



9M25 Results Presentation

PT Bank Tabungan Negara (Persero) Tbk
Jakarta, 23 October 2025

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Material Presentation



Annual Report



Sustainability Report

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remonial Penyaluran KPR BTN

ng, 12 Desember 2024



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ng, 12 Desember 2024

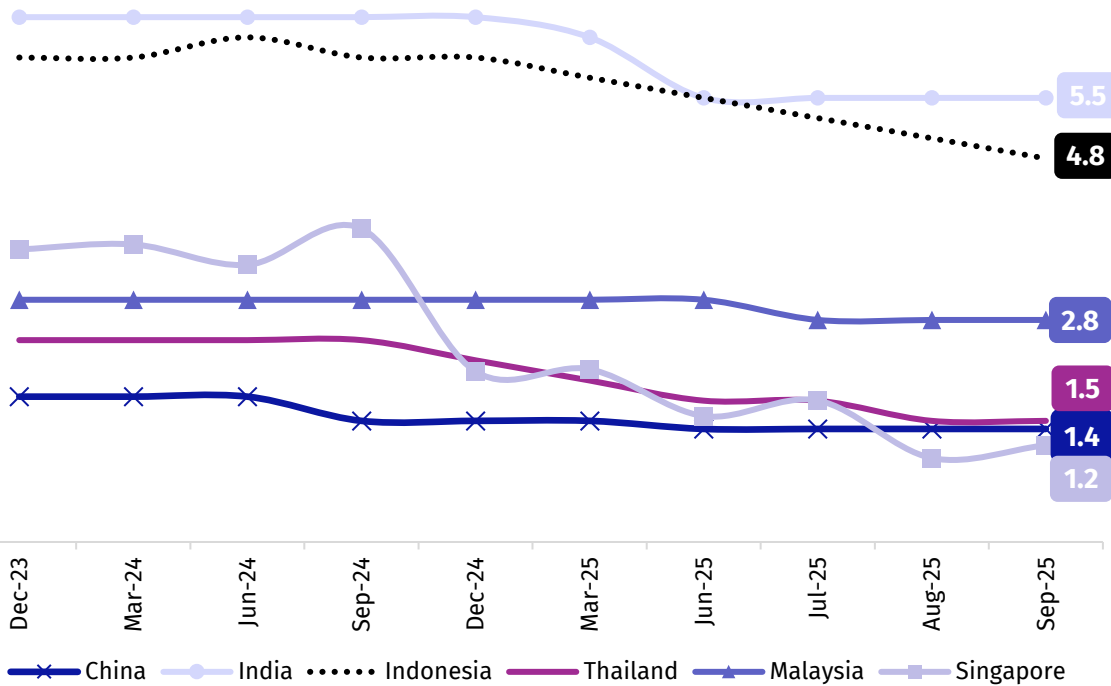
Macroeconomics & Management Highlights

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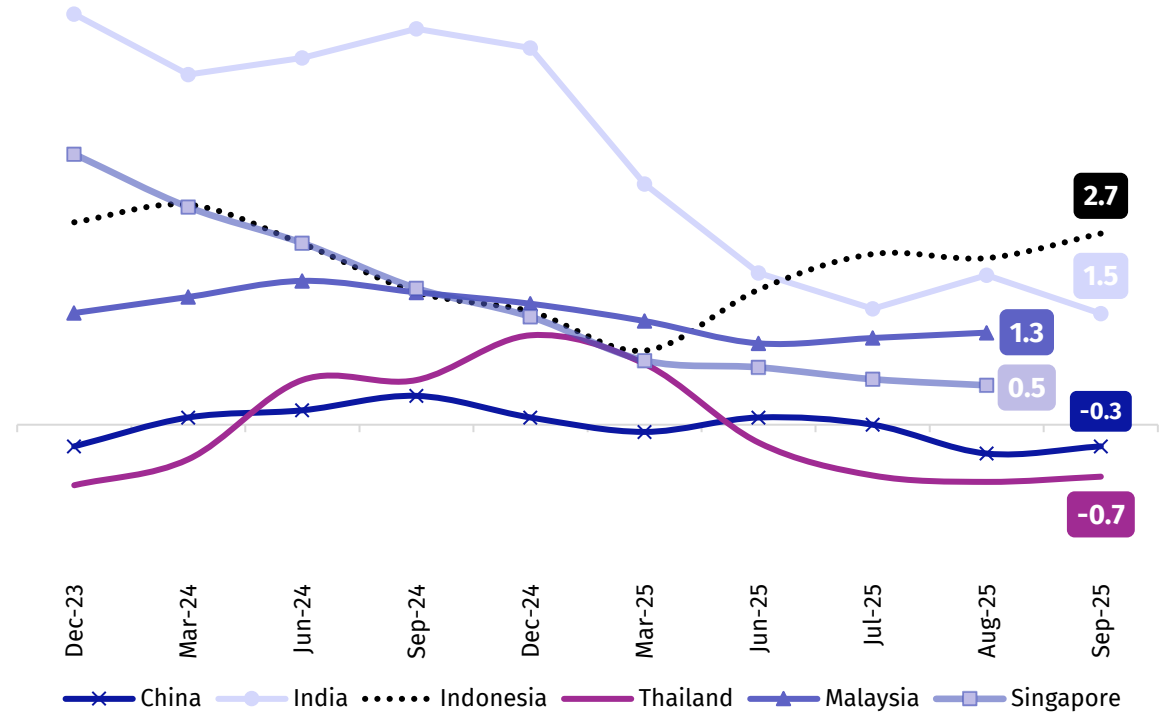
Macroeconomic Highlight

A lower interest rate environment should propel the pick-up in economic activities

Central Banks Shift towards Monetary Easing through Rate Cuts...



...Rising Inflationary Pressures Emerge in Several Countries



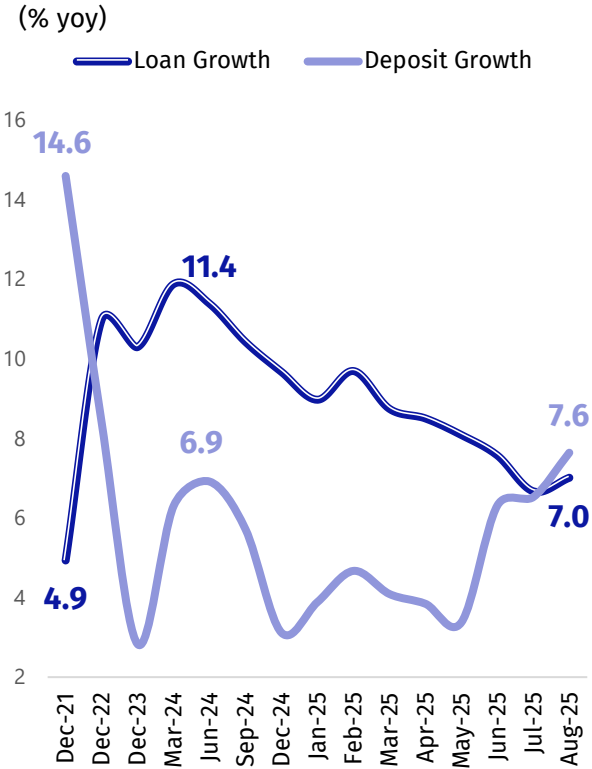
Key Takeaways

- ❑ As of September 2025, **lower interest rate have spilled over across all countries**, reflecting a monetary easing cycle.
- ❑ Bank Indonesia lowered its policy rate by 125bps ytd to **4.75%** as of Sep-25, while Malaysia only cut its benchmark rate by 25bps to **2.75%** ytd.
- ❑ **Indonesia** recorded an uptick in **inflation** of **2.65% yoy**, while **Thailand** posted **the deflation of 0.7% yoy** as of Sep-25.
- ❑ **Inflation remains manageable across Asia countries**, with rising inflation should signals a pickup in economic activity.

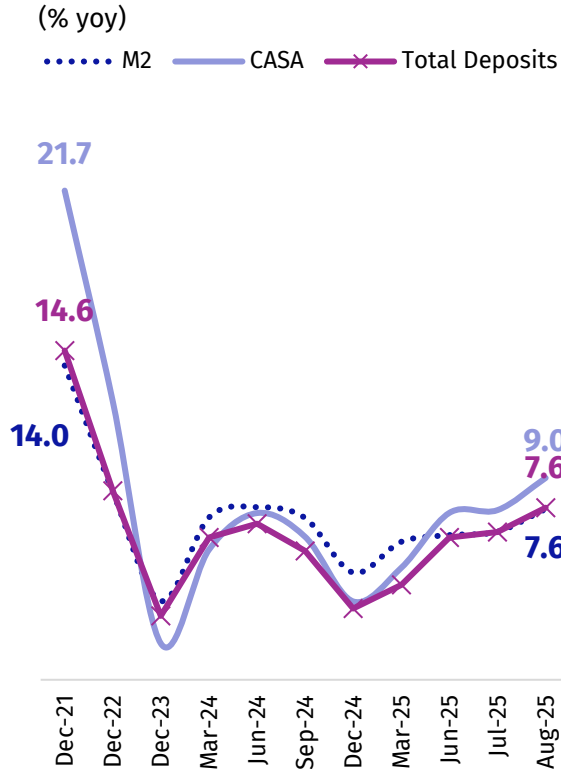
Banking Sector Highlight

Deposit growth accelerated faster than loan growth

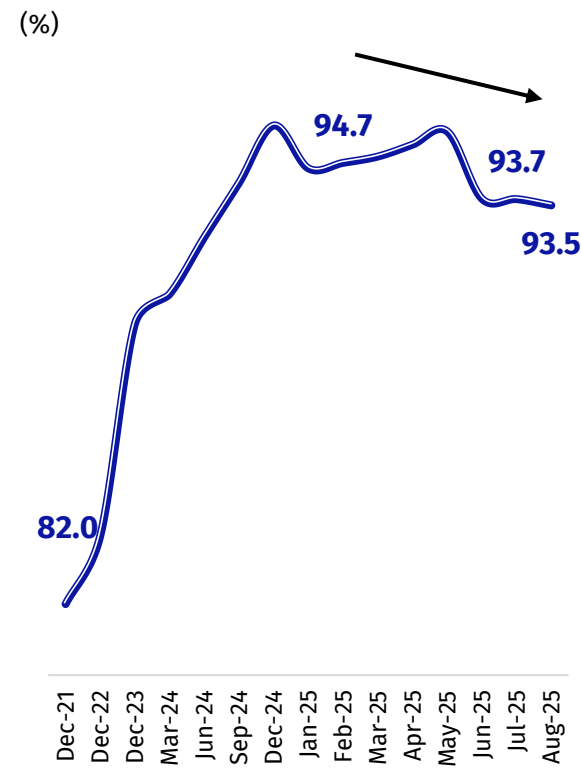
Deposit growth surpassed loan growth Indicating liquidity improvement...



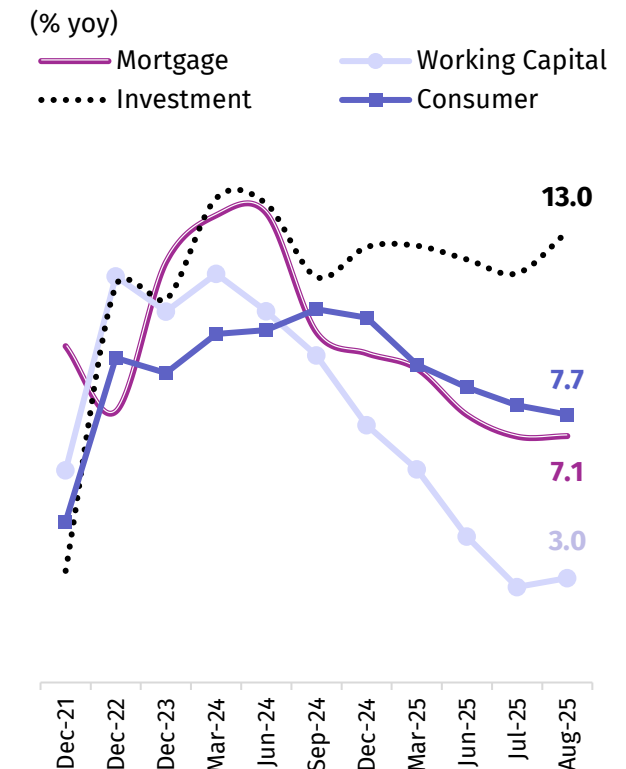
...supported by CASA growth



Loan to deposit ratio trend softens



Moderate growth on Mortgage



Key Takeaways

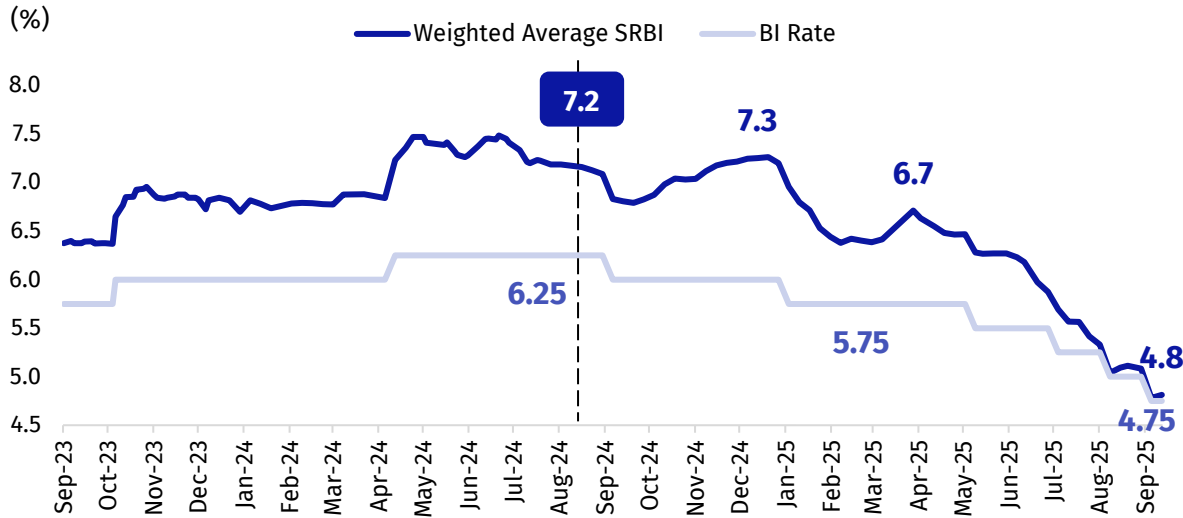
- ❑ **Deposit growth outpaced loan growth, reaching 7.6% yoy in August 2025, compared to loan growth at 7.0% yoy.**
- ❑ As a result, loan to deposit ratio slightly fall to 93.5% in August 2025.
- ❑ **Money supply (M2) and total deposits** recorded an **uptick to 7.6% in August 2025**, supported by **CASA growth** which surged to **9.0% in August 2025** (vs 7.4% in June 2025).
- ❑ In August 2025, **loan growth rebounded across all segments.** Yet, consumer loan softened at 7.7% yoy growth reflecting subdued purchasing power.

Source: Central Bank of Indonesia (SEKI)

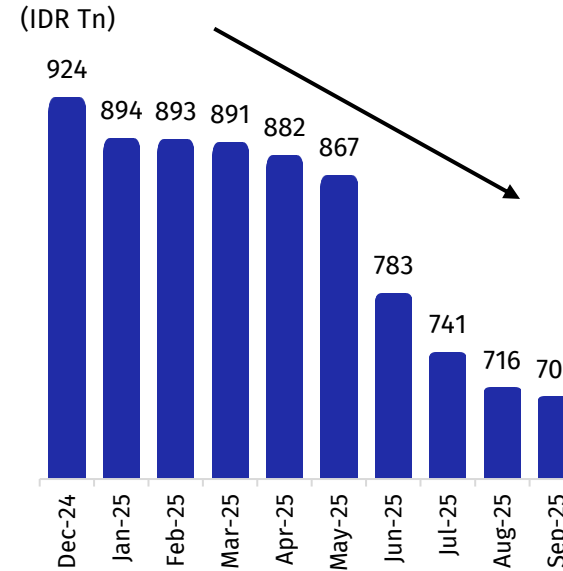
Liquidity Highlight

SRBI rate reached its lowest point, suggesting potential decline in cost of funds.

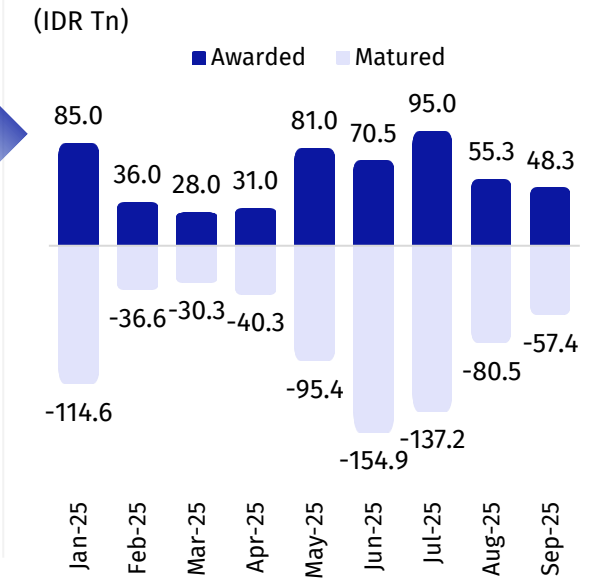
SRBI Rate fell to its lowest point in Sep-25, since its first inception



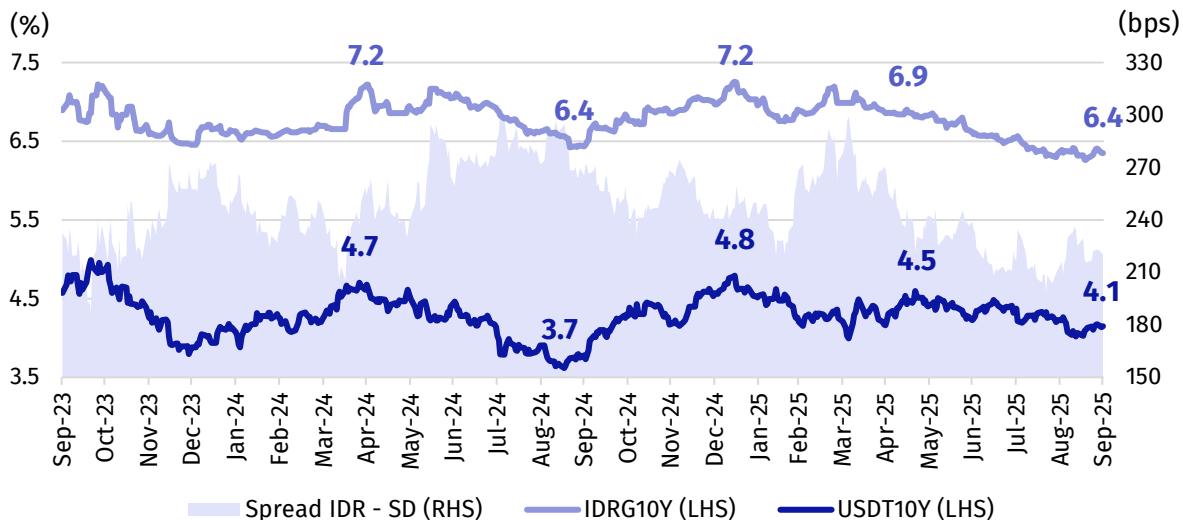
SRBI recorded at its lowest level



New Awarded vs maturity



IDR Govt 10 years vs USD Treasury 10 years spread dropped

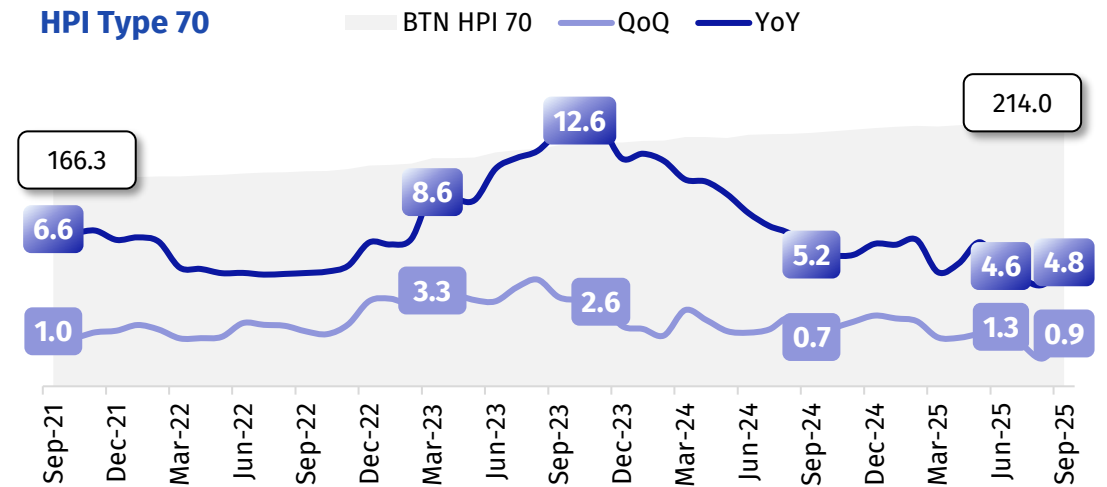
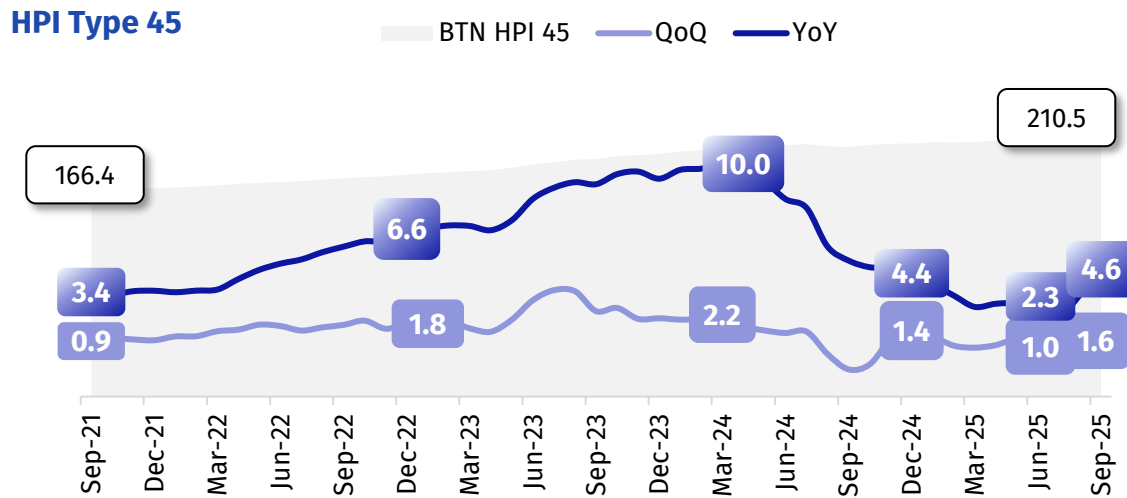
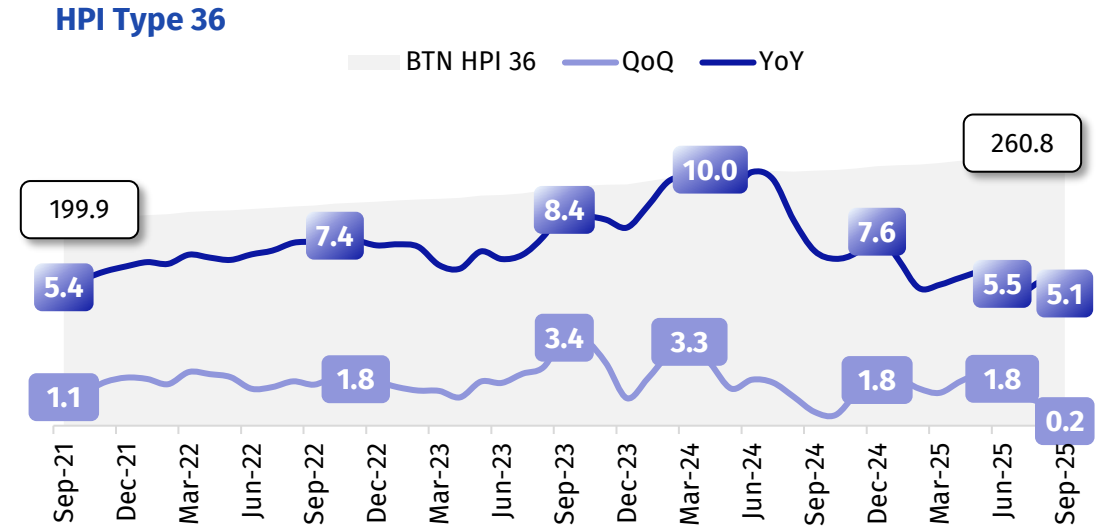
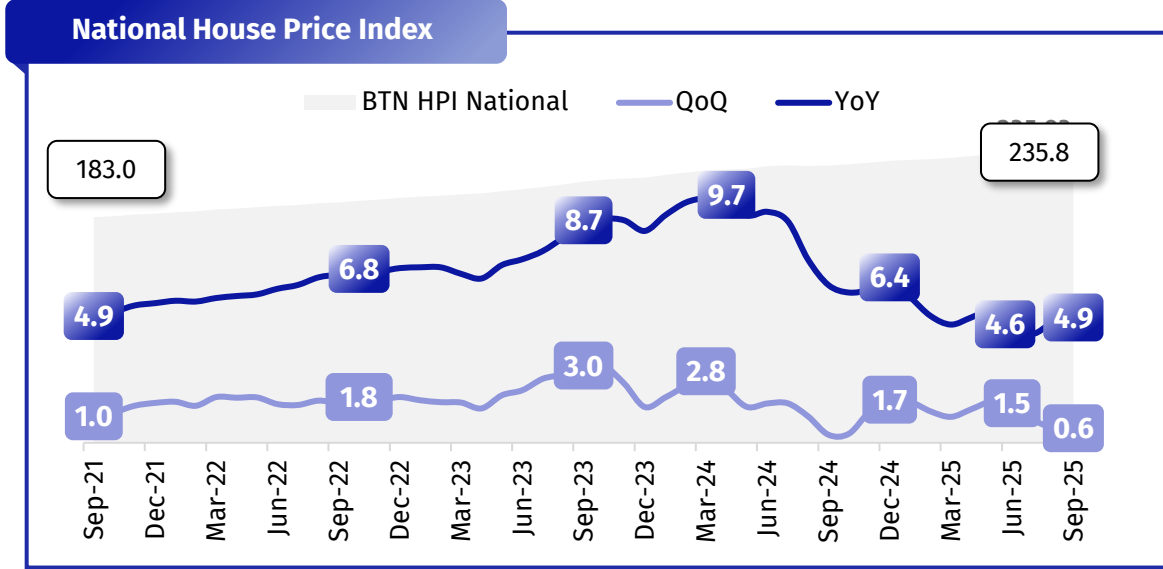


Key Takeaways

- ❑ **SRBI Rate reached its lowest point at 4.8%** since its inception in Sep-23.
- ❑ **Bank Indonesia cut the reference rate by 125 bps ytd to 4.75% in Sep-25 (vs 6.00% in Sep-24).**
- ❑ **Outstanding SRBI declined to IDR 709 Tn** as of Sep-25, releasing ~IDR 215 Tn ytd liquidity back to the system.
- ❑ Combining above factors, should lead to a potential lower **cost of fund** going forward.

