





ANALYST MEETING

PT Bank Tabungan Negara (Persero) Tbk. Business & Financial Performances as of June 30, 2019

Jakarta, 26th July 2019





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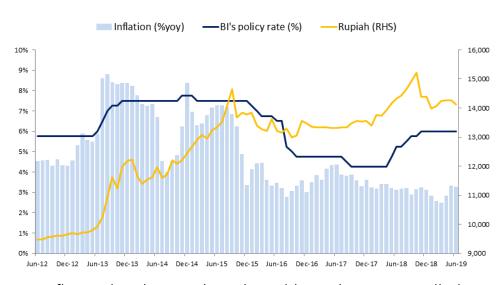






Macroeconomy Monetary Policies to Focus on Growth

Flat Policy Rate amid Stable Inflation and Rupiah



- Inflation has been relatively stable and was controlled at 3.28% (yoy) in Jun 2019.
- Since Nov 2018, BI 7-Day Reverse Repo Rate was maintained at 6.00% and BI to turn the stance in 2H19 as it will focus on growth over stability.

Slower Global Economic Growth

	2016	2017	2018	2019F	2020F
World Output	3.3%	3.8%	3.6%	3.2%	3.5%
Advanced Economy	1.7%	2.4%	2.2%	1.9%	1.7%
United States	1.6%	2.2%	2.9%	2.6%	1.9%
Euro Area	1.9%	2.4%	1.9%	1.3%	1.6%
Japan	1.0%	1.9%	0.8%	0.9%	0.4%
Emerging Market	4.6%	4.8%	4.5%	4.1%	4.7%
China	6.7%	6.8%	6.6%	6.2%	6.0%
Indonesia	5.0%	5.1%	5.2%	5.2%	5.2%

Source: IMF, World Economic Outlook July 2019

- The IMF has revised down its global growth forecasts with risks are mainly to the downside.
- Subdued global economic growth and sliding commodity prices have weighed down export growth in Indonesia.
- Bank Indonesia projects economic growth below the midpoint of the 5.0-5.4% range in 2019.





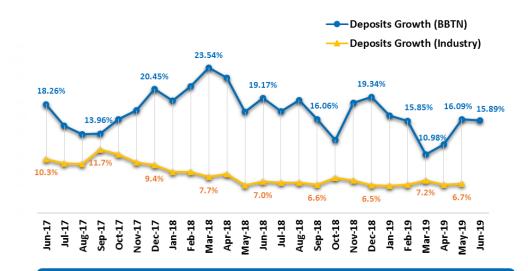
BBTN Loan & Deposit

Need to Be Inline with Market Condition

Still High Loan Growth But Trending Down

In June 2019, BBTN Loan grew by 18.78% (yoy), far above industry growth at 11.1% (yoy) in May 2019. Its acceleration was supported by Subsidized Mortgages.





Deposits Growth Was on the Way Down

Total Deposits of BBTN increased by 15.89% (yoy) in June 2019. Meanwhile industry growth was still recorded at 6.7% (yoy) in May 2019.

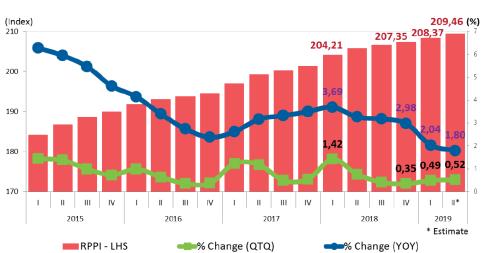




Housing Industry

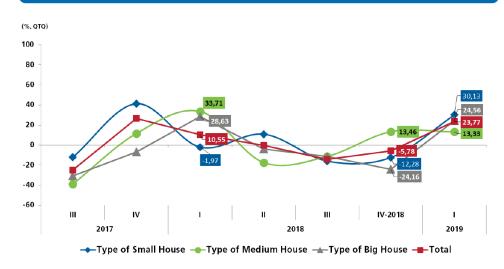
Quarterly Residential Property Prices Have Been Accelerating

Residential Property Price Index



- Residential Property Price Index accelerated in the first three months of 2019 from 0.35% in 4Q18 to 0.49% (qtq) in 1Q19 but decelerated annually from 2.98% to 2.04% (yoy).
- The rising prices affected all property types, especially small & medium houses.

Growth of Property Sales (% qtq)



• Stronger residential property sales from -5.78% (qtq) in 4Q18 to 23.77% (qtq) in 1Q19.











Bank BTN's Achievement on 1 Million Houses Program

				Progress as of Jun 30, 2019									
			Mantaga Bishaga d		Constr								
Loan Type Target (Unit)	Mortgage Disbursed 2019		Approved prior to 2019		Approved in 2019		Total		Total				
		Unit IC	IDR Bn	Unit	IDR Bn	Unit	IDR Bn	Unit	IDR Bn	Unit	IDR Bn		
Subsidized Mortgage	600,000	101,659	12,958	161,317	4,802	65,216	1,941	226,533	6,743	328,192	19,701		
Non Subsidized Mortgage	200,000	21,365	7,429	66,472	8,201	8,834	1,090	75,306	9,291	96,671	16,720		
TOTAL	800,000	123,024	20,387	227,789	13,003	74,050	3,031	301,839	16,034	424,863	36,421		







1H 2019 Key Takeaways

Robust Loan Growth

- Loan growth was maintained well above industry average at 18.78% (yoy)
- Subsidized mortgage demand remained strong with 28.77% (yoy) growth
- Sustaining the leadership of mortgage in Indonesia by 39.56%
- Holding 92.43% of national subsidized mortgage disbursement

Sufficient Liquidity

- Deposits rose by 15.89% (yoy)
- LCR was sufficient at 105.50%

Profitability

• Attained Rp1.31 tr net profit

Asset Quality

• NPI was recorded at 3.32% in June 2019

Adequate Capital

- CAR was well maintained at 16.99%
- CAR maintained in accordance to Bank Indonesia regulation











