		
<b>305,590</b>	<b>85.4%</b>	<b>322,539</b>	<b>84.6%</b>	<b>328,387</b>	<b>82.0%</b>	<b>1.8%</b>	<b>7.5%</b>
173,844	48.6%	186,585	49.0%	191,185	47.7%	2.5%	10.0%
105,956	29.6%	111,338	29.2%	113,041	28.2%	1.5%	6.7%
8,652	2.4%	8,954	2.3%	9,092	2.3%	1.5%	5.1%
17,138	4.8%	15,661	4.1%	15,069	3.8%	-3.8%	-12.1%
<b>52,382</b>	<b>14.6%</b>	<b>58,492</b>	<b>15.4%</b>	<b>72,189</b>	<b>18.0%</b>	<b>23.4%</b>	<b>37.8%</b>
7,813	2.2%	7,731	2.0%	8,237	2.1%	6.5%	5.4%
15,237	4.3%	12,103	3.2%	13,887	3.5%	14.7%	-8.9%
29,332	8.2%	38,657	10.1%	50,066	12.5%	29.5%	70.7%
<b>357,973</b>	<b>100.0%</b>	<b>381,030</b>	<b>100.0%</b>	<b>400,576</b>	<b>100.0%</b>	<b>5.1%</b>	<b>11.9%</b>
<b>279,800</b>	<b>78.2%</b>	<b>297,924</b>	<b>78.2%</b>	<b>304,226</b>	<b>75.9%</b>	<b>2.1%</b>	<b>8.7%</b>

## Gross Loan (IDR Tn)

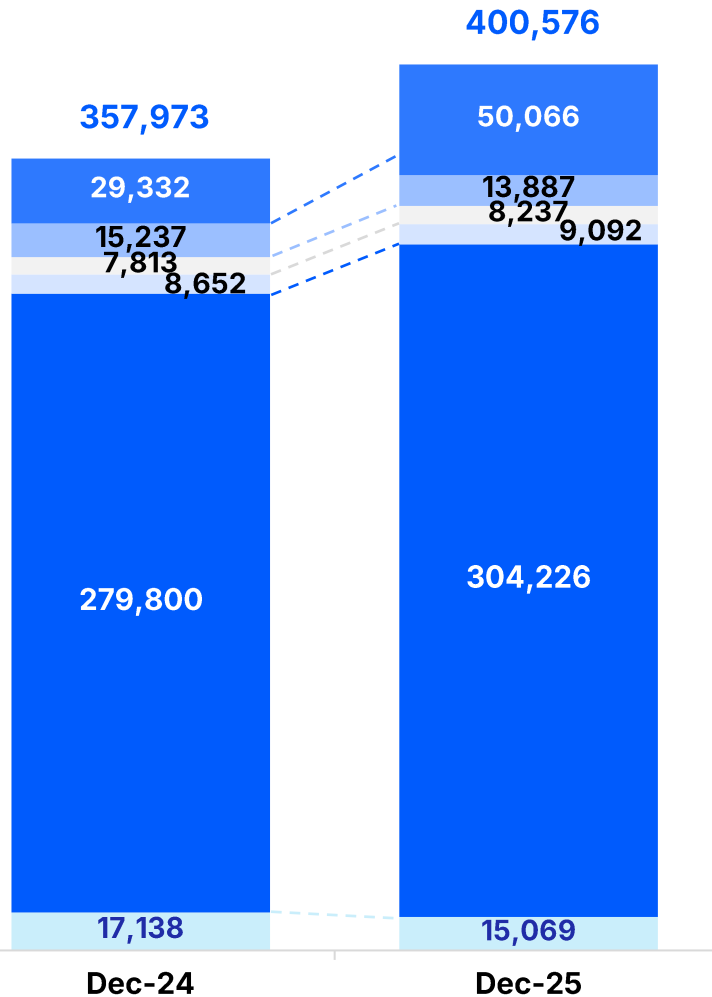


## Composition by Business Segment



# Loan Composition

Loan Mix by Segment (IDR Bn)



Loan Growth Strategy

	<u>% yoy</u>	<u>Main contributors for growth</u>
<input type="checkbox"/> Total Loan	<b>11.9%</b>	Focusing on housing-related higher yield whilst excelling in mortgages
<input checked="" type="checkbox"/> Corporate Loan	70.7%	Continuing to build up corporate segment with key focus on the housing-related sectors
<input checked="" type="checkbox"/> Commercial Loan	-8.9%	Targeting high-growth SME sectors (KUR) within the housing ecosystem
<input checked="" type="checkbox"/> Consumer Loan	5.4%	Tapping captive mortgage market with extensive soft loan (KRING) offers also optimizing Payroll-based loans with several new institutions
<input checked="" type="checkbox"/> Other Housing Loan	5.1%	Optimizing home equity loans (KAR) from existing performing mortgage customers through tele sales, upselling and cross selling for existing customers
<input checked="" type="checkbox"/> Mortgage	8.7%	<ul style="list-style-type: none"> <li>Pursuing a sustainable growth in housing loans with subsidized mortgages as the main driver</li> <li>Disbursing selectively on non-subsidized mortgage to non-fixed income individuals, focusing more on the emerging affluent segment through Sales Center</li> </ul>
<input checked="" type="checkbox"/> Construction Loan	-12.1%	<b>Reprofiling Construction Loan Portfolio</b> Focus on landed house and selected TOD high-rise housing projects

# Loan Disbursement

Loan by Segment (IDR Bn)	12M21	12M22	12M23	4Q24	3Q25	4Q25	QoQ	yoy	12M24	12M25	yoy
<b>Housing Loan</b>	<b>35,399</b>	<b>47,559</b>	<b>56,893</b>	<b>12,031</b>	<b>13,103</b>	<b>13,834</b>	<b>5.6%</b>	<b>15.0%</b>	<b>57,142</b>	<b>53,127</b>	<b>-7.03%</b>
Subsidized Mortgage	18,409	24,332	25,632	4,447	7,962	8,186	2.8%	84.1%	24,915	31,756	27.5%
Non-Subsidized Mortgage	10,969	14,363	19,073	4,537	2,517	2,883	14.5%	-36.5%	19,808	11,332	-42.8%
Other Housing Loan	1,069	1,349	2,378	679	454	465	2.4%	-31.5%	2,399	1,681	-29.9%
Construction Loan	4,952	7,516	9,810	2,369	2,170	2,301	6.0%	-2.9%	10,020	8,359	-16.6%
<b>Non-Housing Loan</b>	<b>24,206</b>	<b>40,036</b>	<b>36,794</b>	<b>9,164</b>	<b>11,675</b>	<b>34,011</b>	<b>191.3%</b>	<b>271.1%</b>	<b>34,038</b>	<b>69,486</b>	<b>104.1%</b>
Consumer Loan	7,182	8,530	3,853	973	931	1,071	15.1%	10.1%	3,216	3,260	1.4%
Commercial Loan	9,036	20,807	14,573	4,645	4,519	9,437	108.8%	103.1%	19,436	24,254	24.8%
Corporate Loan	7,988	10,698	18,368	3,546	6,225	23,503	277.6%	562.9%	11,385	41,972	268.7%
<b>Total Loan &amp; Financing</b>	<b>59,605</b>	<b>87,595</b>	<b>93,687</b>	<b>21,195</b>	<b>24,778</b>	<b>47,844</b>	<b>93.1%</b>	<b>125.7%</b>	<b>91,180</b>	<b>122,613</b>	<b>34.5%</b>
<b>Mortgage</b>	<b>29,378</b>	<b>38,695</b>	<b>44,705</b>	<b>8,984</b>	<b>10,480</b>	<b>11,068</b>	<b>5.6%</b>	<b>23.2%</b>	<b>44,723</b>	<b>43,088</b>	<b>-3.7%</b>

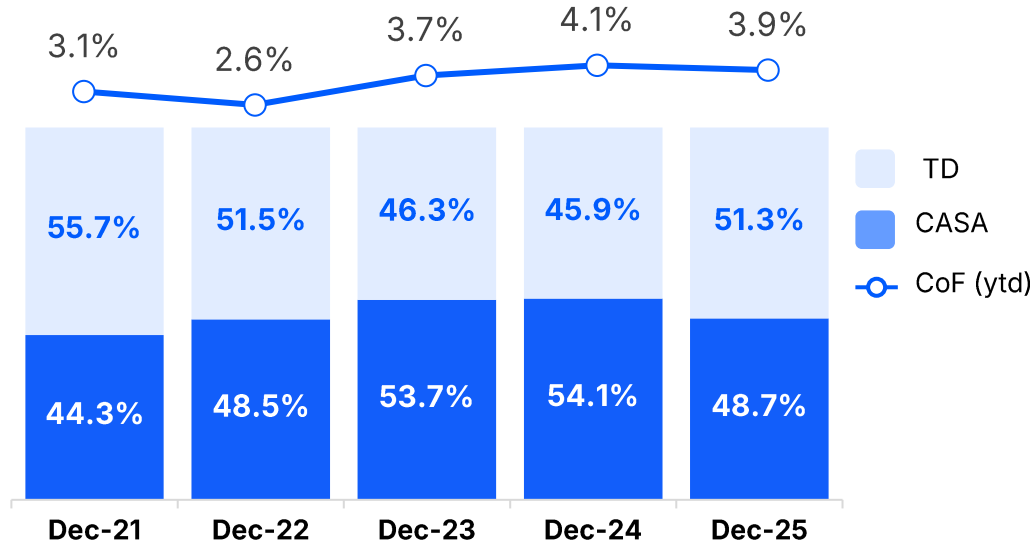
# Total Deposits

## Customer Deposits (IDR Tn)

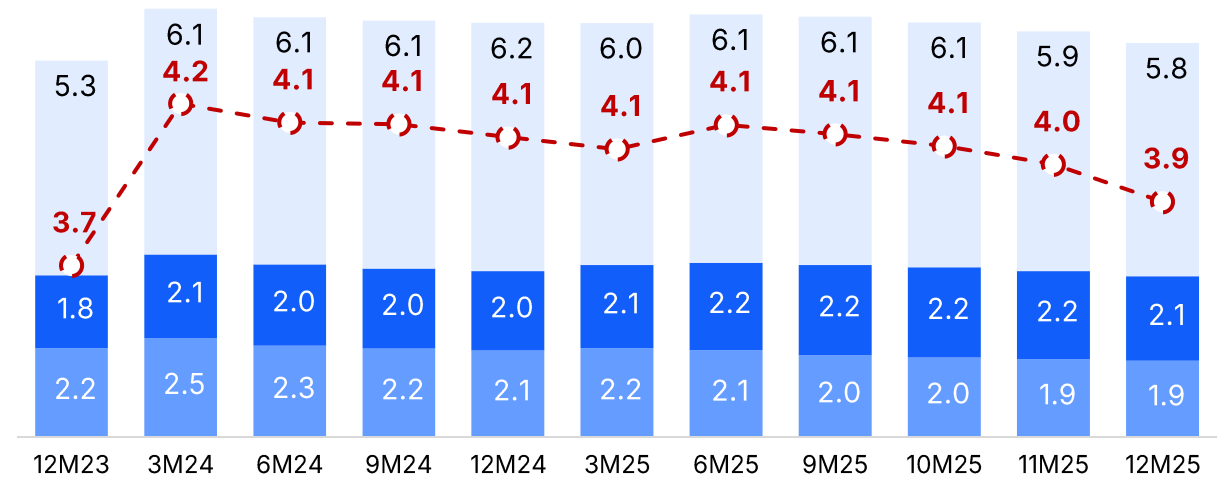
By Segments	Dec-21	Dec-22	Dec-23	Dec-24	Dec-25	YoY
<b>CASA</b>	<b>131.1</b>	<b>156.2</b>	<b>188.0</b>	<b>206.4</b>	<b>213.1</b>	<b>3.3%</b>
Current Account	79.2	114.0	143.5	160.8	169.2	5.2%
Savings Account	51.9	42.2	44.5	45.5	43.9	-3.6%
Time Deposits	164.9	165.7	161.9	175.3	224.3	27.9%*
<b>Total</b>	<b>296.0</b>	<b>321.9</b>	<b>349.9</b>	<b>381.7</b>	<b>437.4</b>	<b>14.6%**</b>

\*13.7% if exclude IDR25 Tn of Gov't fund placement  
 \*\* 8.1% if exclude IDR25 Tn of Gov't fund placement

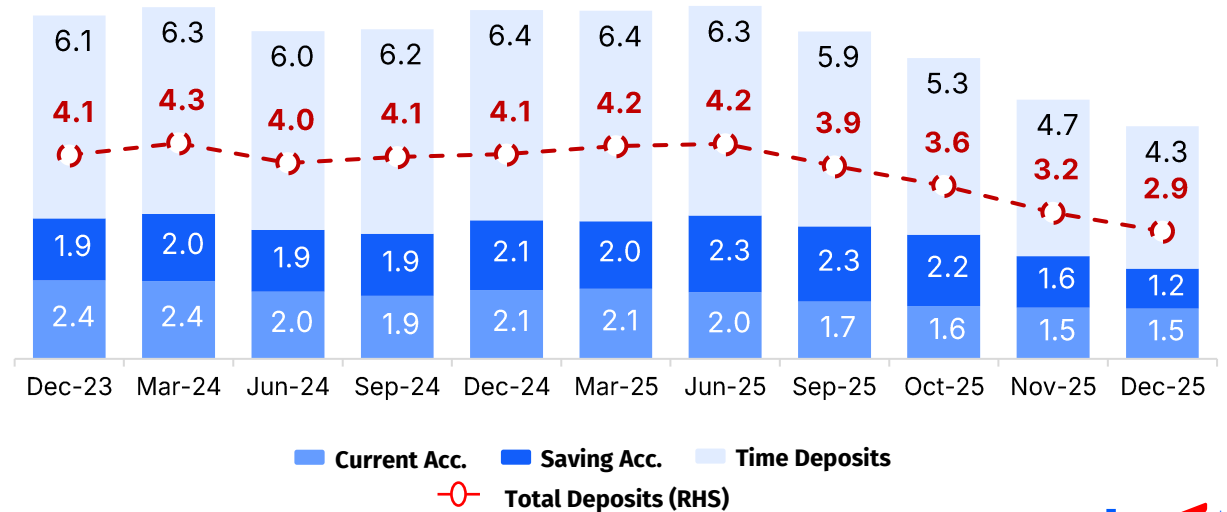
## CASA and Cost of Fund (%)



