Jakarta, 19 February 2020

Sabang Room WTC 3
Jakarta, 19 February 2020

PT BANK PERMATA TBK

FY 2019 Financial Results
Analyst Meeting & Press Conference
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Agenda

1. Corporate Journey
2. FY 2019 – Financial Performance
3. Business Update and Strategies
4. Q & A
**CORPORATE JOURNEY**

... to Be Profitable Bank Of Choice

**CHALLENGING YEAR**

- Major asset quality deterioration (primarily Wholesale)
- Reported net loss of IDR 6.5T (USD 0.5M), decline of CET-1 to 11.8%
- Gross NPL of 8.8%

**TURNAROUND**

- Latest shareholders capital infusion, IDR 8.5T (USD 0.6B) aggregate new capital
- Capital and Liquidity management
- Bad Book Management - NPL portfolio sale
- Strengthened risk management
- Shifted focus to good book

**REBUILDING**

- Continued strengthening and growing the good book
- Invested in digital capabilities as differentiator
- Sold stake in Astra Sedaya Finance
- Scaled through partnership
- Control cost and optimized operations

**MAKING THE DIFFERENCE**

- Quality oriented growth to better leverage scale efficiencies
- Harvest new digital capabilities for better decision making, risk management and customer experience
- Redesign digital-focused branch network to optimize sales acquisition drive
- Reinforce strong governance culture
FINANCIAL PERFORMANCE
Profitability – Grow with Robust Performance

Profit After Tax

↑66% (Y.O.Y)

Profit Before Tax ↑65% (Y.O.Y)

Net Interest Income

↑6% (Y.O.Y)

Non Interest Income ↑24% (Y.O.Y)

Net Interest Income

↑6% (Y.O.Y)

Non Interest Income ↑24% (Y.O.Y)

Assets Impairment

32% (Y.O.Y)

Decreasing Asset Impairment aligned with healthier Asset Quality

Source: Published Report (Consolidated) – In IDR Bn
FINANCIAL PERFORMANCE
Loan – Consistently Building Better Loan Quality

**Loan Growth**

1.5% (Y.O.Y)

**Good Book Loan**

8.5% (Y.O.Y)

**Bad Book Loan**

↓ 56% (Y.O.Y)

*Good-Book: Unimpaired loan (internal assessment)*

Source: Published Report (Consolidated) – In IDR Tn

*84.9 95.1 103.2*

*13.1 11.5 5.0*

85% Conventional

15% Sharia

2017 2018 2019
FINANCIAL PERFORMANCE
Non Performing Loan – Significant Improvement of Asset Quality

NPL Coverage Ratios

<table>
<thead>
<tr>
<th>Year</th>
<th>NPL Gross</th>
<th>NPL Net</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>4.6%</td>
<td>1.7%</td>
</tr>
<tr>
<td>2018</td>
<td>4.4%</td>
<td>1.7%</td>
</tr>
<tr>
<td>2019</td>
<td>2.8%</td>
<td>1.3%</td>
</tr>
</tbody>
</table>

NPL Gross ↓1.6% (Y0Y)
NPL Net ↓0.4% (Y0Y)

Source: Published Report (Bank Only)
FINANCIAL PERFORMANCE

Third Party Fund – Supported by CASA Growth

2017  2018  2019
111.1  117.9  122.9

- 85% Conventional
- 15% Sharia

Third Party Fund

↑ 4.3% (Yoy)

CASA

↑ 9.5% (Yoy)

Source: Published Report (Consolidated) – In IDR Tn, Ratio is calculated based on Published Report (Bank Only)

Saving Account ↑4% Yoy | Current Account ↑16% Yoy
Time Deposit ↓0.6% (Yoy). In line with Bank’s strategy to reduce expensive funds
FINANCIAL PERFORMANCE
Strong Capital and Liquidity Position

Source: Published Report (Bank Only)
Financial Performance

Financial Ratios – Indicating Better Performance in Every Aspect

- **ROE**: 220 bps (Y/Y)
  - 2017: 0.6%
  - 2018: 0.8%
  - 2019: 1.3%
  - ROA ↑ 50 bps (Y/Y)
- **BOPO**: 640 bps (Y/Y)
  - 2017: 95%
  - 2018: 93%
  - 2019: 87%
  - ROA ↓ 780 bps
- **NIM**: 40 bps (Y/Y)
  - 2017: 4.0%
  - 2018: 4.1%
  - 2019: 4.4%

