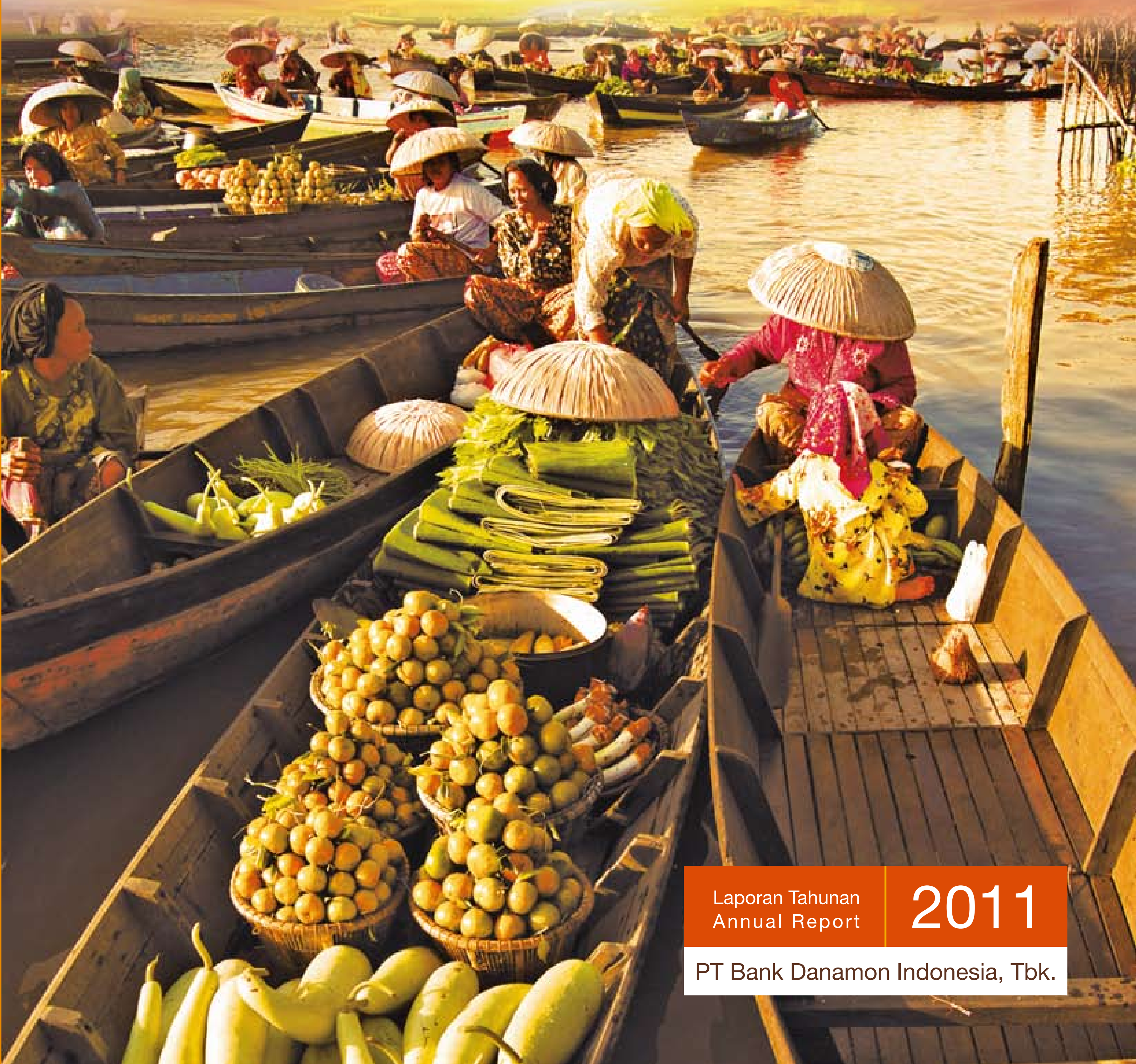
Danamon

55
Tahun
1956 – 2011

Membuka Peluang

Menuju Hidup Lebih Baik

Opening Opportunities for Growth



Laporan Tahunan
Annual Report
2011

PT Bank Danamon Indonesia, Tbk.

55
Tahun
1956 – 2011

Membuka Peluang Menuju Hidup Lebih Baik

Opening Opportunities for Growth

Di tahun 2011, Danamon merayakan hari jadinya yang ke-55 tahun, suatu pencapaian penting bagi setiap institusi. Selama 55 tahun, Danamon telah tumbuh menjadi institusi keuangan modern, yang melayani berbagai lapisan nasabah, dari nasabah individu dan usaha mikro hingga entitas usaha berskala besar.

Tahun 2011 juga ditandai dengan pencapaian di berbagai bidang, yang menjadi landasan bagi siklus pertumbuhan Danamon berikutnya. Pencapaian-pencapaian ini akan membuka jalan bagi Danamon untuk terus meningkatkan kehadirannya, serta membuka lebih banyak peluang menuju hidup lebih baik.

Karena melayani Anda adalah tugas kami.

In 2011, Danamon celebrated its 55th anniversary, a landmark for any major organization. Over the course of 55 years, Danamon has grown to become a modern, well diversified financial institution, serving a broad range of customers from individuals and micro businesses to large business entities.

The year 2011 was also a year of achievements on many fronts, which are set to become the platform for Danamon's next cycle of growth. These many achievements will pave the way for the Bank to scale up its presence and to share the opportunity to grow with millions more people.

Because serving you is our business.

Daftar Isi

Contents

Ikhtisar Kinerja

Performance Highlights

Rp 3.3 trillion
Laba bersih setelah pajak 2011
2011 Net profit after tax

Laba bersih setelah pajak meningkat 16% di tahun 2011
Net profit after tax rose by 16% in 2011

23%
Pertumbuhan total kredit bruto
Growth of total gross loans

Kredit bruto tumbuh dengan signifikan, mencapai sebesar Rp 101,7 triliun di akhir 2011
Gross loan grew strongly, reaching Rp 101.7 trillion by end 2011

Rp 36.4 trillion
Total dana giro dan tabungan
Total deposits from current and savings accounts

Dana giro dan tabungan menyumbang 41% dari total simpanan nasabah
Deposits from current and savings accounts accounted to 41% of total customer deposits

Rp 31 trillion
Kredit UMKM
Micro and SME loans

Kredit bagi bisnis mikro dan usaha kecil & menengah (UMKM) mencapai Rp 31 triliun di tahun 2011, tumbuh 15%
Loans for micro and SME businesses reached Rp 31 trillion in 2011, rose 15%

Rp 5 trillion
Peningkatan modal melalui keberhasilan penawaran umum terbatas
Additional paid in capital raised through a successful rights issue

Danamon menghimpun permodalan tambahan sekitar Rp 5 triliun melalui Penawaran Umum Terbatas V
Danamon raised approximately Rp 5 trillion of additional paid in capital through its Rights Issue V

30%
Kontribusi kredit UMKM
Contribution from micro & SME loans

Persentasi kontribusi kredit UMKM terhadap total kredit di akhir 2011
Proportion of micro & SME loans compared to total loans by end 2011

Rp 5 trillion
Total hasil penerbitan obligasi
Total proceeds from bonds issuance

Total hasil penerbitan obligasi Adira Finance
Total proceeds from Adira Finance's successful bonds issuance

17.5%
Rasio Kecukupan Modal (KPMM)
Capital Adequacy Ratio (CAR)

Rasio kecukupan modal (KPMM) konsolidasian meningkat menjadi 17,5% di akhir tahun 2011
Consolidated capital adequacy ratio (CAR) elevated to 17.5% by the end of 2011

Angon, Dini Herdini - Corporate Secretary

68,989

Jumlah partisipan yang berpartisipasi dalam program pelatihan dari Danamon Corporate University.

Total number of participants that attended the training programs organized by Danamon Corporate University.

16,500

Jumlah karyawan yang berpartisipasi dalam Danamon Town Hall Meetings, yang diselenggarakan di tujuh kota besar di Indonesia.

Total number of employees participating in Danamon Town Hall Meetings, conducted in seven major cities across Indonesia.

1,508,000+

Jumlah pedagang di pasar-pasar tradisional yang telah menerima manfaat dari program Pasar Sejahtera Danamon sejak 2004.

Total number of small traders in traditional markets benefited from Danamon's Pasar Sejahtera program since 2004.

62,266

Total jumlah karyawan Danamon dan Grup Adira di akhir tahun 2011.

Total number of employees with Danamon and the Adira Group, as at year-end 2011.

Visi, Misi dan Nilai

Vision, Mission and Values

Visi Vision

"Kita Peduli dan Membantu Jutaan Orang untuk Mencapai Kesejahteraan"

Penjelasan:
Danamon berkeyakinan bahwa keberadaannya adalah untuk mewujudkan kepeduliannya kepada nasabah, karyawan, serta masyarakat luas, dan membantu kesemuanya itu bertumbuh kembang mencapai kesejahteraan yang lebih baik.

"We Care and Enable Millions to Prosper"

Explanation:
Danamon believes in that its purpose for being is to care for others; its customers, employees, and the society at large, and enable them to thrive, grow and achieve better levels of prosperity.

Misi Mission

Danamon berupaya untuk mewujudkan visinya melalui tiga misinya, yaitu:

Danamon bertekad untuk menjadi "Lembaga Keuangan Terkemuka di Indonesia" yang keberadaannya diperhitungkan.

Penjelasan:

- Danamon berkeyakinan bahwa kekuatannya dalam intermediasi keuangan dalam perekonomian menjadikannya katalis bagi penciptaan kesejahteraan dan kemakmuran.
- Untuk mengoptimalkan perannya dalam perekonomian, merupakan keharusan bagi Danamon untuk mempunyai reputasi yang baik dan memimpin diantara lembaga-lembaga keuangan lainnya, sebagai:
  - o Mitra bisnis bagi nasabahnya, dan;
  - o Bagian dari anggota masyarakat yang berkontribusi dan mempunyai kepedulian tinggi.

Suatu organisasi yang berpusat pada nasabah, yang melayani semua segmen dengan menawarkan nilai yang unik untuk masing-masing segmen, berdasarkan keunggulan penjualan dan pelayanan, serta didukung oleh teknologi kelas dunia.

Penjelasan:

- Dalam menjalankan peran-perannya, Danamon selalu berupaya memahami apa yang dibutuhkan setiap nasabah dan menanggapi kebutuhan tersebut secara tepat.
- Danamon memberikan solusi bagi setiap kebutuhan, secara unik, yang tidak diberikan lembaga keuangan lainnya di industrinya, dan melakukannya berdasarkan pengetahuan dari riset serta teknologi.
- Dalam pelaksanaannya, Danamon fokus pada proses pelayanan yang menerapkan teknologi dengan kehati-hatian dan tanggung jawab.

Danamon pursues its vision through three missions, as follow:

Danamon aims to be "The Leading Financial Institution in Indonesia" with a significant market presence.

Explanation:

- Danamon believes its strength as a financial intermediary is a catalyst for welfare and prosperity.
- To optimize its role in the growth of the economy it is imperative for Danamon to be well regarded and occupy a leading position among its peers; as a:
  - o Business partner to its customers, and;
  - o Valuable and caring corporate citizen to the public.

A customer centric organization covering all customer segments, each with a unique value proposition, centered on sales and service excellence, supported by world class technology.

Explanation:

- In carrying out its role, Danamon always strives to understand the needs of each customer and responds appropriately to fulfill them.
- It aims to offer solutions through unique approaches which creates value not offered by any other financial institutions in the marketplace, and does so through knowledge from research and use of technology.
- In doing so, Danamon places emphasis on the delivery of its service, utilizing the appropriate technology with utmost care and responsibility.

- Penting bagi karyawan Danamon untuk memuaskan para nasabahnya dan bertindak secara terhormat dalam memberikan pelayanan yang akan dihargai oleh masyarakat luas.
- Sikap karyawan yang positif sebagaimana berikut ini dibutuhkan:
  - Dapat beradaptasi, terbuka dan terus belajar menyikapi perubahan.
  - Memahami dan fokus pada pengembangan diri dan sumber daya manusia.

Aspirasi kami adalah menjadi perusahaan pilihan untuk berkarya dan yang dihormati oleh nasabah, karyawan, pemegang saham, regulator dan komunitas di mana kami berada.

Penjelasan:
- Danamon berinvestasi untuk membangun budaya yang kondusif untuk mencapai tujuan-tujuannya.
- Danamon membangun kolaborasi dengan para pemangku kepentingannya, baik di dalam maupun di luar lingkungannya, untuk menciptakan kontribusi yang bermanfaat bagi penerimanya, di tempat-tempat yang paling membutuhkan.

- It is key for Danamon employees to satisfy customers and be respectful and providing services that the society will appreciate.
- Danamon views the following positive attitudes are required:
  - Adaptable, open and willing to continuously learn to respond to change.
  - Understand and focus on self and people development.

We aspire to be an employer of choice and to be respected by our customers, employees, shareholders, regulators and the community.

Explanation:
- Danamon invests to cultivate a culture conducive to achieving its goals.
- Danamon builds collaborations with internal and external stakeholders to create valuable contributions to many beneficiaries where they are most needed.

Nilai Values

Peduli
Memberikan perhatian yang tulus terhadap kebaikan dan kemajuan bersama akan mendorong kita untuk selalu menjadi yang terbaik.

Jujur
Senantiasa memegang kebenaran kepada diri sendiri dan orang lain tanpa ada yang disembunyikan.

Mengupayakan yang terbaik
Senantiasa berani mencari cara yang lebih baik dalam bekerja untuk meraih hasil yang terbaik dengan memperhitungkan risiko yang ada dan tanpa mengorbankan ketangguhan perusahaan.

Kerjasama
Menjadikan kemajemukan di antara kita sebagai kekuatan sebuah tim untuk meraih tujuan bersama.

Profesionalisme yang disiplin
Menjalankan tanggung jawab dengan menjunjung tinggi standar dan etika profesi melalui insan yang disiplin, pemikiran yang disiplin, dan tindakan yang disiplin.

Caring
Giving a genuine concern for the well-being and advancement of others will bring out the best in us.

Honesty
Always hold the truth to ourselves and others without any hidden agenda.

Passion to excel
Always dare to come up with better ways of doing things, to achieve the best result, whilst mitigating the risk involved and without compromising the solidity of our company.

Teamwork
Leverage the diversity amongst us as the strength of our team to achieve common goals.

Disciplined professionalism
Deliver our responsibility with the highest standards of ethics and professionalism, through disciplined people, disciplined thoughts and disciplined actions.

Sekilas Danamon

Danamon at a Glance

Sejarah Danamon dimulai pada tahun 1956 ketika didirikan sebagai Bank Kopra Indonesia. Di tahun 1976 nama tersebut kemudian diubah menjadi PT Bank Danamon Indonesia. Di tahun 1988, Danamon menjadi bank devisa dan setahun kemudian mencatatkan diri sebagai perusahaan publik di Bursa Efek Jakarta.

Sebagai akibat dari krisis keuangan Asia di tahun 1998, pengelolaan Danamon dialihkan di bawah pengawasan Badan Penyehatan Perbankan Nasional (BPPN) sebagai BTO (*Bank Taken Over*). Di tahun 1999, Pemerintah Indonesia melalui BPPN, melakukan rekapitalisasi sebesar Rp 32,2 triliun dalam bentuk obligasi pemerintah. Sebagai bagian dari program restrukturisasi, Danamon menjalani proses merger dengan 8 bank-bank BTO (Bank Tiara, PT Bank Duta Tbk, PT Bank Rama Tbk, PT Bank Tamara Tbk, PT Bank Nusa Nasional Tbk, PT Bank Pos Nusantara, PT Jayabank International dan PT Bank Risjad Salim Internasional) dan PT Bank PDFCI. Sebagai bagian dari paket merger tersebut, Danamon menerima program rekapitalisasinya yang kedua dari Pemerintah melalui injeksi modal sebesar Rp 28,9 triliun. Sebagai *surviving entity*, Danamon bangkit menjadi salah satu bank swasta terbesar di Indonesia.

Selanjutnya, Danamon terus melakukan upaya restrukturisasi yang mencakup aspek manajemen, karyawan, organisasi, sistem, dan identitas perusahaan. Upaya tersebut berhasil meletakkan landasan dan infrastruktur yang baru guna mendukung pertumbuhan berdasarkan prinsip transparansi, tanggung jawab, integritas dan profesionalisme.

Di tahun 2003, Asia Financial (Indonesia) Pte. Ltd mengakuisisi Danamon, melalui konsorsium Fullerton Financial Holdings, anak perusahaan yang dimiliki sepenuhnya oleh Temasek Holdings, dan Deutsche Bank AG, sehingga menjadi pemegang saham pengendali.

Setelah melakukan evaluasi menyeluruh di bawah manajemen yang baru, visi baru diluncurkan dan strategi baru dikembangkan dengan model bisnis spesifik untuk masing-masing segmen pasar. Sejalan dengan arahnya yang baru, pada tahun 2004 Danamon meluncurkan inisiatif Danamon Simpan Pinjam-nya, yang merupakan bisnis perbankan mikro, serta melakukan diversifikasi ke bidang kredit konsumer melalui akuisisi Adira Finance, salah satu perusahaan pembiayaan otomotif terbesar di Indonesia. Inisiatif tersebut diikuti dengan perluasan usaha Danamon Simpan Pinjam dan Adira Finance, serta akuisisi bisnis kartu American Express di Indonesia di tahun 2006. Pada tahun 2011, Danamon meluncurkan layanan baru, Solusi Emas, produk pembiayaan syariah berbasis emas, yang akan memperkokoh posisi Grup Danamon sebagai salah satu pemain terdepan dalam melayani segmen *mass market* di Indonesia.

The story of Danamon begins in 1956 when it was first established as Bank Kopra Indonesia. In 1976, the Bank adopted its current name, PT Bank Danamon Indonesia, and became a foreign exchange bank in 1998. A year later, Danamon went public and listed on the Jakarta Stock Exchange.

In the wake of the Asian financial crisis in 1998, Danamon was placed under the supervision of the Indonesian Bank Restructuring Agency (IBRA) as a Bank Taken Over (BTO). In 1999, the Government of Indonesia, through IBRA, recapitalized Danamon with Rp 32.2 trillion of government bonds. As part of the restructuring program of IBRA, the Bank then underwent mergers with 8 other BTOs (Bank Tiara, Bank Duta, Bank Rama, Bank Tamara, Bank Nusa Nasional, Bank Pos Nusantara, Jayabank International and Bank Risjad Salim Internasional) and Bank PDFCI. As part of this merger package, Danamon received a second recapitalization from the government through a capital injection of Rp 28.9 trillion. As the surviving entity, Danamon emerged from the merger as one of the country's largest private banks.

Following the recapitalization and the merger, Danamon experienced further extensive restructuring involving the Bank's management, employees, organization, systems, and corporate identity. The efforts succeeded in laying down new foundations and infrastructure for Danamon to pursue growth based on integrity, professionalism, transparency and responsibility.

In 2003, Danamon was acquired by Asia Financial (Indonesia) Pte. Ltd., a consortium of Fullerton Financial Holding, a fully owned subsidiary of Temasek Holdings, and Deutsche Bank AG, which took a majority controlling stake.

Following an extensive review under new management, a new vision was introduced and a new strategy was developed with specific business models serving clearly defined market segments. In line with the new direction, in 2004 Danamon launched its Danamon Simpan Pinjam, a micro banking business, and diversified into consumer finance business via the acquisition of Adira Finance, one of the largest auto-finance companies in Indonesia. These initiatives were then followed by rapid growth in Danamon Simpan Pinjam and Adira Finance businesses, and the acquisition of American Express Card business in Indonesia in 2006. In 2011, the Bank launched its new venture, Solusi Emas, a syariah based gold-backed financing product, which further cements Danamon Group as one of the leaders in serving the nation's mass market segment.

Dalam usianya yang ke-55 tahun, kini Danamon merupakan salah satu institusi finansial yang terbesar di Indonesia. Sebagai Bank Universal, Danamon telah mengembangkan beragam bisnis perbankan, dari perbankan mikro melalui Danamon Simpan Pinjam, Perbankan Ritel, Perbankan Syariah hingga Perbankan UKM & Komersial dan Perbankan Korporasi, serta layanan pembiayaan otomotif, asuransi umum dan pembiayaan barang konsumtif melalui Adira Finance, Adira Insurance dan Adira Kredit.

Per Desember 2011, Danamon merupakan bank keenam terbesar di Indonesia dalam hal jumlah aset, kelima terbesar dalam jumlah kapitalisasi pasar, dengan lebih dari 2.600 kantor cabang dan pusat pelayanan dengan jangkauan layanan dari provinsi Aceh di ujung utara pulau Sumatera hingga bagian timur dari Papua.

After its 55 years of existence, today Danamon is clearly one of the largest and strongest financial institutions in the country. As a universal bank, Danamon has developed broadly diverse businesses, ranging from micro banking through Danamon Simpan Pinjam, Retail Banking, Syariah Banking to SME & Commercial Banking and Corporate Banking, as well as consumer automotive financing, general insurance and consumer goods financing through Adira Finance, Adira Insurance and Adira Kredit respectively.

As of December 2011, Danamon ranked as the sixth largest bank by asset size in Indonesia and the fifth largest bank by market capitalization, with over 2,600 branch offices and outlets spanning from Aceh province in northern Sumatera to the eastern part of Papua.

Profil Danamon Danamon Profile

Nama/Name	PT Bank Danamon Indonesia, Tbk.
Bidang Usaha/Business	Layanan Perbankan/ Banking Services
Kepemilikan/Ownership	Asia Financial (Indonesia) Pte. Ltd. 67.37%
	Masyarakat/Public 32.63%
Tanggal Pendirian/ Date of Establishment	16 Juli 1956
Dasar Hukum Pendirian/ Legal Basis of Establishment	Akta notaris Meester Raden Soedja, S.H. No. 134 tanggal 6 Juli 1956 yang disahkan oleh Menteri Kehakiman Republik Indonesia dengan Surat Keputusan No. J.A.5/40/8 tanggal 24 April 1957 dan telah diumumkan dalam Tambahan No. 664, pada Berita Negara Republik Indonesia No. 46 tanggal 7 Juni 1957. Notarial deed No. 134 dated July 16, 1956 of Meester Raden Soedja, S.H. which was ratified by the Minister of Justice of Republic of Indonesia in its decision letter No. J.A.5/40/8 dated April 24, 1957 and was published in Supplement No. 664 to the State Gazette of Republic of Indonesia No. 46 dated June 7, 1957.
Modal Dasar/ Authorized Capital	Rp 10 triliun/Rp 10 trillion
Modal Ditempatkan dan Disetor Penuh/Issued and Paid Up Capital	Rp 5,9 triliun/Rp 5.9 trillion
Bursa Efek/Stock Exchange	Bursa Efek Indonesia/ Indonesia Stock Exchange
Kode Saham/Share Code	BDMN
ISIN Code/ISIN Code	ID1000094204

SWIFT Code/SWIFT Code	BDINIDJA
Kantor Pusat/Head Office	PT Bank Danamon Indonesia, Tbk. Menara Bank Danamon Jl. Prof. Dr. Satrio Kav. E4 No. 6 Mega Kuningan, Jakarta 12950 Indonesia Phone: (+62 21) 5799 1001-03 Fax (+62 21) 5799 1160
Situs & Email/ Website & Email	www.danamon.co.id corpsec@danamon.co.id; public.affairs@danamon.co.id; investor.relation@danamon.co.id
Anak Perusahaan/Subsidiaries	
Nama/Name	PT Adira Dinamika Multi Finance Tbk (Adira Finance)
Bidang Usaha/Business	Pembiayaan/Financing
Alamat Kantor Pusat/Address	Landmark Tower A Lt. 26-31 Jl. Jend. Sudirman Kav. 1 Jakarta Selatan Phone: (+62 21) 5296 3232/ 5296 3322 Fax: (+62 21) 5296 4171
Nama/Name	PT Asuransi Adira Dinamika (Adira Insurance)
Bidang Usaha/Business	Asuransi/Insurance
Alamat Kantor Pusat/Address	Graha Adira, 8th Fl. Jl. Menteng Raya No. 21 Jakarta 10340 Phone: (+62 21) 345 1008 Fax: (+62 21) 351 1334-35
Nama/Name	PT Adira Quantum Multifinance (Adira Kredit)
Bidang Usaha/Business	Pembiayaan/Financing
Alamat Kantor Pusat/Address	Gedung Sentra Mulia Lt. 7 & 9 Jl. H.R. Rasuna Said Kav.X–6 No. 8 Jakarta 12940 Indonesia Phone: (+62 21) 5290 1355 Fax: (+62 21) 5290 1356

Tonggak Sejarah
Milestones

1956
Didirikan sebagai Bank Kopra Indonesia
Established under the name of Bank Kopra Indonesia

1976
Berubah nama menjadi PT Bank Danamon Indonesia
Change of name to PT Bank Danamon Indonesia

1988
Menjadi Bank Devisa di Indonesia
Became Indonesian private foreign exchange bank

1989
Menjadi perusahaan publik melalui penawaran saham di Bursa Efek Jakarta
Went public through IPO in the Jakarta Stock Exchange

1998
Diambil alih oleh Pemerintah akibat krisis keuangan Asia
Taken over by the government at the height of the Asian financial crisis

2000
Legal merger dengan 9 bank
Legal merger with other 9 banks

2003
Akuisisi mayoritas saham pemerintah oleh Asia Financial (Indonesia) Pte. Ltd.
Acquisition of the government's controlling stake by Asia Financial (Indonesia) Pte.Ltd

2004
- Peluncuran Danamon Simpan Pinjam
- Akuisisi Adira Finance sebesar 75%
- The launching of Danamon Simpan Pinjam
- Acquired 75% of Adira Finance

2005
- Perluasan jaringan cabang Danamon Simpan Pinjam
- Peluncuran Visi, Misi dan Nilai Perusahaan yang baru
- Rapid expansion of Danamon Simpan Pinjam branch network
- Launch of the Bank's new Vision, Mission & Values

2006

- Akuisisi bisnis kartu American Express di Indonesia
- Perayaan hari jadi Danamon yang ke-50
- Acquisition of American Express Card business in Indonesia
- Celebration of Danamon's 50th anniversary

2008

- Peresmian Danamon Corporate University
- Perluasan jaringan kantor cabang
- Established Danamon Corporate University
- Continued expansion of distribution network

2009

- *Rights Issue* senilai Rp 4 triliun
- Penambahan kepemilikan saham di Adira Finance menjadi 95%
- Rights Issue of Rp 4 trillion
- Increased acquisition in Adira Finance to 95%

2010

- Danamon dan Adira Finance melakukan penerbitan Obligasi dengan Bunga Tetap untuk meragamkan sumber pendanaan
- Danamon and Adira Finance issued Fixed Rate Bonds to diversify funding source

2011

- Perayaan Ulang Tahun Danamon yang ke-55
- Peluncuran layanan gadai Solusi Emas Syariah
- *Rights issue* senilai Rp 5 triliun
- Penerbitan obligasi Adira Finance Rp 5 triliun

- Danamon celebrated its 55th anniversary
- Launch of Gold Pawning Service Solusi Emas Syariah
- Rp 5 trillion rights issue
- Adira Finance Bonds issuance Rp 5 trillion

55 Tahun Perjalanan Danamon

55 Years of Danamon Journey

Terus Melahirkan Inovasi & Menjadi Bagian dari Pertumbuhan Indonesia.

Continue Delivering Innovation & Contributing to the Development of Indonesia.

Rangkaian peringatan ulang tahun Danamon ke-55 dilaksanakan sepanjang tahun 2011 di berbagai kota dan wilayah operasional melalui sederet kegiatan yang melibatkan karyawan.

Perayaan diawali dengan digelarnya Danamon Olympics sepanjang bulan April, Mei, Juni 2011 di berbagai kota. Kegiatan Danamon Olympics meliputi kompetisi olahraga di bawah koordinasi D'Club yang mewadahi kegiatan ekstrakurikuler dan penyaluran minat karyawan, termasuk kompetisi fotografi yang dinaungi D'Fotografi dan kompetisi multi talenta melalui acara Danamon's Got Talent. Berbagai kegiatan ini diikuti karyawan Danamon dari berbagai unit kerja, termasuk dari anak perusahaan Adira Finance, Adira Insurance dan Adira Kredit.

Puncak rangkaian acara HUT 55 Danamon dilaksanakan pada Sabtu, 16 Juli 2011 dengan dilangsungkannya perayaan secara serentak di 49 kota di Indonesia. Di Jakarta, acara berlangsung dengan melibatkan sekitar 2.000 karyawan dan dihadiri oleh jajaran direksi Danamon, yang pada hari itu juga tersebar untuk ambil bagian dalam kebersamaan pada acara yang diselenggarakan di 6 (enam) kota lainnya di mana Kantor Wilayah berlokasi yakni Bandung, Semarang, Surabaya, Medan, Makassar dan Balikpapan. Acara dimeriahkan dengan kegiatan *Fun Bike* dan *Fun Walk* serta penampilan para pemenang 'Danamon Got Talent'.

Acara peringatan HUT 55 Danamon merupakan kesempatan untuk mengomunikasikan berbagai pencapaian organisasi serta juga informasi penting lainnya, termasuk pesan manajemen berkenaan dengan sinergi dan kolaborasi antar berbagai lini bisnis dan unit-unit kerja pendukung untuk menumbuhkan kebanggaan dan rasa memiliki sebagai bagian dari keluarga besar Danamon.

Di hari yang sama, Danamon juga memulai periode nominasi Danamon Award 2011 yang telah dilakukan lima kali sejak diluncurkan pada tahun 2006 lalu. Melalui Danamon

Danamon's 55th Anniversary was celebrated with a series of activities throughout 2011, involving all employees in various cities and regions.

The celebration began with the launching of Danamon Olympics, held in various cities from April to June 2011. Danamon Olympics is a sports competition under the coordination of D'Club, the unit that manages Danamon's extracurricular activities, photography competition under D'Fotografi, and multi-talent competition, Danamon's Got Talent. These activities successfully drew employee participation from various units within Danamon and its subsidiaries Adira Finance, Adira Insurance and Adira Kredit.

The commemoration culminated on Saturday, July the 16th 2011, in a gala event simultaneously conducted in 49 different cities across the nation. In Jakarta, the event attracted around 2,000 employees and Danamon directors. Some of the directors participated in the event from Bandung, Semarang, Surabaya, Medan, Makassar and Balikpapan where Danamon Regional Offices headquarters are located. The festivity was livened up with Fun Bike and Fun Walk activities, as well as lively performances from winners of the 'Danamon's Got Talent' competition.