## Cumulative Cost of Deposits (%)



## Monthly Cost of Deposits (%)



# Capital

Capital (IDR Bn)	Full Year Of					Growth	
	2021	2022	2023	2024	2025		
Tier – 1 Capital	18,532	22,533	27,154	29,834	35,289	18.3%	yoy
Tier – 2 Capital	7,175	5,635	4,076	2,439	4,277	75.4%	yoy
Total Capital	25,707	28,168	31,230	32,273	39,566	22.6%	yoy
Total RWA	134,341	139,631	155,590	174,445	189,133	8.4%	yoy
RWA – Credit Risk	110,020	114,318	136,692	149,288	163,884	9.8%	yoy
RWA – Market Risk	2,407	1,373	942	6,102	4,901	-19.7%	yoy
RWA – Operational Risk	21,914	23,939	17,956	19,056	20,389	7.0%	yoy
<b>CAR Tier 1 (Tier 1/Total RWA)</b>	<b>13.8%</b>	<b>16.2%</b>	<b>17.5%</b>	<b>17.1%</b>	<b>18.7%</b>	<b>156</b>	<b>bps</b>
CAR Tier 2	5.3%	4.0%	2.6%	1.4%	2.3%	86	bps
<b>CAR BI ((Tier 1+2)/Total RWA)</b>	<b>19.1%</b>	<b>20.2%</b>	<b>20.1%</b>	<b>18.5%</b>	<b>20.9%</b>	<b>242</b>	<b>bps</b>
Capital Conservation Buffer	0.0%	2.5%	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

# Profit and Loss

PL Summary (IDR Bn)	4Q24	3Q25	4Q25	QoQ	YoY	12M24	12M25	YoY
Interest Income	7,184	8,079	9,760	20.8%	35.8%	29,550	36,339	23.0%
Interest Expense	(4,373)	(4,664)	(4,096)	-12.2%	-6.3%	(17,848)	(17,914)	0.4%
<b>Net Interest Income</b>	<b>2,811</b>	<b>3,415</b>	<b>5,663</b>	<b>65.8%</b>	<b>101.5%</b>	<b>11,702</b>	<b>18,425</b>	<b>57.5%</b>
Non-Interest Income	1,846	1,244	1,027	-17.5%	-44.4%	4,612	4,174	-9.5%
Other Operating Expense (Exclude Provision)	(2,798)	(3,102)	(3,402)	9.7%	21.6%	(10,440)	(11,930)	14.3%
<b>Pre-Provision Operating Profit (PPOP)</b>	<b>1,859</b>	<b>1,557</b>	<b>3,288</b>	<b>111.2%</b>	<b>76.9%</b>	<b>5,874</b>	<b>10,669</b>	<b>81.6%</b>
Provision	(668)	(819)	(1,694)	106.7%	153.7%	(2,023)	(6,170)	205.1%
<b>Profit From Operations</b>	<b>1,191</b>	<b>738</b>	<b>1,594</b>	<b>116.1%</b>	<b>33.8%</b>	<b>3,851</b>	<b>4,499</b>	<b>16.8%</b>
Non-Operating Income (Expense)	(35)	(6)	(74)	1201.8%	114.6%	(78)	(117)	49.3%
Profit Before Tax	<b>1,156</b>	<b>732</b>	<b>1,520</b>	<b>107.7%</b>	<b>31.4%</b>	<b>3,773</b>	<b>4,382</b>	<b>16.1%</b>
<b>Net Profit</b>	<b>925</b>	<b>596</b>	<b>1,198</b>	<b>101.0%</b>	<b>29.6%</b>	<b>3,007</b>	<b>3,501</b>	<b>16.4%</b>

# Profit and Loss Composition (1/3)

## Interest Income

Interest Income (IDR Bn)	4Q24	3Q25	4Q25	QoQ	YoY	12M24	12M25	YoY	% portion of 12M25
Placement with Bank Indonesia	70	89	176	98.4%	153.0%	539	441	-18.2%	1.2%
Placement with other bank	4	4	8	103.8%	111.7%	27	27	-1.1%	0.1%
Securities	597	660	1,082	63.9%	81.3%	2,394	3,032	26.6%	8.3%
Loan	5,620	6,392	8,015	25.4%	42.6%	23,185	29,636	27.8%	81.6%
Others	28	5	5	-8.0%	-83.2%	100	26	-74.2%	0.1%
Income from Syariah	866	929	474	-48.9%	-45.2%	3,305	3,178	-3.8%	8.7%
<b>Total</b>	<b>7,184</b>	<b>8,079</b>	<b>9,760</b>	<b>20.8%</b>	<b>35.8%</b>	<b>29,550</b>	<b>36,339</b>	<b>23.0%</b>	<b>100.0%</b>

## Interest Expense

Interest Expense (IDR Bn)	4Q24	3Q25	4Q25	QoQ	YoY	12M24	12M25	YoY	% portion of 12M25
Deposits from Other Banks	54	5	7	24.6%	-87.3%	257	34	-86.6%	0.2%
Deposits from Non-Banks	3,704	4,163	3,469	-16.7%	-6.3%	14,919	15,670	5.0%	87.5%
Securities Issued	76	46	46	-1.3%	-39.7%	393	242	-38.4%	1.4%
Fund Borrowings	522	442	563	27.6%	8.0%	2,190	1,914	-12.6%	10.7%
Others	17	7	11	61.6%	-36.1%	90	53	-41.2%	0.3%
<b>Total</b>	<b>4,373</b>	<b>4,664</b>	<b>4,096</b>	<b>-12.2%</b>	<b>-6.3%</b>	<b>17,848</b>	<b>17,914</b>	<b>0.4%</b>	<b>100.0%</b>

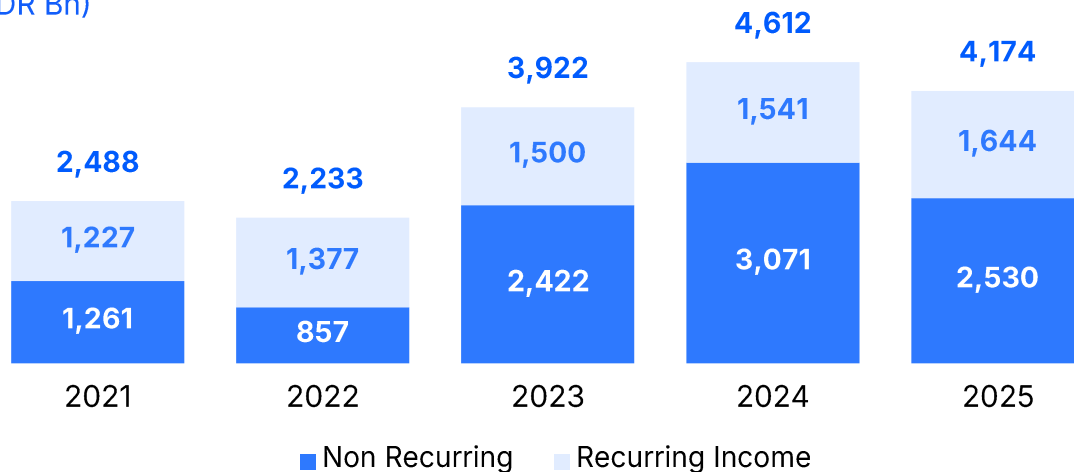
# Profit and Loss Composition (2/3)

## Non-interest Income

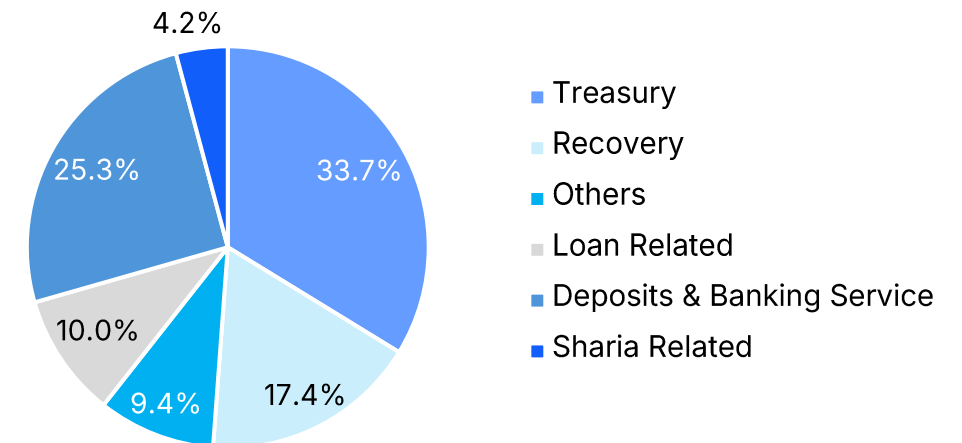
Non-interest Income (IDR Bn)	4Q24	3Q25	4Q25	QoQ	YoY	12M24	12M25	YoY
<b>Non-Recurring Income</b>	<b>1,406</b>	<b>816</b>	<b>555</b>	<b>-31.9%</b>	<b>-60.5%</b>	<b>3,071</b>	<b>2,530</b>	<b>-17.6%</b>
Gain from Treasury Transaction	310	396	269	-32.0%	-13.0%	1,098	1,409	28.3%
Recovery	795	159	256	61.2%	-67.8%	1,238 <sup>*)</sup>	727	-41.3%
Others	301	261	30	-88.6%	-90.1%	735	394	-46.4%
<b>Recurring Income</b>	<b>440</b>	<b>429</b>	<b>471</b>	<b>10.0%</b>	<b>7.1%</b>	<b>1,541</b>	<b>1,644</b>	<b>6.7%</b>
Loan Related Transaction	124	103	122	17.5%	-2.1%	455	416	-8.7%
Deposits & Banking Service Related	290	293	274	-6.5%	-5.7%	984	1,054	7.2%
Sharia Related Transaction	26	32	76	134.6%	196.3%	102	174	70.7%
<b>Total</b>	<b>1,846</b>	<b>1,244</b>	<b>1,027</b>	<b>-17.5%</b>	<b>-44.4%</b>	<b>4,612</b>	<b>4,174</b>	<b>-9.5%</b>

\*) Include one-off recovery from asset sales transaction

## Non-interest Income (IDR Bn)



## 12M25 Non-interest Income Breakdown (%)



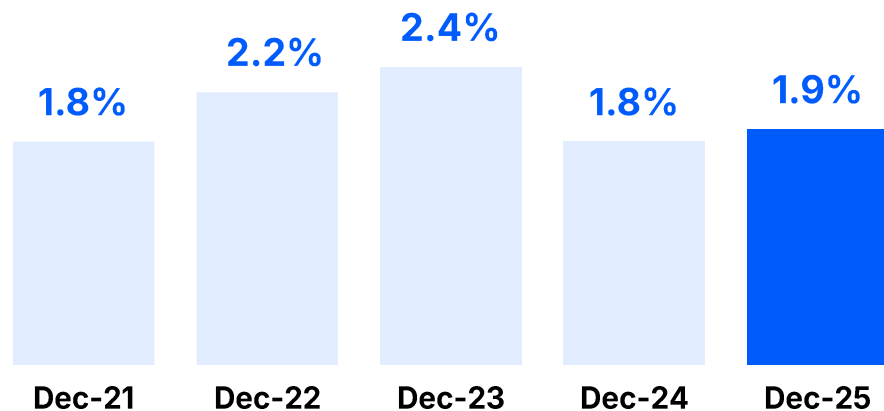
# Profit and Loss Composition (3/3)

## Other Operating Expense (exclude Provisions)

Other Operating Expense (IDR Bn) Excluding Provision	4Q24	3Q25	4Q25	QoQ	YoY	12M24	12M25	YoY	% portion of 12M25
Salaries & Employee Benefit	1,025	1,260	1,335	5.9%	30.3%	4,345	4,869	12.0%	40.8%
General Administration	535	476	494	3.7%	-7.7%	1,594	1,649	3.5%	13.8%
Others	35	63	41	-34.9%	15.8%	191	199	4.7%	1.7%
Rent, Service & Maintenance	266	296	371	25.5%	39.5%	860	1,142	32.8%	9.6%
Depreciation	194	209	285	36.1%	47.0%	747	890	19.2%	7.5%
Promotion	144	146	189	29.4%	30.7%	552	640	16.0%	5.4%
Collector Fees & Consultant	347	358	472	31.8%	36.0%	1,239	1,516	22.4%	12.7%
Insurance Premium	199	221	223	0.9%	12.3%	754	871	15.5%	7.3%
Training	17	45	39	-14.4%	131.5%	100	132	31.4%	1.1%
Research & Development	5	1	3	285.5%	-40.3%	7	5	-32.8%	0.0%
Other Taxes	2	2	2	-19.3%	26.4%	15	16	9.2%	0.1%
Loss (transaction spot, derivative, and forex)	1	24	(51)	-313.3%		7	-		0.0%
Marked to Market	29	0	0		-101.2%	29	-		0.0%
<b>Total</b>	<b>2,798</b>	<b>3,102</b>	<b>3,402</b>	<b>9.7%</b>	<b>21.6%</b>	<b>10,440</b>	<b>11,930</b>	<b>14.3%</b>	<b>100.0%</b>