Source: Bank Indonesia, OJK, processed.

BTN House Price Index (BTN HPI) as of September 2025

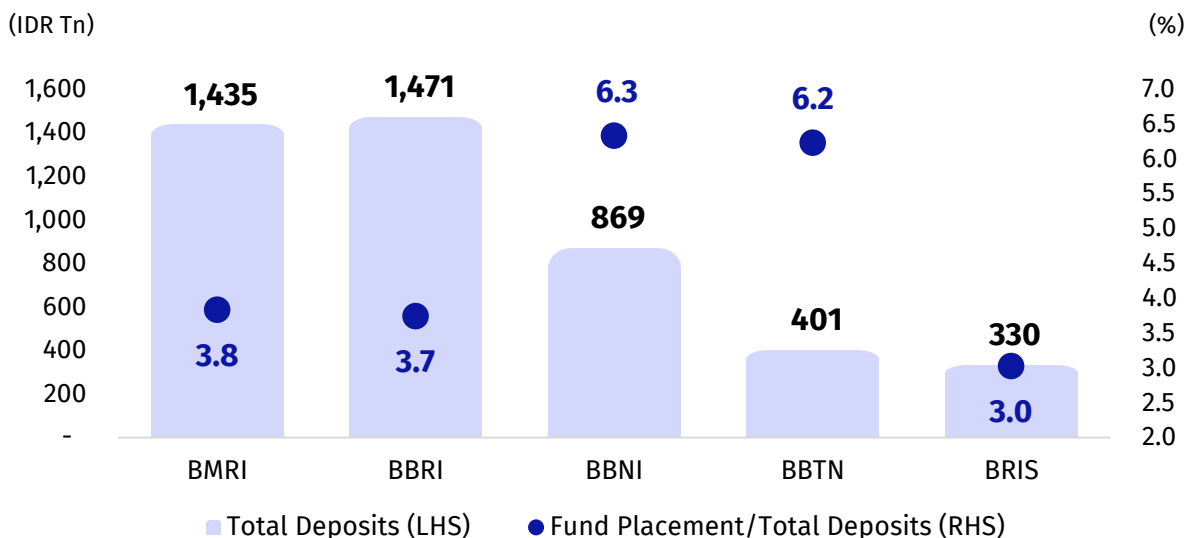


sept di highlight
Juni dec

Boosting Liquidity through IDR 200 Tn Fund Placement on Banks

- The Ministry of Finance issued a new policy KMK No. 276/2025 to circulate **IDR 200 Tn government funds (SAL) at Bank Indonesia into SOE Banks**, namely BBRI, BBNI, BMRI, BBTN, and BRIS.
- From such amount, **BBTN secure Rp 25 Tn**, while BBRI, BMRI, and BBNI obtains Rp 55 Tn, and Rp 10 Tn for BRIS. The objective is **to provide more liquidity in the banking system that will stimulate the economy**.
- The Ministry **imposed strict conditions** that Banks are **not permitted to place the funds into government securities (SBN)**.
- The allocated fund **placed in Deposit on Call instrument** (conventional or sharia schemes) with a tenor of 6 months (extendable) and **a return rate of 80.476% x BI Rate**.
- The Banks are required to manage and **report the use of these funds monthly** to the Ministry of Finance through the Director General of Treasury.
- Additionally, the flow of funds will be **closely monitored by Government Internal Auditors (BPK)**.

Banking Fund Placement of the Total Deposits (As of Aug-25)



New Policy on KUR Housing Program (SE No. 01/2025)

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

Source: Ministry of Finance, Ministry of Housing and Residential Area Policy, Banking Financial Reports

Recent on Bank Indonesia's Newest Macroprudential Incentive Changes

The newest Macroprudential Liquidity Incentive will take effect on 1 December 2025

Incentives for Loan Disbursement Targeted Toward Key Priority sectors

Incentives for the Agriculture, Industry and Downstreaming Sectors	Loan Growth Tier	Portion of Total Loan Mix (%)	
		≤10%	≥10%
	≤0%	0 bps	130 bps
	>0-3%	130 bps	140 bps
	>3-7%	140 bps	150 bps
	>7%	150 bps	150+bps

Incentives for the Service Sector, Including the Creative Economy	Loan Growth Tier	Portion of Total Loan Mix (%)	
		≤2%	≥2%
	≤0%	0 bps	40 bps
	>0-6%	40 bps	50 bps
	>6-12%	50 bps	60 bps
	>12%	60 bps	60+bps

Incentives for the Construction, Real Estate and Housing	Loan Growth Tier	Portion of Total Loan Mix (%)	
		≤2%	≥2%
	≤0%	0 bps	120 bps
	>0-3%	120 bps	130 bps
	>3-7%	130 bps	140 bps
	>7%	140 bps	140+bps

Incentives for the MSME, Cooperative, Inclusive and Sustainable	Loan Growth Tier	Portion of Total Loan Mix (%)	
		≤10%	≥10%
	≤0%	0 bps	140 bps
	>0-4%	140 bps	150 bps
	>4%	150 bps	150+ bps

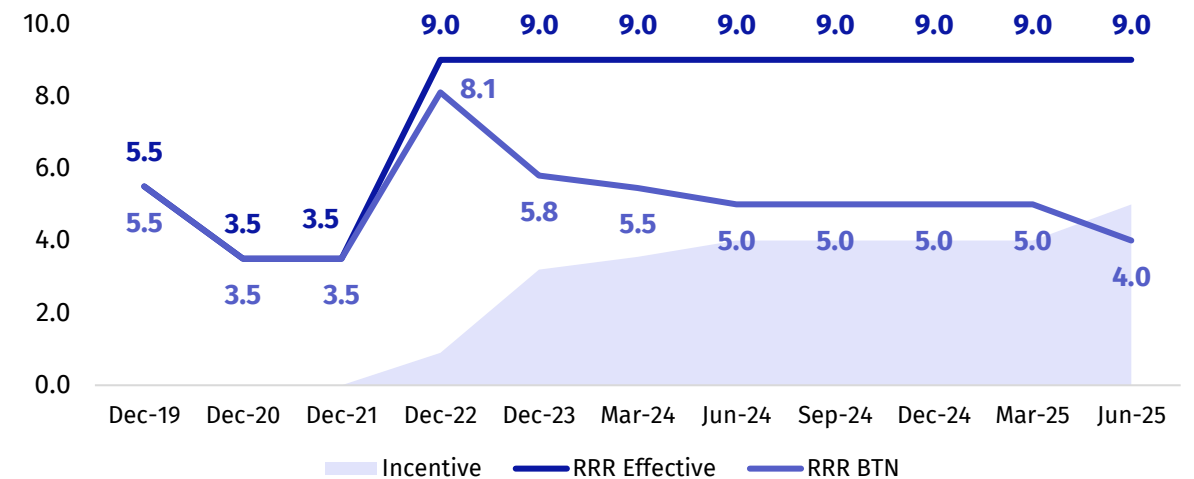
Note +: a +30 bps additional incentive applies to banks with both higher loan growth and large loan shares relative to upper threshold

Incentives for New Loan Interest Rate Return Adjustment in Line with BI's Policy

Incentives are provided to banks based on the **speed of adjustment in new loan interest rates or financing returns** relative to the **Bank Indonesia (BI) policy rate adjustment**. This aims to **accelerate the transmission of monetary policy** through faster reductions in banking interest rates.

Incentive Details	
Elasticity of New Loan Interest Rate Return (%) Against BI Rate	Incentive
< 0.3	0 bps
≥ 0.3 - < 0.6	40 bps
≥ 0.6	50 bps

BTN's Reserve Requirement Ratio (RRR) Trend (%)



Source : Bank Indonesia

	9M25	Guidance
Loan Growth	7.0%	7 – 9%
Deposits Growth	16.0%*	8 – 10%
Cost of Credit	1.6%	>1.5%
NPL Gross	3.4%	<3.1%

* 9.2% if exclude IDR25 Tn of Gov't fund placement

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ng, 12 Desember 2024

2025 : Strengthening Engine for Sustainable Funding

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Embarking on a New Journey With A Sharpened Vision

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

Vision

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

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

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

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



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

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



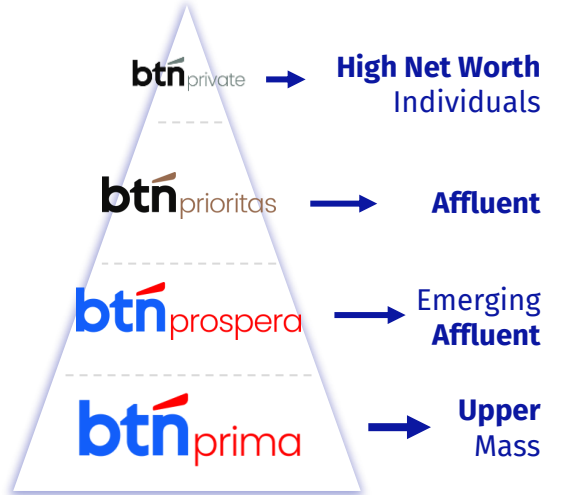
Unlocking Potential through Seamless Transactions



BTN's 9M25 Journey: Strengthening Engine for Sustainable Funding

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

Developing a Full-Fledged Retail Products Across Segment



Expanding through Housing KUR of IDR 9.5 Tn Potential Disbursement

Supply Side	Demand Side
Developer IDR 3.5 Tn	Buy Houses IDR 0.8 Tn
Construction Services IDR 3.2 Tn	Build Houses IDR 0.7 Tn
Building Material Supp. IDR 0.8 Tn	Renovate Houses IDR 0.5 Tn

Unlocking Potential through Seamless Transactions

Since its grand launching in Feb-25, balé by BTN app has been **growing at a decent pace** while **strengthening its market presence**.

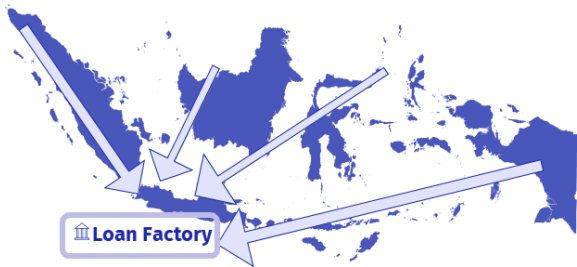


28% (10% on 2024) of new customer acquisitions are generated through **online onboarding (OLOB) channels**.

Lifestyle Feature Development



Optimizing Loan Processing & Strengthening Collections



Loan processing optimization is being implemented through **centralized functions and efficient resource allocation**, involving both the Risk and Operations units, with the **Loan Factory's establishment**.

Developing Partnership & In-organic Growth to Optimize Business



- ❑ Serving as a **provider of Sharia based housing financing** solutions
- ❑ Aiming to **broaden market reach** that align with the needs and values of Muslim customers.

Redesigning Branches with Customer-centric Orientation

Salesforce transformation to drive cross-product and solution-based sales

Product Centric

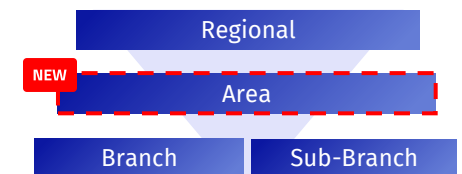
Generalist

lending/funding sales teams only focus on selling products within their respective areas of responsibility, **resulting in fairly low cross-selling potential** and **higher opex**.

A generalist salesforce that **serves all customer needs**, from savings and lending to transaction solutions.

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.



Total Deposits by Segments (as of Sep-25)

IDR **430 Tn**

FLPP (Liquidity Facility) Current Account

Sourced from Government Annual Budget to fund Subsidized Mortgage.

20.9%

Retail

Optimizing new segment through BTN Prospera (emerging affluent), BTN Private (HNWI) and BTN Prima (mass market).

18.1%

Institution

Middle Institution
24.8%

Focusing on **Regional Government, Regional Gov't Owned, middle corporations** (max. of IDR 500 Bn).

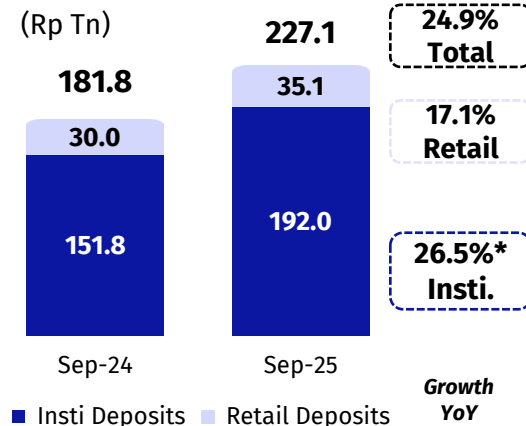
61.0%

Large Institution
36.3%

Targeting on **SOEs and Large Funding Institutions** (more than IDR 500 Bn).

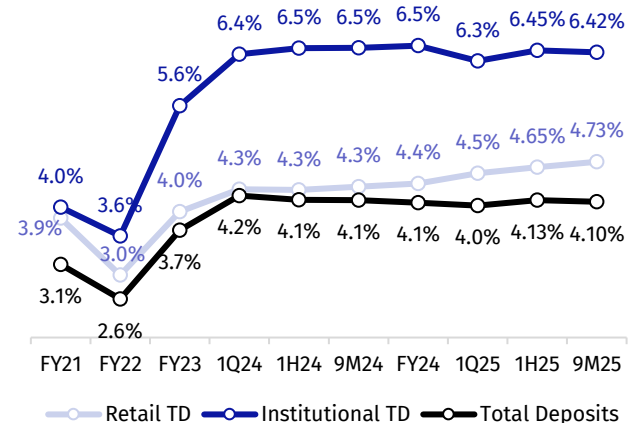
Enhancing Retail customer acquisition to maintain a manageable CoF

More balanced growth on Time Deposit...



* 10.0% if exclude IDR25 Tn of Gov't fund placement

....resulting to a manageable cost of deposits as cost of retail TD have ~170 bps lower than cost of institutional TD



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

3 Main Focus for Middle Institution

Education



Total Outs.
IDR **11.6 Tn**

Health



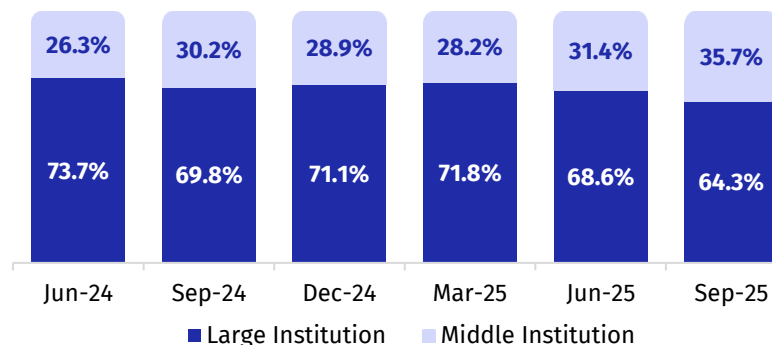
Total Outs.
IDR **3.4 Tn**

Regional Govt'



Partnering with **42** regional governments, with total VoA reached IDR **1.3 Tn** (as of Sep25)

Large & Middle Institution Portion (%)



Middle Institution Portion almost doubled (IDR Tn)

56.4T (Sep-24) → **84.3 T** (Sep-25)

Cost of Fund (CoF) from Middle Institution lower by ~180 bps than the Large Institution

Large Institution **6.3%** (9M25) vs Middle Institution **4.5%** (9M25)

Developing a Full-Fledged Retail Products Across Segment

btn private

On Development

Exclusive Proposition & Differentiators

- **Dedicative Private Banker** with 24/7 service
- **Exclusive Investment Products:** Private equity, offshore bonds and structured products.
- **Lifestyle & Concierge:** Exclusive Lounge, travel benefits.

Growth & Engagement Strategy

- **AUM growth** from targeted acquisition of HNWI/ Ultra HNWI.
- **Cross-border Solution** for global asset diversification and foreign currency wealth protection.
- **Bale Solusi** and **BTN's** ecosystem priorities.

btn prima

Shaping your Future

656

of existing Branch Funding Sales

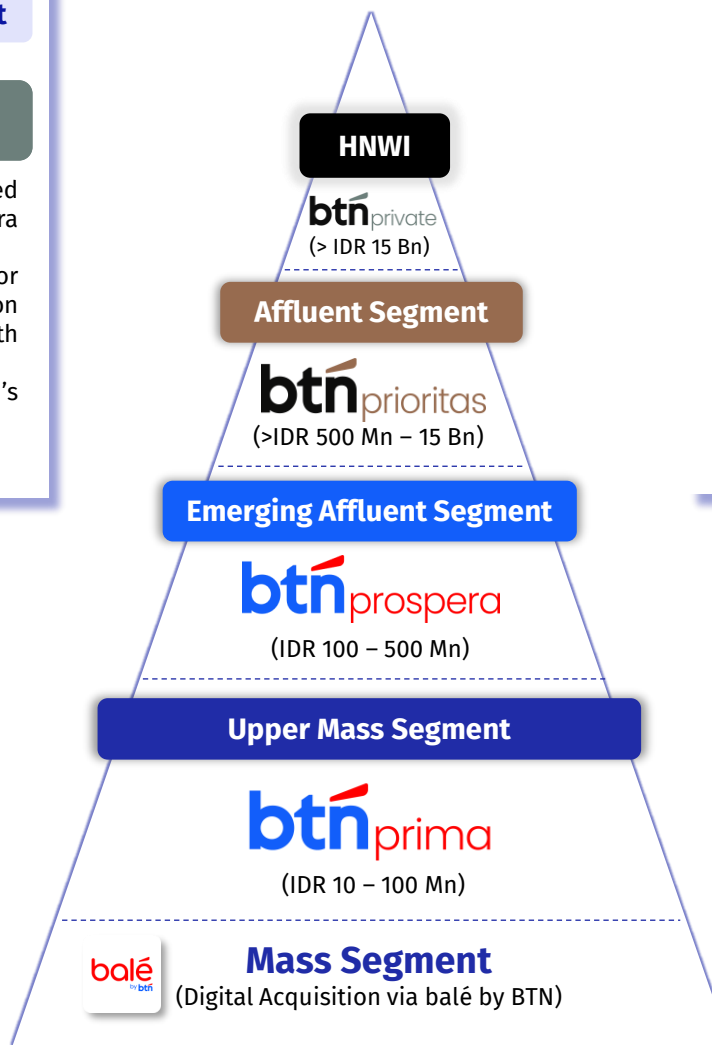
~14%

of BTN's existing customer mostly on Upper Mas Segment

The primary objective is to **raise the average product holding ratio** and **boost the proportion of BTN Prima customers transitioning to BTN Prospera**.

On Development

- **Upgrading through offering** strategy via Branch Funding Sales, focusing on investment top-ups and app push notifications.
- **Instant upgrade to BTN Prospera** benefits once AUM reach IDR 100 Mn, with welcome gifts.
- Access to **investment advisory**.

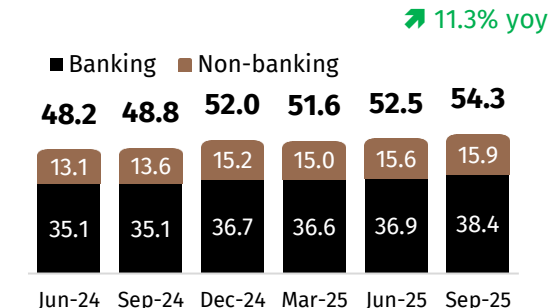


btn prioritas

Defining your Priority

150 Priority Banking Manager throughout Indonesia

BTN Prioritas AUM (IDR Tn)



Average Product Holding

3.2x

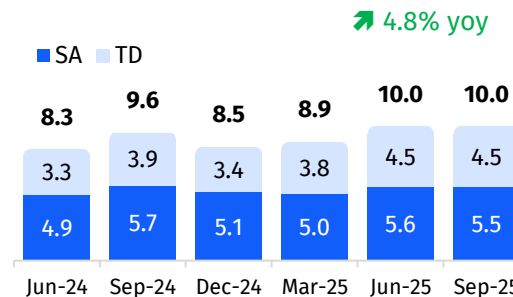


btn prospera

Unlocking your Potential

127 Prospera Relationship Managers throughout Indonesia

BTN Prospera AUM (IDR Tn)



Average Product Holding

1.8x

Avg. AUM NTB

IDR 215 Mn

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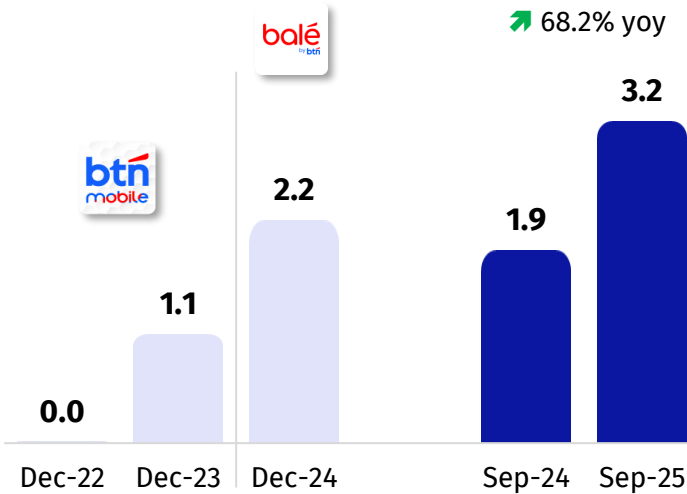
Digital Initiatives

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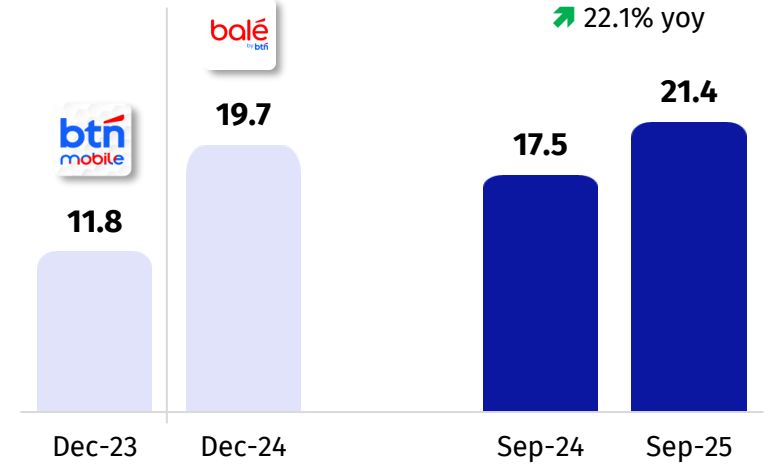


Since its launch in February 2025, **balé by BTN** has delivered strong and sustained growth performance.