The 55th anniversary celebration was an opportunity to communicate Danamon group's achievements and other important information, including messages on synergies and collaborations across line businesses and working units to promote sense of pride and ownership as part of Danamon's big family.

July 16 was also the beginning of the Danamon Award 2011 nomination period, which was held the fifth time since inauguration in 2006. Through the Danamon Award and Bisa!

Award dan Bisa! Award Danamon memberikan apresiasi kepada para pahlawan masyarakat yang telah bekerja keras memberdayakan dan mengupayakan peningkatan kesejahteraan masyarakat luas.

Perayaan hari jadi ke-55 ini juga mengundang partisipasi pihak regulator, nasabah terpilih serta sejumlah rekanan Danamon. Acara yang dilangsungkan pada tanggal 20 Juli 2011 di Hotel Indonesia Kempinski ini menampilkan suasana 'Malam Indonesia' yang kental dengan deretan hiburan dan sajian terpadu sebagai wujud apresiasi bagi pihak-pihak yang telah menjadi bagian dari perjalanan keberhasilan Danamon dalam meraih deretan prestasinya. Acara tersebut juga dimeriahkan dengan peluncuran iklan korporasi televisi baru berjudul "Perayaan" yang mengangkat berbagai jenis perayaan dalam budaya Indonesia.

Kemeriahan perayaan ulang tahun Danamon terus berlanjut dalam acara Danamon Town Hall Meeting di 7 (tujuh) kota yang dimulai tanggal 22 Juli 2011 di Medan, dan berlanjut hingga Oktober 2011. Rangkaian acara ini melibatkan total sebanyak 16.500 karyawan dimana dalam acara di setiap kota, karyawan dari berbagai lini bisnis termasuk anak perusahaan dan unit pendukung di wilayah tersebut berkumpul bersama dan berinteraksi langsung dengan direksi Danamon, direksi anak perusahaan dan pejabat senior Danamon.

Kemeriahan rangkaian perayaan ini tak lepas dari rasa sukacita atas pertumbuhan pesat Danamon di semua lini bisnisnya yang juga didukung oleh kinerja keuangan yang baik. Danamon telah menjadi suatu keluarga besar, dan secara berkelanjutan telah mampu menghasilkan inovasi demi inovasi dalam menjalankan bisnisnya, dan karenanya bangga dapat terus berperan penting dalam pertumbuhan perekonomian Indonesia – demikian pesan Henry Ho, Presiden Direktur, yang menjadi pesan utama yang disampaikan dalam setiap bagian dari rangkaian perayaan ulang tahun Danamon ke-55.

Award, Danamon honors truly exceptional heroes who strive for the empowerment and betterment of their society.

Regulators, selected customers and Danamon's partners were invited to the 55th anniversary festivities. The event held in Hotel Indonesia Kempinski on July 20th, 2011, presented an 'Indonesian Evening', filled with engaging entertainment to honor the distinguished guests for their contributions to Danamon's achievements. The evening became even more exciting with the grand launching of Danamon's new corporate promotion video, "Perayaan (Celebration)", which showcases different kinds of celebrations within Indonesian culture.

The Celebration continued with Danamon Town Hall Meetings in seven cities, which started in Medan on July 22nd, 2011, and continued until October 2011. 16,500 people participated in these events, where employees from various business units, supporting units and subsidiaries, gathered and interacted directly with the directors and senior managers of Danamon and its subsidiaries.

"This lively festivity reflects Danamon's progress in all lines of business and was supported by robust financial performance. We are now a big family that will continuously generate innovative thinking in conducting business. More importantly, we take pride in playing our important role in supporting the growth of the Indonesian economy". This was the key message that Henry Ho, Danamon's President Director, conveyed in every occasion during the anniversary celebrations.

Peristiwa Penting 2011

2011 Event Highlights

20 Januari

Social Media Workshop
Danamon menyelenggarakan *social media workshop* untuk meningkatkan pemahaman karyawan terhadap pemanfaatan *sosial media* untuk peningkatkan kualitas layanan dan sebagai sarana promosi.

Social Media Workshop
Danamon held a social media workshop to increase employee awareness on the use of social media for service quality improvement and as a promotion media for the Bank.

17 Februari

Paparan Kinerja Kuartal IV Tahun 2010 (Full Year)
Danamon mengumunkan kinerja akhir tahun 2010. Laba bersih setelah pajak (NPAT) konsolidasi tercatat sebesar Rp 2.883 miliar, naik 88% dari Rp 1.532 miliar dari tahun sebelumnya. Rasio kecukupan modal (CAR) Danamon berada di posisi 16%, jauh di atas persyaratan minimum 8%.

Announcement of Fourth Quarter 2010 Results (Full Year)
Danamon announced its Full Year 2010 Results.Consolidated Net Profit After Tax (NPAT) reached Rp 2,883 billion, 88% higher than Rp 1,532 billion in the previous year. The Capital Adequacy Ratio registered at 16%, well above the minimum requirement of 8%.

9 Maret

Peluncuran "Service from the Heart"
Danamon meluncurkan program "Service from the Heart" untuk meningkatkan pelayanan nasabahnya dan meluncurkan seragam baru bagi para *frontliners*.

Launching of "Service from the Heart"
Danamon launched its "Service from the Heart" program to provide quality customer service and introduced its new uniform for the frontliners.

30 Maret

Rapat Umum Pemegang Saham Tahunan Danamon
Pelaksanaan RUPST yang antara lain menyetujui Laporan Tahunan dan Laporan Keuangan Perseroan tahun anggaran 2010. RUPST juga menyetujui perubahan anggota Direksi & Dewan Komisaris, mengangkat kembali seluruh anggota Dewan Pengawas Syariah Perseroan.

Annual General Meeting of Shareholders (AGMS)
Danamon's AGMS gave approval to the Bank's Annual and Financial Reports for 2010. The AGMS also approved changes in the composition of the Board of Commissioners and Board of Directors, and reappointed all members of the Syariah Supervisory Board.

29 April

Paparan Kinerja Kuartal I Tahun 2011
Danamon mengumumkan laba bersih setelah pajak (NPAT) konsolidasian sebesar Rp 763 miliar di akhir kuartal pertama tahun 2011, atau naik 9% dari periode yang sama tahun lalu. Pada akhir kuartal pertama tahun 2011, total kredit Danamon mencapai Rp 86.002 miliar, tumbuh 33% dari Rp 64.447 miliar pada periode yang sama tahun 2010.

Announcement of First Quarter 2011 Results
Danamon's consolidated NPAT reached Rp 763 billion during the first quarter of 2011, or 9% higher than the previous year's result. By the end of the first quarter or 2011, total lending was Rp 86,002 billion, a growth of 33% from in the same period in 2010 Rp 64,447 billion .

9 Mei

Danamon Menjemput Impian
Danamon mengumumkan pengundian keempat program 'Danamon Menjemput Impian – Start a New Life'. Para pemenang bulanan mendapatkan berbagai hadiah mulai dari *voucher* belanja setahun, *voucher* bensin setahun, perhiasan berlian, tur ke Eropa, mobil hingga rumah mewah beserta isinya. Danamon juga mengumumkan pengundian hadiah utama dimana 1 pemenang menerima 99 hadiah sekaligus.

Danamon Menjemput Impian
Danamon announced the 4th drawing of its "Danamon Menjemput Impian" - "Start a New Life". Winners of this monthly prize enjoy various prizes including shopping and gasoline vouchers for a whole year, diamond jewelry, trips to Europe, cars and a furnished luxury house. Danamon also announced the winner of the Grand Prize, who received 99 prizes.

4 Juni

Hari Kepedulian Lingkunganku
Dalam rangka memperingati hari Lingkungan Hidup Sedunia, Yayasan Danamon Peduli dan Danamon selama bulan Mei 2011 mengadakan program Bulan Kepedulian Lingkunganku. Program ini dilakukan di sekitar 1.800 cabang Danamon dengan cakupan kegiatan penanaman pohon, pengumpulan sampah serta pemberian tempat-tempat pembuangan dan pengangkutan sampah.

Caring for Our Environment Day
To celebrate World Environment Day, during May 2011 Danamon Peduli Foundation and Danamon organized the Caring for The Environment Month. Around 1,800 branches participated in the program, covering tree planting activities, waste collection activities, and the development of waste collection centers.

20 Juni

Peluncuran Layanan Trade Service Point at Port
Danamon meluncurkan layanan *Trade Service Point at Port* (TSPP), yang merupakan layanan ekspor impor di satu tempat atau *one stop service*. TSPP ini merupakan layanan komprehensif dan terintegrasi untuk mendukung aktivitas *trade finance* di Indonesia.

Launching of Trade Service Point at Port
Danamon introduced its Trade Service Point at Port (TSPP), which offers a one stop service for a range of export and import services. TSPP is a comprehensive and integrated service to facilitate Indonesia's trade finance activities.

23 Juni

***Gathering* Kopkar Danamon Syariah**
Unit Usaha Syariah Danamon meluncurkan pembiayaan otomotif dan layanan haji bagi anggota Koperasi Karyawan (Kopkar) Badan Usaha Milik Negara (BUMN), Badan Usaha Milik Daerah (BUMD) dan perusahaan swasta yang menjadi nasabah Danamon Syariah.

Danamon Syariah's Employee Cooperative Gathering
Danamon Syariah Unit launched an automotive financing program and pilgrimage service for members of state-owned, local government-owned and private enterprise employee cooperatives, who have been registered as Danamon Syariah's customers.

9 Juli

Hari Pasar Bersih Nasional
Yayasan Danamon Peduli (YDP) menggelar Hari Pasar Bersih Nasional (HPBN) ke-4 dengan menggandeng Pemerintah Kota Pekalongan sebagai tuan rumah. HPBN dilaksanakan di Pasar Grogolan, Pekalongan, Jawa Tengah. Kegiatan ini merupakan bagian dari komitmen Danamon untuk mendukung pasar tradisional Indonesia.

National Market Day
Danamon Foundation organized the fourth National Market Day in partnership with the city of Pekalongan, which hosted the event. The event was held in Grogolan Market, Pekalongan, Central Java. This event is part of Danamon's commitment to support traditional markets in Indonesia.

16 Juli

Fun Walk dan Fun Bike HUT Danamon ke-55
Lebih dari 2.000 karyawan Danamon berkumpul bersama dan bersuka-cita merayakan HUT ke-55 melalui

kegiatan *fun walk* dan *fun bike* di area Kantor Pusat Mega Kuningan, Jakarta. Selain itu, acara dimeriahkan dengan panggung hiburan yang diisi oleh para karyawan Danamon dan menghadirkan artis-artis Indonesia.

Fun Walk and Fun Bike Commemorating Danamon's 55th Anniversary
Over 2,000 employees gathered and enjoyed a good time celebrating the 55th Anniversary with fun walk and fun bike activities held at Danamon's headquarters in Mega Kuningan, Jakarta. Participants were also entertained by famous Indonesian artists and Danamon's own employees.

21 Juli

Paparan Kinerja Semester I Tahun 2011
Danamon mengumumkan laba bersih setelah pajak (NPAT) konsolidasian sebesar Rp 1.473 miliar. Giro dan Tabungan (CASA) tercatat naik sebesar 18%, membentuk pendanaan yang kuat dengan total dana pihak ketiga sebesar Rp 83.536 miliar, atau naik 23% secara setahunan. Selain itu, pada akhir bulan Juni 2011, total kredit Danamon mencapai Rp 92.793 miliar, naik 31% dari Rp 71.074 miliar pada kuartal semester I tahun 2010.

Announcement of First Semester 2011 Results
Consolidated Net Profit After Tax (NPAT) reached Rp 1,473 billion. CASA registered an 18% increase to further strengthen the funding franchise, which delivered a 23% increase in third party funds to Rp 83,536 billion. By end of June 2011, total loans rose to Rp 92,793 billion, a 31% increase from Rp 71,074 billion at year end 2010.

2 Agustus

Loan Signing Agreement dengan Citi Indonesia dan OPIC
Citibank Indonesia dan Overseas Private Investment Corporation (OPIC) memberikan fasilitas kredit senilai USD 20 juta ke Danamon sebagai bagian dari inisiatif Citi Global dan OPIC senilai USD 250 juta dalam mendanai usaha mikro di negara berkembang di seluruh dunia.

Loan Signing Agreement with Citi Indonesia and OPIC
Citibank Indonesia and Overseas Private Investment Corporation (OPIC) agreed to provide a US$ 20 million term loan to Danamon as part of Citi Global's and OPIC's US$ 250 million joint commitment to support microfinance lending in emerging markets worldwide.

3 Agustus

***Launching* Solusi Emas Syariah dan Buka Puasa Bersama Media**
Melalui acara buka puasa wartawan dengan Manajemen, Danamon Syariah meluncurkan produk layanan gadai emas Solusi Emas Syariah (SES). SES adalah produk pembiayaan berbasis syariah dengan agunan emas.

The Launching of Solusi Emas Syariah and Breaking of the Fast Gathering with the Media
In a breaking of the fast gathering with the media, Danamon Syariah introduced its new Solusi Emas Syariah (SES). SES is a syariah based financing solution protected by gold assets.

24 Agustus

RUPSLB - *Rights Issue*
Danamon melaksanakan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB), dimana pemegang saham menyetujui rencana Perseroan untuk melakukan Penawaran Umum Terbatas (*Rights Issue*). *Rights Issue* ini akan memperkuat posisi permodalan Danamon, mendukung upaya-upaya untuk mempererat lagi hubungan dengan nasabah, serta mendukung pertumbuhan kredit dan pangsa pasarnya.

Extraordinary General Meeting of Shareholders – Rights Issue
The Extraordinary General Meeting of Shareholders approved Danamon mangement's plan to execute a Rights Issue. The Rights Issue will strengthen Danamon's capital position, support the Bank's efforts to deepen and strengthen relationships with its customers, and support further loan and market share growth.

18 Oktober

Kemitraan Strategis Danamon dengan Manulife Indonesia
Danamon melakukan kemitraan strategis dengan Manulife Indonesia. Kolaborasi ini akan memperluas penawaran produk perbankan, asuransi dan *wealth management* kepada nasabah Danamon, baik yang berada dalam segmen keuangan mikro, komersial maupun korporasi.

Danamon and Manulife Indonesia Strategic Partnership
Danamon announced its strategic partnerhship with Manulife Indonesia. This collaboration will enhance Danamon's banking, insurance and wealth management products for a broad base of customers, including Danamon's microfinance, commercial and corporate customers.

25 Oktober

Paparan Kinerja Kuartal III Tahun 2011
Danamon mengumumkan perolehan Laba Bersih Setelah Pajak (NPAT) konsolidasi sebesar Rp 2.449 miliar untuk sembilan bulan pertama tahun 2011, didukung oleh pertumbuhan kredit khususnya di segmen mikro, usaha kecil menengah (UKM) dan komersial.

Third Quarter 2011 Results
Consolidated NPAT reached Rp 2,449 billion for the first nine months 2011, supported by robust loan growth, in particular in the micro, small and medium, and commercial business segments.

27 Oktober

RUPSLB - Pengangkatan Joseph Bataona sebagai Direktur
Danamon menggelar Rapat Umum Pemegang Saham Luar Biasa (RUPSLB), yang mengagendakan pengangkatan Joseph Bataona sebagai Direktur Danamon.

Extraordinary General Meeting of Shareholders – Appointment of Joseph Bataona as Director
Danamon held an Extraordinary General Meeting of Shareholders to appoint Joseph Bataona a Director of the Bank.

1 Desember

Prospek Ekonomi Tahun 2012 dan Sosialisasi Peraturan Baru Bank Indonesia
Danamon menyelenggarakan "2012 Economic Outlook & Socialization of New Bank Indonesia Regulation on Export Proceed" untuk memberikan informasi terkini tentang perubahan dan perkembangan peraturan untuk mendukung perkembangan usaha nasabah.

2012 Economic Outlook & Socialization of New BI Regulation
Danamon organized the "2012 Economic Outlook & Socialization of New Bank Indonesia Regulation on Export Proceeds" event to disseminate up to date information on changes in regulations to support customers' business growth.

14 Desember

Good Corporate Governance Workshop
Danamon menggelar *workshop* dengan tema utama Pentingnya Pelaksanaan *Good Corporate Governance,* dengan menghadirkan nara sumber dari kalangan media, *regulator* serta kalangan akademis.

Good Corporate Governance Workshop
Danamon organized a workshop themed "The Importance of Good Corporate Governance Practices", inviting speakers from the media, regulators and education institutions.

Penghargaan dan Sertifikasi

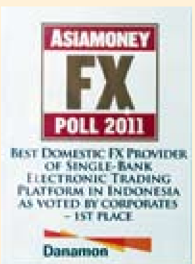
Awards and Certification

Juara II, Best Local Cash Management Bank dipilih oleh Small-Sized Corporation, Cash Management Poll 2010, Asiamoney

2nd Winner, Best Local Cash Management Bank voted by Small-Sized Corporation, Cash Management Poll 2010, Asiamoney

Juara III, Best Local Cash Management Bank dipilih oleh Medium-Sized Corporation, Cash Management Poll 2010, Asiamoney

3rd Winner, Best Local Cash Management Bank voted by Medium-Sized Corporation, Cash Management Poll 2010, Asiamoney



Juara III, Best Single Bank Electronic Trading Platform, FX Poll 2010, Asiamoney

3rd Winner, Best Single Bank Electronic Trading Platform, FX Poll 2010, Asiamoney

The Best of Indonesia Service to Care Champion 2011, kategori Conventional Banking dengan aset di atas Rp 65 triliun, ServCare Indonesia - Service to Care Award 2011, Markplus Insight & Infobank

The Best of Indonesia Service to Care Champion 2011, Conventional Banking with assets over Rp 65 trillion category, ServCare Indonesia - Service to Care Award 2011, Markplus Insight & Infobank

Best Investor Relations by Indonesian company, Asian Excellence Recognition Awards 2011, penghargaan atas komitmen pengembangan Investor Relations di kawasan, oleh Corporate Governance Asia

Best Investor Relations by Indonesian company, Asian Excellence Recognition Awards 2011, in recognition to continuing commitment to the development of Investor Relations in the region, by Corporate Governance Asia

Green Leadership Award Winner, Asia Responsible Entrepreneurship Awards 2011 South East Asia, Enterprise Asia (Yayasan Danamon Peduli), Enterprise Asia

Green Leadership Award Winner, Asia Responsible Entrepreneurship Awards 2011 South East Asia, Enterprise Asia (Yayasan Danamon Peduli), Enterprise Asia

Peringkat Pertama Kategori Terbaik Mobile Banking Service Excellence Awards 2011, Infobank

1st Winner, Mobile Banking Service Excellence Awards 2011, Infobank

9th Performance overall, kategori bank umum, Banking Service Excellence Awards 2011, Infobank

9th Performance overall, commercial bank category, Banking Service Excellence Awards 2011, Infobank

1st Best ATM, Kategori Bank Syariah, Banking Service Excellence Awards, Infobank

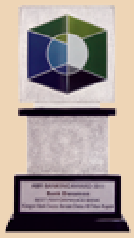
1st Best ATM, Sharia Bank Category, Banking Service Excellence Awards, Infobank

Peringkat ke-3, The Most Efficient Syariah Unit Asset > Rp 500 miliar, 8th Islamic Finance Award, oleh Karim Business Consulting

3rd rank The Most Efficient Syariah Unit Asset > Rp 500 billion, 8th Islamic Finance Award, by Karim Business Consulting

Gold Award 2011, Kategori Best Core Banking System Initiative, Asian Banking & Finance Banking Retail Awards 2011, oleh Asian Banking & Finance Magazine (ABF)

Gold Award 2011, Best Core Banking System Initiative Category, Asian Banking & Finance Banking Retail Awards 2011, by Asian Banking & Finance Magazine (ABF)

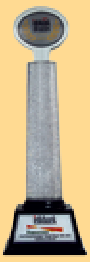


Best Performance Bank, ABFI Banking Award 2011. Kategori Bank Swasta Beraset di atas Rp 40 triliun, ABFI Institute Perbanas

Best Performance Bank, ABFI Banking Award 2011, Private Banks with Assets over Rp 40 trillion Category, ABFI Institute Perbanas

Net Promoter Score (Good) untuk kategori Saving Account dari Majalah SWA

Net Promoter Score (Good) for Saving Account Category by SWA Magazine



Predikat “Sangat Bagus” selama 10 tahun berturut-turut, Kategori Bank Bermodal Rp 10 Triliun-Rp 50 Triliun, Infobank Awards 2011, Infobank

Excellent Rank for 10 consecutive years, Banks with assets Rp 10-50 Trillion Category, Infobank Awards 2011, Infobank

Juara III Annual Report Award 2011, Kategori Private Keuangan Listed, Annual Report Award

3rd Winner Annual Report Award 2011, Listed Private Financial Institution Category, Annual Report Award

Best Overall, 2011 Corporate Governance Award 2011 berdasarkan Prinsip OECD Corporate Governance, Indonesia Institute for Corporate Directorship

Best Overall, 2011 Corporate Governance Award 2011 based on OECD Principles of Corporate Governance, Indonesia Institute for Corporate Directorship

Sertifikasi | Certifications

ISO 9001:2008 berlaku dari 29 Mei 2009 sampai 29 Mei 2012 untuk kegiatan berikut:
ISO 9001:2008 valid from 29 May 2009 to 29 May 2012, for the following activities:

1. Danamon Access Center
2. IT - Data Center Processing
3. IT - Disaster Recovery Center
4. IT - Facility Management
5. IT - Service Monitoring
6. IT - Admin & Process Quality
7. IT - Availability Management
8. IT - Production Continuity Management
9. IT - System Security Operations
10. IT - Helpdesk unit
11. Statement Management Unit
12. Kantor Cabang Menara Danamon
13. RTGS Support
14. International Remittance
15. Centralize ATM
16. Centralize Signature Verification

Ikhtisar Keuangan

Financial Highlights

Angka-angka pada seluruh tabel & grafik menggunakan notasi Bahasa Inggris

Numerical notations in all tables and graphs are in English

(Dalam Miliar Rupiah kecuali Data Saham)	2011	2010	2009	2008	2007	(In Billion Rupiah, except Share Data)
NERACA KONSOLIDASIAN						**CONSOLIDATED BALANCE SHEET**
Aset	**141,934**	118,207	98,598	107,268	89,410	Assets
Aset Produktif - bruto [a]	**134,751**	111,260	90,131	97,370	83,863	Earning Assets-gross [a]
Kredit yang Diberikan - bruto [b]	**101,678**	82,658	63,278	66,898	53,330	Loans-gross [b]
Efek-efek - bruto	**4,822**	5,326	4,438	4,146	4,129	Marketable Securities-gross
Obligasi Pemerintah	**3,947**	6,138	11,011	13,083	15,808	Government Bonds
Simpanan	**88,084**	80,986	68,419	75,373	60,937	Deposits
Jumlah Pendanaan [c]	**101,483**	92,042	77,107	88,353	71,029	Total Funding [c]
Jumlah Liabilitas	**116,098**	99,598	82,696	96,159	78,239	Total Liabilities
Ekuitas dan Kepentingan Minoritas	**25,836**	18,609	15,902	11,109	11,171	Equity and Minority Interest
Jumlah Lembar Saham Ditempatkan dan Disetor Penuh (dalam satuan)	**9,584,643,365**	8,417,125,466	8,390,383,116	5,046,130,700	5,033,072,900	Number of Shares Issues and Fully Paid (in Unit)
LAPORAN LABA RUGI KONSOLIDASI						**CONSOLIDATED STATEMENTS OF INCOME**
Pendapatan Bunga	**16,882**	14,418	15,683	14,189	12,048	Interest Income
Beban Bunga	**6,033**	4,510	6,221	5,835	4,912	Interest Expense
Pendapatan Bunga dan Penjaminan Bersih	**11,301**	10,281	9,758	8,600	7,307	Net Interest and Underwriting Income
Pendapatan Operasional Lainnya	**4,214**	3,583	2,883	2,560	2,382	Other Operating Income
Beban Umum dan Administrasi	**3,080**	2,545	2,466	2,268	1,709	General and Administrative Expenses
Beban Tenaga Kerja dan Tunjangan	**4,413**	3,839	3,003	3,059	2,417	Salaries and Employees Benefits
Penyisihan Kerugian Penurunan Nilai	**2,183**	2,134	2,842	1,777	950	Allowance for Impairment Losses
Pendapatan Operasional-Bersih	**5,235**	4,630	2,849	2,748	3,669	Net Operating Income
Beban Bukan Operasional-Bersih	**623**	628	479	70	355	Non-Operating Expenses-Net
Laba Sebelum Pajak Penghasilan dan Hak Minoritas	**4,612**	4,002	2,371	2,678	3,314	Income Before Tax and Minority Interest
Beban Pajak Penghasilan	**1,163**	1,018	757	876	1,044	Income Tax Expense
Laba Bersih	**3,336**	2,883	1,532	1,530	2,117	Net Income
Laba Bersih per Saham Dasar	**378.78**	342.92	186.36	303.70	423.27	Basic Earnings Per Share
RASIO KEUANGAN (%)						**KEY FINANCIAL RATIOS (%)**
I. Permodalan						**I. Capital**
1. Kewajiban Penyediaan Modal Minimum (KPMM) Konsolidasian [d]	**17.5**	16.0	20.7	15.4	20.3	1. Capital Adequacy Ratio (CAR) Consolidated [d]
II. Aset Produktif						**II. Earning Assets**
1. Aset produktif bermasalah dan aset non produktif bermasalah terhadap total aset produktif dan aset non produktif	**2.1**	2.6	3.7	1.8	1.5	1. Non-performing earning assets and non productive assets to total earnings and non productive assets
2. Aset produktif bermasalah terhadap total aset produktif	**2.1**	2.6	3.8	1.8	1.5	2. Non-performing earning assets to total productive assets
3. Kredit Bermasalah terhadap Kredit yang Diberikan (NPL) - Bruto	**2.5**	3.0	4.5	2.3	2.3	3. Non Performing Loan (NPL) to Total Loans - Gross
4. Cadangan Kerugian Penurunan Nilai (CKPN) aset keuangan terhadap aset produktif [e]	**2.3**	2.9	3.6	2.8	2.0	4. Allowance for impairment losses for financial assets to productive assets [e]

Angka-angka pada seluruh tabel & grafik menggunakan notasi Bahasa Inggris

Numerical notations in all tables and graphs are in English

(Dalam Miliar Rupiah kecuali Data Saham)	2011	2010	2009	2008	2007	(In Billion Rupiah, except Share Data)
III. Rentabilitas						**III. Rentability**
1. Imbal Hasil Rata-rata Aset (ROAA)	2.6	2.8	1.5	1.5	2.4	1. Return on Average Assets (ROAA)
2. Imbal Hasil Rata-rata Ekuitas (ROAE)	17.5	18.5	11.2	14.6	22.9	2. Return on Average Equity (ROAE)
3. Marjin Bunga Bersih (NIM)	9.8	11.3	11.2	11.1	10.4	3. Net Interest Margin (NIM)
4. Rasio Biaya terhadap Pendapatan	51.6	49.7	49.8	54.1	47.9	4. Cost to income
IV. Likuiditas						**IV. Liquidity**
Rasio Kredit Terhadap Pendanaan LDR f)	98.3	93.8	88.8	86.4	88.1	Loan to Deposit Ratio (LDR) f)
V. Kepatuhan						**V. Compliance**
1.a. Persentase Pelanggaran Batas Maksimum Pemberian Kredit (BMPK)						1.a. Percentage of Violation of Legal Lending Limit (LLL)
a.1. Pihak Terkait	0.0	0.0	0.0	0.0	0.0	a.1. Related Parties
a.2. Pihak Tidak Terkait	0.0	0.0	0.0	0.0	0.0	a.2. Third Parties
b. Persentase Pelampauan Batas Maksimum Pemberian Kredit (BMPK)						b. Percentage of Excess of Legal Lending Limit (LLL)
b.1. Pihak Terkait	0.0	0.0	0.0	0.0	0.0	b.1. Related Parties
b.2. Pihak Tidak Terkait	0.0	0.0	0.0	0.0	0.0	b.2. Third Parties
2. Giro Wajib Minimum (GWM) dalam Rupiah g)	14.6	17.8	20.7	5.1	8.3	2. Statutory Reserve Requirement (SRR) in Rupiah g)
3. Posisi Devisa Netto (PDN)	0.5	0.6	4.2	7.8	1.6	3. Net Open Position (NOP)
VI. Lain-lain						**VI. Others**
1. Jumlah Karyawan h)	62,266	53,402	41,615	41,617	35,342	1. Total Employees h)
2. Jumlah Kantor Cabang h)	2,425	2,128	1,896	1,871	1,426	2. Total Branches h)
3. Jumlah ATM	1,258	1,083	846	814	690	3. Total ATMs

Informasi keuangan di atas dibuat berdasarkan laporan keuangan konsolidasian untuk tahun yang berakhir 2011, 2010, 2009, 2008 dan 2007 yang telah diaudit oleh Kantor Akuntan Publik Siddharta & Widjaja (anggota firma KPMG International).

Catatan
a) Termasuk kredit yang diberikan, piutang pembiayaan konsumen dari Adira Finance dan Adira Kredit, piutang sewa guna usaha dari Adira Finance, giro pada BI dan pada bank lain, penempatan pada BI dan bank lain, efek-efek, tagihan derivatif, tagihan akseptasi, dan obligasi pemerintah
b) Termasuk piutang pembiayaan konsumen Adira Finance dan Adira Kredit.
c) Termasuk simpanan nasabah, simpanan dari bank lain dan pendanaan jangka panjang
d) KPMM konsolidasian untuk 2007, 2008 dan 2009 memperhitungkan risiko kredit, risiko pasar dan amortisasi dari obligasi subordinasi. KPMM konsolidasian untuk 2010 memperhitungkan risiko kredit, risiko pasar, risiko operasional dan amortisasi dari obligasi subordinasi. KPMM konsolidasian untuk 2011 memperhitungkan risiko kredit, risiko pasar dan risiko operasional
e) Perhitungan Cadangan Kerugian Penurunan Nilai (CKPN) Aset Keuangan berlaku di tahun 2010 karena implementasi PSAK 50 dan 55 (R2006).
f) Tidak termasuk simpanan dari bank lain.
g) Sesuai dengan peraturan BI No. 10/25/PBI/2008 pada tanggal 23 Oktober 2008 tentang "Perubahan atas Peraturan BI No. 10/19/PBI/2008 tentang Giro Wajib Minimum (GWM) Bank Umum pada BI dalam Rupiah dan Valuta Asing" dinyatakan bahwa sejak 24 Oktober 2009, Danamon diwajibkan untuk memenuhi GWM sekunder untuk mata uang Rupiah sebesar 2,5% dari rata-rata total dana pihak ketiga dalam Rupiah melalui SBI, SUN dan/atau *excess reserve.*

   Sejalan dengan peraturan BI No. 12/19/PBI/2010 BI pada tanggal 4 Oktober 2010 tentang "GWM Bank Umum pada BI dalam Rupiah dan Valuta Asing" dinyatakan bahwa mulai 1 November 2010, GWM Primer untuk mata uang Rupiah menjadi 8% dari total dana pihak ketiga dalam Rupiah dan mulai tanggal 1 Maret 2011, Bank memiliki kewajiban pemenuhan GWM Loan to Deposit Ratio dalam Rupiah.