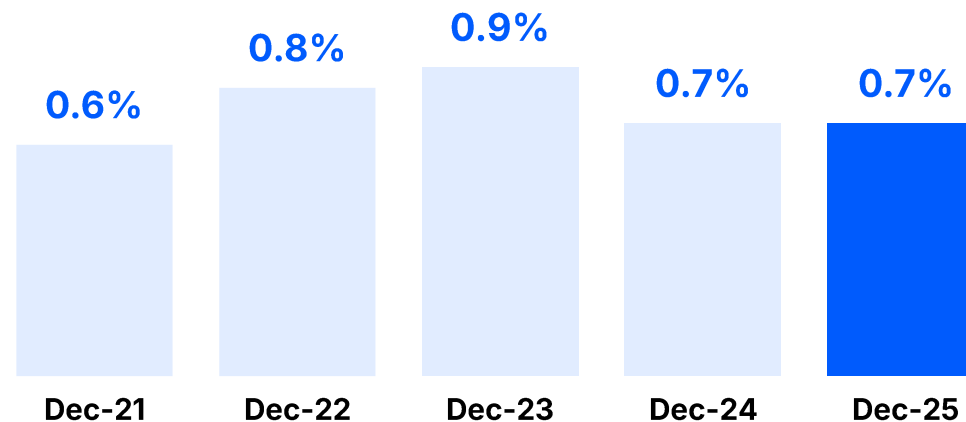
# Key Financial Ratios

## RORWA<sup>1</sup> – AfterTax



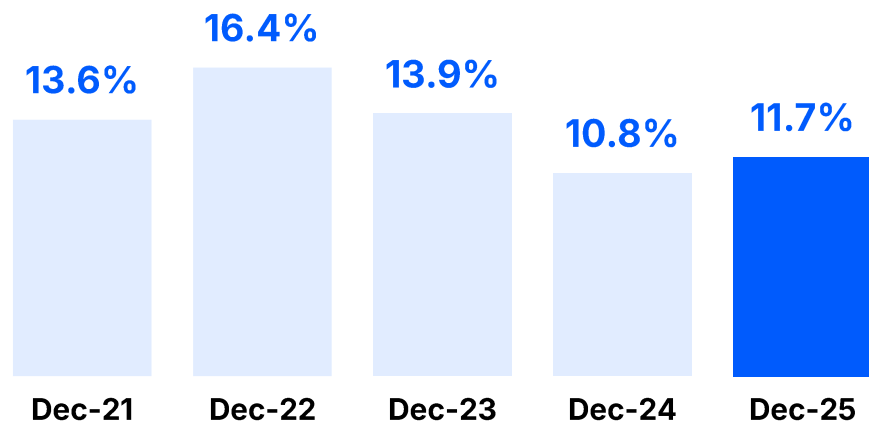
<sup>1</sup>Calculated based on net profit/average of Total Credit Risk-Weighted asset (RWA)

## ROA<sup>2</sup> – After Tax



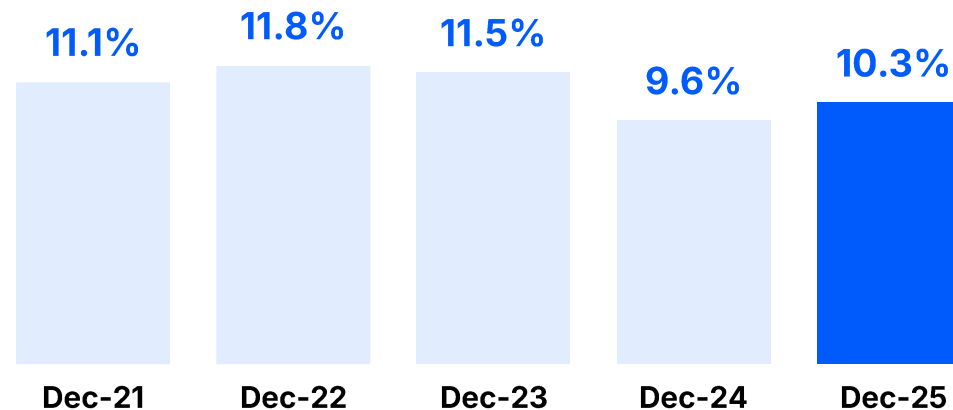
<sup>2</sup>Calculated based on net profit/average total asset

## ROE<sup>3</sup> – Tier 1 Capital



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

## ROE<sup>4</sup> – Balance Sheet



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

# Asset Quality



# Update on Risk Management Initiatives

Enhancing collection practices to a more advanced stage to drive greater process effectiveness.



## Collection's Business Process Improvement with Clustering Based Model

- ❑ Shifting from **branch-based allocation** to a **regional cluster approach** in collection area management.
- ❑ **Delivers higher efficiency** and better collection teams' productivity.

## Progress in Cluster Collection in Jatim Bali Nusra Regional Office (Phase 1)

### 1 Monthly Visit/collectors Improved

288 (Before) → 338 (After) ▲ 17.4%

### 2 Asset Sales per Month

Increased by ▲ 222.7%

### 3 Upgrade NPL to PL

Improved by ▲ 55.2%

## What's Next?

BTN will gradually expand the business process in other regional offices.



- West Java
- Jakarta I
- Jakarta II

Cluster Collection Project be implemented in 3 Regional Offices.

Developing the Loan Factory as a strategic refinement to improve loan origination.

Through Loan Factory, BTN have centralized consumer loan processing and portfolio risk management by enhancing service quality, driving efficiency, and ensuring process excellence, with minimal human intervention.

## Before

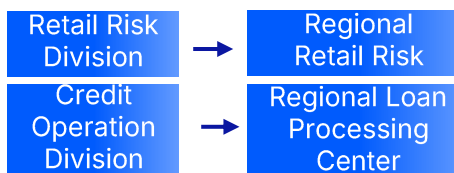
### 1 Regionalized



### 2 Regional Based Model

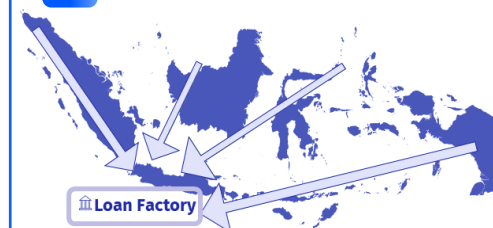
Analysis and underwriting within the loan origination process are executed at each regional areas through RLPC.

### 3 Monoline Organization Structure



## After

### 1 Centralized



### 2 Segment Based Model

Loan Factory implements centralized and standardized processes, with loan origination managed separately for Subsidized, Non-Subsidized, and Consumer segments.

### 3 Establishing New Organization Structure



# Loan Quality

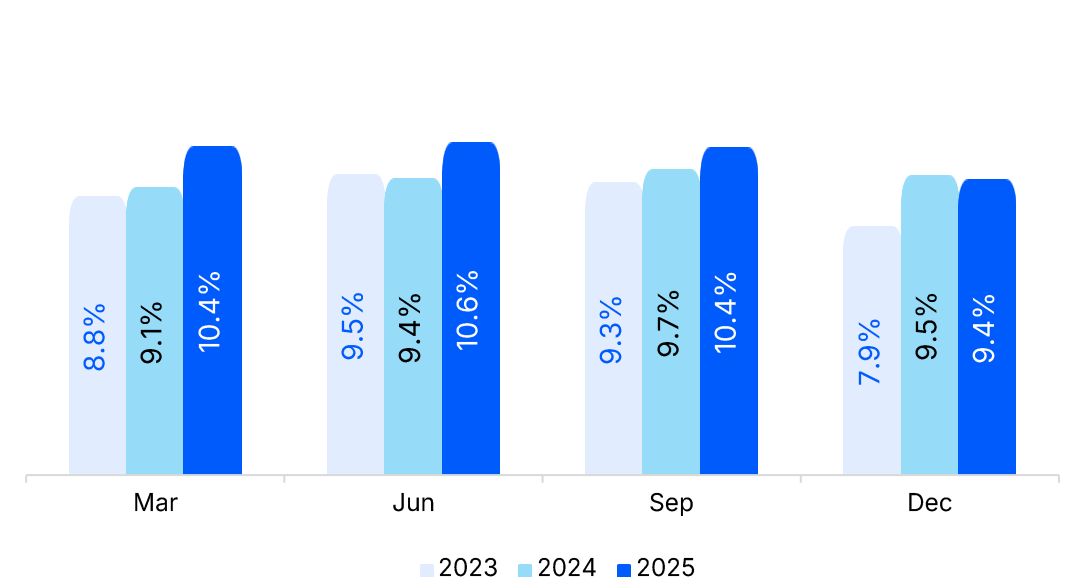
Collectibility	Dec-21		Dec-22		Dec-23	
	IDR Bn	%	IDR Bn	%	IDR Bn	%
Current	252,244	91.8%	268,077	89.9%	297,251	89.1%
Special Mention	12,412	4.5%	20,134	6.8%	26,399	7.9%
<b>Performing Loan (PL)</b>	<b>264,656</b>	<b>96.3%</b>	<b>288,211</b>	<b>96.6%</b>	<b>323,649</b>	<b>97.0%</b>
Substandard	222	0.1%	580	0.2%	571	0.2%
Doubtful	484	0.2%	888	0.3%	678	0.2%
Loss	9,473	3.4%	8,602	2.9%	8,800	2.6%
<b>Non Performing Loan (NPL)</b>	<b>10,185</b>	<b>3.7%</b>	<b>10,070</b>	<b>3.4%</b>	<b>10,049</b>	<b>3.0%</b>
<b>Total Loan &amp; Financing</b>	<b>274,841</b>	<b>100.0%</b>	<b>298,282</b>	<b>100.00%</b>	<b>333,698</b>	<b>100.0%</b>
NPL Gross	3.70%		3.38%		3.01%	
NPL Nett	1.20%		1.32%		1.32%	

Dec-24		Sep-25		Dec-25	
IDR Bn	%	IDR Bn	%	IDR Bn	%
312,598	87.3%	328,349	86.2%	350,674	87.5%
34,057	9.5%	39,533	10.4%	37,545	9.4%
<b>346,655</b>	<b>96.8%</b>	<b>367,881</b>	<b>96.5%</b>	<b>388,219</b>	<b>96.9%</b>
872	0.2%	1,078	0.3%	614	0.2%
1,940	0.5%	1,597	0.4%	869	0.2%
8,506	2.4%	10,474	2.7%	10,874	2.7%
<b>11,318</b>	<b>3.2%</b>	<b>13,149</b>	<b>3.4%</b>	<b>12,357</b>	<b>3.1%</b>
<b>357,973</b>	<b>100.0%</b>	<b>381,030</b>	<b>100.0%</b>	<b>400,576</b>	<b>100.0%</b>
3.16%		3.45%		3.08%	
1.89%		2.00%		1.70%	

## NPL Breakdown by Segment

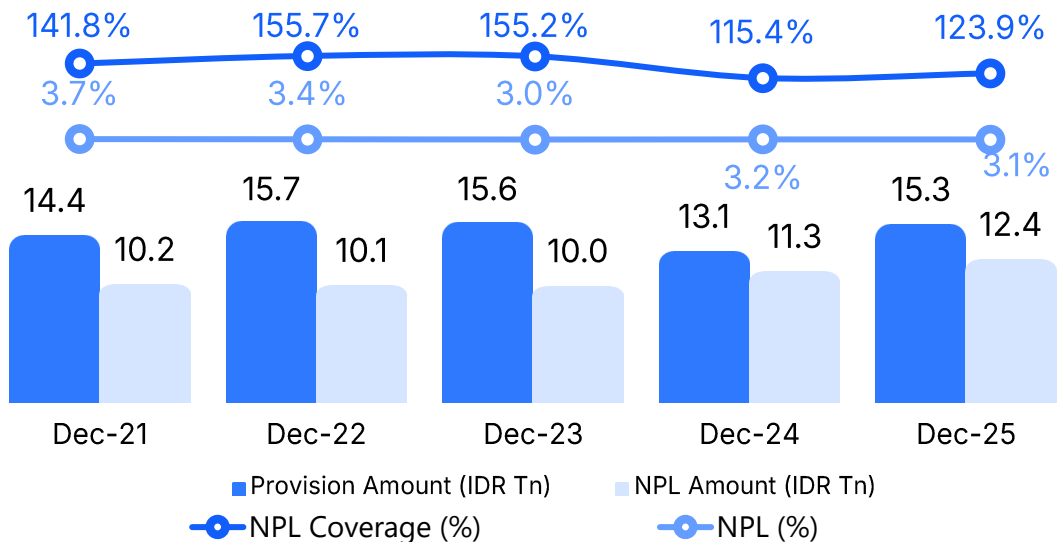
By Segment (%)	Dec-21	Dec-22	Dec-23	Dec-24	Sep-25	Dec-25
<b>Housing Loan</b>	<b>3.5%</b>	<b>3.4%</b>	<b>3.2%</b>	<b>3.3%</b>	<b>3.8%</b>	<b>3.5%</b>
Subsidized Mortgage	0.8%	0.9%	1.5%	1.7%	1.6%	1.4%
Non-Subsidized Mortgage	2.6%	1.9%	2.0%	3.7%	5.7%	5.3%
Other Housing Loan	3.4%	2.9%	3.7%	4.4%	4.6%	3.9%
Construction Loan	21.3%	26.2%	23.8%	16.0%	16.2%	16.4%
<b>Non-Housing Loan</b>	<b>5.2%</b>	<b>3.4%</b>	<b>1.9%</b>	<b>2.4%</b>	<b>1.4%</b>	<b>1.1%</b>
Consumer Loan	1.2%	1.1%	1.6%	1.5%	1.6%	1.2%
Commercial Loan	15.3%	9.4%	6.2%	7.3%	5.6%	4.8%
Corporate Loan	0.2%	0.6%	0.1%	0.1%	0.0%	0.0%
<b>Total Loan &amp; Financing</b>	<b>3.7%</b>	<b>3.4%</b>	<b>3.0%</b>	<b>3.2%</b>	<b>3.4%</b>	<b>3.1%</b>
<b>Mortgage</b>	<b>1.5%</b>	<b>1.3%</b>	<b>1.7%</b>	<b>2.5%</b>	<b>3.2%</b>	<b>2.9%</b>