Financial Highlight

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	1H 2018	1H 2019	yoy	BTN TARGET 2019 (REVISED)
Total Asset	144,582	171,808	214,168	261,365	306,436	268,044	312,475	16.58%	8% - 10%
Total Loan & Financing	115,916	138,956	164,446	198,991	237,758	211,353	251,041	18.78%	10% - 12%
Total Deposits	106,479	127,746	160,192	192,949	230,264	189,627	219,758	15.89%	10% - 12%
Equity	12,253	13,860	19,131	21,663	23,840	22,379	24,661	10.20%	10% - 12%
Net Profit	1,146	1,851	2,619	3,027	2,808	1,424	1,306	-8.24%	> 2.6 tr
Earning per Share (IDR)	108	175	247	286	265	134	123	-8.24%	
CAR (Tier 1)	14.07%	14.87%	16.54%	15.99%	15.97%	14.90%	15.07%		
CAR (BI)	14.64%	16.97%	20.34%	18.87%	18.21%	17.42%	16.99%		17% - 19%
NPL (Gross)	4.01%	3.42%	2.84%	2.66%	2.82%	2.78%	3.32%		around 2.4%
NPL (Nett)	2.76%	2.11%	1.85%	1.66%	1.83%	1.80%	2.42%		around 1.4%
NIM	4.47%	4.87%	4.98%	4.76%	4.32%	4.17%	3.53%		around 3.9%
CIR	57.21%	50.08%	48.41%	50.19%	52.28%	56.65%	57.81%		
COVERAGE RATIO	33.77%	43.14%	45.25%	44.55%	49.24%	41.72%	37.87%		
ROE	10.95%	16.84%	18.35%	18.11%	14.93%	15.38%	12.59%		12% - 14%
ROA	1.14%	1.61%	1.76%	1.71%	1.34%	1.40%	1.12%		1% - 1.2%
LDR	108.86%	108.78%	102.66%	103.13%	103.25%	111.46%	114.24%		103% - 105%
LCR		165.98%	162.25%	144.95%	108.99%	153.20%	105.50%		





Balance Sheet

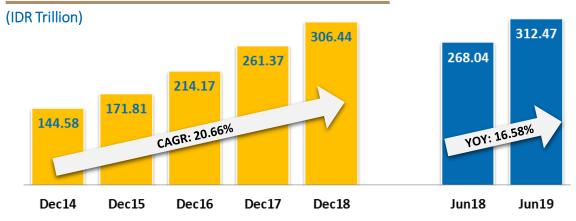
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	1H 2018	1H 2019	yoy
Total Assets	144,582	171,808	214,168	261,365	306,436	268,044	312,475	16.58%
Total Earning Assets	132,192	157,049	195,780	234,152	265,816	243,747	281,211	15.37%
- Term Deposit with BI	1,496	7,529	17,581	18,693	11,204	9,745	9,997	2.58%
- Loans and Financing	115,916	138,956	164,446	198,991	237,758	211,353	251,041	18.78%
- Securities	13,684	10,001	12,785	15,252	15,021	17,968	16,749	-6.78%
- Other Earning Assets	1,095	562	968	1,217	1,833	4,681	3,423	-26.87%
Provision on Earning Asset	(1,581)	(2,064)	(2,132)	(2,373)	(3,320)	(2,470)	(3,179)	28.71%
Others	13,972	16,823	20,520	29,586	43,941	26,768	34,444	28.68%
Deposits	106,479	127,746	160,192	192,949	230,264	189,627	219,758	15.89%
Securities Issued	7,939	10,937	12,935	17,932	17,036	17,934	21,147	17.91%
Deposits from Other Banks	1,770	3,255	5,459	8,035	6,249	11,065	12,077	9.15%
Repurchase Agreements	3,818	2,135	1,385	1,401	948	4,370	947	-78.32%
Borrowings	6,996	7,725	7,999	10,990	18,499	13,393	21,491	60.47%
Others	5,329	6,151	7,068	8,395	9,599	9,277	12,394	33.61%
Equity	12,253	13,860	19,131	21,663	23,840	22,379	24,661	10.20%