   Sesuai dengan peraturan BI No. 13/10/PBI/2011 pada tanggal 19 Februari 2011 tentang"Perubahan atas Peraturan BI No. 12/19/PBI/2010 tentang Giro Wajib Minimum (GWM) Bank Umum pada BI dalam Rupiah dan Valuta Asing", sejak 1 Maret 2011 sampai dengan 31 Mei 2011, GWM dalam mata uang asing menjadi 5% dari total dana pihak ketiga dalam mata uang asing, dan mulai 1 Juni 2011, GWM dalam mata uang asing berjumlah sebesar 8% dari total dana pihak ketiga dalam mata uang asing.
h) Termasuk Adira Finance, Adira Kredit dan Adira Insurance.

The figures are derived from consolidated financial statements 2011, 2010, 2009, 2008 and 2007 which have been audited by Kantor Akuntan Publik Siddharta & Widjaja (a member firm of KPMG International).

Notes
a) Including loans, consumer financing receivables of Adira Finance and Adira Kredit, leasing receivables from Adira Finance, current account with BI and with other banks, placement with BI and other banks, marketable securities, derivative receivables, acceptance receivables, and government bonds
b) Including consumer financing receivables of Adira Finance and Adira Kredit.
c) Including customer deposits, deposits from other banks and long term funding.
d) Consolidated CAR after credit risk, market risk charge and amortization of subordinated debts for 2007, 2008 and 2009. Consolidated CAR after credit risk, market risk, operational risk charge and amortization of subordinated debts for 2010. Consolidated CAR after credit risk, market risk and operational risk charge in 2011
e) The calculation allowance for impairment losses of financial assets was started in 2010 due to implementation of SFAS 50 and 55 (R2006)
f) Excluding deposits from other banks.
g) In line with BI regulation No. 10/25/PBI/2008 dated October 23, 2008 regarding "Changes on BI Regulation No. 10/19/PBI/2008 regarding Statutory Reserve Requirements ("SRR") of Commercial Bank in Bank Indonesia in Rupiah and Foreign Currency", the Bank is required to fulfil secondary SRR for Rupiah currency amounted to 2.5% from average total third party funds through SBI, SUN and/or excess reserve.

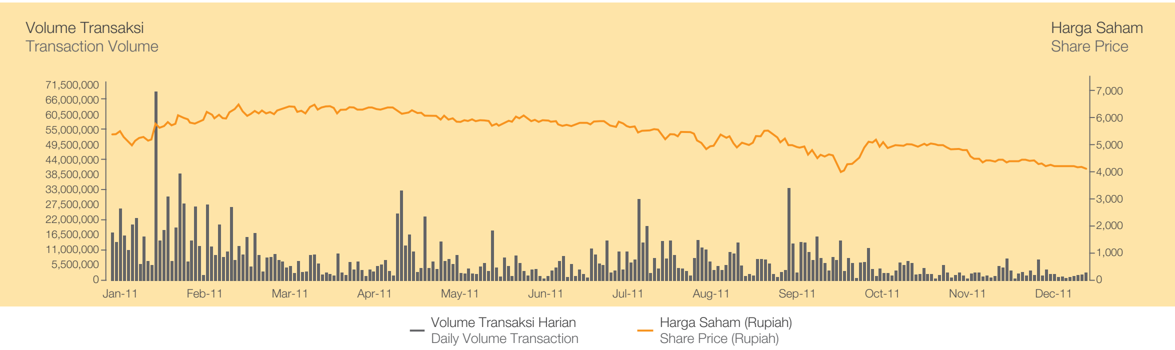
   In line with BI regulation No. 12/19/PBI/2010 dated 4 October 2010 regarding "SRR of Commercial Bank with BI in Rupiah and Foreign Currency" starting 1 November 2010, primary SRR for Rupiah currency amounted to 8% from total third party funds in Rupiah and starting March 1, 2011, the Bank has an obligation to fulfil SRR Loan to Deposit Ratio in Rupiah.

   In line with BI regulation No. 13/10/PBI/2011 dated February 19, 2011 regarding "Changes on BI Regulation No. 12/19/PBI/2010 regarding "SRR of Commercial Bank with BI in Rupiah and Foreign Currency", starting 1 March 2011 until 31 May 2011, SRR in foreign currency amounted to 5% from total third party funds in foreign currency and starting June 1, 2011, SRR in foreign currency amounted to 8% from third party funds in foreign currency.
h) Includes Adira Finance, Adira Kredit and Adira Insurance.

Ikhtisar Saham dan Obligasi

Stock and Bonds Highlights

Danamon di Bursa Efek Indonesia (BDMN)
Danamon on the Indonesia Stock Exchange (BDMN)



Volume & Harga Saham	2011				2010				Volume & Share Price
Harga Saham (Rp) *	Tertinggi Highest	Terendah Lowest	Penutupan Closing	Rata-rata Average	Tertinggi Highest	Terendah Lowest	Penutupan Closing	Rata-rata Average	Share Price (Rp) *
Triwulan Pertama	6,457	4,952	6,360	5,956	5,389	4,248	5,049	4,834	First Quarter
Triwulan Kedua	6,360	5,680	5,826	5,967	5,632	4,515	5,244	5,111	Second Quarter
Triwulan Ketiga	5,875	4,450	4,600	5,225	5,923	4,952	5,632	5,311	Third Quarter
Triwulan Keempat	5,150	3,975	4,100	4,565	6,749	5,486	5,535	6,176	Fourth Quarter
Volume (lembar)									Volume (shares)
Triwulan Pertama	68,342,216	1,886,666	4,132,746	12,483,890	37,979,970	282,691	6,628,048	7,808,252	First Quarter
Triwulan Kedua	32,604,207	766,201	9,402,950	6,518,285	15,785,896	1,040,138	6,554,414	6,875,051	Second Quarter
Triwulan Ketiga	33,530,500	1,420,500	8,623,000	8,463,172	24,342,834	957,236	5,094,102	6,183,148	Third Quarter
Triwulan Keempat	14,584,500	739,000	2,954,000	3,641,477	19,228,135	624,083	4,428,310	5,088,155	Fourth Quarter

Kinerja Saham	2007	2008	2009	2010	2011	Stock Performance
Modal Dasar						**Authorized Capital**
Jumlah Saham						Total number of shares
Saham Seri A	22,400,000	22,400,000	22,400,000	22,400,000	22,400,000	A Series Shares
Saham Seri B	17,760,000,000	17,760,000,000	17,760,000,000	17,760,000,000	17,760,000,000	B Series Shares
Jumlah nilai nominal (juta Rupiah)						Total par value (in Rupiah million)
Saham Seri A	1,120,000	1,120,000	1,120,000	1,120,000	1,120,000	A Series Shares
Saham Seri B	8,880,000	8,880,000	8,880,000	8,880,000	8,880,000	B Series Shares
Saham Ditempatkan dan Disetor Penuh						**Issued and fully paid Capital**
Jumlah Saham						Total number of shares
Saham Seri A	22,400,000	22,400,000	22,400,000	22,400,000	22,400,000	A Series Shares
Saham Seri B	5,010,672,900	5,023,730,700	8,367,983,116	8,394,725,466	9,562,243,365	B Series Shares
Jumlah nilai nominal (juta Rupiah)						Total par value (in Rupiah million)
Saham Seri A	1,120,000	1,120,000	1,120,000	1,120,000	1,120,000	A Series Shares
Saham Seri B	2,505,336	2,511,865	4,183,992	4,197,363	4,781,122	B Series Shares
Saham yang Belum Ditempatkan						**Unissued Capital**
Jumlah Saham						Total number of shares
Saham Seri A	0	0	0	0	0	A Series Shares
Saham Seri B	12,749,327,100	12,736,269,300	9,392,016,884	9,365,274,534	8,197,756,635	B Series Shares
Jumlah Dividen (juta Rupiah)	1,058,457	765,012	766,300	1,009,229	TBD**	Total Dividend (in Rupiah million)
Laba per saham (Rupiah)	423.27	303.70	186.36	342.92	378.78	Earnings per Share (Rupiah)
Rasio Pembayaran Dividen (%)	50	50	50	35	TBD**	Dividend Payout Ratio (%)
Pertumbuhan Dividen	59.73	-27.72	0.17	31.70	n.a.	Dividend growth
Tanggal RUPST	3-Apr-08	25-May-09	29-Apr-10	30-Mar-11	27-Mar-12	AGSM Date
Tanggal Pembayaran Dividen	4-Jun-08	07-Jul-09	10-Jun-10	10-May-11	TBD**	Dividend Payment Date
Harga Saham terhadap Laba Bersih *** (x)	19.02	10.22	24.91	16.64	10.82	Price Earnings Ratio*** (x)
Nilai Buku Saham (Rupiah)	2,152	2,096	1,884	2,192	2,674	Book Value of Shares (Rupiah)

* Disesuaikan terhadap *Rights Issue* pada April 2009 dan September 2011/Adjusted to Rights Issue in April 2009 and September 2011
** Akan ditentukan dalam RUPS tanggal 27 Maret 2012/To be determined at the AGMS on March 27, 2012
*** Berdasarkan harga penutupan di akhir tahun/Based on year end share price

Kronologis Pencatatan Saham di Bursa Efek Indonesia (BEI)
Chronological Share Overview in Indonesia Stock Exchange (IDX)

	Saham Seri A A Series Shares	
Saham yang berasal dari Penawaran Umum Perdana pada tahun 1989	12,000,000	Shares from Initial Public Offering in 1989
Saham pendiri	22,400,000	Founders' shares
Saham bonus yang berasal dari kapitalisasi tambahan modal disetor-agio saham pada tahun 1992	34,400,000	Bonus shares from capitalisation of additional paid in capital-capital paid in excess of par value in 1992
Saham yang berasal dari Penawaran Umum Terbatas dengan Hak Memesan Efek Terlebih Dahulu (*Rights Issue*) I pada tahun 1993	224,000,000	Shares from Limited Public Offering with Pre-emptive Rights (Rights Issue) I in 1993
Saham bonus yang berasal dari kapitalisasi tambahan modal disetor-agio saham pada tahun 1995	112,000,000	Bonus shares from capitalisation of additional paid-up capital-capital paid in excess of par value in 1995
Saham yang berasal dari Penawaran Umum Terbatas dengan Hak Memesan Efek Terlebih Dahulu (*Rights Issue*) II pada tahun 1996	560,000,000	Shares from Limited Public Offering with Pre-emptive Rights (Rights Issue) II in 1996
Saham pendiri pada tahun 1996	155,200,000	Founders' shares in 1996
Saham yang berasal dari perubahan nilai nominal saham pada tahun 1997	1,120,000,000	Shares resulting from stock split in 1997
Jumlah	2,240,000,000	Total
Peningkatan nilai nominal saham menjadi Rp 10.000 (nilai penuh) per saham melalui pengurangan jumlah saham (*reverse stock split*) di tahun 2001	: 20 112,000,000	Increase in par value to Rp 10,000 (full amount) per share through reduction in total number of shares (reverse stock split) in 2001
Peningkatan nilai nominal saham menjadi Rp 50.000 (nilai penuh) per saham melalui pengurangan jumlah saham (*reverse stock split*) di tahun 2003	: 5 22,400,000	Increase in par value to Rp 50,000 (full amount) per share through reduction in total number of shares (reverse stock split) in 2003
Jumlah saham seri A pada tanggal 31 Desember 2011	22,400,000	Total A series shares as at December 31, 2011

	Saham Seri B B Series Shares	
Saham yang berasal dari Penawaran Umum Terbatas dengan Hak Memesan Efek Terlebih Dahulu (*Rights Issue*) III pada tahun 1999	215,040,000,000	Shares from Limited Public Offering with Pre-emptive Rights (Rights Issue) III in 1999
Saham yang diterbitkan dalam rangka penggabungan usaha dengan PDFCI pada tahun 1999	45,375,000,000	Shares issued in connection with the Bank's merger with the former PDFCI in 1999
Saham yang diterbitkan dalam rangka penggabungan usaha dengan Bank Tiara pada tahun 2000	35,557,200,000	Shares issued in connection with the Bank's merger with Bank Tiara in 2000
Saham yang diterbitkan dalam rangka penggabungan usaha dengan 7 BTO* (*Taken-Over Banks*) lainnya pada tahun 2000	192,480,000,000	Shares issued in connection with the Bank's merger with 7 Taken-Over Banks* (BTOs) in 2000
Jumlah	488,452,200,000	Total
Peningkatan nilai nominal saham menjadi Rp 100 (nilai penuh) per saham melalui pengurangan jumlah saham (*reverse stock split*) di tahun 2001	: 20 24,422,610,000	Increase in par value to Rp 100 (full amount) per share through reduction in total number of shares (reverse stock split) in 2001
Peningkatan nilai nominal saham menjadi Rp 500 (nilai penuh) per saham melalui pengurangan jumlah saham (*reverse stock split*) di tahun 2003	: 5 4,884,522,000	Increase in par value to Rp 500 (full amount) per share through reduction in total number of shares (reverse stock split) in 2003
Saham yang berasal dari Penawaran Umum Terbatas dengan Hak Memesan Efek Terlebih Dahulu (*Rights Issue*) IV pada tahun 2009	3,314,893,116	Shares from Limited Public Offering with Pre-emptive Rights (Rights Issue) IV in 2009
Saham yang berasal dari Penawaran Umum Terbatas dengan Hak Memesan Efek Terlebih Dahulu (*Rights Issue*) V pada tahun 2011	1.162.285.399	Shares from Limited Public Offering with Pre-emptive Rights (Rights Issue) V in 2011
Saham yang diterbitkan dalam rangka Program Kompensasi Karyawan/Manajemen Berbasis Saham (tahap I – III)		Shares issued in connection with Employee/Management Stock Option Program (tranche I – III)
- 2005	13,972,000	2005 -
- 2006	24,863,000	2006 -
- 2007	87,315,900	2007 -
- 2008	13,057,800	2008 -
- 2009	29,359,300	2009 -
- 2010	26,742,350	2010 -
- 2011	5.232.500	2011 -
Jumlah saham seri B pada tanggal 31 Desember 2011	9.562.243.365	Total B series shares as at December 31, 2011

* 7 BTOs consist of PT Bank Duta Tbk, PT Bank Rama Tbk, PT Bank Tamara Tbk, PT Bank Nusa Nasional Tbk, PT Bank Pos Nusantara, PT Jayabank International and PT Bank Risjad Salim Internasional.

* 7 BTOs consist of PT Bank Duta Tbk, PT Bank Rama Tbk, PT Bank Tamara Tbk, PT Bank Nusa Nasional Tbk, PT Bank Pos Nusantara, PT Jayabank International and PT Bank Risjad Salim Internasional.

Penawaran Umum Terbatas V
Rights Issue (Limited Public Offering) V

Danamon melakukan Penawaran Umum Terbatas V kepada pemegang saham perusahaan terkait penawaran Saham Baru Seri B sebanyak 1.162.285.399 saham Seri B dengan nilai nominal sebesar Rp 500 (nilai penuh) per lembar saham yang tercatat di Bursa Efek Indonesia (BEI). Ringkasan Penawaran Umum Terbatas V yang diadakan pada semester ketiga tahun 2011 adalah sebagai berikut:

Danamon conducted Rights Issue V to the shareholders of the company in relation to the issuance of Rights for New Series B Shares representing 1.162.285.399 New Series B shares with a nominal value of Rp 500 (full amount) for each share which are listed on the Indonesia Stock Exchange (IDX). The following is the summary of Rights Issue V which was held in the third quarter of 2011:

Tanggal Pernyataan Efektif/Tanggal Pencatatan BEI Effective Statement Date/IDX Listing Date	Hasil Penawaran Umum Bersih (Rp miliar) Net Public Offering Proceeds (Rp billion)	Penggunaan Hasil Penawaran Umum Use of Proceeds	Lembaga Penunjang Profesi Pasar Modal The Capital Market Supporting Institutions and Professionals
24 Agustus 2011/ 14 September 2011	4.926 (setelah Rp 71 miliar biaya penawaran umum)	Hasil penerbitan telah habis digunakan untuk penyaluran kredit di segmen mikro, UKM dan pembiayaan otomotif. Penggunaan tersebut juga telah dilaporkan kepada Bapepam LK guna memenuhi peraturan Bapepam LK No.X.K.4 melalui surat No.B.006-Corp.Sec tertanggal 10 Januari 2012. Penerbitan tersebut juga telah memperkokoh posisi permodalan dalam menghadapi ketidakpastian ekonomi global serta membantu Danamon untuk persiapan implementasi Basel II pada tahun 2012 dan Basel III yang rencananya akan dilaksanakan pada tahun 2015-2019.	Akuntan Publik Public Accountant Siddharta & Widjaja (a member firm of KPMG International) Konsultan Hukum Legal Consultant Hadiputranto, Hadinoto & Partners Notaris Notary Fathiah Helmi, SH
24 August 2011/ 14 September 2011	(after Rp 71 billion public offering expense)	The proceeds has been fully used to extend credit in the micro, SME and auto finance segments. The use of the proceeds has been reported to Bapepam LK in compliance with Bapepam LK regulation No.X.K.4 through the Bank's letter No.B.006-Corp.Sec dated January 10, 2012. The issuance had also strengthened the Bank's capital position in light of uncertain global economic conditions and had allowed Danamon to prepare for Basel II implementation in 2012 and Basel III which is projected to be implemented in 2015-2019.	Biro Administrasi Efek Registrar PT Raya Saham Registra Penjamin Emisi Underwriter Citigroup Global Markets Singapore Pte. Ltd.; Deutsche Bank AG, Hongkong Branch

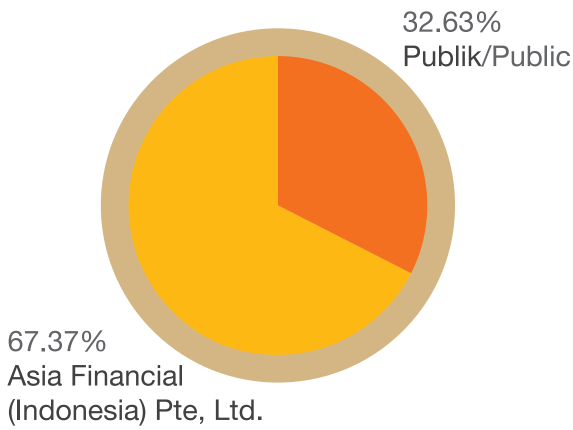
Struktur Kepemilikan Saham
Ownership Structure

Temasek Holdings (Private) Limited
▼ 100%
Fullerton Management Pte Ltd
▼ 100%
Fullerton Financial Holdings Pte Ltd
▼ 100%
ASIA FINANCIAL (INDONESIA) PTE LTD
▼ 67.37%
PT Bank Danamon Indonesia, Tbk.

Pemegang Saham per Desember 2011
Shareholders as of December 2011

Asia Financial (Indonesia) Pte.Ltd. 67.37%
(6,457,558,472 saham/shares)
Publik Seri A/Public Serie A: 0.23%
(22,400,000 saham/shares)
Publik Seri B/Public Serie B: 32.40%
(3,104,684,893 saham/shares)

Komposisi Pemegang Saham
Shareholders' Composition
(per 31 Desember 2011 as of December 31, 2011)



Penerbitan Obligasi
Bonds Issuance

Nama Obligasi/ Jumlah Nominal/ Peringkat Name of the Bonds/ Nominal Amount/ Rating	Tanggal Pernyataan Efektif/ Tanggal Pencatatan BEI Effective Statement Date/IDX Listing Date	Seri Series	Jumlah Nominal (Rp miliar) Nominal Amount (Rp bn)	Suku Bunga Tetap Kuartalan per Tahun/ Pembayaran Pertama/ Pembayaran Terakhir Quarterly Fixed Interest Rate p.a./First Payment/Last Payment	Tanggal Jatuh Tempo Due Date	Pembayaran Angsuran Pokok Principal Installment	Nilai Bersih IPO (Rp miliar) Net Initial Public Offering Fund (Rp bn)	Penggunaan Hasil Penerbitan/Penawaran Umum Use of Proceeds	Lembaga Penunjang Profesi Pasar Modal The Capital Market Supporting Institutions and Professionals
Obligasi Bank Danamon I Tahun 2007/1.500/idAA+ Bank Danamon Bonds I Year 2007/1,500/idAA+ a)	9 April 2007/ 20 April 2007 9 April 2007/ 20 April 2007	A	250	9,4%/19 Juli 2007/pada tanggal jatuh tempo 9.4%/19 July 2007/on due date	19 April 10	19 April 2010 (*bullet payment* pada tanggal jatuh tempo) 19 April 2010 (bullet payment on due date)	1,490 (setelah Rp 10 miliar biaya penawaran umum) (after Rp 10 billion public offering expense)	Hasil penerbitan telah sepenuhnya digunakan untuk pengembangan kredit di segmen mikro, UKM dan segmen-segmen lainnya dan telah dilaporkan ke Bapepam LK sesuai ketentuan Bapepam LK No. X.K.4 melalui surat No.B.399-Corp.Sec tertanggal 13 Agustus 2007. Seluruh pokok Obligasi I Seri A telah dilunasi pada tanggal 19 April 2010. The proceeds has been fully used to extend credit in micro, SME and other segments, and has been reported to Bapepam LK in compliance with Bapepam LK regulation No.X.K.4 through the Bank's letter No.B.399-Corp.Sec dated 13 August 2007. The principal balance of Bond I Series A has been fully paid on 19 April 2010.	Kustodian Custodian **PT Bank Mega Tbk** Akuntan Publik Public Accountant **Haryanto Sahari & Rekan (a member firm of PricewaterhouseCoopers)** Konsultan Hukum Law Consultant **Hadiputranto, Hadinoto & Partners** Perusahaan Pemeringkat Rating Company **Pefindo** Penjamin Emisi Underwriter **PT Kresna Graha Sekurindo, PT Nikko Securities Indonesia, PT Optima Kharya Capital, PT Samuel Sekuritas**
		B	1,250	10,6%/19 Jul 2007/pada tanggal jatuh tempo 10.6%/19 Jul 2007/on due date	19 April12	19 April 2012 (*bullet payment* pada tanggal jatuh tempo) 19 April 2012 (bullet payment on due date)			
Obligasi Bank Danamon II Tahun 2010 dengan Suku Bunga Tetap/2.800/idAA+ Bank Danamon Bonds II Year 2010 with Fixed Rate Interest/2,800/ idAA+ a)	29 Nopember 2010/ 10 Desember 2010 29 November 2010/ 10 December 2010	A	1,879	8,75%/9 Maret 2011/pada tanggal jatuh tempo 8.75%/9 March 2011/on due date	9 Desember 2013 9 December 2013	9 Desember 2013 (*bullet payment* pada tanggal jatuh tempo) 9 December 2013 (bullet payment on due date)	2,786 (setelah Rp 14 miliar biaya penawaran umum) (after Rp 14 billion public offering expense)	Hasil penerbitan telah sepenuhnya digunakan untuk pengembangan kredit mikro (60%), UKM (25%) dan segmen lainnya (15%), dan telah dilaporkan ke Bapepam LK sesuai ketentuan Bapepam LK No. X.K.4 melalui surat No.B.011-Corp.Sec tertanggal 14 Januari 2011. The proceeds has been fully used to extend credit in micro (60%), SME (25%) and others segments (15%), and other segments, and has been reported to Bapepam LK in compliance with Bapepam LK regulation No.X.K.4 through the Bank's letter No.B.011-Corp.Sec dated 14 January 2011.	Kustodian Custodian **PT Bank Mandiri (Persero) Tbk** Akuntan Publik Public Accountant **Siddharta & Widjaja (a member firm of KPMG International)** Konsultan Hukum Law Consultant **Hadiputranto, Hadinoto & Partners** Perusahaan Pemeringkat Rating Company **Pefindo** Penjamin Emisi Underwriter **PT Victoria Sekuritas**
		B	921	9,00%/9 Maret 2011/pada tanggal jatuh tempo 9,00%/9 March 2011/on due date	9 Desember 2015 9 December 2015	9 Desember 2015 (*bullet payment* pada tanggal jatuh tempo) 9 December 2015 (bullet payment on due date)			

Nama Obligasi/ Jumlah Nominal/ Peringkat Name of the Bonds/ Nominal Amount/ Rating	Tanggal Pernyataan Efektif/ Tanggal Pencatatan BEI Effective Statement Date/IDX Listing Date	Seri Series	Jumlah Nominal (Rp miliar) Nominal Amount (Rp bn)	Suku Bunga Tetap Kuartalan per Tahun/ Pembayaran Pertama/ Pembayaran Terakhir Quarterly Fixed Interest Rate p.a./First Payment/Last Payment	Tanggal Jatuh Tempo Due Date	Pembayaran Angsuran Pokok Principal Installment	Nilai Bersih IPO (Rp miliar) Net Initial Public Offering Fund (Rp bn)	Penggunaan Hasil Penerbitan/Penawaran Umum Use of Proceeds	Lembaga Penunjang Profesi Pasar Modal The Capital Market Supporting Institutions and Professionals
Obligasi Adira Dinamika Multi Finance I Tahun 2003/500/idA- (Single A minus, Stable Outlook)	23 April 2003/ 8 Mei 2003	A	63	14,125%/6 Agustus 2003/ pada tanggal jatuh tempo 14.125%/6 August 2003/on due date	6 Mei 2008 6 May 2008	Kuartalan sejak kuartal ke-13 Quarterly since the 13th quarter	490 (setelah Rp 10 miliar biaya penawaran umum) (after Rp 10 billion public offering expense)	Hasil penerbitan telah sepenuhnya digunakan untuk pembiayaan otomotif (Surat No. 024/ CS/VII/2003 tanggal 30 Juni 2003). Seluruh pokok Seri A dan Seri B telah sepenuhnya dilunasi pada tanggal 6 Mei 2008. The proceeds has been fully used for automotive financing (Letter No. 024/CS/ VII/2003 dated 30 June 2003). The principal balance of Series A and Series B has been fully paid on 6 May 2008.	Kustodian Custodian PT Bank Permata Tbk Akuntan Publik Public Accountant Drs. Thomas, Trisno, Hendang & Rekan Konsultan Hukum Law Consultant Thamrin & Rachman Perusahaan Pemeringkat Rating Company Pefindo Penjamin Emisi Underwriter PT Alpha Sekuritas Indonesia, PT Artha Securities Tbk, PT Asjaya Indosurya Securities, PT Batavia Prosperindo Sekuritas, PT BNI Securities, PT Danatama Makmur Securities, PT Danpac Securities, PT Dhanawibawa Arthacemerlang, PT General Capital Indonesia, PT Harita Securities, PT Indokapital Securities, PT Investindo Nusantara Sekuritas, PT Kresna Graha Sekurindo Tbk, PT Makinta Securities, PT Mandari Securities Indonesia, PT Madani Securities, PT Mitra Investdana Sekurindo, PT Niaga Sekuritas, PT Pentasena Arthasentosa, PT Pratama Securities, PT Secorinvest Central Gani
Adira Dinamika Multi Finance Bonds I Year 2003/500/idA- (Single A minus, Stable Outlook)	23 April 2003/ 8 May 2003	B	437	14,125%/6 Agustus 2003/ pada tanggal jatuh tempo 14.125%/6 August 2003/on due date	6 Mei 2008 6 May 2008	6 Mei 2008 (*bullet payment* pada tanggal jatuh tempo) 6 May 2008 (bullet payment on due date)			
Obligasi Adira Dinamika Multi Finance II Tahun 2006/750/idAA Adira Dinamika Multi Finance Bonds II Year 2006/750/idAA	24 Mei 2006/ 9 Juni 2006 24 May 2006/ 9 June 2006	A	570	14,40%/8 September 2006/pada tanggal jatuh tempo 14.40%/8 September 2006/on due date	8 Juni 2009 8 June 2008	8 Juni 2009 (*bullet payment* pada tanggal jatuh tempo) 8 June 2009 (bullet payment on due date)	745 (setelah Rp 5 miliar biaya penawaran umum) (after Rp 5 billion public offering expense)	Hasil penerbitan telah sepenuhnya digunakan untuk pembiayaan otomotif (Surat No. 149/ ADMF/IX/2006 tanggal 14 September 2006). Seluruh pokok Obligasi II Seri A dan B telah sepenuhnya dibayar masing-masing pada tanggal 8 Juni 2009 dan 4 Juni 2010. The proceeds has been fully used for automotive financing (Letter No. 149/ADMF/IX/2006 dated 14 Sep 2006). The principal balance of Bonds II Series A and Series B has been fully paid on 8 June 2009 and 4 June 2010, respectively.	Kustodian Custodian PT Bank Permata Tbk Akuntan Publik Public Accountant Haryanto Sahari & Rekan (a member firm of PricewaterhouseCoopers) Konsultan Hukum Law Consultant Thamrin & Rachman Perusahaan Pemeringkat Rating Company Pefindo Penjamin Emisi Underwriter PT Artha Securities Tbk, PT Asia Kapitalindo Securities Tbk, PT Bumiputera Capital Indonesia, PT CIMB-GK Securities Indonesia, PT Mega Capital Indonesia, PT Optima Kharya Capital Securities
b)		B	90	14,50%/8 September 2006/pada tanggal jatuh tempo 14.50%/8 September 2006/on due date	8 Juni 2010 8 June 2010	8 Juni 2010 (*bullet payment* pada tanggal jatuh tempo) 8 June 2010 (bullet payment on due date)			
		C	90	14,60%/ 8 September 2006/pada tanggal jatuh tempo 14.60%/8 September 2006/on due date	8 Juni 2011 8 June 2011	8 Juni 2011 (*bullet payment* pada tanggal jatuh tempo) 8 June 2011 (bullet payment on due date)			