## Quarterly SML Trend

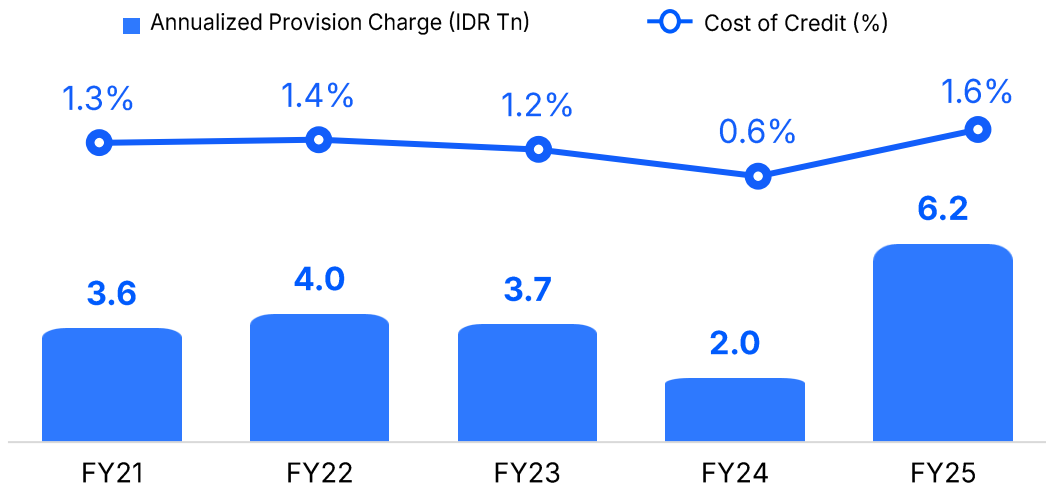


# NPL, Cost of Credit and New Loan Booking Quality

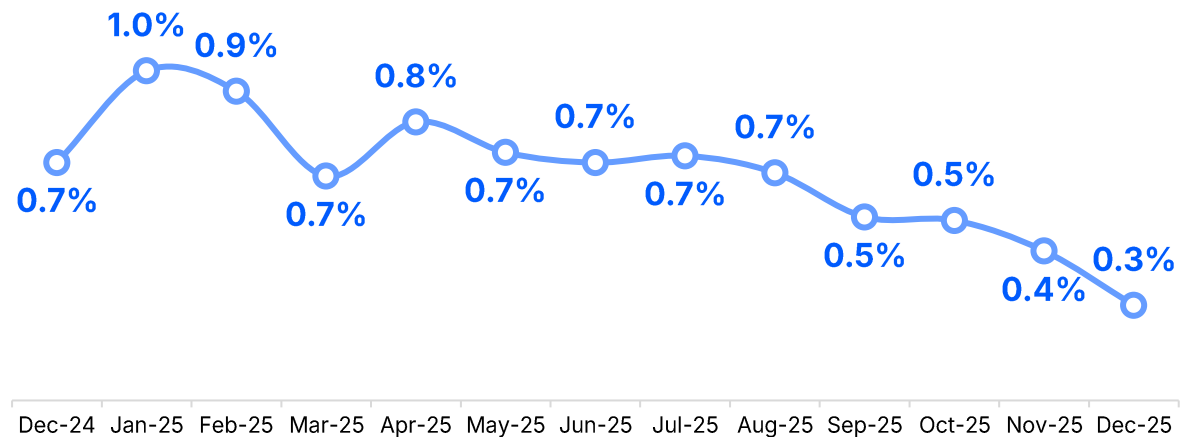
## NPL & NPL Coverage



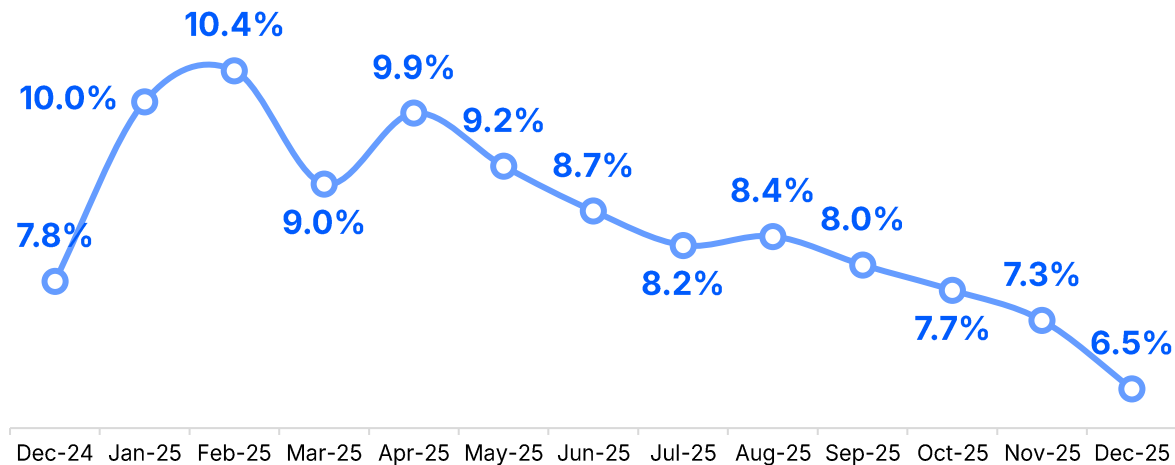
## Cost of Credit



## Day Past Due (DPD) of 12-months Loan Booking

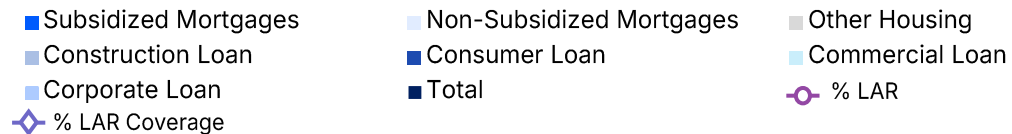
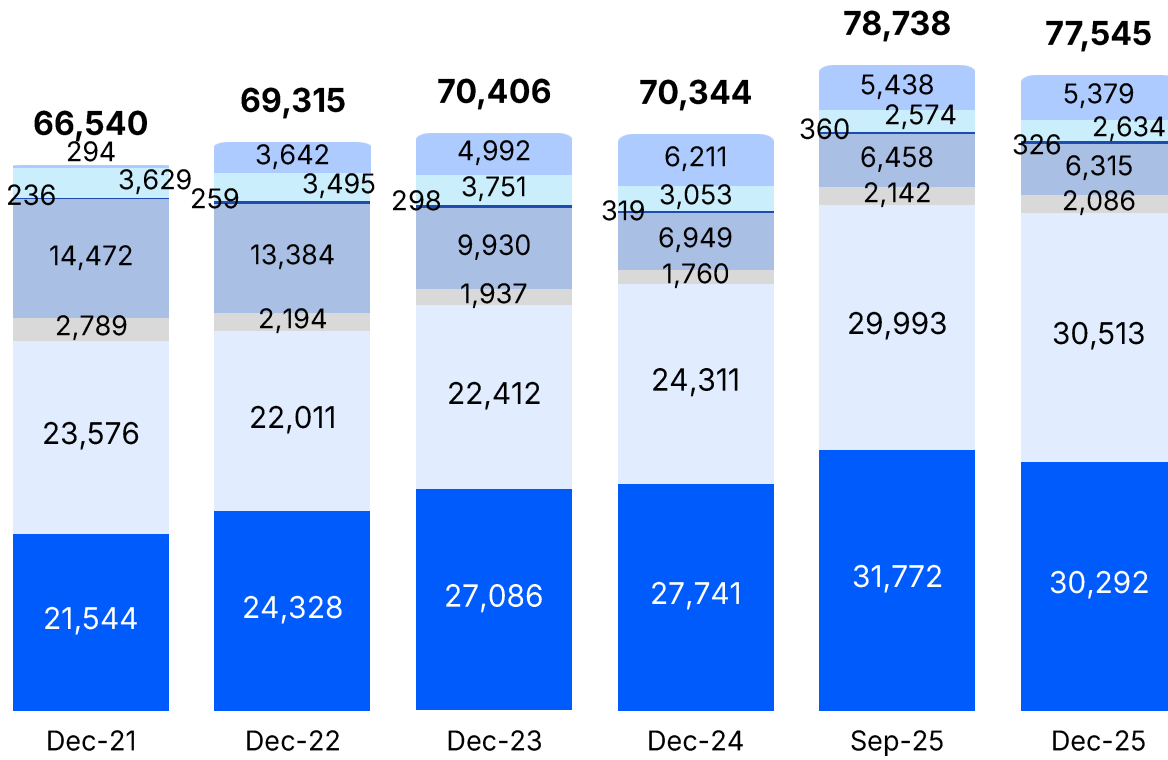
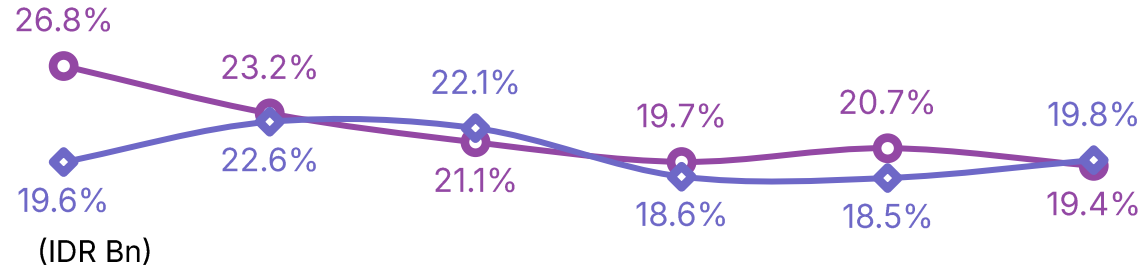


## Day Past Due (DPD) of 24-months Loan Booking

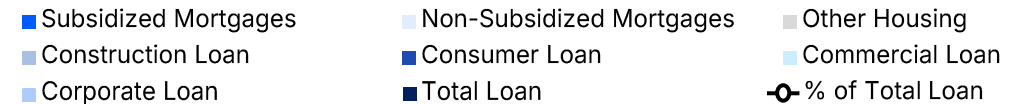
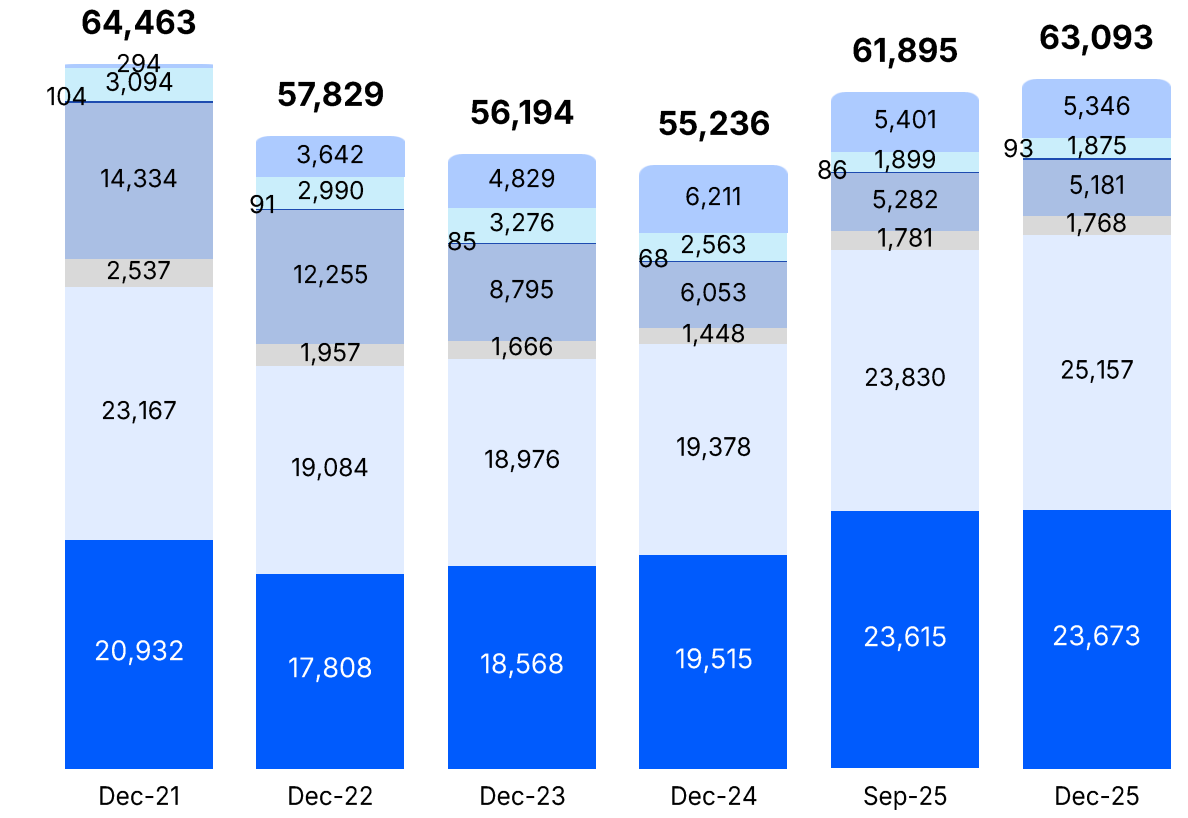
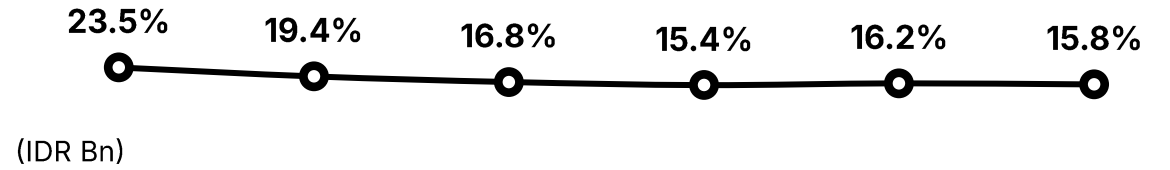