Balé By BTN Registered Users (Mn Users)

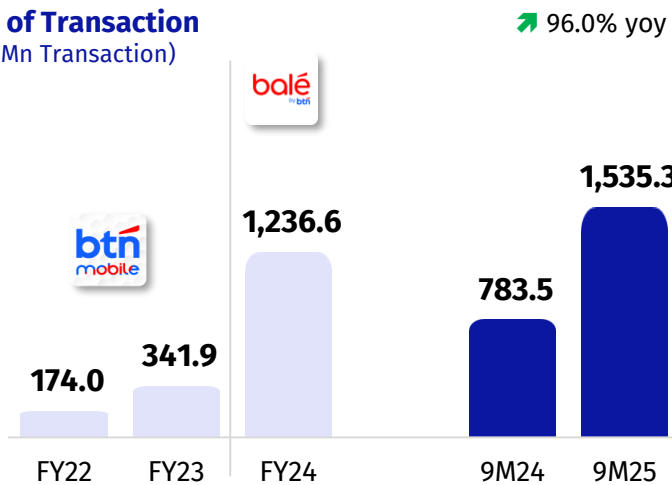


Total Saving Balance of Users (IDR Tn)

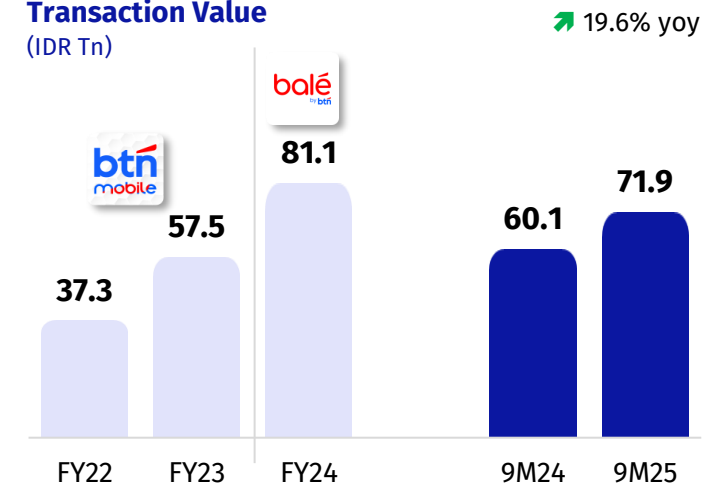


Highest ever Balé by BTN Transactions (1,535 Mn Trx) with IDR 71.9 Tn Transaction Value in 9M25

of Transaction (Mn Transaction)



Transaction Value (IDR Tn)



*) annualized est.



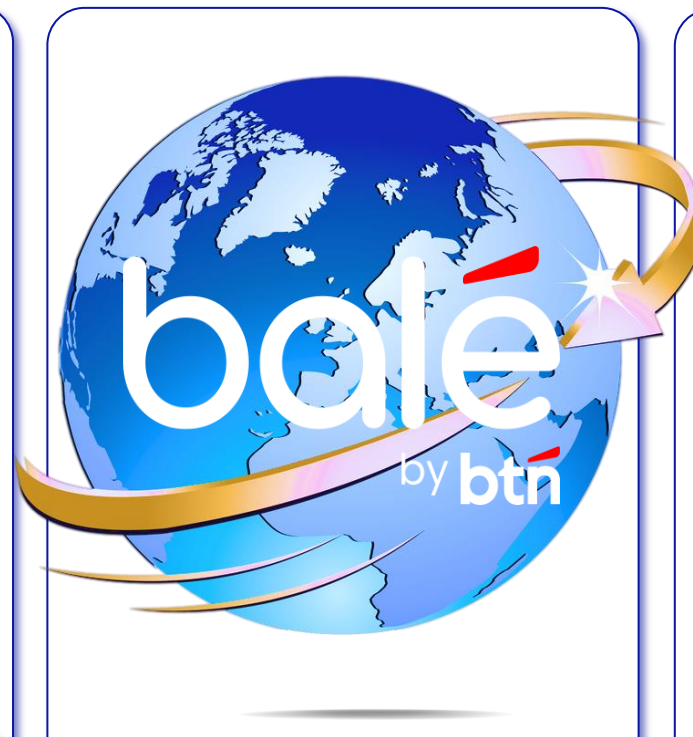
Virtual Debit Card

Accelerate onboarding with instant access. Seamlessly integrated into **balé by BTN** ecosystem, empowers users to transact immediately-no need to wait for physical card. **A solution built for a cashless economy**



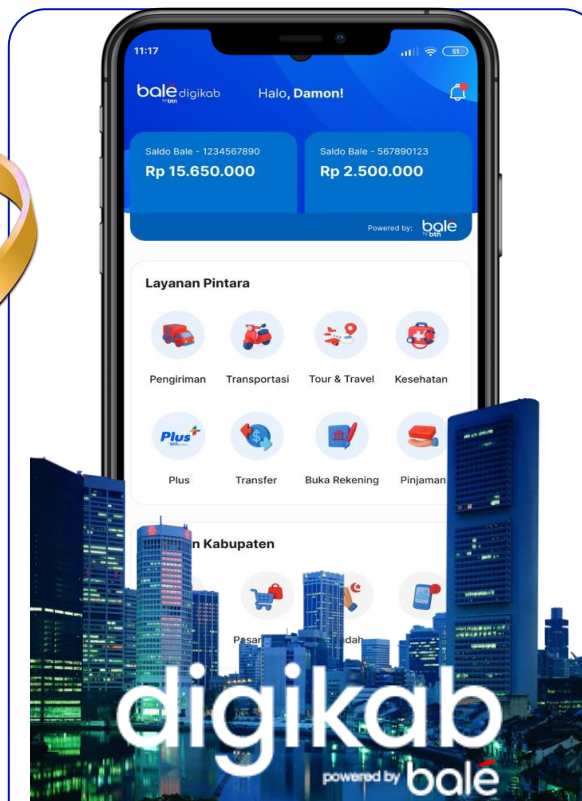
QRIS Customer Presented Mode (CPM)

No cash? No problem! Let your merchant scan your QR code and pay instantly with ease. **Your everyday banking, now closer than ever- balé by BTN**



Global Registration

No local number? Register online with international number through **balé by BTN!** Seamlessly access the app, wherever you are!



Digikab powered by Bale

Digital ecosystem that touches various aspects of community life and local government, designed to accelerate regional transformation – built on the proven DNA of **balé by BTN**



Lifestyle Features (Entertainment)

Instantly book tickets for concert, sports, and exclusive shows via **balé by BTN**. One-tap access to unforgettable experiences-anytime,anywhere.



Lifestyle Features (Tour & Attraction)

Simplify travel planning with integrated ticketing for top tourist attractions. **balé by BTN** enhances customer convenience and drives engagement in the tourism ecosystem.



Lifestyle Features (Shopping e-Voucher)

Enable users to purchase shopping vouchers (e.g., UltraVoucher) directly through the platform. A smart way to support lifestyle spending and boost merchant partnerships.

balé Merchant

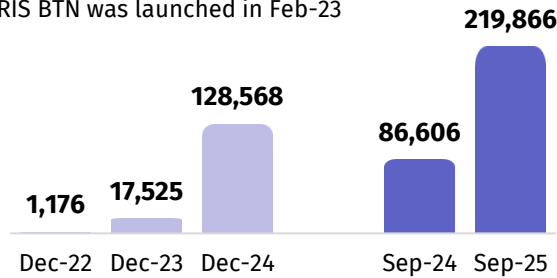


Total Merchants* **168** Tho Avg. Balance IDR **15.1** Mn

Total Merchants

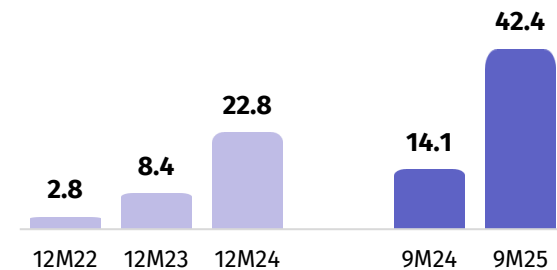
QRIS BTN was launched in Feb-23

↗ 153.9% yoy



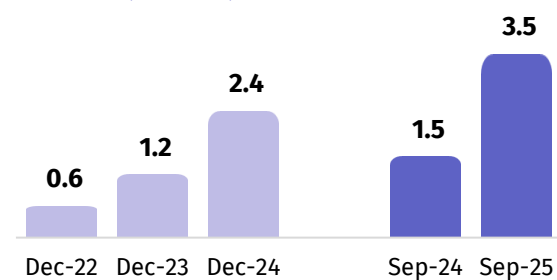
Number of Trx (Mn Times)

↗ 200.9% yoy



Trx Value (IDR Tn)

↗ 125.8% yoy



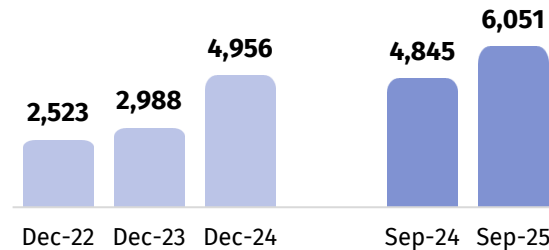
balé Agen



Total Agents **6,051** Avg. Balance IDR **95.8** Mn

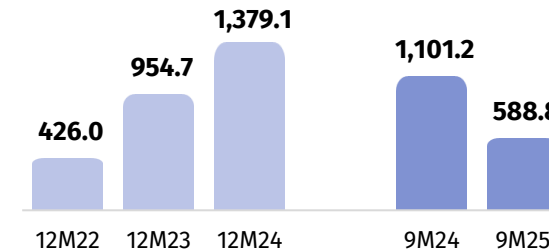
Total Agent

↗ 24.9% yoy



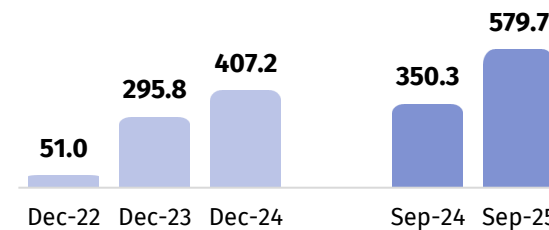
Number of Trx (Thousand Times)

↘ 46.5% yoy



Outstanding Balance (IDR Bn)

↗ 65.5% yoy



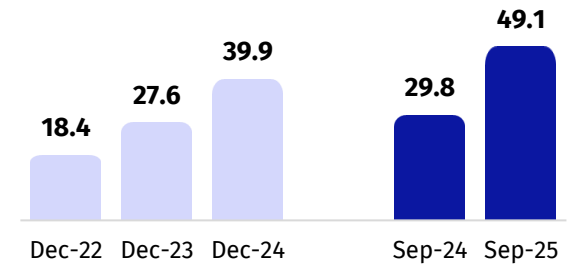
balé Properti



Total Member **946** Tho Total Visitors **26** Mn

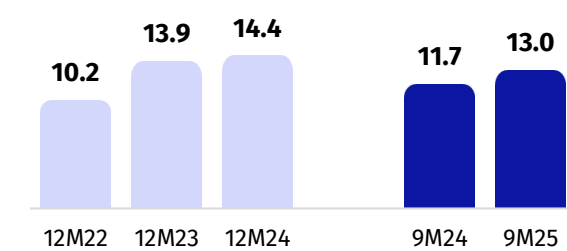
Online Application (Thousand)

↗ 64.7% yoy



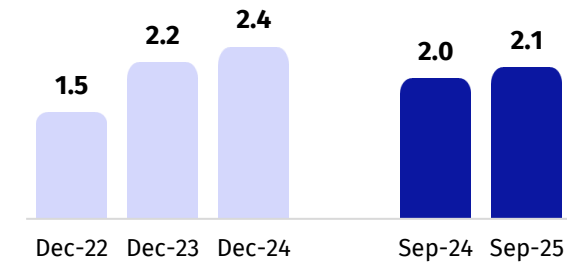
Loan Disbursement (Tho Unit)

↗ 11.1% yoy

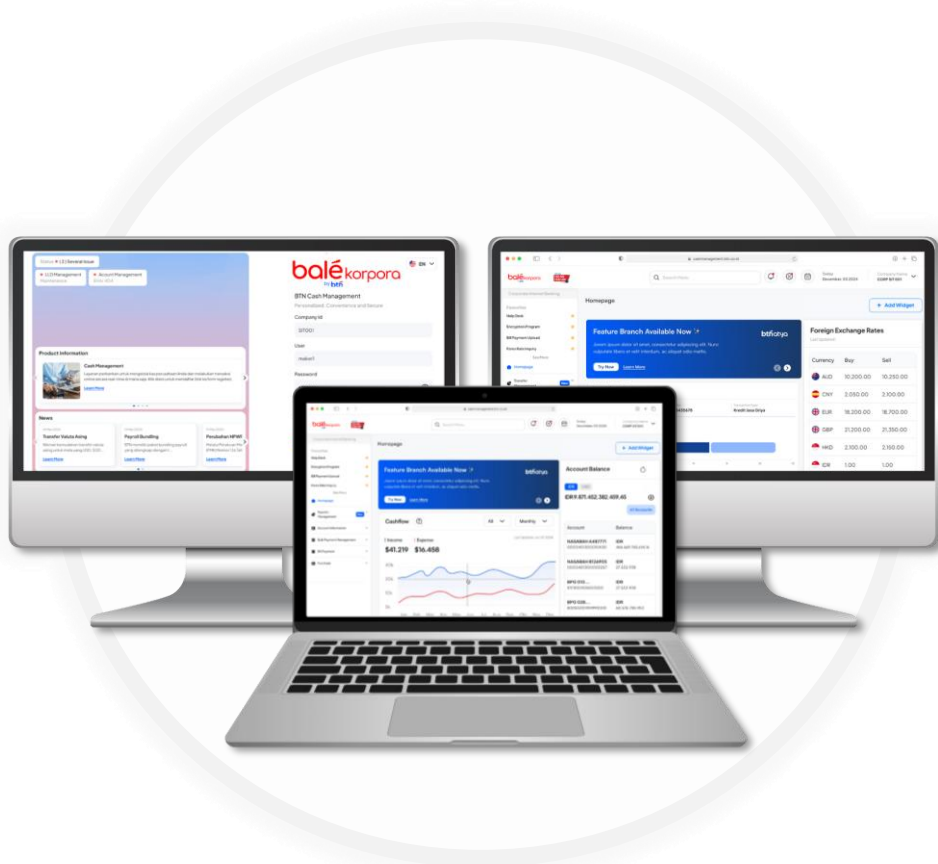


Loan Disbursement (IDR Tn)

↗ 7.9% yoy



*Merchant EDC & QRIS



Thematic Industry Solution



Housing/
Developer



Construction



Healthcare



Education



Trading/
Manufacture



Government



Financial
Inst.

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**

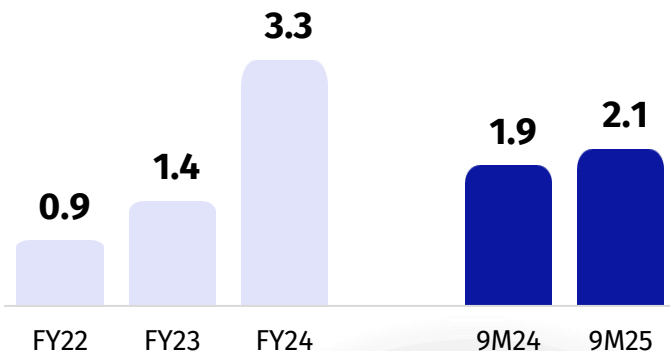
Trade Finance Solution

- **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

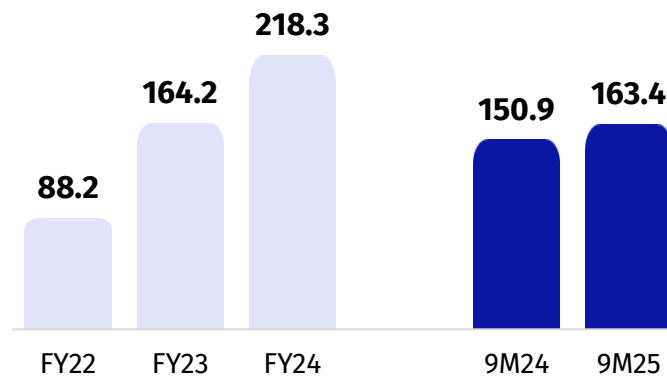
Transaction Frequency
(Mn Transaction)

↗ 11.7% yoy



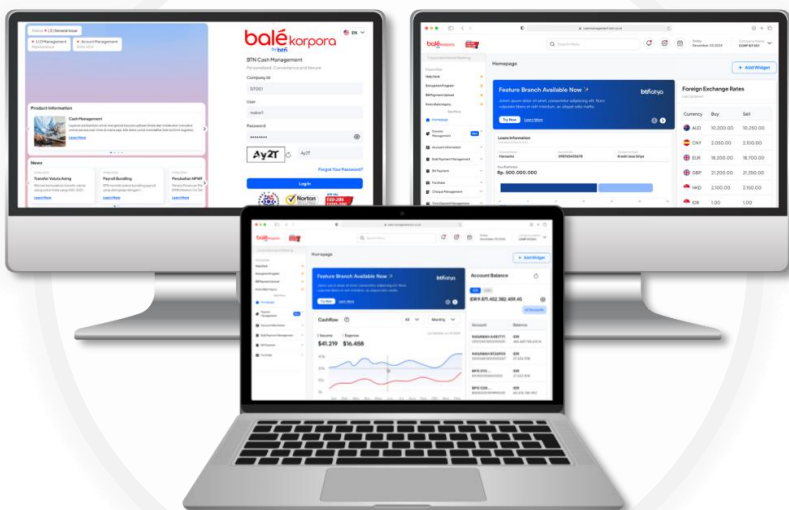
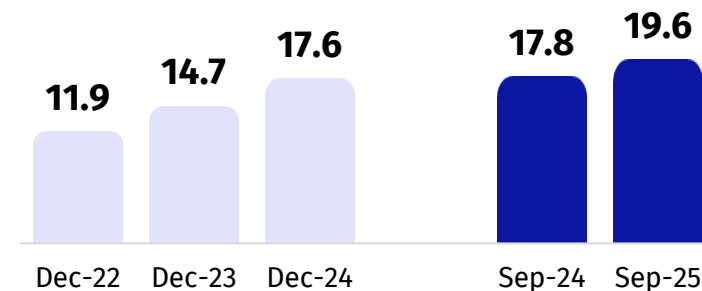
Transaction Value
(IDR Tn)

↗ 8.3% yoy



Balé Korpora Users
(Thousand Users)

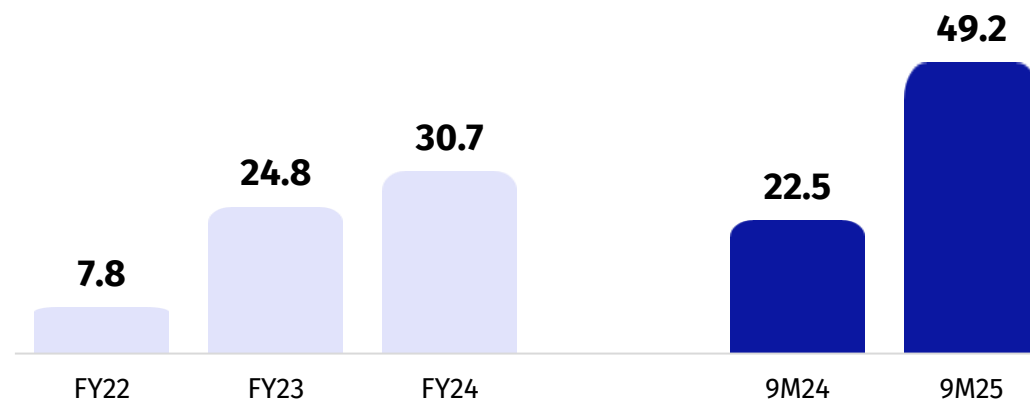
↗ 10.1% yoy



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

Fee Based Income (IDR Bn)

↗ 118.8% yoy





PROGRAM 3 JUTA RUMAH

remonial Penyaluran KPR BTN

ng, 12 Desember 2024



BTN Financial Highlights

KC CILEGON
KUR

Sufficient Liquidity

- Due to the government fund placement, LDR reached **88.6%** in **September 2025**.
- As of September 2025, the LCR stood at **193.3%** (202.4% in September 2024).
- NSFR level saw an uptick to **126.9%** as of September 2025 (vs 120.9% as of September 2024).

Moderate Loan Growth

- **Total loans and financing book of IDR 381.0 Tn as of September 2025, grew by 7.0% yoy**, backed by **10.7% yoy** from the **non-housing segment**.
- **Corporate loans recorded 27.5% yoy growth** driven by real estate, electricity, also wholesaler & retailer sectors.

Robust Funding Growth

- **Total deposits grew by 16.0% yoy**, reaching **IDR 429.9 Tn** as of September 2025.
- This growth was mainly contributed by **24.9% yoy time deposits** due to the IDR 25 Tn of government's fund placement on 12 Sept 2025.
- The **Cost of Deposits improved by 5bps to 4.1%** in 9M25 from 8M25's figure.

Better Profitability

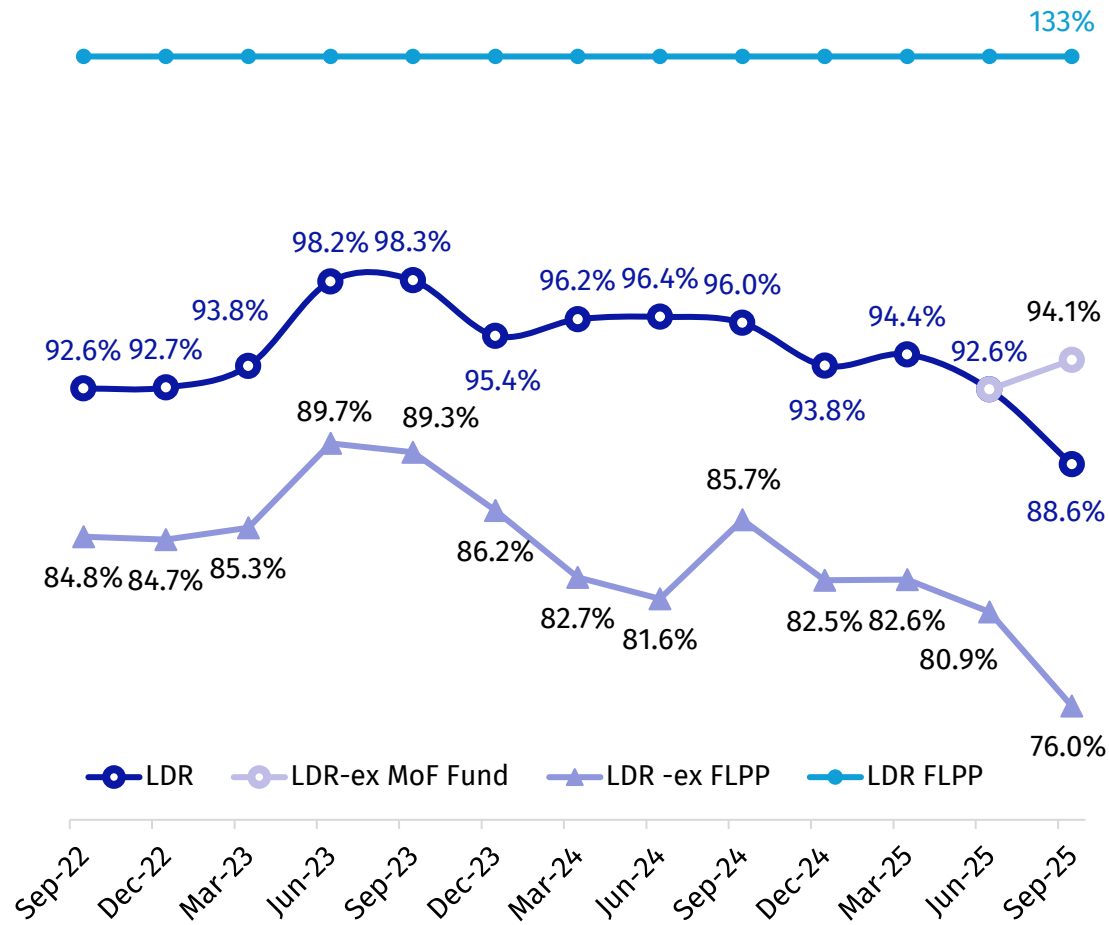
- **9M25's net profit touched IDR 2.3 Tn** supported by better funding structure and manageable operating expenses.
- **NIM expanded by 101bps** on yoy basis to **3.9% in 9M25**.
- **RoRWA of 1.7% in 9M25**, mainly coming from sizeable mortgages portion in BTN's loans portfolio.