Nama Obligasi/ Jumlah Nominal/ Peringkat Name of the Bonds/ Nominal Amount/ Rating	Tanggal Pernyataan Efektif/ Tanggal Pencatatan BEI Effective Statement Date/IDX Listing Date	Seri Series	Jumlah Nominal (Rp miliar) Nominal Amount (Rp bn)	Suku Bunga Tetap Kuartalan per Tahun/ Pembayaran Pertama/ Pembayaran Terakhir Quarterly Fixed Interest Rate p.a./First Payment/Last Payment	Tanggal Jatuh Tempo Due Date	Pembayaran Angsuran Pokok Principal Installment	Nilai Bersih IPO (Rp miliar) Net Initial Public Offering Fund (Rp bn)	Penggunaan Hasil Penerbitan/Penawaran Umum Use of Proceeds	Lembaga Penunjang Profesi Pasar Modal The Capital Market Supporting Institutions and Professionals
Obligasi Adira Dinamika Multi Finance III Tahun 2009/500/idAA+ Adira Dinamika Multi Finance Bonds III Year 2009/500/ idAA+ c)	4 Mei 2009/ 14 Mei 2009 4 May 2009/ 14 May 2009	A	46	12,55%/13 Agustus 2009/ pada tanggal jatuh tempo 12.55%/13 August 2009/on due date	18 Mei 2010 18 May 2010	18 Mei 2010 (*bullet payment* pada tanggal jatuh tempo) 18 May 2010 (bullet payment on due date)	496 (setelah Rp 4 miliar biaya penawaran umum) (after Rp 4 billion public offering expense)	Hasil penerbitan telah sepenuhnya digunakan untuk pembiayaan otomotif (Surat No. 074/ ADMF/VII/2009 tanggal 2 Juli 2009). Seluruh pokok Obligasi III Seri A telah sepenuhnya dibayar pada tanggal 18 Mei 2010. The proceeds has been fully used for automotive financing (Letter No. 074/ADMF/VII/2009 dated 2 July 2009). The principal balance of Bonds III series A has been fully paid on 18 May 2010.	Kustodian Custodian PT Bank Negara Indonesia (Persero) Tbk Akuntan Publik Public Accountant Siddharta & Widjaja (a member firm of KPMG International) Konsultan Hukum Law Consultant Thamrin & Rachman Perusahaan Pemeringkat Rating Company Pefindo Penjamin Emisi Underwriter PT Mega Capital Indonesia, PT Sinarmas Sekuritas, PT Victoria Sekuritas
		B	51	13,55%/13 Agustus 2009/ pada tanggal jatuh tempo 13.55%/13 August 2009/on due date	13 Mei 2011 13 May 2011	13 Mei 2011 (*bullet payment* pada tanggal jatuh tempo) 13 May 2011 (bullet payment on due date)			
		C	403	14,60%/13 Agustus 2009/ pada tanggal jatuh tempo 14.60%/13 August 2009/on due date	13 Mei 2012 13 May 2012	13 Mei 2012 (*bullet payment* pada tanggal jatuh tempo) 13 May 2012 (bullet payment on due date)			
Obligasi Adira Dinamika Multi Finance IV Tahun 2010/2.000/idAA+ Adira Dinamika Multi Finance IV Bonds Year 2010/2.000/idAA+ d)	21 Oktober 2010/ 1 Nopember 2010 21 October 2010/ 1 November 2010	A	229	7,60%/ 29 Januari 2011/pada tanggal jatuh tempo 7.60%/29 January 2011/ on due date	29 April 2012 29 April 2012	29 April 2012 (bullet *payment* pada tanggal jatuh tempo) 29 April 2012 (bullet payment on due date)	1,992 (setelah Rp 8 miliar biaya penawaran umum) (after Rp 8 billion public offering expense)	Hasil penerbitan telah sepenuhnya digunakan untuk pembiayaan otomotif (Surat No. 178/ ADMF/CS/XII/10 tanggal 22 Desember 2010). The proceeds has been fully used for automotive financing (Letter No. 178/ADMF/CS/XII/10 dated 22 December 2010).	Kustodian Custodian PT Bank Negara Indonesia (Persero) Tbk Akuntan Publik Public Accountant Siddharta & Widjaja (a member firm of KPMG International) Konsultan Hukum Law Consultant Thamrin & Rachman
		B	238	8,25%/29 Januari 2011/ pada tanggal jatuh tempo 8.25%/29 January 2011/ on due date	29 Oktober 2012 29 October 2012	29 Oktober 2012 (bullet *payment* pada tanggal jatuh tempo) 29 October 2012 (bullet payment on due date)			Perusahaan Pemeringkat Rating Company Pefindo Penjamin Emisi Underwriter PT Bumiputera Capital Indonesia, PT Mega Capital Indonesia, PT Panca Global Securities, PT Victoria Sekuritas
		C	577	8,70%/29 Januari 2011/ pada tanggal jatuh tempo 8.70%/29 January 2011/ on due date	29 April 2013 29 April 2013	29 April 2013 (bullet *payment* pada tanggal jatuh tempo) 29 April 2013 (bullet payment on due date)			
		D	284	9,00%/29 Januari 2011/ pada tanggal jatuh tempo 9.00%/29 January 2011/ on due date	29 Oktober 2013 29 October 2013	29 Oktober 2013 (bullet *payment* pada tanggal jatuh tempo) 29 October 2013 (bullet payment on due date)			
		E	672	9,25%/29 Januari 2011/ pada tanggal jatuh tempo 9.25%/29 January 2011/ on due date	29 Oktober 2014 29 October 2014	29 Oktober 2014 (bullet *payment* pada tanggal jatuh tempo) 29 October 2014 (bullet payment on due date)			

Nama Obligasi/ Jumlah Nominal/ Peringkat Name of the Bonds/ Nominal Amount/ Rating	Tanggal Pernyataan Efektif/ Tanggal Pencatatan BEI Effective Statement Date/IDX Listing Date	Seri Series	Jumlah Nominal (Rp miliar) Nominal Amount (Rp bn)	Suku Bunga Tetap Kuartalan per Tahun/ Pembayaran Pertama/ Pembayaran Terakhir Quarterly Fixed Interest Rate p.a./First Payment/Last Payment	Tanggal Jatuh Tempo Due Date	Pembayaran Angsuran Pokok Principal Installment	Nilai Bersih IPO (Rp miliar) Net Initial Public Offering Fund (Rp bn)	Penggunaan Hasil Penerbitan/Penawaran Umum Use of Proceeds	Lembaga Penunjang Profesi Pasar Modal The Capital Market Supporting Institutions and Professionals
Obligasi Adira Dinamika Multi Finance V Tahun 2011/idAA+ Adira Dinamika Multi Finance V Bonds Year 2011 idAA+ e)	18 Mei 2011/ 30 Mei 2011 18 May 2011/ 30 May 2011	A	612	8,00%/27 Agustus 2011/ pada tanggal jatuh tempo 8.00%/27 August 2011/on due date	31 Mei 2012 31 May 2012	31 Mei 2012 (*bullet payment* pada tanggal jatuh tempo) 31 May 2012 (bullet payment on due date)	2,492 Rp 8 milliar biaya penawaran umum 2,492 After Rp 8 billion of bonds issuance fee	Hasil penerbitan sepenuhnya digunakan untuk pembiayaan otomotif (Surat No. 087/ ADMF/CS/VII/2011 tanggal 18 Juli 2011). Fully used for automotive financing (Letter No. 087/ADMF/CS/VII/2011 dated 18 July 2011).	Kustodian Custodian: PT Bank Negara Indonesia (Persero) Tbk Akuntan Publik Public Accountant: Siddharta Siddharta & Widjaja (a member firm of KPMG International) Law Consultant: Konsultan Hukum Thamrin & Rachman Rating Company: Perusahaan Pemeringkat PT Pemeringkat Efek Indonesia
		B	160	8,00%/27 Agustus 2011/ pada tanggal jatuh tempo 8.00%/27 August 2011/on due date	27 Mei 2013 27 May 2013	27 Mei 2013 (*bullet payment* pada tanggal jatuh tempo) 27 May 2013 (bullet payment on due date)			
		C	567	9,60%/27 Agustus 2011/ pada tanggal jatuh tempo 9.60%/27 August 2011/on due date	27 Mei 2014 27 May 2014	27 Mei 2014 (*bullet payment* pada tanggal jatuh tempo) 27 May 2014 (bullet payment on due date)			
		D	1161	10,00%/27 Agustus 2011/ pada saat jatuh tempo 10.00%/27 August 2011/on due date	27 Mei 2015 27 May 2015	27 Mei 2015 (*bullet payment* pada tanggal jatuh tempo) 27 May 2015 (bullet payment on due date)			
Obligasi Berkelanjutan I Adira Dinamika Multi Finance Tahun 2011/idAA+ Adira Dinamika Multi Finance Continuous Bond I Year 2011 idAA+ f)	9 Desember 2011/19 Desember 2011 9 December 2011/19 December 2011	A	325	7,75%/16 Maret 2012/pada tanggal jatuh tempo 7.75%/16 March 2012/on due date	16 Desember 2013 16 December 2013	27 Mei 2015 (*bullet payment* pada tanggal jatuh tempo) 27 May 2015 (bullet payment on due date)	2,514 Setelah Rp 8,5 miliar biaya penawaran umum 2,514 after Rp 8.5 billion bonds issuance expense	Hasil penerbitan sepenuhnya digunakan untuk pembiayaan otomotif (Surat No. 003/ADMF/CS/I/2012 tanggal 13 Januari 2012). Fully used for automotive financing (Letter No.003/ ADMF/CS/I/2012 dated 13 January 2012).	Custodian: Kustodian PT Bank Negara Indonesia (Persero) Tbk Public Accountant: Akuntan Publik Siddharta Siddharta & Widjaja (a member firm of KPMG International) Law Consultant: Konsultan Hukum Thamrin & Rachman Rating Company: Perusahaan Pemeringkat PT Pemeringkat Efek Indonesia
		B	665	8,00%/16 Maret 2012/pada tanggal jatuh tempo 8.00%/16 March 2012/on due date	16 Desember 2014 16 December 2014	16 Desember 2014 (*bullet payment* pada tanggal jatuh tempo) 16 Dec 2014 (bullet payment on due date)			
		C	1.533	9,00%/16 Maret 2012/pada tanggal jatuh tempo 9.00%/16 March 2012/on due date	16 Desember 2016 16 December 2016	16 Des 2016 (*bullet payment* pada tanggal jatuh tempo 16 Dec 2016 (bullet payment on due date)			

a) Beberapa pembatasan termasuk tidak melakukan penggabungan usaha, perubahan bisnis utama Bank serta pengurangan modal dasar, modal ditempatkan dan modal disetor. Tidak dijamin dengan jaminan khusus, akan tetapi dijamin dengan seluruh harta kekayaan Bank, baik barang bergerak maupun barang tidak bergerak, baik yang telah ada maupun yang akan ada di kemudian hari sesuai dengan ketentuan dalam pasal 1131 dan 1132 Kitab Undang-undang Hukum Perdata (KUHP) Indonesia.
b) Adira Finance tidak diperkenankan, antara lain membagi dividen selama lalai dalam membayar jumlah terutang obligasi, melakukan penggabungan usaha serta menjual atau mengalihkan lebih dari 40% asetnya yang bukan piutang pembiayaan konsumen. Dijamin dengan piutang pembiayaan konsumen sebesar Rp 54 miliar dan Rp 108 miliar per tanggal 31 Desember 2010 dan 2009 serta rasio jumlah pinjaman terhadap ekuitas tidak melebihi 7,5:1. Selama periode tersebut obligasi yang diterbitkan belum dilunasi.
c) Adira Finance tidak diperkenankan, antara lain membagi dividen selama lalai dalam membayar jumlah terutang obligasi, melakukan penggabungan usaha serta menjual atau mengalihkan lebih dari 40% asetnya yang bukan piutang pembiayaan konsumen. Dijamin dengan piutang pembiayaan konsumen sebesar Rp 272 miliar dan Rp 300 miliar per tanggal 31 Desember 2010 dan 2009 dan rasio jumlah pinjaman terhadap ekuitas tidak melebihi 10:1.
d) Adira Finance tidak diperkenankan, antara lain membagi dividen selama lalai dalam membayar jumlah terutang obligasi, melakukan penggabungan usaha serta menjual atau mengalihkan lebih dari 40% asetnya yang bukan piutang pembiayaan konsumen. Dijamin dengan piutang pembiayaan konsumen sebesar Rp 600 miliar per tanggal 31 Desember 2010 dengan rasio jumlah pinjaman terhadap ekuitas tidak melebihi 10:1
e) Adira Finance tidak diperkenankan, antara lain membagi dividen selama lalai dalam membayar jumlah terutang obligasi, melakukan penggabungan usaha serta menjual atau mengalihkan lebih dari 40% asetnya yang bukan piutang pembiayaan konsumen. Dijamin dengan piutang pembiayaan konsumen sebesar Rp 1.500 miliar per tanggal 31 Desember 2011 dengan rasio jumlah pinjaman terhadap ekuitas tidak melebihi 10:1
f) Adira Finance tidak diperkenankan, antara lain membagi dividen selama lalai dalam membayar jumlah terutang obligasi, melakukan penggabungan usaha serta menjual atau mengalihkan lebih dari 40% asetnya yang bukan piutang pembiayaan konsumen. Dijamin dengan piutang pembiayaan konsumen sebesar Rp 630 miliar per tanggal 31 Desember 2011 dengan rasio jumlah pinjaman terhadap ekuitas tidak melebihi 10:1

a) Some negative covenants include restrictions on merger, change of the Bank's main business as well as the reduction of authorized capital, issued capital and paid-up capital. Not secured by specific guarantee, but secured by all the Bank's assets, moveable and non-moveable assets, including assets that already owned and will be owned in the future in accordance with Article 1131 and 1132 of Indonesia's Civil Code
b) Adira Finance is not allowed to, among others, declare dividends in the event that Adira Finance defaults on its bond obligations, merge and sell or assign more than 40% of Adira Finance's asset which are non-consumer financing receivables. Secured by consumer financing receivables of Rp 54 billion and Rp 108 billion, at December 31, 2010, and 2009, respectively, and debt to equity ratio at the maximum of 7.5:1.
c) Adira Finance is not allowed to, among others, declare dividends in the event that Adira Finance defaults on its bond obligations, merge and sell or assign more than 40% of Adira Finance's asset which are non-consumer financing receivables. Secured by consumer financing receivables of Rp 272 billion and Rp 300 billion as at December 31, 2010, and 2009, respectively, and debt to equity ratio at the maximum of 10:1.
d) Adira Finance is not allowed to, among others, declare dividends in the event that Adira Finance defaults on its bond obligations, merge and sell or assign more than 40% of Adira Finance's asset which are non-consumer financing receivables. Secured by consumer financing receivables of Rp 600 billion as at December 31, 2010 and debt to equity ratio at the maximum of 10:1.
e) Adira Finance is not allowed to, among others, declare dividends in the event that Adira Finance defaults on its bond obligations, merge and sell or assign more than 40% of Adira Finance's asset which are non-consumer financing receivables. Secured by consumer financing receivables of Rp 1,500 billion as at December 31, 2011, and debt to equity ratio at the maximum of 10:1.
f) Adira Finance is not allowed to, among others, declare dividends in the event that Adira Finance defaults on its bond obligations, merge and sell or assign more than 40% of Adira Finance's asset which are non-consumer financing receivables. Secured by consumer financing receivables of Rp 630 billion as at December 31, 2011, and debt to equity ratio at the maximum of 10:1.

Peringkat Kredit dan Outlook
Credit Ratings and Outlook

Perusahaan/Periode Company/Period		
Pefindo/August 2011	Corporate Rating	idAA+/Stable
	Bonds Rating	idAA+/Stable
Standard & Poor's/December2011	Long Term/Short Term Local Currency	BB/B/Stable
	Long Term/Short Term Foreign Currency	BB/B/Stable
Fitch Ratings/November 2011	Long Term/Short Term Foreign Currency	BB+/B/Stable
	National (Long-Term)	AA+ (idn)/Stable
	Individual/Support Rating	C/D/3/Stable
Moody's/December 2011	Global Local Currency Deposit	Baa3/P-3/Stable
	Foreign Currency Long Term/Short Term Deposit	Ba2/NP/Stable
	Bank Financial Strength Rating (BFSR)	D/Stable

Laporan Dewan Komisaris

Report from the Board of Commissioners

Untuk tahun finansial 2011, laba bersih setelah pajak mencapai Rp 3,34 triliun, atau meningkat sekitar 16% dari Rp 2,88 triliun di tahun 2010.

For the financial year 2011, Danamon's Net Profit after Tax (NPAT) rose to Rp 3.34 trillion, which is approximately 16% higher versus the Rp 2.88 trillion achieved in 2010.

Ng Kee Choe
Komisaris Utama
President Commissioner

Para Pemegang Saham Yang Terhormat,

Selama tahun 2011, perekonomian Indonesia terus meraih kinerja yang positif dengan pertumbuhan mencapai 6,5% dibanding 6,1% di tahun sebelumnya. Pertumbuhan tersebut merupakan bukti ketangguhan ekonomi domestik, karena dicapai di tengah meningkatnya ketidakpastian ekonomi global terutama akibat krisis hutang di zona Eropa dan lambatnya pemulihan ekonomi Amerika Serikat. Tingkat inflasi berhasil ditekan sampai sebesar 3,79% dan Bank Indonesia (BI) menurunkan tingkat suku bunganya menjadi 6,0%. Cadangan mata uang asing tetap terjaga sebesar USD 110 miliar sedangkan Indeks Harga Saham Gabungan meraih pertumbuhan 3,2%, ditutup pada level 3.821,99 di akhir 2011.

Stabilitas ekonomi domestik telah mendorong kinerja sektor perbankan Indonesia yang positif.

Industri perbankan tetap tangguh dan sehat. Rasio kecukupan modal (KPMM) sektoral mencapai 16,1%, jauh di atas persyaratan sebesar 8%.

Dear Shareholders,

In 2011 the Indonesian economy continued to perform well with a growth rate of 6.5% versus 6.1% last year. Reflecting the resilience of the domestic economy, the growth was achieved in the midst of increased volatilities and growing uncertainties in the global economy arising largely from the European debt crisis and the tentative recovery of the U.S. economy. Inflation for the year was brought down to 3.79% and Bank Indonesia (BI) lowered its benchmark rate to 6.0%. The foreign exchange reserves of the country remained healthy at USD 110 billion while the Indonesian Stock Composite Index registered a 3.2% increase, closing at 3,821.99 at year-end.

The stable domestic economic environment underpinned another year of good performance for banks in Indonesia.

The banking industry remained strong and healthy. The capital adequacy ratio (CAR) of the sector as a whole stood at 16.1%, well above the regulatory requirement of 8%.

Pertumbuhan kredit mencapai sebesar 25% sedangkan kualitas aset tetap terjaga dengan rasio kredit bermasalah hanya sebesar 2,2% di 31 Desember 2011.

Evaluasi Kinerja 2011

Manajemen telah berhasil membukukan kinerja yang memuaskan dalam mengimplementasikan inisiatif dan sasaran strategi tahun 2011.

Untuk tahun finansial 2011, laba bersih setelah pajak mencapai Rp 3,34 triliun, atau meningkat sekitar 16% dari sebesar Rp 2,88 triliun di tahun 2010. Pendapatan operasional tumbuh sekitar 13% mencapai Rp 15 triliun dari Rp 13,2 triliun di tahun sebelumnya. Pendapatan bunga bersih mencapai Rp 10,8 triliun, atau tumbuh 9% dibandingkan tahun sebelumnya, didukung oleh pertumbuhan kredit bruto sebesar 23%, mencapai Rp 101,7 triliun. Semua segmen unit usaha kredit meraih pertumbuhan positif: usaha pembiayaan otomotif melalui Adira Finance tumbuh 35% mencapai Rp 41,4 triliun, Danamon Simpan Pinjam (DSP) dan UKM meningkat 15% mencapai Rp 31 triliun, sedangkan kredit komersial dan *wholesale* tumbuh 18% menjadi Rp 22,5 triliun dan bisnis *Asset Based Financing* meraih pertumbuhan 59% menjadi sebesar Rp 4,6 triliun. Usaha-usaha yang relatif baru di kredit konsumer melalui Adira Kredit yang menawarkan pembiayaan barang konsumen dan Solusi Emas, solusi pembiayaan syariah berbasis emas, juga meraih kinerja positif. Pertumbuhan kredit tersebut terus didukung oleh pengelolaan risiko yang berhati-hati dan penuh disiplin, seperti tercermin dari kualitas portofolio kredit dengan rasio NPL sebesar 2,5% di akhir 2011.

Pendapatan imbal jasa yang diperoleh Danamon dan anak-anak perusahaan juga meningkat signifikan sebesar 24% menjadi Rp 4,1 triliun di tahun 2011 dari Rp 3,3 triliun di tahun sebelumnya. Patut dicatat bahwa Danamon telah membentuk kemitraan *bancassurance* strategis dengan Manulife Indonesia, salah satu perusahaan asuransi jiwa dan manajemen aset terbesar yang beroperasi di Indonesia. Kemitraan ini akan meningkatkan kemampuan Danamon dalam menawarkan ragam produk dan layanan bekerja sama dengan Manulife, sehingga di masa mendatang akan memperluas sumber pendapatan Danamon.

Adira Insurance, anak perusahaan kami di bidang asuransi umum, berhasil meraih kinerja positif dengan laba bersih setelah pajak sebesar Rp 336 miliar, atau tumbuh 25% dibandingkan tahun sebelumnya. Premi bruto tumbuh 36% mencapai Rp 1,5 triliun.

Selama tahun 2011, Danamon terus melakukan investasi untuk memperkuat bisnis pendanaannya melalui perluasan jaringan cabang serta program-program pemasaran dan promosi.

Total loan growth for the industry topped 25% for the year while overall asset quality was maintained: the non-performing loan ratio stood at only 2.2% as at December 31, 2011.

2011 Performance Evaluation

Management has delivered an overall strong performance against the strategic initiatives and goals set for 2011.

For the financial year 2011, Danamon's Net Profit after Tax (NPAT) rose to Rp 3.34 trillion, which is approximately 16% higher versus the Rp 2.88 trillion achieved in 2010. Operating income increased by approximately 13% to Rp 15 trillion from Rp 13.2 trillion a year earlier. Net interest income topped Rp 10.8 trillion, an increase of 9% from last year on the back of a 23% growth in total gross loans of Rp 101.7 trillion. All segments of the lending business units registered good growth during the year: the auto financing business through Adira Finance grew by 35% to Rp 41.4 trillion, Danamon Simpan Pinjam (DSP) and SME expanded by 15% to Rp 31 trillion, while commercial and wholesale lending grew by 18% to Rp 22.5 trillion, and the Asset Based Financing business rose by 59% to Rp 4.6 trillion. The relatively newer consumer mass market businesses in Adira Kredit, which offers white goods financing, and Solusi Emas, a syariah based gold-backed financing solution also performed well. The loan growth continued to be well supported by prudent risk management and discipline as evidenced by the quality and health of the total loan portfolio with NPL standing at 2.5% at year end.

Net fee income generated by Danamon and its subsidiaries also saw a significant increased by 24% to Rp 4.1 trillion in 2011 versus Rp 3.3 trillion in the previous year. Of particular note, Danamon had during the year entered into a strategic bancassurance partnership with Manulife Indonesia, one of the largest and most established life insurance and asset management companies operating in Indonesia. This partnership will further enhance and strengthen the Bank's capability to generate a new suite of products and services together with Manulife, thereby broadening and increasing the revenues base in the future.

Adira Insurance, our general insurance subsidiary, notched up another year of record performance delivering an NPAT of Rp 336 billion or 25% growth over the previous year. Gross written premiums grew 36% to Rp 1.5 trillion.

During the year, Danamon continued to invest and work on strengthening its customer deposit franchise through network expansion as well as enhanced marketing and promotion programs.

Di tahun 2011, lebih dari 394 cabang dan *outlet* baru telah dibuka oleh Danamon dan anak-anak perusahaannya, yang dilengkapi dengan penambahan 175 ATM dan 47 *Cash Deposit Machine* (CDM) baru. Total dana pihak ketiga meningkat sebesar 9% mencapai Rp 88,1 triliun, dengan komposisi pendanaan yang lebih baik, di mana produk giro dan tabungan (CASA) menyumbang 41% dari total pendanaan. Selain itu, sebagai bagian strategi diversifikasi sumber pendanaan bagi Grup Danamon, di tahun 2011 ADMF telah menerbitkan obligasi Rupiah dengan bunga tetap senilai Rp 5 triliun.

Pada tahun 2011 Danamon berhasil meraih peningkatan modal sekitar Rp 5 triliun melalui pelaksanaan penawaran umum terbatas, yang meningkatkan rasio kecukupan modal (KPMM). Per 31 Desember 2011, rasio kecukupan modal konsolidasian dan *stand alone* Danamon mencapai masing-masing sebesar 17,5% dan 16,6%, jauh di atas persyaratan minimum sebesar 8%. Ke depan, pencapaian ini menjadi landasan yang kokoh bagi Danamon untuk meningkatkan pertumbuhannya dan memenuhi ketentuan persyaratan permodalan yang baru di masa mendatang.

Dividen

Dalam Rapat Umum Pemegang Saham Tahunan yang diselenggarakan pada tanggal 30 Maret 2011, pemegang saham telah menyetujui untuk menurunkan rasio pembayaran dividennya dari 50% menjadi 35%. Dividen final untuk tahun finansial 2010 sebesar Rp 1.009 miliar atau Rp 119,87 per saham telah sepenuhnya dibayarkan pada bulan Mei 2011.

Pembayaran dividen untuk tahun finansial 2011 akan diputuskan pada Rapat Umum Pemegang Saham Tahunan bulan Maret 2012.

Aktivitas Dewan Komisaris di Tahun 2011

Dengan gembira saya laporkan bahwa sepanjang tahun 2011, seluruh anggota Dewan Komisaris telah berpartisipasi dalam melakukan tanggung jawab pengawasannya.

Konsultasi dan diskusi yang terbuka antara anggota Dewan Komisaris, Komite-komite di bawah Dewan Komisaris dan Direksi dilaksanakan secara rutin melalui rapat-rapat untuk mengkaji, mengevaluasi dan mengawasi area-area penting dan kunci utama dalam kegiatan dan kinerja Grup Danamon.

Sebanyak 47 Rapat Direksi dan 5 Rapat Dewan Komisaris telah diselenggarakan di tahun 2011. Sedangkan di tingkat Komite, sepanjang tahun telah diselenggarakan 10 rapat Komite Audit, 10 Rapat Komite Pemantau Risiko, 2 Rapat Komite Remunerasi dan Nominasi, serta 2 Rapat Komite Tata Kelola.

Over 394 new branches, kiosks and outlets were added by the Bank and subsidiaries during the year complemented with the opening of 175 new ATMs and 47 Cash Deposit Machine (CDM). Total customer deposits grew by 9% to reach Rp 88.1 trillion with an improved deposit mix in current and savings accounts (CASA) to 41% of total deposits. In addition and as part of an overall strategy to diversify the funding sources of the Group, ADMF successfully raised a fixed rate bond issue of Rp 5 trillion during the year.

During the year, Danamon successfully raised approximately Rp 5 trillion of additional capital via a rights issue, thereby further strengthening its CAR. The consolidated and standalone CAR of Danamon stood at 17.5% and 16.6% respectively as at December 31, 2011, well above the regulatory requirement of 8%. This provides a very strong footing for the bank to pursue future growth opportunities and at the same time positions the Bank to meet new capital requirements going forward.

Dividend Payout

At the Annual General Meeting of Shareholders held on March 30, 2011, the shareholders approved to lower the dividend payout ratio from 50% to 35%. A final dividend for financial year ended 2010 of Rp 1,009 billion or Rp 119.87 per share was fully paid in May 2011.

Dividend payout for the financial year ended 2011 will be tabled at the Annual General Meeting of Shareholders in March 2012.

Board of Commissioners Activities in 2011

I am pleased to report all members of the Board of Commissioners participated actively in carrying out their general and specific supervisory duties during the year.

Open consultations and discussions among members of the Board of Commissioners, the Board Committees and the Board of Directors were regularly conducted through on-site meetings to review, evaluate and monitor critical and key areas of the Group's activities and performances.

A total of 47 Board of Directors meetings and 5 Board of Commissioners meetings were held in 2011. At the Committee levels there were 10 Audit, 10 Risk Monitoring, 2 Remuneration and Nomination, and 2 Corporate Governance Committee meetings held over the year.

Laporan lebih lanjut mengenai kegiatan dan rekomendasi-rekomendasi Dewan Komisaris di tahun 2011 diuraikan lebih lanjut pada bagian Tata Kelola Perusahaan dari Laporan Tahunan ini.

Tata Kelola dan Tanggung Jawab Sosial Danamon

Danamon berkomitmen pada standar tata kelola perusahaan yang tertinggi sebagai dasar untuk membangun kepercayaan dan profesionalisme dengan para pemangku kepentingan. Hal ini telah menjadi bagian integral dari pelaksanan kegiatan dan interaksi Grup Danamon dengan para nasabah, mitra usaha, *vendor*, *regulator* dan pemegang saham/investor. Oleh karenanya, hasil evaluasi mandiri atas praktik tata kelola perusahaan Danamon di tahun 2011 telah menempatkan kami pada peringkat "baik". Danamon juga sepenuhnya menaati semua ketentuan baru dan standar pelaporan keuangan yang mulai berlaku di tahun 2011.

Komitmen Danamon pada tanggung jawab sosial sebagian besar dilaksanakan melalui yayasan sosial kami, Danamon Peduli. Kami bangga bahwa kegiatan unggulan kami, Pasar Sejahtera, yang memfokuskan pada revitalisasi pasar-pasar tradisional di seluruh Indonesia, terus menjaring partisipasi dengan antusiasme tinggi dari pemerintah daerah, kementerian terkait dan karyawan Danamon di seluruh Indonesia. Pada tahun 2011, Pasar Sejahtera kembali meraih penghargaan internasional *Asia Responsible Entrepreneurship Award* dari Enterprise Asia.

Perubahan Komposisi Dewan Komisaris dan Direksi

Rapat Umum Pemegang Saham Tahun 2011 menerima pengunduran diri Krisna Wijaya sebagai Komisaris Danamon serta mengucapkan selamat datang kepada B. Raksaka Mahi sebagai anggota baru Dewan Komisaris.

Joseph Luhukay mengundurkan diri dari jabatan sebagai Wakil Direktur Utama pada bulan April 2011. Kami sampaikan penghargaan atas kontribusinya bagi Danamon. Kami telah mengangkat Khoe Minhari Handikusuma dan Joseph Bataona sebagai anggota Direksi yang baru.

Pandangan 2012

Kinerja tahun 2011 dari Grup Danamon merupakan hasil dedikasi dan kerja keras Direksi, jajaran manajemen senior dan staf Danamon dan anak-anak perusahaan.

