

## **Laporan Rencana Bisnis PT BANK BTPN Tbk** **Business Plan Report of PT BANK BTPN Tbk**

Untuk memenuhi Peraturan Otoritas Jasa Keuangan No. 5/POJK.03/2016 tanggal 26 Januari 2016 tentang Rencana Bisnis Bank, Direksi PT BANK BTPN Tbk ("Perseroan") telah menyusun Rencana Bisnis tahun 2023-2025 secara realistis, komprehensif, terukur (achievable) dengan memperhatikan prinsip kehati-hatian dan responsif terhadap perubahan internal dan eksternal yang telah disetujui oleh Dewan Komisaris Perseroan pada tanggal 23 November 2022 dan telah disampaikan kepada Otoritas Jasa Keuangan ("OJK") pada tanggal 29 November 2022 dengan surat No. S.817/DIR/FINP/XI/2022.

Seiring dengan membaiknya situasi pandemi COVID-19, pada tahun 2022 perekonomian Indonesia kembali pulih dengan membaiknya permintaan domestik dan positifnya kinerja ekspor. Konsumsi swasta tumbuh tinggi didukung dengan kenaikan pendapatan, tersedianya pembiayaan kredit, dan semakin kuatnya keyakinan konsumen, seiring dengan semakin meningkatnya mobilitas. Namun, tensi geopolitik Rusia dan Ukraina menimbulkan ketidakpastian global akibat gangguan rantai pasok komoditas pangan dan energi, sehingga mendorong kenaikan harga di berbagai negara. Sebagai respon, bank sentral di seluruh dunia termasuk Indonesia menaikkan suku bunga untuk menahan tekanan inflasi.

Sepanjang tahun 2022, telah terjadi kenaikan sebesar 200 bps, sehingga posisi BI 7 Day Reverse Repo Rate (BI7DRRR) menjadi 5,50%, sekaligus menaikkan suku bunga Deposit Facility dan Lending Facility menjadi 4,75% dan 6,25%. Kenaikan tersebut dilakukan guna merespon ancaman tingginya inflasi, serta memperkuat kebijakan stabilisasi nilai tukar Rupiah agar sejalan dengan nilai fundamentalnya akibat tingginya ketidakpastian pasar keuangan global, di tengah

*In compliance with the Regulation of Indonesia Financial Services Authority No. 5/POJK.03/2016 dated 26 January regarding the Bank's Business Plan, the Board of Directors of PT BANK BTPN Tbk (the "Company") has prepared a realistic, comprehensive, achievable Business Plan for the year 2023-2025 by taking into account prudential principles and responsive towards intern and extern changes that has been approved by the Board of Commissioners of the Company on 23 November 2022 and has delivered to Financial Services Authority (OJK) on 29 November 2022 by letter No. S.817/DIR/FINP/XI/2022.*

*In line with the improving situation of the COVID-19 pandemic, in 2022 Indonesia economy began to recover with improving domestic demand and positive export performance. Private consumption grew strongly on the back of rising incomes, the availability of credit financing, and stronger consumer confidence, along with increased mobility. However, the geopolitical tension between Russia and Ukraine have created global uncertainty due to disruptions in the supply chains of food and energy commodities and driving up prices in various countries. In response, central banks around the world, including Indonesia, raised interest rates to contain inflationary pressures.*

*Throughout 2022, there had been an increase of 200 bps, bringing the BI 7 Day Reverse Repo Rate (BI7DRRR) position to 5.50%, and raising the Deposit Facility and Lending Facility rates to 4.75% and 6.25%. The rate hike was carried out in response to the threat of high inflation, as well as to strengthen rupiah exchange rate stabilization policy in line with its fundamental value due to high global financial market uncertainty, amidst the strong increase in domestic economic demand.*

peningkatan permintaan ekonomi domestik yang tetap kuat.

Di tengah kondisi yang penuh dengan tantangan tersebut, sektor perbankan terus menyalurkan kredit, sehingga tetap tumbuh positif sebesar 11,35% per Desember 2022. Ketahanan sistem keuangan, khususnya perbankan, tetap terjaga baik dari sisi permodalan maupun likuiditas.

Badan Pusat Statistik (BPS) mencatat perekonomian Indonesia pada tahun 2022 berhasil tumbuh 5,31% YoY. Perekonomian domestik tahun 2022 berhasil tumbuh berkat tingginya pertumbuhan pada triwulan IV-2022 yang naik 5,01% YoY.