Financial Snapshots

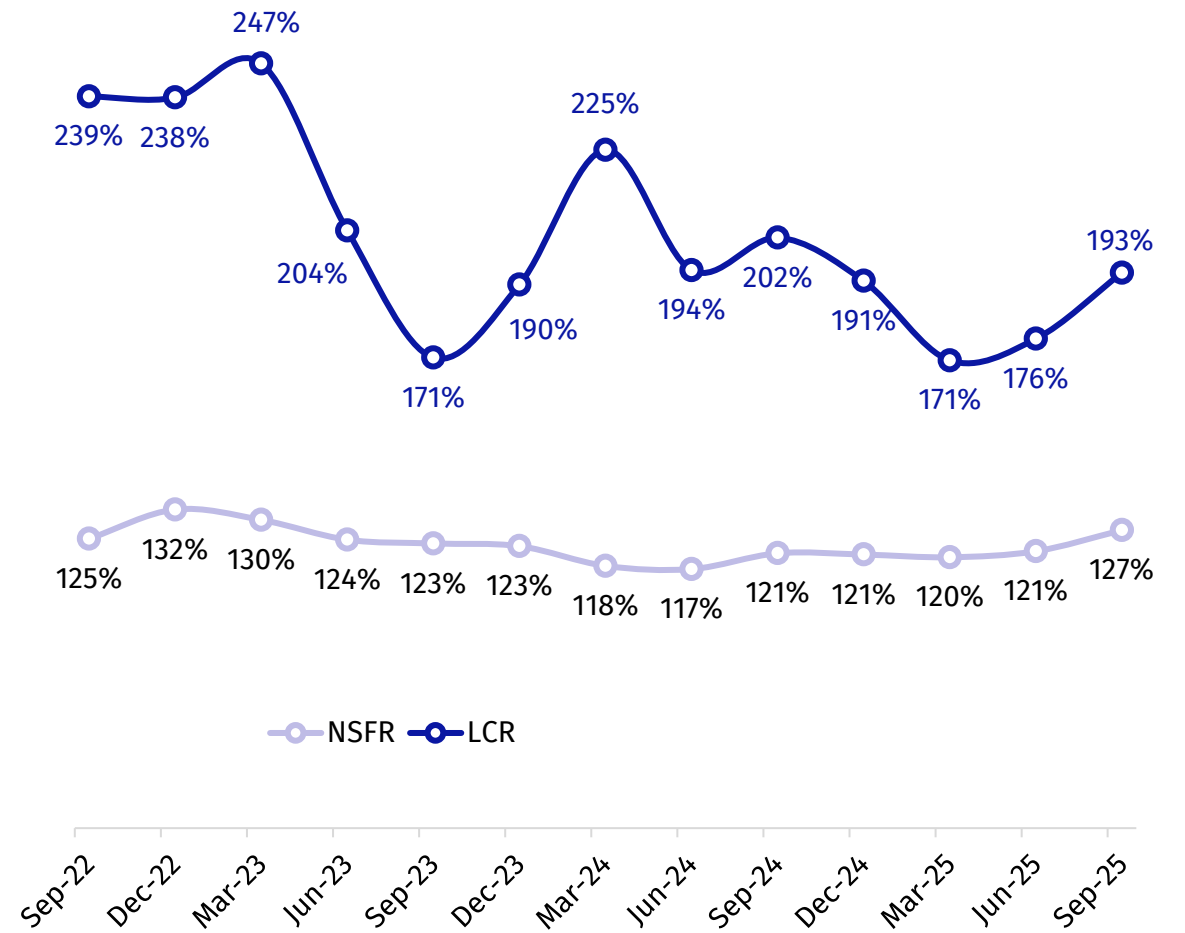
Financial Highlight	Dec-22	Dec-23	Dec-24
Asset/ Liabilities			
Total Assets (IDR Bn)	402,148	438,750	469,615
Total Loan & Financing (IDR Bn)	298,282	333,698	357,973
Total Deposits (IDR Bn)	321,937	349,933	381,667
Profitability			
Net Profit (IDR Bn)	3,045	3,501	3,007
N I M	4.4%	3.8%	2.9%
C I R	46.7%	45.3%	57.1%
RoE (Tier-1)	16.4%	13.9%	10.8%
RoRWA – after tax	2.2%	2.4%	1.8%
RoA – after tax	1.0%	1.1%	0.8%
Asset Quality			
NPL (Gross)	3.4%	3.0%	3.2%
Loan at Risk (LAR)	23.2%	21.1%	19.7%
NPL Coverage	155.7%	155.2%	115.4%
Cost of Credit (CoC)	1.4%	1.2%	0.6%
Liquidity			
LDR	92.7%	95.4%	93.8%
LFR	81.8%	83.2%	83.2%
CASA	48.5%	53.7%	54.1%
Capital			
CAR (Tier 1)	16.1%	17.5%	17.1%
Total CAR	20.2%	20.1%	18.5%

Sep-24	Sep-25	yoy Growth (%)	
455,107	510,857	12.2%	yoy
356,064	381,030	7.0%	yoy
370,751	429,925	16.0%	yoy
2,082	2,303	10.6%	yoy
2.9%	3.9%	101	bps
59.9%	47.8%	(1,210)	bps
10.1%	10.5%	40	bps
1.7%	1.7%	1	bps
0.8%	0.8%	3	bps
3.2%	3.4%	22	bps
20.8%	20.7%	(19)	bps
126.5%	110.5%	(1,599)	bps
0.5%	1.6%	110	bps
96.0%	88.6%	(741)	bps
85.6%	81.5%	(411)	bps
51.0%	47.2%	(380)	bps
17.0%	17.3%	25	bps
18.7%	18.6%	(15)	bps

LDR & LDR-ex FLPP Trend



Liquidity Coverage Ratio (LCR) & Net Stable Funding Ratio (NSFR) Trend



*LDR-ex FLPP is calculated by excluding FLPP schemes on Loans and FLPP Current Account on Total Deposits components

** LDR-ex MoF Fund is calculated by excluding MOF Funds (IDR 25 Tn) on Total Deposits components

*** LDR FLPP is calculated using 100 : 75 ratio (from 100% of assets; 75% comes from Giro FLPP)

Balance Sheet

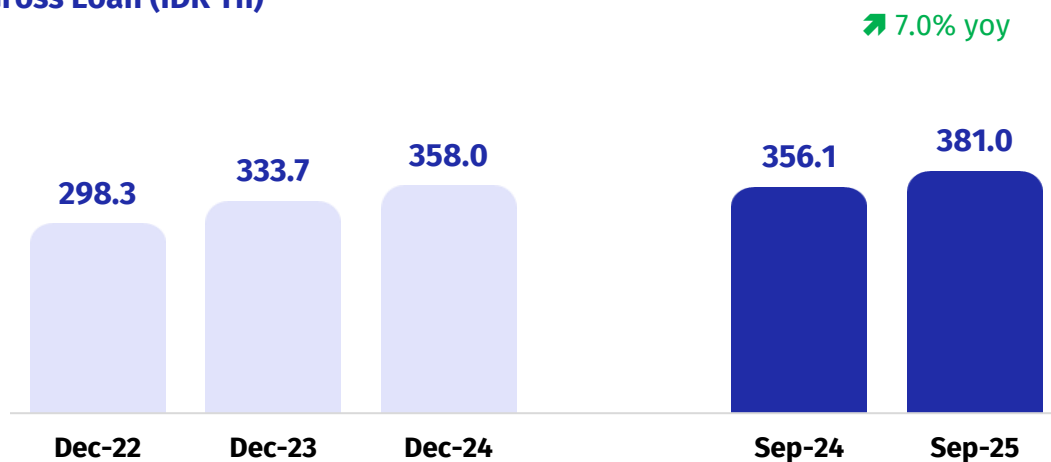
Balance Sheet Summary (IDR Bn)	Dec-23	Dec-24
Total Earning Assets	389,827	428,794
Term Deposit with BI	12,149	2,810
Total Loan & Financing	333,698	357,973
Securities	41,200	61,015
Other Earning Assets	2,780	6,997
Provision on Earning Asset	(15,641)	(13,063)
Total Non Earning Assets	64,563	53,883
Total Assets	438,750	469,615
CASA	188,007	206,358
Current Account	143,535	160,848
Saving Account	44,472	45,510
Time Deposits	161,927	175,309
Third Party Deposits	349,933	381,667
Securities issued	6,835	5,445
Deposits from Other Banks	1,300	105
Repurchase Agreements	0	3,409
Borrowings	42,875	39,813
Non Interest Bearing Liabilities	7,327	6,604
Total Liabilities	408,271	437,043
Total Equity	30,479	32,572
Total Liabilities & Equity	438,750	469,615

Sep-24	Jun-25	Sep-25	qoq	yoy	% Assets
427,335	450,440	453,284	0.6%	6.1%	88.7%
11,171	9,095	4,445	-51.1%	-60.2%	0.9%
356,064	376,110	381,030	1.3%	7.0%	74.6%
55,727	62,028	62,972	1.5%	13.0%	12.3%
4,373	3,207	4,836	50.8%	10.6%	0.9%
(14,576)	(14,359)	(14,536)	1.2%	-0.3%	-2.8%
42,348	48,880	72,109	47.5%	70.3%	14.1%
455,107	484,962	510,857	5.3%	12.2%	100.0%
188,989	199,724	202,826	1.6%	7.3%	39.7%
148,645	155,287	160,072	3.1%	7.7%	31.3%
40,344	44,438	42,755	-3.8%	6.0%	8.4%
181,763	206,658	227,099	9.9%	24.9%	44.5%
370,751	406,383	429,925	5.8%	16.0%	84.2%
5,280	4,766	3,730	-21.7%	-29.4%	0.7%
1,066	95	113	18.3%	-89.4%	0.0%
934	0	342		-63.4%	0.1%
38,008	33,642	35,044	4.2%	-7.8%	6.9%
7,060	6,150	7,020	14.1%	-0.6%	1.4%
423,099	451,036	476,174	5.6%	12.5%	93.2%
32,008	33,926	34,683	2.2%	8.4%	6.8%
455,107	484,962	510,857	5.3%	12.2%	100.0%

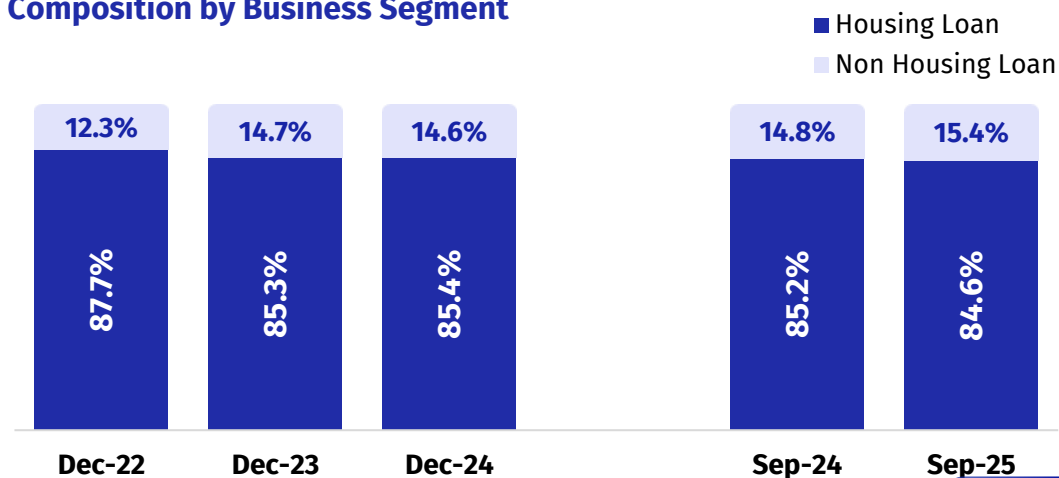
Loan Type (IDR Bn)	Dec-22		Dec-23		Dec-24	
	Outs	%	Outs	%	Outs	%
Housing Loan	261,705	87.7%	284,617	85.3%	305,590	85.4%
Subsidized Mortgage	145,860	48.9%	161,746	48.5%	173,844	48.6%
Non-Subsidized Mortgage	87,824	29.4%	96,175	28.8%	105,956	29.6%
Other Housing Loan	6,970	2.3%	7,871	2.4%	8,652	2.4%
Construction Loan	21,051	7.1%	18,826	5.6%	17,138	4.8%
Non-Housing Loan	36,576	12.3%	49,081	14.7%	52,382	14.6%
Consumer Loan	7,010	2.4%	7,264	2.2%	7,813	2.2%
Commercial Loan	11,563	3.9%	12,901	3.9%	15,237	4.3%
Corporate Loan	18,004	6.0%	28,916	8.7%	29,332	8.2%
Total Loan & Financing	298,282	100.0%	333,698	100.0%	357,973	100.0%
Mortgage	233,684	78.3%	257,921	77.3%	279,800	78.2%

	Sep-24		Jun-25		Sep-25		qoq	yoy
	Outs	%	Outs	%	Outs	%		
Housing Loan	303,234	85.2%	317,770	84.5%	322,539	84.6%	1.5%	6.4%
Subsidized Mortgage	172,767	48.5%	182,179	48.4%	186,585	49.0%	2.4%	8.0%
Non-Subsidized Mortgage	103,809	29.2%	110,726	29.4%	111,338	29.2%	0.6%	7.3%
Other Housing Loan	8,386	2.4%	8,840	2.4%	8,954	2.3%	1.3%	6.8%
Construction Loan	18,271	5.1%	16,025	4.3%	15,661	4.1%	-2.3%	-14.3%
Non-Housing Loan	52,830	14.8%	58,340	15.5%	58,492	15.4%	0.3%	10.7%
Consumer Loan	7,465	2.1%	7,519	2.0%	7,731	2.0%	2.8%	3.6%
Commercial Loan	15,046	4.2%	15,178	4.0%	12,103	3.2%	-20.3%	-19.6%
Corporate Loan	30,319	8.5%	35,643	9.5%	38,657	10.1%	8.5%	27.5%
Total Loan & Financing	356,064	100.0%	376,110	100.0%	381,030	100.0%	1.3%	7.0%
Mortgage	276,576	77.7%	292,905	77.9%	297,924	78.2%	1.7%	7.7%

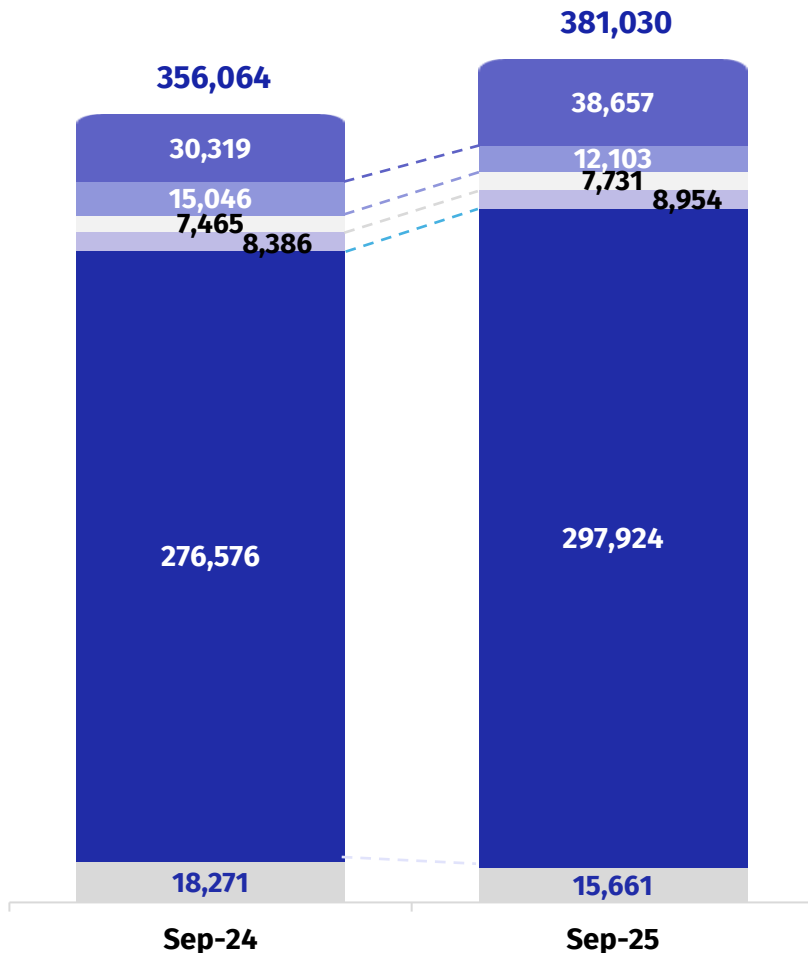
Gross Loan (IDR Tn)



Composition by Business Segment



Loan Mix by Segment (IDR Bn)



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

Loan Growth Strategy

% yoy	Main contributors for growth
7.0%	Focusing on housing-related higher yield whilst excelling in mortgages
27.5%	Continuing to build up corporate segment with key focus on the housing-related sectors
-19.6%	Targeting high-growth SME sectors (KUR) within the housing ecosystem
3.6%	Tapping captive mortgage market with extensive soft loan (KRING) offers also optimizing Payroll-based loans with several new institutions
6.8%	Optimizing home equity loans (KAR) from existing performing mortgage customers through tele sales, upselling and cross selling for existing customers
7.7%	<ul style="list-style-type: none"> ▪ Pursuing a sustainable growth in housing loans with subsidized mortgages as the main driver ▪ Disbursing selectively on non-subsidized mortgage to non-fixed income individuals, focusing more on the emerging affluent segment through Sales Center
-14.3%	Reprofiling Construction Loan Portfolio Focus on landed house and selected TOD high-rise housing projects

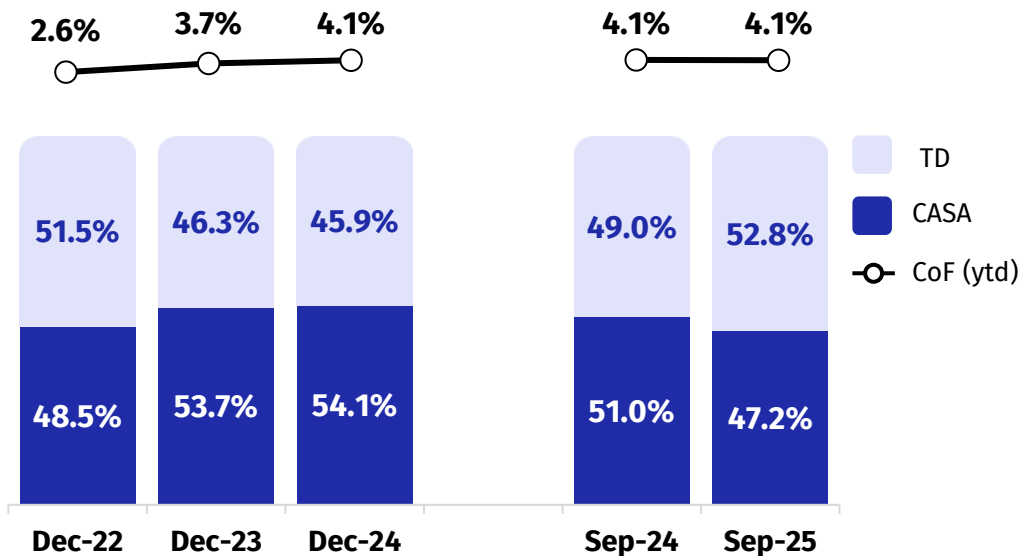
Loan by Segment (IDR Bn)	12M22	12M23	12M24	3Q24	2Q25	3Q25	QoQ	yoy	9M24	9M25	yoy
Housing Loan	47,559	56,893	57,142	12,998	11,330	13,103	15.6%	0.8%	45,111	39,293	-12.9%
Subsidized Mortgage	24,332	25,632	24,915	5,032	6,301	7,962	26.4%	58.2%	20,468	23,570	15.2%
Non-Subsidized Mortgage	14,363	19,073	19,808	4,773	2,801	2,517	-10.1%	-47.3%	15,272	8,450	-44.7%
Other Housing Loan	1,349	2,378	2,399	663	355	454	27.6%	-31.6%	1,720	1,216	-29.3%
Construction Loan	7,516	9,810	10,020	2,530	1,873	2,170	15.9%	-14.2%	7,651	6,058	-20.8%
Non-Housing Loan	40,036	36,794	34,038	6,540	14,692	11,675	-20.5%	78.5%	24,874	35,475	42.6%
Consumer Loan	8,530	3,853	3,216	804	697	931	33.5%	15.8%	2,243	2,189	-2.4%
Commercial Loan	20,807	14,573	19,436	4,516	6,539	4,519	-30.9%	0.1%	14,791	14,817	0.2%
Corporate Loan	10,698	18,368	11,385	1,220	7,456	6,225	-16.5%	410.4%	7,840	18,469	135.6%
Total Loan & Financing	87,595	93,687	91,180	19,538	26,022	24,778	-4.8%	26.8%	69,985	74,769	6.8%
Mortgage	38,695	44,705	44,723	9,805	9,102	10,480	15.1%	6.9%	35,739	32,020	-10.4%

Total Deposits

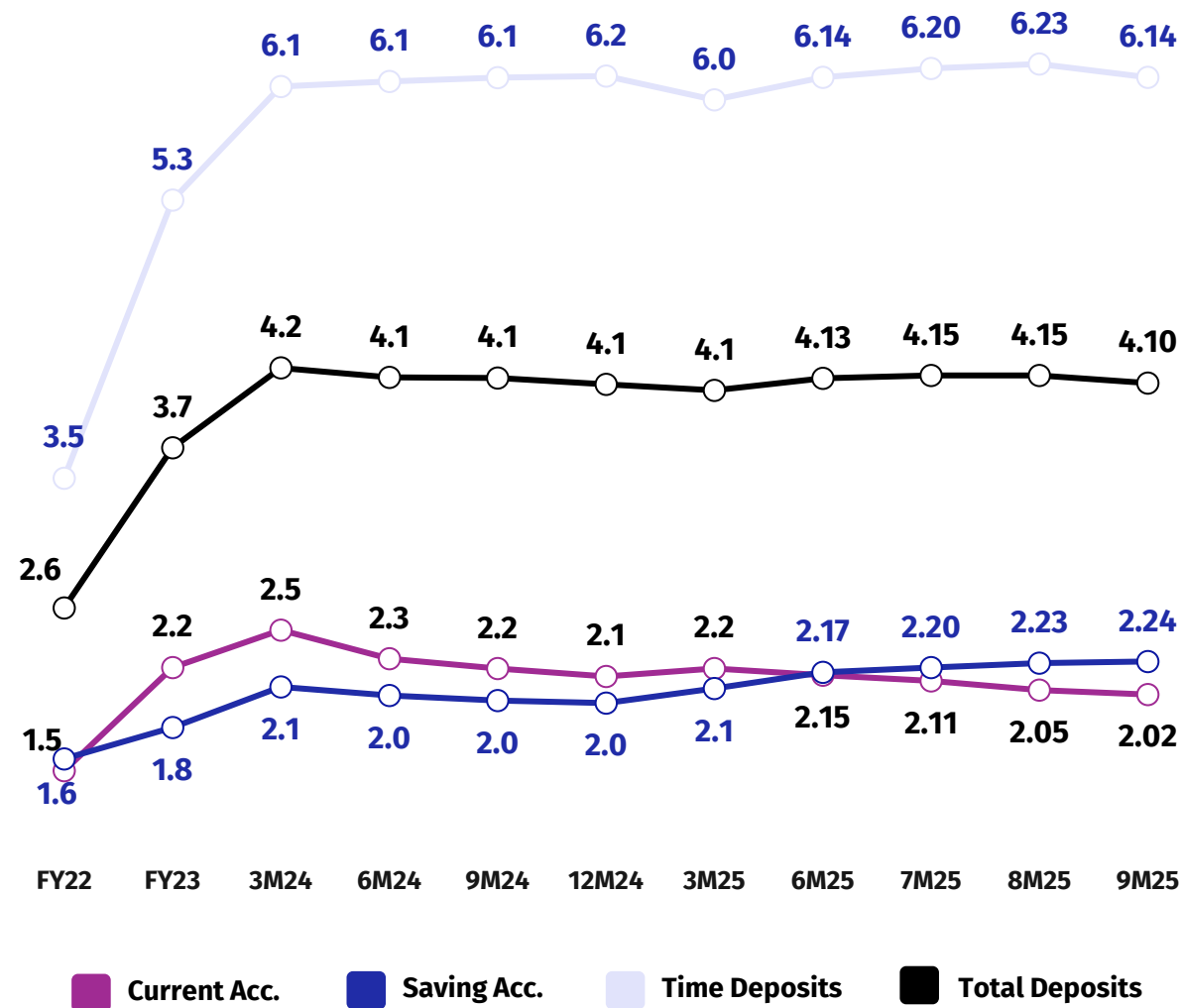
Customer Deposits (IDR Tn)

By Segments	Dec-22	Dec-23	Dec-24	Sep-24	Sep-25	YoY
CASA	156.2	188.0	206.4	189.0	202.8	7.3%
Current Account	114.0	143.5	160.8	148.6	160.1	7.7%
Savings Account	42.2	44.5	45.5	40.3	42.8	6.0%
Time Deposits	165.7	161.9	175.3	181.8	227.1	24.9%
Total	321.9	349.9	381.7	370.8	429.9	16.0%

CASA and Cost of Fund (%)