For fuller details and account of the Board of Commissioners activities and recommendations for the year, please refer to the Good Corporate Governance (GCG) section of this Annual Report.

Corporate Governance and Corporate Citizenship

Danamon is committed to the highest standards of good corporate governance as it forms the basis for the Bank to build trust, confidence and professionalism with our stakeholders and the public at large. This has become an integral part on the conduct of the Group's dealings and interactions with customers, business partners, vendors, regulators and shareholders/investors. In reflection of this, the GCG self assessment exercise undertaken during the year was able to place the Bank in a "good rating" category. The Bank is also in full compliance of all new regulatory guidelines and financial reporting standards made effective during the year.

Our commitment to Corporate Social Responsibilities (CSR) is undertaken mainly through our social foundation Danamon Peduli. We are proud that our trademark Pasar Sejahtera activities which are focused on initiatives to revitalize traditional wet markets across the country continue to draw enthusiastic participation from local authorities and municipalities, related government ministries and our employees across the country. In 2011, Pasar Sejahtera was again awarded with the Asia Responsible Entrepreneurship Award from Enterprise Asia.

Board Changes

The 2011 Annual General Meeting of Shareholders accepted with regret the resignation of Krisna Wijaya as Commissioner of Danamon and welcomed B. Raksaka Mahi as a new member of the Board of Commissioners.

Joseph Luhukay retired from his position as Vice President Director in April 2011. We are grateful for his service and wish him well for the future. We appointed Khoe Minhari Handikusuma and Joseph Bataona as new members of the Board of Directors.

2012 Outlook

The overall achievements delivered in 2011 by the Group are the result of the dedication and outstanding work by the Board of Directors, senior management and staff of Danamon and its subsidiary companies.

Di tahun 2011, ketidakpastian ekonomi dunia akan berlanjut akibat situasi di zona Eropa dan lambatnya pemulihan ekonomi Amerika Serikat. Pasar keuangan dan pasar modal diproyeksikan akan terus bergejolak dengan kekhawatiran masalah likuiditas yang dari waktu ke waktu akan mempengaruhi tingkat kepercayaan investor, sehingga dapat mempengaruhi prospek pertumbuhan Indonesia untuk tahun 2012. Namun demikian, Indonesia berada dalam posisi yang menguntungkan untuk menghadapi melambatnya ekonomi dunia, serta akan terus meraih kinerja lebih baik dari negara lain dengan dukungan ketangguhan ekonomi domestik, populasi yang relatif muda, kekayaan sumber daya alam dan lokasi yang strategis. Walaupun demikian, kami akan tetap berhati-hati dalam upaya meraih peluang usaha bagi Danamon di masa depan.

Dewan Komisaris telah melaksanakan kajian atas rencana kerja Danamon 2012 dari Direksi. Dewan Komisaris berpendapat bahwa target pertumbuhan yang ditetapkan telah merefleksikan prospek ekonomi Indonesia ke depan dan visi Danamon untuk memberikan sumbangan bagi perkembangan Indonesia.

Apresiasi

Mewakili Dewan Komisaris, izinkan saya menutup sambutan ini dengan menyampaikan penghargaan kepada Direksi, jajaran manajemen senior dan seluruh staf Danamon dan anak-anak perusahaan atas dedikasi, kerja keras dan sumbangsihnya bagi perkembangan Grup Danamon. Penghargaan juga kami sampaikan kepada para pemegang saham, *regulator*, nasabah dan seluruh masyarakat atas dukungannya.

The global economic outlook for 2012 remains uncertain given the situation in the Eurozone combined with the tentative economic recovery in the US. The major financial and capital markets are expected to remain volatile with bouts of illiquidity that may advertently impact investors' confidence from time to time, and as such may dampen Indonesia's growth prospects for 2012. That notwithstanding, Indonesia is considered well placed to ride out the global downturn and will continue to fare better than most economies given the resilience of its domestic economy, young population, abundant natural resources and strategic location. However we continue to adopt a prudent stance in approaching the business opportunities for the Bank in the coming year.

The Board of Commissioners has reviewed Danamon's 2012 business plan prepared by the Bank's Board of Directors. It is the opinion of the Board of Commissioners that the Bank's growth targets reflect the future outlook of the country's economy and Danamon's vision to contribute to the development of Indonesia.

Appreciation

On behalf of the Board of Commissioners, let me close this message by expressing our sincere thanks and appreciation to the Board of Directors, senior management and staff of Danamon and its subsidiaries for their dedication, hard work and contribution to the overall growth of the Bank and the Group. I would also to thank the shareholders, regulators, customers and the public at large for their continuing support.

Atas nama Dewan Komisaris
For and on behalf of the Board of Commissioners

Ng Kee Choe
Komisaris Utama | President Commissioner

Dewan Komisaris

Board of Commissioners

kiri ke kanan (left to right)

Harry A.S. Sukadis
Komisaris Independen
Independent Commissioner

Gan Chee Yen
Komisaris
Commissioner

Ernest Wong
Komisaris
Commissioner

Ng Kee Choe
Komisaris Utama
President Commissioner

J.B. Kristiadi
Wakil Komisaris Utama/
Komisaris Independen
Vice President
Commissioner/Independent
Commissioner

Manggi Taruna Habir
Komisaris Independen
Independent
Commissioner

B. Raksaka Mahi
Komisaris
Commissioner

Milan R. Shuster
Komisaris Independen
Independent
Commissioner

Profil Dewan Komisaris

Board of Commissioners Profile

Ng Kee Choe
Komisaris Utama
President Commissioner

Warga negara Singapura. Ng Kee Choe lahir pada tanggal 20 Juni 1944. Menjabat sebagai Komisaris sejak Maret 2004 dan kemudian diangkat sebagai Komisaris Utama dalam RUPST bulan Mei tahun 2006.

Saat ini merupakan Chairman Singapore Power Limited dan NTUC Income Insurance Cooperative dan SP AusNet. Beliau juga duduk dalam Boards of Singapore Exchange Limited, SATS Ltd, Capitaland Limited and Fullerton Financial Holdings Pte Ltd. Beliau juga merupakan Chairman of Tanah Merah Country Club.

Beliau juga pernah menjabat sebagai Vice Chairman dan Direktur DBS Group Holdings Ltd hingga pensiun pada bulan Juni tahun 2003.

Mendapat penghargaan Public Service Star Award pada bulan Agustus tahun 2001.

Keahlian:
Kredit, Keuangan, Sumber Daya Manusia, Tresuri, Manajemen Risiko

Penugasan Khusus:
- Anggota Komite Nominasi dan Remunerasi

Singaporean citizen. Ng Kee Choe, was born on June 20, 1944. He has been a Commissioner since March 2004 and was further appointed by the AGMS in May 2006 as President Commissioner

He is Chairman of Singapore Power Limited, NTUC Income Insurance Cooperative and SP AusNet. He also sits on the Boards of Singapore Exchange Limited, SATS Ltd, Capitaland Limited and Fullerton Financial Holdings Pte Ltd. Mr Ng is also Chairman of Tanah Merah Country Club.

Previously, he was Vice Chairman and Director of DBS Group Holdings Ltd until his retirement in June 2003.

He was awarded the Public Service Star Award in August 2001.

Expertise:
Credit, Finance, Human Resource, Treasury, Risk Management

Particular Assignment:
- Member of the Nomination and Remuneration Committee

J.B. Kristiadi
Wakil Komisaris Utama/
Komisaris Independen
Vice President Commissioner/Independent Commissioner

Warga negara Indonesia. J.B. Kristiadi lahir pada tanggal 4 Mei 1946. Menjabat sebagai Komisaris sejak tahun 2005.

Beliau memperoleh gelar PhD dari Sorbonne University, Perancis tahun 1979.

Sebelumnya, menjabat sebagai Direktur Pembinaan Kekayaan Negara Direktorat Jenderal Moneter, Direktur Pembinaan Anggaran Departemen Keuangan RI dari tahun 1987 hingga tahun 1990. Ketua Lembaga Administrasi (LAN) Negara RI dari tahun 1990 hingga tahun 1998. Selanjutnya menjabat sebagai Asisten Menko Pengawasan Pembangunan dan Deputi Menteri Negara Pendayagunaan Aparatur Negara sampai tahun 2003.

Beliau juga pernah menjabat sebagai Sekretaris Menteri Negara Komunikasi dan Informasi dari tahun 2003 hingga tahun 2005, Sekretaris Jenderal Departemen Keuangan tahun 2005 hingga 2006 kemudian menjabat sebagai Staf Khusus Menteri Keuangan hingga tahun 2009, dan menjabat sebagai Sekretaris Tim Prakarsa Reformasi Pajak dan Bea Cukai tahun 2010.

Guru Besar Universitas Negeri Padjadjaran Bandung, tahun 2007-sekarang.

Keahlian:
Keuangan, Manajemen Risiko

Penugasan Khusus:
- Ketua Komite Nominasi dan Remunerasi
- Anggota Komite Audit
- Anggota Komite Corporate Governance

Indonesian citizen. J.B. Kristiadi was born on May 4, 1946. He has been a Commissioner since 2005.

He obtained his PhD from Sorbonne University, France, in 1979.

Previously, he served as Director of State Property Directorate General of Monetary Affairs in 1980, Director of Budget Ministry of Finance from 1987 to 1990. Chairman of the National Institute of Administration (LAN) from 1990 to 1998. Subsequently served as Assistant to the Coordinating Minister for Development Supervision and Administrative Reform until 2001. Deputy Minister for Administrative Reform until 2003.

He also served as Secretary General of Ministry of Communication and Information from 2001 until 2003, Secretary General of the Ministry of Finance from 2005 to 2006 and then served as a Senior Advisor to the Minister of Finance until 2009, and served as Secretary Team of Tax and Customs Reform from 2010.

Professor at the State University Padjajaran from 2007-now.

Expertise:
Finance, Risk Management

Particular Assignments:
- Chairman of the Nomination and Remuneration Committee
- Member of the Audit Committee
- Member of the Corporate Governance Committee

Warga negara Kanada. Milan R. Shuster lahir pada tanggal 30 September 1941. Menjabat sebagai Komisaris sejak tahun 2000.

Milan R. Shuster memperoleh gelar Phd program International Economics and Law dari University of Oxford.

Beliau bergabung dengan Asian Development Bank dari tahun 1970-1974, kemudian dengan ING Bank. Selanjutnya berkarya di National Bank of Canada dari tahun 1979 hingga tahun 1991. Sebelum diangkat sebagai Komisaris, beliau adalah Presiden Direktur PDFCI dari tahun 1998 dan Direktur Utama Danamon dari tahun 1999 hingga tahun 2000.

Keahlian:
Kredit, Keuangan, Manajemen Risiko

Penugasan Khusus:
- Ketua Komite Audit
- Anggota Komite Pemantau Risiko
- Anggota Komite Nominasi dan Remunerasi

Canadian citizen. Milan R. Shuster was born on September 30, 1941. He has been a Commissioner since 2000.

He received his Phd in International Economics and Law from the University of Oxford.

He joined the Asian Development Bank from 1970 until 1974, after which he joined ING Bank. Dr Shuster later joined the National Bank of Canada from 1979 until 1991. Prior to his appointment as Commissioner, he was the President Director of Bank PDFCI from 1997-1998 and President Director of Danamon from 1998 -2000.

Expertise:
Credit, Finance and Risk Management.

Particular Assignments:
- Chairman of the Audit Committee
- Member of the Risk Monitoring Committee
- Member of the Nomination and Remuneration Committee

Milan R. Shuster
Komisaris Independen
Independent Commissioner

Warga negara Indonesia. Manggi Taruna Habir lahir pada tanggal 3 April 1953. Menjabat sebagai Komisaris Independen sejak tahun 2005.

Manggi Taruna Habir memperoleh gelar Master in Business Administration, dari University of Michigan dan Master in Public Administration dari Harvard University.

Saat ini beliau menjabat sebagai Ketua Dewan Pengawas Yayasan Danamon Peduli dan Komisaris Independen PT Asuransi Adira Dinamika, anak perusahan Danamon.

Mengawali karirnya sebagai koresponden bisnis dan ekonomi pada Far Eastern Economic Review dan memegang berbagai posisi kunci di Citibank N.A. Jakarta. Selanjutnya beliau menjadi Direktur Riset PT Bahana Securities dari tahun 1995-1998 dan Direktur Utama di PT Pefindo dari tahun 1998-2001. Jabatan terakhir beliau sebelum bergabung dengan Danamon adalah Direktur Standard & Poor's, Singapore.

Keahlian:
Kredit, Keuangan, Manajemen Risiko dan Tata Kelola Perusahaan/*Corporate Governance*

Penugasan Khusus:
- Ketua Komite Pemantau Risiko
- Ketua Komite Tata Kelola

- Komisaris Independen PT Asuransi Adira Dinamika
- Ketua Dewan Pengawas Yayasan Danamon Peduli

Indonesian citizen. Manggi Taruna Habir was born on April 3, 1953. He has been an Independent Commissioner since 2005.

He received a Master's degree in Business Administration from University of Michigan and a Master degree in Public Administration from Harvard University.

Currently he is Chairman of the Supervisory Board of Yayasan Danamon Peduli and Independent Commissioner of PT Asuransi Adira Dinamika, a subsidiary of Bank Danamon.

Early in his career he was business and economic correspondent for the Far Eastern Economic Review and held various key positions at Citibank N.A. Jakarta. Subsequently, he was Research Director at PT Bahana Securities from 1995-1998 and the President Director of PT Pefindo from 1998-2001. His last position before joining Danamon was Director at Standard & Poor's, Singapore.

Expertise:
Credit, Finance, Risk Management and Corporate Governance.

Particular Assignments:
- Chairman of the Risk Monitoring Committee
- Chairman of the Corporate Governance Committee
- Independent Commissioner of PT Asuransi Adira Dinamika
- Chairman of the Supervisory Board of Yayasan Danamon Peduli

Manggi Taruna Habir
Komisaris Independen
Independent Commissioner

Harry A.S. Sukadis
Komisaris Independen
Independent Commissioner

Warga negara Indonesia. Harry Arief Soepardi Sukadis lahir pada tanggal 6 Oktober 1953. Menjabat sebagai Komisaris sejak tahun 2003.

Meraih gelar Sarjana Akuntansi dari Universitas Padjadjaran, Bandung, tahun 1982. Saat ini beliau menjabat Direktur PERURI.

Sebelumnya menjabat sebagai General Manager Divisi Akuntansi PT Indosat selama 7 tahun. Tahun 1993 menduduki posisi Manajer Divisi Akuntansi dan Kontrol PT Semen Cibinong selama 7 tahun, kemudian bergabung dengan BPPN pada tahun 2000, menempati berbagai posisi dengan posisi terakhir sebagai Direktur Keuangan BPPN.

Keahlian:
Akuntansi, Teknologi Informasi, dan Manajemen Risiko

Penugasan Khusus:
- Anggota Komite Pemantau Risiko
- Anggota Komite Nominasi dan Remunerasi

Indonesian citizen. Harry A.S. Sukadis was born on October 6, 1953. He has been a Commissioner since 2003.

He graduated from Padjadjaran, Bandung in 1982 majoring in accounting. He is currently Director of PERURI.

He was the General Manager of the Accounting Division for seven years at PT Indosat. Later, in 1993, he became the Accounting and Control Division Manager for PT Semen Cibinong Tbk for seven years. He then joined IBRA in 2000, holding various positions including Finance Director.

Expertise:
Accounting, Information Technology, and Risk Management.

Particular Assignments:
- Member of the Risk Monitoring Committee
- Member of the Nomination and Remuneration Committee

Gan Chee Yen
Komisaris
Commissioner

Warga negara Singapura. Gan Chee Yen lahir pada tanggal 5 April 1959. Menjabat sebagai Komisaris sejak tahun 2003.

Meraih gelar sarjana jurusan Akuntansi dari National University di Singapura. Saat ini menjabat sebagai Chief executive Officer of Fullerton Financial Holdings (International) Pte. Ltd., a wholly-owned subsidiary of Temasek Holdings (Pte.) Ltd.

Memulai karir sebagai Auditor di Pricewaterhouse Coopers pada Mei 1984. Bergabung dengan Showa Leasing (S) Pte. Ltd pada September 1986. Menduduki posisi sebagai Manajer Senior Keuangan di Singapore Technologies Marine Ltd pada tahun 1988 selama 8 tahun, kemudian menjadi Direktur Keuangan Singapore Technologies Pte. Ltd.

Keahlian:
Manajemen Umum, Akuntansi, Keuangan, Investasi, Manajemen Risiko

Penugasan Khusus:
- Anggota Komite Audit
- Anggota Komite Pemantau Risiko
- Anggota Komite Nominasi dan Remunerasi

Singaporean citizen. Gan Chee Yen was born on April 5, 1959. He has been a Commissioner since 2003.

He graduated with a Bachelor's degree in Accounting from the National University of Singapore. Currently, he is Chief executive Officer of Fullerton Financial Holdings (International) Pte. Ltd., a wholly-owned subsidiary of Temasek Holdings (Pte.) Ltd.

He began his career as an auditor at PricewaterhouseCoopers in May 1984. He joined Showa Leasing (S) Pte. Ltd in September 1986. He joined Singapore Technologies Marine Ltd in 1988 and was the Senior Manager for Finance before he left to join Singapore Technologies Pte. Ltd. for 8 years, where he was the Director for Finance.

Expertise:
General Management, Accounting, Finance, Investment, Risk Management

Particular Assignments:
- Member of the Audit Committee
- Member of the Risk Monitoring Committee
- Member of the Nomination and Remuneration Committee

Ernest Wong
Komisaris
Commissioner

Warga negara Singapura. Ernest Wong lahir pada tanggal 29 Mei 1945 dan menjadi Komisaris sejak bulan April tahun 2010.

Beliau lulus First Class Honours Degree Teknik Kimia dari University of Surrey, Inggris pada tahun 1967.

Beliau memulai karirnya di Singapura di Economic Development Board dan Kementerian Keuangan. Beliau bergabung dengan Grup United Overseas Bank (UOB) pada tahun 1972 dan menjadi Grup President dari 1990-2000. Beliau juga menjabat sebagai Ketua Asosiasi Perbankan di Singapura. Beliau meninggalkan UOB dan bergabung dengan MediaCorp sebagai Group CEO dari tahun 2000-2005.

Pada saat ini, Ernest Wong menjabat sebagai Chairman Fullerton Financial Holdings Pte. Ltd. Beliau juga anggota Temasek Advisory Panel dan duduk di Board of Nanyang Technological University, Singapore Health Services Private Limited, Casino Regulatory Authority.

Keahlian:
- Perbankan, Investasi & Keuangan
- Manajemen Umum

Penugasan Khusus:
- Anggota Komite Pemantau Risiko
- Anggota Komite Audit

Singaporean citizen. Ernest Wong was born on May 29, 1945, Commissioner since April 2010.

Ernest Wong graduated in 1967 with a First Class Honours Degree in Chemical Engineering from the University of Surrey, United Kingdom.

He started his career in Singapore with the Economic Development Board and the Ministry of Finance. He joined the United Overseas Bank (UOB) Group in 1972 and was appointed Group President from 1990 to 2000. He was also Chairman of the Association of Banks in Singapore. He left UOB to join MediaCorp as its Group CEO from 2000-2005.

Ernest Wong is currently Chairman of Fullerton Financial Holdings Pte Ltd. He is also a Member of the Temasek Advisory Panel and sits on the Board of Nanyang Technological University, Singapore Health Services Private Limited, Casino Regulatory Authority, among others.

Expertise:
- Banking, Investment & Finance
- General Management

Particular Assignments:
- Member of the Risk Monitoring Committee
- Member of the Audit Committee

B. Raksaka Mahi
Komisaris
Commissioner

Warga negara Indonesia, B. Raksaka Mahi lahir pada tanggal 21 Maret 1963 dan menjabat sebagai Komisaris sejak tahun 2011.

Beliau memperoleh gelar PhD dari Departemen Ekonomi, University of Illinois di Urbana Champaign, Illinois, Amerika Serikat tahun 1996.

Saat ini beliau menjabat sebagai Anggota Dewan Pengawas Yayasan Danamon Peduli. Beliau juga staf pengajar dan peneliti senior di Fakultas Ekonomi Universitas Indonesia. Pada tahun 2005 sampai dengan 2009 beliau menjadi Staf Khusus Menteri Koordinator Bidang Perekonomian dan dari tahun 2008 sampai dengan 2011 menjadi Wakil Sekretaris Tim Nasional Peningkatan Ekspor dan Peningkatan Investasi.

Keahlian:
Ekonomi Keuangan, Manajemen Risiko

Penugasan Khusus:
- Anggota Komite Pemantau Risiko
- Anggota Komite *Good Corporate Governance*
- Anggota Dewan Pengawas Yayasan Danamon Peduli

Indonesian citizen, B. Raksaka Mahi was born on March 21, 1963 and has been a Commissioner since 2011.

He received his PhD from the Department of Economics, University of Illinois at Urbana Champaign, Illinois, the United States of America, in 1996.

He is currently a member of the Supervisory Board of Yayasan Danamon Peduli. He also serves as a member of the Fiscal Decentralization Advisory Team for the Minister of Finance, and a senior lecturer and researcher at the Faculty of Economics, University of Indonesia. From 2005 to 2009 he served as a special staff to the Coordinating Minister for Economic Affairs, and from 2008 to 2011 he was the Deputy Secretary for the National Team of Export and Investment Enhancement.

Expertise:
Financial Economics, Risk Management

Particular Assignments:
- Member of the Risk Monitoring Committee
- Member of the Good Corporate Governance Committee
- Member of the Supervisory Board of Yayasan Danamon Peduli

Profil Komite Audit

Audit Committee Profile

Manggi Taruna Habir *
Ketua
Chairman

Ernest Wong *
Anggota
Member

Harry A.S. Sukadis *
Anggota
Member

Gan Chee Yen *
Anggota
Member

* Lihat Profil Dewan Komisaris di halaman 36-39
Refer to pages 36-39 for Profile of the Board of Commissioners

Felix Oentoeng Soebagjo
Anggota
Member

Felix Oentoeng Soebagjo menjadi anggota Komite Audit dan Komite Pemantau Risiko sejak 2008.

Beliau lulus dari Universitas Indonesia tahun 1976 di bidang Hukum. Memperoleh gelar LLM dari University of California-Berkeley tahun 1980 dan PhD di bidang hukum tahun 2004 dari Universitas Gadjah Mada.

Beliau adalah pendiri Soebagjo, Jatim, Djarot Legal Consultant dan menjadi Komisaris Independen PT Bursa Efek Indonesia sejak tahun 2008.

Felix Oentoeng Soebagjo has been a member of the Audit Committee and Risk Monitoring Committee since 2008.

Felix graduated from University of Indonesia in 1976 majoring in Law. He obtained LLM degree from University of California at Berkeley in 1980 and earned his law PhD from Gadjah Mada University.

He is the founder of Soebagjo, Jatim, Djarot Legal Consultant, and Independent Commissioner of PT Bursa Efek Indonesia since 2008.

Amir Abadi Jusuf
Anggota
Member

Amir Abadi Jusuf menjadi anggota Komite Audit dan Komite Pemantau Risiko Danamon sejak tahun 2008. Saat ini Beliau adalah anggota Komite Audit PT HM Sampoerna Tbk. Sebelumnya Beliau adalah anggota Komite Audit PT Bank Pembangunan Indonesia (Persero), Komisaris dan anggota/Ketua Komite Audit PT Bank Tiara Tbk dan PT Bank Universal Tbk. Sebelumnya Beliau adalah Komisaris Utama PT Asuransi Bintang Tbk.

Beliau lulus dari Universitas Indonesia di bidang Akuntansi tahun 1976 dan memperoleh gelar Master Accounting dari University of Hawaii-Manoa, AS. Beliau adalah pendiri, Ketua dan Chief Executive Partner dari RSM AAJ Associates.

Amir Abadi Jusuf has been a member of the Audit Committee and the Risk Monitoring Committee since 2008. Currently, he is also a member of the Audit Committee of PT HM Sampoerna Tbk. He previously served as a member of the Audit Committee of PT Bank Pembangunan Indonesia (Persero), Commissioner and member/chairman of the Audit Committee of PT Bank Tiara Tbk and PT Bank Universal Tbk. He was also President Commissioner of PT Asuransi Bintang Tbk.

He graduated from the University of Indonesia majoring in accounting in 1976 and obtained a master degree in accounting from University of Hawaii – Manoa, USA. He is founder, Chairman and Chief Executive Partner of RSM AAJ Associates.

Komite-komite di Bawah Dewan Komisaris

Committees under the Board of Commissioners

Komite Audit

Komite Audit adalah Komite yang dibentuk oleh Dewan Komisaris untuk membantu Dewan Komisaris dalam melaksanakan tanggung jawab pengawasan audit sesuai dengan Anggaran Dasar dan peraturan perundang-undangan yang berlaku. Komite Audit dibentuk berdasarkan Peraturan Bapepam-LK No. IX.1.5 dan Peraturan Bank Indonesia No. 8/4/PBI/2006 dan No. 8/14/PBI/2006. Komite Audit memiliki Pedoman dan Tata Tertib Kerja Komite Audit yang ditetapkan pada tanggal 20 April 2009. Pedoman tersebut mengatur hal-hal yang terkait dengan pelaksanan tugas/kewajiban anggota Komite Audit serta hal-hal yang mengatur etika.

Susunan Anggota Komite Audit pada tanggal 31 Desember 2011:

Audit Committee

The Audit Committee is a Committee established by the Board of Commissioners to assist the Board in conducting its audit oversight responsibilities in accordance with the Bank's Articles of Association and the prevailing regulations. The Audit Committee was formed in accordance with Bapepam-LK Regulation No. IX.1.5 and Bank Indonesia Regulation No. 8/4/PBI/2006 and No. 8/14/PBI/2006. The Committee has equipped itself with the Audit Committee Charter, formalized on April 20, 2009. The Charter regulates matters related to the implementation of duties/responsibilities of members of the Audit Committee and matters that govern ethics.

The composition of the Audit Committee as per December 31, 2011:

Nama Name	**Jabatan** Position	**Keahlian** Expertise
Milan R. Shuster	Ketua/Komisaris Independen Chairman/Independent Commissioner	Kredit/Keuangan/Manajemen Risiko Credit/Finance/Risk Management
Gan Chee Yen	Anggota/Komisaris Member/Commissioner	Kredit/Keuangan/Manajemen Risiko Credit/Finance/Risk Management
Ernest Wong Yuen Weng	Anggota/Komisaris Member/Commissioner	Perbankan, Keuangan, Media & Hospitality, Manajemen Umum; Banking/Finance/Media & Hospitality/General Management
J.B. Kristiadi	Anggota/Komisaris Independen/ Wakil Komisaris Utama Member/Independent Commissioner/ Vice President Commissioner	Keuangan/Manajemen Risiko Finance/Risk Management
Amir Abadi Jusuf	Anggota/Pihak Independen Member/Independent Party	Akuntansi/Manajemen Risiko Accounting/Risk Management
Felix Oentoeng Soebagjo	Anggota/Pihak Independen Member/Independent Party	Ahli Hukum/Keuangan Legal Expert/Finance

Komite Pemantau Risiko

Komite Pemantau Risiko adalah komite yang dibentuk oleh Dewan Komisaris untuk membantu Dewan Komisaris dalam melaksanakan tanggung jawab pengawasan risiko sesuai dengan Anggaran Dasar dan peraturan Bank Indonesia. Komite Pemantau Risiko dibentuk berdasarkan Peraturan Bank Indonesia No. 5/8/PBI/2003, No. 8/4/PBI/2006, No. 8/14/PBI/2006 dan Surat Edaran Bank Indonesia No. 5/21/DPNP. Komite Pemantau Risiko Danamon memiliki Pedoman dan Tata Tertib Kerja yang ditetapkan pada tanggal 24 Maret 2009. Pedoman tersebut mengatur hal-hal yang terkait dengan pelaksanan tugas/kewajiban anggota Komite Pemantau Risiko serta hal-hal yang mengatur etika.

Risk Monitoring Committee

The Risk Monitoring Committee is a Committee established by the Board of Commissioners to assist the Board in conducting its risk oversight responsibilities in accordance with Danamon's Articles of Association and Bank Indonesia regulation. The Risk Monitoring Committee was formed in accordance with Bank Indonesia Regulation No. 5/8/PBI/2003, No. 8/4/PBI/2006, No. 8/14/PBI/2006 and Circular Letter Bank Indonesia No. 5/21/DPNP. The Risk Monitoring Committee has equipped itself with the Risk Monitoring Committee Charter, which was formalized on March 24, 2009. The Charter regulates matters pertaining to duties/responsibilities of members of the Risk Monitoring Committee and matters that govern ethics.

Susunan Komite Pemantau Risiko pada tanggal 31 Desember 2011:

The composition of the Risk Monitoring Committee as per December 31, 2011:

Nama Name	**Jabatan** Position	**Keahlian** Expertise
Manggi T. Habir	Ketua/Komisaris Independen Chairman/Independent Commissioner	Kredit/Keuangan/Manajemen Risiko/Corporate Governance Credit/Finance/Risk Management/Corporate Governance
Milan R. Shuster	Anggota/Komisaris Independen Member/Independent Commissioner	Kredit/Keuangan/Manajemen Risiko Credit/Finance/Risk Management
Ernest Wong	Anggota/Komisaris Member/Commissioner	Perbankan/Keuangan/Media & Hospitality/Manajemen Umum; Banking/Finance/Media & Hospitality/General Management
Harry A.S. Sukadis	Anggota/Komisaris Independen Member/Independent Commissioner	Akuntansi/IT/Manajemen Risiko Accounting/IT/Risk Management
Gan Chee Yen	Anggota/Komisaris Member/Commissioner	Akuntansi/Keuangan/Manajemen Risiko Accounting/Finance/Investment/Risk Management
B. Raksaka Mahi	Anggota/Komisaris Member/Commissioner	Keuangan/Manajemen Finance//Management
Amir Abadi Jusuf	Anggota/Pihak Independen Member/Independent Party	Akuntansi/Manajemen Risiko Accounting/Risk Management
Felix Oentoeng Soebagjo	Anggota/Pihak Independen Member/Independent Party	Ahli Hukum/Keuangan Legal Expert/Finance

Komite Nominasi dan Remunerasi

Komite Nominasi dan Remunerasi adalah komite yang dibentuk oleh Dewan Komisaris untuk membantu Dewan Komisaris melaksanakan tanggung jawab pengawasan implementasi kebijakan Nominasi dan Remunerasi Direksi dan kepegawaian Danamon sesuai dengan akta pendirian dan peraturan Bank Indonesia. Komite Nominasi dan Remunerasi dibentuk berdasarkan Peraturan Bank Indonesia No. 8/4/PBI/2006 dan No. 8/14/PBI/2006.