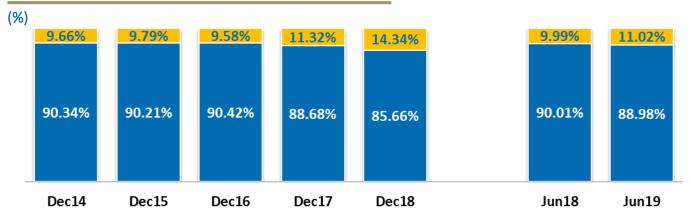


Asset Composition

Total Asset



Asset Composition



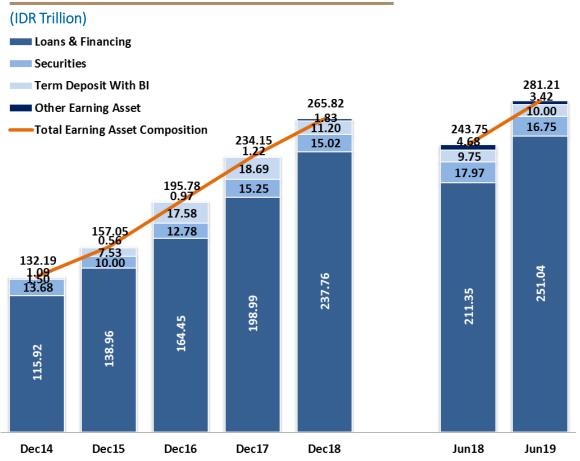




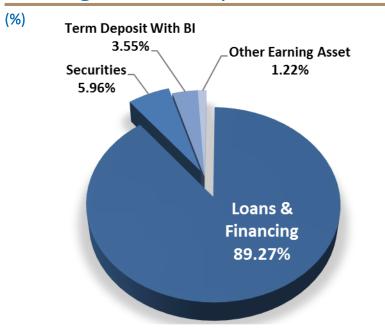


Earning Asset Composition

Total Earning Asset



Earning Asset Composition







Loans Composition

Focused on Housing Loans

	31-De	c-14	31-De	c-15	31-De	c-16	31-De	c-17	31-De	c-18	30-Ju	n-18	30-Ju	n-19	
Loans Type	IDR Bn	Shares	yoy												
Housing Loans	102,614	88.52%	124,927	89.90%	147,948	89.97%	179,228	90.07%	213,079	89.62%	191,116	90.43%	226,297	90.14%	18.41%
Subsidized Mortgages	34,347	29.63%	43,527	31.32%	56,835	34.56%	75,278	37.83%	97,633	41.06%	83,360	39.44%	107,342	42.76%	28.77%
Non-Subsidized Mortgages	45,601	39.34%	53,567	38.55%	60,469	36.77%	69,309	34.83%	77,760	32.71%	72,005	34.07%	81,478	32.46%	13.16%
Other Housing Loans	8,179	7.06%	8,934	6.43%	8,723	5.30%	8,561	4.30%	8,426	3.54%	8,345	3.95%	8,416	3.35%	0.84%
Construction Loan	14,486	12.50%	18,900	13.60%	21,921	13.33%	26,081	13.11%	29,261	12.31%	27,405	12.97%	29,061	11.58%	6.04%
Non-Housing Loans	13,302	11.48%	14,029	10.10%	16,498	10.03%	19,763	9.93%	24,679	10.38%	20,237	9.57%	24,745	9.86%	22.28%
Consumer Loan	2,916	2.52%	3,839	2.76%	4,738	2.88%	4,813	2.42%	5,695	2.40%	4,558	2.16%	4,774	1.90%	4.74%
Commercial Loan	10,386	8.96%	10,190	7.33%	11,761	7.15%	14,950	7.51%	18,984	7.98%	15,679	7.42%	19,970	7.96%	27.37%
Total Loans	115,916	100.00%	138,956	100.00%	164,446	100.00%	198,991	100.00%	237,758	100.00%	211,353	100.00%	251,041	100.00%	18.78%

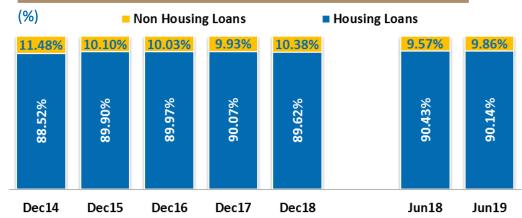
Gross Loan

(IDR Trillion)



Note: Figures on graph and table include Sharia Financing

Housing & Non-Housing Loans



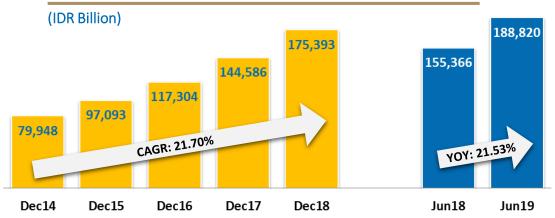




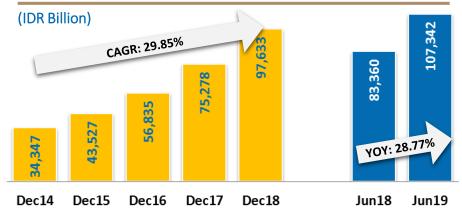
Mortgages

Growth Remained Strong

Total Mortgage

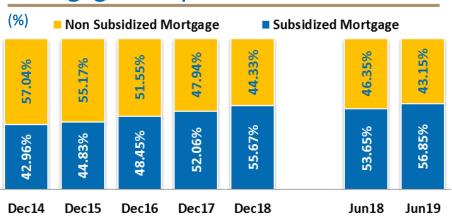


Subsidized Mortgages

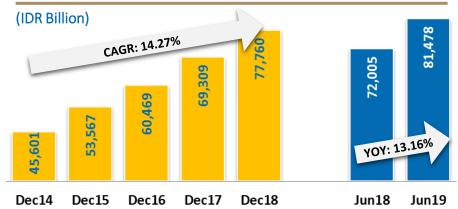


Note: Figures on all graphs include Sharia Financing

Mortgage Composition



Non-Subsidized Mortgages

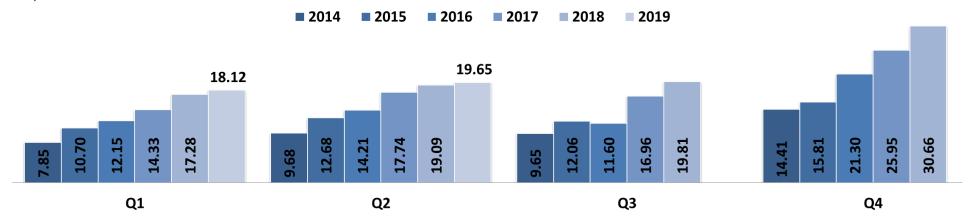






Loan Disbursement

(IDR Trillion)



IDR Billion

Loans Type	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	6 Mon	ths of	WOW
Loans Type	F1 2014	F1 2015	F1 2016	F1 2017	FT 2016	2018	2019	yoy
Housing Loans	34,029	41,812	47,216	57,888	65,095	28,066	27,715	-1.25%
Subsidized Mortgages	7,960	12,771	17,527	23,499	28,578	11,022	12,958	17.57%
Non-Subsidized Mortgages	12,629	13,404	14,315	16,803	18,350	8,463	7,429	-12.22%
Other Housing Loans	2,416	2,418	1,823	1,825	1,875	789	881	11.71%
Construction Loan	11,023	13,219	13,551	15,761	16,292	7,792	6,447	-17.26%
Non-Housing Loans	7,569	9,434	12,043	17,087	21,738	8,304	10,054	21.07%
Consumer Loan	2,564	4,268	4,779	6,578	6,239	2,194	2,072	-5.56%
Commercial Loan	5,005	5,166	7,264	10,508	15,498	6,111	7,982	30.63%
Total Loans	41,598	51,246	59,259	74,975	86,833	36,370	37,769	3.85%