Source: Published Report (Bank Only)
BUSINESS UPDATE AND STRATEGIES
Wholesale Banking Achievement

GROW GOOD QUALITY ASSET
↑ 27%

INCREASE CASA RATIO
↑ 8%

INCREASE FEE BASED INCOME
↑ 14%

OPTIMIZE RETURN
↑ 4%

2018 2019
33T 42T

2018 2019
38% 46%

2018 2019
936 B 977 B

2018 2019
24% 42%

FOCUS ON EXCELLENCE EXECUTION AND INNOVATION

- Appointed as Payment Bank and Administration Bank for RDN (KSEI)
- 1st Bank to sign credit guarantee with LPEI
- Syndicated Loan with PLN
- 7 New Value Chain Principal
- Payable Services (HKI, WIKA, Waskita Beton)
- Receivable Services (GE)
- Continue strong presence in the market with 4 new syndication participation deals in 2019
BUSINESS UPDATE AND STRATEGIES
Wholesale Banking Strategies

DEEPENING RELATIONSHIP
- Continue growing selective top tier corporate and SOE names.
- Intensifying cross selling to non lending products include retail products.

FASTER COMMERCIAL SEGMENT GROWTH
- Faster growth in Medium Enterprise & Commercial segment to balance growth in corporate names.
- Collaborate and improve referral program with Network.

VALUE CHAIN BUSINESS
- Continue to expand VC business (Distributor Financing & Supplier Financing).

STRATEGIC PARTNERSHIP FOCUS
Retail Banking focus on collaboration as low cost model to tap into new business avenues

- 423K new loans monthly
- 48% of total new accounts booked
- 36K new loans monthly
- 7% of total new accounts booked
- More than 1.5K new loans monthly
- API based account opening
- Co-branding Debit and Credit card
- Launched in 2019
- API based account opening
- 5,000+ new accounts monthly
- 200+ APIs. 800+ partners
- 2019 transaction volume already double of last year
BUSINESS UPDATE AND STRATEGIES
Retail Banking Strategies

GROW QUALITY AND PROFITABLE ASSET
- Increase high yield assets (CC, PL, SME, Commercial)
- Pricing Management

GROW SUSTAINABLE CASA
- Capitalize Permata MobileX and DIGITAL channel to drive account origination, transaction and balances
- Drive acquisition capitalize multiple channels; including partnership & community

CAPITALIZE DIGITAL CAPABILITY TO INCREASE FEE INCOME
- Increase # of Permata MobileX active users
- Partnership with Fintech, e-commerce to boost up payment and transaction leverage on API connection

INCREASE SHAREHOLDERS SYNERGY

RISK MANAGEMENT

PEOPLE
BUSINESS UPDATE AND STRATEGIES

Sharia Banking Achievement

1 | Clear Strategy & Business Model
- Clear target market, segmentation & winning proposition
- Stronger Synergy with conventional team by selling Shariah product to existing and new clients (Madani, WSBPI, PNM & HKI)
- Realigned organizational structure to further strengthen the synergy and dual control

2 | PERSIB Sponsorship Optimization
Optimization by not only leveraging the brand but also penetrating the fan base and other sponsor companies

3 | Continue to be Recognized by the Market
- The Best Overall Performance Shariah Windows Service – Golden Trophy (9 years)
- Excellence Rating Contact Center Shariah Banking (7 years)
  - Best in Effective Financing

4 | PermataMobileX
Launched in 2019 as The First Shariah Super App Globally

5 | New PermataKPR iB Bijak
Launched in 2019 as The First Shariah Mortgage with Easy Installment Feature in Indonesia
CONTINUE TO STRENGTHEN SHARIAH GOVERNANCE

- Roll-out Shariah Compliance Policy (SCP) and Shariah Financing Screening Checklist (SFCF)
- Monitoring Adequacy of Procedures & Technical Guidelines for All Business Activities
- Robust UPZDK Operational Process & Monitoring
- Mandatory e-Learning for frontliners

ADDING VALUES TO PERMATABANK CONVENTIONAL

- Deliver Shariah Unique Offerings (such as IMBT and Mortgages) to All Bank-Wide Channel
- Penetrate Untapped Segment while Cross-Selling to ETB

DRIVE PRODUCTIVITY, EFFICIENCY, PRODUCT INNOVATION WITHIN THE SHARIAH TEAM.