# LAR and Total Restructured by Segment

## LAR & LAR Coverage

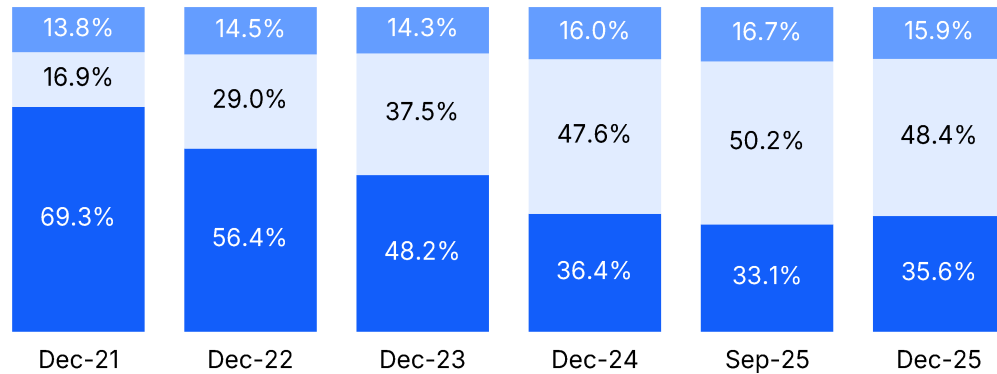


## Total Restructured Loan by Segment

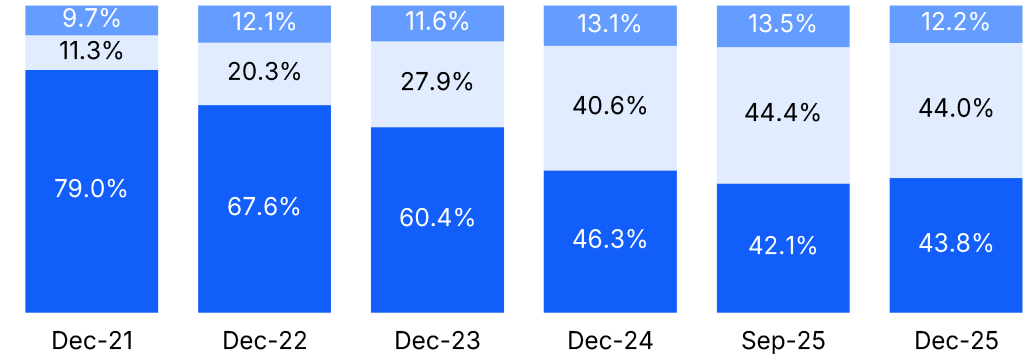


# LAR and Restructured Loans

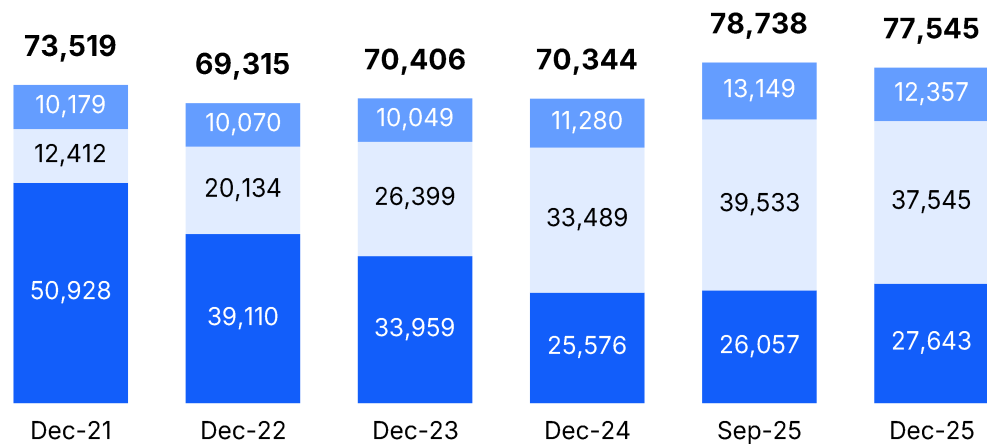
## LAR by Collectability (%)



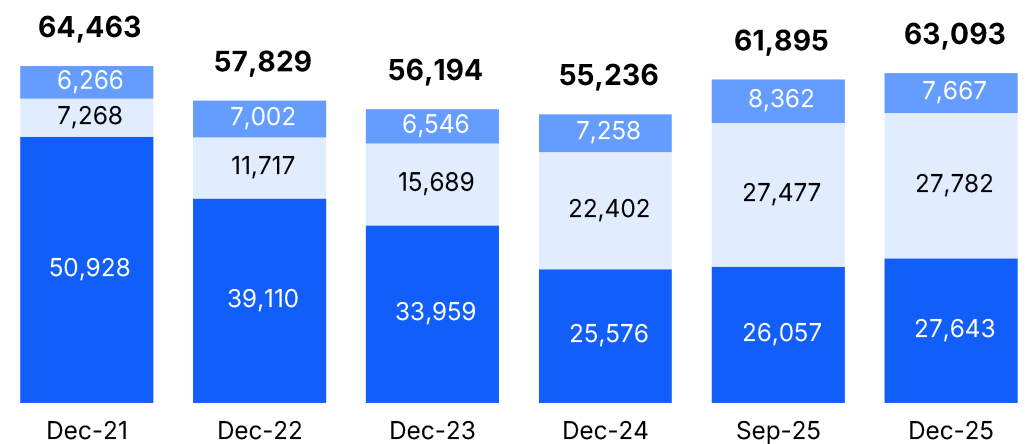
## Total Restructured Loan by Collectability (%)



## LAR by Collectability (IDR Bn)



## Total Restructured Loan by Collectability (IDR Bn)



■ Current   
 ■ SML   
 ■ NPL

# **ESG Update**



# BTN ESG Journey

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

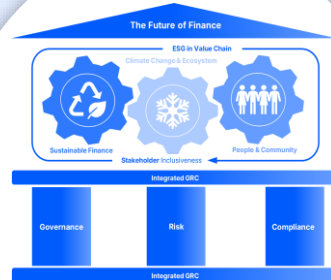
2019

- Publishing BTN's **1st sustainability report**



2023

- Establishing ESG framework, roadmap, and initiative strategies in 2023-2028 to **Become an ESG Champion**
- Forming a **dedicated ESG Unit** (Enterprise & ESG Risk Management Division) and establishing an **ESG committee**
- Joining **UNEFPFI Signatory**



2024

- Launching **1,000 low emission housing program**
- Obtaining **Platinum Green Building certification** for BTN Tower 2
- Implementing **a uniform recycling program** (repurposing old corporate logo uniforms into souvenirs)



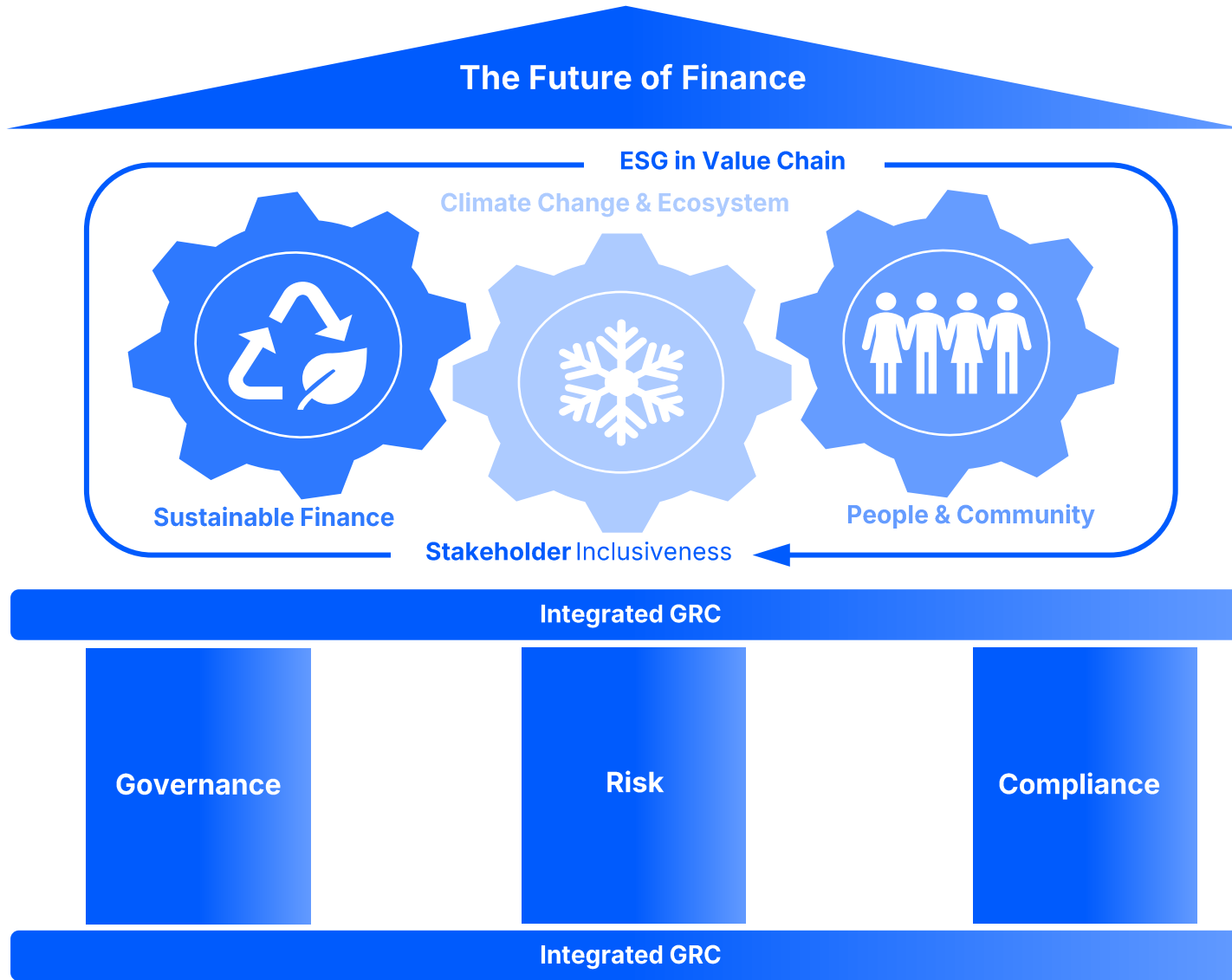
2025

- Obtaining an upgraded ESG **MSCI Rating from BBB to AA**
- Launching **"Pay Your Mortgage Installment With Waste"** program
- Scaling up the **low emission housing program to 10,000 units**
- **Hosting Queen Maxima visit** to BTN's houses that supports inclusivity and accessibility for low to middle income communities
- Publishing **Sustainable Finance Framework** and **Social Finance Framework**
- **Issuing Social Bonds**

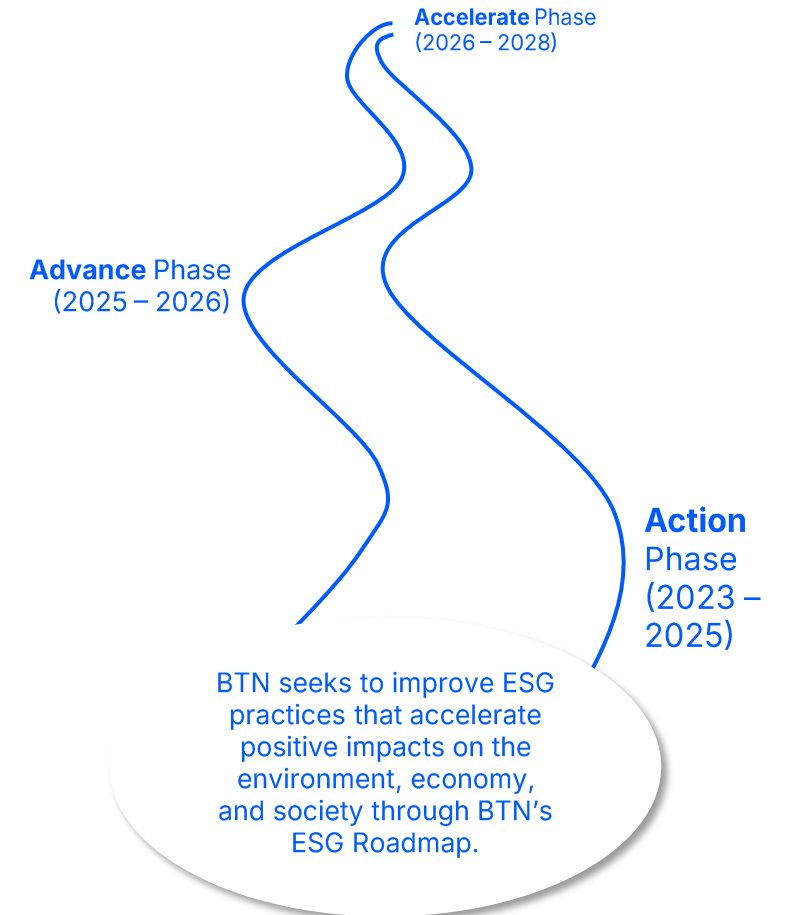


# BTN ESG Framework : The Future of Finance

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



# Indonesia's Housing Landscape and the Sustainability Challenge

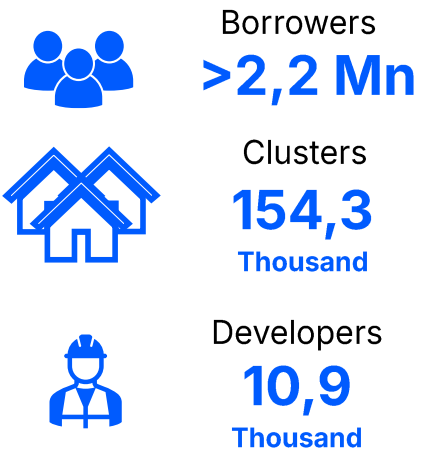
As BTN enables millions to achieve home ownership, households remain the largest source of national waste, underscoring the urgency to embed sustainability within the housing ecosystem.

## Empowering Indonesia's Housing Sector

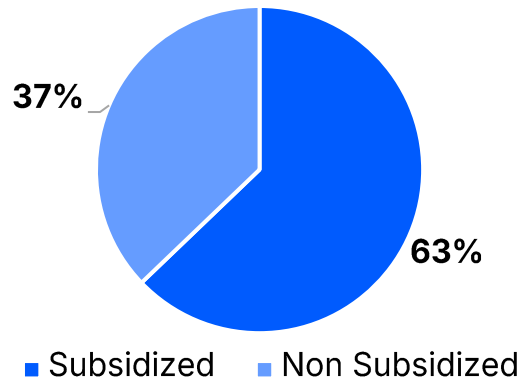
As a key player in the housing market, BTN empowers millions of Indonesians to achieve their dream home, while supporting a resilient and sustainable housing ecosystem.



### Key Housing Achievement



### Mortgage Portfolio Composition



## Transforming Households into Sustainability Agents

Households remain the largest contributors to Indonesia's total waste, generating **~46.3% of the national waste**, yet only **31.3% is managed through formal waste handling systems**.