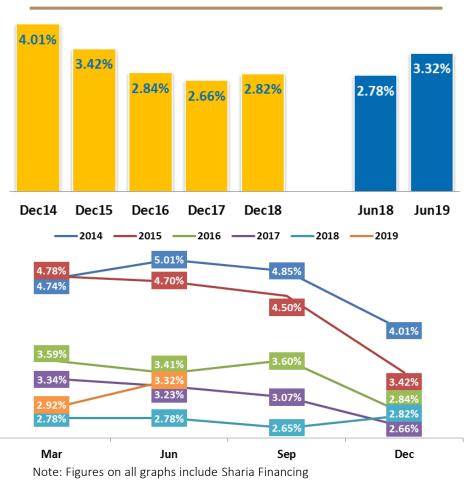
Note: Figures on graph and table include Sharia Financing



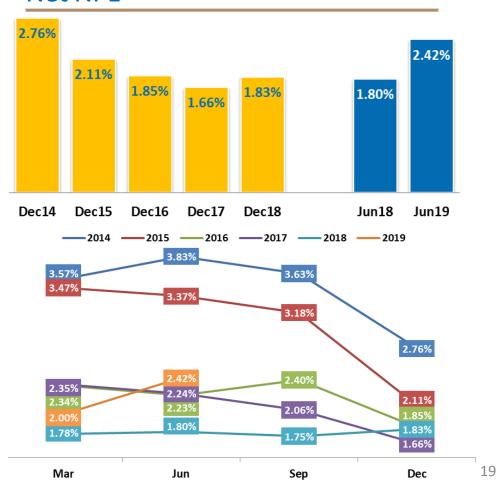


Loan Quality

Gross NPL



Net NPL







Loan Quality Breakdown

Collectibility	31-De	c-14	31-Dec-15		31-De	c-16	31-De	c-17	31-De	c-18	30-Ju	n-18	30-Jun-19	
Collectibility	IDR Bn	Share	IDR Bn	Share	IDR Bn	Share	IDR Bn	Share	IDR Bn	Share	IDR Bn	Share	IDR Bn	Share
Current	95,262	82.18%	116,887	84.12%	142,963	86.94%	176,247	88.57%	210,776	88.65%	181,443	85.85%	214,736	85.54%
Special Mentioned	16,004	13.81%	17,316	12.46%	16,807	10.22%	17,455	8.77%	20,283	8.53%	24,033	11.37%	27,981	11.15%
PL	111,266	95.99%	134,203	96.58%	159,770	97.16%	193,703	97.34%	231,059	97.18%	205,476	97.22%	242,717	96.68%
Substandard	338	0.29%	250	0.18%	260	0.16%	236	0.12%	570	0.24%	427	0.20%	1,081	0.43%
Doubtful	454	0.39%	359	0.26%	333	0.20%	349	0.18%	473	0.20%	658	0.31%	1,306	0.52%
Loss	3,859	3.33%	4,144	2.98%	4,083	2.48%	4,703	2.36%	5,655	2.38%	4,791	2.27%	5,937	2.36%
NPL	4,650	4.01%	4,753	3.42%	4,676	2.84%	5,288	2.66%	6,699	2.82%	5,877	2.78%	8,324	3.32%
PL + NPL	115,916	100.00%	138,956	100.00%	164,446	100.00%	198,991	100.00%	237,758	100.00%	211,353	100.00%	251,041	100.00%
NPL Gross	4.01%		3.42%		2.84%		2.66%		2.82%		2.78%		3.32%	
NPL Netto	2.76%		2.11%		1.85%		1.66%		1.83%		1.80%		2.42%	

Loan Type			31-Dec			30	Jun
(Gross)	2014	2015	2016	2017	2018	2018	2019
Housing Loans	3.43%	2.79%	2.36%	2.31%	2.49%	2.54%	3.02%
Subsidized Mortgages	3.96%	2.48%	1.52%	1.16%	0.81%	1.21%	1.05%
Non-Subsidized Mortgages	2.51%	2.57%	2.65%	3.00%	2.77%	3.18%	3.49%
Other Housing Loans	3.47%	3.44%	3.59%	4.09%	3.58%	4.40%	4.44%
Construction Loan	5.13%	3.81%	3.21%	3.14%	7.05%	4.28%	8.53%
Non-Housing Loans	8.51%	9.02%	7.14%	5.82%	5.60%	5.10%	6.03%
Consumer Loan	2.55%	2.17%	1.35%	1.34%	1.33%	1.58%	2.53%
Commercial Loan	10.16%	11.57%	9.44%	7.99%	7.54%	6.62%	6.90%
Total Loans	4.01%	3.42%	2.84%	2.66%	2.82%	2.78%	3.32%

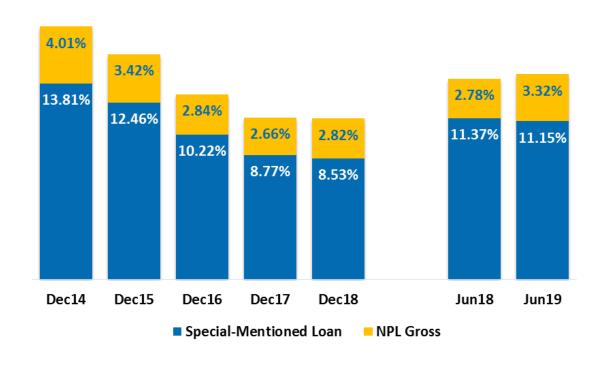
Note: Figures on all tables include Sharia Financing