Susunan Komite Nominasi dan Remunerasi pada tanggal 31 Desember 2011:

Nomination and Remuneration Committee

The Nomination and Remuneration Committee is a Committee established by the Board of Commissioners to assist the Board in performing its duties monitoring the implementation of Nomination and Remuneration policies for Danamon's Board of Directors and employees in accordance with the Bank's Articles of Association and Bank Indonesia regulations. The Committee was established in compliance with Bank Indonesia Regulations No. 8/4/PBI/2006 and No. 8/14/PBI/2006.

The composition of the Nomination and Remuneration Committee as per December 31, 2011:

Nama Name	**Jabatan** Position	**Keahlian** Expertise
J.B. Kristiadi	Ketua/Komisaris Independen Chairman/Independent Commissioner	Keuangan/Manajemen Risiko Finance/Risk Management
Ng Kee Choe	Anggota/Komisaris Utama Member/President Commissioner	Kredit/Keuangan/Sumber Daya Manusia/Tresuri/Manajemen Risiko Credit/Finance/Human Resources/Treasury/Risk Management
Harry A.S. Sukadis	Anggota/Komisaris Independen Member/Independent Commissioner	Akuntansi/IT/Manajemen Risiko Accounting/IT/Risk Management
Milan R. Shuster	Anggota/Komisaris Independen Member/Independent Commissioner	Kredit/Keuangan/Manajemen Risiko Credit/Finance/Risk Management
Gan Chee Yen	Anggota/Komisaris Member/Commissioner	Management Umum/Akuntansi/Keuangan/Investasi/Manajemen Risiko General Management/Accounting/Finance/Investment/Risk Management
Joseph Bataona*)	Anggota Member	Sumber Daya Manusia Human Resources

Catatan Note:
*) akan mengundurkan diri sebagai anggota sejak efektif memperoleh persetujuan Bank Indonesia sebagai Direksi
will resign as member of the Committee effective after Bank Indonesia's approval for his appointment as a Danamon Director

Komite *Corporate Governance*

Dengan memperhatikan prinsip kehati-hatian, Komite *Corporate Governance* dibentuk pada tahun 2006 sebagai salah satu realisasi komitmen Bank dalam melaksanakan *Corporate Governance* di seluruh lini organisasi. Komite *Corporate Governance* dibentuk berdasarkan Keputusan Sirkuler Resolusi Dewan Komisaris sebagai Pengganti Keputusan yang diambil dalam Rapat Dewan Komisaris No.KSR-Kom.Corp.Sec-018 dan Surat Keputusan Direksi No.KEP.DIR-Corp.Sec.-006. Komite *Corporate Governance* memiliki Pedoman dan Tata Tertib Kerja yang ditetapkan pada tanggal 2 April 2008. Pedoman tersebut mengatur hal-hal yang terkait dengan pelaksanan tugas/kewajiban anggota Komite *Corporate Governance* serta hal-hal yang mengatur etika.

Susunan Komite *Corporate Governance* pada tanggal 31 Desember 2011:

Corporate Governance Committee

Taking into account the prudent principles, the Corporate Governance Committee was established in 2006 as one of the initiatives representing the Bank's commitment in the implementation of Corporate Governance within its entire business activities. The Committee was formed in accordance to the Circular Resolution of the Board of Commissioners in lieu of Resolutions adopted at a meeting of the Board of Commissioners No.KSR-Kom.Corp.Sec-018 and the Decision Letter of the Board of Directors No.KEP.DIR-Corp.Sec.-006. The Corporate Governance Committee has equipped itself with the Corporate Governance Committee Charter on April 2, 2008. The Charter regulates matters pertaining to duties/responsibilities of members of the Committee and matters that govern ethics.

The composition of the Corporate Governance Committee as per December 31, 2011:

Nama Name	**Jabatan** Position	**Keahlian** Expertise
Manggi T. Habir	Ketua/Komisaris Independen Chairman/Independent Commissioner	Kredit/Keuangan/Manajemen Risiko/Tata Kelola Perusahaan Credit/Finance/Risk Management/Corporate Governance
J.B. Kristiadi	Anggota/Komisaris Independen Member/Independent Commissioner	Keuangan/Manajemen Risiko Finance/Risk Management
B. Raksaka Mahi	Anggota/Komisaris Member/Commissioner	Keuangan/Manajemen Finance/Management

Catatan Note:
Laporan selengkapnya Komite-komite di Bawah Dewan Komisaris dapat dilihat pada bagian Tata Kelola Perusahaan di halaman 208.
The complete report of the Committees Under the Board of Commissioners can be found in Corporate Governance section page 208.

Laporan Direksi

Report from the Board of Directors

…sebagai upaya strategis untuk memperkuat posisi permodalan dan meningkatkan kapasitas Danamon bagi pertumbuhan ke depan, kami berhasil meraih sekitar Rp 5 triliun tambahan modal melalui proses Penawaran Umum Terbatas di bulan September 2011.

…as a strategic move to further improve Danamon's capital position and enhance our capacity to pursue future growth opportunities, we successfully raised approximately Rp 5 trillion of additional paid in capital through a Limited Public Offering in September 2011.

Henry Ho Hon Cheong
Direktur Utama
President Director

Tahun 2011 merupakan tahun yang diwarnai dengan berbagai perubahan di bidang sosial, ekonomi, politik yang akan berlanjut serta menentukan masa depan dunia di tahun-tahun mendatang.

Tahun tersebut ditandai dengan terjadinya krisis hutang di Eropa, yang menimbulkan kekhawatiran tentang masa depan Uni Eropa, mata uang Euro dan perekonomian dunia, serta lambatnya proses pemulihan ekonomi Amerika Serikat. Di bidang politik, gelombang perubahan akibat pergerakan yang dikenal sebagai Musim Semi Arab telah secara signifikan mengubah peta politik negara-negara Timur Tengah menuju era politik baru dengan pemerintahan yang lebih terbuka. Di bidang lingkungan, kita menyaksikan terjadinya bencana alam hebat akibat tsunami dan krisis nuklir di Jepang, yang diikuti bencana banjir yang melumpuhkan Thailand dan negara-negara Indochina. Kejadian tersebut telah memicu terjadinya gangguan signifikan terhadap rantai pasok industri manufaktur, yang juga mempengaruhi Indonesia walaupun dampaknya tidak separah yang dialami negara-negara lainnya.

The year 2011 was marked by a number of turbulent and some unexpected changes of events on the socio-economic-political fronts which will likely continue to have an ongoing impact on the global scene for the next couple of years.

The year saw the mushrooming of the European debt crisis, triggering concerns over the future of the European Union, Euro currency and the global economy, and the slow recovery of the US economy. On the political front, the waves of changes inspired by the Arab Spring have substantially changed the political landscape of the Middle Eastern countries and ushering them into a new political era of more open government regimes. On the environmental front we saw natural disasters on a catastrophic scale in the devastating tsunami and the ensuing nuclear power plant disasters in Japan, followed by unprecedented floods which crippled Thailand and other countries in Indochina. These events triggered some significant disruptions to the manufacturing supply chains in the region, and also have impacted Indonesia but not as severely as other countries.

Di tengah gejolak tersebut, Indonesia tetap berhasil meraih kinerja ekonomi positif, dengan pertumbuhan ekonomi mencapai 6,5% dibanding 6,1% di tahun 2010, bukti dari ketangguhan ekonomi domestik. Kekhawatiran kenaikan inflasi di awal tahun berhasil diredam melalui berbagai kebijakan sehingga inflasi mengalami penurunan hingga 3,79% di akhir 2011 dari 6,96% di tahun 2010. Hal ini mendorong BI untuk menurunkan suku bunganya menjadi 6,0% dari 6,5% di tahun 2010, yang telah mengangkat tingkat kepercayaan konsumen dan sektor usaha serta tingkat pengeluaran di perekonomian Indonesia.

Industri Perbankan Indonesia 2011

Kondisi perekonomian tetap kondusif bagi sektor perbankan, dengan pertumbuhan kredit sebesar 25% di akhir 2011. Sistem perbankan nasional tetap membuktikan ketangguhannya, dengan rasio kecukupan modal (KPMM) sebesar 16,1%, jauh di atas persyaratan minimum sebesar 8%, sedangkan rasio kredit bermasalah (NPL) terjaga di level 2,2%.

Namun demikian, pertumbuhan kredit telah melampaui tingkat pertumbuhan simpanan, sehingga *Loan Deposit Ratio* (LDR) industri perbankan meningkat menjadi 78,8% dari 75,2% di Desember 2010. Untuk mengatasi perkembangan tersebut, beberapa bank telah melakukan peningkatan permodalannya dengan memperkuat modal inti dan menerbitkan obligasi subordinasi *(sub debt)*, serta dalam kasus tertentu menjaga tingkat permodalan dengan menurunkan pembayaran dividen. Meningkatnya persaingan akan menekan marjin bunga bersih. Sepanjang tahun, BI terus mendorong penurunan suku bunga kredit, yang berakibat meningkatnya tekanan pada marjin bunga di sektor perbankan. Hingga akhir tahun 2011, NIM industri perbankan mencapai 5,91% dibandingkan 5,73% di tahun 2010.

Di area regulasi, Dewan Perwakilan Rakyat telah menyetujui pembentukan Otoritas Jasa Keuangan (OJK) di bulan Oktober 2011. Dengan demikian pemerintah telah mencapai kemajuan dalam pembentukan badan pengawasan atas seluruh industri keuangan, sehingga BI dapat lebih memfokuskan pada kebijakan suku bunga dan moneter. Ekspektasi industri adalah bahwa implementasi OJK akan dilaksanakan secara gradual sampai dapat beroperasi secara penuh secara bertahap dalam beberapa tahun.

Kinerja Danamon 2011

Laba bersih konsolidasian setelah pajak mencapai Rp 3,34 triliun di tahun 2011, meningkat 16% dari Rp 2,88 triliun di tahun 2010, sehingga rasio ROAE mencapai 17,5%.

Despite the turmoil during the year, Indonesia continued to perform and registered a higher economic growth of 6.5% versus 6.1% in 2010, proving once again the resilience of the domestic economy. The expressed concerns over rising inflation at the beginning of the year were largely attenuated with a mix of several policy responses which saw the inflation rate climbing down to 3.79% at year end 2011 versus 6.96% in 2010. This has led BI to lower its rate to 6.0% versus 6.5% in 2010, thus helping to improve consumer and business confidence as well as spending in the Indonesian economy.

Indonesian Banking Industry in 2011

The economic environment remained conducive for the banking industry with loan growth of 25% by the end of 2011. The banking system remained resilient as indicated by its levels of capital with capital adequacy ratio (CAR) of 16.1%, well above the minimum level of 8%, and gross non-performing loan (NPL) of 2.2%.

The strong loan growth has outpaced deposit growth resulting in a rise in the sector's Loan Deposit Ratio (LDR) to 78.8% from 75.2% as of December 2010. To cope with this growth, several banks raised their capital levels by issuing tier-1 core capital and sub-debt and in some cases preserved capital by lowering dividend payments. With increased market competition among the banks, net interest margins are expected to remain under pressure. During the year BI took a more hands-on role to push for lower lending rates, and this has added pressure on the banking industry's interest margins. By the end of the year, the industry's NIM stood at 5.91% versus 5.73% in 2010.

On the regulatory front, Parliament approved the Financial Services Authority (FSA), or OJK Act in October 2011. As such, the government has now moved closer in setting up an integrated consolidated supervisory body to oversee the entire financial services industry, leaving BI to focus primarily on interest rate and monetary policies. Industry expectations are that the full implementation of the OJK will be phased in and be fully functional over a period of years.

Danamon 2011 Performance

In 2011, Danamon's consolidated net profit after tax (NPAT) reached Rp 3.34 trillion, rising 16% from Rp 2.88 trillion in 2010, and ROAE of 17.5%.

Kinerja positif ini terutama didorong oleh pertumbuhan kredit bruto sebesar 23% mencapai Rp 101,7 triliun, yang menghasilkan peningkatan pendapatan bunga bersih sebesar 9% mencapai Rp 10,8 triliun. Peningkatan kredit yang signifikan tersebut didukung oleh pengelolaan risiko yang berhati-hati, sehingga rasio kredit bermasalah *(bruto)* tetap rendah di 2,5%.

Kredit mikro, otomotif dan pembiayaan barang konsumen, serta pembiayaan syariah berbasis emas yang melayani segmen *mass market* tumbuh 26% mencapai Rp 59,3 triliun, dan menyumbang 58% dari total kredit Danamon. Bisnis kredit mikro, Danamon Simpan Pinjam (DSP), meraih pertumbuhan sebesar 7% mencapai Rp 16,4 triliun serta menyumbang 16% dari total kredit. Bisnis-bisnis pembiayaan konsumen terus meraih kinerja memuaskan seiring tumbuhnya pembelanjaan konsumsi. Kredit otomotif melalui Adira Finance mencatat pertumbuhan 35% mencapai Rp 41,4 triliun, sedangkan Adira Kredit yang menawarkan pembiayaan barang-barang konsumtif tumbuh sebesar 18% mencapai Rp 1,4 triliun. Produk baru Danamon, Solusi Emas berbasis Syariah, yang diluncurkan di kuartal pertama, juga meraih pertumbuhan dengan nilai pembiayaan sebesar Rp 40 miliar di akhir 2011.

Kredit menengah untuk segmen UKM dan komersial meraih kinerja positif, sejalan dengan keberhasilan Danamon meningkatkan layanan nasabahnya. Kredit UKM dan Komersial masing-masing tumbuh 27% mencapai Rp 14,2 triliun dan 19% mencapai Rp 10 triliun, dan menyumbang 24% dari total kredit Danamon. Didukung oleh upaya penyempurnaan produk dan inisiatif *cross-selling*, portofolio kredit *wholesale* tumbuh 17% mencapai Rp 12,5 triliun di akhir 2011. *Asset Based Financing* tumbuh signifikan sebesar 59% mencapai Rp 4,6 triliun dari Rp 2,9 triliun di tahun sebelumnya.

Adira Insurance, anak perusahaan Danamon di bidang asuransi umum berhasil meraih kinerja positif dengan laba bersih setelah pajak sebesar Rp 336 miliar, atau tumbuh 25% dibanding tahun sebelumnya, didukung oleh peningkatan premi bruto *(gross written premium)* sebesar 36% mencapai Rp 1,5 triliun.

Kami juga gembira dapat melaporkan bahwa sejak peluncurannya di awal tahun 2011, produk Solusi Emas, solusi pembiayaan syariah berbasis emas, telah berhasil meraih tanggapan pasar yang positif dan siap menjadi produk unggulan Danamon yang baru.

Sektor pendanaan juga terus meraih peningkatan berkelanjutan. Total simpanan tumbuh 9% menjadi Rp 88,1 triliun, sedangkan simpanan dari produk giro dan tabungan (CASA) juga meraih peningkatan, didorong oleh produk-produk unggulan Danamon Lebih dan FlexiMax. Simpanan dari produk CASA tumbuh sebesar 12,4% menjadi Rp 36,4 triliun, serta menyumbang 41% dari total simpanan nasabah, dari sebesar 40% di tahun sebelumnya.

This positive result was largely driven by strong gross loan growth of 23% to Rp 101.7 trillion, which saw net interest income increase by 9% to Rp 10.8 trillion. The high loan growth continued to be well supported by prudent risk management, resulting in low non-performing loan ratio (gross) of 2.5%.

Micro lending, auto and durable goods financing as well as pawn-broking loans that target the mass market rose 26% to Rp 59.3 trillion, representing 58% of Danamon's total loan book. Our micro lending business, Danamon Simpan Pinjam (DSP) posted a 7% growth to Rp 16.4 trillion, representing 16% of our total loans. Consumer financing businesses continued to deliver strong growth in tandem with robust consumer spending. Auto loans through Adira Finance reported a 35% growth to Rp 41.4 trillion in auto loans receivables, while Adira Kredit, which offers durable goods financing, rose by 18% to reach Rp 1.4 trillion. Danamon's new product line, the Syariah based Solusi Emas, launched during the first quarter of 2011 also performed well, booking Rp 40 billion in outstanding loans by the end of the year.

Mid-size loans for the SME and commercial segments registered an encouraging turnaround performance as we enhanced our service delivery capabilities. SME and commercial loans grew by 27% to Rp 14.2 trillion and by 19% to Rp 10 trillion respectively, representing 24% of Danamon's total lending. Ongoing product enhancement and cross selling efforts generated positive results to Danamon's wholesale portfolio, which grew by 17% to Rp 12.5 trillion by end of 2011. Asset Based Financing grew strongly as well by 59%, reaching Rp 4.6 trillion from Rp 2.9 trillion a year earlier.

Adira Insurance, an important subsidiary in the general insurance business, notched up another record year, delivering an NPAT of Rp 336 billion or 25% growth versus previous year on the back of 36% growth to Rp 1.5 trillion in gross written premiums.

As a point of note we are also pleased to report that since the official launch in early 2011 of our new business Solusi Emas, a Syariah based gold-backed financing solution, the business has successfully gained positive market acceptance and is set to become a new winning product for Danamon.

Our funding franchise continued to show sustainable improvements. Total deposits grew by 9% to Rp 88.1 trillion while the customer deposit mix in current and savings (CASA) have also improved. This was helped by our champion savings products in Danamon Lebih and FlexiMax. CASA grew by 12.4% during the year to Rp 36.4 trillion, representing 41% of total customer deposits from 40% in the previous year.

Kami juga berhasil melaksanakan penerbitan obligasi Rupiah melalui Adira Finance dengan suku bunga tetap senilai Rp 5 triliun sebagai bagian strategi Grup Danamon untuk melakukan diversifikasi sumber pendanaan.

Tahun 2011 juga ditandai dengan berbagai inisiatif penting guna mempertahankan dan memperkuat posisi Danamon di masa mendatang, yang diuraikan lebih lanjut di bagian berikut.

Yang pertama, sebagai upaya strategis untuk memperkuat posisi permodalan dan meningkatkan kapasitas Danamon bagi pertumbuhan ke depan, kami berhasil meraih sekitar Rp 5 triliun tambahan modal melalui proses penawaran umum terbatas di bulan September 2011. Keberhasilan pelaksanaan penawaran umum terbatas ini telah menempatkan Danamon sebagai salah satu bank dengan tingkat kapitalisasi tertinggi di Indonesia, dengan rasio KPMM konsolidasian dan *stand alone* masing-masing sebesar 17,5% dan 16,6% dibandingkan rata-rata industri sebesar 16,1%.

Yang kedua, selama tahun 2011 Danamon telah memperbarui komitmen dan investasinya bagi pengembangan bisnis intinya melalui perluasan jaringan serta peningkatan program-program pemasaran dan promosi di lini usaha perbankan konsumer, syariah, mikro, pembiayaan konsumen dan perbankan UKM. Total, sebanyak 394 cabang dan *outlet* baru telah dibuka di tahun 2011, yang dilengkapi dengan penambahan 175 ATM dan 47 *Cash Deposit Machine* (CDM) baru. Selain itu, upaya penyempurnaan proses bisnis dan manajemen risiko terus dilakukan untuk memastikan tercapainya pertumbuhan yang sehat dan berkelanjutan.

Inisiatif strategis ketiga yang berhasil dilaksanakan adalah reposisi dan peningkatan usaha-usaha yang menyumbangkan pendapatan imbal jasa sebagai upaya menciptakan lebih banyak lagi sumber-sumber pendapatan. Di semester kedua 2011, kami membentuk kemitraan strategis di bidang *bancassurance* dengan Manulife Indonesia, salah satu perusahaan asuransi jiwa dan manajemen aset terbesar yang beroperasi di Indonesia. Baik Manulife maupun Danamon sangat antusias dengan kerja sama ini, yang akan membuka kesempatan bagi kedua perusahaan untuk mengembangkan segmen asuransi Indonesia yang relatif masih belum cukup terlayani.

Selain itu, di tahun 2011 kami telah meningkatkan fokus untuk menyempurnakan layanan *trade financing* Danamon guna memanfaatkan meningkatnya arus perdagangan antara Indonesia dan negara lainnya melalui pembukaan cabang-cabang di pelabuhan terkemuka di Indonesia, yang khusus memberikan pelayanan *trade finance*.

During the year we also successfully raised Rp 5 trillion in fixed rate bonds for Adira Finance as part of our strategy to diversify our funding sources for the group.

The year of 2011 also saw a number of important corporate initiatives that will secure and strengthen Danamon's position in the years ahead, some of the key ones as described below.

Firstly, as a strategic move to further improve Danamon's capital position and enhance our capacity to pursue future growth opportunities, we successfully raised approximately Rp 5 trillion of additional paid in capital through a limited public offering in September 2011. As a result of which Danamon is now one of the highest capitalized bank in the country, with consolidated and stand alone capital adequacy ratios (CAR) at 17.5% and 16.6% respectively versus the industry average of 16.1 % for the current year.

Secondly, Danamon through 2011 refreshed its ongoing commitments and investments in its core businesses through network expansion as well as enhanced marketing and promotion programs across our major lines of businesses in consumer banking, syariah banking, microcredit, consumer financing and SME. In total, over 394 new branches and outlets were added during the year, complemented with the opening of 175 new ATMs and 47 CDMs in 2011. Further improvements in business processes and risk management analytics were also launched to ensure we have the necessary tools to perform and deliver at a healthy and sustainable rate.

The third strategic initiative that we successfully embarked on was to reposition and further enhance our fee-based income generating businesses as a way to create and exploit into more sources of revenue. In the second half of 2011, we entered into a strategic bancassurance partnership with Manulife Indonesia, one of the largest and most established life insurance and asset management companies operating in Indonesia. Both Manulife and Danamon are very excited with this partnership as this gives both companies an incredible opportunity to work together and tap more efficiently into the relatively nascent and underinsured Indonesian life insurance market.

Additionally we established new focus to enhance our trade financing services in 2011 so as to take advantage of the growing trade flows between Indonesia and rest of the world by setting up bank branches specially dedicated to trade finance services at major sea ports across the country.

Akhirnya, kami juga terus melakukan investasi untuk memperluas dan memperkuat teknologi informasi Danamon. Di tahun 2011, telah diluncurkan layanan perbankan elektronik yang telah disempurnakan sehingga kini nasabah dapat menikmati kemudahan akses melalui berbagai jenis piranti elektronik, termasuk piranti *smart phone* dan komputer tablet. Pada tahun 2011, Danamon telah meluncurkan situs internetnya yang telah diperbarui, yang menawarkan kemudahan akses ke informasi terkini tentang Danamon. Upaya berkelanjutan ini telah berhasil meningkatkan utilisasi layanan perbankan elektronik secara signifikan, yang untuk pertama kalinya berhasil melampaui jumlah transaksi di cabang-cabang konvensional Danamon.

Last but not least we continued investments in broadening and strengthening our information technology platforms during the year. A significantly enhanced electronic banking service was introduced which now allows customers to enjoy convenient and wireless access through multiple kinds of electronic devices, including smart phones and tablets. In 2011 Danamon introduced its redesigned website that offers easier and improved access to the latest information about Danamon. Our continuous efforts were well rewarded with a large increase in the utilization of Danamon's internet based services, which for the first time now exceeds the number of transactions processed at our conventional branches.

Pengembangan Sumber Daya Manusia dan Budaya Perusahaan

Program pengembangan sumber daya manusia sebagai aset Danamon yang paling penting tetap berlanjut di tahun 2011. Danamon Corporate University sebagai pusat pengembangan sumber daya manusia Danamon, terus melaksanakan program-program pelatihan untuk meningkatkan dan memperbarui keterampilan dan pengetahuan para karyawan di bidang perbankan. Di tahun 2011 saja, telah dilaksanakan 220.972 *man day* pelatihan, yang diikuti sebanyak 68.989 partisipan.

Danamon berkomitmen dan terus berupaya menciptakan lingkungan kerja yang profesional, transparan serta menantang di industri perbankan domestik. Untuk itu, kami mendorong seluruh karyawan untuk memberikan umpan balik dan usulan konstruktif melalui program-program suara karyawan, seperti survei *Employee Engagement Survey* (EES) yang diluncurkan tanggal 3 Desember 2011 dan melibatkan lebih dari 35.000 responden dari Danamon dan Grup Adira. Hasil dari survei tersebut akan dimanfaatkan untuk mengembangkan rencana kerja guna meningkatkan keterlibatan karyawan di Grup Danamon.

Human Capital and Corporate Culture Development

Programs for the development of our most important asset, Danamon's human capital, continued throughout 2011. Our people development center in Ciawi, Danamon Corporate University, was busy conducting training programs to enhance and refresh our employees' skill and banking knowledge. In 2011 alone, we organized over 220,972 man days training attended by 68,989 participants.

Danamon is fully committed and strives to create one of the most professional, transparent and rewarding working environment in the local banking industry. To do that, we encourage our staff to provide constructive feedback and suggestions through our voice of the employee programs such as the Employee Engagement Survey (EES) which was launched on 3 December 2011 covering more than 35,000 participants within Danamon and subsidiaries. Results from the survey will be used to develop action plans to enhance Danamon Group's employee engagement.

Tata Kelola Perusahaan

Danamon memiliki komitmen untuk melaksanakan standar transparansi dan akuntabilitas yang tertinggi bagi seluruh pemangku kepentingan – pemegang saham/investor, nasabah, karyawan, *regulator*, mitra usaha, *vendor* dan masyarakat luas. Kami percaya bahwa budaya tata kelola perusahaan yang kuat dan sehat memiliki manfaat bagi kegiatan usaha karena dalam jangka panjang dapat membangun kepercayaan dan profesionalisme dalam hubungan kami dengan para pemangku kepentingan. Dalam kaitan ini, Danamon menerima beberapa penghargaan untuk Tata Kelola Perusahaan maupun Laporan Tahunan pada tahun 2011.

Dalam rangka mendorong implementasi praktik terbaik tata kelola perusahaan di Danamon dan kelompok perusahaannya, kami telah menyelesaikan proses evaluasi praktik tata kelola di anak perusahaan serta menyelaraskan dengan praktik yang berlaku di Danamon.

Corporate Governance

We are committed to the highest standards of transparency and accountability to all our stakeholders – shareholders/investors, customers, employees, regulators, business partners, vendors and the public community at large. We believe that a strong and healthy corporate governance culture makes good business sense as they build trust, confidence and professionalism over the long term in our relationships with our various stakeholders. Accordingly, the Bank has received Corporate Governance and Annual Report awards this year.

In light of promoting the best practices of corporate governance in the Bank and its Group, the Bank has completed assessments of subsidiaries' corporate governance practices and is aligning them with the Bank's practices.

Untuk meningkatkan kualitas penerapan Tata Kelola Perusahaan, Danamon melakukan beberapa inisiatif di tahun 2011, termasuk kampanye *Zero Tolerance for Fraud*, Kebijakan *Whistle Blower* dan Kode Etik baru sebagai bagian dari Evaluasi Kinerja Karyawan. Selain itu, program-program Kepatuhan dan Anti Pencucian Uang/Pencegahan Pendanaan Teroris (APU/PPT) telah disempurnakan melalui pembaruan kebijakan, evaluasi cabang dan pelaksanaan kegiatan pelatihan dan sosialisasi bagi karyawan. Program APU/PPT antara lain akan meningkatkan efisiensi identifikasi transaksi yang mencurigakan sehingga dapat diselesaikan secara dini.

Selain itu, sesuai dengan ketentuan Bank Indonesia, kami telah menyelesaikan proses GCG *Self-Assessment* yang menghasilkan peringkat "Baik", yang menegaskan kembali praktik tata kelola Danamon yang sehat.

Tanggung Jawab Sosial

Sejak tahun 2004 Danamon telah dikenal dari kegiatannya dalam merevitalisasi pasar-pasar tradisional di seluruh Indonesia. Kini menggunakan nama "Pasar Sejahtera", program tersebut telah dilaksanakan di lebih dari 1.000 pasar tradisional dan mensejahterakan lebih dari 1.508.090 pedagang kecil di 33 provinsi. Salah satu karakteristik penting Pasar Sejahtera adalah rasa memiliki para pedagang pasar, pengelola pasar, pejabat daerah dan pemerintah terhadap program ini, yang menjamin tingkat keberlanjutan Pasar Sejahtera. Kami sangat gembira dengan dukungan dari berbagai pemerintah daerah yang telah memberikan komitmen pendanaan bagi program tersebut dengan mengintegrasikan Pasar Sejahtera ke dalam rencana pengembangan dan anggaran tahunan pemerintah daerah.

Cepat Tanggap Bencana juga merupakan program tanggung jawab sosial Danamon, di mana kami menawarkan bantuan bagi para korban bencana alam di seluruh Indonesia. Pada tahun 2011, kami memberikan bantuan bagi sebanyak 20 bencana alam. Kami bangga dapat menjadi salah satu perusahaan swasta pertama yang memiliki program khusus untuk memberikan bantuan bagi korban bencana alam di seluruh Indonesia.

Hari Jadi Danamon Ke-55

Di tahun 2011, kami merayakan hari jadi Danamon yang ke-55 melalui berbagai aktivitas yang melibatkan seluruh karyawan Danamon dan anak-anak perusahaan, Adira Finance, Adira Insurance dan Adira Kredit di seluruh Indonesia. Kami mengundang para nasabah, mitra usaha, dan masyarakat luas bersatu dalam perayaan ini, sebagai bukti komitmen dan sumbangan berkelanjutan Danamon bagi pembangunan Indonesia. Hari jadi Danamon juga ditandai dengan pelaksanaan Danamon Award kelima, yang memberikan penghormatan kepada keberhasilan sejumlah usahawan kecil yang diseleksi oleh panel juri.

To enhance the implementation of Good Corporate Governance, the Bank has implemented several initiatives including the Zero Tolerance for Fraud Campaign, new whistle blower policy and Code of Conduct as part of the Employees' Performance Assessments. In addition, the Bank continues to enhance the implementation of the Compliance and AML/CFT programs through policy updates, branch assessments, and provision of training and socialization programs to employees. The AML/CFT among other flag or track suspicious transactions so that transaction resolutions can be achieved earlier.

Additionally and in compliance with the BI regulation for the year we completed our GCG Self-Assessment exercise with a "Good" category rating which reaffirmed Danamon's sound corporate governance practices.