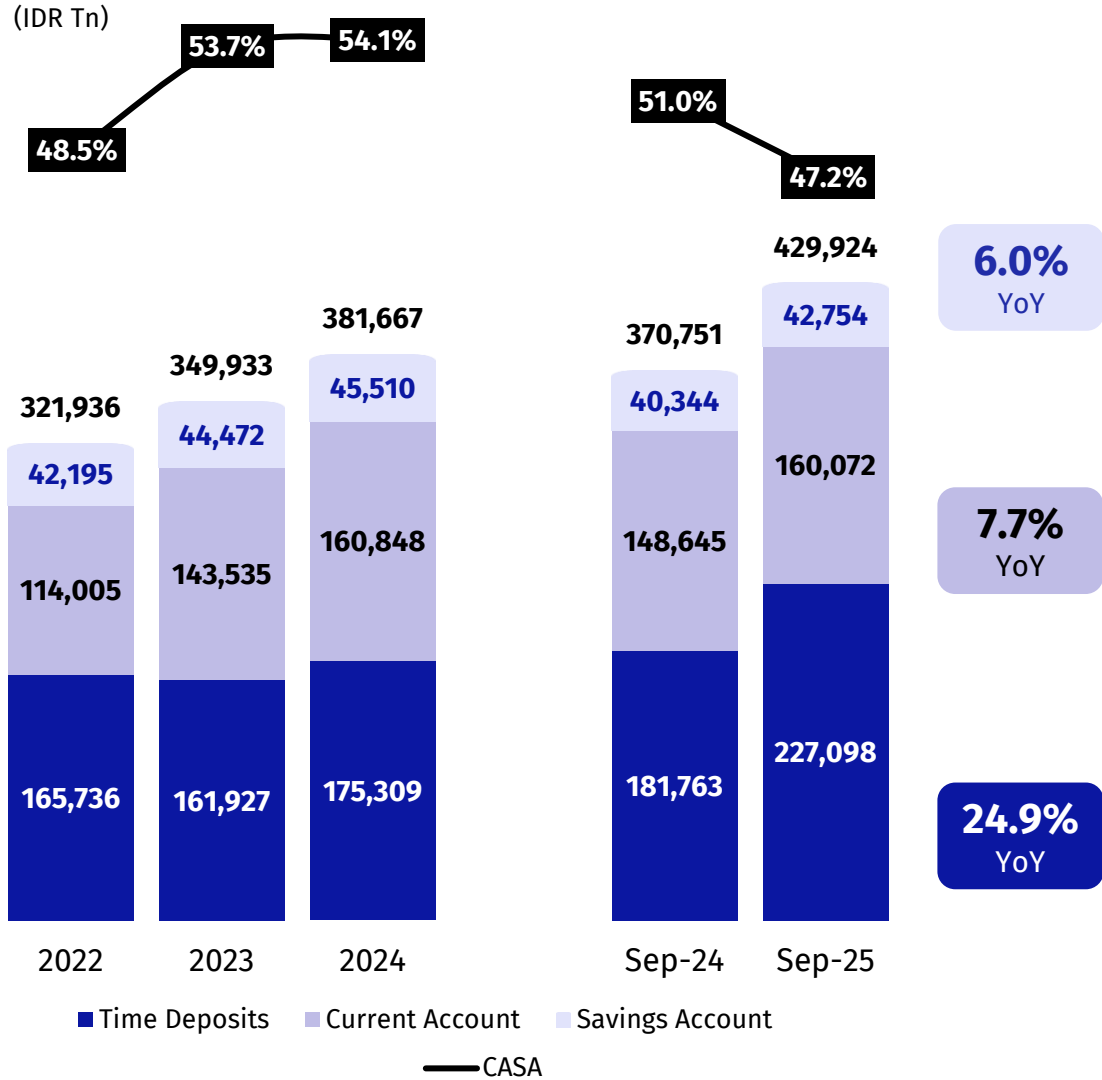


Cumulative Cost of Deposits (%)

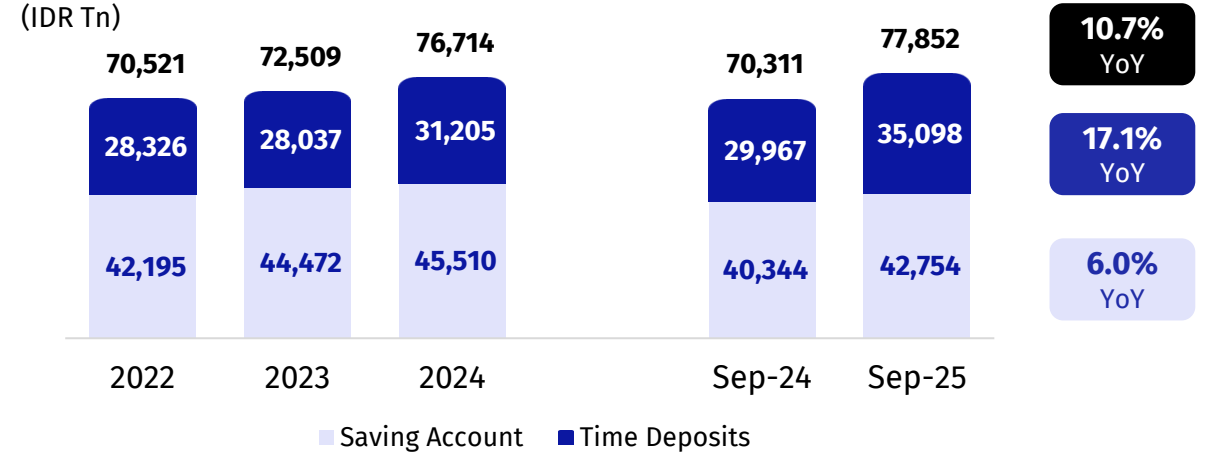


Total Deposits Compositions

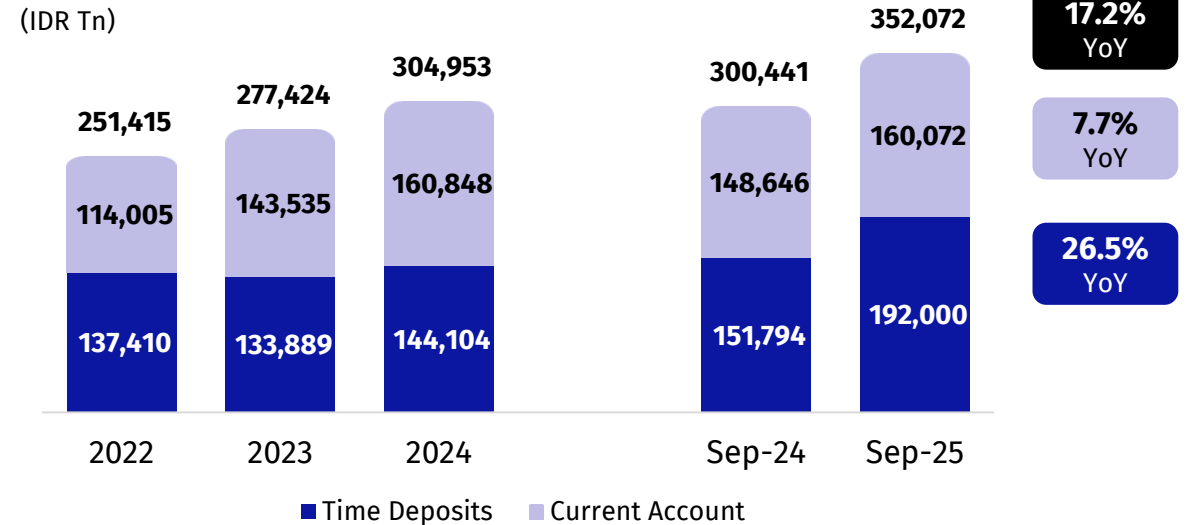
Customer Deposits



Retail Funding



Institutional Funding



Capital (IDR Bn)	December			September		Growth
	2022	2023	2024	2024	2025	
Tier – 1 Capital	22,533	27,154	29,834	29,080	31,743	9.2% yoy
Tier – 2 Capital	5,635	4,076	2,439	2,836	2,323	-18.1% yoy
Total Capital	28,168	31,230	32,273	31,916	34,066	6.7% yoy
Total RWA	139,631	155,590	174,445	170,661	183,619	7.6% yoy
RWA – Credit Risk	114,318	136,692	149,288	145,318	158,378	9.0% yoy
RWA – Market Risk	1,373	942	6,102	6,288	4,852	-22.8% yoy
RWA – Operational Risk	23,939	17,956	19,056	19,056	20,389	7.0% yoy
CAR Tier 1 (Tier 1/Total RWA)	16.2%	17.5%	17.1%	17.0%	17.3%	25 bps
CAR Tier 2	4.0%	2.6%	1.4%	1.7%	1.3%	(40) bps
CAR BI ((Tier 1+2)/Total RWA)	20.2%	20.1%	18.5%	18.7%	18.6%	(15) bps
Capital Conservation Buffer	2.5%	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

PL Summary (IDR Bn)	3Q24	2Q25	3Q25	QoQ	YoY	9M24	9M25	YoY
Interest Income	7,391	10,290	8,079	-21.5%	9.3%	22,366	26,579	18.8%
Interest Expense	(4,526)	(4,721)	(4,664)	-1.2%	3.0%	(13,475)	(13,817)	2.5%
Net Interest Income	2,865	5,569	3,415	-38.7%	19.2%	8,891	12,762	43.5%
Non-Interest Income	758	864	1,244	44.0%	64.2%	2,767	3,147	13.8%
Other Operating Expense (Exclude Provision)	(2,511)	(2,734)	(3,102)	13.5%	23.6%	(7,642)	(8,528)	11.6%
Pre-Provision Operating Profit (PPOP)	1,112	3,699	1,557	-57.9%	40.0%	4,015	7,381	83.8%
Provision	(379)	(2,678)	(819)	-69.4%	116.0%	(1,355)	(4,476)	230.4%
Profit From Operations	733	1,021	738	-27.8%	0.6%	2,660	2,905	9.2%
Non-Operating Income (Expense)	6	(23)	(6)	-75.1%	-187.8%	(44)	(43)	-2.5%
Profit Before Tax	739	998	732	-26.7%	-1.0%	2,616	2,862	9.4%
Net Profit	581	803	596	-25.7%	2.7%	2,082	2,303	10.6%

Interest Income

Interest Income (IDR Bn)	3Q24	2Q25	3Q25	QoQ	YoY	9M24	9M25	YoY	% portion of 9M25
Placement with Bank Indonesia	143	91	89	-2.5%	-37.8%	469	265	-43.6%	1.0%
Placement with other bank	4	12	4	-69.6%	-12.1%	23	19	-18.5%	0.1%
Securities	495	669	660	-1.3%	33.5%	1,797	1,950	8.5%	7.3%
Loan	5,869	8,622	6,392	-25.9%	8.9%	17,565	21,621	23.1%	81.3%
Others	26	5	5	-7.0%	-80.6%	72	21	-70.8%	0.1%
Income from Syariah	854	891	929	4.3%	9.3%	2,439	2,704	10.9%	10.2%
Total	7,391	10,290	8,079	-21.5%	9.3%	22,366	26,579	18.8%	100.0%

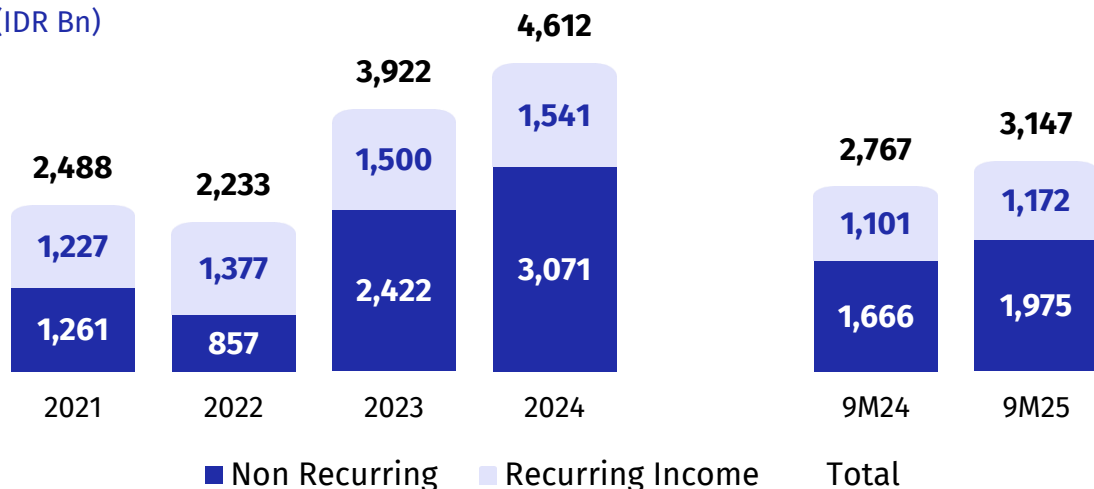
Interest Expense

Interest Expense (IDR Bn)	3Q24	2Q25	3Q25	QoQ	YoY	9M24	9M25	YoY	% portion of 9M25
Deposits from Other Banks	83	0	5	1256.1%	-93.4%	203	28	-86.4%	0.2%
Deposits from Non-Banks	3,846	4,190	4,163	-0.6%	8.2%	11,215	12,201	8.8%	88.3%
Securities Issued	77	73	46	-36.4%	-39.8%	317	196	-38.1%	1.4%
Fund Borrowings	493	449	442	-1.8%	-10.5%	1,668	1,351	-19.0%	9.8%
Others	26	8	7	-16.5%	-73.8%	73	42	-42.4%	0.3%
Total	4,526	4,721	4,664	-1.2%	3.0%	13,475	13,817	2.5%	100.0%

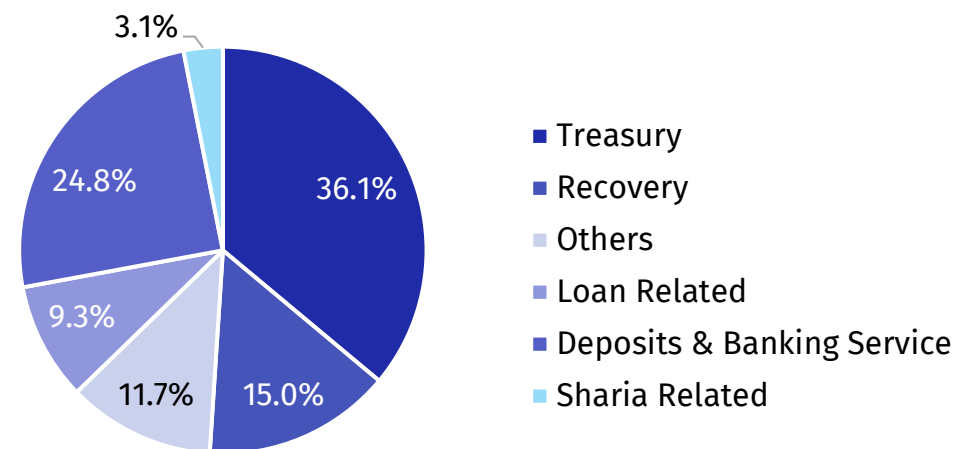
Non-interest Income

Non-interest Income (IDR Bn)	3Q24	2Q25	3Q25	QoQ	YoY	9M24	9M25	YoY
Non-Recurring Income	376	483	816	68.8%	116.9%	1,666	1,975	18.6%
Gain from Treasury Transaction	191	343	396	15.3%	107.4%	788	1,139	44.5%
Recovery	75	150	159	5.9%	110.9%	443	471	6.3%
Others	110	-10	261	N/A	137.7%	434	365	-16.1%
Recurring Income	382	381	429	12.6%	12.3%	1,101	1,172	6.5%
Loan Related Transaction	118	98	103	5.8%	-12.1%	331	294	-11.2%
Deposits & Banking Service Related	237	249	293	17.6%	23.3%	693	781	12.6%
Sharia Related Transaction	27	34	32	-4.6%	22.3%	76	98	28.4%
Total	758	864	1,244	44.0%	64.2%	2,767	3,147	13.8%

Non-interest Income (IDR Bn)



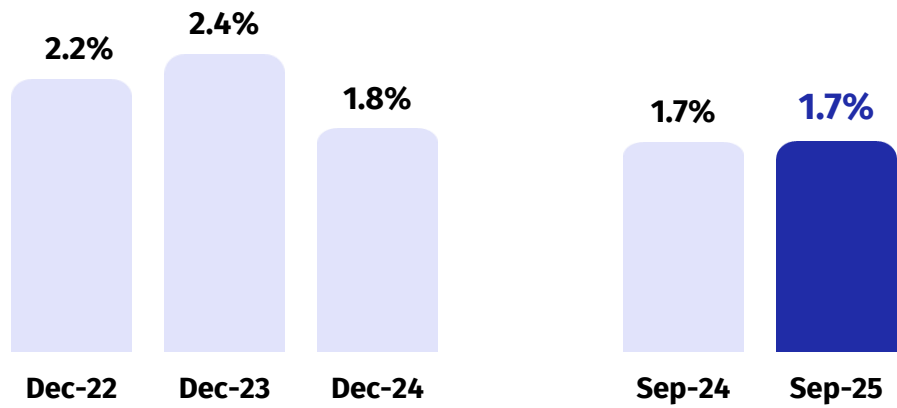
9M25 Non-interest Income Breakdown (%)



Other Operating Expense (exclude Provisions)

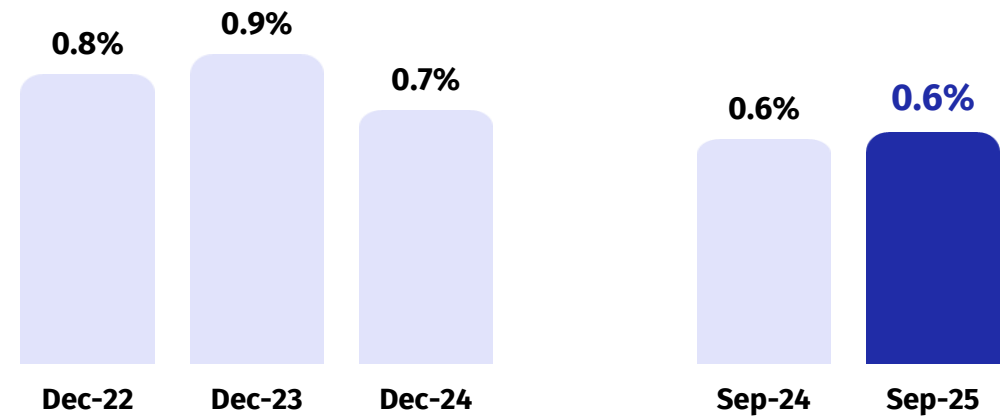
Other Operating Expense (IDR Bn) Excluding Provision	3Q24	2Q25	3Q25	QoQ	YoY	9M24	9M25	YoY	% portion of 9M25
Salaries & Employee Benefit	1,019	1,271	1260	-0.8%	23.6%	3,320	3,534	6.4%	41.4%
General Administration	405	232	476	104.9%	17.4%	1,059	1,155	9.1%	13.5%
Others	66	95	63	-34.1%	-4.6%	155	159	2.1%	1.9%
Rent, Service & Maintenance	193	218	296	35.8%	53.2%	594	771	29.8%	9.0%
Depreciation	200	203	209	3.4%	4.6%	553	605	9.4%	7.1%
Promotion	119	153	146	-4.4%	22.7%	407	451	10.7%	5.3%
Collector Fees & Consultant	278	310	358	15.5%	28.7%	891	1,044	17.1%	12.2%
Insurance Premium	199	212	221	4.2%	11.0%	556	648	16.6%	7.6%
Training	20	23	45	95.0%	122.2%	84	93	11.3%	1.1%
Research & Development	1	1	1	11.6%	-27.3%	2	2	-17.2%	0.0%
Other Taxes	10	10	2	-75.5%	-76.3%	13	14	7.2%	0.2%
Loss (transaction spot, derivative, and forex)	5	6	24	289.3%	349.5%	7	51	665.7%	0.6%
Marked to Market	(6.24)	0.00	0.34			0.06	0.34	429.9%	0.0%
Total	2,511	2,734	3,102	13.1%	23.6%	7,642	8,528	11.6%	100.0%

RORWA¹ – AfterTax



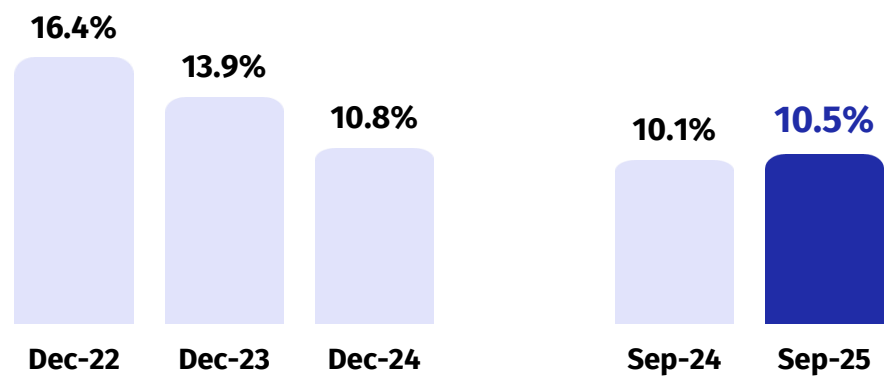
¹Calculated based on net profit/average of Total Credit Risk-Weighted asset (RWA)

ROA² – After Tax



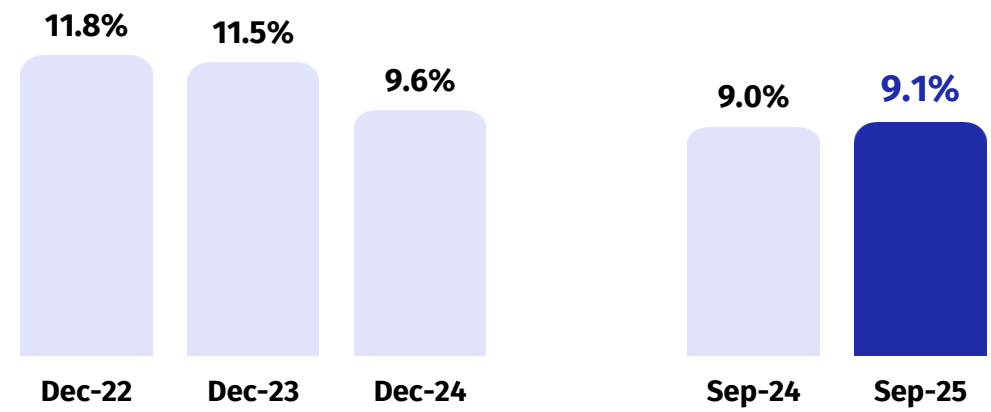
²Calculated based on net profit/average total asset

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

PROGRAM 3 JUTA RUMAH

remonial Penyaluran KPR BTN

ing, 12 Desember 2024

Asset Quality

KC CILEGON
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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) → **350** (After) ▲ **21.5%**

2 Amount to Collect/collectors

Increased by ▲ **12.4%**

3 Cost Efficiency/collectors

Improved by ▼ **7.2%**

What's Next?

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



- JBN
- Jakarta I
- West Java
- Jakarta II

In 4Q25, the 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

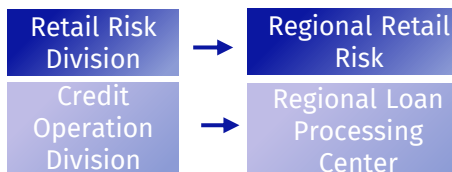
1 Regionalized



2 Regional Based Model

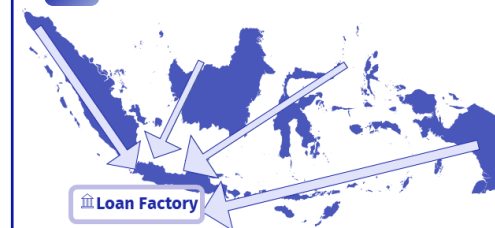
Analysis and underwriting within the loan origination process are **executed at each regional areas through RLPC.**

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



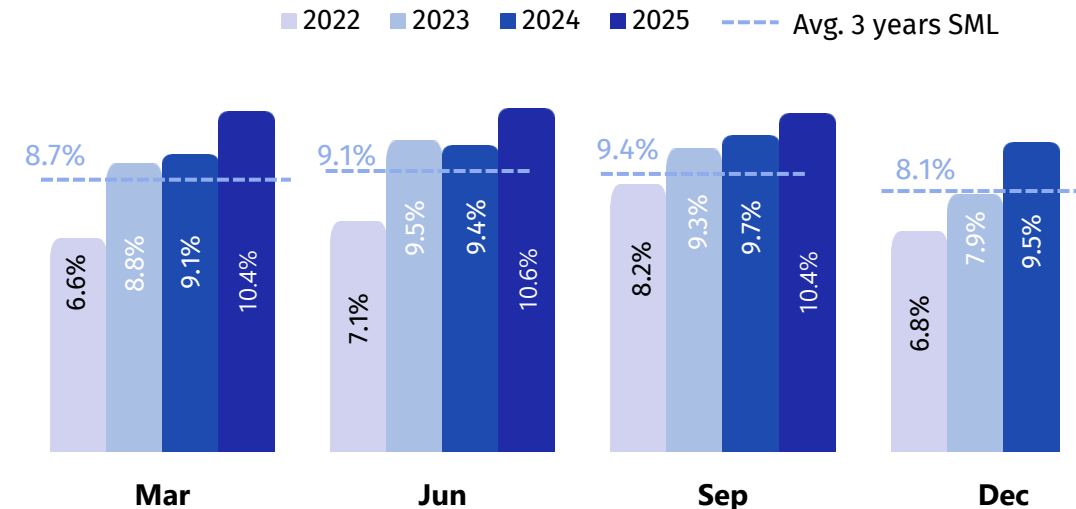
Collectibility	Dec-22		Dec-23		Dec-24	
	IDR Bn	%	IDR Bn	%	IDR Bn	%
Current	268,077	89.9%	297,251	89.1%	312,598	87.3%
Special Mention	20,134	6.8%	26,399	7.9%	34,057	9.5%
Performing Loan (PL)	288,211	96.6%	323,649	97.0%	346,655	96.8%
Substandard	580	0.2%	571	0.2%	872	0.2%
Doubtful	888	0.3%	678	0.2%	1,940	0.5%
Loss	8,602	2.9%	8,800	2.6%	8,506	2.4%
Non Performing Loan (NPL)	10,070	3.4%	10,049	3.0%	11,318	3.2%
Total Loan & Financing	298,282	100.00%	333,698	100.0%	357,973	100.0%
NPL Gross	3.38%		3.01%		3.16%	
NPL Nett	1.32%		1.32%		1.89%	