Di tahun 2022, Bank senantiasa memantau dengan cermat dinamika yang terjadi di industri perbankan dan perekonomian. Bank memanfaatkan momentum pemulihan ekonomi nasional untuk melakukan pertumbuhan bisnis secara berkelanjutan dan terus melanjutkan usaha untuk membangun sinergi dengan tetap mengedepankan prinsip kehati-hatian. Bank meneruskan pertumbuhan pada segmen Corporate, Transaction Banking, Treasury dan Wealth Management, dan membangun kembali bisnis di segmen SME dan Pembiayaan Konsumen, serta memperluas basis pelanggan dan pendapatan melalui kolaborasi dengan ekosistem digital dan menjelajahi bisnis baru. Pada saat bersamaan, Bank terus meningkatkan efisiensi dalam kegiatan operasional. Bank juga melanjutkan investasi pada bisnis Jenius dan Perbankan Ritel Banking termasuk Wealth Management. Kebijakan tersebut dilakukan dalam rangka mempertahankan kepemimpinan di perbankan digital Indonesia. Upaya tersebut diharapkan dapat menopang pertumbuhan perbankan ritel di masa depan.

*Amid these challenging conditions, the banking sector continued to channel credit, resulting in a positive growth of 11.35% as of December 2022. The resilience of the financial system, especially banks, was maintained in terms of both capital and liquidity.*

*The Central Bureau of Statistics (BPS) recorded Indonesia economic growth of 5.31% YoY in 2022. The domestic economy in 2022 managed to grow due to high growth in the fourth quarter of 2022 which rose 5.01% YoY.*

*In 2022, the Bank continued to closely monitor the dynamics in the banking industry and economy. The Bank takes advantage of the momentum of national economic recovery to carry out sustainable business growth and continues its efforts to build synergies while still prioritizing the prudence principle. The Bank continued its growth in the Corporate, Transaction Banking, Treasury and Wealth Management segments, and rebuilt business in the SME and Consumer Financing segments, as well as expanded its customer base and revenue through collaboration with the digital ecosystem and exploring new businesses. At the same time, the Bank continued to improve efficiency in operational activities. The Bank also continued to invest in Jenius business and Retail Banking including Wealth Management. The policy is carried out in order to maintain leadership in Indonesia's digital banking. These efforts are expected to support retail banking growth in the future.*

Beragam inisiatif dan kebijakan strategi yang dijalankan oleh Bank sepanjang tahun 2022 memberikan hasil baik. Secara umum, kinerja usaha Bank berada di atas pencapaian tahun sebelumnya serta melampaui target yang telah ditetapkan. BTPN berhasil membukukan Laba bersih setelah pajak (*net profit after tax/NPAT*) konsolidasi yang diatribusikan kepada pemilik entitas induk sebesar Rp3,1 triliun, lebih tinggi 16% dibandingkan tahun sebelumnya yang sebesar Rp2,7 triliun. Dibandingkan dengan target, realisasinya 13% di atas target.

Pencapaian tersebut ditopang oleh peningkatan pendapatan operasional dan penurunan biaya kredit. Dari sisi penyaluran kredit, pada tahun 2022 tercatat sebesar Rp146,1 triliun, meningkat sebesar 8% dibandingkan dengan tahun sebelumnya, dengan kredit di *growth business* naik 13% (Rp 14,1 triliun), kredit di *transforming business* lebih rendah sebesar 13% (Rp 3,6 triliun). Simpanan Nasabah meningkat 5% YoY menjadi Rp 114,9 triliun, dikontribusikan oleh peningkatan saldo CASA sebesar 6% YoY. Rasio CASA meningkat menjadi 35,0% dibandingkan dengan 34,6% tahun lalu.

Tahun 2023 pertumbuhan PDB diperkirakan 5,0%-5,2% dan kredit industri diperkirakan tumbuh 9,4%-10,5%. Namun, ketidakpastian masih tetap ada karena beberapa faktor, misalnya, invasi Ukraina di samping meningkatnya kekhawatiran akan tekanan inflasi yang meningkat dan risiko resesi, meningkatnya persaingan dalam inisiatif Perbankan Digital dan Fintech, dan tantangan biaya dana yang lebih tinggi karena kenaikan suku bunga acuan.