Social Responsibility

Since 2004 Danamon has been known and is proud of its ground-breaking activities in revitalizing traditional wet markets across the country. Now carrying the branded "Pasar Sejahtera" trademark, the program has been conducted in more than 1,000 traditional markets and improving the lives of over 1,508,090 small traders in 33 provinces. A significant feature of Pasar Sejahtera is the multi-level ownership of the program by the market vendors, market managers, local authorities and municipalities, and related government ministries, thereby ensuring its public visibility and sustainability. We are extremely pleased by the support from the local authorities and municipalities as they put paid to their commitment to the program by integrating Pasar Sejahtera into their yearly local government development plans and budget allocations.

Cepat Tanggap Bencana or Disaster Quick Response is another important social responsibility program where we offer early relief and recovery assistance to victims of natural disasters nationwide. In 2011 we provided the needed assistance to victims of 20 natural disaster incidents. We are proud to be counted as among the first private sector companies that has a dedicated program that provides early relief for natural disaster victims in Indonesia.

55th Anniversary Celebration

In 2011 we celebrated our 55th year anniversary with a series of activities involving our employees in Danamon and all the subsidiaries; Adira Finance, Adira Insurance and Adira Kredit across the country. Our customers, business partners, associates and the public were invited to join in the celebrations and for us to showcase our ongoing commitment and contributions to the development of Indonesia. The commemoration was also dovetailed into our fifth Danamon Award event where we celebrated and honored the successes and achievements of a selected number of small entrepreneurs picked by a distinguished panel of judges.

Penghargaan

Dengan dukungan kerja keras, fokus pada pelayanan nasabah terbaik, serta kinerja yang positif, di tahun 2011 Danamon terus meraih berbagai penghargaan nasional dan internasional di berbagai area, antara lain:

- "Best Trade Finance Bank in Indonesia" dari Global Finance;
- "Corporate Governance Award 2011 based on OECD Principles of Corporate Governance" dari Indonesia Institute for Corporate Directorship;
- "Gold award for the Best Core Banking System Initiative" dari Majalah Asian Banking and Finance;
- "The Best of Indonesia Service to Care Champion 2011", untuk kategori Bank Umum dengan aset di atas Rp 65 triliun dari Markplus Insight dan Infobank;
- "1st Best in Mobile Banking", kategori Bank Umum, Banking Service Excellence Awards 2011 dari Infobank;
- "1st Best ATM", kategori Bank Syariah, Banking Service Excellence Awards dari Infobank;
- "Top 3 Digital Marketing Award 2011" dari Frontier Consulting Group & Majalah Marketing;
- "Net Promoter Score (Good)" untuk kategori produk Tabungan dari Majalah SWA
- "Best Performance Bank" kategori Bank Swasta dengan aset di atas Rp 40 triliun dari ABFI Banking Award 2011 serta
- "Asian Regional Entrepreneurship Award 2011" untuk kategori Green Leadership
- Peringkat ke-3, The Most Efficient Syariah Unit Asset > Rp 500 miliar, oleh Karim Business Consulting.

Proyeksi & Prioritas 2012

Tahun 2012 tetap dibayangi ketidakpastian dengan berlanjutnya masalah di zona Eropa serta lambatnya pemulihan ekonomi di Amerika Serikat. Pasar keuangan dan pasar modal diproyeksikan akan terus bergejolak dengan kekhawatiran masalah likuiditas yang akan mempengaruhi tingkat kepercayaan investor. Pasar keuangan dan pasar modal akan memasuki perioda yang bergejolak dan menjadi tidak likuid sehingga dari waktu ke waktu dapat mempengaruhi tingkat kepercayaan investor. Namun demikian, didukung besarnya pasar domestik, populasi yang relatif muda, kekayaan alam dan lokasinya yang strategis, Indonesia diproyeksikan akan meraih kinerja yang relatif lebih baik.

Peningkatan peringkat Indonesia ke peringkat *investment* diharapkan akan mendorong investasi asing ke Indonesia, yang akan mendukung perkembangan ekonomi Indonesia. Walaupun ditopang kondisi perekonomian Indonesia, kami harus tetap berhati-hati mencermati prospek ketidakpastian ekonomi dunia.

Awards

Through our hard work and focus on excellence in customer service and performance delivery we have continued to earn domestic and international accolades and recognitions in various important areas in 2011, such as:

- Best Trade Finance Bank in Indonesia from Global Finance;
- Corporate Governance Award 2011 based on OECD Principles of Corporate Governance from the Indonesia Institute for Corporate Directorship;
- Gold award for the Best Core Banking System Initiative from Asian Banking and Finance Magazine;
- The Best of Indonesia Service to Care Champion 2011, for Conventional Banking with more than Rp 65 trillion in assets category, from Markplus Insight and Infobank;
- 1st Best in Mobile Banking, Conventional Bank Category, Banking Service Excellence Awards 2011 from Infobank;
- 1st Best ATM, Sharia Bank Category, Banking Service Excellence Awards from Infobank;
- Top 3 Digital Marketing Award 2011 by Frontier Consulting Group & Majalah Marketing;
- Net Promoter Score (Good) for Saving Account Category by SWA Magazine
- Best Performance Bank for Private Banks with more than Rp 40 trillion in assets category from ABFI Banking Award 2011; and,
- The Asian Regional Entrepreneurship Award 2011 for the "Green Leadership" category.
- 3rd rank The Most Efficient Syariah Unit Asset > Rp 500 billion, by Karim Business Consulting

2012 Outlook & Priorities

The global economic outlook for 2012 remains uncertain with the unresolved problems in the Eurozone combined with the slow economic recovery in the U.S. The major financial and capital markets are expected to remain volatile with bouts of illiquidity that may wreak investors' confidence from time to time. As such expectations are for lower economic growth across much of the world for the year. However given its large domestic market, young population, abundant natural resources and strategic location, Indonesia is expected to fare relatively much better.

Furthermore recent rating upgrades to investment grade are expected to increase foreign direct investments into Indonesia which will be an added boost to the country's economic growth and development. We are thankful for the more fortunate economic circumstances in Indonesia but we must remain cautious and prudent in an uncertain and fragile outlook of the world economy.

Prioritas Strategis

Dengan memperhatikan hal-hal di atas, berikut kami uraikan beberapa prioritas strategis untuk tahun-tahun mendatang:

1. Kepemimpinan di segmen *mass market*
   Kami akan terus memperkuat kepemimpinan di segmen *mass market* di sektor kredit mikro, pembiayaan otomotif dan barang konsumen serta pembiayaan berbasis emas. Selain itu, pengembangan kredit di segmen *non mass market* akan berlanjut di sektor UKM, *Asset Based Finance* dan *Trade Finance*.
2. Pendanaan Melalui CASA
   Untuk mendukung pertumbuhan kredit dan memperkuat pendanaan berbiaya rendah, Danamon akan terus memperluas bisnis pendanaannya dengan fokus pada simpanan dari produk giro dan tabungan (CASA). Strategi ini akan didukung oleh perluasan jaringan dengan penambahan jumlah cabang konvensional, ATM dan CDM, serta upaya meningkatkan layanan perbankan elektronik. Kami juga akan mulai memanfaatkan jaringan layanan yang ada, terutama jaringan cabang-cabang DSP, untuk mulai meraih pendanaan dengan menawarkan produk tabungan dan layanan ATM di cabang-cabang tersebut.
3. Peningkatan Produktivitas dan Efisiensi
   Peningkatan produktivitas dan efisiensi akan dilaksanakan melalui pembentukan organisasi yang ramping dengan mendorong tercapainya sinergi serta utilisasi kapasitas yang optimal. Kami juga akan tetap memfokuskan pada upaya penekanan biaya melalui konsolidasi proses bisnis agar tercapai rasio *cost to income* yang optimal.
4. Layanan Nasabah Berkualitas
   Kami telah memulai dan kini sedang mengimplementasikan di seluruh organisasi, upaya meningkatkan budaya layanan nasabah. Sasaran kami adalah agar Danamon diakui oleh para nasabah dan masyarakat sebagai salah satu dari 3 bank terbaik dalam hal layanan nasabah. Untuk itu, kami akan melakukan investasi membangun layanan yang mudah dan cepat melalui perluasan cabang, penambahan ATM, CDM dan *Electronic Data Capture* (EDC), serta penyederhanaan proses bisnis dan program pelatihan dan pengembangan staf.
5. Manajemen Risiko yang Terintegrasi
   Aset yang berkualitas akan dicapai melalui praktik manajemen risiko yang berhati-hati melalui pendekatan kuantitatif dan analisis risiko, serta pertimbangan kualitatif yang tepat. Selain itu, kami akan mengelola tingkat risiko yang diambil *(risk appetite)* dengan menjaga keseimbangan antara pertumbuhan kredit, tingkat risiko yang diambil, bauran portofolio, tingkat pengembalian berbasis risiko serta profitabilitas. Danamon berkomitmen membangun budaya manajemen risiko yang kokoh dari para profesional manajemen risiko dan melakukan investasi di bidang sumber daya manusia dan pengembangan sistem guna memastikan tersedianya piranti yang dibutuhkan untuk mengelola portofolio risiko kami secara efektif.

Strategic Priorities

Taking the above setting for the year we would like to outline below some of our major strategic priorities for the year ahead:

1. Leadership in the Mass Market
   We will continue to strengthen our leadership in the mass market segment in micro lending, auto financing, durable-goods financing and pawn-broking businesses. At the same time we will also continue to grow our lending exposures to the non-mass market segments in the SME, Asset Based Financing and Trade Finance.
2. Core Funding in CASA
   To support lending growth and to strengthen access to a lower cost of funds, we aim to expand our funding franchise focusing on deposits from current and savings accounts (CASA). The strategy will be supported by expansion of our current network with the addition of more conventional branches, ATMs and CDMs coupled with efforts to strengthen other alternative electronic channels. We will also leverage our existing network especially our DSP branches to start taking deposits by promoting savings accounts and offering ATM services at these outlets.
3. Productivity and Efficiency Improvement
   Productivity and efficiency improvements will be pursued by promoting lean organization structures that encourage synergies and optimum utilization of existing capacity. We will focus on cost saving efforts by consolidating back and middle office business processes to bring the cost to income ratios within acceptable levels.
4. Customer Service Excellence
   We have already initiated and are now on a bank-wide journey to significantly raise the bar on the customer service culture across the organization. Our aim is to be recognized by our customers and public at large as one of the top 3 excellent customer service banks in the industry. In conjunction with this, we will invest in delivering “simple and quick service” through further branch expansion, additional touch points (including ATMs, CDMs and EDCs), business process simplifications and staff re-training and re-development.
5. Integrated Risk Management
   High quality assets are assured through prudent risk management based on quantitative and risk analytics as well as sound and engaged qualitative judgments. In addition, we will manage the Bank’s risk appetite by maintaining balance on the level of lending growth, risk taken, portfolio mix, risk adjusted returns, and profitability. We are committed to building a strong risk management and credit culture among our risk management professionals and will make the necessary investments in talent and systems to ensure we have the necessary tools to manage our risk portfolios in the most effective manner.

6. Profitabilitas dan Landasan Permodalan yang Berkelanjutan
   Keuntungan yang berkelanjutan akan dicapai melalui diversifikasi produk dan sumber pendapatan melalui peningkatan pendapatan imbal jasa sejalan dengan berlanjutnya tekanan marjin bunga. Kami juga akan melaksanakan pengelolaan dan pemanfaatan permodalan Danamon dan anak perusahaan yang optimum untuk memelihara landasan permodalan kami dalam rangka mengantisipasi persyaratan permodalan yang lebih tinggi dari Basel III.

Penutup

Tema "Membuka Peluang Menuju Hidup Lebih Baik" merupakan ungkapan yang tepat bagi berbagai pencapaian di tahun 2011. Keberhasilan *rights issue* Danamon senilai Rp 5 triliun, serta berbagai pencapaian finansial dan non-finansial, adalah bagian penting dari upaya Danamon membangun masa depan yang lebih baik dan menciptakan peluang bagi lebih banyak orang untuk meraih hidup yang lebih baik di Indonesia.

Mewakili manajemen Danamon, saya ingin sampaikan ucapan terima kasih kepada Joseph Luhukay, yang mengundurkan diri pada tahun 2011, atas sumbangannya kepada Danamon. Saya juga mengumumkan pengangkatan Khoe Minhari Handikusuma sebagai Direktur yang membawahi Danamon Simpan Pinjam dan Joseph Bataona* sebagai Direktur Sumber Daya Manusia.

Sebagai penutup, saya ucapkan terima kasih kepada para pemegang saham, nasabah, regulator, mitra usaha, karyawan dan Dewan Komisaris Danamon, serta masyarakat luas yang telah memberikan dukungannya bagi Direksi dan manajemen Danamon. Direksi dan jajaran manajemen senior berkomitmen memberikan yang terbaik untuk terus meningkatkan kinerja di tahun 2012 serta membangun masa depan yang lebih baik bagi Danamon dan seluruh pemangku kepentingan di tahun-tahun mendatang.

6. Sustainable Profitability and Capital Platform
   Our goal to achieve sustainable profitability will be held through product and revenue diversification to boost fee incomes to address the pressures from lending margin compression. We will continue to ensure optimal management and application of the Bank's capital and that of the subsidiaries so as to secure a capital platform for higher capital requirements in the future under Basel III.

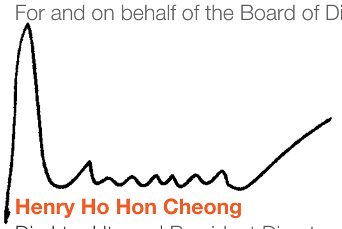
Closing

"Opening Opportunities for Growth" probably best describes the overall achievements of Danamon and its subsidiaries in 2011. The timely and successful execution of our Rp 5 trillion capital rights issue together with the achievements on both our financial and non-financial balance scorecards during the year are important building blocks for our ongoing efforts to build a brighter future and to create even more opportunities for many more millions to have better lives in Indonesia.

On behalf of Management, I wish to thank Joseph Luhukay, who retired in 2011, for his contributions to Danamon. I am pleased to announce the appointment of Khoe Minhari Handikusuma as Director for Danamon Simpan Pinjam and Joseph Bataona* as Director for Human Resources.

In closing, I would like to thank all of our shareholders, customers, regulators, partners, staff members, Board of Commissioners and the public at large for their continuing support of the Board of Directors and management of the bank. The Board of Directors and senior management are committed to giving our very best to further enhance our performance for 2012 and to build a better future for Danamon and its larger community of stakeholders in the years ahead.

Atas nama Direksi
For and on behalf of the Board of Directors



Henry Ho Hon Cheong
Direktur Utama I President Director

* Subject to Bank Indonesia's Fit & Proper test

Direksi

Board of Directors

kiri ke kanan (left to right)

Joseph Bataona
Direktur
Director

Ali Yong
Direktur
Director

Kanchan Keshav Nijasure
Direktur
Director

Vera Eve Lim
Direktur
Director

Pradip Chhadva
Direktur
Director

Michellina Laksmi Triwardhany
Direktur
Director

Henry Ho Hon Cheong
Direktur Utama
President Director

Khoe Minhari Handikusuma
Direktur
Director

Fransiska Oei Lan Siem
Direktur
Director

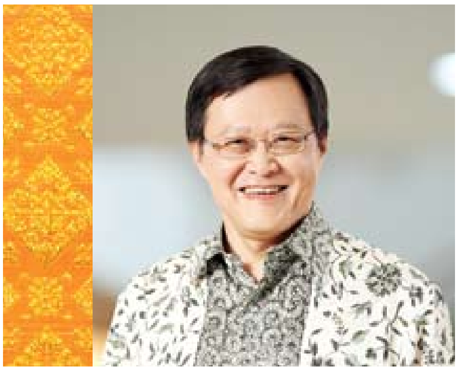
Herry Hykmanto
Direktur
Director

Muliadi Rahardja
Direktur
Director

Satinder Pal Singh Ahluwalia
Direktur
Director

Profil Direksi

Board of Directors Profile



Henry Ho Hon Cheong
Direktur Utama
President Director

Warga negara Malaysia. Henry Ho lahir pada tanggal 20 Agustus 1954. Beliau diangkat sebagai Direktur Utama sejak 29 April 2010.

Beliau lulus dari Universitas Malaya dengan B. Eng (Mechanical) pada tahun 1978 dan dari McGill University, Montreal, Quebec, Canada pada tahun 1980 dengan Master of Business Administration di bidang Accounting & Finance.

Beliau memulai karirnya dalam bidang perbankan dengan Citibank NA, Kuala Lumpur tahun 1982. Selama 23 tahun beliau menjabat berbagai posisi termasuk sebagai Country Risk Officer Citibank NA, Kuala Lumpur dan Pan Asia Corporate Head di Citibank NA, Singapore, sebagai Chief Country Officer di Citibank NA Bangkok dan sebagai General Manager and Group Head di Saudi American Bank Riyadh Kingdom of Saudi Arabia. Sebelum bergabung dengan Danamon adalah sebagai President Director/CEO di PT Bank International Indonesia Tbk. dan Managing Director di Temasek Holdings (Private) Ltd.

Tugas dan Tanggung Jawab:
Henry Ho membawahi seluruh tugas dan wewenang Direksi serta secara langsung mengawasi bidang-bidang tugas sebagai berikut: Internal Audit, PT Adira Dinamika Multi Finance Tbk dan PT Asuransi Adira Dinamika.

Penugasan Khusus:
- Anggota Komite Sumber Daya Manusia
- Anggota Komite Asset and Liability
- Anggota Komite Pengarah Teknologi Informasi
- Anggota Komite Risiko
- Anggota Dewan Komisaris PT Adira Dinamika Multi Finance Tbk

Malaysian citizen. Henry Ho was born on August 20, 1954. He was appointed as the President Director of the Bank on April 29, 2010.

He graduated from University of Malaya with a B. Eng (Mechanical) in 1978 and from McGill University, Montreal, Quebec, Canada in 1980 with Master of Business Administration in Accounting & Finance.

He began his banking career with Citibank NA, Kuala Lumpur in 1982. Over a period of 23 years he held a number of positions including Country Risk Officer with Citibank NA, Kuala Lumpur and Pan Asia Corporate Head with Citibank NA, Singapore, Chief Country Officer with Citibank NA Bangkok, and General Manager and Group Head with Saudi American Bank Riyadh Kingdom of Saudi Arabia. Prior to joining Bank Danamon he was President Director/CEO of PT Bank International Indonesia Tbk and Managing Director in Temasek Holdings (Private) Ltd.

Duties and Responsibilities:
Henry Ho leads Danamon's Board of Directors and directly supervises the Banks' Internal Audit, and two of the Bank's subsidiaries, namely PT Adira Dinamika Multi Finance Tbk dan PT Asuransi Adira Dinamika.

Particular Assignments:
- Member of the HR Committee
- Member of the Asset and Liability Committee
- Member of the IT Steering Committee
- Member of the Risk Committee
- Member of the Board of Commissioner of PT Adira Dinamika Multi Finance Tbk

Vera Eve Lim
Direktur
Director

Warga negara Indonesia. Vera Eve Lim lahir 1 Oktober 1965. Diangkat sebagai Direktur pada Juni 2006. Menjabat sebagai anggota Board of Manajement dan Chief Financial Officer sejak bulan Oktober 2003.

Vera Eve Lim lulus dari Fakultas Ekonomi Tarumanegara dan menyelesaikan program eksekutif di Stanford Graduate School of Business pada tahun 2008. Saat ini beliau bertindak sebagai Komisaris PT Adira Dinamika Multi Finance Tbk dan Wakil Komisaris Utama PT Asuransi Adira Dinamika.

Tugas dan Tanggung Jawab:
Sebagai Chief Financial Officer, Beliau bertanggung jawab dalam mengarahkan dan mengawasi seluruh kegiatan keuangan Danamon. Beliau juga memonitor penyajian laporan keuangan untuk memastikan kepatuhan dengan standar keuangan dan akuntansi serta peraturan yang diterapkan. Beliau berperan sebagai mitra bisnis dalam menciptakan nilai tambah melalui pelaporan dan analisis kinerja strategis dan operasional dari masing-masing bisnis.

Indonesian citizen. Vera Eve Lim was born on October 1, 1965. She was appointed as a Director of Danamon in June 2006. She has served on the Board of Management and as a Chief Financial Officer of Danamon since October 2003.

Vera Eve Lim graduated from the Faculty of Economics, Tarumanegara University. She has completed executive program in Stanford Graduate School of Business in 2008. She currently serves as Commissioner PT Adira Dinamika Multi Finance Tbk. and Vice President Commissioner of PT Asuransi Adira Dinamika

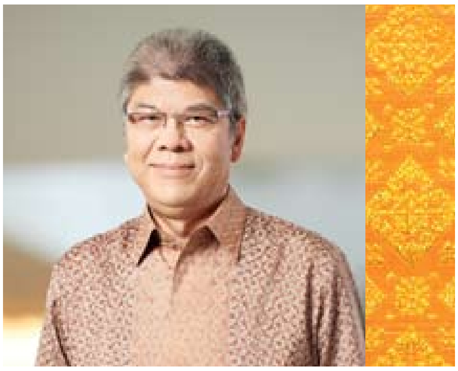
Roles and Responsibilities:
As Danamon's Chief Financial Officer, Vera Eve Lim is responsible for directing and overseeing all the financial activities of Danamon. She monitors financial performance reporting and policies assuring compliance with accepted financial and accounting standards as well as regulatory requirements. She also acts as a business partner in the value creation end of the business by providing strategic and operational performance reporting and analysis for each business.

Vera membantu Direktur Utama dan pemimpin unit bisnis lainnya dalam memberikan informasi terkini tentang kompetisi serta arahan perkembangan strategis usaha, memimpin dan mengkoordinasi aksi korporasi Danamon maupun Grup seperti akuisisi, peningkatan modal, dan rencana strategis korporasi. Juga, menjadi wakil Danamon dalam komunitas pasar modal dan investor.

Penugasan Khusus:
- Anggota Komite Asset and Liability
- Anggota Komite Pengarah Teknologi Informasi
- Anggota Komite Risiko
- Komisaris PT Adira Dinamika Multi Finance Tbk
- Wakil Komisaris Utama PT Asuransi Adira Dinamika

Vera helps the President Director and other business unit heads with up to date information regarding competition and business strategic direction, lead and coordinating the corporate actions for the bank and group such as acquisition, capital raising and corporate strategic planning. Also, she represents Bank Danamon in dealing with capital market and investing community.

Particular Assignments:
- Member of the Asset & Liability Committee
- Member of the Information Technology Steering Committee
- Member of the Risk Committee
- Commissioner of PT Adira Dinamika Multi Finance Tbk
- Vice President Commissioner of PT Asuransi Adira Dinamika



Muliadi Rahardja
Direktur
Director

Warga negara Indonesia. Muliadi Rahardja lahir pada tanggal 10 Juni 1959. Menjabat sebagai Direktur sejak Desember 1999.

Lulus dari Fakultas Ekonomi Universitas Indonesia dan memperoleh gelar MBA dari Massachusetts Institute of Technology pada tahun 1998.

Memulai karir sebagai Konsultan pada sebuah perusahaan konsultan manajemen di Jakarta pada tahun 1983 dan bergabung dengan PT Sepatu Bata Indonesia Tbk pada tahun 1984. Kemudian pada tahun 1985 Beliau bergabung dengan Grup Lippo dan bertanggung jawab atas asuransi, garmen dan perbankan setelah sebelumnya menjabat sebagai Deputy Group Head Sistem Informasi Manajemen. Pada tahun 1989, bergabung dengan Danamon sebagai Pemimpin Cabang Tangerang dan sebelum diangkat sebagai Direktur pada tahun 1999, menjabat sebagai Kepala Divisi Perencanaan dan Strategi.

Tugas dan Tanggung Jawab:
Sejak tahun 2008, Muliadi Rahardja, setelah 4 tahun sebagai Direktur SDM, kembali dipercayai bertugas sebagai Direktur Operasi, dimana tugas utamanya adalah membina, mengembangkan dan mengawasi operasional di tingkat cabang dan wilayah, operasional dari sentra proses di tingkat pusat, seperti sentra pembayaran (*Payment Centers*), sentra Layanan Transaksi Pinjaman (*Loan Transaction Sevice*), *Transaction Banking Centre* seperti *Trade Service, Custody service, Treasury Operation (back office)*. Disamping sebagai Direktur Operasi juga membawahi *Regional Corporate Officer* dan *Corporate Real Estate Management* yang mengelola properti perusahaan baik yang milik maupun yang sewa.

Penugasan Khusus:
- Anggota Komite Pengarah Teknologi Informasi
- Anggota Komite Risiko
- Anggota Komite Fraud
- Komisaris PT Adira Dinamika Multi Finance Tbk

Indonesian citizen. Muliadi Rahardja was born on June 10, 1959. He has been a Director of Danamon since December 1999.

He graduated from the Faculty of Economics, University of Indonesia, and earned his MBA from the Massachusetts Institute of Technology in 1998.

He started his career in a consulting company in 1983, and joined PT Sepatu Bata Indonesia Tbk in 1984. He joined Lippo Group in 1985 and was responsible for insurance, garments and banking, after serving as Deputy Group Head of MIS. In 1989, he joined Danamon as a Branch Manager in Tangerang. His most recent position was Head of the Corporate Planning and Strategy Division before he was appointed a Director of Danamon in 1999.

Roles and Responsibilities:
Having served as Human Resources Director for 4 years since 2008, Muliadi has been reappointed as Operation Director with the tasks of guiding, nurturing, and overseeing operational activities at branches, regions, headquarter, operation of payment centers, loan transaction services, Transaction Banking Centre such as Trade Service, Custody Service, Treasury Operation (back office) and is responsible for the Regional Corporate Officer, Corporate Real Estate Management Unit that manages Bank's owned and rented properties.

Particular Assignments:
- Member of the Information Technology Steering Committee
- Member of the Risk Committee
- Member of the Fraud Committee
- Commissioner of PT Adira Dinamika Multi Finance Tbk

Kanchan Keshav Nijasure
Direktur
Director

Warga negara India. Kanchan Nijasure lahir pada tanggal 30 November 1958. Diangkat menjadi Direktur Danamon melalui RUPS tahun 2008. Beliau telah bergabung dengan Danamon sejak April 2004 dan ditunjuk sebagai Chief Technology Officer.

Beliau meraih gelar B. Tech di bidang Electronic Engineering tahun 1980 dari Indian Institute of Technology, Bombay.

Beliau mengawali karirnya di bidang teknologi perbankan saat membidangi sistem tresuri di Unisys. Kemudian bergabung dengan Citigroup tahun 1987 dan bekerja dengan berbagai *platform* teknologi informasi di banyak negara. Telah menduduki berbagai posisi manajemen senior di bidang perusahaan di Citigroup. Sebelum bergabung dengan Danamon, Beliau menjabat sebagai Global Technology Head untuk bisnis Komersial dan UKM di Citigroup International di London.

Tugas dan Tanggung Jawab:
Kanchan Nijasure bertanggung jawab menyelaraskan visi dan strategi TI bank dengan strategi bisnis. Beliau telah meletakkan cetak biru TI End-State dan *roadmap* teknologi informasi guna membangun platform TI berkelas dunia bagi Danamon. Di bawah kepemimpinannya, berbagai program teknologi informasi termasuk diantaranya *New Core Banking Solution* telah berhasil dilaksanakan. Sebagai hasilnya, berbagai unit usaha kini memiliki solusi teknologi yang unggul. Seluruh sistem utama di Danamon telah meraih kemajuan dalam hal tingkat keandalan dan kekuatannya. Dengan selesainya seluruh implementasi cetak biru beberapa tahun mendatang, Danamon akan memiliki keunggulan bersaing untuk meningkatkan pangsa pasarnya serta menyediakan produk dan layanan unggulan bagi para nasabahnya.

Penugasan Khusus:
- Ketua Komite Pengarah Teknologi Informasi

Indian citizen. Kanchan Nijasure was born on November 30, 1958. He was appointed as Danamon's Director by the GMS in 2008. He joined Danamon in April 2004 as Chief Technology Officer.

He received his B. Tech. degree in Electrical Engineering in 1980 from the Indian Institute of Technology, Bombay.

He commenced his banking technology career by working on treasury systems with Unisys. He joined Citigroup in 1987 and worked on diverse IT platforms in multiple countries. He has held number of senior management positions in different companies within Citigroup world. Before joining Danamon, he served as Global Technology Head for the Commercial and SME business of Citigroup International in London.

Roles and Responsibility:
Kanchan Nijasure is responsible for designing Danamon's IT vision and strategy in close alignment with the business strategy. He has put in place an IT End-state blueprint and roadmap to build world class IT platform for Danamon. Under his leadership, many IT programs including New Core Banking Solution have been successfully implemented. As a result, most businesses now have market leading technology solutions. All mission-critical systems in Danamon have made a quantum leap in the level of reliability and resilience. With full implementation of this blueprint in the next few years, Danamon will have a strategic advantage in gaining market share and providing superior products and services to customers.

Particular Assignment:
- Chairman of the Information Technology Steering Committee

Ali Yong
Direktur
Director

Warga negara Indonesia. Ali Yong lahir 14 April 1971. Diangkat menjadi direktur sejak 2006. Beliau bergabung dengan Bank Danamon sejak tahun 1999 dan menempati posisi Head of Transactions and Services sebelum diangkat menjadi Direktur.

Lulus dari Teknik Mesin Institut Teknologi Bandung tahun 1994 dan mengikuti program pengembangan eksekutif di Harvard Business School dan Stanford Business School.

Memulai kariernya di Citibank Indonesia sebagai Management Associate kemudian pindah ke PT Bank Papan dengan jabatan terakhir sebagai Kepala Operasional. Jabatan terakhir sebelum bergabung dengan Bank Danamon adalah Tim Management di PT Bank Pos.

Indonesian citizen. Ali Yong was born on April 14, 1971. He was appointed as a Director of Bank Danamon since 2006. He has been working for Bank Danamon since 1999 and held the position of Head of Transactions and Services before being appointed as a Director.

He graduated in Mechanical Engineering from the Institute of Technology in Bandung in 1994 and attended the executive development programme of Harvard Business School and Stanford Business School.

He started his career with Citibank Indonesia as Management Associate and moved to PT Bank Papan later as Operation Head. Prior to joining Bank Danamon he was on the Management Team at PT Bank Pos.

Tugas dan Tanggung Jawab:
Ali Yong bertanggung jawab terhadap perkembangan dan implementasi atas keseluruhan bisnis SME, *Commercial* dan *Corporate Banking*.

Roles and Responsibilities:
Ali Yong is responsible for the development and implementation of overall strategies of SME, Commercial and Corporate Banking.