Sep-24		Jun-25		Sep-25	
IDR Bn	%	IDR Bn	%	IDR Bn	%
310,061	87.1%	323,938	86.1%	328,349	86.2%
34,483	9.7%	39,693	10.6%	39,533	10.4%
344,545	96.8%	363,631	96.7%	367,881	96.5%
828	0.2%	977	0.3%	1,078	0.3%
1,764	0.5%	1,595	0.4%	1,597	0.4%
8,927	2.5%	9,908	2.6%	10,474	2.7%
11,519	3.2%	12,480	3.3%	13,149	3.4%
356,064	100.0%	376,110	100.0%	381,030	100.0%
3.24%		3.31%		3.45%	
1.53%		1.94%		2.00%	

NPL Breakdown by Segment

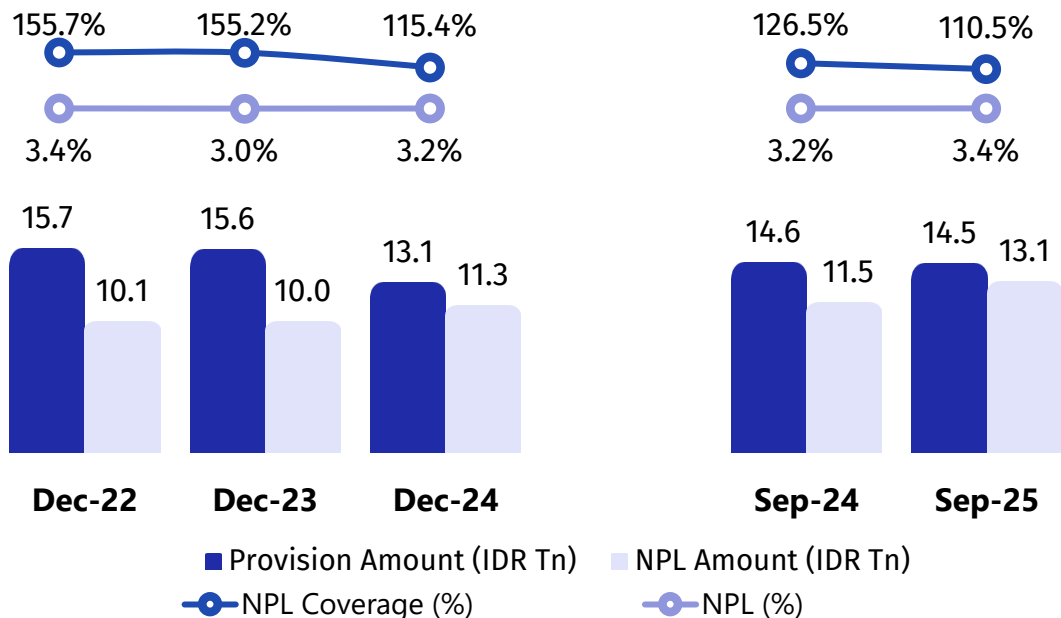
By Segment (%)	Dec-22			Dec-23			Dec-24			Sep-24			Jun-25			Sep-25		
Housing Loan	3.4%	3.2%	3.3%	3.4%	3.7%	3.8%	3.4%	3.7%	3.8%	3.4%	3.7%	3.8%	3.4%	3.7%	3.8%	3.4%	3.7%	3.8%
Subsidized Mortgage	0.9%	1.5%	1.7%	1.5%	1.7%	1.6%	1.5%	1.7%	1.6%	1.5%	1.7%	1.6%	1.5%	1.7%	1.6%	1.5%	1.7%	1.6%
Non-Subsidized Mortgage	1.9%	2.0%	3.7%	2.8%	5.3%	5.7%	2.8%	5.3%	5.7%	2.8%	5.3%	5.7%	2.8%	5.3%	5.7%	2.8%	5.3%	5.7%
Other Housing Loan	2.9%	3.7%	4.4%	4.6%	4.9%	4.6%	4.6%	4.9%	4.6%	4.6%	4.9%	4.6%	4.6%	4.9%	4.6%	4.6%	4.9%	4.6%
Construction Loan	26.2%	23.8%	16.0%	23.4%	15.0%	16.2%	23.4%	15.0%	16.2%	23.4%	15.0%	16.2%	23.4%	15.0%	16.2%	23.4%	15.0%	16.2%
Non-Housing Loan	3.4%	1.9%	2.4%	2.5%	1.2%	1.4%	2.5%	1.2%	1.4%	2.5%	1.2%	1.4%	2.5%	1.2%	1.4%	2.5%	1.2%	1.4%
Consumer Loan	1.1%	1.6%	1.5%	1.5%	1.2%	1.6%	1.5%	1.2%	1.6%	1.5%	1.2%	1.6%	1.5%	1.2%	1.6%	1.5%	1.2%	1.6%
Commercial Loan	9.4%	6.2%	7.3%	7.8%	4.0%	5.6%	7.8%	4.0%	5.6%	7.8%	4.0%	5.6%	7.8%	4.0%	5.6%	7.8%	4.0%	5.6%
Corporate Loan	0.6%	0.1%	0.1%	0.1%	0.0%	0.0%	0.1%	0.0%	0.0%	0.1%	0.0%	0.0%	0.1%	0.0%	0.0%	0.1%	0.0%	0.0%
Total Loan & Financing	3.4%	3.0%	3.2%	3.2%	3.3%	3.4%	3.2%	3.3%	3.4%	3.2%	3.3%	3.4%	3.2%	3.3%	3.4%	3.2%	3.3%	3.4%
Mortgage	1.3%	1.7%	2.5%	2.0%	3.1%	3.2%	2.0%	3.1%	3.2%	2.0%	3.1%	3.2%	2.0%	3.1%	3.2%	2.0%	3.1%	3.2%

Quarterly SML Trend

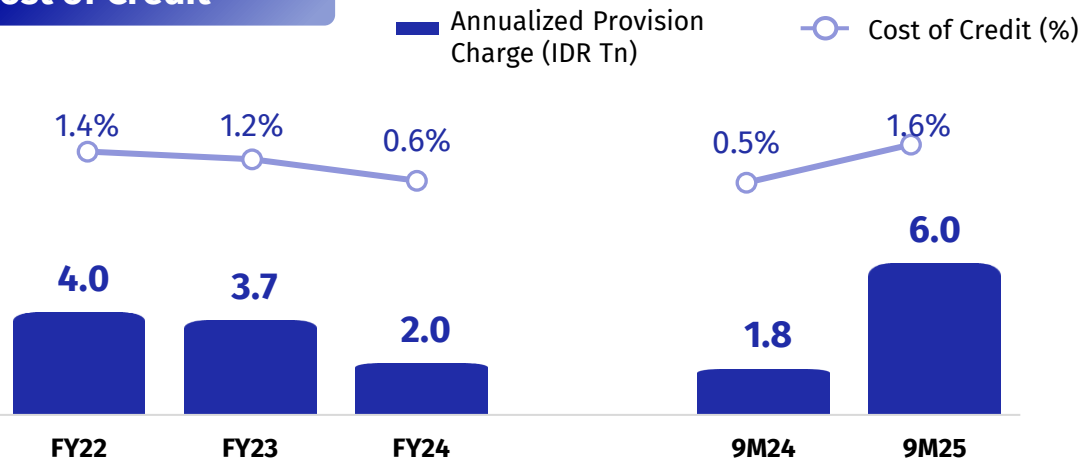


Loan Quality ,Coverage and Cost of Credit

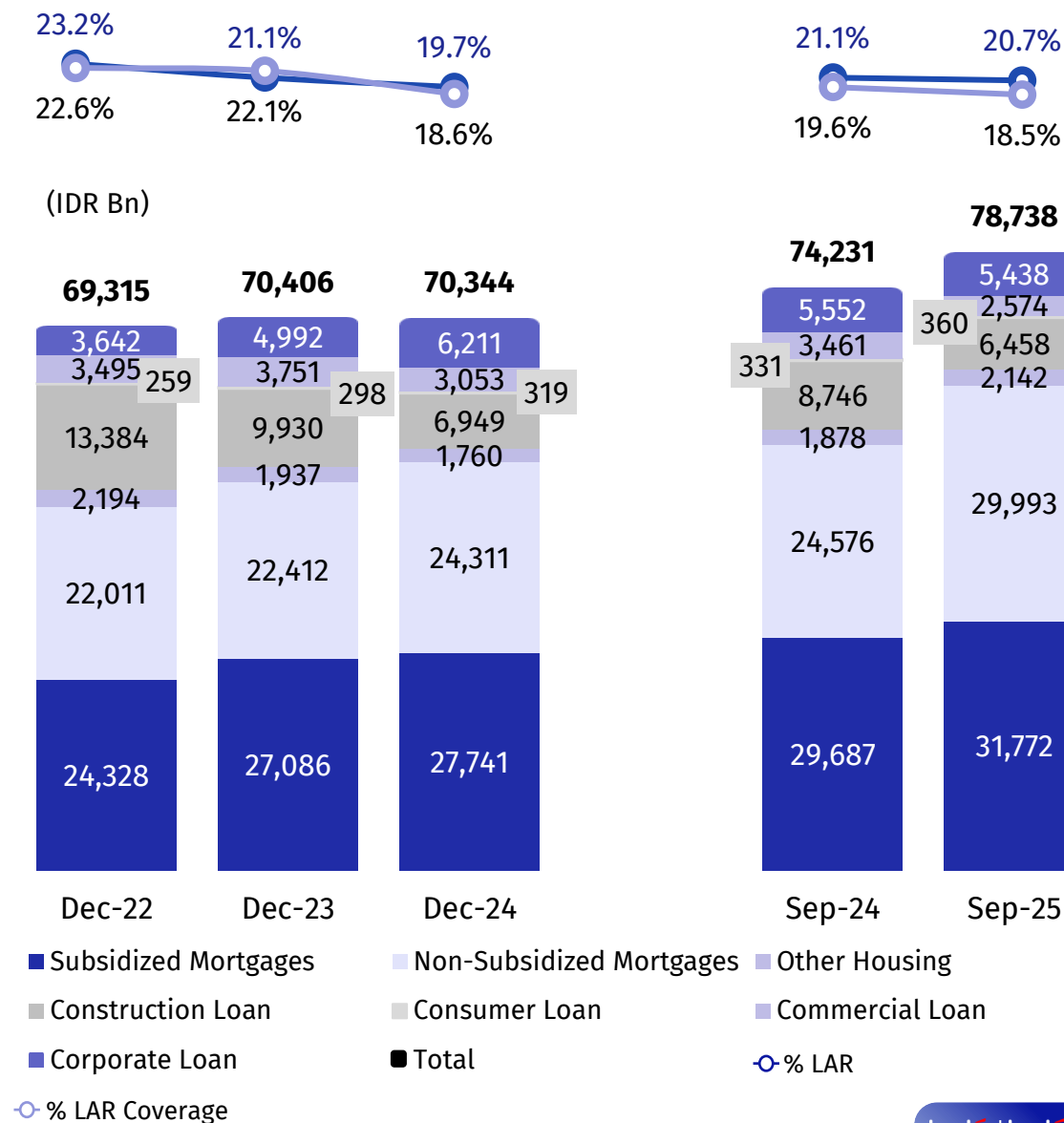
NPL & NPL Coverage



Cost of Credit

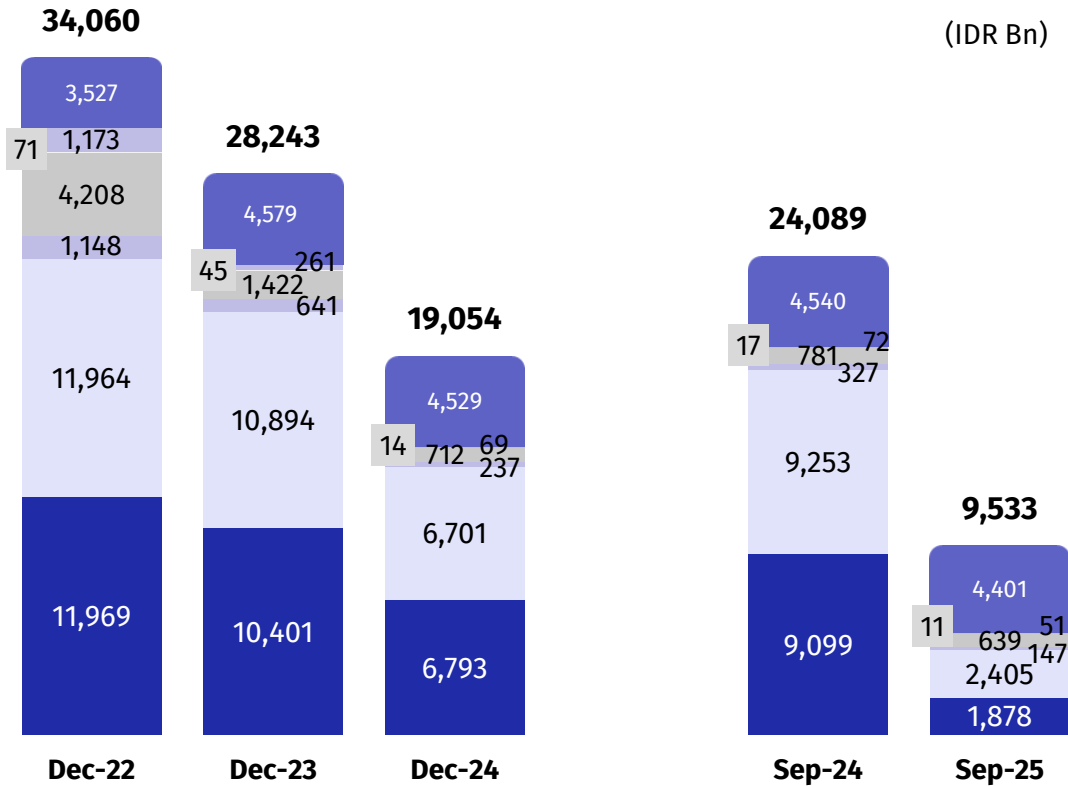
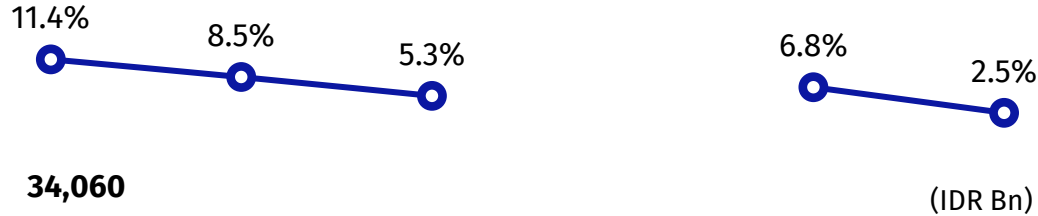


LAR & LAR Coverage



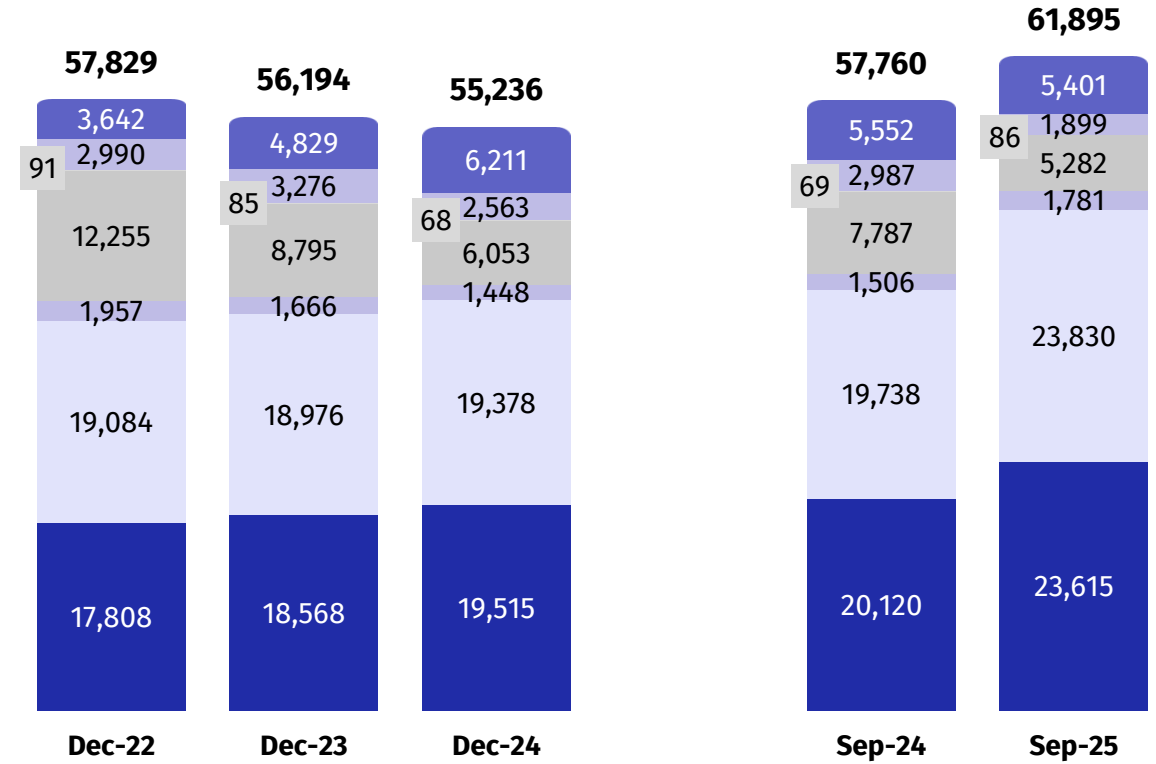
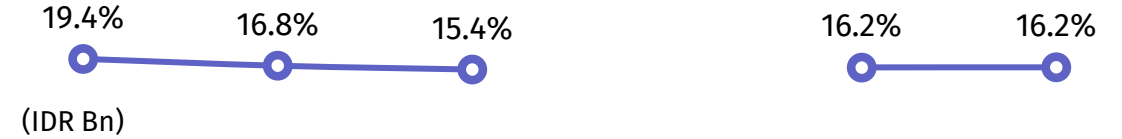
Restructured Loans Breakdown by Segment

Covid-19 Restructured Loan by Segment



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

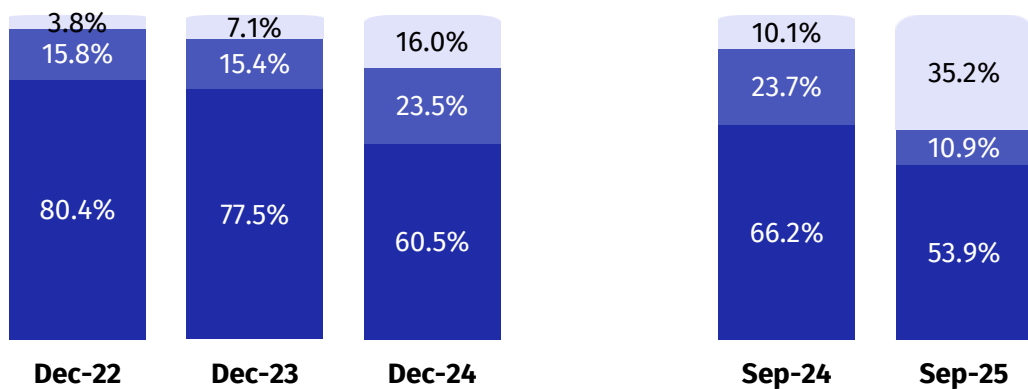
Total Restructured Loan by Segment



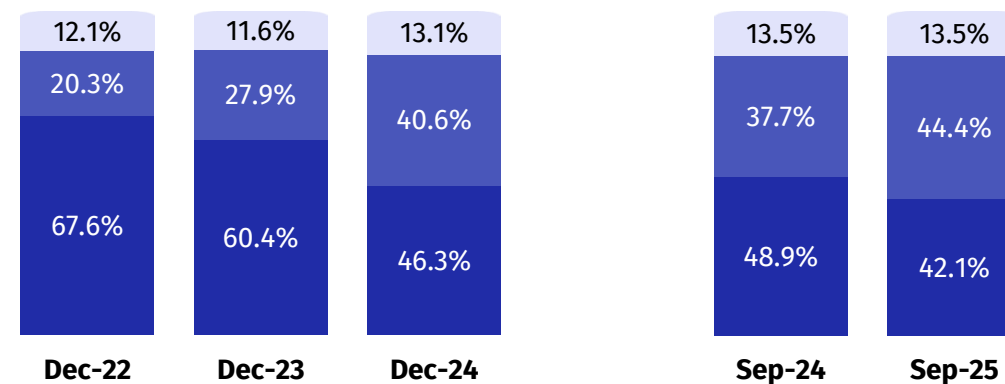
- Subsidized Mortgages
- Non-Subsidized Mortgages
- Other Housing
- Construction Loan
- Consumer Loan
- Commercial Loan
- Corporate Loan
- Total Loan
- % of total Loan

Restructured Loans Breakdown by Collectability

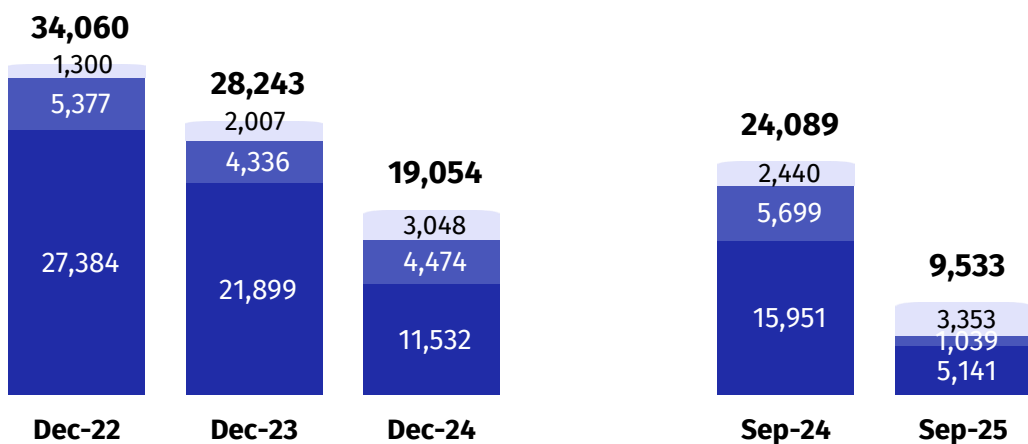
Covid-19 Restructured Loan by Collectability (%)



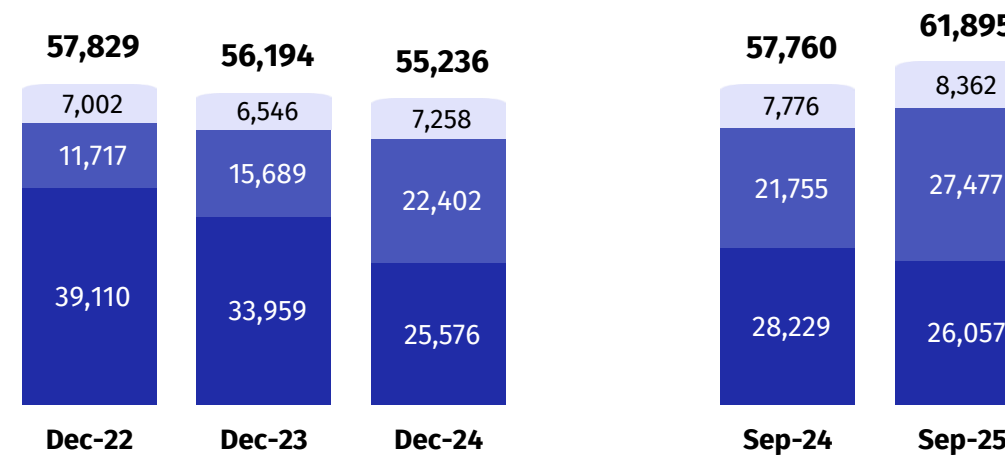
Total Restructured Loan by Collectability (%)



Covid-19 Restructured Loan by Collectability (IDR Bn)



Total Restructured Loan by Collectability (IDR Bn)