- Nurture Shariah Own-Engine Team
- Established New Branches using Co-Location Concept to Increase Efficiency
- Launches Innovative Products Based On Market Demand
PermataMobile X is the only mobile banking Super App in Market and the best in class

- PermataMobile X offers more than 200 features in one mobile banking app.
- Our customers now only need to deal with one super app that has all their accounts in one place. They can open CASA online, open Time Deposit, buy, sell Mutual Funds, Bonds, or get a Credit Card and Personal Loan from our digital PermataStore.
- We will continue to build many exciting digital capabilities in 2020 that solve customers pain points and deliver great customer experience.
The Bank will continue executing digital strategies that focused on new business, customer experience and cost efficiencies.

- Refresh PermataBank corporate website
- Refresh Internet Banking
- Continue to build on PermataMobile X
- Sales & Service capabilities for assisted channels
- Customer centric Digital Loyalty
- Big Data and Customer Analytics
- Digital Enterprise – removing paper-based processes
- AS400 technology stack refresh
Q & A Session
Appendices
## Balance Sheet

<table>
<thead>
<tr>
<th>(in IDR Bn)</th>
<th>31-Dec-18</th>
<th>31-Mar-19</th>
<th>30-Jun-19</th>
<th>30-Sep-19</th>
<th>31-Dec-19</th>
<th>YoY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>2.185</td>
<td>1.605</td>
<td>1.937</td>
<td>1.810</td>
<td>2.304</td>
<td>5%</td>
</tr>
<tr>
<td>Placement with other Banks</td>
<td>6.638</td>
<td>3.382</td>
<td>3.292</td>
<td>7.259</td>
<td>9.581</td>
<td>44%</td>
</tr>
<tr>
<td>Marketable Securities</td>
<td>15.405</td>
<td>22.059</td>
<td>14.808</td>
<td>16.796</td>
<td>11.864</td>
<td>-23%</td>
</tr>
<tr>
<td><strong>Total Liquid Assets</strong></td>
<td><strong>40.868</strong></td>
<td><strong>45.645</strong></td>
<td><strong>33.569</strong></td>
<td><strong>40.630</strong></td>
<td><strong>40.045</strong></td>
<td><strong>-2%</strong></td>
</tr>
<tr>
<td>Loans (gross)</td>
<td>106.601</td>
<td>104.510</td>
<td>106.981</td>
<td>107.561</td>
<td>108.155</td>
<td><strong>1%</strong></td>
</tr>
<tr>
<td>Allowance for Loan Losses</td>
<td>(8.171)</td>
<td>(6.819)</td>
<td>(5.907)</td>
<td>(5.764)</td>
<td>(3.912)</td>
<td>-52%</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>153.019</strong></td>
<td><strong>160.446</strong></td>
<td><strong>147.833</strong></td>
<td><strong>155.134</strong></td>
<td><strong>161.505</strong></td>
<td><strong>6%</strong></td>
</tr>
<tr>
<td>Deposits</td>
<td><strong>117.899</strong></td>
<td><strong>119.385</strong></td>
<td><strong>112.841</strong></td>
<td><strong>119.980</strong></td>
<td><strong>122.944</strong></td>
<td><strong>4%</strong></td>
</tr>
<tr>
<td>- Time Deposits</td>
<td>55.420</td>
<td>57.074</td>
<td>50.207</td>
<td>53.920</td>
<td>53.362</td>
<td>-4%</td>
</tr>
<tr>
<td>- Syariah Deposits</td>
<td>14.984</td>
<td>15.623</td>
<td>14.903</td>
<td>17.421</td>
<td>17.981</td>
<td>20%</td>
</tr>
<tr>
<td>Subordinated Debt</td>
<td>4.772</td>
<td>4.772</td>
<td>4.072</td>
<td>4.159</td>
<td>2.271</td>
<td>-52%</td>
</tr>
<tr>
<td>Others Liabilities</td>
<td>7.897</td>
<td>13.335</td>
<td>7.607</td>
<td>7.266</td>
<td>12.253</td>
<td>55%</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>130.568</strong></td>
<td><strong>137.491</strong></td>
<td><strong>124.520</strong></td>
<td><strong>131.405</strong></td>
<td><strong>137.468</strong></td>
<td><strong>5%</strong></td>
</tr>
<tr>
<td>Shareholders’ Equity</td>
<td><strong>22.452</strong></td>
<td><strong>22.955</strong></td>
<td><strong>23.313</strong></td>
<td><strong>23.729</strong></td>
<td><strong>24.037</strong></td>
<td><strong>7%</strong></td>
</tr>
<tr>
<td><strong>Total Liabilities &amp; Shareholders’ Equity</strong></td>
<td><strong>153.019</strong></td>
<td><strong>160.446</strong></td>
<td><strong>147.833</strong></td>
<td><strong>155.134</strong></td>
<td><strong>161.505</strong></td>
<td><strong>6%</strong></td>
</tr>
</tbody>
</table>