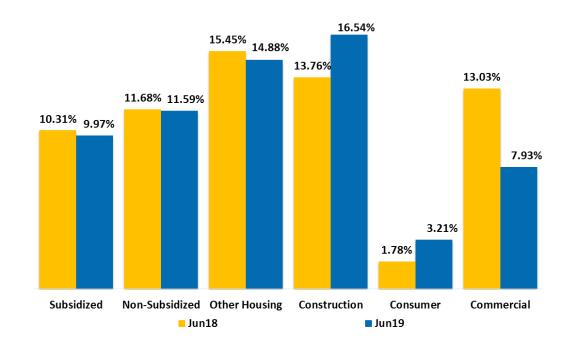


Special-Mentioned Loan

Special-Mentioned Loan



Special-Mentioned by Loan Type



Note: Figures on all graphs include Sharia Financing



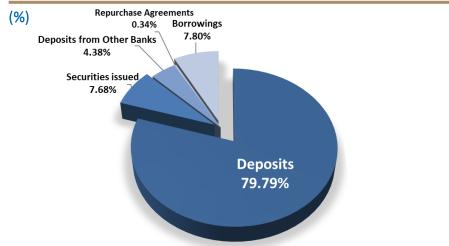


Liabilities

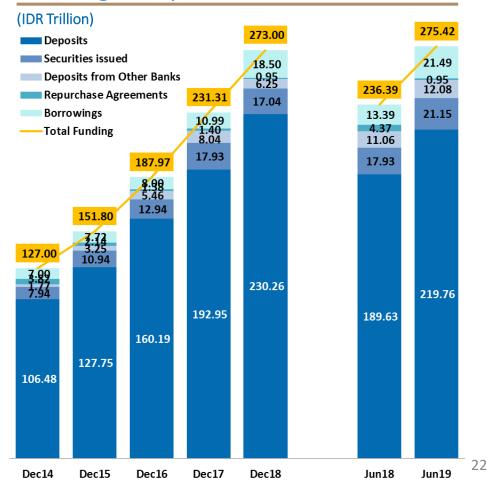
Total Liabilities



Funding Composition



Funding Composition







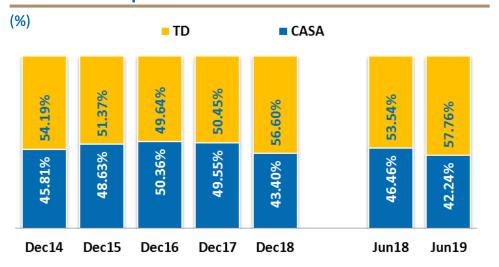
Deposits

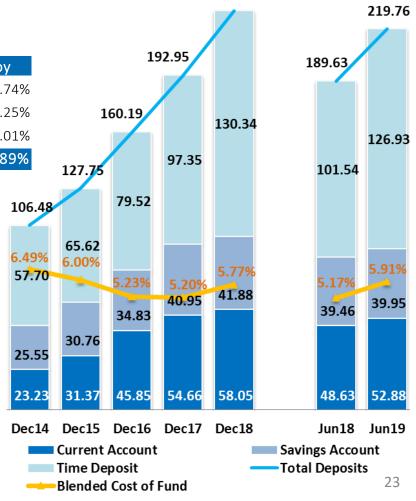
Total Deposits Mix

(IDR Trillion)

Deposits	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	1H 2018	1H 2019	yoy
Current Account	23.23	31.37	45.85	54.66	58.05	48.63	52.88	8.74%
Savings Account	25.55	30.76	34.83	40.95	41.88	39.46	39.95	1.25%
Time Deposits	57.70	65.62	79.52	97.35	130.34	101.54	126.93	25.01%
Total	106.48	127.75	160.19	192.95	230.26	189.63	219.76	15.89%

CASA Composition





230.26

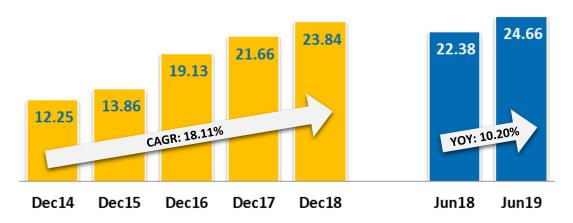




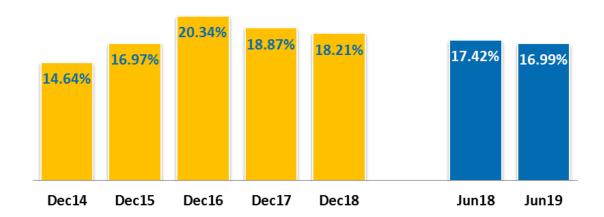
Equity (#1/2)

Total Equity

(IDR Trillion)



CAR - BI







Equity (#2/2)

	2014	2015	2016	2017	2018	30-Jun-18	30-Jun-19
Tier - 1 Capital	10,736	12,172	16,443	18,727	20,460	18,491	20,908
Tier - 2 Capital	797	1,721	3,776	3,368	2,868	3,123	2,662
Capital on B/S	12,253	13,860	19,131	21,663	23,840	22,379	24,661
RWA - Credit Risk	66,251	70,474	86,189	101,494	109,507	105,859	116,984
RWA - Market Risk	226	223	344	664	1,007	590	748
RWA - Operational Risk	9,856	11,185	12,899	14,934	17,623	17,623	20,963
RWA - Total	76,333	81,882	99,432	117,092	128,138	124,073	138,695
CAR Tier - 1/(Total RWA)	14.07%	14.87%	16.54%	15.99%	15.97%	14.90%	15.07%
CAR B/S/(Total RWA)	16.05%	16.93%	19.24%	18.50%	18.61%	18.04%	17.78%
CAR BI ((Tier 1+2)/(Total RWA))	14.64%	16.97%	20.34%	18.87%	18.21%	17.42%	16.99%
CAR Tier – 2		2.10%	3.80%	2.88%	2.24%	2.52%	1.92%
Capital Conservation Buffer			0.63%	1.25%	1.88%	1.88%	2.50%
Countercyclical Buffer			0.00%	0.00%	0.00%	0.00%	0.00%
Capital Surcharge (D-SIB)			0.25%	0.50%	0.75%	0.75%	1.00%