■ Current
 ■ SML
 ■ NPL

PROGRAM 3 JUTA RUMAH

remonial Penyaluran KPR BTN

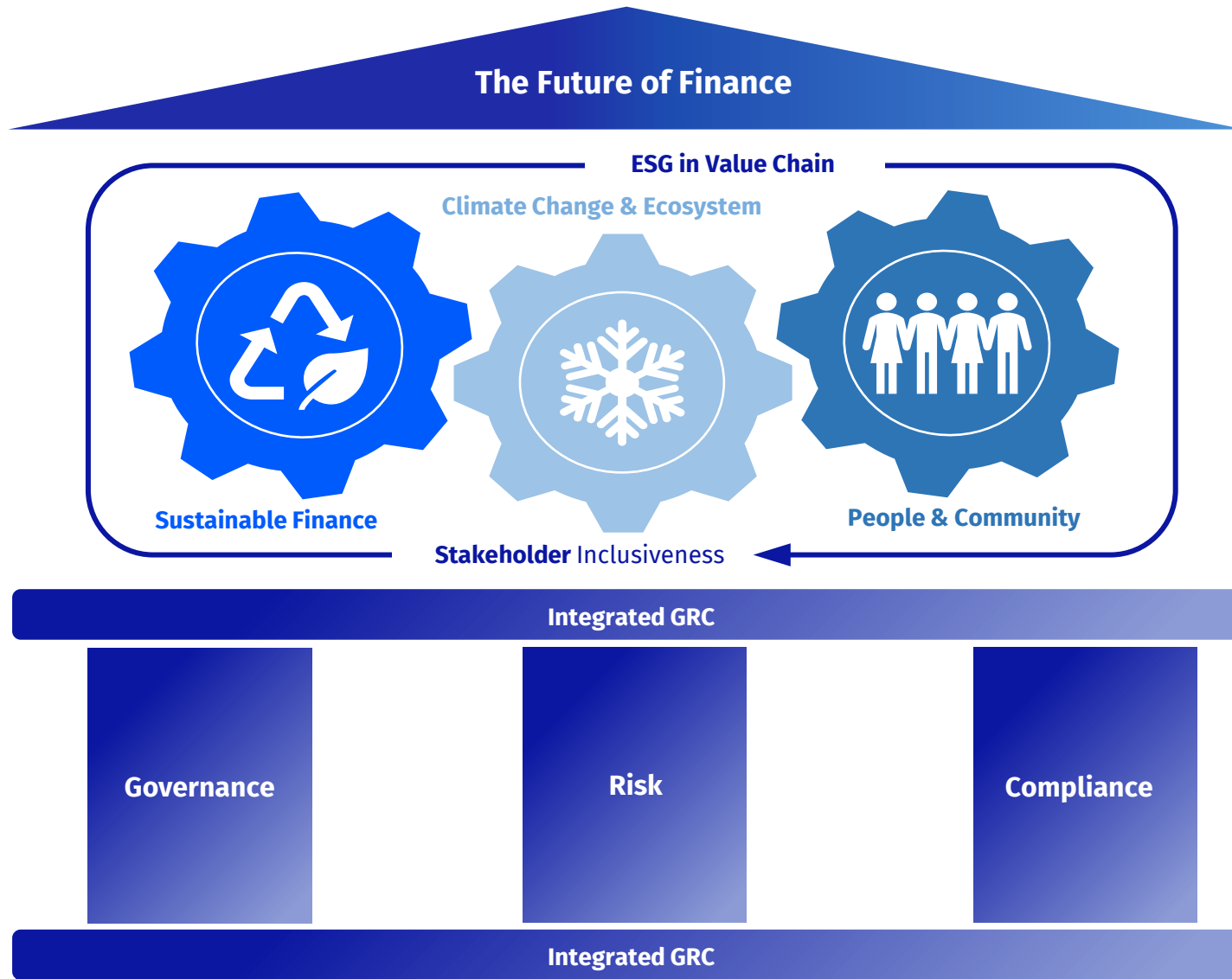
ing, 12 Desember 2024

ESG Updates

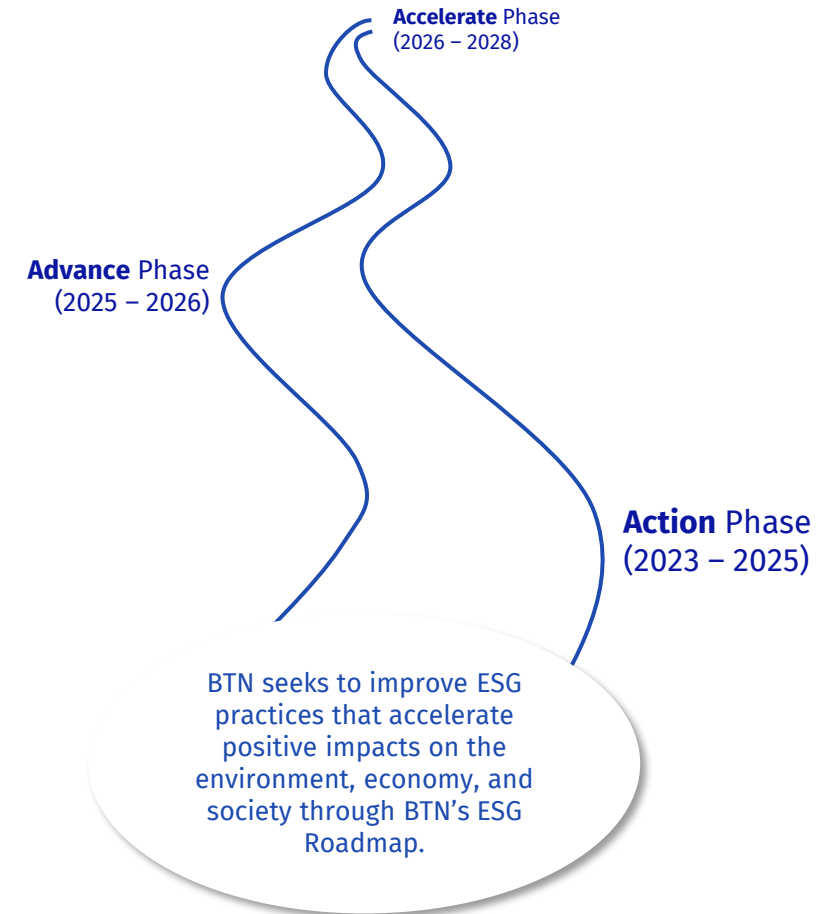
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BTN ESG Framework : The Future of Finance

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.



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.

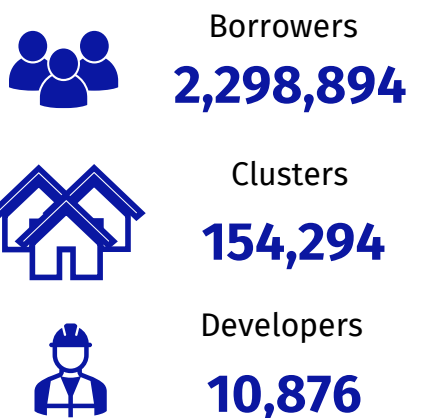


Waste Generation
34.1 Mn ton /year

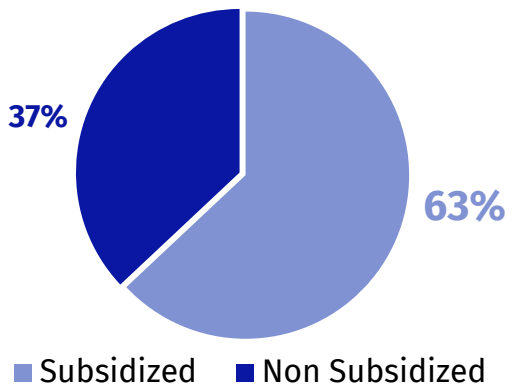


Waste Management
10.7 Mn ton /year

Key Housing Achievement



Mortgage Portfolio Composition



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.**

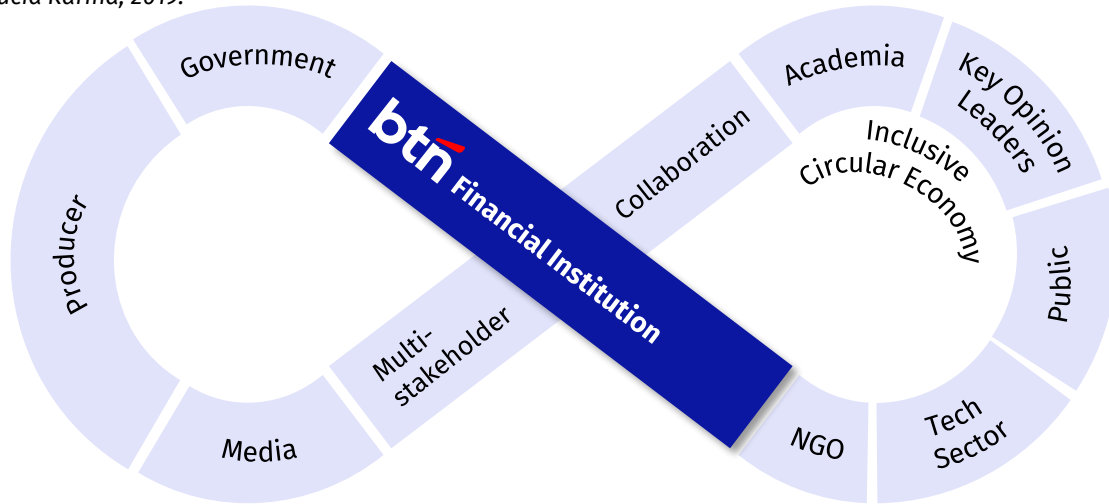
Source: Ministry of Environment and Forestry

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

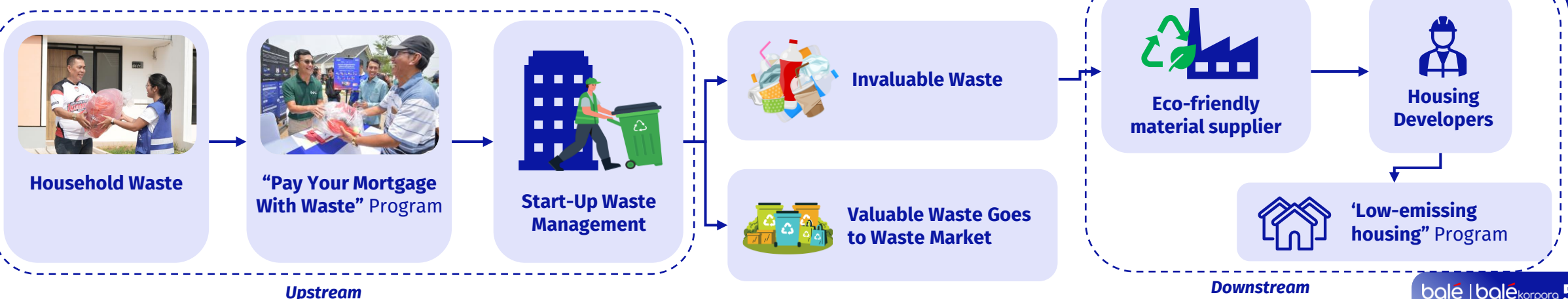
Source: Lucia Karina, 2019.



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



Pay Your Mortgage Installment With Waste Program

BTN introduced **“Pay Your Mortgage Installment with Waste”** to reduce monthly mortgage installments with valuable waste and utilize non-valuable waste into recycled materials.

BTN initiated a program by collecting waste from households into building materials for low-emission houses...



This reflects BTN’s commitment to a circular economy that connects communities, suppliers, and developers – where waste becomes currency and sustainability becomes a shared responsibility.



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

dan kesempatan dapat **voucher belanja!**

download sekarang!

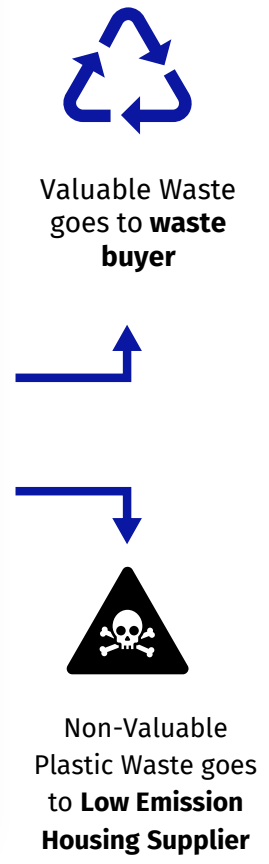
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by btn

Program ini hadir tiap bulan hingga Desember 2025

BTN CALL 150-286 1500-286

Karena Hidup Gak Cuma Tentang Harta

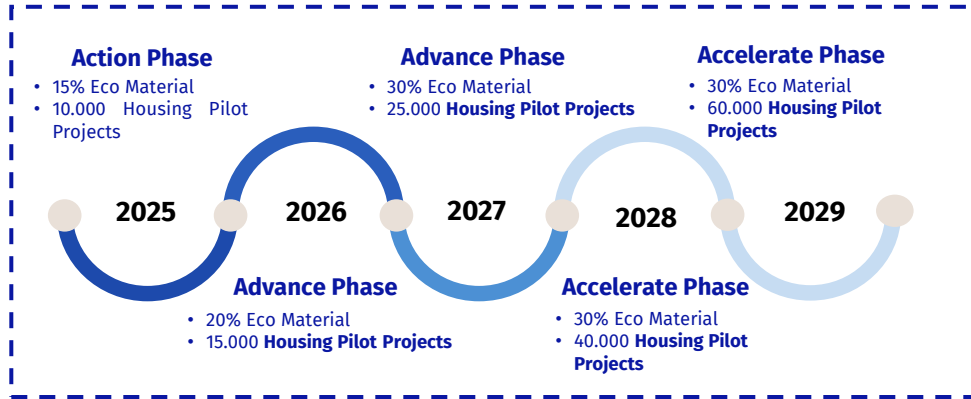
1 Point = IDR 1



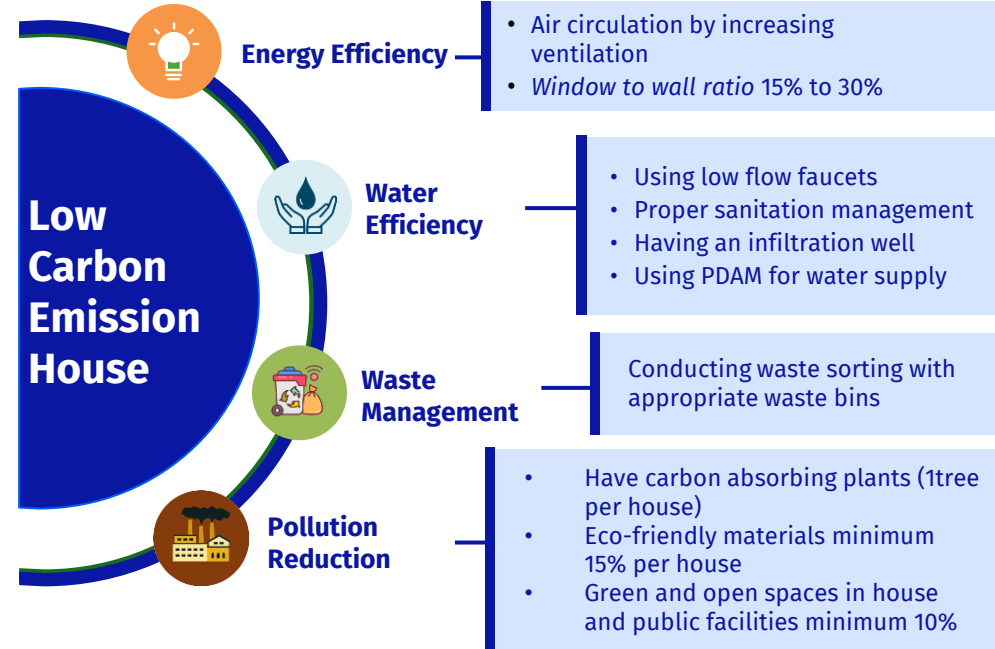
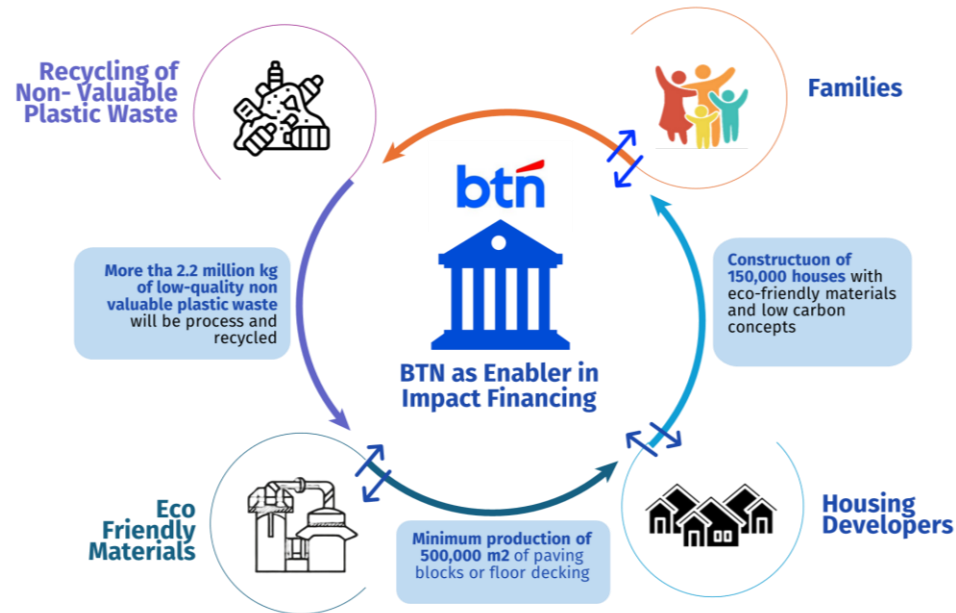
Low Emission Housing Project

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



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



Green Premises

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



Less Carbon Footprint through Digital Application

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



smart residence

btn properti

balé
by btn

Transportation Emission Reduction

25,714 liters
As of Sept 2025



~62.14 → **1,036**
tCO2e Trees/year saved

Solar Panel Efficiency

171,919 kWh
As of Sept 2025



~157.88 → **2,631**
tCO2e Trees/year saved

Paperless

1,386,573
Sheet
Paper reduction



~83.19 → **1,387**
tCO2e Trees/year saved

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.



Affordable Energy Access

Provide houses with electricity at adjusted, affordable rates for eligible income groups



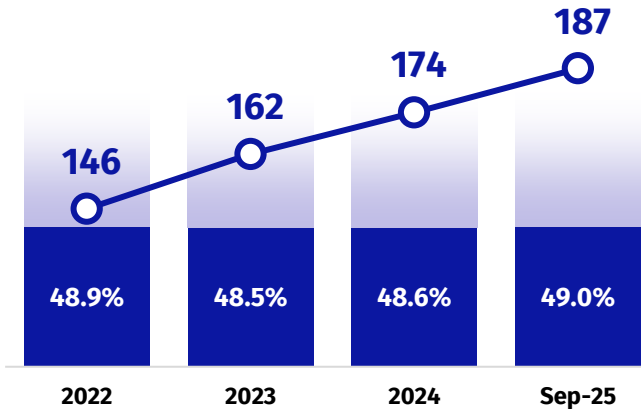
Sustainable Communities

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



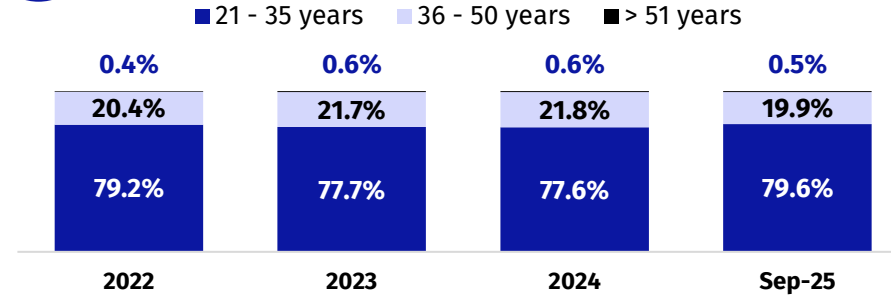
Clean Water & Sanitation

Ensure reliable access to clean water and proper sanitation facilities, managed sustainably.



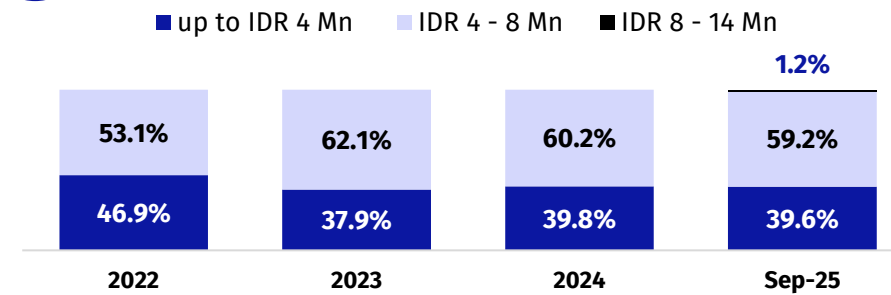
○ Subsidized Mortgage Loan Outstanding (IDR Tn)
 ■ % of Subsidized Mortgage of total BTN Loan Portfolio

Segment by Ages



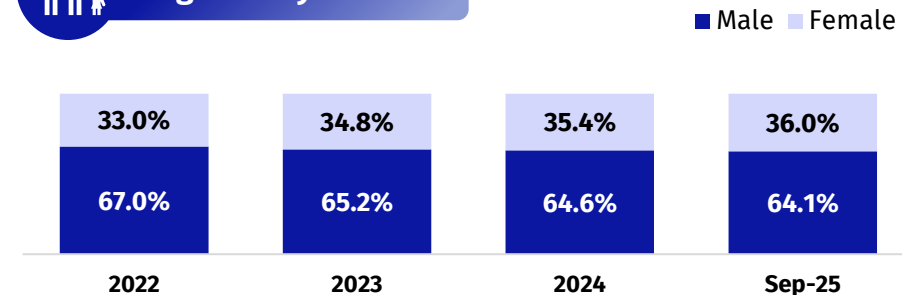
■ ~79% of BTN Subsidized mortgage customers are Millennials

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

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 with APERSI



- Collaborating with SBM ITB and DPD APERSI South Sulawesi for **Mini MBA in Property with APERSI**. Mini MBA in Property program has successfully attracted more than 800 participants in 23 batches on a regular and 1 batch on request (in-house).
- Learning material based one the four pillars of knowledge in property: **Finance & Risk, Project & Operation, Regulation & Law, and Business Model & Market**

Public Lecture & Talkshow



- This event was held as a **collaboration** between BTN and Universitas Negeri Malang.
- A Memorandum of Understanding was signed in this event.

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



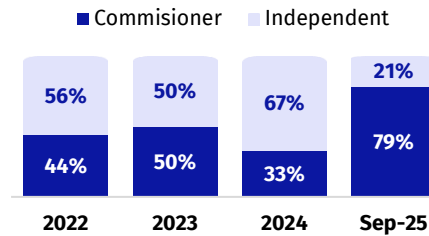
BTN provides broad opportunities for all parties to contribute to BTN by implementing policies related to **Diversity, Equity and Inclusion (DEI)** in the company's Human Capital operations.

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

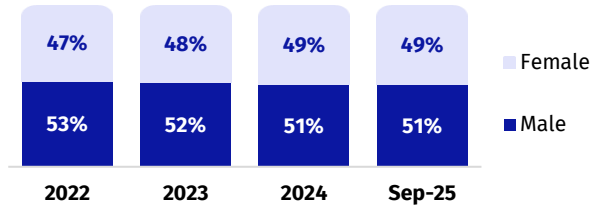
Commissioner Composition



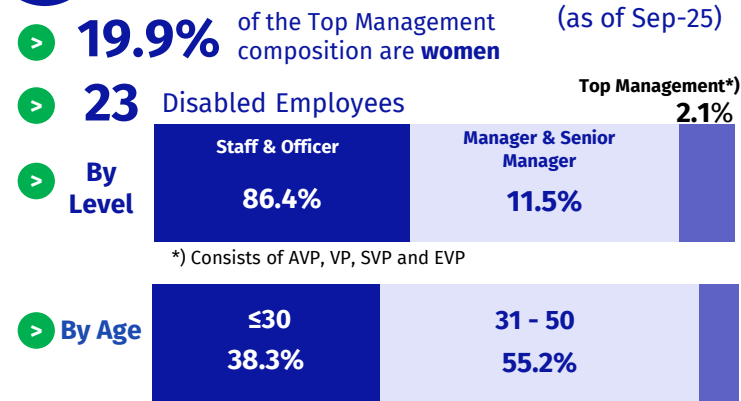
16.7% of the BOD composition are women

14.3% of the Commissioner composition are women

Gender Diversity



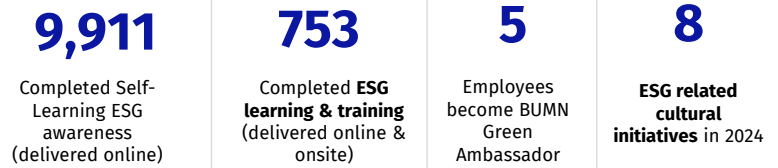
Employee Composition



Social Welfare

ESG Training & Culture

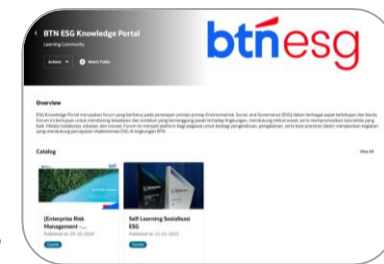
In achieving the goal of becoming an **#ESGChampion**, good internal support from the Bank is needed. BTN has implemented **learning & training related to ESG for internal Bank employees**.