Source: Published and Management Report (Consolidated)
## Income Statement

<table>
<thead>
<tr>
<th>(in IDR bn)</th>
<th>31-Dec-18</th>
<th>31-Mar-19</th>
<th>30-Jun-19</th>
<th>30-Sep-19</th>
<th>31-Dec-19</th>
<th>YoY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Interest Income</td>
<td>5,641</td>
<td>1,390</td>
<td>2,821</td>
<td>4,286</td>
<td>5,960</td>
<td>6%</td>
</tr>
<tr>
<td>Non Interest Income</td>
<td>1,615</td>
<td>418</td>
<td>918</td>
<td>1,425</td>
<td>2,007</td>
<td>24%</td>
</tr>
<tr>
<td>Revenue</td>
<td>7,256</td>
<td>1,808</td>
<td>3,739</td>
<td>5,711</td>
<td>7,967</td>
<td>10%</td>
</tr>
<tr>
<td>Operating Expense</td>
<td>4,695</td>
<td>1,178</td>
<td>2,359</td>
<td>3,581</td>
<td>4,924</td>
<td>5%</td>
</tr>
<tr>
<td>Staff costs</td>
<td>2,352</td>
<td>581</td>
<td>1,173</td>
<td>1,764</td>
<td>2,447</td>
<td>4%</td>
</tr>
<tr>
<td>Promotion costs</td>
<td>181</td>
<td>32</td>
<td>68</td>
<td>114</td>
<td>187</td>
<td>3%</td>
</tr>
<tr>
<td>Other cost</td>
<td>2,161</td>
<td>565</td>
<td>1,117</td>
<td>1,702</td>
<td>2,290</td>
<td>6%</td>
</tr>
<tr>
<td>Pre Provision Operating Profit</td>
<td>2,562</td>
<td>629</td>
<td>1,381</td>
<td>2,130</td>
<td>3,043</td>
<td>19%</td>
</tr>
<tr>
<td>Provision for losses</td>
<td>1,683</td>
<td>133</td>
<td>466</td>
<td>741</td>
<td>1,136</td>
<td>-33%</td>
</tr>
<tr>
<td>Operating Profit</td>
<td>878</td>
<td>496</td>
<td>915</td>
<td>1,389</td>
<td>1,907</td>
<td>117%</td>
</tr>
<tr>
<td>Non Operating Income</td>
<td>341</td>
<td>18</td>
<td>39</td>
<td>74</td>
<td>104</td>
<td>-70%</td>
</tr>
<tr>
<td>Profit Before Tax</td>
<td>1,219</td>
<td>514</td>
<td>953</td>
<td>1,463</td>
<td>2,011</td>
<td>65%</td>
</tr>
<tr>
<td>Tax</td>
<td>(318)</td>
<td>(137)</td>
<td>(242)</td>
<td>(370)</td>
<td>(510)</td>
<td>60%</td>
</tr>
<tr>
<td>Profit After Tax</td>
<td>901</td>
<td>377</td>
<td>711</td>
<td>1,093</td>
<td>1,500</td>
<td>66%</td>
</tr>
</tbody>
</table>