Income Statement

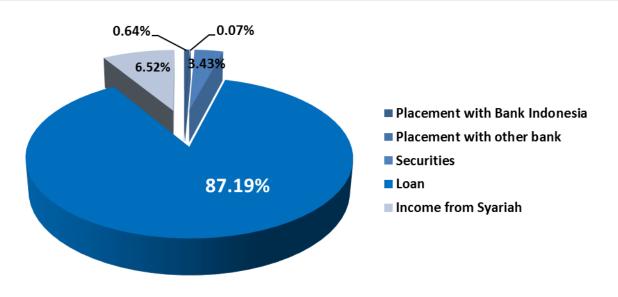
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	1H 2018	1H 2019	yoy
Interest Income	13,374	15,567	17,852	20,081	22,839	10,668	12,781	19.81%
Interest Expense	(7,893)	(8,700)	(9,600)	(10,637)	(12,634)	(5,902)	(8,065)	36.65%
Net Interest Income	5,482	6,867	8,252	9,444	10,205	4,765	4,715	-1.05%
Other Operating Income	923	1,132	1,285	1,612	2,085	981	1,103	12.43%
Other Operating Expense	(4,828)	(5,465)	(6,184)	(7,164)	(8,697)	(3,943)	(4,105)	4.11%
Profit From Operating	1,577	2,534	3,352	3,892	3,594	1,804	1,714	-5.01%
Non Operating Income (Expense)	2	8	(22)	(30)	16	9	(19)	-301.16%
Profit Before Tax	1,579	2,542	3,330	3,862	3,610	1,814	1,695	-6.54%
Net Profit	1,146	1,851	2,619	3,027	2,808	1,424	1,306	-8.24%





Interest Income Composition

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	1H 2018	1H 2019	yoy
Placement with Bank Indonesia	81	107	111	154	145	72	82	13.85%
Placement with other bank	40	37	56	15	35	9	9	-9.07%
Securities	982	858	971	971	853	410	438	6.81%
Loan	11,353	13,523	15,458	17,387	19,852	9,302	11,143	19.80%
Income from Syariah	919	1,042	1,256	1,553	1,955	874	1,108	26.78%
Total	13,374	15,567	17,852	20,081	22,839	10,668	12,781	19.81%

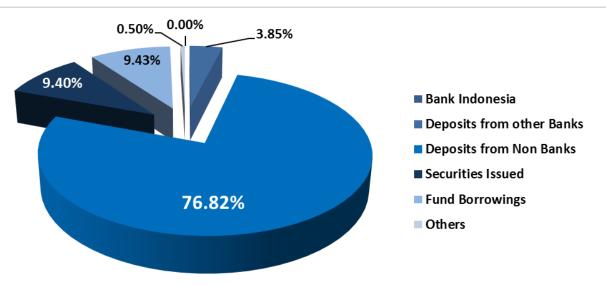






Interest Expense Composition

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	1H 2018	1H 2019	yoy
Bank Indonesia	2	1.06	-	-	-	-	-	-
Deposits from other Banks	84	328	285	394	459	126	311	147.47%
Deposits from Non Banks	6,290	6,750	7,363	7,946	9,498	4,468	6,196	38.66%
Securities Issued	787	883	1,088	1,368	1,556	799	758	-5.09%
Fund Borrowings	529	516	718	837	1,026	459	761	65.78%
Others	201	222	147	92	94	51	40	-21.10%
Total	7,893	8,700	9,600	10,637	12,634	5,902	8,065	36.65%

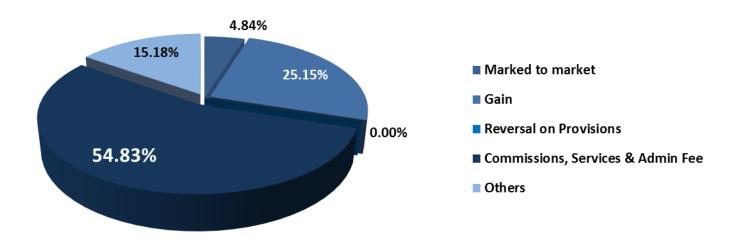






Other Operating Income Composition

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	1H 2018	1H 2019	yoy
Marked to market	7	-	10	7	42	110	53	-51.46%
Gain	112	170	273	396	456	138	277	100.65%
Reversal on Provisions	5	7.51	0.10	0.02	-	0	0.03	85.83%
Commissions, Services & Admin Fee	496	596	656	893	1,044	479	605	26.39%
Others	303	358	347	315	543	254	168	-34.17%
Total	923	1,132	1,285	1,612	2,085	981	1,103	12.43%



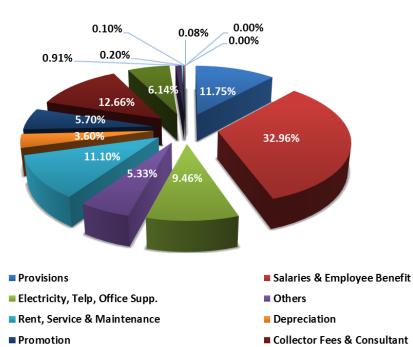




Other Operating Expense Composition

(IDR Billion)

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	1H 2018	1H 2019	yoy
Provisions	777	901	708	884	1,714	418	482	15.47%
Salaries & Employee Benefit	1,260	1,459	1,619	1,907	2,474	1,313	1,353	3.08%
Electricity, Telp, Office Supp.	494	591	660	853	877	402	388	-3.33%
Others	227	422	452	592	395	267	219	-17.94%
Rent, Service & Maintenance	542	563	703	799	849	372	456	22.59%
Depreciation	226	196	219	216	264	118	148	25.65%
Promotion	509	417	402	523	597	303	234	-22.74%
Collector Fees & Consultant	451	544	684	814	932	478	520	8.81%
Insurance Premium	217	245	303	366	421	201	252	25.23%
Training	107	106	136	165	138	51	37	-27.32%
Research & Development	6	7	14	13	14	4	8	111.74%
Other Taxes	8	8	9	10	10	8	4	-47.13%
Gain	3	4	2	0.42	11	10	3	-65.93%
Marked to Market	0.00	0.19	0.00	1	0.15	-	0.01	-
Allowance related to Operational Risk	-	-	274	19	-	-	-	-
Total	4,828	5,465	6,184	7,164	8,697	3,943	4,105	4.11%