Fokus Bank BTPN di tahun 2023 adalah menjawab tantangan utama yang telah diidentifikasi. Dengan memanfaatkan potensi pertumbuhan ekonomi dan kredit industri perbankan, BTPN akan fokus untuk menumbuhkan penyaluran kredit dengan menetapkan *risk appetite* dengan tujuan yang diperlukan dan melalui *business value chain*. Dengan demikian, Bank akan mampu menjaga kualitas kredit tetap terjaga dengan baik.

*Various initiatives and strategic policies carried out by the Bank during the year 2022 have generated good results. In general, the Bank's business performance was above achievement in the previous year and has surpassed the set targets. BTPN succeeded in recording a consolidated net profit after tax (NPAT) attributable to the owner of the parent entity amounting to Rp3.1 trillion, 15% higher than the previous year of Rp2.7 trillion. Compared to target, realization was 13% above target.*

*This achievement was supported by higher operating income and lower cost of credit. From the lending aspect, Rp146.1 trillion was recorded in the year 2022, increased by 8% compared to the previous year, with growing business up by 13% (IDR 14.1 trillion), transforming business reduced by 13% (IDR 3.6 trillion). Customer Deposits increased by 5% YoY to IDR 114.9T, contributed by 6% YoY increase in CASA balance. CASA ratio increased to 35.0% compared to 34.6% last year.*

*Year 2023 GDP growth is estimated to 5.0%-5.2% and industry loan is expected to grow by 9.4%-10.5%. However, uncertainties still linger due to some factors e.g., Ukrainian invasion alongside the rising concerns of heightened inflationary pressure and risk of recession, increased competition in Digital Banking and Fintech initiatives, and challenge of higher cost of fund due to benchmark rate hike.*

*Bank BTPN focus in 2023 is to address main challenges that have been identified. By taking advantage of the potential growth of economy and banking industry loan, BTPN will focus to grow loan by setting a risk appetite in alignment with required goals and through value chain businesses. Thus, the Bank will be capable to well-maintain its credit quality. In 2023, the largest planned loan growth is for Corporate segment, followed by Retail Banking,*

Di tahun 2023, rencana pertumbuhan volume kredit terbesar oleh segmen Korporasi diikuti oleh Retail Banking, SME dan Komersial, sementara kredit Retail Lending diperkirakan terus mengalami penurunan. BTPN juga akan fokus untuk meningkatkan basis pelanggan ritel dan pendapatan dengan meningkatkan kemampuan Jenius sebagai platform dan wealth management, mengoptimalkan saluran distribusi, kolaborasi lintas LOB (Line of Business) dan melakukan kemitraan strategis dengan ekosistem pasar.

Strategi lainnya adalah meningkatkan CASA dan pendapatan dari fee base dan transaksi mata uang asing atau foreign exchange (forex) dengan mengembangkan proposisi nilai pelanggan, kapabilitas, produk dan layanan. Selain itu, BTPN akan menerapkan keunggulan operasional secara bank wide dengan menerapkan digitalisasi dan process excellence, dan juga membangun keunggulan operasional TI dan terus membangun kapabilitas keamanan digital dan siber.

Di tahun 2023, Bank akan terus menjaga NIM, mengelola yield dan biaya dana dalam menghadapi situasi peningkatan suku bunga serta meningkatnya kompetisi pendanaan dari simpanan nasabah sebagai dampak dari antisipasi pertumbuhan kredit industri. Bank juga akan melanjutkan mengelola biaya operasional dan memperbaiki rasio Cost to Income, serta terus memperkuat sumber daya manusia, manajemen risiko, kepatuhan dan Tata Kelola yang Baik.

*SME and Commercial, while Retail Lending loan are estimated to continue to decline. BTPN will also focus on increasing its retail customer base and income by enhancing Jenius' capabilities as a platform and wealth management, optimizing the distribution channels, crossed Line of Business (LOB) collaboration and conduct strategic partnership with the market ecosystem.*

*Another strategy is to increase CASA and revenue from fee-base and foreign exchange (forex) transactions by developing customer value propositions, capabilities, products and services. In addition, BTPN will implement operational excellence on a bank-wide basis by implementing digitalization and process excellence, as well as develop IT operational excellence and continue to build its digital and cyber security capabilities.*

*In 2023, the Bank will continue to maintain NIM, manage yields and Cost of Funds in facing situations of interest rates hike and increased competition in funding from customer deposits as results of the anticipated industry loan growth. The Bank will also continue to manage operating costs and improve the Cost to Income ratio, as well as continuously strengthen human resources, risk management, compliance and GCG.*