ESG Curriculum

- Responsible Marketing and Product Activities
- Data Privacy Governance
- Data Security Issues
- ESG Risk Identification
- Mentorship
- Diversity and Guidelines
- AML/CFT
- Tax Avoidance
- Compliance with International Regulations
- Anti-Bribery and Anti-Corruption
- Code of Ethics

ESG Knowledge Portal



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

Gratification



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

Data Privacy & Cyber Security



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

ESG Aspect in Credit Analysis



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

Whistle Blowing System (WBS)



<https://btnsiips.tioffs.info>
Email : btnsiips@tipoffs.info



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

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

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

Signatories



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)**

Compliance Management System



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

Anti Anti Corruption



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

Anti Bribery



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

Anti Fraud Sub Committee



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

ESG Committee



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

ESG Principles



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

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

ACGS Rating



with overall score of

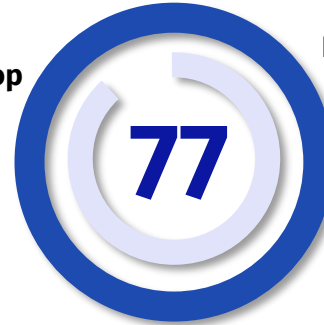
111.82

Top 5 Indonesia PLCs
ASEAN Asset Class Threshold

CSR HUB



Top



Low

ESG Ranking (%)
Compared Within
42,768 Companies

Refinitiv

Combined ESG Score

B+

REFINITIV

Environmental Pillar Score

C

Social Pillar Score

A-

Governance Pillar Score

B

Bank BTN's ESG performance ranked at **176** out of **1,097** 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



Indonesia Stock Exchange
Bursa Efek Indonesia

IDX LQ45

Low Carbon Leaders

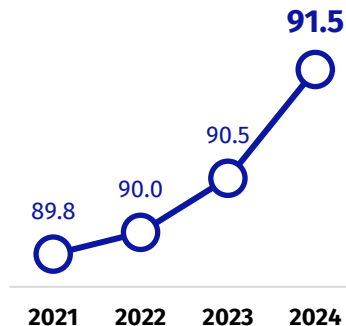


KEHATI

SRI Kehati Index

1. ESG Sector Leaders
2. ESG Quality 45

Corporate Governance Perception Index (CGPI)



with overall score of

91.5

Category:
"Most Trusted Company"
Top 50 ASEAN PLCs

PROGRAM 3 JUTA RUMAH

remonial Penyaluran KPR BTN

ing, 12 Desember 2024

**BTN Syariah:
#1 of Sharia Business Unit in Indonesia**

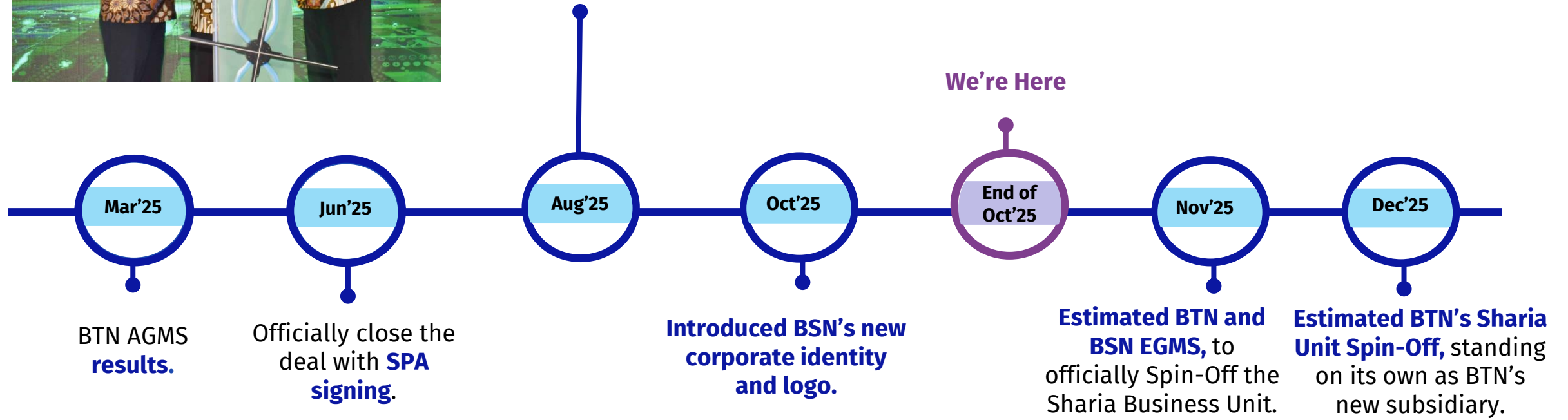
KC CILEGON
KUR



Extraordinary Shareholders' Meeting on **the new entity name of Bank Syariah Nasional (BSN)** along with **the appointment of new BOD and BOC.**

BSN's Aspiration

*"Mitra Utama **Keuangan Keluarga** yang Berkah dan Amanah"*

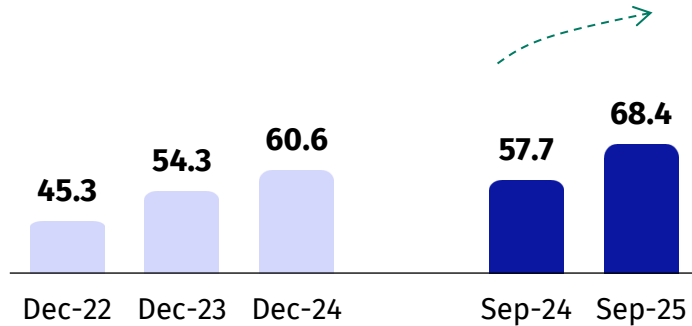


The indicative schedule is only an estimate that is subject to change without prior notice due to certain circumstances beyond the control of BTN that occur.

Robust Asset Growth

(IDR Tn)

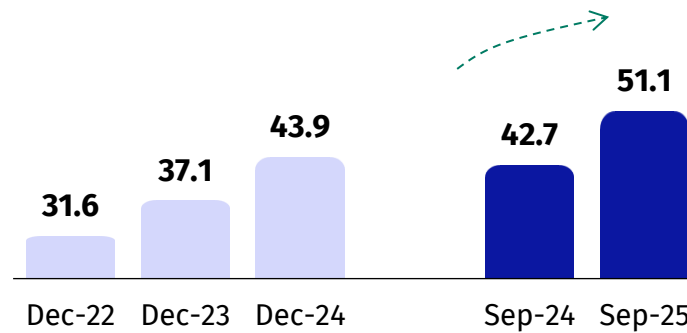
↗ 18.4% YoY



Consistent Financing Expansion

(IDR Tn)

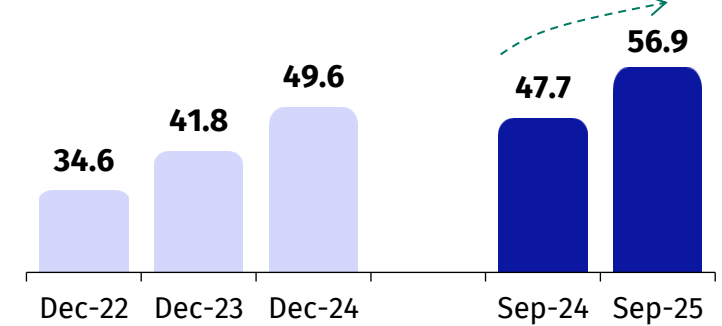
↗ 19.7% YoY



Resilient Total Deposits

(IDR Tn)

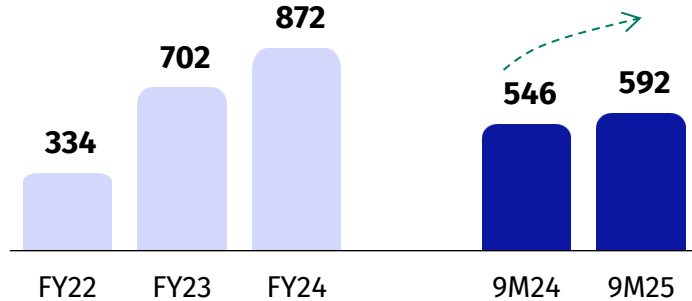
↗ 19.3% YoY



Solid Profitability

(IDR Bn)

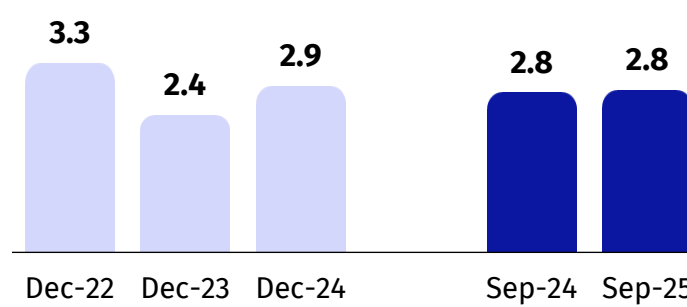
↗ 8.4% YoY



Manageable NPL Gross

(%)

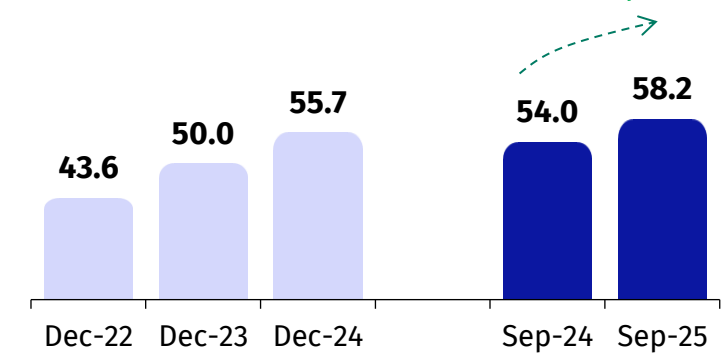
↗ 4 bps



Healthy CASA

(%)

↗ 420 bps



Financial Highlight	Dec-22	Dec-23	Dec-24
Asset/ Liabilities			
Total Assets (IDR Bn)	45,336	54,289	60,560
Total Financing (IDR Bn)	31,624	37,114	43,892
Total Deposits (IDR Bn)	34,641	41,803	49,622
Profitability			
Net Profit (IDR Bn)	334	702	872
N I M equivalent	5.0%	5.0%	4.2%
ROA	0.7%	1.3%	1.4%
Asset Quality			
NPF (Gross)	3.3%	2.4%	2.9%
Financing at Risk (FAR)	17.1%	14.4%	13.1%
NPF Coverage	150.1%	158.1%	105.4%
Liquidity			
FDR	91.3%	88.8%	88.5%
CASA	43.6%	50.0%	55.7%

Sep-24	Sep-25	Growth (%)
57,728	68,368	18.4% yoy
42,707	51,106	19.7% yoy
47,683	56,903	19.3% yoy
546	592	8.4% yoy
4.1%	3.6%	(55) bps
1.3%	1.2%	(7) bps
2.8%	2.8%	4 bps
13.7%	12.9%	(82) bps
124.6%	92.2%	(3,240) bps
89.6%	89.8%	25 bps
54.0%	58.2%	420 bps

Financing Business Composition

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

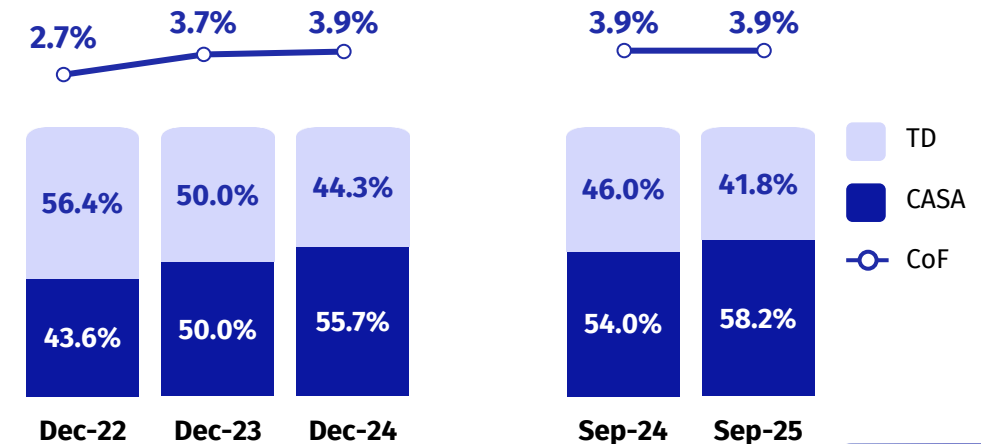
Sep-24		Sep-25		QoQ	YoY
Outs	%	Outs	%		
41,964	98.3%	50,142	98.1%	5.2%	19.5%
26,325	61.6%	31,856	62.3%	6.6%	21.0%
13,442	31.5%	16,176	31.7%	4.1%	20.3%
42	0.1%	42	0.1%	-2.8%	-1.4%
2,155	5.0%	2,068	4.0%	-5.5%	-4.0%
743	1.7%	964	1.9%	18.6%	29.8%
262	0.6%	432	0.8%	20.6%	64.9%
481	1.1%	532	1.0%	17.0%	10.6%
42,707	100.0%	51,106	100.0%	5.4%	19.7%
39,767	93.1%	48,032	94.0%	5.7%	20.8%

Deposits Composition

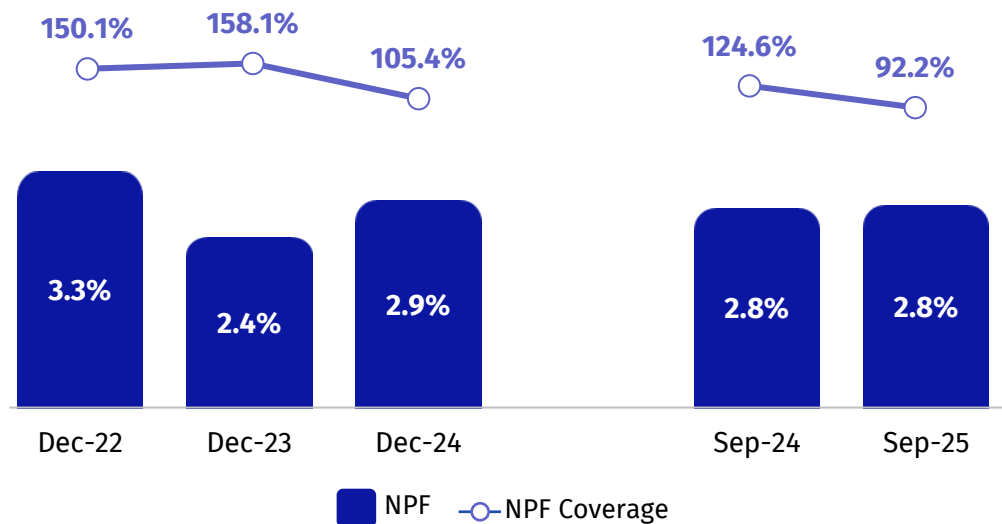
Deposits (IDR Bn)	Dec-22	Dec-23	Dec-24
CASA	15,117	20,915	27,634
Current Account	9,104	14,166	19,825
Savings Account	6,013	6,750	7,810
Time Deposits	19,524	20,888	21,988
Total	34,641	41,803	49,622

Sep-24	Sep-25	yoy
25,751	33,118	28.6%
18,423	24,366	32.3%
7,328	8,752	19.4%
21,932	23,785	8.4%
47,683	56,903	19.3%

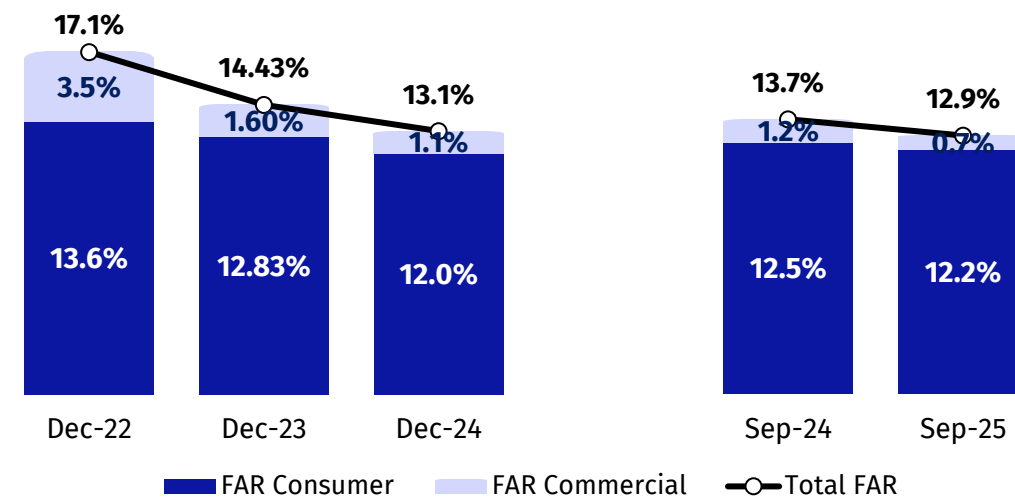
CASA Ratio (%)



NPF & NPF Coverage



Financing at Risk (FAR)



Special Mentioned Financing (SMF)

Financings Type	Dec-22	Dec-23	Dec-24	Sep-24	Sep-25
Housing Financing	6.7%	7.1%	7.2%	7.8%	7.3%
Subsidized Mortgage	7.1%	7.1%	7.7%	8.2%	7.6%
Non-Subsidized Mortgage	7.0%	7.3%	7.1%	7.8%	7.6%
Other Housing Financing	8.9%	11.0%	13.0%	8.6%	14.2%
Construction Financing	1.6%	5.7%	1.3%	2.2%	1.4%
Non-Housing Financing	0.0%	1.6%	0.8%	0.7%	0.7%
Consumer Financing	3.8%	3.8%	1.8%	2.1%	1.5%
Commercial Financing	0.0%	0.5%	0.0%	0.0%	0.0%
Total Financing	6.6%	7.0%	7.1%	7.7%	7.2%
Mortgage Financing	7.0%	7.1%	7.5%	8.1%	7.6%

Non-Performing Financing (NPF)

Financings Type	Dec-22	Dec-23	Dec-24	Sep-24	Sep-25
Housing Financing	3.2%	2.3%	2.8%	2.7%	2.8%
Subsidized Mortgage	0.9%	1.1%	1.6%	1.5%	1.6%
Non-Subsidized Mortgage	1.3%	2.0%	2.9%	2.8%	3.8%
Other Housing Financing	5.5%	1.8%	0.4%	0.6%	4.2%
Construction Financing	38.0%	18.1%	16.2%	17.6%	14.6%
Non-Housing Financing	9.0%	10.0%	6.6%	6.3%	2.1%
Consumer Financing	4.7%	3.6%	2.0%	2.3%	2.0%
Commercial Financing	9.9%	13.0%	10.1%	8.5%	2.2%
Total Financing	3.3%	2.4%	2.9%	2.8%	2.8%
Mortgage Financing	1.0%	1.4%	2.0%	1.9%	2.3%

PROGRAM 3 JUTA RUMAH

remonial Penyaluran KPR BTN

ing, 12 Desember 2024

Appendix

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

2020 – 2024

To become the Best Mortgage Bank in Southeast Asia



Double low-cost funding

Transforming channel capabilities to become the transactional bank and growing FBI



Democratize housing

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



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

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



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

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



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

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



2025 – 2029

Leading Partner in Empowering the Financials of Indonesian Family

Become government's key partner in housing and financial inclusion



Provide the best customer experience through digital and financial integration



Enhance shareholder value through sustainable profitability growth



Become home to Indonesia's top talents



Implement better ESG practices and business innovations



BTN's Network and Distribution as of 9M25

Java

Regional Office	5
Branch Offices	49
Sub-Branch Offices	382
Sharia Branch Offices	18
Sharia Sub-Branch Offices	53
ATM & CRM	1,427

Kalimantan

Regional Office	1
Branch Offices	7
Sub-Branch Offices	32
Sharia Branch Offices	3
Sharia Sub-Branch Offices	3
ATM & CRM	132

Sulawesi

Regional Office	1
Branch Offices	8
Sub-Branch Offices	30
Sharia Branch Offices	3
Sharia Sub-Branch Offices	2
ATM & CRM	131

Sumatera

Regional Office	1
Branch Offices	11
Sub-Branch Offices	73
Sharia Branch Offices	10
Sharia Sub-Branch Offices	17
ATM & CRM	306

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	9M25	FY24	FY23
Regional Office	8	8	6
Branch Offices	82	82	81
Sub-Branch Offices	540	536	541
Sharia Branch Offices	35	35	34
Sharia Sub-Branch Offices	76	75	75
Outlets	741	736	737
ATM and CRM	2,098	2,071	2,150

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

Precedent of BTN Corporate Action

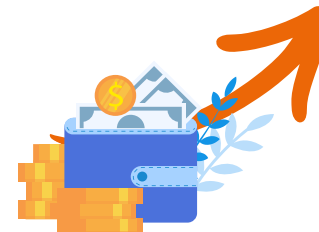


Total Proceeds of **IDR 1.65 Tn**
 through public portion of rights
 issue

Issued Public Shares :
 1,377,777,765



Oversubscribed by **1.6x**



BTN's Rights Issue was positively welcomed by investors

BBTN are included in some indices including ESG indices up to Sep 2025

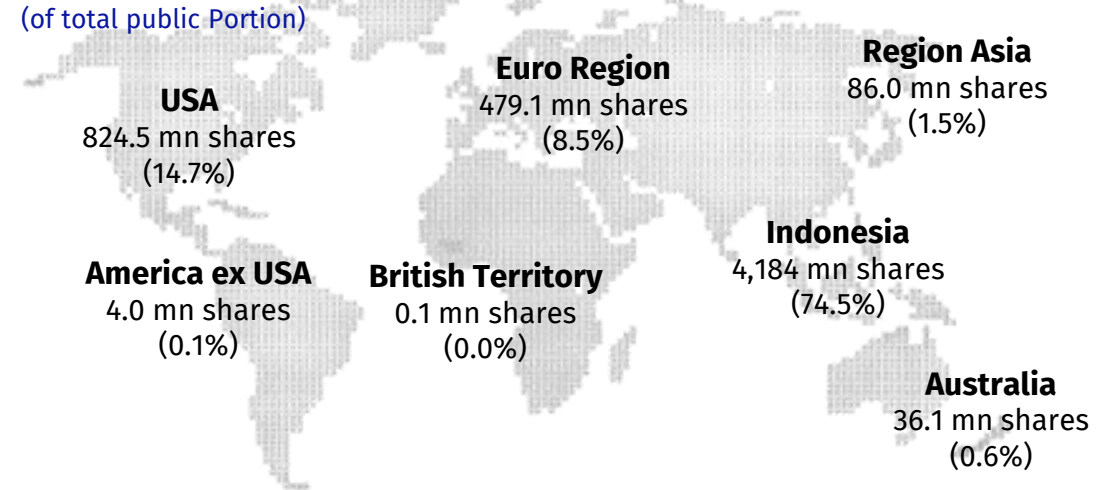
- LQ45
- IDXFINANCE
- IDX BUMN20
- IDX80
- IDX Small-Mid Cap (IDX SMC) Composite
- IDX Small-Mid Cap (IDX SMC) Liquid
- IDX Growth30
- MSCI Indonesia Small Cap
- MBX
- Kompas100
- Infobank15
- IDX Value30
- Investor33
- ECONOMIC30
- Tempo – IDX Financials52 (Main Index)
- Tempo – IDX Financials52 (High Growth)
- SRI-KEHATI
- IDX LQ45 Low Carbon Leaders
- ESG Sector Leaders IDX Kehati
- ESG Quality 45 IDX Kehati

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

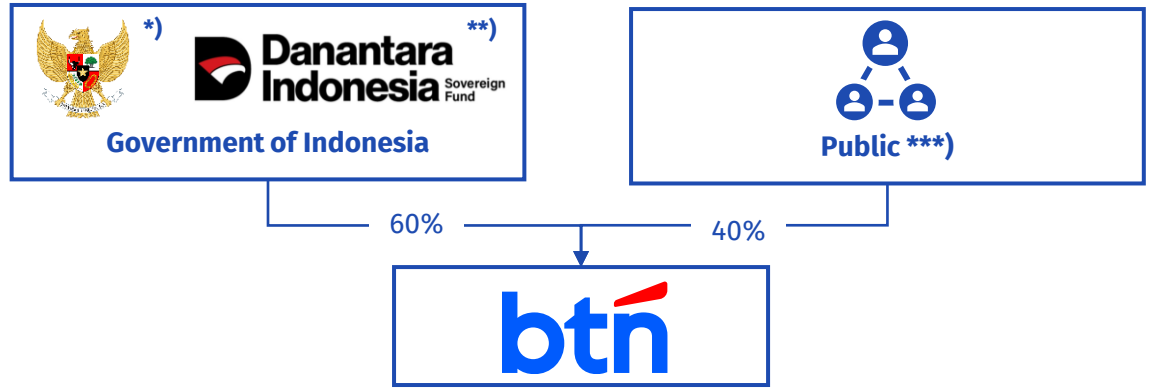
2012 **Rights Issue 1**
In Rights Issue 1, Bank BTN issued 1.51 billion new shares at an exercise price of IDR 1,235/share. Bank BTN obtained Rp 1.86 Trillion from Rights Issue 1.

2022 **Rights Issue 2**
In Rights Issue 2, Bank BTN issued 3.44 billion new shares at a price per share of IDR 1,200/share. The Government of the Republic of Indonesia invested in shares in the form of State Capital Participation amounting to IDR 2.48 Trillion. Bank BTN earned IDR4.13 trillion from Rights Issue 2.

Geographics of BBTN Ownership (as of Sep 2025)



Shareholder Structure (as of Sep 2025)



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



Suryo Utomo
President Commissioner



Dwi Ary Purnomo
Vice President
Commissioner



Fahri Hamzah*)
Commissioner



Ida Nuryanti
Independent Commissioner



Pietra Machreza Paloh
Independent Commissioner



Panangian Simanungkalit
Independent Commissioner

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



Nixon L.P. Napitupulu
President Director



Oni Febriarto Rahardjo
Vice President Director



Setiyo Wibowo
Director Risk Management



Hirwandi Gafar
Director Consumer
Banking



Nofry Rony Poetra
Director Finance &
Strategy



Eko Waluyo
Director Human Capital
& Compliance



I Nyoman Sugiri Yasa
Director Operations



Hermita
Director Commercial
Banking



Rully Setiawan
Director Network &
Retail Funding



Helmy Afrisa Nugroho*)
Director Corporate
Banking



Venda Yuniarti
Director Treasury &
International Banking



Tan Jacky Chen
Director Information
Technology

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



Thank You.

Investor Relations

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Jakarta 10130

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Website: www.btn.co.id

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