Source: Published and Management Report (Consolidated)
### Financial Ratio

<table>
<thead>
<tr>
<th>Ratio</th>
<th>Dec-19</th>
<th>Dec-18</th>
<th>∆</th>
</tr>
</thead>
<tbody>
<tr>
<td>CET-1 ratio</td>
<td>18.7</td>
<td>17.6</td>
<td>1.2</td>
</tr>
<tr>
<td>Total CAR</td>
<td>19.9</td>
<td>19.4</td>
<td>0.4</td>
</tr>
<tr>
<td>LDR</td>
<td>86.3</td>
<td>90.1</td>
<td>-3.8</td>
</tr>
<tr>
<td>CASA ratio *</td>
<td>50.7</td>
<td>48.3</td>
<td>2.4</td>
</tr>
<tr>
<td>ROA</td>
<td>1.3</td>
<td>0.8</td>
<td>0.5</td>
</tr>
<tr>
<td>ROE</td>
<td>7.2</td>
<td>5.0</td>
<td>2.2</td>
</tr>
<tr>
<td>BOPO</td>
<td>87.0</td>
<td>93.4</td>
<td>-6.3</td>
</tr>
<tr>
<td>CIR</td>
<td>61.6</td>
<td>64.5</td>
<td>-2.9</td>
</tr>
<tr>
<td>NIM</td>
<td>4.4</td>
<td>4.1</td>
<td>0.3</td>
</tr>
<tr>
<td>NPL Gross</td>
<td>2.8</td>
<td>4.4</td>
<td>-1.6</td>
</tr>
<tr>
<td>NPL Net</td>
<td>1.3</td>
<td>1.7</td>
<td>-0.4</td>
</tr>
<tr>
<td>NPL Coverage ratio</td>
<td>132.7</td>
<td>176.2</td>
<td>-43.4</td>
</tr>
</tbody>
</table>

**Source:** Published and Management Report (Bank only)

**Note:** CASA Ratio includes Sharia deposits
Appendices

Network and Distribution

310 branches in 62 cities

Note: All numbers as of December 2019. Customers represent Retail and SME only and exclude Joint Finance.
Note:
*Mr. Zulkifli Zaini submitted his resignation letter on 17 January 2020. His resignation will be effective once approved by Bank Permata’s AGMS.
Appendices
Board of Directors

Ridha DM Wirakusumah
President Director

Dhien Tjahajani
Director

Lea Kusumawijaya
Director

Abdy Salimin
Director

Djumariah Tenteram
Director

Darwin Wibowo
Director

Herwin Bustaman
Director

Dayan sadikin
Director
### Stock Performance

<table>
<thead>
<tr>
<th>BNI</th>
<th>Dec-18</th>
<th>Mar-19</th>
<th>Jun-19</th>
<th>Sep-19</th>
<th>Dec-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Price (IDR)</td>
<td>625</td>
<td>960</td>
<td>780</td>
<td>1110</td>
<td>1265</td>
</tr>
<tr>
<td>PBV (x)</td>
<td>0.8</td>
<td>1.2</td>
<td>0.9</td>
<td>1.3</td>
<td>1.5</td>
</tr>
<tr>
<td>P/E Ratio</td>
<td>26</td>
<td>18</td>
<td>15</td>
<td>21</td>
<td>24</td>
</tr>
<tr>
<td>Market Cap (IDR Tn)</td>
<td>17.5</td>
<td>26.9</td>
<td>21.9</td>
<td>31.1</td>
<td>35.5</td>
</tr>
<tr>
<td>Book Value</td>
<td>22,452</td>
<td>22,955</td>
<td>23,313</td>
<td>23,729</td>
<td>23,137</td>
</tr>
<tr>
<td>EPS</td>
<td>32</td>
<td>54</td>
<td>51</td>
<td>52</td>
<td>54</td>
</tr>
<tr>
<td>BVS</td>
<td>801</td>
<td>819</td>
<td>831</td>
<td>846</td>
<td>825</td>
</tr>
</tbody>
</table>
Thank You!

PT Bank Permata Tbk

Investor Relations Unit
World Trade Center II
Jl. Jend. Sudirman Kav. 29-31
Jakarta 12920 - Indonesia

Phone : (62-21) 523 - 7899 / 7999
Website : www.permatabank.com
Email : investor.relations@permatabank.co.id