Waste Generation  
**34.1** Mn ton /year



Waste Management  
**10.7** Mn ton /year



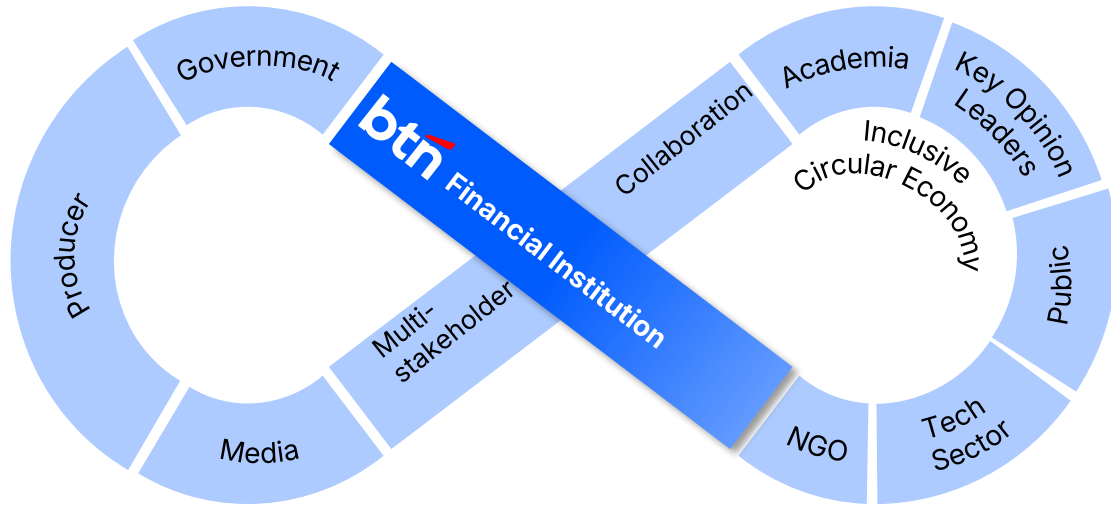
According to the Ministry of Environment and Forestry (KLHK), over 270 million Indonesian people produce around 0.7 – 1.0 kg of waste each day. This emphasizes the urgent need for waste management and **BTN's role in fostering environmentally responsible communities**.

# Positioning BTN at the Heart of Indonesia's Circular Economy

Through its role as a financial institution in the housing sector, BTN bridges stakeholders across the circular economy, transforming household waste into economic value through **"Pay Your Mortgage Installment With Waste"** and **"Low-emission Housing"** programs.

## 9 Important Actors in Championing Circular Economy

Source: Lucia Karina, 2019.



As one of Indonesia's leading financial institutions, BTN plays an essential role in advancing the circular economy agenda through the housing sector.

Together with families, waste management partners, suppliers, and developers, **BTN develops collaborative solutions that address waste challenges comprehensively**, from upstream through "Pay Your Mortgage with Waste" program to downstream through "Low-emission Housing" program.

BTN launches flagship programs to solve waste problem in housing eco from upstream to downstream



# Integrating ESG Principle within the Housing Ecosystem

BTN introduced **"Pay Your Mortgage Installment With Waste"** program as a way to integrate ESG principles into housing clusters to reduce household waste. This program help borrowers reduce monthly mortgage installments with valuable waste and utilize non-valuable waste into recycled materials.

1 Point = IDR 1

Danantara Indonesia **btn** **btn**esg | rekosistem

## bayar angsuranmu pakai sampahmu

Pesona Kahuripan 8 | Sabtu, 27 September 2025

**Rekopoin spesial khusus debitur KPR BTN**

PET 1.200 <b>2.400</b> Rekopoin/kg	Kardus 800 <b>1.600</b> Rekopoin/kg	Beling 100 <b>200</b> Rekopoin/kg	Plastik Keras 600 <b>1.200</b> Rekopoin/kg	Elektronik Bekas 1.500 <b>3.000</b> Rekopoin/kg
Kertas 150 <b>300</b> Rekopoin/kg	Plastik Lunak 100 <b>200</b> Rekopoin/kg	Logam 900 <b>1.800</b> Rekopoin/kg	Minyak Bekas 6.000 <b>10.000</b> Rekopoin/kg	

dan kesempatan dapat **voucher belanja!**

download sekarang! **balé**

Program ini hadir tiap bulan hingga Desember 2025

BTN CALL **150-286** **1500-286** Karena Hidup Gak Cuma Tentang Hari Ini

BTN bermitra dan didukung oleh Charitas Jasa Keuangan & Bank Indonesia serta merupakan peserta pengurangan LPS

**Ayo Punya Rumah Dengan Bank Tabungan**

@albn Bank BTN @bankbtn

As of Dec 2025

# 716

Kilogram

Total waste collected

# 21

Cluster Total Cluster with waste management services

Subsidized Mortgage Visit & Interview Session



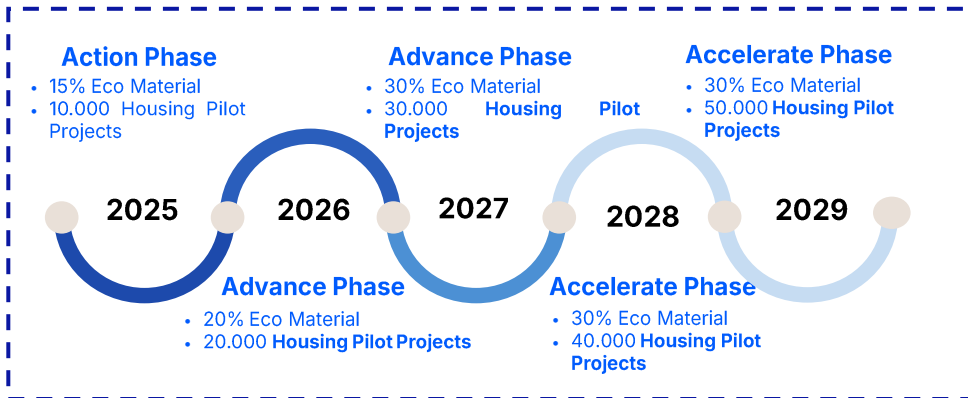
Massive Subsidized Mortgage Disbursement



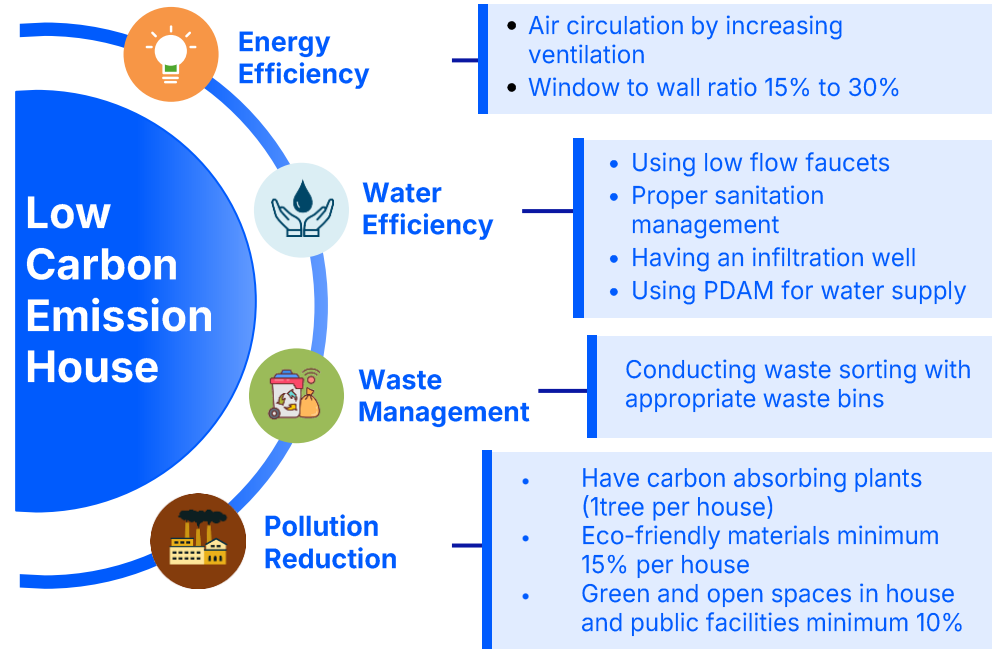
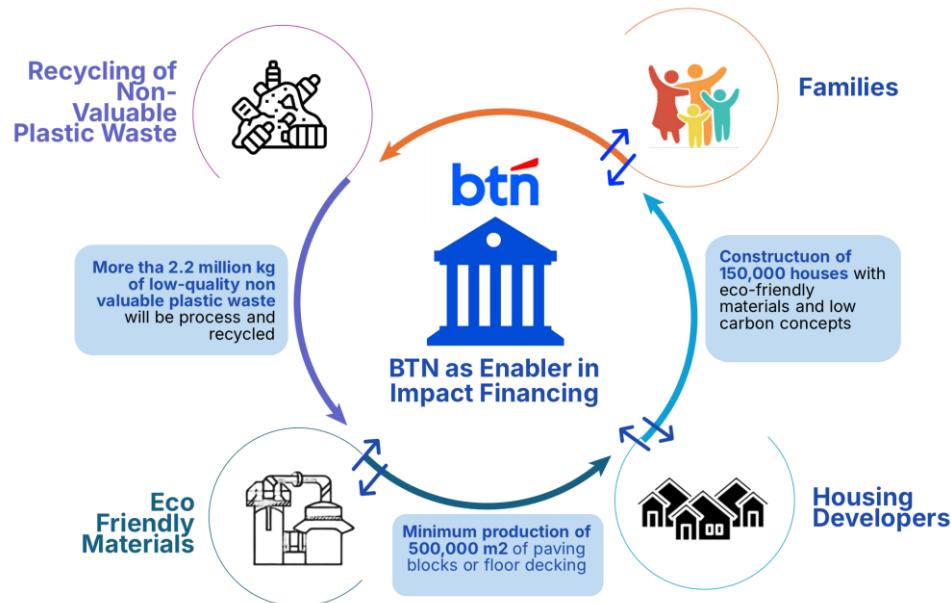
# Low Emission Housing Project

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

## Low Carbon Emission Roadmap



## Number of Low Emission Houses Disbursed & Emissions Reduced



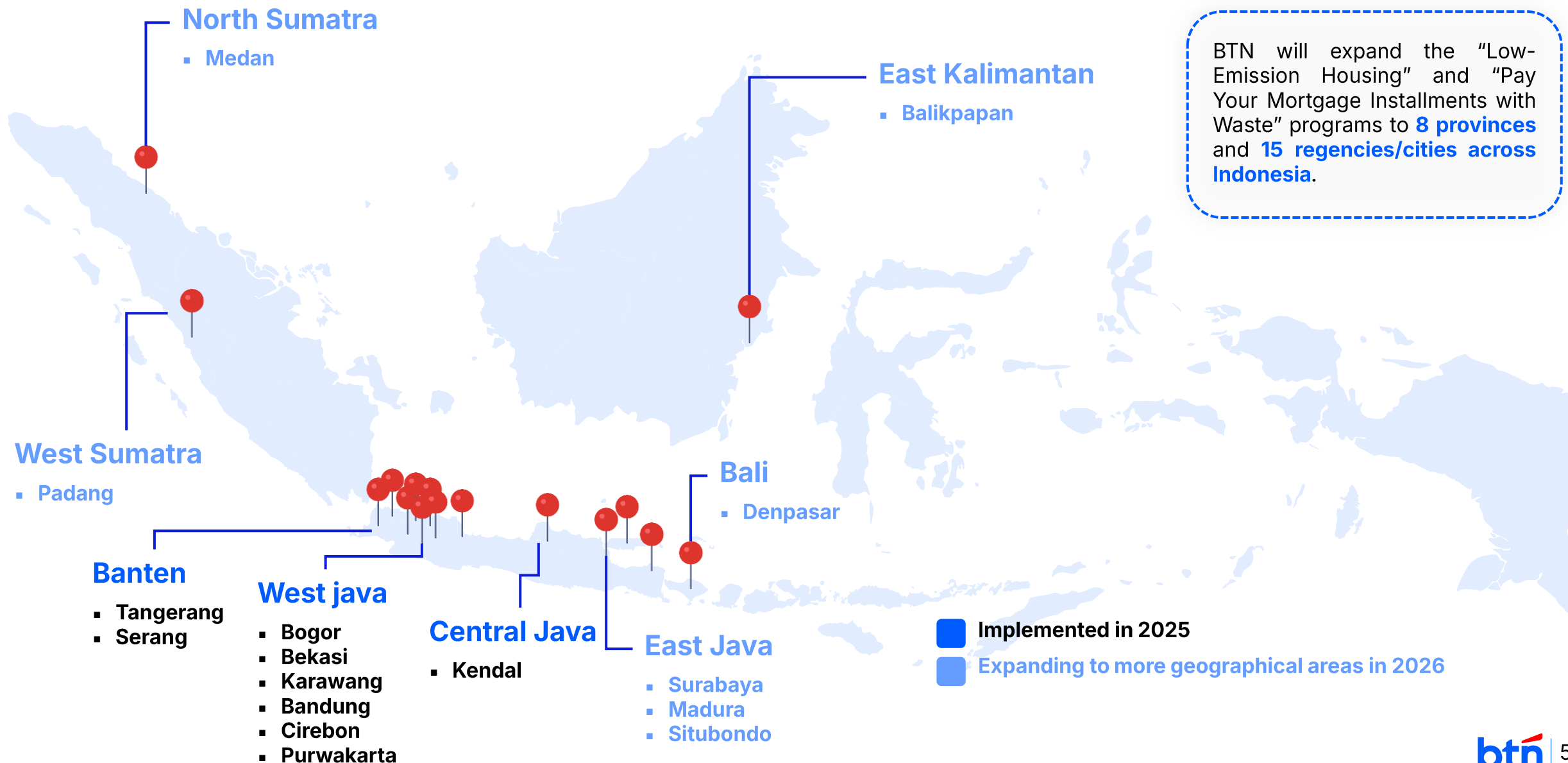
## List of Suppliers



These suppliers offers interlock bricks, paving blocks, and floor decks made of recycled materials.

# BTN ESG Development Plan in the Future

BTN aims to broaden the geographic coverage of the “Low-Emission Housing” and “Pay Your Mortgage Installment With Waste” initiatives across Indonesia.



# Real Impacts on Environmental Sustainability

BTN's sustainability initiatives have translated into real reductions in emissions, energy use, and paper consumption across operations.