Penugasan Khusus:
- Anggota Komite Sumber Daya Manusia
- Anggota Komite Asset and Liability
- Komisaris Utama PT Adira Quantum Multifinance

Particular Assignments:
- Member of the Human Resource Committee
- Member of the Asset and Liability Committee
- President Commissioner of PT Adira Quantum Multifinance

Herry Hykmanto
Direktur
Director

Warga Negara Indonesia. Herry Hykmanto lahir 27 Agustus 1968. Diangkat Direktur Danamon melalui RUPS tahun 2008 sebagai Direktur Transaction Banking dan Syariah. Beliau bergabung dengan Danamon sejak tahun 2003 sebagai Head of Transaction Banking.

Beliau merupakan lulusan dari Universitas Padjadjaran, Bandung. Sebelumnya, Beliau adalah Senior Cash Management & Trade Business Development Manager pada Standard Chartered Indonesia dan International Operation Head di Bank Universal.

Tahun 1998, beliau adalah bankir pertama yang memperoleh sertifikasi internasional untuk *letter of credit* dari International Chamber of Commerce, Perancis. Beliau aktif bertugas sebagai Ketua International Chamber of Commerce. Banking Commission Indonesia dan mewakili Indonesia dalam forum-forum internasional dan regional untuk masalah peraturan dan praktik perdagangan internasional.

Indonesian citizen. Herry Hykmanto was born on August 27, 1968. He was appointed as Danamon's Director by the General Meeting of Shareholders (GMS) in 2008 as a Transaction Banking and Syariah Director. He joined Danamon since 2003 as the Head of Transaction Banking.

He graduated from Padjadjaran University, Bandung. He was a Senior Cash Management & Trade Business Development Manager in Standard Chartered Indonesia and was the International Operation Head in Bank Universal.

In 1998, he became the first Indonesian banker holding international certification in letter of credit from the International Chamber of Commerce France. He is active as the Chairman of the International Chamber of Commerce Banking Commission Indonesia and actively represents Indonesia in various international and regional forums for International Trade Rules and Practices.

Tugas dan Tanggung Jawab:
Sejak 2011, Herry Hykmanto bertanggung jawab penuh untuk pengembangan dan penerapan strategi Unit Usaha Syariah Danamon.

Roles and Responsibilities:
Since 2011, Herry Hykmanto is fully in charge of the development and operation of Danamon's Syariah Business Unit

Penugasan Khusus:
- Anggota Komite Risiko

Particular Assignments:
- Member of the Risk Committee

Fransiska Oei Lan Siem
Direktur
Director

Warga negara Indonesia. Fransiska Oei lahir pada tanggal 12 Juni 1957, lulus Sarjana Hukum dari Universitas Trisakti, Jakarta dan, diangkat sebagai Direktur Danamon sejak Mei 2009.

Fransiska memulai karirnya di PT Ficorinvest sebagai Kepala Legal (1982-1984). Bergabung di Citibank N.A. tahun 1984-1997 dan 1998-2000 dan menduduki berbagai posisi.

Jabatan terakhirnya di Citibank N.A. adalah sebagai Chief of Staff dan Direktur Kepatuhan. Sejak Februari 2005 sampai dengan 2009, Fransiska diangkat sebagai Direktur di PT Bank Internasional Indonesia (BII). Sebelumnya beliau menjabat sebagai Advisor Legal and Compliance BII (2004-2005) dan Managing Director/Team Pengelola BII (2000-2001).

Indonesian Citizen. Fransiska Oei was born on June 12, 1957, received her Master of Law from University of Trisakti and was appointed as a Director of Danamon since May 2009.

Fransiska started her career at PT Ficorinvest as Legal Head (1982-1984). She joined Citibank N.A from 1984-1997 and 1998-2000 holding various positions.

Her last position at Citibank N.A. was as Chief of Staff and Compliance Director. Since February 2005 until 2009, Fransiska was appointed as Director of PT Bank International Indonesia (BII). Prior to that she was BII's Legal and Compliance Advisor (2004-2005) and BII Managing Director/ Management Team (2000-2001).

Beliau juga pernah menjabat sebagai Komisaris PT Bank Mandiri Tbk (2004-2005) dan sebagai Pendiri dan Senior Partner di LBAF Law Firm (2002-2004).

Tugas dan Tanggung Jawab:
Fransiska Oei bertanggung jawab dalam hal kepatuhan Danamon terhadap peraturan perundangan termasuk peraturan Bank Indonesia maupun penerapan Anti Money Laundering dan Counter Terrorism Financing. Beliau juga bertanggung jawab untuk masalah hukum, litigasi, dan *Public Affairs*.

Fransiska memimpin *Corporate Secretary Office* dan bertanggung jawab memastikan kepatuhan Danamon kepada peraturan pasar modal, prinsip-prinsip *Good Corporate Governance*.

Penugasan Khusus:
- Ketua Komite Kepatuhan
- Ketua Komite Fraud
- Anggota Komite Risiko

She was a Commissioner at PT Bank Mandiri Tbk (2004-2005) and was the Founder and Senior Partner of LBAF Law Firm from (2002-2004).

Roles and Responsibilities:
Fransiska Oei is responsible for the Bank's compliance with prevailing regulations, including Bank Indonesia regulations on implementation of Anti-Money Laundering and Counter Terrorism Financing in Danamon. She is also responsible for legal, litigation matters and Public Affairs.

Fransiska Oei is managing the Corporate Secretary Office and is responsible in ensuring the Bank's compliance with capital market regulations and Good Corporate Governance principles.

Particular Assignments:
- Chairman of the Compliance Committee
- Chairman of the Fraud Committee
- Member of the Risk Committee

Pradip Chhadva
Direktur
Director

Warga negara Amerika. Pradip Chhadva lahir pada tanggal 10 Juni 1954. Menjabat sebagai Kepala Bisnis Tresuri, Pasar Modal & Financial Institution dan Transaction Banking Danamon sejak November 2009. Diangkat menjadi Direktur Tresuri Capital Market & Financial Institution sejak 29 April 2010.

Pradip Chhadva lulus dari International Management dari Thunderbird Graduate School of International di Glendale, Arizona tahun 1981. Beliau memulai karirnya di Citibank tahun 1984 sebagai Treasury Manager di Saudi American Bank (Citibank Affiliate) di Riyadh, Saudi Arabia dengan posisi terakhir sebagai Deputy Division Head untuk Sales and Trading di Citibank International, Miami, Florida. Beliau meneruskan karirnya dengan bekerja di First Caribbean International Bank di Barbados selama tiga tahun mulai tahun 2007 dan jabatan terakhirnya sebagai Group Head dan Managing Director untuk Treasury Sales dan Trading

Tugas dan Tanggung Jawab:
Pradip Chhadva bertanggung jawab untuk bisnis Tresuri & Pasar Modal, Financial Institution dan Transaction Banking. Tugasnya termasuk memformulasikan strategi dan memastikan eksekusinya dan pencapaian target bisnisnya. Sebagai treasurer Danamon, beliau juga bertanggung jawab atas manajemen secara hati-hati dan optimal atas neraca Danamon dan manajemen likuiditas, manajemen risiko suku bunga dan valuta asing termasuk merencanakan serta melaksanakan pendanaan Danamon.

Penugasan Khusus:
- Ketua Komite Asset & Liability
- Anggota Komite Risiko

United States of America citizen. Pradip Chhadva was born on June 10, 1954. He has been the Business Head of Treasury, Capital Markets & Financial Institution and Transaction Banking for Danamon since November 2009. He was appointed as a Director of Danamon since April 29, 2010.

Pradip Chhadva graduated in International Management from Thunderbird Graduate School of International in Glendale, Arizona in 1981. He started his career with Citibank in 1984 as a Treasury Manager of Saudi American Bank (Citibank Affiliate) in Riyadh, Saudi Arabia and left the bank as Deputy Division Head for Sales and Trading in Citibank International, Miami, Florida. He then continued his career and worked in First Caribbean International Bank in Barbados for three years starting 2007 and his last position was Group Head and Managing Director for Treasury Sales and Trading.

Roles and Responsibilities:
Pradip Chhadva is responsible for Treasury & Capital Markets, Financial Institution and Transaction Banking. This involves the formulation of strategies and ensuring execution and achievements of the business' bottom line. As the treasurer of Danamon, he is also responsible for the optimal and prudent management of Danamon's balance sheet and liquidity management, interest rate and foreign exchange risk management which includes planning for and executing the structural funding for Danamon.

Particular Assignments:
- Co.Chairman of the Asset & Liability Committee (ALCO)
- Member of the Risk Committee

Warga negara Kanada. Satinder Pal Singh Ahluwalia lahir pada tanggal 7 Mei 1962. Diangkat sebagai Direktur Danamon sejak April 2010. Satinder adalah seorang Chartered Accountant dan juga memiliki Master of Commerce dari Universitas Mumbai.

Beliau mendalami karirnya di Bank Standard Chartered dari 1987 sampai dengan tahun 2002, dengan posisi terakhir sebagai Head Credit, Consumer Banking Malaysia. Selanjutnya, Beliau bekerja di Mashreqbank, United Arab Emirates sebagai Vise President dan Head Retail Credit sampai dengan tahun 2005. Beliau bekerja di ABN Amro Bank, Dubai sebagai Senior Vice President dan Regional Head, Consumer Lending Group Risk Management.

Pada bulan Mei 2006, beliau bergabung dengan Bank Internasional Indonesia sebagai Managing Director dan Chief Risk Officer. Pada tahun 2009, beliau diangkat sebagai Komisaris anak perusahaan BII, WOM Finance, sebelum bergabung dengan Danamon.

Tugas dan Tanggung Jawab:
Satinder Pal Singh Ahluwalia bertanggung jawab untuk memastikan bahwa semua grup bisnis memahami risiko dan mengelola risiko bisnisnya dengan kesadaran penuh. Beliau juga bertanggung jawab untuk memformulasikan dan mengomunikasikan strategi risiko Danamon, ukuran-ukuran dan *underwriting standards* untuk semua grup bisnis. Peran beliau meliputi memastikan ketentuan pencadangan kerugian, dan kehati-hatian dalam pemberian pinjaman, pemantauan yang terus menerus atas risiko pasar dan likuiditas, risiko operasi, dan risiko pinjaman pada semua portofolio pinjaman. Beliau juga memiliki peran untuk memastikan bahwa jika ada perkembangan yang merugikan dieskalasi dan dikoreksi. Beliau juga bertindak sebagai penghubung dengan Regulator, Dewan Komisaris, dan para investor untuk hal-hal yang terkait dengan risiko.

Penugasan Khusus:
- Ketua Komite Risiko
- Anggota Komite ALCO
- Anggota Komite Pengarah Teknologi Informasi
- Anggota Komite Fraud
- Anggota Komite Kepatuhan
- Peninjau Komite Audit dan Komite Risiko ADMF
- Komisaris PT Adira Quantum Multifinance

Canadian citizen. Satinder Pal Singh Ahluwalia was born on May 7, 1962. He was appointed as Director of Danamon in April 2010. He is a Chartered Accountant and he holds a Master of Commerce degree from Mumbai University.

He pursued a career in Standard Chartered Bank from 1987 up to 2002, with his last position as Head of Credit, Consumer Banking Malaysia. Subsequently he worked for Mashreqbank, United Arab Emirates as Vice President and Head Retail Credit up to 2005. He then worked for ABN Amro Bank, Dubai as Senior Vice President and Regional Head, Consumer Lending Group Risk Management.

In May 2006, he joined Bank International Indonesia as Managing Director and Chief Risk Officer. In 2009 he was also appointed as Commissioner in WOM Finance, BII's subsidiary, prior to joining Danamon.

Roles and Responsibilities:
Satinder Pal Singh Ahluwalia is responsible for ensuring that all Business groups understand and manage risk with full awareness. He is also responsible for formulating and communicating, the Bank's risk strategy, parameters and underwriting standards for all business groups. His role includes ensuring compliance with prudential lending and provisioning norms, constant monitoring of market and liquidity risks, operational risk as well as credit risk in all lending portfolios. His role is also to ensure that any adverse trends are escalated and corrected. He also serves as a point of contact for Regulatory Bodies, the Board of Commissioners and the investor Community for all risk issues.

Particular Assignments:
- Chairman of the Risk Committee
- Member of the Asset and Liability Committee
- Member of the IT Steering Committee
- Member of the Fraud Committee
- Member of the Compliance Committee
- ADMF Audit Committee and Risk Management Committee Observer
- Commissioner of PT Adira Quantum Multifinance

Satinder Pal Singh Ahluwalia
Direktur
Director

Michellina Laksmi Triwardhany
Direktur
Director

Warga negara Indonesia. Michellina Triwardhany lahir pada tanggal 8 Mei 1966. Diangkat sebagai Direktur sejak April 2010. Beliau bergabung di Danamon sebagai Kepala Perbankan Konsumer sejak 1 Desember 2009.

Karirnya meliputi bagian fungsi dan wilayah dalam bisnis perbankan konsumer, termasuk penugasan di Singapura, Hong Kong, Philipina dan Malaysia.

Beliau lulus tahun 1987 dari North Texas University sebagai Sarjana di bidang Computer Science dan meraih gelar MBA degree dari the University of Texas di Austin dengan *distinction* tahun 1990.

Beliau memulai karirnya sebagai Management Trainee di Citibank Indonesia tahun 1990. Beliau menjabat berbagai posisi termasuk Direktur Cards Business di Citibank Jakarta dan Standard Chartered Bank di Hong Kong, Direktur Country Retail di Citibank Philipina dan terakhir sebagai Country Business Head di Citibank Malaysia membawahi kartu kredit, kredit perumahan, kredit perorangan dan perbankan retail.

Tugas dan Tanggung Jawab:
Beliau mensupervisi Retail Banking, Consumer Asset, Credit Card. Tanggung jawabnya termasuk memformulasikan strategi dan memastikan eksekusinya dan pencapaian target bisnis. Beliau juga akan bertanggung jawab atas progres yang optimal dari perbankan ritel dan transformasi kantor cabang.

Penugasan Khusus:
- Anggota Komite Risiko
- Anggota Komite Sumber Daya Manusia
- Anggota Komite Asset & Liability
- Anggota Komite Pengarah Teknologi Informasi

Indonesian citizen. Michellina Triwardhany was born on May 8, 1966. She was appointed as a Director of Danamon since April 2010. She joined Danamon as Head of Consumer Banking in December 1, 2009.

Dhany's career spans across multiple functions and geographies in the consumer banking area, including assignments in Singapore, Hong Kong, Philippines and Malaysia.

Dhany graduated in 1987 from North Texas State University with a Bachelor of Science degree in Computer Science and received an MBA degree with distinction from the University of Texas at Austin in 1990.

Dhany started her career as Management Trainee in Citibank Indonesia in 1990. She held numerous positions including Cards Business Director in Citibank Jakarta and Standard Chartered Bank in Hong Kong, Country Retail in Citibank in Philippines, and most recently as Country Business Head in Citibank Malaysia covering cards, mortgage, personal loan, and retail bank.

Roles and Responsibilities:
Dhany oversees the retail bank, Consumer Asset, Credit Card. This includes the formulation of strategies and ensuring execution and achievements of business' bottom line. She is also responsible for retail banking and branch transformation.

Particular Assignments:
- Member of the Risk Committee
- Member of the Human Resources Committee
- Member of the Asset and Liability Committee
- Member of the Information Technology Steering Committee

Joseph Bataona
Direktur
Director

Warga negara Indonesia. Joseph Bataona lahir pada tanggal 11 Juli 1953. Beliau diangkat menjadi Direktur oleh pemegang saham pada tanggal 27 Oktober 2011 dan akan efektif menjabat sejak memperoleh persetujuan Bank Indonesia.

Beliau lulus dari Universitas Katholik Atma Jaya, Jurusan Ilmu Sosial pada tahun 1979 dan memperoleh gelar Sarjana dalam Manajemen Sumber Daya Manusia.

Dari tahun 2000 sampai pertengahan tahun 2011 beliau adalah Direktur Sumber Daya Manusia PT Unilever Indonesia Tbk dan sebelumnya, beliau adalah Deputy Human Resources Director PT Unilever Indonesia dari tahun 1998 sampai dengan tahun 1999

Tugas dan Tanggung Jawab:
Joseph Bataona bertanggung jawab terhadap pengembangan dan implementasi atas kebijakan yang terkait dengan Sumber Daya Manusia.

Indonesian citizen. Joseph Bataona was born on July 11, 1953. He was appointed as a Director of Danamon by the Shareholders on October 27, 2011 and will be effective as Director per Bank Indonesia's approval.

He graduated from Atma Jaya Catholic University, Jakarta Indonesia, Faculty of Social Science, earning his bachelor's degree in Human Resources Management.

From the year 2000 until mid 2011, he was Human Resources Director of PT Unilever Indonesia Tbk and, previously, from 1998 to 1999 he was Deputy Human Resources Director of PT Unilever Indonesia.

Roles and Responsibilities:
Joseph Bataona is responsible for the development and implementation of Danamon's Human Resources policies.

Penugasan Khusus:
- Ketua Komite Sumber Daya Manusia
- Anggota Komite Nominasi dan Remunerasi (Joseph Bataona akan mengundurkan diri sebagai anggota Komite efektif setelah memperoleh persetujuan Bank Indonesia sebagai Direktur).

Particular Assignments:
- Chairman of the Human Resource Committee
- Member of the Nomination & Remuneration Committee (when approved as a Director by Bank Indonesia, Joseph Bataona will resign from the Committee).

Khoe Minhari Handikusuma
Direktur
Director

Warga negara Indonesia. Khoe Minhari Handikusuma lahir pada tanggal 27 November 1964, bergabung dengan Bank Danamon sejak tahun 1989. Beliau menempati posisi sebagai SEMM Business Head, sebelum diangkat menjadi Direktur Danamon pada tahun 2011.

Beliau lulus dari Waylan Baptist University Jurusan Keuangan tahun 1989 dan mengikuti program High Potentials Leadership di Harvard Business School tahun 2008 dan mengikuti konferensi Bain Asia Customer Loyalty Forum dan Investment & Innovation in Microfinance Asia in Singapore

Tugas dan Tanggung Jawab :
Khoe Minhari Handikusuma bertanggung jawab terhadap Micro Business Banking dan Consumer Mass Market (CMM).

Penugasan Khusus:
- Anggota Komite Sumber Daya Manusia
- Anggota Komite Asset and Liability
- Anggota Komite Risiko
- Komisaris PT Adira Quantum Multifinance
- Wakil Ketua Dewan Pengurus Yayasan Danamon Peduli

Indonesian citizen. Khoe Minhari Handikusuma was born on November 27, 1964, joined Bank Danamon in 1989. He was SEMM Business Head before being appointed as a Director of Danamon in 2011.

He graduated from the Finance Faculty, Waylan Baptist University in 1989 and participated in the High Potentials Leadership program at Harvard Business School as well as Bain Asia Customer Loyalty Forum and Investment & Innovation in Microfinance Asia Conference held in Singapore.

Roles and Responsibilities:
Khoe Minhari Handikusuma is responsible for the Bank's Micro Business Banking and Consumer Mass Market (CMM).

Particular Assignments:
- Member of the Human Resource Committee
- Member of the Asset and Liability Committee
- Member of the Risk Committee
- Commissioner of PT Adira Quantum Multifinance
- Vice Chairman of the Trustee Board of Yayasan Danamon Peduli

Laporan Dewan Pengawas Syariah

Report from the Syariah Supervisory Board

Unit Usaha Syariah (UUS) Danamon adalah UUS yang didirikan sejak bulan Mei tahun 2002, sehingga lebih dari 9 (sembilan) tahun telah melaksanakan kegiatan usahanya di bidang perbankan syariah.

Dalam kurun waktu tersebut, UUS Danamon senantiasa melakukan perbaikan kinerjanya melalui peningkatan layanan kepada para nasabah dan kepada para *stakeholder* secara berkesinambungan dengan tetap mengacu kepada prinsip syariah.

Sampai dengan tahun 2011, UUS Danamon telah memasarkan produk-produk penghimpunan dana, penyaluran dana maupun jasa syariah, antara lain sebagai berikut:

- 5 (lima) Produk Penghimpunan Dana: Tabungan Danamon Syariah iB; Tabungan Haji Danamon Syariah iB; Giro Danamon Syariah iB; Deposito Danamon Syariah iB dan Deposito Harian Danamon Syariah iB
- 4 (empat) Produk Pembiayaan: Pembiayaan Koperasi Karyawan Danamon Syariah iB; Pembiayaan SME Danamon Syariah iB; Pembiayaan BPRS Danamon Syariah iB dan Solusi Emas Syariah (SES)
- 3 (tiga) produk Jasa Syariah: *Utility Payment*; *Syariah Cash Management Service* dan *Trade Finance Syariah.*

Pemasaran produk dan jasa syariah tersebut didukung oleh jaringan kantor yang tersebar di berbagai wilayah Indonesia yang terdiri atas 11 (sebelas) Kantor Cabang Syariah (KCS) dan 54 (lima puluh empat) Kantor Cabang Pembantu Syariah (KCPS) serta 137 unit layanan syariah.

Dalam perkembangan usaha UUS Danamon, peran Dewan Pengawas Syariah (DPS) menjadi sangat penting untuk memastikan dan mengawasi agar seluruh produk dan jasa serta pelaksanaan operasional UUS Danamon sesuai dengan Prinsip Syariah.

Peran DPS tersebut dilaksanakan dengan melakukan *review* atas setiap penyusunan kebijakan operasional dan peluncuran produk serta jasa syariah. Proses *review* dilakukan melalui konsultasi lisan, pertemuan rutin bulanan maupun konsultasi secara tertulis dalam bentuk Memorandum Opini Dewan Pengawas Syariah. Selama tahun 2011, DPS telah menyampaikan 8 opini terkait dengan kegiatan pembiayaan, pendanaan dan jasa syariah.

Danamon Syariah Business Unit was established in May 2002, and has conducted its syariah banking business for 9 (nine) years.

During this period, Danamon Syariah Business Unit has continued to enhance its performance by improving its service to customers and stakeholders, while ensuring full compliance with the syariah principles.

Until end of 2011, Danamon Syariah Business Unit marketed syariah based funding and financing products as well as banking services, as follows:

- 5 (five) funding products: Tabungan Danamon Syariah iB, Tabungan Haji Danamon Syariah iB, Giro Danamon Syariah iB; Deposito Danamon Syariah iB and Deposito Harian Danamon Syariah iB
- 4 (four) financing products: Koperasi Karyawan Danamon Syariah iB (cooperative financing) and Pembiayaan SME Danamon Syariah iB (SME business financing); Pembiayaan BPRS Danamon Syariah iB and Solusi Emas Syariah (SES)
- 3 (three) syariah based banking services: Utility Payment; Syariah Cash Management Service and Trade Finance Syariah.

The above mentioned syariah based funding, financing products and banking services are supported by branch offices in various parts of Indonesia, consisted of 11 (eleven) syariah branches, 54 (fifty four) syariah sub-branches and 137 syariah service units.

The Syariah Supervisory Board plays an important role in supporting the development of Danamon Syariah Business Unit, by reviewing and monitoring the fulfillment of Syariah principles in all products, services and operations within Danamon Syariah Business Unit.

In performing its roles, the Syariah Supervisory Board conducted reviews in the development of all operation policies as well as the introduction of Syariah based products and services. Reviews were conducted through monthly meetings as well as verbal and written consultations through the issuance of Opinion Memoranda of the Syariah Supervisory Board. During 2011, the Syariah Supervisory Board issued 8 opinions related to the Unit's financing, funding and service providing activities.

Sebagai sarana komunikasi secara intensif antara manajemen UUS Danamon dengan DPS, maka pada periode 2011 telah dilakukan pertemuan rutin minimal setiap 1 (satu) bulan antara manajemen UUS Danamon dengan Dewan Pengawas Syariah untuk membicarakan dan memberikan solusi atas permasalahan yang timbul dalam kegiatan operasional sehari-hari terutama dilihat dari aspek kepatuhan syariah (*syariah compliance*).

DPS juga telah melaksanakan pelaporan atas hasil pengawasan DPS kepada Bank Indonesia setiap semester sesuai dengan ketentuan Bank Indonesia yang berlaku.

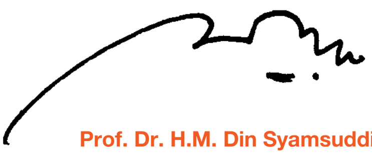
Secara berkesinambungan, DPS akan terus meningkatkan fungsi pengawasannya agar dalam pelaksanaan kegiatan operasional dan implementasi produk, UUS Danamon selalu berpijak dan tunduk pada ketentuan yang berlaku dari aspek syariah *compliance* (Fatwa DSN-MUI dan ketentuan eksternal dari Bank Indonesia/institusi terkait).

To establish intensive communications between the management of Danamon Syariah Business Unit and the Syariah Supervisory Board, regular meetings were held at least once a month in 2011 between the Unit's management and the Syariah Supervisory Board to discuss and formulate solutions regarding issues related to day-to-day operations, in particular those related to compliance to syariah principles.

The Board also prepared reports on its review results, submitted every semester to the Central Bank in compliance with the prevailing Bank Indonesia regulation.

The Syariah Supervisory Board will continue to enhance its supervisory function to ensure that in performing its operational activities and product implementation, Danamon Syariah Business Unit complies with the prevailing syariah regulations (fatwa DSN-MUI and external regulations from Bank Indonesia/related regulators).

Atas nama Dewan Pengawas Syariah
For and on behalf of the Syariah Supervisory Board



Prof. Dr. H.M. Din Syamsuddin
Ketua | Chairman

Profil Dewan Pengawas Syariah

Syariah Supervisory Board Profile

Prof. Dr. H.M. Din Syamsuddin

Ketua

Chairman

H.M. Din Syamsuddin menjabat sebagai anggota Dewan Pengawas Syariah, Unit Usaha Syariah Danamon sejak tahun 2002. Meraih gelar sarjana dari IAIN Syarif Hidayatullah, Jakarta. Beliau juga meraih gelar M.A. dan PhD, dari University of California, Amerika Serikat.

Din Syamsuddin aktif terlibat dalam berbagai kegiatan pendidikan, organisasi dan keagamaan. Saat ini menjabat sebagai Pimpinan Pusat Muhammadiyah, dosen di IAIN Syarif Hidayatullah dan Universitas Muhammadiyah, Ketua Dewan Ahli Institute for Policy Studies, Anggota Dewan Riset Nasional, anggota Executive Council, Asian Conference on Religion and Peace (ACRP) dan Dewan Pengawas Syariah dari Bank Bukopin Syariah dan HSBC Amanah.

H.M. Din Syamsuddin has been a member of Danamon's Syariah Supervisory Board since 2002. He graduated from IAIN Syarif Hidayatullah and obtained his M.A. and PhD degrees from University of California, U.S.A.

Throughout his career, he has been actively involved in various education, organization and religion activities. Currently, he serves as Chairman of Muhammadiyah and, among others as a lecturer in IAIN Syarif Hidayatullah and Universitas Muhammadiyah, Chairman of Executive Council, Institute for Policy Studies, member of the National Research Council, member of Executive Council, Asian Conference on Religion and Peace and member of the Syariah Supervisory Board of Bank Bukopin Syariah and HSBC Amanah.

Dr. Hasanudin, M.Ag.

Anggota

Member

Hasanudin menjabat sebagai anggota Dewan Pengawas Syariah, Unit Usaha Syariah Danamon sejak tahun 2002. Beliau meraih gelar Sarjana, M.Ag. dan Doktor dari IAIN Syarif Hidayatullah, Jakarta.

Saat ini antara lain menjabat sebagai dosen di IAIN Syaruf Hidayatullah, Sekretaris Komisi Fatwa, Majelis Ulama Indonesia (MUI), Wakil Sekretaris Badan Pelaksana Harian Dewan Syariah Nasional-Majelis Ulama Indonesia, Asisten Direktur Program Pascasarjana IIQ Jakarta dan angggota Tim Penyusunan Peraturan Bapepam-LK tentang penerapan prinsip Syariah di Pasar Modal. Beliau juga menjabat sebagai Dewan Pengawas Syariah di BNI Syariah, Asuransi Allianz, Asuransi Tugu Pratama dan Asuransi Re-Indo.

Hasanuddin has been a member of Danamon's Syariah Supervisory Board since 2002. He received his Sarjana, M.Ag. and Doctorate degrees from IAIN Syarif Hidayatullah, Jakarta.

Currently, he serves as Chairman of Muhammadiyah and among others as a lecturer in IAIN Syarif Hidayatullah, Secretary of the Fatwa Commission, Indonesian Ulema Council (MUI), Vice Secretary of Badan Pelaksana Harian, National Syariah Council-Indonesian Ulema Council (MUI), Assistant Director of Pasca sarjana program in IIQ, Jakarta and member of Regulation Development Team, Bapepam-LK, on the application of Syariah principles in the Capital Market. He also serves as a member of the Syariah Supervisory Board of BNI Syariah, Asuransi Allianz, Asuransi Tugu Pratama and Asuransi Re-Indo.

Drs H. Karnaen A. Perwataatmadja, MPA, FIIS

Anggota

Member

H. Karnaen A. Perwataatmadja menjabat sebagai anggota Dewan Pengawas Syariah, Unit Usaha Syariah Danamon sejak 2010. Meraih gelar sarjana ekonomi dari Universitas Gadjah Mada dan Master di bidang Public Administration dari Syracuse University, Amerika Serikat.

Saat ini menjabat antara lain sebagai Dekan Fakultas Ekonomi Universitas Islam As Syafi'iyyah, Ketua Sekolah Tinggi Ekonomi Islam Husnayain, dosen di Universitas Indonesia, Universitas Islam Negeri dan Universitas Ibn Khaldun. Beliau juga merupakan anggota Pleno Dewan Syariah Nasional dan Wakil Ketua Komisi Ekonomi, Majelis Ulama Indonesia, dan Dewan Pengawas Syariah di BPRS Harta Insan Karimah, Asuransi Bintang dan Asuransi Manulife.

H. Karnaen A. Perwataatmadja has been a member of Danamon's Syariah Supervisory Board since 2010. He received his Sarjana degree in Economics from Gadjah Mada University and his Master in Public Administration from Syracuse University, U.S.A.

Currently he serves among other positions as Dean, Faculty of Economics of Universitas Islam As Syafi'iyyah, Chairman of Sekolah Tinggi Ekonomi Islam, Husnayain, and a lecturer in Universitas Indonesia, Universitas Islam Negeri and Universitas Ibn Khaldun. He is also a pleno member of the National Syariah Council and Vice Chairman, Economy Commission, in Indonesian Ulema Council (MUI) and a member of the Syariah Supervisory Board of BPRS Harta Insan Karimah, Asuransi Bintang and Asuransi Manulife.


Prof. Dr. H.M. Din Syamsuddin


Dr. Hasanudin, M.Ag.


Drs H. Karnaen A. Perwataatmadja, MPA, FIIS