■ Insurance Premium

Gain

■ Research & Development

■ Allowance related to Operational Risk

■ Training

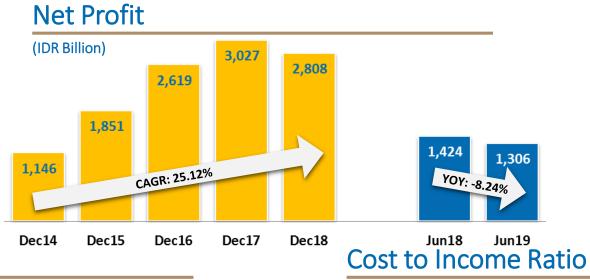
■ Other Taxes

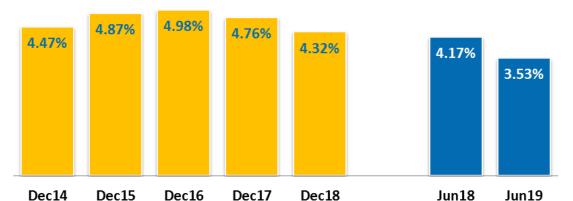
■ Marked to Market



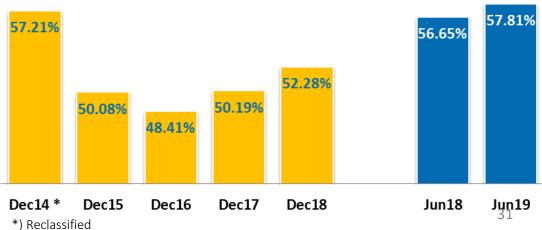


Key Financial Ratios (#1/4)





Net Interest Margin





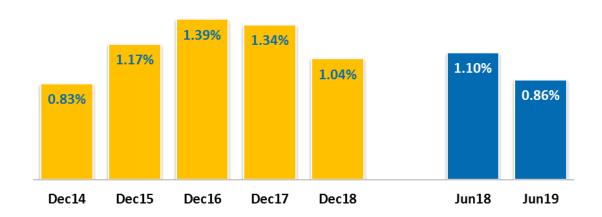


Key Financial Ratios (#2/4)

ROA¹ – Before Tax



ROA² – After Tax



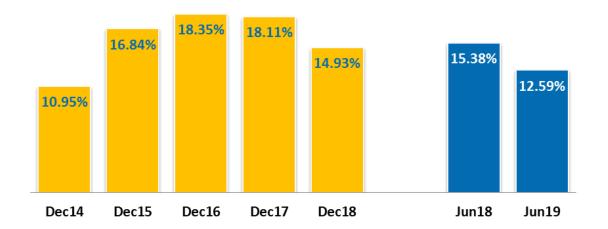
¹Calculated based on income before income tax (include tax benefit and extraordinary item)/ average total asset based on Bank Indonesia regulation ²Calculated based on net profit/average total asset





Key Financial Ratios (#3/4)

ROE³ – Tier 1 Capital



ROE⁴ – Balance Sheet



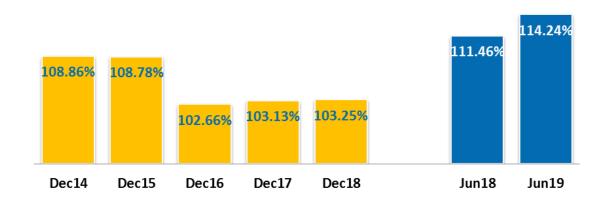
³Calculated based on net profit/average Tier 1 Capital based on Bank Indonesia regulation ⁴Calculated based on net profit/total stakeholder's equity



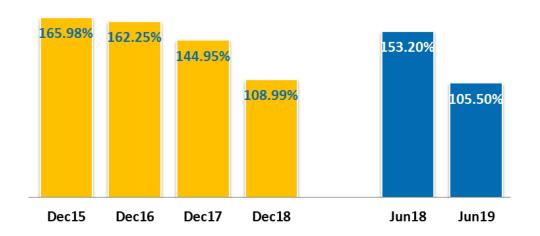


Key Financial Ratios (#4/4)