## Green Transportation

**40** Electric vehicles for operational (10 electric cars, 2 hybrid cars, & 29 electric motorcycles) will be increased around 200 units by 2029



Transportation Emission Reduction

**137,143** liters  
As of Dec 2025



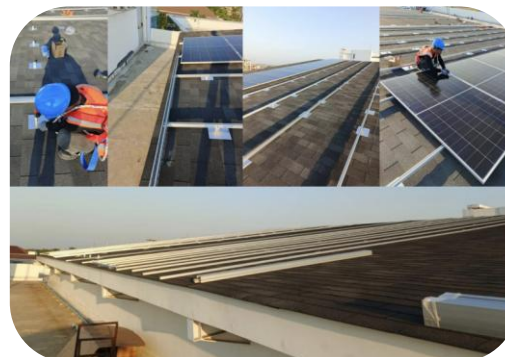
**~331,4** → **5,523**

tCO2e

Trees/year Saved\*

## Green Premises

**8** Installed Solar panels and targeting minimum 15% of Branch Offices by 2026 and 30% by 2028.



Solar Panel Efficiency

**214,969** kWh  
As of Dec 2025



**~197.3** → **3,287**

tCO2e

Trees/year saved

## 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



smart residence

btn properti

**balé**  
by btn

Paperless

**3,318,019**  
Sheet  
Paper reduction



**~199.1** → **3,318**

tCO2e

Trees/year saved

\*) CO2 sequestration from tree planting: 0.06 TCO2e / tree / year

# Advancing Social Impact through Inclusive Housing

BTN expands equitable housing access, uplifts living standards, and nurtures sustainable communities across Indonesia.

**Reducing Housing Backlogs**  
Deliver targeted housing financing programs for low-middle income segments to bridge the housing gap.

10 REDUCED INEQUALITIES

**Affordable Energy Access**  
Provide houses with electricity at adjusted, affordable rates for eligible income groups.

7 AFFORDABLE AND CLEAN ENERGY

**Sustainable Communities**  
Develop inclusive, safe, resilient, and sustainable neighborhoods within subsidized housing complexes.

11 SUSTAINABLE CITIES AND COMMUNITIES

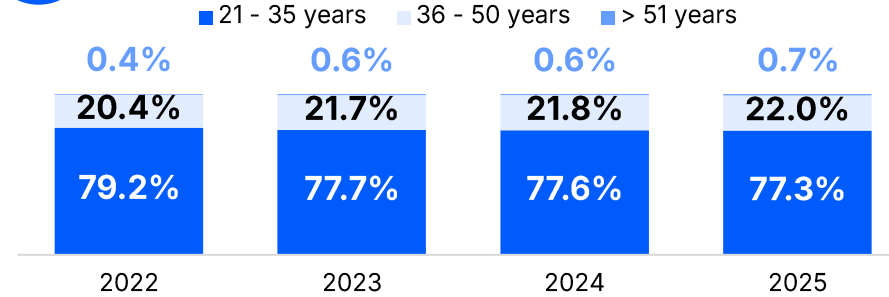
**Clean Water & Sanitation**  
Ensure reliable access to clean water and proper sanitation facilities, managed sustainably.

6 CLEAN WATER AND SANITATION



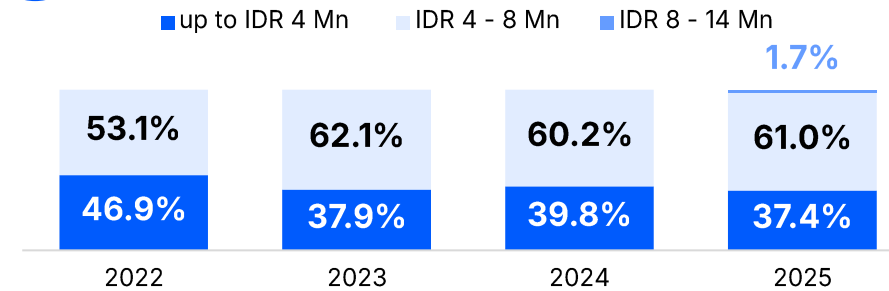
**Subsidized Mortgage**

## Segment by Ages



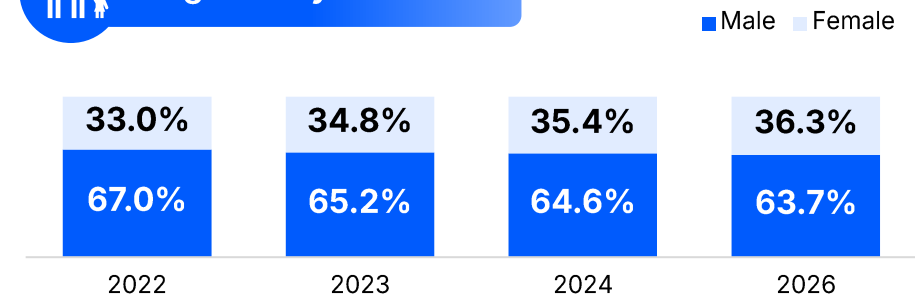
- ~77% of BTN Subsidized mortgage customers are Millennials

## Segment by Wages

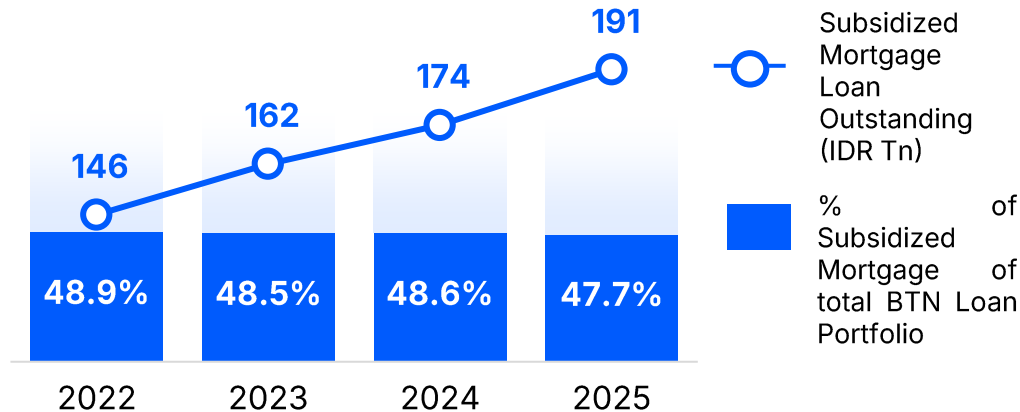


- As of April 2025, the government updated the key eligibility criteria, setting the maximum monthly income to IDR 12 Mn for single-income and 14 Mn for joint income in Jabodetabek area.

## Segment by Gender



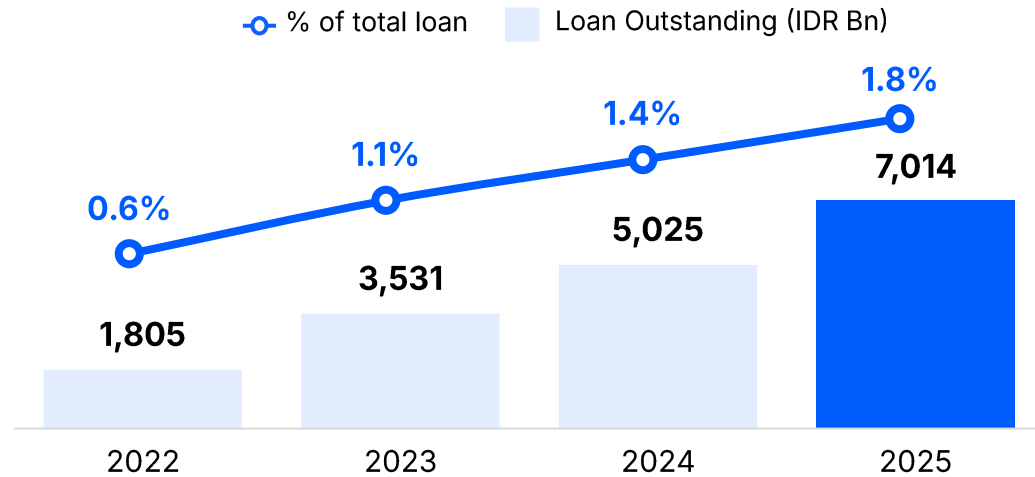
- All genders have the same opportunity to own a subsidized house



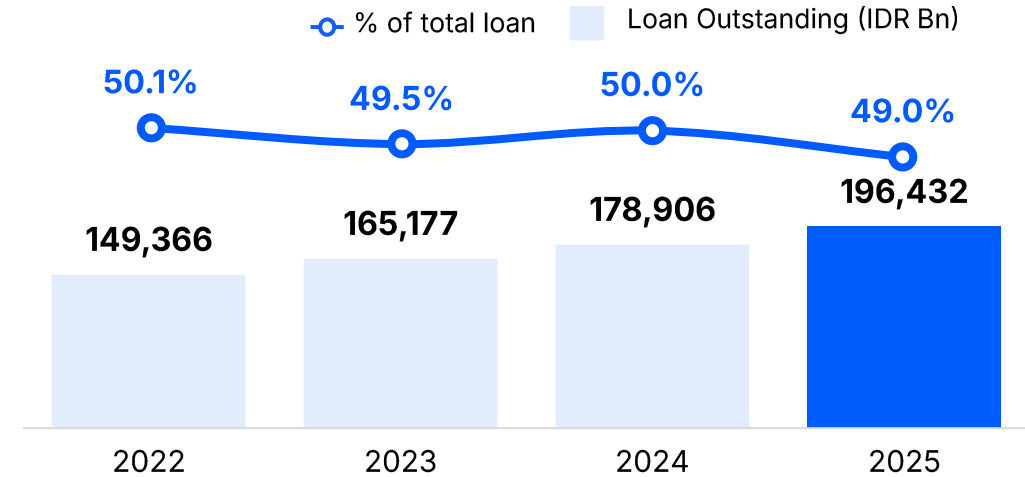
# Sustainable Finance Portfolio

Our sustainable finance portfolio reflects BTN's journey in turning sustainability commitments into real, measurable impact for people, planet, and the economy.

## Green Financing









## Social Financing





## Sustainable Financing Highlight

### Green Financing

-  Environmentally Sustainable Buildings Aligned with National, Regional, and International Certification Standards → **IDR 945 Bn**
-  Sustainable Water and Wastewater Management → **IDR 485 Bn**
-  Energy Efficiency → **IDR 453 Bn**
-  Environmentally Friendly Transportation → **IDR 127 Bn**
-  Renewable Energy → **IDR 1,990 Bn**
-  Sustainable Natural Resource and Land Use Management → **IDR 3,014 Bn**

### Social Financing

-  Job Creation & Unemployment Programs (SME and Microfinance Financing) → **IDR 5,247 Bn**
-  Affordable Housing → **IDR 191,185 Bn**

## Social Bonds

### Strong Market Appetite Reaching 5.47x Oversubscription



A total of IDR 10 Tn have been approved by the OJK to be disbursed in the next 2 years. BTN have **fully allocated IDR 300 Bn** to finance loans for **SMEs in 2025**.

- 1 Affordable Housing**  
Financing and/or refinancing of mortgage or home ownership with the FLPP scheme
- 2 Job Creation & Unemployment Programs (SME and Microfinance Financing)**
  - SMEs and MSMEs
  - Support MSMEs borrowers in times of need (ex. loan restructuring, natural disaster, etc.)
- 3 Basic Infrastructure**  
Drinking water supply systems, including water treatment facilities and distribution networks

# 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).

## Mini MBA in Property



Collaboration with SBM ITB for **Mini MBA in Property** with a total of more than 800 participants in 24 batches on a regular and 1 batch on request (in-house).

## Advisory Clinic



The Advisory Clinic provides a platform for participants to take part in **interactive discussions and consultations with expert** within the housing sector.

## Public Lecture & Scientific Speech



❑ BTN actively contributes as a speaker in public lectures and scientific speeches on topics aligned with current developments & conditions, such as Green Financing. **These initiatives aim to provide financial & sustainable literacy within universities.**

❑ Tapping into **Universitas Diponegoro, Universitas Udayana, and Universitas Negeri Padang.**

# Human Capital Composition and Policy



## Respectful Workplace Policy

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



## Diversity, Equity and Inclusion Policy

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



## Employee Wellbeing Program

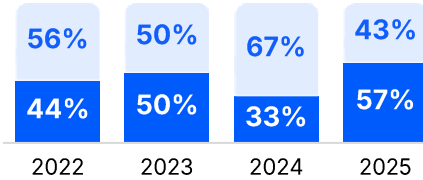
BTN implemented **Employee Well-Being Framework** mandated by BUMN to keep stakeholders healthy, safe, and happy as well as improve EVP, additional value, and performance of individuals and business units.



## Management Composition

### Commissioner Composition

■ Commissioner ■ Independent



**16.7%**

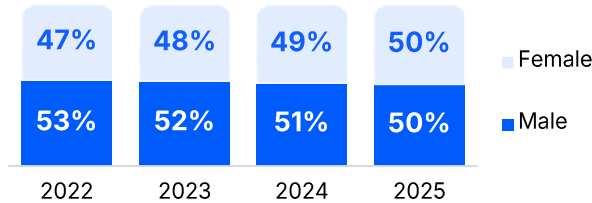
of the BOD composition are women

**14.3%**

of the Commissioner composition are women



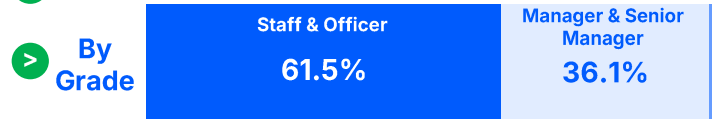
## Gender Diversity



## Employee Composition

> **19.9%** of the Top Management composition are women (as of Dec-25)

> **23** Disabled Employees (Top Management\*) **2.3%**



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



## 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**.

**9,975**

Completed Self-Learning ESG awareness (delivered online)

**16,100**

Completed **ESG learning & training** (delivered online & onsite)

**5**

Employees become BUMN Green Ambassador

**8**

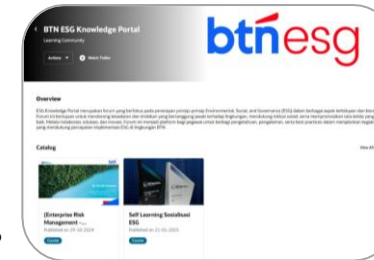
**ESG related cultural initiatives** in 2024

### ESG Curriculum

- |   |  |
|---|--|
| 1. Responsible Marketing and Product Activities | 7. AML/CFT                                   |
| 2. Data Privacy Governance                      | 8. Tax Avoidance                             |
| 3. Data Security Issues                         | 9. Compliance with International Regulations |
| 4. ESG Risk Identification                      | 10. Anti-Bribery and Anti-Corruption         |
| 5. Mentorship                                   | 11. Code of Ethics                           |
| 6. Diversity and Guidelines                     |  |



## 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.

# Governance Sustainability Highlight

## Gratification



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

## Data Privacy & Cyber Security



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

## ESG Aspect in Credit Analysis



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

## Whistle Blowing System (WBS)



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



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

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

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

## Signatories



**PCAF** Partnership for Carbon Accounting Financials

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)**

# Governance Sustainability Highlight (2/2)



## 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 Correuption Instructor (PAKSI) certification across all units.



## Anti Bribery



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



## Anti Fraud Sub Committee



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



## ESG Committee



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



## ESG Principles



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

# Multiple Accolades Awarded to BTN for its Excellence in Governance and Sustainability Performance

## ACGS Rating



with overall score of

# 120.75

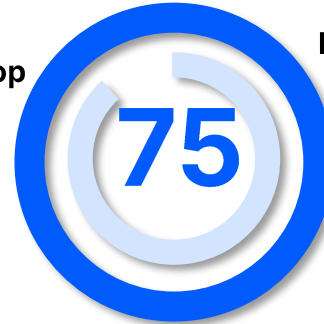
Top 5 Indonesia PLCs  
ASEAN Asset Class  
Threshold

## CSR HUB



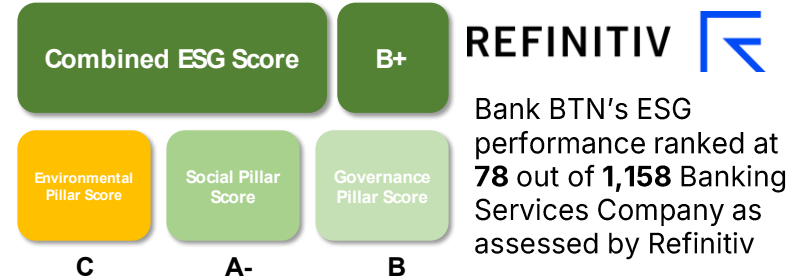
Top

Low



ESG Ranking (%)  
Compared Within  
43,262 Companies

## Refinitiv



**REFINITIV**  
Bank BTN's ESG performance ranked at **78** out of **1,158** Banking Services Company as assessed by Refinitiv

## MSCI ESG Rating

(as of Sep-25)



# AA Leader

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

## Included in some ESG Indices



### IDX LQ45

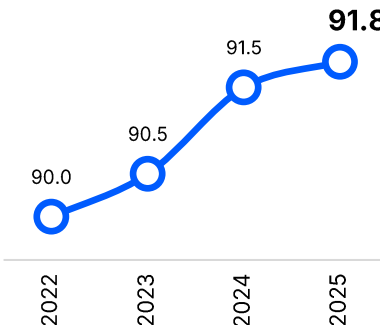
Low Carbon Leaders



### SRI Kehati Index

1. SRI Kehati
2. ESG Sector Leaders
3. ESG Quality 45

## Corporate Governance Perception Index (CGPI)



with overall score of

# 91.8

Category :  
"Most Trusted Company"

Top 50 ASEAN PLCs

# Bank Only : Financial Highlights



# Financial Snapshots – BTN's Bank Only

Financial Highlight *)	Dec-21	Dec-22	Dec-23	Dec-24	Dec-25	yoy Growth (%)	
<b>Asset/ Liabilities</b>							
Total Assets (IDR Bn)	371,868	402,148	438,750	469,615	462,463	-1.5%	yoy
Total Loan & Financing (IDR Bn)	274,835	298,282	333,698	357,973	345,703	-3.4%	yoy
Total Deposits (IDR Bn)	295,976	321,937	349,933	381,667	378,712	-0.8%	yoy
<b>Profitability</b>							
Net Profit (IDR Bn)	2,376	3,045	3,501	3,007	3,425	13.9%	yoy
N I M	4.0%	4.4%	3.8%	2.9%	4.3%	138	bps
C I R	48.2%	46.7%	45.3%	57.1%	49.2%	(795)	bps
RoE (Tier-1)	13.6%	16.4%	13.9%	10.8%	11.6%	82	bps
RoA (Return on Asset)	0.8%	1.0%	1.1%	0.8%	0.9%	6	bps
<b>Asset Quality</b>							
NPL (Gross)	3.7%	3.4%	3.0%	3.2%	3.2%	0	bps
Loan at Risk (LAR)	26.8%	23.2%	21.1%	19.7%	20.5%	82	bps
NPL Coverage	141.8%	155.7%	155.2%	115.4%	127.6%	1,221	bps
Cost of Credit (CoC)	1.3%	1.4%	1.2%	0.6%	1.9%	131	bps
<b>Liquidity</b>							
LDR	92.9%	92.7%	95.4%	93.8%	91.3%	(251)	bps
LFR	81.0%	81.8%	83.2%	83.2%	82.3%	(85)	bps
CASA	44.3%	48.5%	53.7%	54.1%	46.9%	(719)	bps
<b>Capital</b>							
CAR (Tier 1)	13.8%	16.1%	17.5%	17.1%	16.7%	(43)	bps
Total CAR	19.1%	20.2%	20.1%	18.5%	19.0%	52	bps

\*) The numbers shown from 2021–2024 are at consolidated figures, while for 2025 numbers are including BTN's Sharia Business Unit Pre Spin-Off (from 1 Jan 25 – 18 Dec 25).

# Appendix



# Impact to BTN's Consolidated Financial Statement

Financial Highlights	Dec-23	Dec-24	Dec-25			yoy Growth (%)	
			Bank-Only	BSN	Consolidated		
<b>Balance Sheet – Income Statement</b>							
Total Assets (IDR Bn)	438,750	469,615	462,463	72,985	527,793	12.4%	yoy
Total Loan & Financing (IDR Bn)	333,698	357,973	345,703	54,873	400,576	11.9%	yoy
Total Deposits (IDR Bn)	349,933	381,667	378,712	58,731	437,398	14.6%	yoy
Total Equity (IDR Bn)	30,479	32,572	36,366	6,505	36,210	11.2%	yoy
Net Profit (IDR Bn)	3,501	3,007	3,425 <sup>*)</sup>	86 <sup>**)</sup>	3,501	16.4%	yoy
<b>Asset Quality</b>							
NPL (Gross)	3.0%	3.2%	3.2%	2.6%	3.1%	(8)	bps
Loan at Risk (LAR)	21.1%	19.7%	20.5%	12.3%	19.4%	(29)	bps
NPL Coverage	155.2%	115.4%	127.6%	95.9%	123.9%	856	bps
<b>Liquidity</b>							
LDR	95.4%	93.8%	91.3%	93.4%	91.6%	(221)	bps
CASA	53.7%	54.1%	46.9%	60.7%	48.7%	(534)	bps
<b>Capital</b>							
CAR (Tier 1)	17.5%	17.1%	16.7%	40.6%	18.7%	156	bps
Total CAR	20.1%	18.5%	19.0%	40.6%	20.9%	242	bps

\*) Bank-Only net profit include BTN's Sharia Business Unit Pre Spin-Off (from 1 Jan 25 – 18 Dec 25).

\*\*\*) Only include BSN net profit after Spin-Off effective date (19 Dec 25 – 31 Dec 25). Under PSAK 338 (accounting for business combinations under common control), BSN's proforma net profit calculated between 5 Jun 25 – 18 Dec 25 are IDR 506 Bn. (Proforma Net Profit are calculated since BTN officially acquired Bank Victoria Syariah – BVIS on 5 Jun 25).

# BTN's Network and Distribution as of December 2025

## Java

Regional Office	5
Branch Offices	49
Sub-Branch Offices	389
Sharia Branch Offices	18
Sharia Sub-Branch Offices	55
ATM & CRM	1,415

## Kalimantan

Regional Office	1
Branch Offices	7
Sub-Branch Offices	32
Sharia Branch Offices	3
Sharia Sub-Branch Offices	4
ATM & CRM	133

## Sulawesi

Regional Office	1
Branch Offices	8
Sub-Branch Offices	30
Sharia Branch Offices	3
Sharia Sub-Branch Offices	2
ATM & CRM	133

## Sumatera

Regional Office	1
Branch Offices	11
Sub-Branch Offices	74
Sharia Branch Offices	10
Sharia Sub-Branch Offices	21
ATM & CRM	307

## 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	34

National	FY25	FY24	FY23
Regional Office	8	8	6
Branch Offices	82	82	81
Sub-Branch Offices	548	536	541
Sharia Branch Offices	35	35	34
Sharia Sub-Branch Offices	83	75	75
<b>Outlets</b>	<b>756</b>	<b>736</b>	<b>737</b>
ATM and CRM	2,090	2,071	2,150

# BBTN's Rating, Indices and Shareholder Structure

## Current BTN Ratings From Various Rating Agencies

### FitchRatings Upgraded

As of October 2025

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

### MOODY'S

As of June 2025

Outlook : Stable  
 Counterparty Risk Rating : Baa2/P-2  
 Bank Deposits : Baa2/P-2  
 Baseline Credit Assessment : ba2  
 Adj Baseline Credit Assessment : ba2  
 Counterparty Risk Assessment : Baa2 (cr)/P-2(cr)

### PEFINDO

CREDIT RATING AGENCY As of August 2025

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

## BBTN are included in some indices including ESG indices up to Dec-25

### Local Index:

- LQ45
- IDX80
- IDXFİNANCE
- IDX BUMN20
- IDX Small-Mid Cap (IDX SMC) Composite
- IDX Small-Mid Cap (IDX SMC) Liquid
- MBX
- Kompas100
- Infobank15
- IDX Value30
- Investor33
- ECONOMIC30
- Tempo – IDX Financials52 (High Dividend Index)
- SRI-KEHATI \*
- IDX LQ45 Low Carbon Leaders \*
- ESG Sector Leaders IDX Kehati \*
- ESG Quality 45 IDX Kehati \*

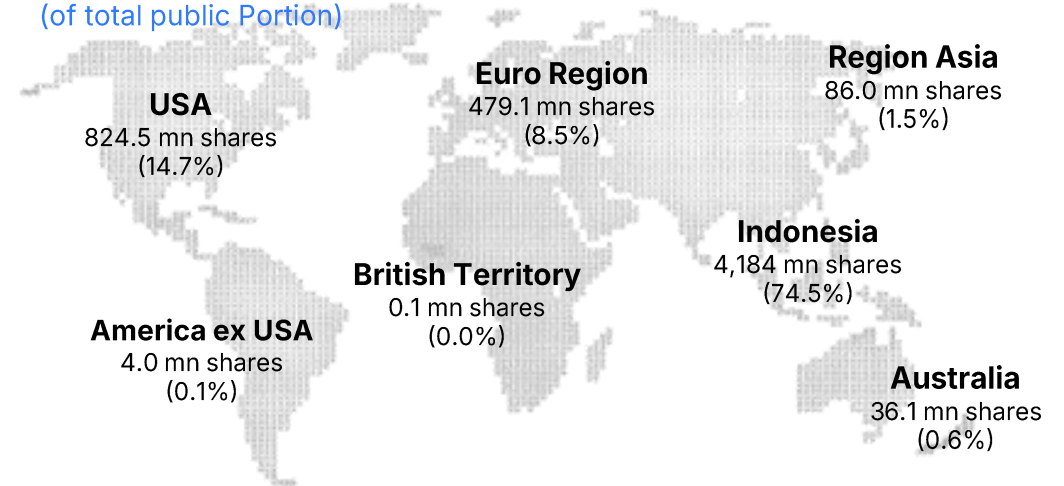
### International Index:

- MSCI Indonesia
- MSCI Emerging Market (EM)
- MSCI EM Small Cap
- MSCI EM Investable Market Index (IMI)
- FTSE All-World Ex US Small Cap Index
- FTSE Global All Cap Index Fund
- MSCI Total International Stock

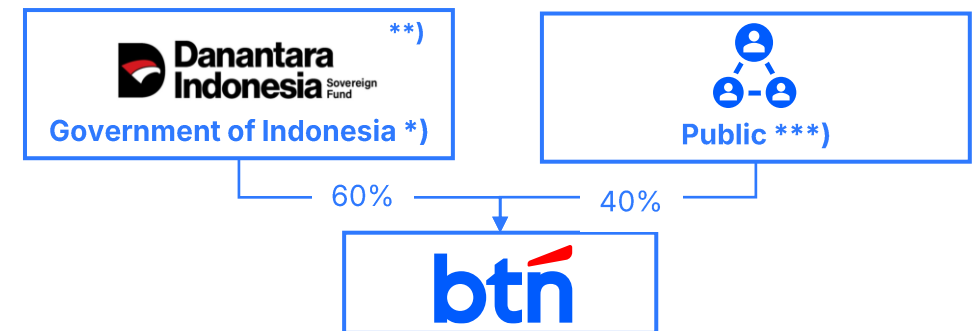
\*ESG Indices

## Geographics of BBTN Ownership (as of Dec-25)

(of total public Portion)



## Shareholder Structure (as of Dec-25)



\*) 1% (84,206,666 Shares) of Serie A Dwiwarna ownership by Government of Indonesia  
 \*\*) 8,336,459,982 Shares of Serie B ownership by Danantara Asset Management  
 \*\*\*) Includes 0.01% share ownership by the Board of Commissioners and Directors

# Board of Commissioner

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

**Ida Nuryanti**  
Independent Commissioner

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



**Panangian Simanungkalit**  
Independent Commissioner

Served as President Director of Panangian School of Property.



**Suryo Utomo**  
President Commissioner

Served as Directorate General of Taxes of Ministry of Finance.



**Dwi Ary Purnomo**  
Vice President Commissioner

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



**Pietra Machreza Paloh**  
Independent Commissioner

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



**Fahri Hamzah**  
Commissioner

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



**Didyk Choiroel \*)**  
Commissioner

Currently serving as Secretary General of Housing and Residential Area (Kementerian PKP).



# Board of Director (1/2)

## Hirwandi Gafar

Director Consumer Banking

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



## Nofry Rony Poetra

Director Finance & Strategy

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



## 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



## 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



## 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



## Eko Waluyo

Director Human Capital & Compliance

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



# Board of Director (2/2)

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

## Tan Jacky Chen

Director Information  
Technology

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



## Hermita

Director Commercial Banking

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



## I Nyoman Sugiri Yasa

Director Operations

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



## Rully Setiawan

Director Network & Retail  
Funding

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



## Venda Yuniarti

Director Treasury &  
International Banking

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



## Helmy Afrisa Nugroho \*)

Director Corporate Banking

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



# Thank You.

## Investor Relations

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