Loan to Deposit Ratio



Liquidity Coverage Ratio







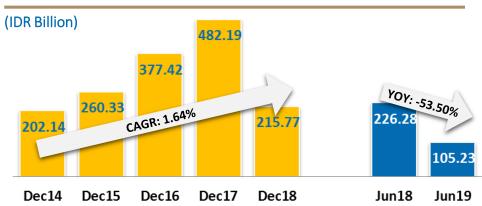




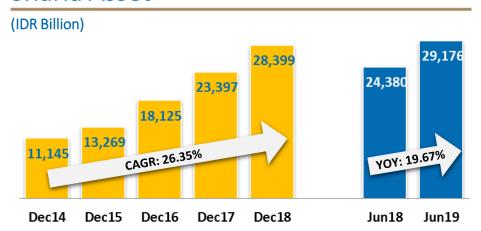


Sharia Business

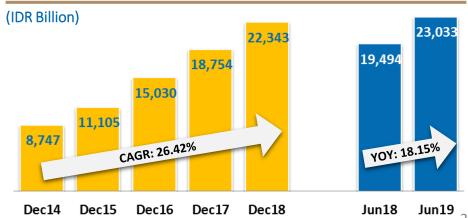
Sharia Net Profit



Sharia Asset



Sharia Deposits

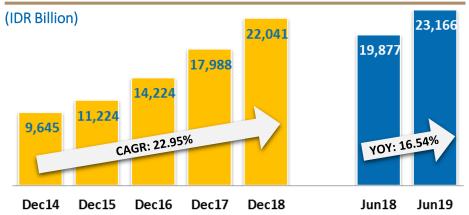




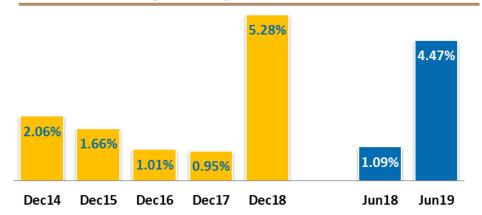


Sharia Financings & NPF

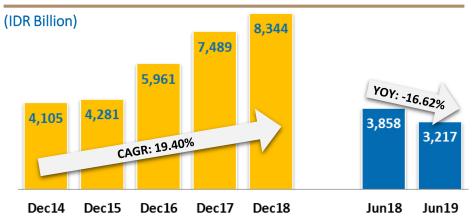
Sharia Financings



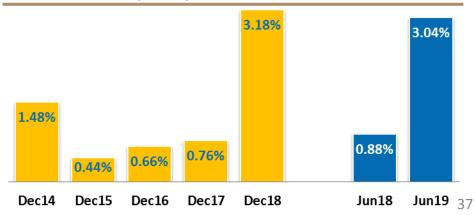
Sharia NPF (Gross)



Sharia Disbursement



Sharia NPF (Net)









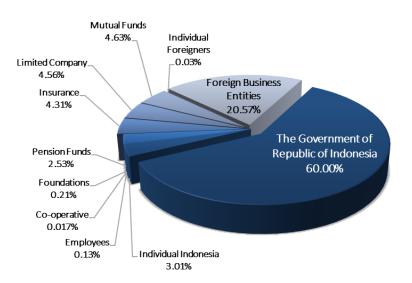




Shares Information

Share Ownerships Composition as of Jun 30, 2019

Ownership	# of Shares	%
G O I	6,354,000,000	60.00%
Public	4,236,000,000	40.00%
- Domestic	2,054,205,616	19.40%
- Foreign	2,181,794,384	20.60%
Total	10,590,000,000	100.00%





Period	Opening	Lowest	Highest	Closing	Average Volume (Lots)	PBV (x)	BVPS	Market Cap (IDR Million)
2Q 2019	2,440	2,160	2,750	2,460	268,676	1.06	2,329	26,051,400
2Q 2018	3,740	2,370	3,770	2,450	253,440	1.16	2,113	25,945,500
% (yoy)	-34.76%	-8.86%	-27.06%	0.41%	6.01%	-8.88%	10.20%	0.41%

- IPO by listed on IDX on 17 December 2009 at IDR800 per share
- Rights issue successfully done in November 2012 by issuing additional 1,512,857,500 new shares
- Market cap as of Jun 30, 2019 was IDR 26.05 Trillion





Outlets



Sumatera	
Regional Offices	1
Branch Offices	12
Sub Branch Offices	54
Cash Outlets	55
Sharia Outlets	13
Priority Outlet	6
Post Offices	700
ATMs	292

Kalimantan	
Regional Offices	-
Branch Offices	6
Sub Branch Offices	19
Cash Outlets	19
Sharia Outlets	5
Priority Outlet	5
Post Offices	299
ATMs	116

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Jawa		HOLDI DI HOLDI DI DI				В
Regional Offices	4	YAYAYAY (कर्जामिर् वार्षिरः प्राप्ति । भ	BIH AND	i, thing	S
Branch Offices	46		Bali & Nusa Teng	gara	YATA	C
Sub Branch Offices	207		Regional Offices	-	কিল ক	S
Cash Outlets	353		Branch Offices	3		Р
Sharia Outlets	59		Sub Branch Offices	12		T
Priority Outlet	28		Cash Outlets	9		Р
Post Offices	1,624		Sharia Outlets	1		Α
ATMs	1,538		Priority Outlet	2		Ε

ें के कि	BIRTOR
Bali & Nusa Teng	gara
Regional Offices	-
Branch Offices	3
Sub Branch Offices	12
Cash Outlets	9
Sharia Outlets	1
Priority Outlet	2
Post Offices	141
ATMs	62

	Sulawesi	
	Regional Offices	1
	Branch Offices	6
	Sub Branch Offices	19
	Cash Outlets	22
	Sharia Outlets	4
	Priority Outlet	2
D	Post Offices	126
1	ATMs	121
	><585	" B 9"

Papua & Malu	ku
Regional Offices	-
Branch Offices	3
Sub Branch Offices	3
Cash Outlets	5
Sharia Outlets	-
Priority Outlet	-
Post Offices	61
ATMs	30
6 - A"W W"W "	~~~~~~~~

at weight			· 2 2 3			***************	
	2014	2015	2016	2017	2018	2Q 2018	2Q 2019
Regional Offices	3	4	4	5	6	5	6
Branch Offices	65	65	65	75	76	76	76
Sub Branch Offices	223	223	243	275	304	279	314
Cash Outlets	479	479	477	484	468	483	463
Sharia Outlets	50	50	65	72	80	73	82
Priority Outlet	34	39	40	41	43	42	43
Total Outlets	854	860	894	952	977	958	984
Post Offices	2,951	2,951	2,951	2,951	2,951	2,951	2,951
ATMs	1,830	1,830	1,900	1,964	2,126	2,052	2,159
Employees	8,582	9,042	9,380	10,372	11,810	10,523	11,718







Investor Relations
PT Bank Tabungan Negara (Persero) Tbk
Menara BTN Lt. 20 - Jl Gajah Mada No. 1
Jakarta Pusat 10130

Telp: +62 21 63870142 / +62 21 63870107

Facs: +62 21 63870104

Email: investor_relations@btn.co.id

Website: www.btn.co.id